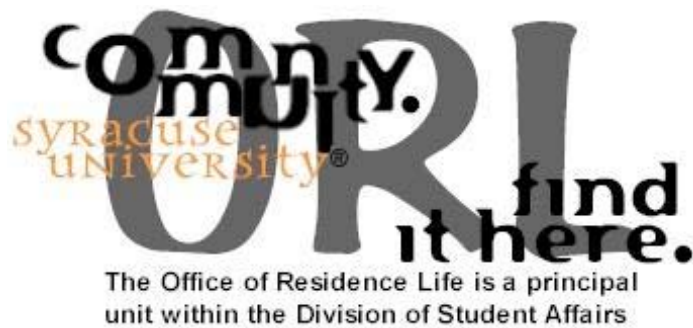


**Syracuse University  
Office of Residence Life Strategic Plan  
2007–2012**

---



*Community . . . Find It Here!*

*Edited 2-7-2008*



Syracuse University  
Division of Student Affairs

## **Introduction**

---

This document comprises the Office of Residence Life Strategic Plan. The purpose of this plan is to identify ongoing, short-range priorities to be instituted within the next one to two years, and long-range priorities to be instituted within the next five years.

The Office of Residence Life began its strategic planning process during the 2005-06 academic year. During this time, all staff participated in the Council for the Advancement of Standards (CAS) self-review process (see Appendix A) and identified recommendations for improvements in four areas: excellence, access and support for enterprising students, engagement with the world, and diversity. Staff members also provided feedback for improvement during the annual May debriefing and through committee annual reports. The Division of Student Affairs Strategic Plan, which includes initiatives for which the ORL will be responsible, is included in Appendix B.

During December 2006, the central office staff (director, associate directors, assistant directors, and coordinators) met for two half-day retreats to discuss the CAS self-review recommendations and the 2005-06 committee reports, and to create a five-year strategic plan. The results are contained in this document. In 2011, the ORL will begin a new CAS self-review process and plan its next five-year strategic plan.

The ORL mission and vision statements were revised based on feedback from the CAS self-review process. This strategic plan will be reviewed and updated three times each year: during professional staff summer training, during January before the start of the spring semester, and during the annual May debriefing.

## **Mission Statement**

---

The Office of Residence Life provides an educationally stimulating living environment where students are encouraged to explore their own development en route to becoming contributing citizens in a global society.

## **Vision Statement**

---

The Office of Residence Life will be an international leader in the design and implementation of residential curricula and learning environments, transforming today's students into the leaders of tomorrow's global society.

The Office of Residence Life abides by the American College of Personnel Administrators (ACPA), National Association of Student Personnel Administrators (NASPA), and Association of College and University Housing Offices-International (ACUHO-I) Code of Ethics.

## Priorities and Goals

### Priority 1: Excellence

#### Goals

- A. Develop and implement a residential curriculum
- B. Develop a plan that places student academic success as a focus for the ORL
- C. Continue to build the Learning Communities Program
- D. Enhance year-long training and development opportunities for all levels of staff
- E. Improve opportunities to develop student leaders within our residential communities including floor presidents, general residence hall students, and general undergraduate students living on South Campus
- F. Centralize assessment initiatives
- G. Develop and maintain a departmental website consistent with the mission, vision, and foundational areas of the ORL
- H. Critically assess judicial administrative process for better efficiency
- I. Improve living spaces for senior staff
- J. Maintain a balanced budget within the ORL during a time of financial reduction
- K. Continue to develop and maintain relationships with alumni who served as resident advisors and student leaders

### Priority 2: Access and Support for Enterprising Students

#### Goals

- A. Create peer mentor programs
- B. Create a staffing plan for South Campus to specifically meet the developmental needs of students living in residential apartments

### Priority 3: Engagement with the World

#### Goals

- A. Enhance departmental civic engagement and sustainability efforts
- B. Determine the feasibility of establishing an Office of Intergroup Dialogue

### Priority 4: Diversity

#### Goals

- A. Create new diversity initiatives and maintain current traditions

## Priority 1: Excellence

### Goal Statement A: Develop and implement a residential curriculum

---

*Strategy 1:* Provide clear direction in determining what the ORL would like students to learn during their first and second years living in the residence halls.

Goal Date: Spring 2008 for first-year students to implement for  
spring 2009 for sophomores

Responsibility: Student Development Committee

Status: In progress

*Strategy 2:* Develop and implement an assessment tool to gauge the effectiveness of the ORL curriculum.

Goal Date: Spring 2008

Responsibility: Coordinator for assessment, operations, and technology/  
Student Development Committee

4/8/2008

Status: Waiting for implementation of the residential curriculum (fall 2007)

*Strategy 3:* Ensure the residential curriculum has an academic success component by creating space in the residential curriculum for academic support and success programs, discussions, etc. Possible topic areas include study groups, goal setting, time management, internship/career exploration, etc. The specifics will be tailored to the residential population.

Goal Date: Summer 2007 (for staff training) and implemented in fall 2007

Responsibility: Academic and Intellectual Initiatives Committee (AIIC)/Student Development Committee

Status: √ **COMPLETE**

*Strategy 4:* Create a supervision guide that will outline a structure and questions for Residence Director (RD) staff to use during individual meetings with their Assistant Residence Director (ARD). Help staff incorporate the residential curriculum philosophy during their individual meetings. A supervision guide with questions and possible activities will be introduced during RD training and then discussed with respective Assistant Directors (AD).

Goal Date: January 2009 (for first-year students)

January 2010 (for sophomores)

Responsibility: Student Development Committee/ORL

Status: Awaiting completion of residential curriculum

*Strategy 5:* Create a supervision guide that will outline a structure and questions for RDs, and ARDs to use during individual meetings with their Resident Advisor (RA) staff. Help staff incorporate the residential curriculum philosophy during their individual meetings. A supervision guide with questions and possible activities will be introduced during RD/ARD training and then discussed in respective areas.

Goal Date: January 2009

Responsibility: Student Development Committee/ORL

Status: Awaiting completion of residential curriculum

*Strategy 6:* Create a plan to implement an upper-class (junior/senior) student residential curriculum.

Goal Date: Fall 2010

Responsibility: South Campus staff/Student Development Committee/  
ORL

Status: In progress

**Goal Statement B: Develop a plan that places student academic success as a focus for the ORL**

---

*Strategy 1:* Increase AIIC size and add co-chair position.

Goal Date: December 2007 to implement in August 2008

Responsibility: Director of learning communities for student affairs/  
AIIC

Status: √ **COMPLETE**

4/8/2008

- Strategy 2:* Explore assessment tools to analyze the academic climate on South and North campus.  
Goal Date: October 2008 for spring 2009 implementation  
Responsibility: Director of learning communities for student affairs/  
coordinator for assessment, operations, and technology  
Status: In progress
- Strategy 3:* Obtain residence hall's grade point average (GPA) information and develop strategies for ORL to use residence hall GPA information.  
Goal Date: January 2008/ongoing  
Responsibility: AIIC/colleagues within the Office of Academic Affairs  
Status: In progress
- Strategy 4:* Obtain a list of students in academic jeopardy and a list of students on the Dean's List. Send letters/information to these students.  
Goal Date: Temporary generic letter regarding academic resources on campus that can be sent to all students: January 2007.  
Actual lists of students: Spring 2009  
Responsibility: AIIC/colleagues within the Office of Academic Affairs  
Status: In progress
- Strategy 5:* Create a plan for recognizing RAs on the Dean's List.  
Goal Date: February 2008 implementation  
Responsibility: AIIC/Recognition Committee/colleagues within the Office of Academic Affairs  
Status: √ **COMPLETE**
- Strategy 6:* Draft a plan to create a pilot Faculty Associates Program. Increase student interactions with faculty members in the residence halls.  
Goal Date: Plan drafted by May 2009 for fall 2009 implementation of a pilot program. Assess pilot to determine feasibility of expansion in fall 2009.  
Responsibility: AIIC/colleagues within the Office of Academic Affairs  
Status: In progress
- Strategy 7:* Continue to refine faculty dining programs. Expand opportunities for faculty to dine with students informally in the residence halls.  
Goal Date: Current faculty dining structure assessed and refined by July 2008  
Responsibility: AIIC/colleagues within the Office of Academic Affairs  
Status: In progress
- Strategy 8:* Create a new training plan related to supporting student academic success to include computer training for staff to view grades, class schedules, and the registration process; time to meet with academic advising staff in the schools and colleges; and working with the RAs to implement the new residential curriculum.  
Goal Date: June 2007 for July 2008 implementation  
Responsibility: AIIC/staff selection and training committee

4/8/2008

Status: In progress

*Strategy 9:* Create an ORL academic calendar, using Significant Issues Calendar as a template. Utilize academic calendar published by SU (currently done). Include when midterms are and when progress reports come out.

Goal Date: August 2007 and ongoing

Responsibility: AIIC

Status: In progress

*Strategy 10:* Research and apply for grant opportunities.

Goal Date: Spring 2009

Responsibility: AIIC

Status: In progress

*Strategy 11:* Improve the programmatic spaces in the residence halls. Review resource spaces in the residential communities and develop a five-year plan for furnishings/physical upgrades.

Goal Date: Completion of five-year plan: August 2007  
Completion of physical renovations: August 2012

Responsibility: Associate director for coordinator for assessment

Status: Partially complete/ongoing

*Strategy 12:* Identify locations and create a usage plan for community space on South Campus for students to gather for community building and academic purposes.

Goal Date: Fall 2008

Responsibility: South Campus staff/ORL

Status: In progress (feedback in December – noted to rewrite)

**Goal Statement C: Continue to build the Learning Communities Program (Office of Learning Communities)**

---

*Strategy 1:* Develop new learning communities. Currently, the College of Arts and Sciences is underrepresented. Short term, concentrate on creating learning community and/or first-year student interest group programs targeted at Arts and Sciences students. Longer term, work with all the schools and colleges to create learning communities appropriate for their students, increasing the emphasis on interdisciplinary opportunities.

Goal Date: June 2009/Ongoing

Responsibility: Office of Learning Communities/colleagues within the Office of Academic Affairs

Status: In progress

*Strategy 2:* Develop and implement a fund-raising and development plan to ensure the continuation of the Office of Learning Communities beyond the initial funding, which will run out in FY 11 (July 2010). Work with appropriate stakeholders to develop and implement a fund-raising and development plan.

Goal Date: Ongoing/complete before July 2010

4/8/2008

Responsibility: Office of Learning Communities/colleagues within  
Division of Student Affairs and the Office of Academic  
Affairs  
Status: In progress

*Strategy 3:* Address changing space and staff needs as student participation in learning communities increases. Work with appropriate stakeholders to develop an assessment plan to address the needs of staff.  
Goal Date: Plan complete by June 2007 for June 2009 implementation <On Target>  
Responsibility: ORL/Office of Learning Communities  
Status: In progress

*Strategy 4:* Maintain a strong national presence. Continue presentations at national meetings, hosting learning community conferences, and publishing in journals such as the *Journal of the First Year Experience*, the *ACUHO-I Talking Stick*, and others.  
Goal Date: Ongoing  
Responsibility: Office of Learning Communities/ORL  
Status: Completed and ongoing—goal is for two presentations and/or publications per calendar year

*Strategy 5:* Redesign the Office of Learning Communities website to be more visually interesting and easier to navigate, and to provide additional resources for faculty and students.  
Goal Date: Ongoing  
Responsibility: Office of Learning Communities  
Status: Complete and ongoing

*Strategy 6:* Increase collaboration with the Graduate School. Work with the Graduate School to provide information and workshops for Teaching Assistants (TA) and participants in the Future Professoriate and with the associate vice chancellors office to include learning communities in the orientation of new faculty members.  
Goal Date: Ongoing  
Responsibility: Office of Learning Communities/colleagues within the Office of Academic Affairs  
Status: Complete and ongoing. We are well established with the TA program but need to make more inroads with new faculty.

*Strategy 7:* Review and revise the learning community assessment plan. Collaborate with staff from the Center for Support of Teaching and Learning.  
Goal Date: Ongoing  
Responsibility: Office of Learning Communities/Office of Institutional Research and Assessment (OIRA)  
Status: Complete and ongoing – continue through June 2009. This is still evolving, due to the creation of OIRA. Focus on dissemination plan needs to be included.

**Goal Statement D: Enhance year-long training and development opportunities for all levels of staff**

---

- Strategy 1:* Provide residential staff members with resources to train RAs throughout the academic year. Research topic areas identified by residential staff members and create training kits that can be checked out from the central office resource room.  
 Goal Date: Ongoing  
 Responsibility: Staff Selection, Training, and Recognition Committee  
 Status: In progress
- Strategy 2:* Expand RA in-service program to provide RAs with a variety of professional development opportunities throughout the academic year. Research and create additional opportunities to add to the already existing Orange Track program, including the annual RA conference.  
 Goal Date: August 2007  
 Responsibility: Coordinator for staff selection and training/Staff Selection, Training and Recognition Committee  
 Status: √ **COMPLETE**
- Strategy 3:* Provide more in-depth interview training to better prepare staff members to interview candidates during recruitment season. Create a more consistent interview process involving all levels of staff members.  
 Goal Date: April 2007  
 Responsibility: Associate director for human resources and communications/Staff Selection, Training and Recognition Committee  
 Status: √ **COMPLETE**
- Strategy 4:* Develop/implement a professional development road map for all staff, highlighting professional development opportunities during their first four years of employment within the ORL. Research desired areas of professional development and what other institutions are offering their staff members.  
 Goal Date: April 2007  
 Responsibility: Associate director for human resources and communications/coordinator for communications/Staff Selection, Training, and Recognition Committee  
 Status: √ **COMPLETE**
- Strategy 5:* Develop and implement a centralized student employee training program for all Main Desk Assistants (MDA). Provide additional training to MDA staff to better prepare staff members to work at any main desk area and/or other student employment positions offered within the Division of Student Affairs.  
 Goal Date: August 2009  
 Responsibility: Associate director for human resources and communications/coordinator for staff selection and training/Staff Selection, Training, and Recognition Committee  
 Status: In progress

4/8/2008

*Strategy 6:* Develop a database to track completed staff training. Work with administrative support staff to create and maintain a database.  
Goal Date: August 2008  
Responsibility: Staff Selection, Training, and Recognition Committee  
Status: √ **COMPLETE and on-going**

*Strategy 7:* Provide all levels of staff with recognition opportunities. Create a committee with representation from each of the student organizations within the ORL to examine the End of Year (EOY) recognition banquets.  
Goal Date: May 2007  
Responsibility: Coordinator for staff selection and training/Staff Selection, Training and Recognition Committee  
Status: √ **COMPLETE**

*Strategy 8:* Create dialogue sheets for RAs to use with residents to discuss alcohol issues. Work with Substance Abuse Prevention and Health Enhancement (SAPHE) Office and Counseling Center to create these sheets.  
Goal Date: May 2009  
Responsibility: Student Development Committee  
Status: In progress

**Goal Statement E: Improve opportunities to develop student leaders within our residential communities, including floor presidents, general residence hall students, and general undergraduate students living on South Campus**

---

*Strategy 1:* Work with the Residence Hall Association (RHA) to increase general residence hall student representation at national and regional college and university residence hall conferences.  
Goal Date: Spring 2008/Ongoing  
Responsibility: Leadership Committee  
Status: In progress

*Strategy 2:* Encourage and provide resources to residential student organizations to recruit diverse student leaders.  
Goal Date: Spring 2008/Ongoing  
Responsibility: Leadership Committee  
Status: In progress

*Strategy 3:* Work with the RHA to encourage and provide guidance and support for the utilization of floor presidents.  
Goal Date: Spring 2008/Ongoing  
Responsibility: Assistant director for leadership/graduate assistant for leadership/RHA advisor  
Status: In progress

4/8/2008

- Strategy 4:* Establish, implement, and evaluate a leadership development plan for any interested residential student.  
Goal Date: Phase I: floor presidents, Leaders Emerging and Developing (LEAD) floor residents, and interested SummerStart students develop leadership plans with residence life staff by fall 2007  
Phase II: available to all interested students by fall 2008  
Responsibility: Leadership Committee  
Status: Implementation begun
- Strategy 5:* Establish a successful, collaborative, University-wide leadership development/engagement incentive program.  
Goal Date: Phase I: research by spring 2007  
Phase II: seek and utilize opportunities for collaboration in planning and implementation by spring 2008  
Phase III: implement on small scale and evaluate for 2008-09 academic year  
Phase IV: implement University-wide by fall 2009  
Responsibility: Leadership Committee  
Status: In progress
- Strategy 6:* Research, document, and catalog individual and group leadership development activities.  
Goal Date: Spring 2008/Ongoing  
Responsibility: Leadership Committee  
Status: In progress
- Strategy 7:* Provide resources on the leadership website.  
Goal Date: Fall 2007/Ongoing  
Responsibility: Leadership Committee  
Status: In progress
- Strategy 8:* Provide leadership development resources and facilitation guides to student organizations.  
Goal Date: Fall 2007/Ongoing  
Responsibility: Leadership Committee  
Status: In progress
- Strategy 9:* Provide training to interested students and staff to facilitate leadership development activities.  
Goal Date: Implement for 2009-10 academic year  
Responsibility: Leadership Committee  
Status: In progress
- Strategy 10:* Provide ongoing advisor training based on advisor assessment, trends, and best practices.  
Goal Date: Implement for 2008-09 academic year  
Responsibility: Leadership Committee  
Status: In progress

4/8/2008

- Strategy 11:* Create, train, and implement an advisor-president congruence continuum tool to strengthen and develop the advisor-president relationship.  
Goal Date: Implement for 2007-08 academic year  
Responsibility: Leadership Committee/Selection and Training Committee  
Status: In progress
- Strategy 12:* Critically evaluate and substantively update the GOLD (PAF 121) class curriculum. Create and implement an assessment plan.  
Goal Date: Planning complete by spring 2007. Implement assessment plan during 2007-08 academic year.  
Responsibility: Assistant director for leadership/Leadership Committee/coordinator for assessment  
Status: √ **COMPLETE**
- Strategy 13:* Critically evaluate and substantively update the Jumpstart program. Create and implement an assessment plan.  
Goal Date: Planning complete by spring 2007. Implement assessment plan during summer 2007  
Responsibility: Assistant director for leadership/Leadership Committee/coordinator for assessment  
Status: √ **COMPLETE**
- Strategy 14:* Develop and implement student leadership positions, including apartment block presidents, conflict mediators, and South Campus mentors for first- year students living in Skyhalls.  
Goal Date: Fall 2008  
Responsibility: South Campus staff/SCOPE/Skyz Da Limit  
Status: In progress

**Goal Statement F: Centralize assessment initiatives**

---

- Strategy 1:* Centralize all elements of the assessment and evaluation activities under the coordinator for assessment, operations, and technology. This will include the development/review, coordination, dissemination, analysis, and reporting of all assessment and evaluation activities within the ORL.  
Goal Date: Fall 2008  
Responsibility: Coordinator for assessment, operations, and technology  
Status: In progress
- Strategy 2:* Eliminate the assessment committee, and link coordinator for assessment, operations, and technology to all other departmental committees in a liaison role.  
Goal Date: Spring 2008  
Responsibility: Coordinator for assessment, operations, and technology  
Status: √ **COMPLETE**
- Strategy 3:* Restructure graduate assistant for research and assessment position to assist in the assessment and evaluation of the residential curriculum as well as other ORL services. Maintain supervision of the graduate

assessment under the coordinator for assessment, operations, and technology.

Goal Date: Fall 2007

Responsibility: Coordinator for assessment, operations, and technology

Status: ✓ **COMPLETE**

---

**Goal Statement G: Develop and maintain a departmental website consistent with the mission, vision, and foundational areas of the ORL**

---

*Strategy 1:* Collaborate with colleagues within the Division of Student Affairs (DSA) including the newly formed Technical Services Group.

Goal Date: Spring 2009

Responsibility: Coordinator for communications

Status: ✓ **COMPLETE**

---

**Goal Statement H: Critically assess judicial administrative process for better efficiency**

---

*Strategy 1:* Examine current judicial administrative process. The current process is redundant, ineffective, and time consuming. Staff will review current process and make recommendations for short-term improvements and create a proposal for a long-term plan of action.

Goal Date: Short-term recommendations: ✓ **COMPLETE**

Long-term recommendations: May 2009

Responsibility: Associate director for North Campus/coordinator for assessment, operations, and technology/assistant director for civic engagement

Status: In progress

*Strategy 2:* Evaluate the educational sanctioning process staff use for judicial violations and departmental standard violations. Determine if the sanctions we are using make a difference in educating residents.

Goal Date: May 2009

Responsibility: Student Development Committee/coordinator for assessment

Status: In progress

---

**Goal Statement I: Improve living spaces for senior staff**

---

*Strategy 1:* Review all living spaces and develop a five-year plan for the renovation of senior staff living accommodations.

Goal Date: Completion of five-year plan: August 2007. Completion of living spaces renovations: August 2012

Responsibility: Associate director for budget and administration/working with Housing Office and the Office of Design and Construction

Status: In progress

---

**Goal Statement J: Maintain a balanced budget within the ORL during a time of financial reduction**

---

4/8/2008

*Strategy 1:* Identify methods for reducing departmental expenses by \$40,000 during FY 2007-08.

Goal Date: June 2007

Responsibility: Associate director for budget and administration

Status: √ **COMPLETE**

*Strategy 2:* Improve staff members' understanding regarding their responsibilities for fiscal management of departmental funds under their control. Develop a comprehensive annual budgeting template that can be used by senior staff for managing programming and operating accounts in the residential communities.

Goal Date: April 2007

Responsibility: Associate director for budget and administration

Status: √ **COMPLETE**

*Strategy 3:* Identify programs or initiatives within the ORL that can be sponsored by alumni. Work with the director of development for the Division of Student Affairs to identify potential alumni donors.

Goal Date: August 2008

Responsibility: ORL central office staff

Status: In progress

**Goal Statement K: Continue to develop and maintain relationships with alumni who served as resident advisors and student leaders**

---

*Strategy 1:* Maintain contact with alumni through publications, website, and campus events (e.g. Homecoming).

Goal Date: Ongoing

Responsibility: Associate director/coordinator for communications

Status: In progress

*Strategy 2:* Initiate monthly correspondence through the Office of Alumni Relations *Orangebytes* program.

Goal Date: Fall 2007 (On-hold)

Responsibility: Associate director/coordinator for communications

Status: In progress

*Strategy 3:* Expand alumni section of ORL website.

Goal Date: Spring 2008

Responsibility: Associate director/coordinator for communications

Status: In progress

*Strategy 4:* Initiate and maintain outreach to alumni who served as student leaders (e.g. RHA, NRHH, SCOPE, LCAB, FLSA, etc.)

Goal Date: Spring 2008

Responsibility: Associate director/coordinator for communications/  
assistant director of leadership

Status: In progress

**Priority 2: Access and Support for Enterprising Students**

**Goal Statement A: Create peer mentor programs**

---

*Strategy 1:* Provide opportunities for ORL student leaders to explore careers in student affairs and connect with staff mentors. Establish a higher education club for undergraduate students. Create a curriculum for students interested in exploring careers in student affairs and for students interested in seeking jobs within the student affairs areas.

Goal Date: May 2007

Responsibility: Staff Selection, Training, and Recognition  
Committee/ORL/colleagues within the Division of  
Student Affairs

Status: √ **COMPLETE**

*Strategy 2:* Create an organization for underrepresented RAs, including RAs of color and RAs who identify as LGBT and international RAs.

Goal Date: May 2007

Responsibility: Staff Selection, Training and Recognition  
Committee/CODCOR Staff

Status: √ **COMPLETE**

**Goal Statement B: Create staffing plan for South Campus to specifically meet the developmental needs of students living in residential apartments**

---

*Strategy 1:* Research staffing patterns of institutions with comparable apartment facilities. Develop a staffing plan based on research and current needs as identified through ACUHO-I Apartment Assessment.

Goal Date: Fall 2008

Responsibility: Assistant director for South Campus/associate director  
for South Campus/associate director for human  
resources, communications and alumni relations

Status: In progress

**Priority 3: Engagement with the World**

**Goal Statement A: Enhance departmental civic engagement and sustainability efforts**

---

*Strategy 1:* Research how other institutions and departments at Syracuse University are defining civic engagement and develop a clear definition for the ORL.

Goal Date: August 2007

Responsibility: Assistant director for civic engagement/Civic  
Engagement Committee

Status: √ **COMPLETE**

*Strategy 2:* Establish a civic engagement advisory board to provide feedback and direction for the committee. Solicit representatives (faculty, staff, students, and community members) with expertise in the area of civic

4/8/2008

engagement, and solicit their feedback through regularly scheduled meetings.

Goal Date: May 2008

Responsibility: Assistant director for civic engagement/Civic Engagement Committee

Status: In progress

*Strategy 3:* Establish collaborative partnerships with campus offices (CPCS, SOS, Government Relations, etc.) to maximize campus efforts and to be more effective and efficient as an institution. Contact offices and identify joint ventures.

Goal Date: August 2007

Responsibility: Assistant director for civic engagement/Civic Engagement Committee

Status: ✓ **COMPLETE**

*Strategy 4:* Develop a plan to recognize exemplary civic engagement and sustainability initiatives within the ORL.

Goal Date: May 2008

Responsibility: Assistant director for civic engagement/Civic Engagement Committee

Status: In progress

*Strategy 5:* Develop structured opportunities for students and ORL staff (student and professional) to learn about civic engagement and to participate in community-based engagement projects. Participation in such activities will provide significant opportunity for learning and allow for a better understanding of the institution's mission regarding engagement.

Goal Date: Complete by August 2008

Responsibility: Assistant director for civic engagement/Civic Engagement Committee

Status: In progress

*Strategy 6:* Develop tools and resources for full-time staff to use with RAs and ORL student groups to promote student engagement activities among residents.

Goal Date: Complete by August 2008

Responsibility: Assistant director for civic engagement/assistant director for learning communities/Civic Engagement Committee

Status: In progress

*Strategy 7:* Establish a partnership for the ORL with a Syracuse-based organization to allow for a consistent, ongoing, collaborative relationship. The Civic Engagement Committee will research local organizations that share similar values with the ORL.

Goal Date: Complete by January 2009

Responsibility: Assistant director for civic engagement/Civic Engagement Committee

Status: In progress

4/8/2008

*Strategy 8:* Develop and distribute resources regarding practical implementation of civic engagement initiatives, and create opportunities to share ideas.  
Goal Date: Complete by August 2008  
Responsibility: Assistant director for civic engagement/assistant director for learning communities/Civic Engagement Committee  
Status: Awaiting completion of goal statement number one

*Strategy 9:* Increase knowledge of “sustainable development” and the role in which students and the campus community at large can participate. Develop initiatives and educational opportunities that promote environmental, social, and economic responsibility.  
Goal Date: August 2009  
Responsibility: Assistant director for civic engagement/assistant director for learning communities/Civic Engagement Committee  
Status: Awaiting completion of goal statement number one

**Goal Statement B: Determine the feasibility of establishing an Office of Intergroup Dialogue**

---

*Strategy 1:* Work in collaboration with the Office of the Associate Provost for Academic Programs to determine the feasibility of establishing an Office of Intergroup Dialogue to help students and staff create and maintain a safe and healthy campus climate respectful of differences.  
Goal Date: July 2009  
Responsibility: Intergroup Dialogue Planning Team/ ORL/Office of Multicultural Affairs/Office of the Senior Vice President for Student Affairs  
Status: In progress

**Priority 4: Diversity**

**Goal Statement A: Create new diversity initiatives, and maintain current traditions**

---

*Strategy 1:* Create a Diversity Resource Library.  
Goal Date: Fall 2009  
Responsibility: Diversity Committee  
Status: In progress

*Strategy 2:* Develop and implement a plan for progressive dinners for the RA staff.  
Goal Date: Fall 2008  
Responsibility: Diversity Committee  
Status: In progress

*Strategy 3:* Develop programs focused on spiritual awareness.  
Goal Date: Spring 2009  
Responsibility: Diversity Committee  
Status: Partially complete (ORL book read)/ongoing

4/8/2008

*Strategy 4:* Recruit and hire a diverse RA staff. Review RA selection interview process to provide all RA candidates with a consistent interview experience. Examine how the RA class is structured/being taught by instructors and how many interviews each staff member is completing.

Goal Date: Ongoing

Responsibility: Staff Selection, Training, and Recognition  
Committee/Office of Residence Life

Status: In progress

4/8/2008

<Please Insert a Blank Color Page>

4/8/2008

## Appendix A

# Office of Residence Life CAS Self-Assessment Report

**Syracuse University**  
**Office of Residence Life**  
**Spring 2006**

**Prepared by:**

Eric Nestor, Coordinator for Assessment, Operations, and Technology

**Acknowledgements:**

Rebecca Reed Kantrowitz, Director  
William Longcore, Associate Director  
Jannah Jones, Interim Residence Director  
Banita Sarwar, Graduate Assistant for Assessment  
Mel Stoffel, Administrative Secretary  
Lindy Wagner, Residence Director

### *Executive Summary*

---

During the 2005 – 2006 academic year, the Office of Residence Life (ORL) engaged in a year-long CAS Self-Assessment project. In order to address all 13 areas identified by CAS as components where standardized levels of practice should exist, the director of the ORL purposely wanted a year-long self-review process that involved staff at all levels within the department. Such a process would not only result in a more complete review, but would also provide an educational experience for ORL staff that would serve as professional development, enhancing their experience at Syracuse University as well as their preparedness for future positions. Therefore, the ORL assessment committee (AC) was charged with identifying and implementing an inclusive process by which the department would undergo this self-review process. The AC divided the 13 CAS components into six groupings, organized by relative fit of topics as well as work levels necessary to complete the review. The AC then assigned each full-time staff member and graduate assistant to one of the six groups, ensuring an appropriate mix of central office staff, senior staff, and administrative support staff in each subgroup. Attention was also given to ensure that the South Campus staff was represented in key areas, such as Mission. Each subgroup was led by two AC members and a central office director as a facilitator. Assessment committee members served as resources for the subgroups on the CAS self-review process and helped to keep the subgroup on track. Subgroups were requested to complete their component(s) review by the end of March 2006.

At the conclusion of the subgroups' work, the AC compiled all of the ratings and recommendations for the 13 CAS components and presented them to the department during a three hour CAS meeting. Staff had the opportunity to question and challenge the subgroups' work at that time. Additionally, a survey was developed that permitted ORL staff to indicate their level of agreement with the rating (i.e., excellent, satisfactory, unsatisfactory) of the subgroup. This allowed the AC to determine if any further conversation was necessary regarding the CAS components.

Following CAS guidelines, individual standards within the 13 components were determined to be "unsatisfactory" when either consensus was reached or when individual ratings were so far off that consensus could not be reached. In addition, the AC informed the staff that if subgroups felt strongly that certain recommendations were needed in the department, then those individual standards should be marked as "unsatisfactory." Overall, 103 standards were initially determined to be satisfactory/excellent while 35 were determined to be unsatisfactory. One hundred twenty-one recommendations for improvement were developed by the individual subgroups. Following the staff feedback survey mentioned above, four standards were adjusted from satisfactory/excellent to unsatisfactory, resulting in 39 unsatisfactory standards. The appendix summarizes these 39 unsatisfactory standards, as well as a small number of additional standards requiring additional investigation, in priority order.

Following the collection of this information, the central office director and coordinator staff (CODCOR) discussed the results of the CAS process during a retreat in May 2006. Overall, four primary areas were identified as unsatisfactory and in need of attention. These include the following: mission and vision of ORL, both their review and creation; the CAS Program component, specifically the development of learning outcomes; South Campus' mission, staffing, and program within ORL; and, advocacy for the upkeep of our facilities. Of the new total of 39 unsatisfactory standards, 26 were located in the Program component of CAS. The number of unsatisfactory standards within the Program component is due to several reasons. First, as the Program component addresses the existence of learning outcomes, the fact that the ORL does not

4/8/2008

have identified learning outcomes for all the processes identified in the section results in an unsatisfactory rating. Second, while individual units have the opportunity to choose which subcomponents to review within the Program component, the ORL purposely chose to look at all the areas in order to develop recommendations on how to meet the standard should the ORL decide to include those components as part of its mission.

At the conclusion of the retreat, the ORL central office staff designed the process to address the issues identified during the CAS self-review. Throughout the summer of 2006, the coordinator for assessment, operations, and technology will compile a working document that will include recommendations from the following: the CAS self-review process, the May 2006 departmental debriefing, and individual ORL committee year-end reports. Once compiled, the CODCOR staff will prioritize all recommendations and assign their completion to an individual, ad-hoc group, or committee to design an action plan for their implementation within ORL. Use of this final document will assist the ORL in beginning its strategic planning process and will be reviewed by the entire department at the annual summer retreat in late July 2006.

In conclusion, the ORL has strong systems in place to accomplish its mission. These include operating procedures, budgeting processes, and recruitment and selection processes. Additionally, the ORL has effective relationships with outside offices, has effective assessment practices, and has strong leadership. However, more work is needed in regularly discussing departmental goals and their accomplishment, using assessment data for process improvement, and developing a new mission/vision statement in order to reflect the new direction of the University.

## Appendix

---

### Preliminary Prioritization of CAS Standards to Address

#### High Priority

##### Standard

- 1.1 – A program mission and goals statement is in place and is reviewed regularly.
- 1.3 – The mission is consistent with that of the host institution and the CAS standards.
- 1.5 – Coordination exists between educational programs and services, business operations, and management services.
- 1.6a – The program provides a residential community that encourages both individual and community development and learning, with an emphasis on academic success
- 2.2 – The program has identified student learning and development outcomes that are relevant to its purpose
- 2.7 – Programs support the strategic initiatives of the institution
- 3.7a – The program leader articulates an organizational vision and goals that include promotion of student learning and development based on the needs of the population served.
- 4.1 - The program is structured purposefully and managed effectively.
- 4.7 – Evaluation of HRLP is based on the achievement of short-term and long-range goals.
- 5.1 – The program is staffed adequately with personnel qualified to accomplish its mission.

#### Medium Priority

##### Standard

- 1.6b – The program provides a reasonably priced safe and secure facilities that are clean, attractive, well maintained, and comfortable
- 2.3 – The program provides students with opportunities designed to encourage achievement of the identified outcomes
- 2.4.2 – Effective Communication – The program provides evidence of its impact on the achievement of student learning and development outcomes
- 2.4.8 – Healthy Behavior – The program provides evidence of its impact on the achievement of student learning and development outcomes
- 2.4.10 – Independence – The program provides evidence of its impact on the achievement of student learning and development outcomes
- 2.6 – Program offerings are designed to meet the developmental needs of relevant student populations and communities.
- 2.10e – HRLP staff members: provide counseling or advising within the scope of their training.
- 5.3 - The program strives to improve the professional competence and skills of all staff members.
- 5.17 - The program provides staff members with continuing education and professional development opportunities

4/8/2008

including in-service programs and professional conferences and workshops.

13.4 - Results of these evaluations are used to revise and improve the program and to recognize staff performance.

Low Priority

Standard

1.6c – The program provides a management services that ensure the orderly and effective administration and operation of all aspects of the program

2.4.6 – Career Choices – The program provides evidence of its impact on the achievement of student learning and development outcomes

2.4.12 – Social Responsibility – The program provides evidence of its impact on the achievement of student learning and development outcomes.

2.4.14 – Appreciate Diversity – The program provides evidence of its impact on the achievement of student learning and development outcomes

2.4.15 – Spiritual Awareness – The program provides evidence of its impact on the achievement of student learning and development outcomes.

2.8a – HRLP facilitates: a seamless learning environment

2.8d – HRLP facilitates opportunities for student maturation processes.

2.10g – HRLP staff members: create an environment that encourages academic achievement and personal development.

5.20 – Staff members of the program support the goals, objectives, and philosophy of housing and residential life.

Standards to Look into Further

Standard

2.4.1 – Intellectual Growth – The program provides evidence of its impact on the achievement of student learning and development outcomes

2.4.4 – Realistic Self-Appraisal – The program provides evidence of its impact on the achievement of student learning and development outcomes

2.4.5 – Clarified Values – The program provides evidence of its impact on the achievement of student learning and development outcomes

2.4.13 – Satisfying and Productive Lifestyle – The program provides evidence of its impact on the achievement of student learning and development outcomes

2.4.16 – Personal and Educational Goals – The program provides evidence of its impact on the achievement of student learning and development outcomes.

4/8/2008

2.8b – HRLP facilitates: student study groups

2.8c – HRLP facilitates: student interaction with faculty members

2.8e – HRLP facilitates: opportunities for student development of knowledge, skills, and values.

2.9 – HRLP staffing duties are based on student needs.

2.10d – HRLP staff members: provide a variety of educational programs.

2.10f – HRLP staff members: provide information on safety procedures.

6.1 – The program has adequate funding to accomplish its mission and goals.

9.2 – All program facilities and services are accessible to the prospective user.

11.4 – The program addresses characteristics and needs of diverse populations when establishing and implementing policies and procedures.

12.2 – The program has a written statement of ethical practice that is reviewed periodically.

4/8/2008

<PLEASE INSERT A BLANK COLOR PAGE>

## APPENDIX B

### Excerpts of the DSA Strategic Plan 2007-2012

The Division of Student Affairs Strategic Plan, 2007-2012 was created under the leadership of Barry L. Wells, senior vice president and dean of student affairs, with principal coordination by Jeanne S. Steffes, associate vice president for student affairs, and Anastasia L. Urtz, associate vice president and dean of students. The plan represents the work of 89 student focus group members, staff at all levels of the organization, and a professional consulting group.

#### **Mission**

The Division of Student Affairs fulfills the promise of a Syracuse University education by preparing students and their families to encounter new experiences as an opportunity for learning. The division:

Makes Syracuse University a place where students overcome academic and personal challenges;

Expects ethical, enterprising thinking from students, and creates arenas in which they can collaboratively turn ideas into action;

Partners with students to shape environments, frame issues, and build communities reflecting the highest ideals of social justice and democracy; and,

Builds social capital and engaged citizenship among a student body of thoughtful leaders.

#### **Vision**

The Division of Student Affairs will pioneer national and international examples of innovative service to students, families, and communities. The division will dedicate its considerable professional expertise and scholarship to the evolving needs of students and their families, and serve as both an incubator and a proving ground for best practices in preparing students for lives of purpose.

#### **Statement on Diversity**

The Syracuse University Division of Student Affairs is passionate and forthright in its commitment to diversity and social justice. We view these as fundamental ends of higher education in an enlightened society, and we assert that campus life outside the classroom offers unparalleled and myriad contexts in which students and other members of the University community can and must grapple with issues of similarity and difference. These often dissonant encounters develop students' capacities for cognition, analysis, and empathy, and prepare students for lives of ethical enterprise, engaged citizenship, and thoughtful leadership beyond the University.

Conversely, we recognize that society often instills corrosive ideas and behaviors long before students arrive on campus, creating conditions that may devalue, dismiss, or even endanger others based on their race or ethnicity, religion, gender, gender identity, sexual orientation, disability, or other protected group characteristics. Such attitudes and actions are destructive to the individuals who display them, threatening to those who may be

targeted, and debilitating to communities seeking to survive and flourish in an increasingly diverse and interdependent world.

These realities make the work of the Division of Student Affairs all the more vital. By partnering with students to shape environments and frame issues for frank discussion of diversity, we connect classroom learning to living in the broader world. We support and ready students to lead positive change by modeling effective discourse, advocacy, and conflict resolution. We teach students how to build inclusive, democratic communities. And, we forge human relationships that long outlast students' tenures at the University.

### **Priority : Excellence**

**Objective:** To dedicate the professional expertise and scholarship of the Division of Student Affairs to achieve flexible, efficient, data-driven management systems; effective staff training and development; research-based practice; and, targeted investment in areas offering opportunities for distinction.

**Strategy 1:** Work in collaboration with the Office of Human Resources to develop director, manager, and staff (full-time and student staff) training tools and strategies that maintain and extend consistent standards of professional practice and promote innovation beginning May 2007 and continuing thereafter.

*Responsibility:*

Office of the Senior Vice President for Student Affairs

Center for Career Services

Dean of Students Office

Department of Recreation Services

Office of the Associate Vice President for Student Affairs

Office of Multicultural Affairs

Office of Residence Life

Student Centers and Programming Services

**Strategy 2:** Develop a comprehensive residential curriculum for first- and second-year students by July 2008; second year students by 2009.

*Responsibility:*

Office of Learning Communities

Office of Multicultural Affairs

Office of Orientation and Off-Campus Programs

Office of Residence Life

**Strategy 3:** Work in collaboration with the Office of the Associate Provost for Academic Programs, the Higher Education Program in the School of Education, and existing recruitment and mentoring programs to create a Division of Student Affairs Fellows Program to encourage current students, especially undergraduate students of color and other historically underrepresented persons, to consider careers in Student Affairs by August 2010.

*Responsibility:*

Center for Career Services  
Lesbian, Gay, Bisexual, and Transgender Resource Center  
Office of the Associate Vice President for Student Affairs  
Office of Multicultural Affairs  
**Office of Residence Life**  
Student Centers and Programming Services

**Strategy 4:** Develop a steering committee to guide the implementation of key elements of the Vision for Excellence in Fraternity and Sorority Affairs, a strategic plan for fraternity and sorority life at Syracuse University, by September 2008.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean of Students Office  
Lesbian, Gay, Bisexual, and Transgender Resource Center  
Office of Judicial Affairs  
Office of Multicultural Affairs  
Office of Orientation and Off-Campus Programs  
Office of Prevention Services  
**Office of Residence Life**  
Office of Student Life

**Priority : Access and Support for Enterprising Students**

**Objective:** To place safety and security, emotional and physical well-being, vocational and avocational exploration, cultivation of curiosity, preparation for professional engagement, and global citizenship and leadership at the center of our purposes in educating students.

**Strategy 5:** Address campus safety and security concerns in the following ways:  
Co-chair a Task Force on Student Transportation to create an institutional plan to improve transportation on and around campus and between campus and community points of interest by March 2007;  
Establish a position within the Dean of Students Office to provide victim assistance and related social work and emergency response services by August 2007;

Create a crime prevention education plan within the Division of Student Affairs by August 2008;  
Work with the Office of Campus Planning, Design, and Construction to develop and implement an institutional plan to improve on-campus lighting, especially at South Campus, by fall 2007;  
Implement an integrated emergency response data tracking system and annual student emergency responders training event by August 2008;  
Work with the Office of Government and Community Relations, the Department of Public Safety and the Office of Campus Planning, Design, and Construction to develop and implement an institutional strategy to improve off-campus lighting by August 2008; and,  
Chair a Security Projects Steering Committee charged with recommending and overseeing implementation of an electronic security plan for Syracuse University by fall 2007.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean of Students Office  
Counseling Center  
Health Services  
Parents Office  
Office of Judicial Affairs  
Office of Multicultural Affairs  
Office of Orientation and Off-Campus Programs  
Office of Prevention Services  
**Office of Residence Life**  
Office of Student Life  
Student Centers and Programming Services

**Strategy 6:** Work in collaboration with the Office of the Associate Provost for Academic Programs to establish a Task Force on Student Mental Health Concerns to address emerging data trends related to alcohol abuse, drug abuse, and related violence; suicidal processes and other self-injurious behaviors; student psychiatric needs; and, co-occurring mental health and disability issues by fall 2007.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean of Students Office  
Counseling Center  
Health Services  
Office of Judicial Affairs  
Office of Prevention Services  
**Office of Residence Life**  
Parents Office

**Strategy 7:** Develop appropriate staff infrastructure and a full social program agenda at South Campus in partnership with recognized student organizations by September 2007.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean of Students Office  
Office of the Associate Vice President for Student Affairs  
Office of Multicultural Affairs  
**Office of Residence Life**  
Office of Student Life  
Student Centers and Programming Services

**Strategy 8:** Work in collaboration with the Office of Campus Planning, Design, and Construction to perform a functional, structural, and organizational feasibility study of Schine Student Center via an outside consultant by August 2008. This study will be designed to determine the most effective use of space on behalf of students and create a plan to combine, co-locate, or otherwise connect within the Schine Student Center key divisional units and functional areas by March 2008, with implementation anticipated to occur by July 2011.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean of Students Office  
Light Work/Community Darkrooms  
Office of the Associate Vice President for Student Affairs  
Student Centers and Programming Services  
All current and aspiring tenants of the Schine Student Center  
**ORL has requested inclusion**

**Strategy 9:** Work in collaboration with the Office of the Associate Provost for Academic Programs and the Graduate School to establish a task force to assess the need and provide recommendations regarding graduate student support services by July 2010.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Center for Career Services  
Counseling Center  
Dean of Students Office  
Early Education and Child Care Center  
Health Services  
Lesbian, Gay, Bisexual, and Transgender Resource Center  
Lillian and Emmanuel Slutzker Center for International Services  
Office of the Associate Vice President for Student Affairs  
Office of Multicultural Affairs  
Office of Orientation and Off-Campus Programs  
Office of Prevention Services

**Office of Residence Life**

Office of Student Life

Student Centers and Programming Services

**Priority : Engagement with the World**

**Objective:** To maximize the intellectual and social capital of the University and community by creating opportunities for students to partner with staff, faculty, alumni, parents, and community members to confront global, national, and local challenges; provide opportunities for dialogue, understanding, and effective action; enliven the processes of exploration and discovery; and invest individuals in the community's future.

**Strategy 10:** Partner with the South Side Entrepreneurial Connect Initiative to offer student mentoring experiences to select student leaders able to contribute to ongoing community engagement and revitalization projects by August 2008.

*Responsibility:*

Dean of Students Office

Light Work/Community Darkrooms

**Office of Learning Communities**

Office of Multicultural Affairs

Office of Orientation and Off-Campus Programs

Office of Student Life

**\*ORL has requested inclusion**

**Strategy 11:** Establish an "Urban Orange" initiative through which students and recognized student organizations invest their time, fund-raising efforts, and student activity fee resources in community projects that engage social issues, work to remediate poverty at its core, and enhance the urban life and livelihood of the City of Syracuse by July 2010.

*Responsibility:*

Center for Career Services

Dean of Students Office

Light Work/Community Darkrooms

Office of the Associate Vice President for Student Affairs

Office of Multicultural Affairs

Office of Orientation and Off-Campus Programs

**Office of Residence Life**

Office of Student Life

**Priority: Diversity**

**Objective:** To engage students and other members of the University community to reach across difference and foster a campus culture committed to diversity education, social justice, and support for all persons.

**Strategy 12:** Assess current efforts and develop a multi-year plan to expand dedicated mentoring services to students of color not otherwise connected to a campus mentoring program by August 2008.

*Responsibility:*

Office of the Senior Vice President for Student Affairs

Center for Career Services

Office of the Associate Vice President for Student Affairs

Office of Multicultural Affairs

Office of Orientation and Off-Campus Programs

Office of Residence Life

Office of Student Life

Student Centers and Programming Services

**Strategy 13:** Recommend initiatives to promote inclusiveness for transgender persons by October 2008.

*Responsibility:*

Counseling Center

Health Services

Lesbian, Gay, Bisexual, and Transgender Resource Center

Office of Prevention Services

Office of Residence Life

**Strategy 14:** Work in collaboration with the Office of the Associate Provost for Academic Programs to determine the feasibility of establishing an Office of Intergroup Dialogue to assist students and staff to create and maintain a safe and healthy campus climate respectful of differences by July 2009.

*Responsibility:*

Office of the Senior Vice President for Student Affairs

Office of Multicultural Affairs

Office of Residence Life

**Strategy 15:** Establish a team to design and deliver the following within the Division of Student Affairs: coordinated diversity and arts programming; cross-divisional strategies for engaging new students across difference; an effective means of communicating program information to students and other members of the University and local communities; and, a plan for assessing the effectiveness of these efforts by August 2009.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean of Students Office  
Early Education and Child Care Center  
Lesbian, Gay, Bisexual, and Transgender Resource Center  
Light Work/Community Darkrooms  
Lillian and Emmanuel Slutzker Center for International Services  
Office of Multicultural Affairs  
Office of Orientation and Off-Campus Programs  
**Office of Residence Life**  
Office of Student Life  
Student Centers and Programming Services

**Priority: The Arts**

**Objective:** To engage the arts as a medium for intellectual exchange by connecting across differences, revealing societal challenges and opportunities, celebrating milestones, and experiencing wonder.

**Strategy 16:** Identify spaces within each building or area of a building controlled by the Division of Student Affairs in which materials from the Syracuse University Art Collection and/or student-produced art may be displayed appropriately by August 2009.

*Responsibility:*

Office of the Senior Vice President for Student Affairs  
Dean's Cabinet  
Department of Recreation Services  
Light Work/Community Darkrooms  
**Office of Residence Life**  
Student Centers and Programming Services

**Priority : Sustainability**

**Objective:** To promote divisional practices and student educational strategies that foster self-sustaining environmental, social, and economic systems.

**Strategy 17:** Partner with the Office of Alumni Relations to create a plan to inculcate in students a commitment to active alumni participation in creating a more sustainable future in society and in the life of Syracuse University following graduation by January 2008.

*Responsibility:*

Office of the Senior Vice President for Student Affairs

Center for Career Services

Dean of Students Office

Office of Orientation and Off-Campus Programs

Office of Residence Life

Office of Student Life

**Strategy 18:** Establish a sustainability learning community by fall 2007.

*Responsibility:*

Office of the Associate Vice President for Student Affairs

Office of Learning Communities

Office of Residence Life ✓ *COMPLETE and on-going*

**Strategy 19:** Examine the feasibility of Syracuse University's New York State owned, operated, and controlled properties becoming entirely smoke-free by July 2009.

*Responsibility:*

Office of the Associate Vice President for Student Affairs

Office of Judicial Affairs

Office of Residence Life

Student Centers and Programming Services

**Strategy 20:** Work in collaboration with the Office of Campus Planning, Design, and Construction and the Office of Academic Affairs to plan the construction of a new residence hall featuring a recreation facility and LEED (Leadership in Energy and Environmental Design) certification by August 2009.

*Responsibility*

Office of the Senior Vice President for Student Affairs

Department of Recreation Services

Office of Residence Life

**Strategy 21:** Increase student participation in sustainability efforts, including, but not limited to the following: identifying and purchasing consumer goods with low environmental and social impact; establishing sustainable living programs; and, expanding recycling programs, Earth Day community clean-up activities, and the Ten Tons of Love used goods drive by March 2008.

*Responsibility:*

Department of Recreation Services  
Division of Student Affairs Civic Engagement Council  
Office of Orientation and Off-Campus Programs  
**Office of Residence Life**  
Office of Student Life  
Student Centers and Programming Services

**Strategy 22:** Work in collaboration with the Department of Public Safety and the Office of Government and Community Relations to develop an institutional plan to address security concerns in Thornden Park by August 2008; thereafter, create a plan to support seasonal programming in the park open to students and members of the broader community by 2012.

*Responsibility:*

Dean of Students Office  
Department of Recreation Services  
Light Work/Community Darkrooms  
Office of the Associate Vice President for Student Affairs  
Office of Orientation and Off-Campus Programs  
**Office of Residence Life**  
Office of Student Life