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Armstrong Faculty Senate Minutes

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11-16-2015

## November 16, 2015 Armstrong Faculty Senate Minutes

Armstrong State University

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**Armstrong State University**  
**Faculty Senate Meeting**  
**Minutes of November 16, 2015**  
**Student Union, Ballroom A, 3:00 p.m.**

- I. Pre-Senate Working Session (3:00–3:30 p.m.)
- II. Senate President Desnoyers-Colas called the meeting to order at 3:30 (Appendix A)
- III. Senate Action
  - A. Approval of Minutes from [October 19, 2015](#) Faculty Senate Meeting
    1. APPROVED without corrections (28-0)
  - B. Brief remarks from Dr. Linda Bleicken, President were not given due to her absence
  - C. Brief remarks from Dr. Georj Lewis, Vice-President of Student Affairs
    1. Dr. Lewis provided a brief update of activities and progress in the division of Student Affairs and Enrollment Management (Appendices B and C)
    2. Five or six things have been a focus. One objective has been stabilizing staff and implementing the strategic plan. Implementing best practices has been a focus (housing, student integrity, student life, Navigate), as well as engaging students and responding to their needs. Of course, student enrollment has also been a focus. Stabilizing staff: when he started in his position, about a third of staff were interim in their position. Heavy turnover occurred for about a year. We are in a much better position now – only one vacant director position (Career Services). Only a couple of vacant staff positions. In student affairs, it can be difficult to retain staff without positions they can move up into, but we hope to maintain the stability we have right now. An offer has been made for Director of Career Services. Five goals of strategic plan: new student enrollment, student retention and success, supporting diverse populations from many directions, financial literacy and support, maximizing residential experience of students. Some accomplishments of last two years: making applications process easier, increasing scholarship applications, services in counseling center with psychiatrist has been helpful for students, compliance with Department of Education with regard to sexual violence/misconduct, SAAS (Student African American Sisterhood) is first chapter in southeast, overnight orientation has been re-implemented, student recreation center very active since 2007, increase in housing occupancy.
    3. This fall ended the first full recruitment cycle since the re-organization of enrollment management into student affairs. Enrollment was 7103. Student retention increased a bit. First year graduate enrollment was up from last fall. Transfer student enrollment went down a bit. We were positive though, overall, this year compared to last year. Freshman class largest in past 3 years. AACRAO consultant helped inform Strategic Enrollment Management Plan. They identified some issues/problems going back 15 years or so, including with the processing of applications (problems with BANNER, transition from quarter to semester system, years of patching things up). This has led to problems with efficiency of processing of applications. Consultant comes twice a month. Goal is to turn around applications in 10 days (until

decision). To summarize, 14 recommendations were made from AACRAO to IT. We've implemented about half of them. Recommendations of admissions processing (49), we've implemented a little over 30 of those. Examples include: go paperless, auto-admissions process, including additional people who can make decisions (not just recruiters). We are a majority first choice institution, so giving a decision quickly will allow students to choose Armstrong. An example of what's happening right now: for fall 2016, turnaround time has been cut in half, completed applications are up 21.4%, transfer applications are up 38%.

4. Next steps: continue focusing on student engagement (we've seen surveys from students indicating they want to be engaged more), shifting from volunteer based to civic engagement orientation to student involvement, continue moving forward implementing recommendations from AACRAO regarding enrollment, accelerate recruitment recommendations made by AACRAO. We were down 2 staff this summer for graduate student applications, but we have a new graduate admissions counselor who will be reaching out to various colleges soon to map the process from application to decision to find out how we can continue to improve.
5. Question from Senator: Rec center closes at 8 on weekends. It would seem it should be open longer on weekends when students have more time to use the facility. Answer: some of those decisions have been based on funding, but the recommendation will be shared with Megan Feasel.
6. Question from Senator: Student success center: Any plan for some replacement to filling in pool – game center or something similar? Answer: The remodel of MCC could include something like that. Student surveys will assess what students might want. The only way to fund something like that is through a student fee, so we need their input. Question from Senator: Don't faculty pay a fee too? Answer: Yes, and faculty will be surveyed too.
7. Question from Senator: Where are these fraternities and sororities at? Is there a house? Answer: Compass point – have them live together. Signage provided to designate a space.
8. Question from Senate President Elizabeth Desnoyers-Colas: You also serve as VP for enrollment management. Do you see us getting an enrollment manager? Answer: We elected not to fill the Associate VP of EM position (discussed in a past senate meeting) and I noted that we would re-visit this issue. I think it's time to do so. It's a discussion item now. The position could be different now. The division is different now. In order to fully implement the Strategic Enrollment Management Plan, an assistant or associate to coordinate the ongoing enrollment effort is needed.
9. Question from Senator: What percentage of our freshmen live in the dorms? Answer: 566 beds and we are at around 460 or so in Winward Commons.

#### D. Old Business

1. Recurrent Updates
  - i. Joint Leadership Team summary

- ii. Faculty and Staff Vacancy Report 10.19.15
- iii. Faculty and Staff Vacancy Report 11.2.15
- 2. USG Faculty Council Meeting and Vice-Chancellor Visit
  - i. Senate President Elizabeth Desnoyers-Colas provided highlights summarized in her written report on the USG Faculty Council meeting highlights from the previous month. She noted that the Chancellor wasn't there long, but did answer some questions. They were impressed with our facility and how things were set up. The vice-chancellor has not yet responded to the dates I gave (February or March) to attend a senate meeting, so an additional date of the first Monday in May was offered for a special meeting. He was requested to speak to our faculty about their criteria and process for eliminating programs.
  - ii. Senator inquired about the notes from the meeting, asking if it is correct that Georgia Southern and GA Tech used foundation money (to provide raises to their Presidents)? Senate President Elizabeth Desnoyers-Colas responded that those two raises were given by their foundations to keep the president. Senator inquired further whether a foundation on campus paid for a president's salary, noting that this seems against Board policy. Dr. Desnoyers-Colas noted that he intimated that not all presidents received raises, but he did say that every foundation doesn't have the same financial flexibility to be able to do this. It was asked why, despite these two schools, he felt compelled to authorize other president raises and not raises for faculty. It was a tense atmosphere when questions were asked. He ended up shutting communication down and those who asked questions got snapped at a bit.
  - iii. Senate President Elizabeth Desnoyers-Colas added that the Chancellor noted he would not be out speaking to schools as often in the future, he would be meeting more with legislators. The council felt proud of themselves for voting overwhelmingly for the resolution this summer. There was also some discussion about how we do pay in the summer. There is someone on the Vice-Chancellor's staff who serves as a liaison to all faculty. She's new to the job and will be leaving in January, though.
- 3. Director of Governmental Relations and Community Engagement
  - i. Senate President Elizabeth Desnoyers-Colas explained that some people were concerned about this position, believing faculty may not have been involved in the search process. There was a meeting with faculty senate leadership and Dr. Bill Kelso in the Spring and they were asked to recommend two faculty members for the search committee. Two faculty members did serve. This was Bill McClafflin's position. It was part-time and it was decided to make it full-time. They

put out a job description, received 40 applicants and reconvened in August with 3 viable candidates. They interviewed two candidates in September and the job was offered to Mr. Pete Hoffman in October and he accepted.

4. Academic Affairs Strategic Plan

- i. Dr. Becky da Cruz reported that the committee has received input from several senators. Please continue to consult with your departments and forward input. They are still modifying the strategic plan and will be forwarding it to the Provost after Thanksgiving. She announced there will be a forum in the spring so faculty can voice their input to the draft at that point. Some suggested changes are not feasible for inclusion at this point. The committee is trying to keep it at a reasonable length and within the scope of what academic affairs is all about. The committee is meeting this Wednesday, so please forward feedback on the strategic plan before then if possible.

5. Salary Study Committee Update

- i. Dr. Cliff Padgett reported that the committee has met twice. A faculty forum is being jointly hosted with faculty welfare on Wednesday at 3:00 in the Ogeechee Theater. The objective is to discuss what has been done in the past and to receive faculty input and concerns. The goal is to have everything done by February. Mike Toma will be forwarding information with CIP codes in an email. Look at your CIP code and description and make sure it matches what you do. Department chairs will be notified regarding positions for which the CIP code designation is unclear. The committee is also looking at part-time salaries. The committee has been charged with making recommendations for procedures for future salary adjustments to address problems such as salary compression. If you have any suggestions, email them to Cliff, Wendy Wolfe, or Mike Toma.

6. Campus Safety Forum Update

- i. Senate President Elizabeth Desnoyers-Colas announced that the forum has been scheduled for November 30<sup>th</sup> at 12:00 in the Ogeechee Theater. Jeanne McGowan (Counseling Services), Andrew Dies (Student Integrity), and Chief Willcox have been asked to make brief presentations about campus safety, but the main focus is to have a discussion and hear faculty concerns about this issue. This is a joint effort of faculty senate and faculty development.
- ii. Senator queries if there will be anyone at the meeting who can address concerns about the physical environment/facilities, such as keys and locks? Senate President Elizabeth Desnoyers-Colas responds that she will ask if Katie Twining (facilities) can attend.

7. Other Old Business

- i. Updates on University Committee Representation

- a. An update was provided on the Dean search for COLA: two candidates have been interviewed and two remain to be interviewed.
- b. An update was provided on the Dean search for CST: of 46 candidates, 7 were interviewed by Skype. The hope is to have a list of 4 to invite to campus.

8. Old Business from the Floor

- i. None.

E. New Business

1. Committee Reports and Charges

i. University Curriculum Committee

- a. College of Education (1 item): APPROVE (29-1)
- b. College of Education: Child and Exceptional Student Education (2 items): APPROVE (31-2)
- c. College of Health Professions (1 item): APPROVE (31-1)
- d. College of Health Professions: Diagnostic and Therapeutic Sciences (6 items): APPROVE (33-1)
- e. College of Health Professions: Nursing (3 items): APPROVE (31-1)
- f. College of Liberal Arts: Art, Music, and Theatre (4 items): APPROVE (32-1)
- g. College of Liberal Arts: Criminal Justice, Social and Political Science (item 3): APPROVE (28-1)
- h. College of Liberal Arts: Languages, Literature, and Philosophy (item 5, 7-20): APPROVE (31-1)
- i. College of Science and Technology (1 item): APPROVE (28-2)
- j. College of Science and Technology: Biology (3 items): APPROVE (31-1)
- k. College of Science and Technology: Chemistry and Physics (1 item): APPROVE (30-3)
- l. College of Science and Technology: Computer Science and Information Technology (3 items): APPROVE (31-2)
- m. College of Science and Technology: Psychology (3 items): APPROVE (30-2)

ii. Governance Committee

No report

iii. Academic Standards

No report

iv. Education Technology

No report

v. Faculty Welfare

- a. Dr. Clifford Padgett reports on behalf of committee that they have met jointly with the faculty salary survey committee and the current issue is doing the forum this Wednesday. The

workload has been split up and the committee is currently researching how part-time and summer salaries are done.

vi. Planning, Budget, and Facilities

- a. Dr. Wendy Wolfe (senate liaison for PBF) reports on behalf of committee that one of the issues addressed in the most recent meeting was the availability of building keys to be kept within departments in the event that faculty are locked out of their office, lab spaces, or classroom. Some have been calling to request “master keys” and have been told those cannot be released. However, it has been clarified that master keys are for multiple buildings on the campus. If department heads would like to request “building keys”, those can be released for secure management in the department in the event that a key is needed to unlock faculty offices, lab spaces, and classrooms. Another issue that was addressed in PBF was the salary adjustment process for 2015-2016 faculty salaries among those who were promoted last year. Dr. Robert Smith had responded to concerns that faculty in that situation did not receive an appropriate salary adjustment. He responded as follows, “we found that we did indeed give faculty their CUPA adjustment first (based on their old salary) and then gave a promotion adjustment. We then compared what would happen to those same faculty if we first gave them their promotion dollars and then made an adjustment based on their new rank. In each case, the way that we had made the adjustments were actually better for the faculty than if we had promoted them first and then gave them a CUPA adjustment.” A third issue discussed in the last PBF meeting was faculty concerns about our new custodial service provider. Ms. Katie Twining presented information on pay and benefit changes for custodial staff who continued with the new contractor, GCA. She also reported that due to performance audits, GCA is now on “unofficial warning” and has specific benchmarks to reach to prevent moving to an official warning. Faculty and staff are encouraged to report service problems. Remaining PBF issues discussed in November’s meeting can be found in the committee minutes on the senate website.
- b. Senator comments that, with regard to the salary adjustments for recently promoted faculty, he has conducted calculations and some faculty were at 86%, adding that it is hard to believe with the way adjustments were made based on those promoted same year that it would have resulted in them being at 93%. Committee liaison reports that she will investigate.

- c. Senator asks if there have been any updates on over-runs at Liberty Center? Senate liaison reports that there were no updates on that this past meeting, but we've discussed at a previous meeting and have that information in the minutes.
- d. Senator asks if we can compare the salaries of administrators at Armstrong to the CUPA means for their CIP codes? Senate liaison responds that the salary adjustment/salary study committee could look into that.

vii. Student Success

No report.

2. Other New Business

No

3. New Business from the Floor

No

F. Senate Information and Announcements

1. Search Committee Updates

None

2. Email Dissemination of and Voting on Committee Meeting Minutes

- i. Senate secretary asks if committees could consider electronic voting on minutes to facilitate more timely posting on senate website.

3. Send Committee Meeting Dates and Minutes to

[faculty.senate@armstrong.edu](mailto:faculty.senate@armstrong.edu)

4. Send Changes in Committee Chairs and Senate Liaisons to

[governance.senate@armstrong.edu](mailto:governance.senate@armstrong.edu)

5. Announcements (from the floor)

- i. A reminder was provided about the workshop this week about academic bullying (Friday, November 20<sup>th</sup>). Lunch will be provided.
- ii. Dr. Delana Nivens announced that the TRIO webpage application should be live. TRIO is a support program for first generation and low income students, as well as veterans and students with disabilities. They will have a dedicated advisor as part of the program. Referrals of eligible students are needed. The DOE requires that we service 140 students. Appropriate referrals include any student who seems to be struggling academically, and/or students you know to be low income or first generation. It does not matter if they are not first year, and would actually be good if some are upperclassmen.

IV. Adjournment at **4:42pm**

V. Minutes completed by:

Wendy Wolfe

Faculty Senate Secretary, 2015-2016

Appendices

A. Attendance Sheet

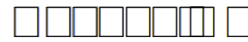
B. Student Affairs Presentation

C. Student Affairs Strategic Plan



### Faculty Senators and Alternates for 2015-2016 (Senate Meeting 11/16/2015)

Department	College	# of Seats	Senator(s) and Term Year as of 2015/2016		Alternate(s)	
Adolescent and Adult Education	COE	2	Kathleen Fabrikant (3)	x	Anthony Parish	
			ElaKaye Eley (3)		Brenda Logan	
Art, Music and Theatre	CLA	3	Rachel Green (2)	x	Emily Grundstad-Hall	
			Deborah Jamieson (3)	x		
			Elizabeth Desnoyers-Colas (3)	x		
Biology	CST	4	Jennifer Brofft Bailey (1)		Sara Gremillion	
			Brett Larson (3)	x	Jennifer Brofft-Bailey	
			Aaron Schrey (2)	x	Michael Cotrone	
			Jennifer Zettler (2)	x	Scott Mateer	x
Chemistry and Physics	CST	3	Brandon Quillian (1)	x	Catherine MacGowan	
			Donna Mullenax (2)	x	Lea Padgett	
			Clifford Padgett (2)	x	Will Lynch	
Childhood and Exceptional Student Education	COE	2	Kelly Brooksher (1)	x	Bob Lloyd	
			Anne Katz (3)	x	John Hobe	
Computer Science & Information Tech	CST	1	Hongjun Su (1)	x	Frank Katz	
Criminal Justice, Social and Political Science	CLA	2	Dennis Murphy (1)	x	Michael Donahue	
			Becky da Cruz (2)	x		
Diagnostic and Therapeutic Sciences	CHP	2	Shaunell McGee (3)			
			Pam Cartright (2)	x	Rhonda Bevis	
Economics	CLA	1	Nick Mangee (3)	x	Yassi Saadatmand	
Engineering	CST	1	Wayne Johnson (2)		Priya Goeser	
Health Sciences	CHP	2	Lesley Clack (1)	x	Joey Crosby	
			Janet Buelow (3)		Rod McAdams	x
History	CLA	2	James Todesca (1)	x		
			Michael Benjamin (2)	x	Allison Belzer	
Languages, Literature and Philosophy	CLA	5	Bill Deaver (3)		Nancy Tille-Victorica	x
			Carol Andrews (2)	x	Nancy Remler	
			Jane Rago (2)	x	Annie Mendenhall	
			Christy Mroczek (1)	x	Rob Terry	
			James Smith (2)	x	Deborah Reese	
Library	CLA	1	Aimee Reist (1)	x	Ann Fuller	
Mathematics	CST	3	Selwyn Hollis (1)		Sungkon Chang	
			Paul Hadavas (3)	x	Sean Eastman	
			Joshua Lambert (3)	x	Tricia Brown	x
Nursing	CHP	3	Sherry Warnock (1)	x	Carole Massey	
			Gina Crabb (1)	x	Luz Quirimit	
			Jeff Harris (3)		Jill Beckworth	
Psychology	CST	1	Wendy Wolfe (2)	x	Nancy McCarley	
Rehabilitation Sciences	CHP	2	David Bringman (1)	x	AndiBeth Mincer	
			Maya Clark (2)	x	April Garrity	



Armstrong

# Division of Student Affairs

November 2015 Update for Faculty Senate

ARMSTRONG STATE UNIVERSITY

## Summary 2013-2015

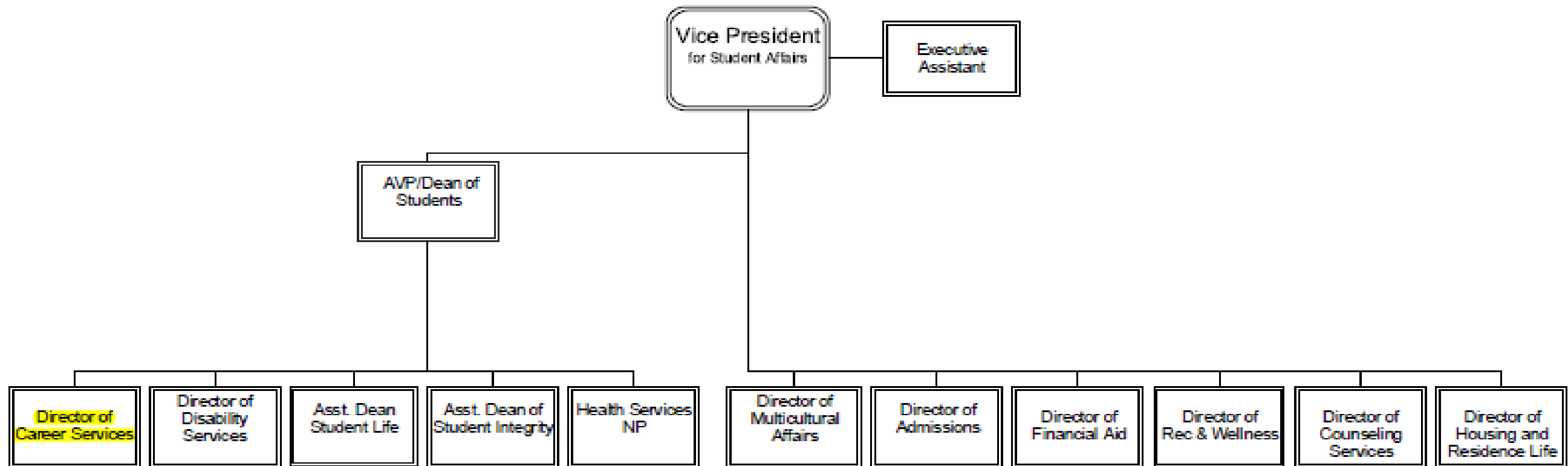
- Staff/Organizational Structure
- Mission, Vision, and Strategic Plan
- Implementation of “Best Practices”
- Student Engagement
- New Student Enrollment

# Student Affairs Staff

- September 2013
  - 31 full time positions (11 vacant or interim)
- May 2014
  - Admissions & Financial Aid Organized into Student Affairs
    - ✓ Note: Significant staff turnover in Admissions from May 2014 to August 2015
- November 2015
  - 1 Director Position Vacant
  - 2 Staff Positions Vacant

# Armstrong

## Student Affairs Organizational Chart



# Strategic Plan

- **GOAL1:** Enroll a new student population that represents the excellence, potential, and diversity of the region, state, and world.
- **GOAL2:** Execute division -wide student success initiatives to support retention, progression and graduation.
- **GOAL3:** Administer programming that supports our diverse student population.
- **GOAL 4:** Assist students in accessing resources and information that will lead to knowledgeable financial decisions and a successfully funded college education.
- **GOAL5:** Maximize the Residential Living experience for Armstrong Students.

# Student Service Highlights

## AY 14/15

- Doubled student contact with Peer Financial Aid Counselors
- Scholarship applications increased by 90%
- Health Services visits increased by 578 students
- Psychiatrist is serving 16 to 22 students per week
- Students served in Disability Services increased by 57%
- “Dear Colleague Letter” Compliance
  - ✓ Administered Haven and AlcoholEdu (online modules)
  - ✓ Created a Sexual Violence Prevention Task Force
  - ✓ Implemented a new Sexual Misconduct Process



# Student Engagement Highlights

## AY 14/15

- Hermano a Hermano Latino Male retention program launched
- Student African American Sisterhood (SAAS) chapter launched -*note, this is the first SAAS in the Southeast*
- 80 % increase in the number of students involved in Fraternities/Sororities and Student Organizations
- Overnight student orientation implemented
- Student Recreation Center participation has increased by 250% (since 2007)
- Implementation of Fraternity/Sorority themed housing
- Housing occupancy increased 5%

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## New Student Enrollment Highlights

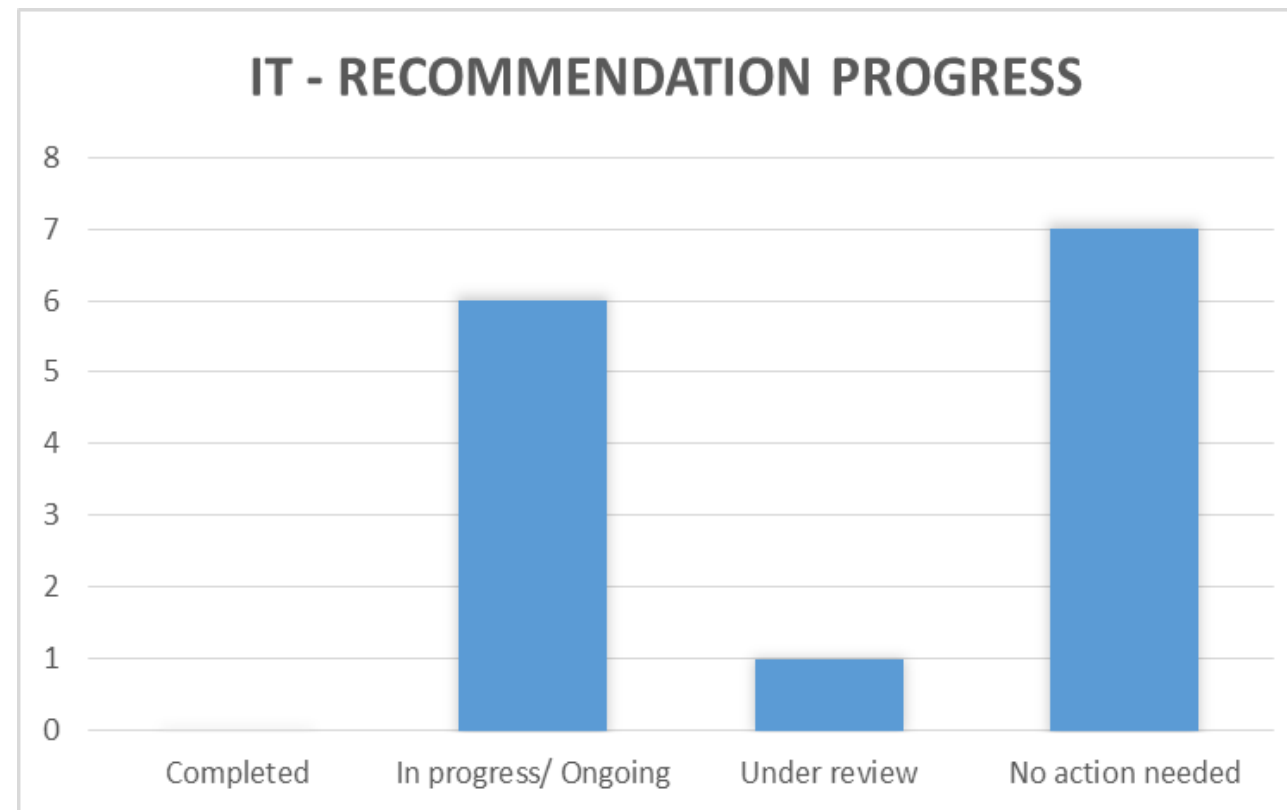
- 2015- first “Fall to Fall” increase since 2010
- 2015- Freshman class, largest in the last 3 years
- 2015- Enrolled 2148 new students (goal 1888)

note: + 1.59% UG and +25.81% GR

# Admissions/AACRAO Consultant Summary

- January – April 2015
  - AACRAO Consultant hired to provide assistance with recruitment and Strategic Enrollment Management (SEM) planning.
  - Based on findings from the February visit, additional AACRAO services were retained for admissions operations.
- August 2015- August 2016
  - AACRAO will be assisting with implementing changes in Admissions Processing

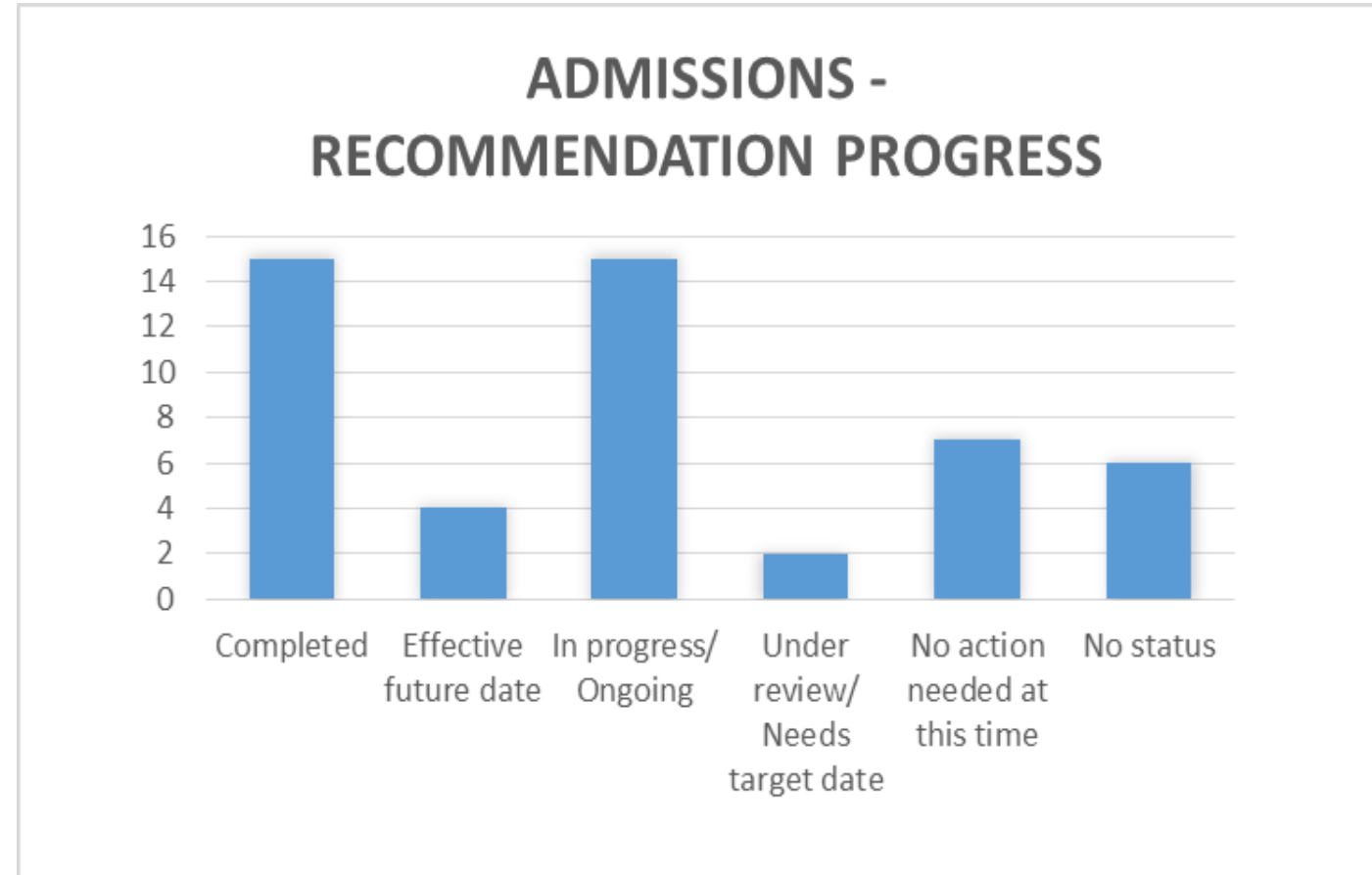
# I.T. Progress



14 total recommendations:

- 0 are completed
- 6 are in progress or ongoing
- 1 is under review
- 7 require no action at this time

# Admissions Processing







49 total recommendations:

- 15 are completed
- 4 are effective at a future date
- 15 are in progress or ongoing
- 2 are under review
- 7 require no action at this time
- 6 have no status information

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## Preliminary Indicators

- Fall 2016
  - Processing time for UG applications cut 50%
  - Freshman applications 
  - “Completed” applications 
  - Transfer applications 
  - Freshman and transfer admits 

# Student Affairs- Next Steps

- Student Engagement
  - Recreation Center
  - Student Life
  - Student Leadership Opportunities
- New Student Enrollment
  - Fully execute AACRAO processing recommendations
  - Accelerate recruitment recommendations
  - Graduate Admissions Staff and College Collaboration



## **Division of Student Affairs Strategic Plan**

### **MISSION**

To provide student-centered opportunities and services that promotes engagement and support transformative learning experiences.

### **VISION**

To provide exemplary student centered experiences and services that engage, support and develop world-class citizens and leaders.

### **VALUES**

Integrity, Empowerment, Advocacy, Inclusivity, & Diversity

**GOAL 1:     Enroll a new student population that represents the excellence, potential, and diversity of the region, state, and world.**

#### *Objectives:*

- I.        To create and implement a strategic recruitment plan that meets our enrollment goals, supports the efforts of Complete College Georgia, and enrolls a diverse student body.
- II.       Increase scholarship opportunities for first year students.
- III.      Student Life, the Student Recreation Center, and Multicultural Affairs will engage with prospective students (Domingo Universidad, Celebrate, high school visits, etc.).

#### *Target Outcomes:*

- Enroll 860 Freshman, 630 transfers, 195 graduate, and 203 other (dual enrolled, transient, etc.) students for Fall of 2015.
- Enroll 618 new students for Spring of 2015.
- Increase the use of technology in admissions processes to include: on-line graduate applications, iPad use for inquiry generation, and implementation of document imaging and workflow (AY 15).
- Increase new applications and admits of students from the 6-county region by 1% a year.
- Award \$100,000 in scholarships to new students.
- Produce 450 inquiries through the following programs in AY15: Celebrate, Recreation Center High School visits, and campus visitations organized by HOLA and Multicultural Affairs.

## **Progress Toward Goal 1 Outcomes:**

### **Admissions**

- 342 students attended a Pirate Preview in Fall 2014, an increase of 114 students (33%) from Fall 2013.
- From January 1 to November 1, 2014, more than 11,000 inquiries were uploaded from different sources (reply cards, College Week Live, SAT/PSAT purchased names, CBSS-purchased names and NRCCUA names.)
- From January 1 to November 1, 2014, more than 48,000 names were purchased from CollegeBoard, CBSS, ACT, and NRCCUA.
- Undergraduate Admissions reached out to prospective students through various venues: 121 private high school visits, 65 PROBE Fair events, 4 College Week Live Events, 4 All Access events, and participation in NACAC National College Fairs.
- As of Week 38 Freshmen applications are up 25.5% with completed applications up 9.9% and admitted numbers up by 13.6%.
- As of Week 38 Graduate applications are up 67.9% with completed applications down 17% and admitted numbers up by 12%
- As of Week 38 Transfer applications are down 22.2% with completed applications down 23.5% and admitted numbers down by 15.1%
  - New initiatives have been put in place to help gain traction with this population including individual site visits to two-year campuses in South Carolina as well as a monthly on campus event specifically for transfer students called Transfer Fridays.
- Application processing time has been decreased from 6 weeks to less than 4 weeks.
- BDM has been fully implemented with undergraduate and graduate application processing and all documents are currently being scanned and indexed within 24-48 hours of arriving in office.
- All admitted students are being called by their enrollment counselor, sent a poster with deadlines and campus information as well as their acceptance letter within 2 weeks of their acceptance.
- Out of State tuition waivers have been offered to undergraduate students living in SC, FL, and AL – with this, a special post card and email were created for all applicants as well as senior inquiries making them aware and urging them to apply or complete their applications.
  - Every accepted student in these areas were called by their enrollment counselor
  - Letters were sent to guidance counselors in SC making them aware of the new in state tuition incentive for their students.

### **Disability Services**

- The Director of Disability Services made a presentation to students at Islands High School on the differences between accommodations in high school and college.
- Disability Services presented to a group of about 30 local high school students with disabilities on accessing accommodations in college during their campus tour visit day on January 13, 2015.
- The Director presented to a group of parents and high school students at Islands Live Oak Library as part of the “Preparing Your Student with Disabilities for College/Technical School” event hosted by the Savannah/Chatham schools’ parent liaison on January 15, 2015.

### **Multicultural Affairs (including CAMINO and HOLA)**

- CAMINO’s College Prep served more than 147 high school students throughout Toombs, Tattnall, and Chatham County School Districts by helping students and their families with college preparation.



- CAMINO held a joint ABC (Adults Back to College) session with partners Savannah State University and Savannah Tech on October 16, 2014. There were 30 in attendance.
- Multicultural Affairs hosted 20 students from Georgia Highland's African American Male Initiative with a campus tour and interaction from various campus departments on October 17, 2014.
- Multicultural Affairs hosted 89 high school students from Cobb County in conjunction with Pirate Preview on November 1, 2014.
- OMA hosted (2) College for A Day events hosting the Urban League of the Upstate's Pre-College Enrollment Program (March 31, 2015) and "Teens in Action" in Atlanta, Ga. (April 8, 2015). Total of 230 participants.
- Partnered with 100 Black Men of Savannah Boule Scholars hosting a total of 30 participants each session (there were three sessions). Students were from various schools in Chatham Co. The sessions were held February 21, 2015, April 18, 2015, and the final one will be June 20, 2015.
- Hosted 87 Latino students from Cobb County in conjunction with Pirate Preview. Participants met with HOLA students for a private presentation before joining Pirate Preview in February 2015.
- Hosted (5) Domingo Universitario events through CAMINO for a total of (55) participants. Those dates were February 15<sup>th</sup> and 22<sup>nd</sup> 2015, March 22<sup>nd</sup> and 29<sup>th</sup> 2015, and April 26, 2015
- Camino College Prep offered had 177 students enrolled in the afterschool program.
- 2 CAMINO field trips came to Armstrong, one was in conjunction with February's Pirate Preview on the 21<sup>st</sup>. Those students were from Tattnal Co. 21 students attended. Jenkins High School was April 17, 2015.

#### **Recreation & Wellness**

- The recreation center staff visited three high schools, obtaining 15 inquiries and 4 applications in October 2014.

### **GOAL 2: Execute division-wide student success initiatives to support retention, progression and graduation.**

#### *Objectives:*

- I. Require new students to participate in an on-line or on-campus Navigate session.
- II. Introduce students to the differences between Armstrong and their previous educational environment.
- III. Develop and implement civic engagement, community standards, and sexual violence prevention programming.
- IV. Increase students' career knowledge outside the classroom through career assessments and internships.
- V. Hold sessions for faculty on Universal Design for Learning (Disability Services).
- VI. Enhance engagement in activities by adding new club sports teams, new fraternities and sororities, increasing social media "followers and friends", and engaging residential students in campus activities.
- VII. Celebrate Armstrong traditions and develop new traditions with current students.
- VIII. Develop a parent/family organization to engage parents and families as informed supporters in students' success.

#### *Target Outcomes:*

- All new students will participate in an on-line or on-campus Navigate session for AY 16.
- The Counseling Center will deliver various presentations (Navigate sessions, WOW, First Class, Residence Life Programs, etc.) about the college experience in the fall of 2014. Approximately 500-600 students total will participate.
- Increase the rate at which students take career assessments and participate in internships by 10% each year for the next 3 academic years.
- Various programming initiatives will be implemented at Navigate, WOW, in the Residence Halls, via Social Media, etc. that identify Armstrong expectations. Approximately 1000 students will participate
- Two sessions will be held for faculty on Universal Design by Disability Services Staff in 2014-15.
- Increase participation in Greek Organizations by 5% in 2014-15.
- At least one male HBGLO will be chartered and have members at Armstrong by the end of Spring 2015.
- Implement a session and/or activities at Navigate that enable students to experience Armstrong traditions.
- Develop a parent/family organization with 25 participants by AY15.

### ***Progress Toward Goal 2 Outcomes:***

#### **Division of Student Affairs**

- Staff in the Student Affairs Division was trained on the Title IX policy and mandatory reporting procedures at the divisional meeting in November 2014.

#### **Career Services**

- Career Services held 31 classroom presentations reaching 889 students, a 20% increase from fall 2013.
- Career Services held 31 classroom presentations reaching 663 students from a grand total of 62 classroom presentations and 1552 students reached for 2014, a 41% increase.

#### **Counseling Center**

- Starting in August 2014, the Counseling Center completed multiple presentations to approximately 300 students, focusing on classroom settings that are either “First Class” or highly populated with first-year students.
- During the 2014 “Navigate” freshman orientation sessions, the Counseling Center gave presentations on “How College is Different From High School” and an “Introduction to Counseling Services” to students. A total of 907 students attended Navigate.

#### **Disability Services**

- Held 54 intake meetings with new students and 57 progress meetings with continuing students. Also proctored 600 tests during Fall 2014.
- Disability Services held two sessions for faculty on Universal Design this year.

- Held 145 intake meetings with new students and 88 progress meetings with continuing students. Also proctored 2,183 tests during the year.

### **Multicultural Affairs**

- The African American Male Initiative (MOVE) has a total of 56 participants inclusive of 23 freshmen, 17 mentors (various classes), and 16 participants (various classes).
- Initiated the State of Georgia's first Student African American Sisterhood (SAAS).
- Administered 14 Goizueta scholarships to Latino Students.
- February 25, 2015 the Brother to Brother initiative under Student African American Brotherhood (SAAB) was established to retain Latino Male students.
- The Goizueta Scholarship committee will offer 9 scholarships 2015-2016. Recipient notifications- May 29, 2015.
- The HOLA Gala awarded (2) scholarships April 24, 2015. One scholarship was through the Leo Scholarship (Phi Iota Alpha Fraternity, Inc. and the other was through HOLA.
- Will advise the newly established chapter of Omega Psi Phi Fraternity, Inc. Fall 2015.

### **Recreation and Wellness**

- The Recreation Center added two new sport clubs teams Fall 2014 semester: Tennis and Running

### **Student Integrity**

- The Title IX Policy was drafted, in conjunction with Diversity, Inclusion and Equity and Legal Affairs, and implemented by the Office of Student Integrity.

### **Student Life**

- Oriented 907 incoming students who attended summer Navigate sessions.
- With the addition of three new organizations, participation in the Greek Community has risen from 3.8% of the undergraduate student body to 5.35% in Fall 2014. This is an increase of 40% in participation for the overall community. New organizations include Phi Mu Women's Fraternity, Omega Psi Phi and Lambda Theta Phi.

### **Student Health Center**

- Nurse Practitioner at the Student Health Center was a member of the sexual violence task force.

## **GOAL 3: Administer programming that supports our diverse student population.**

### *Objectives:*

- I. Each divisional staff member will engage in Green Zone and Safe Space Training.
- II. The Admissions Office and HOLA will play an instrumental role in Latino student enrollment.
- III. Commuter and student activity/engagement space will be enhanced through repurposing and/or remodeling current campus space.
- IV. Programs designed for underrepresented, veteran, and adult students will be fully implemented.

- V. Campus-wide programming on heritage and theme month will introduce and engage students in cultures and diversity within the U.S. and around the world

*Target Outcomes:*

- Repurposed space in the Student Union for a private breast feeding room (AY15), increased square footage for Military Outreach (AY15), and improved space for commuters in the Student Union (AY16).
- The establishment of a National Pan-Hellenic Council (NPHC) and a National Association of Latino Fraternal Organizations (NALFO) which traditionally support African-American and Latino students (AY17).
- Armstrong will be an Associate Hispanic Serving Institution by 2020.
- Student African American Brotherhood, Student African American Sisterhood, and a new Hispanic Fraternity will be active on campus (AY16).
- Campus-wide programming such as Black History Month, Women's Empowerment Month, Asian Heritage, and Hispanic/Latino Heritage will be supported or led by Student Affairs.

**Progress Toward Goal 3:**

**Division of Student Affairs**

- 14 Student Affairs staff members have completed the Green Zone Program.

**Multicultural Affairs**

- Hosted Latino Heritage Celebration week with more than six programs and approximately 200 total participants September 19-26, 2014.
- An overall total of more than 500 participants attended the six events held for the University's Inaugural "Diversity Week" November 3-7, 2014.
- In collaboration with BB&T, CAMINO hosted the University's first DACA Forum November 11, 2014 with over 80 participants.
- Student African American Sisterhood (SAAS) has held eight Empowerment CORE Leadership meetings and three General Body meetings/ programs with a total of approximately 118 participants.
- HOLA (Hispanic Outreach and Leadership at Armstrong) has held four Lunch N' Learn meetings and 10 events/ programs with a total of approximately 450 participants.
- Hosted Latino Heritage Celebration week with more than six programs and approximately 200 total participants September 19-26, 2014.
- More than 1,100 participants attended the six events held for the University's Inaugural "Diversity Week" November 3-7, 2014. The Spring 2015 Diversity Week April 20-25; approximately 1,720 attendees.
- In collaboration with BB&T, CAMINO hosted the University's first DACA Forum November 11, 2014 with over 80 participants.
- The African American Male Initiative (MOVE) has held five empowerment sessions, four programs/ events, and three overnight trips for a total of approximately 300 participants. For Spring 2015 MOVE co-sponsored (5) events for Black History Month with approximately 358 attendees. They have held four Empowerment Sessions with a total of 47 participants. March 20-22, 2015 (12) MOVE Participants went to Orlando, FL for alternative

Spring Break, (7) attended the SAAB Conference in Detroit, MI March 26-29, 2015, (10) attended the Greenville, SC bonding trip May 15-17, 2015, (9) are registered to attend Gatlinburg, TN June 5-7, 2015, and we will begin promoting the Summer DC/NY/NJ OMA Excursion July 31-August 6, 2015. The last three trips are a part of a new OMA initiative Summer Passport.

- Brother to Brother chapter under SAAB has been established and the faculty, student, and staff CORE Leadership has held planning meetings, developed a Mission and Vision Statement, attended the National SAAB Conference, completed training as led by Dr. Tyrone Bledsoe, Founder and CEO of SAAB, held elections to determine student leadership positions, and voted on an agreed upon logo. Brother to Brother will begin recruiting Latino Male participants during Navigate 2015. Program launch and start Fall 2015 with a completed calendar of events by the end of Summer 2015.
- Student African American Sisterhood (SAAS) has held eight Empowerment CORE Leadership meetings and three General Body meetings/ programs with a total of approximately 118 participants. February 23, 2015, they hosted (6) events with 336 attendees. For the Spring, they held (10) additional General Body and CORE Leadership meetings with approximately 140 total attendees.
- HOLA (Hispanic Outreach and Leadership at Armstrong) has held four Lunch N' Learn meetings and 10 events/ programs with a total of approximately 450 participants. The HOLA Gala had over 100 attendees and rose just over \$1,000. There were (5) Spring HOLA Lunch and Learns with approximately 250 attendees.
- Facilitated Safe Space to Recreation and Wellness, supported Gender Neutral Bathrooms in MCC, and the Preferred Name on student Pirate Card initiative(s). Safe Space also facilitated a session for the Professional Development Committee under Student Affairs in collaboration with the Diversity and Equity Office on May 1, 2015.
- The 2015 MLK Parade had approximately 200 student, faculty and staff participants- a 50 person participation increase from 2014. In 2014-2015, the Director and Coordinator for the Office of Multicultural Affairs participated with the planning committee
- The 2015 Black History Month programming consisted of approximately (29) University and community events. There were approximately 1,867 participants throughout the month long celebration
- 2015 Women's Empowerment Month hosted (21) programs and events with approximately 770 attendees throughout the month
- The St. Patrick's Day parade debuted the new Armstrong Pirate Ship float. There were approximately 65 participating faculty, students, and staff
- Asian Heritage Festival for the City of Savannah was hosted at Armstrong. There were approximately 3,000 guests on campus for the weekend long celebration

### **Recreation & Wellness**

- The entire professional and graduate assistant staff completed Safe Space training in Fall 2014.

### **Student Life**

Two new multicultural Greek letter organizations have been added to the Greek community during Fall 2014: Lambda Theta Phi and Omega Psi Phi.

**GOAL 4:** Assist students in accessing resources and information that will lead to knowledgeable financial decisions and a successfully funded college education.

*Objectives:*

- I. Engage in efforts to increase the number of scholarship applications.
- II. Increase information flow to students through peer financial aid counselor presentations and joint programming with campus departments.
- III. Reduce the “waiting time” for students in financial aid verification process.

*Target Outcomes:*

- Reduce the financial aid verification process to by 2 weeks for AY 15.
- Triple direct contact (from 300 to 900) with students by peer financial aid counselors by AY 16.
- Increase scholarship applications by at least 20% (480 students).
- Required use of an electronic (on-line module or “app”) mechanism for all students receiving federal aid or campus scholarships by AY18.

**Progress Toward Goal 4 Outcomes:**

**Financial Aid**

- Awarded \$311,565.36 in institutional scholarships to 182 students for the 2014-2015 year. Fall only disbursements of \$164,838.68.
- Disbursed \$128,606.35 in external scholarships to 116 students for the Fall 2014.
- October is Default Prevention Month and Financial Aid Day is October 15<sup>th</sup>. On October 15<sup>th</sup>, Financial Aid staff spoke to 151 students about defaulting on student loans and offered a \$250 scholarship. The scholarship was awarded to Marcus Walker.
- The Peer Financial Counseling program has participated in 31 events in the Fall 2014 semester with a total of 650 hours of financial literacy training.
- The nine peer financial counselors who received funding from the Strategic Planning And Research Council Grant program have had 409 students participate in their Fall 2014 presentations.
- The Armstrong Commitment Fund has awarded \$16,300 to 30 students. 16.67% of the Armstrong Commitment Funds recipients will graduate Fall 2014.
- The recipients of the Armstrong Commitment Fund have participated in six financial literacy events.

**Multicultural Affairs**

- The Goizueta Scholarship was approved for \$80,000 from the Goizueta Foundation for the 2015-2016 academic year making the total scholarship amount \$90,000
- The 2015 Goizueta Scholarship committee was revamped: Jason Salzar, Paige Wagner, Tracee Hickman, Dr. Jennifer Wyss comprised the selection committee. The application was revamped by Woody Melton in Financial Aid, a new rubric was developed by Anitra Simmons (hired Consultant). There were nine scholarships given this year ranging in amounts of \$16,000 and \$8,000 for the year

**GOAL 5:** Maximize the Residential Living experience for Armstrong Students.

*Objectives:*

- I. Develop competitive and relevant housing options for Armstrong students
- II. Connect students to the Armstrong community and the greater Savannah area by providing engaging opportunities for involvement

*Target Outcomes:*

- The Finish Strong Community will be extended in the Fall of 2015
- 88% of residential survey respondents will agree that participation in residential programs has provided them with information that will help them be better students.
- A National Residence Hall Honorary (NRHH) chapter will be established at Armstrong by Fall of 2015

**Progress Toward Goal 5 Outcomes as of May 2015:**

**Housing and Residence Life**

- Implemented the “Finish Strong” Community in Fall 2014 with 32 upper class students. Note: this is 100% occupancy for this community.
- Housing and Residence Life has partnered with various offices including the Financial Aid Office, Bursar’s Office, and Academic Advisement to offer 7 programs in the Fall 2014 semester. More 100 students attended a session aimed to assist them with questions regarding these important processes.

**Housing and Residence Life**

- Implemented the “Finish Strong” Community in Fall 2014 with 32 upper class students. Note: this is 100% occupancy for this community. We will have 48 students in the Finish Strong Community for Fall 2015.
- Per Apartments Program Evaluations (109 total evaluations collected):
  - 91.74% of survey respondents reported that they agreed or strongly agreed that housing programs presented a lesson that would help them be a better Armstrong student.
  - 89.81% of survey respondents reported that they agreed or strongly agreed that housing programs supported them as students by connecting them with campus resources.
- Per Windward Commons Program Evaluations (256 total evaluations collected):
  - 92.27% of survey respondents reported that they agreed or strongly agreed that they learned a lesson during the program that would help them be a better Armstrong student.
  - 91.2% of survey respondents agreed or strongly agreed that they are more aware of campus resources as a result of attending programs.
- Housing and Residence Life will have two new learning communities offered in Windward Commons and three new Theme Communities offered in Apartment Area Housing for 2015-2016. Apartment Area housing will also

offer opposite sex visitation in all areas for 2015-2016.

- Housing and Residence Life has partnered with various offices including the Financial Aid Office, Bursar's Office, and Academic Advisement to offer 7 programs in the Fall 2014 semester. More 100 students attended a session aimed to assist them with questions regarding these important processes.



## Division of Student Affairs Strategic Plan Support Goals ((FOR INTERNAL USE))

Student Affairs will also implement “Support Goals.” These goals will assist in developing the foundation for long-term growth and continuous improvement.

**SUPPORT GOAL 1:** The execution of a divisional information campaign.

*Objectives:*

- I. A divisional newsletter will be developed for distribution (at least 1 per term).
- II. A divisional presentation will be developed to share with Academic Affairs with an emphasis on Student Integrity, Behavior Assessment Team, and Student Advocacy Efforts.
- III. Monthly “All Staff” meetings will be held by the Vice President.

*Target Outcomes:*

- Publish two newsletters in AY15.
- An informational meeting will be held with Academic Affairs to communicate Student Affairs programs and services.
- Staff members will have opportunities to participate in professional development and divisional activities designed by a Student Affairs-wide committee.
- Staff members will be expected to be familiar with the divisional mission and understand the divisional priorities.

**Progress Toward Support Goal 1 Outcomes as of May 2015:**

- The Dean of Students and Student Integrity have presented at nine faculty department meetings regarding resources and reporting procedures for students of concern and potential honor or behavioral violations of the Student Code of Conduct. An overview of Student Affairs and a resource list were also presented. A resource guide is ready to be distributed upon completion of the mid-year strategic plan update.

**SUPPORT GOAL 2:** Professional and Staff Development

*Objectives:*

- I. Develop a professional development committee to assist with recommending and implementing divisional professional development activities.
- II. A staff development committee will assist with making recommendations and implementing staff development activities.

*Target Outcomes:*

- Award the Treasure Cup each month during the academic year to an office demonstrating excellence in student service.
- Committees will develop Staff and Professional Development Outcomes.

- Increase teamwork and divisional morale.

### **Student Health Center**

The Nurse Practitioner and staff at the Student Health Center participated in monthly divisional meetings.

#### ***Progress Toward Support Goal 2 Outcomes as of May 2015:***

- The Professional Development Committee, formed Fall 2014, has drafted goals and outcomes and created a professional development series: Lunch & Learn Series, PD Fridays, and an Incentive Program.
- Treasure Cup recognition began again for Summer 2014 and each month of Fall 2014. The office recipient selects the office for recognition for the following month. Career Services, Counseling Center, Multicultural Affairs, Admissions, and Student Life have been recognized during this time.

### **SUPPORT GOAL 3: Revamp Navigate**

#### *Objectives:*

- I. Implement a Navigate program that addresses the needs for first year and transfer students.

#### *Target Outcomes:*

- Receive/review orientation consultant report in August 2014.
- Present recommendations for Navigate to the Division and Campus Leadership.
- Select and implement recommendations for summer 2015 Navigate sessions.

#### ***Progress Toward Support Goal 3 Outcomes as of May 2015:***

- Navigate programmatic changes are being implemented for Summer 2015 based on an external consultant report, Navigate evaluations (summer 2014), university leadership and Campus Partners Feedback Sessions in September 2014.