Message from the Associate Vice President for Student Affairs

I am pleased to present the 2012-2013 Student Affairs annual report. I believe it is a strong and accurate reflection of our work, which is done to complement the learning that takes place elsewhere on campus.

In the past year the division has implemented a full-scale bystander intervention program, worked to assist in the return of several social fraternities and sororities, lit the Trinity tower for special occasions, fostered a TSA puppy, re-opened the campus Skyline dining room, landed a taco franchise for the University Center, advised an award-winning campus newspaper, and made the President’s Higher Education Community Service Honor Roll for the fifth year in a row.

Our mission is to serve, support, and challenge our students as individuals and in the context of being responsible global citizens. As you review this document, please note that the division is values and goals-driven, fostering the learning, development, and success of our students.

The first section of the report is a brief introduction of the departmental missions and the kinds of day-to-day responsibilities that keep us engaged. The second section, “by-the-numbers,” is a quantitative snapshot of Student Affairs over the past year. The next two sections offer a look at our departmental and strategic goals.

Student Affairs is concluding the fifth year of its five-year strategic plan. Some of the programs identified have been developed to reach our goals related to faculty engagement, diversity, student development, and assessment. Our vision is to strive for excellence. That aspiration can be seen in the prominence of our program outside of the University. Please review our Web pages on accolades and professional involvement to view our progress.

We are currently preparing our next strategic plan, which will be informed by the Trinity Tomorrow strategic plan. Entitled Student Success Matters, the division’s plan is a strategic agenda to advance the goals of the institutional plan. As that agenda unfolds more specific goals will be articulated in the year ahead.

Thank you for taking the time to learn more about the division of Student Affairs at Trinity. We are proud of our University and the role we play in creating an exceptional student experience.

David M. Tuttle
Associate Vice President for Student Affairs
Missions and Ongoing Responsibilities

Student Affairs/Associate Vice President
As educators in the spirit of the liberal arts tradition, the members of the division of Student Affairs are committed to serving, supporting, and challenging students in their development as individual and as responsible global citizens.

As the senior Student Affairs officer, serve as a member of the University executive staff and represent Student Affairs to the Board of Trustees and the National Alumni Board.

Supervise all departments in the division of Student Affairs and within the division help set the vision and guide the Student Affairs strategic plan.

Oversee divisional budget, calendar, goals, and development.

Coordinate technology and divisional and departmental communications.

Campus & Community Involvement (CCI)
The mission of Campus & Community Involvement is to develop student leaders and facilitate programs that contribute to a vibrant campus life.

Oversee areas related to diversity, fraternity and sorority life, student governance, leadership, community service, orientation, parent/family weekends, student organizations, and student programming.

Coordinate large-scale events including the MLK Jr. March and Lecture, New Student Orientation and Welcome Week programming, alternative break service and immersion programs, and family weekends.

Advise and assist all student organizations.

Advise the student-run campus newspaper and yearbook.

Manage the daily operations and facility upkeep of the Coates University Center.

Career Services
The mission of Career Services is to facilitate relationships for Trinity students and graduates that foster career advancement with prospective employers, graduate school recruiters, fellow alumni and others that will contribute to the growth and success of Trinity graduates.

Provide advising for career exploration, planning, and coaching to students and alumni to help students explore career interests, establish and maintain a valuable career network, and prepare for a competitive job search or graduate school admissions process.
Assist current students and graduates to connect with alumni using LinkedIn, Alumni Snapshots, Alumni Directory, and direct contacts to enable students to capitalize on employer and industry contacts affiliated with the University.

Provide job and internship search resources such as TigerJobs, Internships.com, and Internships-USA and participate in managing selection process for key internship programs (e.g., Supreme Court Internship to equip students with access to various internship opportunities across the U.S.).

Conduct and sponsor signature programs and workshops through signature programs including student/alumni networking receptions, career fairs, dining etiquette programs, mock interview sessions with employers, and career panels featuring alumni and employers to help students explore career interests, make productive career contacts, and prepare for the job market.

Collaborate with faculty on advisory councils including Health Professions and Pre-Law to stay abreast of the resources and information necessary to help students be competitive in the med school and law school application process.

Collaborate with faculty to engage students in the classroom through presentations and career assignments, e.g. MGMT 2301 and CSCI 1300 to increase student awareness of career services office and importance of career preparation.

Organize and promote employer information sessions, interview schedules, and other on-campus recruitment to provide students/alumni with access to potential employers while connecting employers with prospective hires.

Engage in employer and community relations to enhance professional relationships beneficial to students and alumni for internships, employment, and career exploration.

**Chaplaincy**
The mission of the Trinity University Chaplaincy is to lead those who follow Christ, support those of every faith, and serve all who call Trinity home.

Teach students, faculty, and staff about religion and the dynamics of faith that religion invites.

Provide pastoral counseling.

Lead and/or facilitate worship.

Nurture faith fellowships and engage religious life professionals in the life of the University.

**Counseling Services**
The mission of Counseling Services is to facilitate the development of Trinity University students personally, interpersonally, culturally, and academically through counseling, consultative, and educational services, and to facilitate the responsive coping of individuals and the campus community during times of turmoil through crisis intervention services.
Provide students with counseling/psychotherapy, which includes academic skill development and referrals off-campus for long-term or specialized care.

Respond in student crisis situations.

Consult with students, faculty, staff, parents, and other mental health professionals to enhance student success.

Conduct outreach programming and training for students, faculty, and staff.

**Dean of Students/Student Affairs**

*The mission of the Office of the Dean of Students is to serve students as they manage academic, personal, social, and emotional issues and concerns, represent their legitimate needs to others, and represent the University’s interests to them.*

Serve students and families to assist students during emergencies and times of difficulty.

Oversee the student conduct process, parent relations, co-advice student government, and co-chair the Student Success and Behavioral Assessment Team.

**Disability Services for Students**

*The mission of Disability Services for Students (DSS) is to promote human and intellectual diversity by providing equal access and equal opportunity through fostering an inclusive environment for all students with disabilities within the Trinity community. We strive to ensure all students with disabilities have equal access to University courses, programs, services, activities, and facilities by providing or arranging accommodations, services, training, consultation, and technical assistance. Through collaboration and support of the entire Trinity community, DSS promotes self-understanding and self-advocacy within students with disabilities, disability awareness, and universally accessible design principles so that all people have complete access to the University.*

Review documentation, counsel, and arrange accommodations for students.

Acquire and/or produce alternative format texts and arrange note-taking services.

Facilitate the development of study skills, time management, and organization techniques.

**Health Services**

*The mission of Health Services is to enhance the educational process by modifying or removing health-related barriers to learning, and by promoting and empowering students to develop an optimal level of wellness so they can participate fully in academic and extracurricular activities. We acknowledge the wide diversity of our patients, which includes students of color, international students, LGBT students, and students from all socio-economic backgrounds with varying religious and/or spiritual beliefs. We are dedicated to providing accessible, high-quality, culturally-sensitive medical and nursing care to all of our patients.*
Develop and implement individual plans of care for student patients, offer physician-directed clinics, and perform laboratory testing.

Plan, organize, execute, and assess health education programs.

Enforce University policy regarding required medical records, immunizations, and health insurance.

Provide for employee health, for example, first aid, courtesy exams, report of injury forms and employment-related vaccinations.

**Residential Life**

*The mission of the Residential Life office is to share and promote the value of living on campus as an integral component of the Trinity educational experience, embracing the benefits of a caring, diverse, and dynamic community.*

Coordinate selection, training, supervision, evaluation, and development of Residential Life Student Staff.

Manage residential student issues and emergencies.

Plan and coordinate developmental programming specific to three areas (First-Year, Sophomore College, and Upper-Class).

Administer housing-related projects (opening/closing residence halls, building maintenance and renovation, releases from residency requirement, room reservation/placement, and occupancy management).
By the Numbers

Campus & Community Involvement (CCI)
93 active student organizations and five new/pending student organizations

1,000+ students in attendance for the 2012 Welcome Week Concert (Sean Kingston)

19 programs hosted by Student Programming Board

300+ faculty, staff, students, and other Trinity-affiliated partners attended the MLK Jr. March

30 students participated in the first Multicultural Retreat with Southwestern University

Five, as in fifth year in a row Trinity University was named to the President’s Higher Education Community Service Honor Roll

102,000+ community service and service-learning hours that Trinity students dedicated to the San Antonio community from July 1, 2011-June 30, 2012

Nearly 1,000 students attended the Community Service Involvement Fair discovering ways to volunteer in the San Antonio region

117 students joined the fraternity and sorority community (78 women and 39 men)

Approximately $26,870 raised by fraternities and sororities this year to support local and national charities

22 new fraternity and sorority members attended the 1st Annual Greek U leadership retreat with three peer facilitators and three staff facilitators

One, as in first year the Mirage yearbook is all color

21 Trinitonian awards: one National Society for Professional Journalist (SPJ) first place award, one national SPJ runner-up, five regional SPJ first place awards, one regional SPJ third place; 14 Texas Intercollegiate Press Association awards, including a tie for second place for best newspaper

Career Services
68% of graduating seniors used Career Services

69% of graduating seniors initiated job search or applied for a job prior to May 28

47% of graduating seniors received a job offer

78% of graduating seniors who received a job offer accepted the offer

2,584 job postings processed from 915 employer organizations
1,407 individual advising sessions with 699 students through appointments and walk-in sessions

847 employer contacts added to the TigerJobs system from 759 organizations

585 students attended 17 signature programs and events

58 on-campus programs, workshops, and events were facilitated

**Chaplaincy**
813 Christmas Vespers participants

20 weddings in the Parker Chapel (22 alumni or faculty/staff children were wedded)

**Counseling Services**
353 individual clients (a 9.3% increase over last year; 14.4% of undergraduates) were seen for at least one counseling session

64% of clients were female and 36% were male

3.7 average number of sessions per client, with 86% of clients being seen six or fewer sessions

2.8% of clients reported having seriously considered suicide within the 30 days preceding their first session.

6.5% of clients were international students; 29.6% of domestic clients were non-white.

15 after-hours calls to the on-call counselor were received, nearly double last year’s total (8).

**Dean of Students**
75 runners participated in the fifth annual Dean of Students Half Marathon Challenge

462 pounds of food items and $332 collected for the San Antonio Food Bank as the charity for the Half Marathon Challenge

7,151 absolute unique visitors made 10,722 visits to the Trinity Dean of Students blog

Over 30 thirty-minute weekly Student Success Behavioral Assessment Team meetings held

Nine (soon to be ten) campus offices and four University residences for this Dean of Students since 1987

**Disability Services for Students**
140 students registered with DSS

97 requests for accommodation letters in the fall and 82 requests in the spring
81 notetakers found (out of the 100 requests) in the fall -- an 81% success rate -- and 94 of the 100 requests in the spring -- a 94% success rate

89% retention rate (25 out of 28 students in the class of 2015 registered with DSS returned for their sophomore year

**Health Services**
1,143 unique patients served this year, representing 45% of student population

4,903 patients visited Health Services, an 8% increase from 2011-2012. Average census for the past ten years is 5,093 patients per year
- 36% men, 59% women, 5% employees
- 30% First-Year, 28% Sophomore, 20% Junior, 21% Senior, 2% Graduate

1,327 appointments with the physician, a 3% increase from 2011-2012
- 117 well woman exams; 45 physical exams

884 laboratory tests performed in Health Services

510 requisitions sent to general reference lab for testing

574 vaccinations administered

379 students (including 127 international students) enrolled in student health insurance plan for 2012-2013

**Residential Life**
97.36% Fall 2012 occupancy (1,770 residents)

94.44% Spring 2013 occupancy (1,717 residents)

367 programs were offered in the residence halls

127 faculty members participated in Residential Life programming

94 after-hours incidents required response by Residential Life Coordinators

25,609 views of the class newsletters

2,287 wellness checks among the first-year and sophomore residents (These are meetings conducted by student staff to assist students in their success.)

644 early arrivals in the fall (254 were athletes)

97 students stayed for a part of the winter break (53 were athletes)

64 room changes
Review of Completed Goals

Campus & Community Involvement (CCI)
Continue to develop positive staff-student-alumni relationships through the Greek Alumni Advisory Council (GAAC).
These relationships are being fostered through four Blueprint implementation committees (approved by the Board of Trustees in May 2013), as well as from collaborative discussions between alumni and Greek Council student leaders.

Improve fraternity and sorority electronic communications.
Improved communication will continue to be emphasized in 2013-2014 through monthly e-mail communication to alumni advisors and more frequent communication to students through a fraternity/sorority blog and Greek Council messages.

Broaden First Amendment week by collaborating with other departments in partnership with the Trinitonian weekly newspaper.
Expanded faculty partnerships to include Kimberlyn Montford who facilitated a program on Freedom of Speech and Song.

Increase summer communication with new students in order to better serve their needs for specific instruction.
Enhanced social media profiles, videos, and e-mail messaging were shared with the incoming class of 2016.

Host student affairs information sessions (one each semester) to encourage students to pursue careers in student affairs.
This did not occur due to staff departures and transition.

Collaborate with the Associate Vice President for Enrollment and Student Retention to enhance CCI's role with retention efforts.
CCI and Admissions hosted an informal social and meeting in fall 2012 to develop relationships, share major roles and responsibilities, and discuss areas for collaboration. Several doors were opened through this event.

Brainstorm long-term curricular options/implications for leadership programming.
The new assistant director will explore academic options for leadership programming in the coming year.

Review fraternity and sorority recruitment, orientation, judicial procedures, programs, and calendars with alumni, student affairs, students, faculty, and the Board of Trustees.
This will occur in 2013-2014 within the framework of the Blueprint implementation committees that were formally approved by the Board of Trustees in May 2013.

Design and implement a comprehensive training for Coates University Center student staff encompassing customer service, crisis management, and event/tech support.
This will take place in 2013-2014 facilitated by the new CUC building coordinator and CCI assistant director.
Explore options for student organizations to utilize the Noble Hour online system that allows students to manage community service efforts and log service hours.

TUVC directors identified a new system, GiveGab.com, and convinced the company's co-founder to attend Student Organization training so that all student organizations can begin using this system beginning with the academic year 2013-2014.

Review and revise Student Organization Handbook to reflect updated organizational structure within the division of Student Affairs and include more specific judicial procedure and guidance for student organizations.

Organizational judicial procedures that reflect best practices and standards are now more clearly outlined and articulated in the Student Organization Handbook.

Participate in the development, planning and implementation of the University strategic plan as it relates to student development initiatives and student activities programming.

CCI has been very involved in the strategic planning process, inclusive of staff involvement on committees to idea sharing and brainstorming at the divisional and institutional levels.

**Career Services**

Continue to participate and contribute to the development and implementation of the University strategic plan as it relates to the growth and expansion of Career Services.

Attended meetings with members of the strategic planning committee. Director served on the subcommittee for co-curricular bridge activities.

Revise the Four Year Career Curriculum and create a condensed model making it easier to communicate and utilize as part of the overall career development process.

Developed a new model that was used during TIF and T360 admissions programs to communicate the importance of career development and preparation throughout the academic experience.

Implement TigerTreks program beginning the fall of 2012 in San Antonio.

This program was cancelled due to low student interest. It was offered during a school day and required several hours of commitment. This needs to be revised to consider a non-class day as a better alternative (e.g., fall, winter, or spring break).

With the Office of Alumni Relations, seek to increase alumni involvement in recruitment, and networking leadership utilizing the Alumni Career Network. Continue to increase communication with alumni chapters and Career Network Chairs.

Not clear on progress of previous director regarding these initiatives.

Create new Career Network Chairs for international job seekers and for international students seeking US employment.

Secured alumnus to serve as International Career Chair.

Improve and increase recorded content available to students online.

Postponed until additional staff positions are filled to allow more focus on developing a quality program.
Collaborate with the Senior Year Experience (SYE) team to ensure that career programs are integrated with committee goals.

Career programs are still an integral part of SYE programming and a department representative continues to serve on the SYE committee.

Implement the revision to the Senior Welcome Week program to include a preview of the upcoming year and encourage students to be more proactive in their post-graduation planning.

Not clear on the progress the previous director made regarding this initiative.

Explore and develop resources as part of the Junior-Year program (JYE) for implementation in upcoming years.

Departmental representative served on the JYE committee. Participation on the JYE committee should allow opportunity for this to occur when a new representative is available to replace the department’s previous representative.

Participate, contribute, and support the development and implementation of the department of Business Administration strategic plan as it relates to Career Services.

Department approved for two new staff positions. Director met with AACSB Peer Review team in fall 2012 to explore Career Services role in addressing Business Administration accreditation concerns.

Collaborate with Humanities faculty to better prepare humanities majors for the world post-graduation.

Director began efforts to partner with faculty in humanities including collaborating in the spring with faculty to reach more humanities majors concerning career exploration.

Implement resume critique support by trained student assistants and propose the involvement of the DEI chapter.

Additional DEI members were trained to conduct resume critiques and mock interviews. Currently, the former chapter president will be contracted this summer to develop a peer advisor program to be implemented in the fall 2013.

Integrate Student Affairs intern into the office workflow.

Summer 2012 intern collaborated with director and a local alumna to develop the TigerTreks program for fall 2012 in San Antonio.

Revise student assistant training and handbook to increase quality of students on the front line.

Training manual was revised extensively to improve breadth and depth of information and a formal training occurred in the beginning of the fall semester. Material from the revised manual will be used in the development of the peer advisor program.

Inform employers of new internship guidelines that better define internships at Trinity and more closely monitor intern postings for compliance with guidelines.

Not clear on progress of previous director regarding these initiatives.
**Chaplaincy**

Offer a weekly afternoon, limited-run introduction to the Old Testament in the fall semester. The group will utilize the book *The Bible from Scratch: The Old Testament for Beginners*. If response dictates, repeat in the spring and add the parallel New Testament study.

This did not happen.

Develop the Sunday Gathering worship service.

Participants from 2011-12 were polled and chose to discontinue the service. Spring semester conversations are leading toward a chaplaincy-led service during the week beginning in the fall of 2013.

In collaboration with the affiliated chaplains, sponsor a weekend seminary tour for students considering theological education.

This was postponed until fall of 2013.

Develop a regular presence among the Christian faith fellowships by rotating through visits to their weekly meetings.

Completed

**Counseling Services**

Develop procedures based on the Psychological First Aid model as part of Counseling Services crisis management plan.

Gathered materials but no other progress made.

Survey clients regarding outcomes of counseling.

A survey of clients resulted in a 66% response rate, with high levels of satisfaction with services reported. Clients also reported other positive educational outcomes.

**Dean of Students/Student Affairs**

Oversee the next major phase of the dining renovation project and primarily determine plans for renovating the Commons and lobby area of the Coates University Center.

The renovated Skyline dining room opened in October 2012. Local vendor and campus favorite “Taco Taco” will be setting up in the Coates University Center Commons beginning August 2013. A Freshii’s franchise is scheduled to open in the Center in January 2014. A more complete – but small-scale - renovation of the Coates University Commons and Coates lobby is tentatively slated for summer 2014.

Coordinate a visit by family members of The Dog Jurgens to honor the memory of namesake Paul Jurgens on 9/11. Alice Sheldon (sister of Paul Jurgens) and her husband John Sheldon visited campus for a 9/11 program.

Through staff efforts, implement a new retention-based software program.

The coordinator for Technology and Special Projects implemented the CARE software system.

Review sexual assault policy and Web page.
The policy and Web page were reviewed with the Sexual Diversity Alliance in the fall semester. Changes to policy were approved in April, 2014 and the Web page was subsequently updated.

**Disability Services for Students**
Transfer student files from Access to Titanium.  
The files were moved from one database into the other.

Review and update all of the DSS policies and procedures.  
Of the policies and procedures DSS has, only the note-taker services process changed. This change was due in part to the fact that Human Resources informed DSS that all students receiving any type of compensation for their work had to be paid hourly.

**Health Services**
Create Facebook page for Health Services.  
Completed.

Continue to solicit students to produce videos for *Student Health 101*.  
No student volunteers were identified.

Health Services staff will participate in Walk Like MADD 2012 to raise awareness about drunk or impaired driving on October 27, 2012. We will seek participation from other offices and organizations on campus.  
Health Services staff and one other member from Student Affairs participated in this event.

**Residential Life**
Modify the administrative component of the Residential Life Student (RLS) staff position.  
The Residential Life Office made improvements to the student on-call rotation process to make it more consistent among the different areas. The new process also makes it easier for students to determine who is on-call and to contact them when necessary. Changes were also made to the RLS return and dismissal dates allowing for graduating seniors to spend more time with family in May. RLS contracts for the upcoming year are now half-year contracts which will assist with accountability.

Submit proposals for conference presentations.  
The Residential Life Office staff has submitted multiple conference proposals over the past year. One staff member presented at the National Association of Student Personnel Administrators (NASPA) Annual Conference and two staff members will be presenting at the Association of College and University Housing Officers-International (ACUHO-I) Annual Conference in June.

Increase collaboration with other Residential Life Offices in the San Antonio area.  
The Residential Life Office partnered with St. Mary's University to offer hands-on fire safety training to RLS staff members in August. The student staff members went to the San Antonio Fire Academy for a day-long session. Participants indicated that this was very informative and many listed it as one of their favorite parts of training. The Trinity
University Residential Life Office is currently working with Our Lady of the Lake University, St. Mary's University, Texas Lutheran University, and University of the Incarnate Word to organize and facilitate the annual Southwest Association of College and University Housing Officers (SWACUHO) Resident Assistant Conference.

Modify the housing assignments process to incorporate an online component. The Residential Life Office created interactive online guides to explain the housing process. The information was more accessible to students, and provided the information in a visually appealing format that was easier to navigate.

Create and maintain a database for student involvement and success. This database has been created and is being utilized to assist with student success meetings. The information contained in this database provides the Residential Life Coordinators with background information about each student (e.g. hometown, student organization involvement, academic areas of interest, etc.). This information has proven helpful when the Residential Life Coordinators have one-on-one meetings with the students to discuss academic or judicial concerns.
Review of Strategic Plan Departmental Goals

Campus & Community Involvement (CCI)
In collaboration with faculty, develop a manual to guide Faculty and Student Affairs staff as they develop their own national and international travel experiences for Trinity students.
   A draft version is already in production and has been shared with faculty who are interested in faculty-led study abroad. It was used as a launching pad for a May 2013 gathering on faculty-led study abroad that was conducted by the Study Abroad Office.

Offer one service learning program in First-Year and Upper-Class areas.
   This initiative has begun with the implementation of H.O.P.E. Hall living learning community. This program includes a strong service-learning component in the fall and a First-Year seminar centered around homelessness in the spring.

Implement intentional and year-long leadership opportunities for the fraternity and sorority community.
   Completed with the implementation of Greek U leadership retreat for 22 new active members in the fraternity and sorority community, as well as the Leadership n’ Lunch monthly series of programs.

Encourage Greek Council to enhance their service contributions by establishing a long-term relationship with a community initiative.
   Currently in progress and will continue through 2013-2014.

Plan and implement a multicultural retreat focused on privilege and allyship.
   A one-day retreat at T Bar M Resort in collaboration with Southwestern University took place in fall 2012. Thirty students from Trinity University and 30 students from Southwestern University attended the retreat. Faculty members from both institutions facilitated workshops related to diversity issues.

Career Services
Establish an upper-class career tour program facilitating group travel to specific cities to learn more about career opportunities and networking called TigerTreks.
   Summer intern led the development of a local TigerTreks program but the program will need to be revised before successful implementation.

Collaborate with faculty members to support the implementation of the internship policies and establish the role of Career Services in implementation.
   Not clear on progress of previous director regarding these initiatives.

Collaborate with the DAT to coordinate implementation of Student Voice career survey.
   Director helped explore appropriate timing for survey and reviewed the questions included in the instrument.

Chaplaincy
Host two interfaith dinner dialogues during the fall semester.
   This happened, and was continued for two gatherings in the spring semester.
Encourage the leadership of Trinity's faith fellowships to expand service initiatives to be interfaith events, on the model of the Interfaith Youth Core.

This was partially accomplished and will continue in 2013-2014. The faith fellowships are committed to varying degrees for service to be an expression of their group's programming, so while headway was made, it is not universal. A preliminary step has been the development of the Chapel's Erlandson Fellows to be catalysts for students to make the faith/service connection. The idea is that two students, who have been identified and hired for the fall 2013, will interview students in faith fellowships who are involved in service about that connection, AND will interview students in service organizations who understand themselves to be people of faith about that connection.

Explore interest in and, if warranted, implement a holistic vocational exploration retreat for upper-class students.

This exploration began in the spring and is continuing through the summer, with implementation for sophomores anticipated in January 2014.

**Counseling Services**
Expand QPR training to faculty and other audiences on campus.

Trained Student Affairs staff at summer workshop. No progress on training faculty.

Provide Step Up training to remaining half of Greek students.

This goal was achieved. A total of 283 students were Step Up trained this academic year, including the Residential Life Student Staff, Greek students, and Delta Epsilon Iota honor society. The cumulative total of students and staff trained since Step Up’s inception in 2011 is 631.

Expand implementation of Step Up training to athletes.

This goal was not achieved. Leaders of the Student Athlete Advisory Council (SAAC) decided that there wasn’t sufficient interest in athletics to administer the program to that population.

Provide a cognitive behavioral program for insomnia (Sleep School) to students, faculty, and staff.

This goal was achieved. Four faculty/staff members participated this year. Reviews of the program were positive.

**Dean of Students**
Conduct a faculty, staff, student survey to determine effectiveness of the Dean of Students.

The faculty conducted a comprehensive evaluation.

Develop a new divisional strategic plan in conjunction with campus plan.

This was delayed, in part, because of the timeline of the University-wide Trinity Tomorrow plan. Mission, Vision, and Values were discussed and re-affirmed. A self-study process and selection of learning outcomes was initiated.

Conduct a review of dining service changes.
ARAMARK completed a survey of students.

**Disability Services for Students**
Create and incorporate a rubric to measure self-advocacy skills into the intake process and one-on-one meetings with DSS students.
A rubric was created and used when interacting with first-year students. The students’ self-advocacy growth between fall and spring semesters varied depending on each student’s situation.

**Health Services**
Continue to promote the services of the nutritionist and hope to identify special interest groups, for unique dietary needs among new students and facilitate a session with the dietitian offering instruction regarding dining on campus. Health Services will collaborate with DSS.
In collaboration with Dining Services, students were offered group sessions with the dietitian to discuss their individual dietary needs. Five areas were identified; diabetic, fitness, gluten intolerance, food allergies, and vegetarian. One meeting for each group was held in the early fall semester. Two students attended each session except for diabetic group (one student). Sessions on healthy diet and fitness were offered in the spring semester but were cancelled due to lack of student interest.

Assess student learning associated with a visit to Health Services for STD testing.
Health Services staff created and implemented a rubric to measure patients’ knowledge regarding safer sex. This tool helped to identify areas of knowledge deficit and provided guidance to the nursing staff in offering individual patient education.

**Residential Life**
Expand Major Meal/Major Declaration and Beyond to a comprehensive major exploration series.
The Major Declaration Series was created. Marketing the events as a comprehensive series (as opposed to individual events) has helped students understand the purpose of Sophomore College and has also increased attendance immensely.

Increase Residential Life Office involvement in Living Learning Communities.
The Residential Life Office has been very involved with the newest Living Learning Community, H.O.P.E. Hall. Residential Life staff members also attended some humanities lectures and are working closely with the Entrepreneurial faculty to create enhanced programming for the Entrepreneurial Hall.

Launch a Going Green in the Residence Halls campaign.
The Going Green in the Residence Halls campaign had a strong year. Collaborations with the student eco-representatives, Students Organized for Sustainability, and members of the Facilities Services staff have proven to be very beneficial. Students engaged in action for positive change in the community by participating in RecycleMania and the Give and Go program with Goodwill. Overall waste production decreased by nearly 3% and donation of goods increased by 54.13% through the Give and Go Program.
Offer one service-learning program in the First-Year and Upper-class areas.

The Residential Life Office was very involved in the creation and continuation of the H.O.P.E. Hall Living Learning Community which provided multiple service learning opportunities for the entire campus community including sandwich making to benefit SAMMinistries, Habitat for Humanity trips, and volunteer opportunities at the San Antonio Food Bank. Additionally, members of Sophomore College participated in a river beautification project through Basura Bash.
The Year Ahead - Goals for 2013-2014

**Campus & Community Involvement (CCI)**

**Departmental**
In light of changes to Student Leadership Conference to become a symposium with a specific topic, revisit the purpose and structure of Student Organization Training to include group-centered leadership development components.

Keep an up-to-date, active Student Programming Board website students can reference for event dates/times.

Take steps to ensure student organizations have a smooth officer transition.

Ensure Student Programming Board collaborates with other organizations and skillfully advertises Saturdays in Skyline.

Develop a photo archives system for Campus Publications.

Develop messages for Admissions to share with prospective students interested in experiential journalism opportunities.

Revise and update Campus Publications staff manual.

Develop a Campus Publications training component that aligns with *Trinity Tomorrow* action step 1F (equip students to demonstrate their achievement in experiential learning).

Launch the Fall Leadership Symposium (formerly Student Leadership Conference) to make use of an institute format with 30-40 engaged participants.

Update the New Student Orientation website to include videos and online tutorials that will enhance learning and prepare students to be successful at Trinity.

Assess the current parent/family orientation session to identify strengths and areas of improvement for the purposes of expanding offerings for the fall 2014 program, if necessary.

Assess how New Student Orientation serves transfer and international students for the purposes of addressing gaps for the fall 2014 program.

Collaborate with International Student & Scholar Services to create a seamless orientation experience in fall 2014 for international students.

Support and serve the male student population on campus by creatively collaborating with faculty, staff, and students.

Engage faculty in Omicron Delta Kappa leadership society.
Convene a meeting with academic departments to discuss collaborative opportunities for diversity education/initiatives/programs, to eliminate duplication of events, and assist with participation.

Collaborate with the religion department, chapel, and student organizations to host an impactful interfaith dialogue program.

Create an advisor resources guide in coordination with the National Alumni Board Fraternity & Sorority Committee.

Implement a new travel forms process (specifically for beach/formal weekends) that is more streamlined and simpler for both students and staff.

Increase values awareness within the fraternity/sorority community by addressing monthly values themes at Greek Council meetings.

Incorporate hazing prevention in Greek 101 and refine existing anti-hazing messages in Greek 201.

Explore collaborative programming and events between the religion department, chapel, and student organizations for fewer and more impactful events.

Examine ways in which current (or future) leadership programs provide opportunities for spiritual growth.

In collaboration with campus colleagues and the New Student Orientation steering committee, create 2-3 learning outcomes to reflect best practices for orientation (aligned with the Council for the Advancement of Standards in Higher Education).

Conduct assessment of campus-wide events hosted by Student Programming Board and CCI.

Meet with Development & Alumni Relations staff to discuss how CCI can assist in acquiring data about student involvement and campus life that might serve the institution when students become alumni.

Coordinate interactions between fraternity/sorority students and alumni to increase opportunities for developing leadership skills outside the classroom.

Explore ways for student leaders to showcase/teach/act as peer facilitators through existing or new programs.

**Strategic (to be addressed over an extended period of time)**
Put in motion steps to achieve community service Carnegie classification and acquire two AmeriCorps VISTAS.

Articulate how/which opportunities are experiential learning opportunities for students on the CCI website and in applicable marketing materials.
Initiate conversations with campus colleagues about database management and how students log, track, and articulate experiential learning and leadership opportunities (consider inclusion of a reflection and recognition component).

Examine how to prepare first-year and transfer students for the academic advising process (pre-New Student Orientation and forward-looking).

Examine existing international student data to determine how we might better serve this student population during New Student Orientation and engage them in existing programs/services throughout the year.

Encourage event and program collaboration between multiple entities (student organizations, departments, etc.).

Convene a committee to coordinate the University calendar.

Address wellness issues in New Student Orientation.

Create a peer-facilitated consultant role that serves to engage students in involvement opportunities across campus (to include peer advising and coaching).

Ensure the application of leadership skills is emphasized in curricular/co-curricular leadership programs.

Encourage pre/post reflection (formal or informal) for student leaders of University Sponsored organizations.

Consider the inclusion of a spiritual growth breakout session during New Student Orientation.

**Career Services**

**Departmental**

Establish a peer advisor program to decrease the advising load regarding basic services such as resume reviews and preliminary mock interviews.

Collaborate with Institutional Research to coordinate a follow-up graduate survey for class of May 2013.

**Strategic**

Contribute to the discussion around the Center for Engaged and Experiential Learning and participate on planning committee.

Explore implementation of a career portfolio or professionalism certificate program and consider including an optional international component and collaboration with Student Success Center.

Meet with alumni to identify presenters for annual/bi-annual workshops and programs, consulting with Alumni Relations and/or Development for recommendations.
Collaborate with a faculty member to pilot StrengthsQuest initiative with select ENGR majors.

Utilize a new employer marketing piece for interactions with employers and alumni to supplement conversations around internships and job opportunities for Trinity students.

Develop resources to better support international students in career preparation and job searching (e.g., videos, tip sheets).

Develop academic major specific video clips featuring faculty and alumni w/ exploration of possible career paths.

Establish two advisory boards to strengthen relations with key employers through an Employer Advisory Board and international alumni through an International Alumni Board.

**Chaplaincy**

**Departmental**
Utilize Erlandson Fellows to interview students in order to facilitate reflection on the connections between service and faith.

Establish a mid-week worshipping community.

**Strategic**
Pursue support from NetVUE in the forms of 1) a Network-sponsored consultation, and 2) a $50,000 programming grant. These will strengthen our mentoring of students.

Implement a holistic vocational exploration retreat for 20-30 sophomores in January 2014.

**Counseling Services**

**Departmental**
Develop procedures based on the Psychological First Aid model as part of Counseling Services crisis management plan.

Lead the Step Up team in making Step Up an all-campus training at New Student Orientation, beginning with next year's incoming class of First-Year students. Collect data over time and disseminate this data to both on- and off-campus communities.

Explore alternatives for disseminating Step Up to staff at other universities.

**Strategic**
Propose a model for a Student Success Center, to include academic support services, wellness promotion, disability services, and counseling services.
**Dean of Students**

**Departmental**  
Finalize Coates University Center and dining service renovation plans to include the Commons, Java City, and Prassel Hall.

Revise and streamline Web pages in preparation for University-wide Web page conversion (Student Affairs, Dean of Students, Parents, Alcohol, Sexual Assault, and Student Conduct).

Continue discussions related to upper-class residence hall renovations and possible addition of apartments.

Continue to refine procedures related to retention, including exploration of alumni mentors for struggling students and long-term inclusion of advisors in the CARE software program.

Oversee evolution of academic symposium related to H.O.P.E. Hall living-learning community in conjunction with coordinator for Community Service and Engagement.

**Strategic**  
Develop, with the division of Student Affairs, the next strategic plan for the division. This will be informed by, and developed in conjunction with, the campus-wide Trinity Tomorrow plan.

Re-envision the CCI, Counseling, and Career physical offices based on strategic planning decisions, in part depending on the Center for Engagement and Experiential Learning.

Lead a campus-wide initiative to review scheduling conflicts and reduce event overlap.

**Disability Services for Students**

**Departmental**  
Collaborate with various departments on campus (e.g., Collaborative for Learning and Teaching, Aramark, Academic Affairs) to promote and incorporate universal design into the campus environment.

Collaborate with local independent school districts to educate students with disabilities and their families about the transition to college.

**Health Services**

**Departmental**  
Review and update physician standing orders.

Update system for medical supply inventory and ordering medical supplies.

Investigate possible free TV for educational programming in waiting area.
Strategic
Consult with Counseling Services to develop the wellness promotion component of a proposed Student Success Center.

Residential Life

Departmental
Assess the Residential Life Student Staff member experience with regards to personal growth and leadership development.

Enhance the Social Awareness programming in the residence halls.

Increase student staff member involvement in the Going Green in the Residence Halls campaign.

Explore ways to enhance financial literacy in the upper-class area.

Analyze overlapping components of Reflections initiative and REAL LIFE model to determine future direction of first-year area programming.

Strategic (to be addressed over an extended period of time)
Assist student staff members with articulating the benefits of the Residential Life Student Staff position.

Assess the REAL LIFE Educational Success program and share the results with Academic Affairs.

Include information about advising in the REAL LIFE Educational Success program and the Sophomore College predictors of success interviews.

Evaluate current programs to determine if these can be discontinued or offered in collaboration with other organizations.

Explore inclusion of physical health, financial literacy, and spiritual growth programming in the first-year area.

Assist with Reflections program and offer to have Resident Mentors serve as student facilitators.

Utilize Kholberg’s Theory of Moral Development as a framework for judicial discussions and conversations with student staff members who have violated policies.

Add a spiritual development session to Residential Life Student Staff member training

Utilize the Educational Benchmarking Inc. (EBI) or the NASPA Consortium annual residential life survey to assess the overall residential program.

Conduct a Center for the Advancement of Standards (CAS) self-study for the department.

Research innovative uses of residence hall spaces at other institutions.
Faculty and Alumni Partnerships

**Academic Partnerships**
The division of Student Affairs is committed to assisting and supporting the faculty in its efforts to educate students. The divisional strategic plan places this as a top priority and it has been reinforced when Student Affairs merged with Academic Affairs. Below are some of the ways this happens (not including committee partnerships and ongoing conversations about student support).

**General**
A Trinity Summer (Tynes)
Class Marshal (Wallace, Urquijo-Ruiz, Gillette, Montford)
DSS New Student Orientation (Tynes)
First Generation Underserved Students – New Student Orientation (Tynes)
Fraternity and Sorority advisors (multiple)
MLK Jr. March and Lecture (Latimore, Suarez, Wilson)
New Student Orientation steering committee (Tynes)
REAL LIFE Educational Success programs (advisors)

**Academic**
Alternative Spring Break (Norman)
Class Presentations and Career Assignments (Kosnik, Van Eynde, Tingle, McCollum, Belisle)
Deutsche Weinachtsfeier Service (Breidenstein)
First Amendment Week collaborators (Montford, Topp, Delwiche)
First Year Seminar presenter (Blystone)
Homelessness first-year seminar (Blystone)
International studies intern (LeCoat)
Jewish Student Association connection with San Antonio Hillel (Stokes, Tontiplaphol)
Maria Van Ryn ’02 lecture: "Inspiring Isaac and Ishmael: Learning to be Jewish and Muslim in the American South" (Pinnock)
Montreat Peace Discernment Consultation (Pinnock)
Network for Vocation in Undergraduate Education Conference (Fischer, Gillette, Hunsicker-Wang, Tynes)
Queer Studies Colloquium (Reams)
Simran Singh ’06 lecture: "Rethinking Islamophobia and Mistaken Identity: Sikh Perspectives on Hate Crimes in America" (Nadeau)
Vice Chair of United Way Committee (Balreira)

**Leadership and Development**
Campus Publications training (Henderson, Roberson, Johnson)
Ethics Training for Residential Life Student Staff (Tynes)
Men’s focus groups (Tingle, Wallace, Orange)
Multicultural Retreat (Stone)
New Student Orientation Diversity panelists (Tingle, Tynes)
Student Leadership Awards (Ribble, Topp)

**Majors and Careers**
Major Declaration (Tynes)
Major Declaration & Beyond (Tynes)
Major Meals (multiple)
McNair Scholars (Wilson, Stone)
Pre-Law Workshop (Hermann, Coltharp, et. al.)
Pre-Med Workshop (Shinkle)

**Residential**
Chinese Hall Living Learning Community (Field)
Entrepreneurial Living Learning Community (Glangchai)
H.O.P.E. Hall First Year Seminar (Blystone)
Humanities 1600 Living Learning Community (Pache)

**Service**
Alternative Spring Break (Norman)
Silver & Black Give Back Team-Up Challenge (Albright, Tingle)

**Social**
All campus picnic (multiple)
Midnight Breakfasts (multiple)
Twilight at Trinity (multiple)

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**Alumni Partnerships**
The division of Student Affairs is committed to fostering links between our students and alumni in order to engage them with one another and experience the lifelong relationship students will have with their campus. Below are some of the ways this happens.

**General**
Alumni Sponsor (Dean of Students Office, Directors)
Christmas Vespers lectors (Chapel)
Countdown to Commencement (Senior Year Experience)
First Friday Breakfasts (Residential Life)
Fraternity & sorority reinstatement process (CCI)
Greek Alumni Advisory Council (CCI)
Half Marathon Challenge (Dean of Students Office)
Local alumni outreach survey (Dean of Students Office)
Residency Requirement Release Committee (Residential Life)
Team Trinity Move-in Crew (Dean of Students Office)

**Curricular**
HCOM 1170: Leadership Academy panel (CCI)
HCOM 3364: Communication & Effective Leadership panel (CCI)

**Leadership and Development**
Campus Publications training (CCI)
Student Leadership Conference panel (CCI)

**Majors and Careers**
Career Fairs (Career Services)
Career panels and information sessions (Career Services)
Immigration & Career Planning (Career Services)
Making Connections (Career Services)
Major Declaration (Residential Life)
Major Declaration & Beyond (Residential Life)
Networking Etiquette (Career Services)
Pre-Law Workshop (Career Services)

Service
Alumni Weekend Worship (Chapel)
Fraternity & sorority alumni weekend service project (CCI)
University Committee Membership

Academic Standing (Tuttle)
Ad-hoc Activity Block (Thompson)
Admissions (Tuttle)
Advising & Registration Committee (Polivka, Thompson)
Alcohol Coalition (Reams, Tuttle)
Board of Campus Publications (Martin)
Calendar (Nickle, Tuttle)
Calendar Coordinating Committee (Bovio, Tuttle)
Collaborative for Learning and Teaching (Blanton)
Commencement (Nickle)
Conduct Review Board (Englade, Flowers)
Employee Benefits (Hirsch)
Enterprise Technology Committee (Wells)
Fraternity & Sorority Blueprint (McGlamory, Thompson)
Health Professions Advisory Committee (Neal, Hirsch)
Housing Requirement Exception Committee (Neal, Olson, Steiger)
Lecturers and Visiting Scholars Committee (Martin)
MLK Jr. Committee (Inthavong)
National Alumni Board Student Affairs representative (Thompson)
NSO Steering (Nickle, Polivka, Thompson, Tuttle)
Pre-Law Advisory Committee (Hirsch)
SACS Five Year Review (Tuttle)
Safety, Security, and Health Committee (Bevilacqua, Olson)
Standards (Tuttle)
Student Commencement Speaker Selection (Tuttle)
Student Leadership Awards (Thompson, Tuttle)
Student Success (Neal, Nickle, Tuttle)
Sustainability Committee (Olson)
Traffic and Parking Committee (Olson)
Trinity Staff Engagement Committee (Wells)
Trinity Tomorrow (Tuttle)
United Way Campaign Committee (Blanton, Chea)
University Conduct Board (Hough, Thompson, Tuttle)
University Diversity Committee (Inthavong, Nickle, Reams)
University Standards (Flowers, Tuttle)
University Website Project Committee (Wells)
VPAA-Special Projects Search Committee (Neal)
Women’s History Month Committee (Inthavong)

*(Chairs are in bold)
Community Service

Departmental
Basura Bash (Residential Life)
Kayla Mire Half Marathon Food Drive (Dean of Students)
SAMMinistries (Residential Life)
The San Antonio Food Bank (Residential Life)
Young Women’s Leadership Symposium (Career Services)

Individual
Bethany UMC Cold Weather Shelter (Norris, Regnemer)
Big Brothers Big Sisters (Hough)
Boysville Thrift Store (Nickle)
Catholic Worker House (Nickle)
Children’s Museum (Inthavong)
Church Under the Bridge (Frindell)
Clarity (Norris)
Coker UMC (Frindell)
DOOR (Discovering Opportunities for Outreach and Reflection) (Nickle)
Dressing Liberia Project (Inthavong)
Habitat for Humanity (Nickle)
Haven for Hope (Nickle, Norris)
Isles: Self-Reliant Communities of Trenton, NJ (Nickle)
MADD (Bevilacqua, Regnemer, Barnes, Neal, Norris, Wells)
Madison Square Presbyterian Church (Blanton)
Mission Presbytery (Nickle)
Project Linus (Bevilacqua)
Returned Peace Corps Volunteers of San Antonio (Blanton)
Ronald McDonald House (Thompson)
Roseville Apartments (Inthavong)
San Antonio Volunteer Administrators (Blanton)
Trinity Cub Club (Eisenhauer)
University Blood Bank (Nickle)
University Presbyterian Church (Nickle)
University Presbyterian Church Children’s Center (Thompson)
United Way Volunteer of the Year Awards (Blanton)
Divisional Assessment Team (DAT)

This was a relatively quiet year for the DAT given that the division has an established process for planning and summarizing the assessment of learning outcomes for strategic plan-related programs. Because this was the final year of the 2008-2013 Student Affairs Strategic Plan, our major work came at the end of the year as we focused on assisting the Dean of Students as he creates a report summarizing the accomplishments of the plan and anticipating the next five years of assessment within the division.

Because the DAT is helping wrap up the 2008-2013 Strategic Plan, the current team extended its tenure for the month of June so that we can:
(a) compile data to describe accomplishments relative to the plan’s Goals (and their Measures of Success) and Common Learning Outcomes,
(b) provide descriptions for a sample of exemplary strategies,
(c) assess the division’s gains from the plan, and
(d) make recommendations as the division goes forward in its strategic planning and assessment.

The division is transitioning from the 2008-2013 Student Affairs Strategic Plan to the emerging Student Affairs Strategic Agenda, which is rooted in the newly approved Trinity Tomorrow strategic plan. The division is also transitioning from the 24 Common Learning Outcomes (CLOs) that it created in 2008 to the Learning and Development Outcomes (LDOs) developed by the Council for the Advancement of Standards in Higher Education (CAS). Consequently, several tasks await the 2013-2014 DAT, including:
(a) revising the assessment flow chart,
(b) revising the Assessment Plan and Assessment Summary templates,
(c) helping the division understand and use the CAS LDOs, and
(d) assisting in revising the division’s assessment Web pages.

Finally, the DAT will need to orient new contract staff members to assessment within the division, an annual necessity.
**Professional Development Committee (PDC)**

**Committee Overview and Highlights**
The Professional Development Committee (PDC) in the division of Student Affairs is charged with the task of providing resources and programs that ensure continuous professional growth for its members. The PDC focused on customer service as the theme for the year. This theme was selected to examine strategies to provide excellent customer service to students, faculty, staff, alumni, and community partners. The PDC offered a wide array of programs and training sessions related to this theme. The PDC also shared relevant articles with the division and organized a divisional common read initiative.

**Review of 2012-2013 Goals**
Continue to offer the New Employee Orientation as needed.
New Employee Orientation was offered to one new staff member this year. It included intensive training on assessment, learning outcomes, and the divisional strategic plan in addition to information about departmental initiatives and the Social Change Model for Leadership Development.

Offer programs throughout the year centered on the theme of retention strategies, examining three specific areas (intervention, customer service, and helping students find their passion). Multiple sessions and workshops were offered regarding customer service, interacting with students, and student development. The Professional Development Committee also shared pertinent articles with the division and organized a divisional common reading program to discuss the book *Generation on a Tightrope*.

Continue to offer programs specifically geared towards the needs of the classified staff.
The PDC continues to offer programs and training for classified staff as needed.

Convene the division for a summer workshop on intervention strategies. Presenters will include staff members from Residential Life, Student Success Team, Counseling Services, and Campus & Community Involvement.
Conducted August 3, 2012.

**Preview of 2013-2014**
The PDC seeks to achieve the following goals for the 2013-2014 academic year:
Design programs inclusive of the needs of contract and classified staff.

Host a summer brown-bag discussion to identify student development theories that best guide the work of each department.

Host two workshops per semester in support of the year’s PDC theme -- providing guidance and opportunities to reflect on the division’s strategic agenda and the *Trinity Tomorrow* plan. Case studies will be presented. Potential topics include: conducting departmental CAS self-studies, fidelity assessment, helping students connect curricular and experiential learning, helping students articulate what they have learned, engaging men and international students, and holistic wellness.