

Western Kentucky University
DIVISION OF STUDENT AFFAIRS AND CAMPUS SERVICES

MISSION STATEMENT

“The Division of Student Affairs and Campus Services’ mission is to augment, promote, and support the Vision, Mission, Purpose and Goals of the University by enhancing the academic program and environment of the University through the provision of “out-of-the-classroom” learning experiences, services, programs, and activities that improve their quality of life as well as promote and encourage student development and life-long learning.”

Student Affairs Goals

1. **STUDENT LEARNING:** To create conditions which motivate and inspire students to immerse themselves in educationally purposeful activities.
2. **DEVELOPMENT:**
 - A. **STUDENT:** To foster and encourage student development with programs, activities, role models, and specialized training geared to maximize academic skills, life-long learning skills, and personal wellness.
 - B. **STAFF:** To encourage and support development of staff enabling them to maximize the effectiveness of their service to our students and the institution.
3. **DIVERSITY:** To promote and encourage learning experiences for students and staff that value the diversity of our institution, local communities, and global community.
4. **ASSESSMENT:** To continually assess our progress in attaining the divisional and departmental objectives that promote the mission and goals of our university.
5. **RETENTION:**
 - A. **STUDENT:** To recruit and retain students by helping them to perfect the life-long learning skills that enable them to attain their personal and professional goals in addition to flourishing as students and responsible citizens.
 - B. **STAFF:** To attract and retain exemplary staff who will lead our efforts in supporting the goals and mission of the university and the division.
6. **SERVICE:** To continually strive for excellence in services and programs that support the academic endeavors of our students both in and out of the classroom.
7. **RESOURCES:** To continually search out “new” resources as well as maximize the application of all “existing” resources available to the division--whether these resources be financial resources, technological resources, physical resources, or human resources.

VICE PRESIDENT FOR STUDENT AFFAIRS AND CAMPUS SERVICES Strategic Plan 2003-2008

MISSION STATEMENT

The mission for the VP for Student Affairs and Campus Services is to assist each of the Associate Vice Presidents and Directors reporting to this position in meeting the goals, objectives and mission statements defined by their strategic plans as approved by the Division. In addition, this office is charged with assisting the President and the general campus administration in providing “out-of-the-classroom” learning experiences and services supporting the academic mission and the Student Affairs/Campus Services mission for the University.

VICE PRESIDENT STUDENT AFFAIRS/CAMPUS SERVICES GOALS AND OBJECTIVES:

1. **STUDENT LEARNING:** To create conditions which motivate and inspire students to immerse themselves in educationally purposeful activities.
 - 1.1 Assist all Student Affairs and Campus Services departments in meeting this goal.
 - 1.1.1 Lead efforts in planning and implementation of the campus master planning elements aimed at remodeling/refurbishing all academic, administrative, and student buildings, including residence halls and student centers on campus, insuring that all fit into an integrated plan. (SA1, U1)
 - 1.1.2 Assist Dining Services to create a dining room in the old ‘Memorial Room’ of Garrett through the capital investment element in the contract with Aramark where executive members of the university may gather with students, faculty, administration, and members of the community to share visions, goals, and opinions in the interest of ‘learning’ and collaborating to meet common objectives. Complete renovations including the development of new reservation policies that promote this objective; make available for use prior to May 2003. (SACS 1, U1 & 4)
 - 1.1.3 Assist Human Resources in conjunction with the Employee Benefits Committee, implement a new voluntary/optional benefits program to include the selection of Program Manager (plan administrator). (July 2003) (SACS5B, U3)
 - 1.1.4 Work collaboratively with the University Diversity Advisory Committee to review, develop, and implement

policies and procedures to reduce race, gender, ethnic, and lifestyle insensitivity. (SA,3)

- 1.1.5 Assist Office of Diversity Programs promote broader participation in programming for students and the community to discuss diversity issues through forums and website development. (SA,2A,2B; U3,7)
- 1.1.6 Assist the Associate Vice President for Student Affairs in developing a new freshmen interest group in Bates Hall. This program will directly relate to new academic programs supporting student success.

2. DEVELOPMENT:

- 2.1 STUDENT: To foster and encourage student development with programs, activities, role models, and specialized training geared to maximize academic skills, life-long learning skills, and personal wellness.
 - 2.1.1 Assist all Student Affairs and Campus Services departments in meeting this goal. In particular:
 - 2.1.1.1 Assist Director of Health Services in creating a new wellness concept for students by bringing the Preston Center and Recreation Department under the leadership of Health Services. This will emphasize a holistic approach to student health and fitness and fully utilize the Fitness Lab. (SA2&5&6, U4)
- 2.2 STAFF: To encourage and support development of staff enabling them to maximize the effectiveness of their service to our students and the institution.
 - 2.2.1 Assist all Student Affairs and Campus Services departments in meeting this goal. In particular:
 - 2.2.1.1 Assist Human Resources make sure all staff evaluations identify areas of strength and recommended improvement to help management plan development opportunities that will help the unit reach its service goals. (SA2&5, U3)
 - 2.2.1.2 Promote wellness concept through the reorganization that places the Preston Center under the leadership of Health Services. To encourage faculty and staff members to engage in fitness activities and to assume responsibilities for their own physical health and well-being. (SA2&5&6, U4)
 - 2.2.1.3 Assist Human Resources promote a high-quality, respectful working environment through establishing regular on-going training sessions/workshops for employees addressing

human relations issues such as sexual harassment prevention, racial relations, diversity appreciation, professional ethics/courtesy. (on-going)
(SACS2B5B, U3)

3. DIVERSITY: To promote and encourage learning experiences for students and staff that value the diversity of our institution, local communities, and global community.
 - 3.1 Support departmental efforts to develop and maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5; U1,2&3)

4. ASSESSMENT: To continually assess our progress in attaining the divisional and departmental objectives that promote the mission and goals of our university.
 - 4.1 Assist all Student Affairs and Campus Services departments in meeting this goal. In particular:
 - 4.1.1 Work with the division leadership to establish a unified accounting report service capable of showing an account management report on a monthly basis for leadership in all Student Affairs departments. Reports to show account balances; year-to-date budget, year-to-date income and expense; net revenues after operating expenses; and capital project status reports. (SA4, U5)
 - 4.1.2 Create new position funded within existing resources to be responsible for the division-wide assessment program which will evaluate satisfaction levels, learning styles, retention rates, and general evaluation of programs and services within the Division. New position will report directly to the Vice President for Student Affairs and Campus Services.

5. RETENTION:
 - 5.1 STUDENT: To recruit and retain students by helping them develop life-long learning skills that enable them to attain their personal and professional goals in addition to flourishing as students and responsible citizens.
 - 5.1.1 Assist Division in its effort to develop/continually update a capital renewal program for the Division including DUC, housing, dining services, health center. Develop funding plan from variety of sources to include partnership participation, bond sales, and savings. (SA5, U4&5)
 - 5.1.2 Develop a plan to create a Greek Village concept with the University providing land to both fraternities and sororities

to build new Greek housing that meets current safety and developmental needs of fraternity and sorority members.

- 5.2 STAFF: To attract and retain exemplary staff who will lead our efforts in supporting the goals and mission of the university and the Division.
 - 5.2.1 Assist Director of Human Resources in conjunction with campus-wide committee representation establish and maintain a competitive and affordable health benefits program for WKU staff. (SA6, U3)
 - 5.2.2 Assist and support Human Resources to prepare salary analysis report comparing WKU's salaries to benchmark institutions and other relevant market indicators. Formulate appropriate implementation strategies for remaining competitive in the market place. (SA5, U3)

- 6. SERVICE: To continually strive for excellence in services and programs that support the academic endeavors of our students both in and out of the classroom.
 - 6.1 Work with the Student Affairs/Campus Services leadership in conjunction with campus financial staff to establish one-stop student accounting services at WKU to be in place as soon as possible. (SA6, U5)
 - 6.1.1 All university charges to be placed on that bill as they are assessed-crediting the charging unit immediately upon assessment.
 - 6.1.2 Using a charge/payment committee made up of representation from all charging units and chaired by the Comptroller or a designated representative, establish a single campus-wide collection policy for these charges/assessments.
 - 6.1.3 Establish a single campus-wide late fee policy/procedure for governing late payments.
 - 6.1.4 Establish the Campus Cashiering Office as the SINGLE collection point for campus bill payments AND the single point for depositing funds in declining balance accounts.
 - 6.1.5 Establish a monthly payment plan option for students utilizing a percentage assessment program on outstanding balances that will pay for the costs associated with this service. Four monthly payment dates for each regular session term (exp. 9/1, 10/1, 11/1, and 12/1 for Fall; 1/1, 2/1, 3/1, & 4/1 for Spring)
 - 6.1.6 Establish a campus-wide write-off policy for unpaid bills after a predetermined payment deadline.

- 6.1.7 Streamline the Web-based payment system to make all billing information available to students and parents on line utilizing a secure PIN and credit card payment option.
 - 6.2 Work with Student Affairs/Campus Services leadership team to develop a Parking Services department with a comprehensive management plan, self-supporting budget, and all appropriate policies and procedures for operations. Have in place by Fall 2004. (SA6, U5)
 - 6.3 Secure funding and construct a dedicated Health Services Center facility designed to maximize and facilitate health care services to students, faculty and staff. (SA2, 6; U4, 5)
 - 6.4 Create an advisory council on safety and security to insure that each member of the campus community participate in identifying and insuring campus safety and security of all students, faculty and staff.
7. RESOURCES: To continually search out “new” resources as well as maximize the application of all “existing” resources available to the division- whether these resources be financial resources, technological resources, physical resources, or human resources.
- 7.1 Assist all Student Affairs and Campus Services departments in meeting this goal. In particular:
 - 7.1.1 Assist and support Assoc. VP Campus Services and Director of Auxiliary Services establish a partnership to market the use of Big Red Dollars (debit card system) off campus and have functioning as soon as advisable. (SA7, U5)
 - 7.1.1.1 Utilize the third party partner to facilitate vendor payment.
 - 7.1.1.2 Split service fee with third party partner using the resources to off-set card office operation expenses.
 - 7.1.2 Assist and support Assoc. VP Campus Services and Director of Auxiliary Services Renew snack contract with Canteen for services on campus maximizing revenues to Auxiliary Services. (SA7, U5)
 - 7.1.3 Assist and support Assoc. VP Campus Services and Director of Auxiliary Services Improve management practices at the University Bookstore to boost revenues. (SA7, U5)
 - 7.1.4 Assist and support Assoc. VP Campus Services and Director of Capital Construction plan and implement ESCO program to upgrade campus utility/lighting systems with no capital cost to the State. Initiate first program construction in 2002. Complete total project by year end 2004. (SA7, U5)

- 7.1.5 Assist and support Director of Health Services secure/stabilize an adequate funding source and budget necessary to achieve departmental health care goals and objectives. (SA7, U5)
- 7.1.6 Assist Human Resources in utilizing benefit program vendors and other third parties to provide financial sponsorship of employee special events, departmental publications, and training opportunities. (on-going) (SACS2B5B, U3) Construct a new 20,000-30,000 Sq. foot Medical Clinic to accommodate the increased patient volume of faculty and staff and the enrollment growth at WKU. (SA6,7, U4,5)
- 7.1.7 Create a new position as a development officer for the Division of Student Affairs and Campus Services to raise external funding for programs and activities within the Division.

ENVIRONMENTAL HEALTH AND SAFETY

Strategic Plan 2003-2008

MISSION STATEMENT

The mission of the Department of Environmental Health and Safety (EHS) is to provide a safe and healthy environment for its faculty, staff, students, and guests. EHS assists all constituents of the University to achieve regulatory compliance and strives to create a culture in which all persons, units, and levels share the responsibility for a safe campus environment.

ENVIRONMENTAL HEALTH AND SAFETY GOALS AND OBJECTIVES:

1. To provide a safe and healthy environment which stimulates and enhances student learning by minimizing hazards.
 - 1.1 Reduce the amount of hazardous waste generated by 2%. (SA1, U1)
 - 1.2 Inspect all fire prevention devices as required by regulation and code. (SA1, U1)
 - 1.3 Conduct a review of the radiation safety program annually. (SA1, U1)
 - 1.4 Update written emergency evacuation plan and emergency situation floor plan for each Educational and General building each year and post on web by August 2003. (SA1, U1)
 - 1.5 Conduct safety audits periodically and upon request. (SA1, U1)
2. To ensure the highest level of professionalism in the EHS Department, and to foster and encourage student development.
 - 2.1 Provide necessary materials, training and support. (SA2B, U3)
 - 2.2 Send one EHS employee to one professional development conference/training every fiscal year. (SA2B, U3)
 - 2.3 Ensure that all required certifications are kept current. (SA2B, U3)
 - 2.4 Host our annual campus-wide Fire Prevention Awareness event. (SA2A, U2)
 - 2.5 Hire at least one student intern in the Environmental Health and Safety field. (SA2A, U2)
 - 2.6 Train students when necessary on the proper use of personal protective equipment such as respirators. (SA2A, U2)
3. To assess the efficiency and effectiveness of the EHS Department.
 - 3.1 Retain the services of the Campus Safety Health and Environmental Management Association (CSHEMA) to compare our department to national benchmarking data within the next three years. (SA4, U5)

- 3.2 Conduct an annual campus-wide satisfaction survey and achieve a mean of 3.5 on a scale of 1 to 5. (SA4, U5)
4. Provide excellent service to all constituents.
 - 4.1 Respond to all online requests in a professional and timely manner (Hazardous waste pickup, asbestos abatement, accident reports). This may be tracked through established record keeping methods. (SA6, U4&5)
 - 4.2 Establish an online service request form for air monitoring, personal monitoring, audit services and training requests within three years. (SA6, U4&5)
 - 4.3 Provide the availability of web-based training. One program will be ready by the end of fiscal year 2004. (SA6, U4&5)
 - 4.4 Provide web page assistance. A radiation safety page will be linked to the EHS homepage to offer a variety of services by 2004. (SA6, U4&5)
5. To fully utilize all resource available to the department and to seek new resources.
 - 5.1 Apply for one new grant each year. (SA7, U5)
 - 5.2 Work closely with academic units using their equipment, expertise and students whenever possible. (SA7, U5)
 - 5.3 Request University funding for a full-time office associate position to increase the efficiency of the department and realize optimum benefit from our professional staff. (SA7, U5)
6. To continue our commitment to diversity and equal opportunity.
 - 6.1 Adhere to all established hiring practices. (SA3, U4)
 - 6.2 Schedule a one-hour diversity training for EHS staff by the end of fiscal year 2004. (SA2B, U4)
 - 6.3 Treat all constituents with respect and professional courtesy. (SA3, U4)

HUMAN RESOURCES

Strategic Plan 2003-2008

MISSION STATEMENT

The Department of Human Resources provides progressive leadership and management in the areas of recruitment, compensation, benefits administration, training and development, and employee relations to maintain a talented and highly motivated workforce.

HUMAN RESOURCES GOALS:

1. Provide a fringe benefits program that meets the needs of faculty and staff and is competitive with benchmark institutions and other appropriate measures.
 - 1.1 Develop a brochure or other appropriate communicate tools to help employees better understand the true value of WKU's benefit program. (July 2003) (SACS5B, U3)
 - 1.2 In conjunction with the Employee Benefits Committee, implement a new voluntary/optional benefits program to include the selection of Program Manager (plan administrator). (July 2003) (SACS5B, U3)
2. Provide information and resources to achieve highly competitive salaries for both faculty and staff.
 - 2.1 Prepare salary analysis report comparing WKU's salaries to benchmark institutions and other relevant market indicators. Formulate appropriate implementation strategies for remaining competitive in the market place. (annually) (SACS5B, U3)
3. Formulate means through which employees are able to develop personally and professionally.
 - 3.1 Work with identified task force to implement a five-year plan, with targeted activities and timelines, for addressing the long-term training and development needs of staff employees. Training activities to begin during 2003. (SACS2B5B, U3)
 - 3.2 Promote a high-quality, respectful working environment through establishing regular on-going training sessions/workshops for employees addressing human relations issues such as sexual harassment prevention, racial relations, diversity appreciation, professional ethics/courtesy. (on-going) (SACS2B5B, U3)
4. Maintain a HR/Payroll Information System that meets the University's personnel information needs and ensures efficient and accurate pay practices.
 - 4.1 Monitor and make adjustments to new Banner HR system. Begin implementation of system web features to enhance administrative

- efficiencies. Implement document imaging module in Employment Section. (October 2003) (SACS5B, U3)
- 4.2 Develop an effective “exit interview” process to collect meaningful information and to ensure University equipment and resources are properly accounted for. (July 2003) (SACS5B, U3)
 5. Maintain University policy and procedure guidelines so that University management and employees remain in compliance with federal and state law and with desired institutional requirements.
 - 5.1 Develop new policies/procedures as required. (on-going) (SACS5B, U3)
 6. Increase employee diversity particularly in faculty and administrative staff categories.
 - 6.1 In conjunction with the Equal Opportunity Office and Academic Affairs, develop policies, procedures, search strategies and outreach initiatives to achieve desired diversity levels. (July 2003) (SACS5B, U3)
 7. Achieve high levels of job satisfaction whereby employees feel valued and appreciated.
 - 7.1 Develop a comprehensive new employee orientation program designed to warmly welcome and provide key information to new faculty and staff. (August 2003) (SACS5B, U3)
 - 7.2 Research and develop approaches for providing meaningful recognition to employees for exceptional achievement/performance and longevity to the institution. Work with the Staff Council and other constituency groups in accomplishing this. (July 2004) (SACS5B, U3)
 8. Secure external resources to assist in achieving programs and services not otherwise possible due to limited budget resources.
 - 8.1 Utilize benefit program vendors and other third parties to provide financial sponsorship of employee special events, departmental publications, and training opportunities. (on-going) (SACS2B&5B, U3)
 9. Continually assess programs and services to meet current and relevant institutional and employee needs.
 - 9.1 Utilize benchmark institution data, focus groups, surveys, the Staff Council, University Senate, and other constituency groups in evaluating current services and in seeking new approaches (on-going) (SACS2B&5B, U3)

Police Department Strategic Plan 2003 - 2008

MISSION STATEMENT

The mission of the University Police Department is to provide a safe and secure atmosphere that is conducive to learning and teaching. Furthermore, the University Police Department is committed to providing a “Community Policing” philosophy in it’s approach to law enforcement, which is a partnership between faculty, staff, students, and police officers, that is predominately service and educationally oriented.

University Police Department Goals and Objectives:

1. Maintain a fully staffed, trained and diverse police department ready to serve the needs of the university community. December 2004.
 - 1.1 Increase manpower from 23 sworn to 28 sworn police officers by December 2008. (SA2B, 5B; U3,5)
 - 1.2 Lobby for additional manpower to facilitate patrol coverage for the renovated “Old Mall” property, the “South Campus”, the “WKU Farm”, and the newly created parking areas on the fringes of the university. (SA2B;5B; U3,5) July 2003.
 - 1.3 Continue training and orientation of the “Parking Enforcement Officers”. (SA1,2B; U3,4,5,) December 2004
 - 1.4 Continue training of the Communications Data Associates. (SA2B; U3,4,5) December 2004
 - 1.5 Continue the training and orientation of two new police officers hired October 28, 2002 and November 11, 2002 respectively. December 2004
 - 1.6 Retain a fully trained and diverse police department. (SA2B,3,5B; U3,4,5) December 2004
2. Enforce the laws and regulations of Western Kentucky University, the city of Bowling Green, and the statutes of the Commonwealth of Kentucky in a fair and impartial manner.
 - 2.1 Decrease the incidents of arson in the residence halls. (SA6; U4,5) December 2004
 - 2.2 Reduce the incidents of vandalism on university property. (SA6; U4,5) December 2004
 - 2.3 Improve campus safety by increasing lighting in selected areas. (SA6; U4,5) Fall 2004
 - 2.4 Reduce alcohol abuse through the use of educational programs. (SA1,2A,6; U1,2) December 2004

3. Improve public relations through education with the Bowling Green community, Bowling Green Police Department, Warren County Sheriffs Department, the Kentucky State Police, faculty, staff, students, and visitors.
 - 3.1 Upgrade and improve crime prevention programs. (SA1,2A,6; U4,5) December 2004
 - 3.2 Upgrade and improve university - parking facilities. (SA1,2A,6; U4,5) December 2004
 - 3.3 Upgrade and improve the University Police web-site. (SA1,2A,6; U4,5) December 2004
 - 3.4 Continue efforts to maintain a culturally diverse police department that is sensitive to the needs of a culturally diverse university community. (SA2A,3: U1,3) December 2004

4. Continually search for and secure resources for promoting essential programs.
 - 4.1 Continually search for innovative methods of financing departmental renovations. (SA7; U4,5) December 2004
 - 4.2 Seek out and obtain financing that utilizes available grant opportunities. (SA7; U4,5) December 2004
 - 4.3 Seek out and obtain financing for necessary equipment replacement. (SA7; U4,5) December 2004
 - 4.4 Seek out and obtain financing for upgrading to technology advanced equipment that will maximize effectiveness. (SA7; U4,5) December 2004

5. Continually assess the services and programs offered by the Police Department to the university community.
 - 5.1 Continually evaluate successful programs utilized by other institutions. (SA4; U1,2) December 2004
 - 5.2 Continue to interact with peers seeking solutions to common areas of concern. (SA4; U1,2) December 2004

HEALTH SERVICES

Strategic Plan 2003-2008

MISSION STATEMENT

The mission of the department of Health Services is to provide all members of the WKU Campus community with the medical and educational services necessary to regain, maintain, promote and improve their optimal health status.

HEALTH SERVICES GOALS AND OBJECTIVES:

1. **LEARNING: ACADEMIC:** To provide hands on learning opportunities for students in various health care and business majors.
 - 1.1 Initiate one clinical nursing rotation per semester for WKU nursing students in Health Services. (SA 1,2,3 &5; U1,2).
 - 1.2 Fill two Internship or Graduate Assistantship position per academic year. (SA1,2,3&5; U1&5)
 - 1.3 Collaborate with two academic departments per academic year on student learning projects. (SA1,2,3&5;U1,2).
 - 1.4 Have one qualified professional staff serve as adjunct faculty teaching a class at least once per academic year. (SA 1,2,3&5; U1,2)

2. **HEALTH PROMOTION & WELLNESS:** To assist the campus community with the services, resources and skill set development necessary to lead a positive lifestyle and reduce their risk of disease and disability.
 - 2.1 Integrate with the Health & Fitness Lab on the yearly Health Days and Faculty/Staff Health Fair. (SA6; U1&4)
 - 2.2 Transfer leadership of the University Wellness Committee to Todd Misener Asst. Director of Health & Fitness Lab, Preston Center. (SA1; U1)
 - 2.3 The Physical Therapist to collaborate with Intramurals for Athletic Training coverage for two tournaments per academic year. (SA 2,6; U1,4)
 - 2.4 Health Education Coordinator will collaborate on one student health needs assessment survey per academic year. (SA 2,3&5; U1,4)
 - 2.5 Provide awareness training to all staff for the value and appreciation of the diverse health care needs of our campus community in regards to gender, race, sexual orientation and cultural background. (SA3; U2)

3. **RESOURCES:** To continue operating Health Service as an efficient, effective and productive unit and continually seek new sources of funding.

- 3.1 Develop a 5 year business plan for Health Services. (SA6,7; U4,5)
 - 3.2 Develop a written plan for use of some of the reallocated \$16.00 per student health fee. (SA6,7; U4,5)
 - 3.3 Increase the effectiveness of Fee For Service billing revenue collections to a net of 75% of gross charges. (SA7; U5)
 - 3.4 Reengineer exam rooms and front lobby for better customer service. (SA 6,7; U4,5)
 - 3.5 Expand utilization of health services by Faculty and Staff to 12% of total patient visits. (SA7; U4).
4. ASSESSMENT: To continually monitor and assess the progress of Health Services in meeting our stated mission.
- 4.1 Attain a “satisfactory” rating or higher on 95% of our patient satisfaction surveys. (SA4; U5)
 - 4.2 Meet 85% of minimum college health program requirements as determined by the American College Health Association. (SA4; U5)
 - 4.3 Prepare two departmental SACA goals and objectives yearly for University accreditation. (SA4; U4,5)
 - 4.4 Collaborate with academic classes and employ two mystery shoppers per semester for customer feedback and assessment. (SA4; U4,5)
 - 4.5 Increase faculty/staff patient visits to 12% of total visits. (SA4; U4,4,5)
5. CUSTOMER SERVICE: To provide medical and educational services to our patients, which consistently meet or exceed their expectations.
- 5.1 Schedule 75% of well-visits and annual exams to the A.M. (SA6; U5)
 - 5.2 Perform randomized quality control follow up phone calls with five patient per month to seek ways of improving our service. (SA; U5)
 - 5.3 Send Thank You notes to 5 new faculty/staff patients per year. (SA5,6; U4,5)
 - 5.4 Require all staff to attend a minimum of one training session per academic year on customer service skills. (SA2,6; U4,5)
 - 5.5 Establish a patient Rights of Privacy statement, required by HIPAA federal regulation and place one in all exam rooms. (SA2,6; U4,5)
6. DEVELOPMENT: To encourage staff to seek continuous improvement initiatives such as seminars, conferences, on-campus computer training and the pursuit of continuous educational units to enhance their effectiveness of health care delivery.
- 6.1 100% of the staff will participate in a professional development activity during the academic year. (SA2, U3)

- 6.2 Each staff member will create two written protocols for their respective areas during the academic year. (SA2, U3).
- 6.3 100% of staff members will attend a Diversity awareness program during the academic year. (SA2,3, U3,4,5)
- 6.4 Each staff member is encouraged to take a class, teach a class or assist a student in an academic endeavor once per academic year. (SA2,3; U3,4,5)

THE DEPARTMENT OF INTRAMURAL-RECREATIONAL SPORTS Strategic Plan 2003-2008

MISSION STATEMENT

The Mission of the Department of Intramural-Recreational Sports is to provide students and faculty/staff members with activities and programs that will enhance a life-style of enjoyment, wellness, fitness, worthwhile use of leisure time, and a desire to be of service to others. All activities and programs being committed to the development of the mental, physical, and social aspects of all students and the recognition of the worth of individuals by treating students the same relative to opportunities, fairness, tolerance, and respect while treating students differently relative to abilities, interests, and needs.

INTRAMURAL-RECREATIONAL SPORTS GOALS AND OBJECTIVES:

1. Expand the Outdoor Recreation Adventure Center's programs and facilities.
 - 1.1 Acquire 65 to 75 acres of land. (SA1&2&3, U1&2 & 5).
 - 1.2 Prepare a detailed plan for a low ropes course, a high ropes course, primitive campsites, and lodges for the acquired land. (SA1&2&3, U1&2&5).
 - 1.3 Add a professional staff position of Assistant Director of Outdoor Programs. (SA1&2&3, U1&2&5).
 - 1.4 Increase the operating budget for OARC from \$7,000 to \$21,000 with revenue generated by the department. (SA1&2&3, U1&2&5).
 - 1.5 Have at least two staff members within the department with "Low Ropes Facilitator" certification. (SA1, U1&2&5).
 - 1.6 Implement the low ropes course, high ropes course, primitive campsite and lodges in the "Outdoor Adventure and Experiential" park. (SA1&2&3&5, U1 &2&5).
 - 1.7 Construct an addition to the Preston Center to accommodate ORAC's increased activity and program needs. (SA1&2&3, U1&2&5).
 - 1.8 Conduct a needs study for rental items handled through ORAC. (SA1&2&3,U1&2&5).
 - 1.9 (SA1&2&3,U1&2&5).
 - 1.10 Increase, for each of the next four years, revenue generated ORAC trips and rentals. (SA7, U5).
2. Maintain the Department's facilities, programs, and equipment at the state-of-the-art level.
 - 2.1 Prepare a need's assessment report for the Raymond B. Preston Center 's facility. (SA4,U5).

- 2.2 Prepare a need's assessment report for the Hattie L. Preston Intramural Sports Complex. (SA4, U5).
 - 2.3 Keep the Department's equipment appropriate to the needs of the program and as good as or better than other equipment being used for the same purpose. (SA4, U5).
 - 2.4 Prepare a status report relative to equipment needs. (SA6, U2).
3. Obtain students' and faculty/staff members' interests in additional activities and intramural-recreational sports programs.
- 3.1 Develop a questionnaire valid for the purpose of obtaining interest. (SA4, U5)
 - 3.2 Administer the questionnaire to a sample of faculty/staff and student members. (SA4&6, U4)
 - 3.3 Survey student and faculty/staff members' interests relative to the department's intramural-recreational sports programs and activities. (SA4&6, U4&5)
4. Increase student participation in intramural programs.
- 4.1 Increase the number of participants in the summer flag football program. (SA6, U2)
 - 4.2 Increase the number of programs at the Outdoor Intramural Sports complex for each of the next four years. (SA2, U2&4).
5. Increase staff's productivity and job satisfaction.
- 5.1 Have a three-day staff development workshop prior to the start of fall classes for the department's staff. (SA 2, U3).
 - 5.2 Have a non-departmental speaker or a workshop each semester with topics focusing on achieving a cooperative work place. (SA2, U3).
 - 5.3 Continue to provide opportunities for staff members to attend at least one professional meeting or conference. (SA2, U3).
 - 5.4 Provide active supervision and mid-year feedback for staff members. (SA2, U3).
6. Increase participation in fitness and health programs and activities.
- 6.1 Develop and implement an incentive program to encourage faculty/staff and student members to engage in health and fitness activities conducted through the Preston Center's health and fitness Lab. (SA2&5&6, U4)
 - 6.2 Increase the number of programs targeted for faculty/staff and student members engaging in health and fitness activities. (SA2&6, U4)
7. Improve the Preston Center's aquatic facilities.
- 7.1 Take the initial steps required to raise the overall quality of life at the University in terms of aquatics. (SA1, U1)

- 7.2 Make a plan relative to obtaining funding for upgrading the aquatic facility. (SA 1&6, U2&4)
 - 7.3 Enhance the aesthetic and recreational appeal of the aquatic area. (SA5&6, U4)
 - 7.4 Begin repairing and renovating the existing pool and natatorium. (SA1, U1&5)
 - 7.5 Create a report relative to new programs and activities suitable for the improved aquatic area. (SA6, U4).
8. Acquire sufficient funding to support the department's programs.
- 8.1 Compile a list of individuals or foundations that have supported the department financially in the past.
 - 8.2 Increase, for each of the next three years, revenue generated by OARC trips and rentals. (SA7, U5).
 - 8.3 Compile a list of new sources that might be interested in supporting various activities and events of the department. (SA7, U5)

ASSOCIATE VICE PRESIDENT FOR STUDENT AFFAIRS AND DEVELOPMENT Strategic Plan 2003-2006

MISSION STATEMENT

The mission of the Associate Vice President for Student Affairs and Development is to assist each of the departments reporting to this position in meeting the goals, objectives, and mission statements defined by their strategic plans as approved by the Division. The primary responsibility of the Office of Student Life is to enhance the educational process. The office shall be the means and the conduit through which the University leadership will interface with the student body while teaching personal and academic integrity, basic principles of citizenship, and enriching all aspects of student life. In addition, this office is charged with assisting the Vice President for Student Affairs/Campus Services and general campus administration in providing positive student learning and leadership experiences and services supporting the academic mission of the University.

Associate Vice President for Student Life and Development Goals and Objectives:

1. **STUDENT LEARNING:** To create conditions which motivate and inspire students to immerse themselves in educationally purposeful activities.
 - 1.1 The Office of Student Life shall continually provide a student advocacy environment that creates a learning opportunity for the student in all matters of student discipline and in problem solving in matters of student conflict with the academic program, university rules and regulations, and in matters of conflict with their fellow student(s).
 - 1.2 The residential college experience shall become enhanced through living/learning centers with units offering academic support.
2. **DEVELOPMENT:**
 - 2.1 **STUDENT:** To foster and encourage student development with programs, activities, role models, and specialized training geared to maximize academic skills, life-long learning skills, and personal wellness.
 - 2.1.1 Continually provide a student/senior leadership interface in matters of Student discipline, general behavior, university ethic, and academic performance.
 - 2.1.2 Increase the quality of student leadership through the improvement of off campus living centers.
 - 2.1.3 Interface residential living with opportunities offered in other Student Affairs and Campus Services units

particularly the Counseling and Testing Center and the Career Services Center.

- 2.2 STAFF: To encourage and support development of staff, enabling them to maximize the effectiveness of their service to the students and the institution.
 - 2.2.1 Make sure all staff evaluations identify areas of strength and recommended improvement to help management plan development opportunities that will help the unit reach its service goals. (SA2&5, U3)
 - 2.2.2 Guide entry level and mid-managers through conventional administrative education, which will provide fundamental student development training.
3. DIVERSITY: To promote and encourage learning experiences for students and staff that value and respect of our institution, local communities, and global community.
 - 3.1 Support departments reporting to the Office of Student Life in efforts to develop and maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled upon need and stay in balance with current concerns and issues. (SA2&5; U1,2&3)
4. ASSESSMENT: To continually assess our progress in attaining the divisional and departmental objectives that promote the mission and goals of our university. The surveying of the specific fall 2002 freshman groups will continue in order to determine the impact of on-campus supervised freshman living experience vs. off-campus unsupervised living experience. The primary focus will be retention and academic success of both groups. Beginning in fall 2003, there would be a similar tracking process to follow the development and success of those students living in and outside of the living/learning centers.
5. RETENTION:
 - 5.1 STUDENT: To recruit and retain students by helping them to perfect the life-long learning skills that will enable them to attain their personal and professional goals in addition to flourishing as students and responsible citizens.
 - 5.1.1 Assist with development of a capital renewal program for the DUC in conjunction with DUC management and divisional support. Assist with development of a funding plan from variety of sources to include partnership participation and bond sales, which will include relocating Career Services Center and expanding student organization space. (SA5,U4&5)

- 5.1.2 To recruit and retain students who can flourish in a leadership oriented environment, and help students perfect their desire for leadership.
- 5.2 **STAFF:** to attract and retain exemplary staff who will lead our efforts in supporting the goals and mission of the university and the Division.
- 5.3 **SERVICE:** To continually strive for excellence in services and programs that support the academic endeavors of the students both in and out of the classroom.
- 5.4 **RESOURCES:** To continually search out “new” resources as well as maximize the application of all “existing” resources available to the division—whether these resources be financial resources, technological resources, physical resources, or human resources.
 - 5.4.1 To activate plans that will create both family and student organization group housing.

The Department of Housing and Residence Life Strategic Plan 2003-2008

MISSION STATEMENT

The Department of Housing and Residence Life's mission is to strive to provide students with a safe, clean, well maintain and reasonably priced living environment that intentionally promotes involvement in educationally purposeful activities while supporting the academic mission.

Housing and Residence Life Goals and Objectives:

1. To be recognized as the premier residential University in the Southeastern region of the United States. Progress towards this goal will be measured by comparing the overall resident satisfaction as indicated in the annual EBI Benchmarking Study Data to WKU's select 6's, Carnegie Class's and all institutions' data.
 - 1.1 Develop and maintain marketing strategies that effectively communicate the resources of our department (Web site redesign; parent's newsletter on-line; on-line application). (SA5, U2)
 - 1.2 Create a comprehensive marketing plan that identifies our target markets (perspective students, current students and parents), outlines our strategies and timelines, and assesses the effectiveness of the plan. (SA6, U5)
2. To continue to form ties with academic departments and programs, as well as individual faculty members that support out-of-class experiences within the residential living/learning community.
 - 2.1 Develop phase three of the three-phase expansion plan for the Summer Conference Program to include marketing West Hall as a conference center with meeting rooms. (SA6, U4)
 - 2.2 Update conference agreement to allow for expansion of program including guidelines for overbooking, under booking, damages, non-camp participants in halls, and standard check-out times. (SA6, U4)
 - 2.3 Collaboratively develop multidisciplinary Learning Communities with constituent members in Academic Affairs including departmental faculty. Specifically develop a communication capstone class residential presentation series, Women Studies joint workshop and Mathematics lab on live television. (SA1, U1)
 - 2.4 Provide internship opportunities for graduate students in the area of orientation and working with M.A.S.T.E.R. Plan. (SA6, U)
 - 2.5 Create a biannual award for the faculty and staff member who provides service and commitment to the residence halls. (SA7, U3)

- 2.6 Continue developing a comprehensive first-year experience community to include Women Studies, Engineering and Business
3. To provide attractive, well maintained facilities at a reasonable cost to our residential students. Progress towards this goal will be measured by comparing the level of satisfaction with resident hall facilities (Factor 10) as indicated in the annual EBI Benchmarking Study Data to WKU's 2001's baseline mean of 5.07
 - 3.1 Revamp the work order process to incorporate the new automated system and budget controls. (SA6, U5)
 - 3.2 Establish key control process for HRL that mirrors the University process. (SA7, U5)
 - 3.3 Seek out grants to help support the staffing and financial support of M.A.S.T.E.R. Plan. (SA7, U5)
 - 3.4 Create a HVAC position for HRL to address HVAC related work orders as well as monitor the Central Chill Water Plant and individual hall utility meters. (SA7, U5)
 - 3.5 Develop a rotation schedule for regular filter changing and PMs on all hall HVAC units to occur at least three times per year for all halls and four times a year for halls used during the majority of the summer. (SA7, U5)
 - 3.6 Re-establish three working Zone Maintenance shops after hall renovations have been substantially completed. (SA7, U5)
 - 3.7 Gather information from vendors and other schools about a master key retention lock box for the Zone Office. Establish a key check-out procedure using the lock box to alleviate the need for Zone Techs to take all of their master keys home each night in order to respond to emergency call-ins. (SA7, U5)
 - 3.8 Purchase multi-spec spray paint equipment to be used in all renovated halls. (SA7, U5)
 - 3.9 Increase security measures in the residence halls by limiting access to the residence halls to the main lobby doors, installing local alarms on all exterior doors and installing recording devices to monitor exterior doors. (SA6, U5)
 4. To continue to assess needs and address facility improvements within the residence halls that support environments conducive to academic success. The annual EBI Benchmarking Study Data, market surveys and focus groups will be utilized to determine future needs.
 - 4.1 Develop Long Range Facilities Management Plan SA7, U1)
 - 4.2 Establish BSA job description with suite/community bath differentiation. (SA7, U5)
 - 4.3 Complete renovation of Bates Runner, Bemis and Barnes. (SA1, U1)
 - 4.4 Collaborate with University on the design of the Math and Science Academy. (SA1, U2)

- 4.5 Implement recommendations from the Safety and Security Task Force to include short and long term goals. (SA
5. To address the developmental needs of all students within the residence halls. Progress towards this goal will be measured by comparing pre and post assessments such as the Student Developmental Task and Lifestyle Inventory (SDLTI).
 - 5.1 Establish a consistent format for educational workshops that provide the necessary skills for first year students to become better acclimated with WKU and it's history and traditions, such as M.A.S.T.E.R. Plan. (SA1, U2)
 - 5.2 Continue alcohol and other drug education program, which includes Alcohol 101, Prime for Life, and Smoking Cessation program. (SA2, U1)
 - 5.3 Continue departmental committees/programs in support of an educated and disciplined residential community to include committees on substance use and abuse, emotional issues, community service, and fire safety. (SA2, U1)
 - 5.4 Sustain an informed resident population via bulletin boards, Channel 12, mailings, and educational videos, while working toward finding additional methods of communication (such as mobile dry erase boards in lobbies). (SA1, U1)
 - 5.5 Provide a variety of living/learning environments that support student and/or community development to include community living areas, wellness floors, and leadership community areas, while working collaboratively with the HRL Health and Wellness committee, the Dynamic Leadership Institute and the HRL L.E.A.D. committee. (SA1, U1)
 - 5.6 Develop new programming areas that will be addressed in the residence halls: scholarship; leadership and personal development; and citizenship and service. (SA2, U1)
 6. To provide leadership and development opportunities to residential students which promote responsible community membership. Progress towards this goal will be measured by comparing the mean answers to questions related to hall participation (Factor 3) and leadership skills developed (Factor 6) as indicated in the annual EBI Benchmarking Study Data to WKU's 2001's baseline mean of 5.34 and 5.48 respectfully.
 - 6.1 Collaboratively develop Transitional Learning Communities in conjunction with the Bowling Green Community College. (SA5, U1)
 - 6.2 Develop a residential based First Year Experience Program. (SA1, U2)
 - 6.3 Establish an annual scholarship for 2 (two) outstanding Ambassadors and 2 (two) outstanding HRL student staff. (SA2, U2)

- 6.4 Support an inter-residence hall association (RHA) and individual residence hall associations (hall government, programming board, hall council). (SA2, U2)
 - 6.5 Assist in the creation of living/learning communities through the use of our assignment process. (SA2, U1)
7. To continually assess the services, programs, and staffing provided to our residential students in an effort to meet their changing needs as WKU community members. Completion of EBI Benchmarking Study Data, focus groups and market surveys will show progress for this goal.
- 7.1 Provide excellent customer service and information dissemination to our students through proper training of staff. (SA4, U5)
 - 7.2 Review effectiveness of the Central Office organization and develop procedures, policies and training programs. (SA4, U5)
 - 7.3 Assess our department's needs with regard to information management. (SA7, U5)
 - 7.4 Establish pilot program for recycling in the residence halls that addresses budgetary, staffing, customer satisfaction, and environmental concerns. (SA7, U1)
 - 7.5 Establish baseline statistics with 2001 data on types and number of fire alarms in the residence halls. The objective is to eliminate as many non-fire and non-smoke alarms as possible. (SA4, U5)
 - 7.6 Assess the true needs of our constituent groups, both external and internal, and the effectiveness of our programs including the overall residential experience to include a Quality of Life survey and the ACUHO-I/EBI surveys. (SA4, U5)
 - 7.7 Establish consistent assessment measurements (pre and post-tests) to gain access to pertinent information about M.A.S.T.E.R. Plan. (SA4, U5)
 - 7.8 Establish a M.A.S.T.E.R. Plan assistant position to develop the program throughout the year. (SA1, U2)
 - 7.9 Continue recruiting high quality staff members by attending recruitment conferences such as Oshkosh Placement Exchange and the Southern Placement Exchange, and from the WKU Educational Leadership program. (SA5, U3)
 - 7.10 Continue student and professional staff appraisals to ensure continuous quality job performance. (SA5, U2)
 - 7.11 Evaluate current job description to determine if accuracy and if human resources are being utilized effectively. (SA4, U2)
 - 7.12 Redesign the room assignment process by creating a priority system for our returning students. This system will give priority based upon the student's original date of application as well as the number of continuous semesters they have resided on campus. The assignment process for new students will give priority to incoming freshmen over transfer students and upperclassmen. (SA6, U4)

- 7.13 Evaluate current MASTER Plan and design program that is structured to better meet the needs of today's students. MASTER Plan should focus on what the students need to be successful in their first eight weeks at WKU.
8. To strive for diversity among students living and working in the residence halls, and the programs and activities offered within the halls. Progress will be measured by comparing the number of diversity programs offered as compared to the baseline year of 2001.
 - 8.1 Establish awards for halls with the most participation in volunteer opportunities. (SA3, U1)
 - 8.2 Provide HRL professional staff with opportunities to volunteer for community service projects. (SA3, U3)
 - 8.3 Continue to work with Minority Student Support Services to support students of color. (SA3, U2)
 - 8.4 Continue to work closely with the Office of International Programs and the ESLI Office to create a smoother transition for our international student populations. Some ideas that have already been discussed include: providing care packages (linens, pillow, toiletries) for the students to purchase upon arrival, identify welcoming American roommates, continue to train staff to be sensitive to the transitional issues, make arrangements for them to attend M.A.S.T.E.R. Plan and have our website translated into several different languages for them and their parents to view prior to arrival. (SA3, U2)
 9. To provide all employee's with the needed resources, training and development to assure a high quality staff. Focus groups will used with student staff, facilities staff and hall directors to determine yearly progress.
 - 9.1 Provide an opportunity for the Manager and three supervisors to attend an off campus development that relates to his or her career needs. (SA2, U3)
 - 9.2 Continue staff development using Covey materials. (SA2, U3)
 - 9.3 Provide periodic staff development opportunities among the professional and student staff. (SA2, U3)
 - 9.4 Implement a recognition program to recognize outstanding achievements of student staff. (SA5, U3)
 - 9.5 Investigate benefits and/or perks offered to resident assistants and seek to implement them. (SA5, U3)
 - 9.6 Purchase a lockable utility van for paint crew. (SA7, U5)
 - 9.7 Establish an attendance incentive/reward program for Zone Techs, BSAs, and Coordinators based on pilot program. (SA2, U3)
 - 9.8 Create an emergency procedures handbook for Zone Techs, BSAs, and Coordinators stationed in halls during a building, campus, or community emergency. (SA7, U5)

9.9 Continue to provide an opportunity for the Manager and three supervisors to attend an off campus development that relates to his or her career needs. (SA2, U3)

STUDENT ACTIVITIES AND UNIVERSITY CENTERS

Strategic Plan 2003-2008

MISSION STATEMENT

The Office of Student Activities and University Centers (SAUC) mission is two -fold. SAUC is charged to enhance student life and development by facilitating student involvement in organizations; providing broadly based programs of entertainment, cultural diversity and activities; presenting opportunities to develop leadership, social, organizational and interpersonal skills; and promoting student volunteerism.

The second aspect of SAUC's mission is to provide direction, management, and leadership to the student union programs. Our charge is to unify campus while providing a variety of facilities to the students, staff, and segments of the general public. Relevant to our mission is the provision of space to accommodate meetings, conferences, and activities.

SAUC GOALS AND OBJECTIVES:

1. Help create a campus environment that fosters student interaction and promotes diversity.
 - 1.1 Maintain diverse student employee workforce (15% minority). (SA3; U1,2)
 - 1.2 Encourage CAB, SGA, Spirit Masters, IFC and Panhellenic to recruit minority students to leadership positions (10%). (SA3; U1,2)
 - 1.3 Formulate a minority student leaders program. (SA2, 3; U1,2)
 - 1.4 Require and support programming that meets minority student interest. (SA2,3; U1,2)
 - 1.5 Maintain a student center atmosphere that welcomes students. (SA2,3; U1,2)
 - 1.6 Protect infringements upon student group meeting space. (SA2,3; U1,2)
 - 1.7 Work to increase participation by community college students through marketing and advertising. (SA2,3; U1,2)
 - 1.8 Conduct an outreach program to international students. (SA2,3; U1,2)
 - 1.9 Assist in developing WKU response process to racially sensitive incidents. (SA2,3; U1,2)
 - 1.10 Publish a student organization handbook with hard copies and web site. (SA2,3; U1,2)
2. Maintain a full schedule of diverse programs throughout the academic year and provide a variety of weekend programs.

- 2.1 Maintain a strong schedule of programs (650+). (SA3; U2)
 - 2.2 Sponsor 250 weekend activities and attract 70,000+ participation. (SA3; U2)
 - 2.3 Refine and improve Niteclass programming. (SA3; U1,2)
 - 2.4 Sponsor a majority philanthropic event each month. (SA3; U1,2)
 - 2.5 Continue Friday and Saturday DUC 4th floor efforts. (SA3; U2)
 - 2.6 Refine and improve Homecoming, Parents' Weekend, and Senior Awards Program. (SA3; U2)
 - 2.7 Create focus groups for more/better student input. (SA3,4; U2)
 - 2.8 Improve and expand DUC programming to include coffeehouses and hot topic seminars.
3. Help develop students' leadership, interpersonal skills, social interaction abilities and philanthropic spirit.
- 3.1 Continue and expand DLI efforts with 5% participation increase above 2001 participants. (SA2,5; U2)
 - 3.2 Maintain and expand Spring Break trip and "A Day of Caring" to include 5% more people. (SA2; U1,2)
 - 3.3 Provide quality advisement to student groups. (CAB, SGA, IFC, Panhellenic, NPHC, and Spirit Masters) to include officer retreats (SA2; U1,2)
 - 3.4 Provide personal development opportunities to student employees through monthly staff development program. (SA2,6; U2)
 - 3.5 Address social issues to Greek members through Symposium efforts. (SA2,6; U2)
 - 3.6 Increase student volunteerism to 36,000 volunteer hours. (SA2,6; U1,2)
 - 3.7 Maintain involvement with no fewer than 34 service agencies through the Student Volunteer Bureau. (SA2,6; U1,2)
 - 3.8 Conduct a minimum of 50 personal development workshops with an average attendance of 25 students. (SA2,6; U1,2)
 - 3.9 Create a "Master Calendar" for better divisional marketing/promotion of activities. (SA3,4; U2)
4. Improve quality of our facility.
- 4.1 Procure new DUC mezzanine furniture, GCC ballroom tables, meeting room tables, and GCC A/V equipment. (SA7; U2,5)
 - 4.2 Renovate and furnish Niteclass to better utilize space. (SA7; U2,5)
 - 4.3 Work with facility management to improve cleanliness and maintenance of buildings. (SA7; U2,5)
 - 4.4 Improve DUC signage. (SA7; U2,5)
 - 4.5 Secure a food service contract that enhances buildings' services. (SA7; U2,5)
 - 4.6 Offer quality customer service in helping to accommodate the campus' meeting needs.
 - 4.7 Improve marketing efforts of student centers. (SA1; U4)

- 4.8 Evaluate and improve customer service training to all employees. (SA1; U4)
 - 4.9 Improve communications between management staff. (SA1; U4)
 - 4.10 Improve meeting room equipment. (SA1; U4)
 - 4.11 Analyze policies to provide more efficient and effective service. (SA1; U4)
5. Provide developmental opportunities to improve staff members' skills.
- 5.1 Implement and evaluate on-going staff development programs for all employees. (SA3,6; U3)
 - 5.2 Provide all professional/support staff the opportunity to attend at least one off-campus development program. (SA3,6; U3)
 - 5.3 Encourage staff members (2/semester) to shadow another student affairs staff member (1/2 day/week).
 - 5.4 Conduct student employee cross training. (SA3,6; U3)
 - 5.5 Visit (4 staff or more) a benchmark institution. (SA 3,6; U3)
 - 5.6 Work with facilities management on BSA/maintenance staff development. (SA 3,6; U3)
6. Improve departmental communication through more frequent staff meetings and interdepartmental communiqué.
- 6.1 Conduct monthly meetings with full-time staff. (SA1,3,7; U3,4)
 - 6.2 Conduct monthly meetings with SA/SC staffs. (SA1,3,7; U3,4)
 - 6.3 Conduct meetings (3/semester) with BSA/Maintenance staff and facilities management managers. (SA1,3,7; U3,4)
 - 6.4 Meet monthly with student employees. (SA1,3,7; U3,4)
 - 6.5 Record minutes from all staff meetings. (SA1,3,7; U3,4)
 - 6.6 Produce student employee newsletter (3/semester). (SA1,3,7; U3,4)
 - 6.7 Conduct student and part-time employee focus groups to measure communication. (SA1,3,7; U3,4)
 - 6.8 Evaluation efforts through end of year survey. (SA1,3,7; U3,4)
7. Continue to manage budgets, be fiscally responsible and work to refine and adjust various accounts.
- 7.1 Increase student center/non-fee revenues by 5% from _____ to _____. (SA7; U5)
 - 7.2 Improve internal accounting of SGA/CAB accounts. (SA1,2,7; U4)
 - 7.3 Advance development efforts by securing \$8,000/annually in unrestricted funds. (SA 1,2,7; U5)
 - 7.4 Stay within budget in all controlled accounts. (SA7; U5)
 - 7.5 Work collaboratively with other auxiliary units to improve effectiveness of student center operations. (SA1,2,7; U4,5)
 - 7.6 Become knowledgeable of new Banner Finance System. (SA3; U4,5)

- 7.7 Secure more favorable contract with GCC credit union space to increase revenue by 10% from _____ to _____.
- 8. Advance assessment efforts.
 - 8.1 Conduct customer satisfaction surveys for student centers (DUC, GCC, DUC 4th floor). (SA1,5; U4,5)
 - 8.2 Conduct feedback survey for student leaders. (SA1,2,5; U4,5)
 - 8.3 Examine retention/graduation rates of fraternity and sorority members. (SA1,5,6; U4,5)
 - 8.4 Maintain records for volunteer and leadership efforts with program evaluations. (SA2,5; U1,2,4,5)
 - 8.5 Measure staff satisfaction toward staff development efforts. (SA2,5; U2,5)
 - 8.6 Record the number of programs offered by our area including estimated attendance figures. (SA2,5; U2,5)
 - 8.7 Conduct CAS self-assessment by May 1, 2002. (SA5; U5)
 - 8.8 Complete annual report by February 1, 2002. (SA5; U5)

OFFICE OF DIVERSITY PROGRAMS

Strategic Plan 2003-2008

MISSION STATEMENT

The mission of the Office of Diversity Programs is to enhance the academic and social climate of ethnic minority students by fostering an environment that supports cultural diversity, scholarship, and student success.

OFFICE OF DIVERSITY PROGRAMS GOALS AND OBJECTIVES:

1. To assist the university in cultivating a campus environment that is inclusive, safe, and respectful of all cultures.
 - 1.1 Work collaboratively with the University Diversity Advisory Committee to review, develop, and implement policies and procedures to reduce race, gender, ethnic, and lifestyle insensitivity. (SA,3)
 - 1.2 Continue to enhance core services for African American Students by expanding program offerings. (SA,1)
 - 1.3 Broaden the concept of diversity to include services for other underrepresented student populations attending Western Kentucky University. (SA,3)
 - 1.4 Promote broader participation in programming for students and the community to discuss diversity issues through forums and website development. (SA,2A,2B,3,7)

2. To heighten the awareness of multicultural issues and foster an appreciation of diversity.
 - 2.1 Review and enhance diversity training programs designed for faculty, staff, and students by providing training seminars, workshops, and printed material. (SA,3)
 - 2.2 Provide diversity training seminars for newly hired faculty, staff, and freshman seminar classes that will focus on race, ethnicity, and gender appreciation. (SA,2B,3)
 - 2.3 Develop a "Diversity Peer Educator" program to assist with diversity awareness training and seminars for Western Kentucky University students. (SA1,3,5A,5B)
 - 2.4 Increase support for improved teaching of diversity issues by advocating for increased African American Studies funding and the development of a Cultural Appreciation or Diversity 101 curriculum. (SA1,2A,3)
 - 2.5 Increase opportunities for gaining knowledge and understanding of the unique history and perspectives of historical underrepresented groups and international populations by recognizing and

programming cultural events that encourage diversity awareness.
(SA1,2A,3,6)

3. To identify and service other underrepresented populations within the WKU community through outreach initiatives.
 - 3.1 Analyze numerical and percentage trends of underrepresented groups not traditionally serviced by Minority Student Support Services. (SA3,4,7)
 - 3.2 Revise specific programs and services to address the needs of other identifiable underrepresented populations. (SA2A,3,5A)
 - 3.3 Improve the responsiveness of the WKU withdrawal process with the creation of withdrawal procedures to assist in retaining underrepresented populations. (SA5A, 7)
 - 3.4 Create student organizations and support groups that encourage participation and organization of underrepresented populations. (January 2002)
4. To continually assess programs, services, and student satisfaction.
 - 4.1 Track students utilizing programs and services sponsored by Minority Student Support Services through software programs and sign in sheets. (SA4)
 - 4.2 Administer the Minority Student Support Services Student Satisfaction Survey during the Spring Semester. (SA4)
 - 4.3 Evaluate all programs and services through surveys and personal student feedback forms. (SA4)
 - 4.4 Enhance programs and services to compliment survey findings and student feedback data. (SA4,6)
5. To strive for program excellence in services and programs.
 - 5.1 Research benchmark institutions and progressive programs that reduce student minority attrition. (SA4,5A)
 - 5.2 Identify best practices in the area of minority student recruitment and retention. (SA4, 5A)
 - 5.3 Identify student support grants to aid in funding minority initiatives and programs. (SA7)
 - 5.4 Attend conferences that address multicultural issues and services.
 - 5.5 Create a student advisory board to assist with program selection, development, and evaluation. (SA1,2A,5A)
6. To provide staff development opportunities to enhance skills and knowledge of post secondary educational resources and opportunities
 - 6.1 Provide funding to attend one national or regional conference pertaining to job duties. (SA2B)
 - 6.2 Schedule computer training workshops to enhance skills in webpage development, Adobe products and Microsoft office products (SA2B)

- 6.3 Provide subscriptions to educational materials related to profession. (SA2B)
- 7. To work collaboratively with academic units to enhance minority student recruitment and retention.
 - 7.1 Seek assistance from Academic Advising to identify minority students experiencing academic difficulty. (SA5, 7)
 - 7.2 Make recommendations to other retention units regarding minority student attrition. (SA,5)
 - 7.3 Inform advisors and instructors of retention services and resources by formal letter, webpage, and brochure. (SA5,6)
 - 7.4 Provide webpage reference to scholarships available to minority students.
 - 7.5 Recognize minority students who are excelling academically by formal letter and recognition ceremony. (SA2A, 5)

COUNSELING AND TESTING CENTER

Strategic Plan 2003

MISSION STATEMENT

The Counseling & Testing Center is committed to the idea that the university years should be satisfying, productive and rewarding ones. In fulfilling this commitment, the Center provides services to assist with the personal and educational development of Western Kentucky University students.

COUNSELING AND TESTING CENTER GOALS AND OBJECTIVES:

1. **COUNSELING:** To provide quality individual and group counseling for personal, social, and educational concerns. (SA2A, U2)
 - 1.1 Continue to develop and field test counseling evaluation instruments (SA4, U4)
 - 1.2 Each semester, maintain demographic data and problem area data on clients (SA4, U4)
 - 1.3 Each year, evaluate retention effectiveness of counseling programs (SA4, U4)
 - 1.4 Each year, evaluate groups programs (SA4, U4)
2. **TESTING:** To provide quality testing services to the University and community at large (SA6, U4)
 - 2.1 Continue to develop Computer Based Testing (CBT) center (SA6, U4)
 - 2.2 Each year, provide placement testing for OAR (SA6, U4)
 - 2.3 Study testing fee structure (SA7, U5)
3. **OUTREACH:** To promote positive mental health on campus and off campus through outreach and psychological education (SA6, U4)
 - 3.1 Each semester, maintain and upgrade Counseling & Testing Center website (SA6, U4)
 - 3.2 Each semester, maintain and upgrade “Here to Help” – online counseling assistance (SA2A, U1)
 - 3.3 Each year, participate in Parents OAR, Freshman Seminar class, counseling conferences and other academic classes and/or student organizations (SA6, U1)
4. **TRAINING:** To provide training and supervision of graduate students in psychology, counseling, and other human development academic programs (SA1, U1)
 - 4.1 Each year, recruit and train graduate assistants, interns and practicum students (SA1, U1)

- 4.2 Evaluate at midyear and end of year, using KPA and academic departmental guidelines, effectiveness of student training (SA1, UA1)
- 5. CONSULTATION: To provide behavioral science consultation to faculty, staff, parents and other individuals on and off campus (SA6, U4)
 - 5.1 Each semester, maintain count of consultation events and categorize constituents by group (SA6, U4)
 - 5.2 Continue to develop evaluation procedure (SA4, U5)
- 6. RESEARCH & DEVELOPMENT: To provide opportunities for staff to be involved in professional research and development (SA7, U3)
 - 6.1 Continue to explore professional development resources (SA7, U3)
 - 6.2 Each year, involve graduate students in Counseling & Testing Center evaluation research (SA1, U1)
 - 6.3 Provide both conference presentations and published research during year (SA2B, U3)

CAREER SERVICES CENTER

Strategic Plan 2003-2008

MISSION STATEMENT

The mission of the Career Services Center is to assist students and alumni in translating their academic experience into the successful obtainment of their career and employment goals. This is done by helping them learn to assess their skills, abilities, and interests; providing access to and instruction in using career and employment resources; developing and promoting opportunities for practicing career-related knowledge and skills in the workplace; instructing them in the job search process; and providing them overall support in locating satisfying employment that is related to their academic, personal, and professional goals.

CAREER SERVICES CENTER GOALS AND OBJECTIVES:

1. To foster student learning and encourage student recruitment, development, and retention.
 - 1.1 Each semester provide instruction on career planning to freshman seminars, senior seminars, other classes, and student groups. (SA1, 2A, 5A, 6; U1)
 - 1.2 Each semester develop and promote experiential education opportunities where students apply classroom learning within the workplace. (SA1, 2A, 5A, 6; U1)
 - 1.3 Update printed and web-based career planning and employment information each semester according to the needs and interests of current and prospective students and alumni. (SA1, 2A, 5A, 6; U1)
 - 1.4 Implement online, web-based instructional modules dealing with the job search. (SA1, 2A, 5A, 6; U1)
 - 1.5 Provide practicum/internship site and supervision for students each semester in student affairs and counseling graduate programs. (SA1, 2A, 5A, 6; U1)
2. To conduct service assessment, implement indicated improvements, and carry out ongoing resource management.
 - 2.1 On employer performance evaluation of co-op/intern students, maintain a mean rating of 4.0 or above on a 5.0 scale. (SA4, 6; U5)
 - 2.2 Maintain a mean rating of 3.0 or above on a 4.0 scale for students' perceptions of how work experience has increased their career related skills. (SA4, 6; U1, 5)
 - 2.3 Maintain a mean rating of 4.0 or above on a 5.0 scale on satisfaction indicators on the graduate survey to determine how students evaluate CSC services. (SA4, 6; U4)
 - 2.4 Develop a web-based survey to determine the satisfaction and needs of those who use the web site. (SA4, 6; U1, 4)

- 2.5 Survey student participants in experiential education to determine their opinions about co-op/intern program. (SA4, 5A; U2)
 - 2.6 Survey employer partners regarding desired services and opinions regarding CSC service delivery. (SA4; U4)
 - 2.7 Survey first year students to determine the impact of high school work-based learning involvement on enrollment, retention, and other indicators of success. (SA5A; U2)
 - 2.8 Refine goals and assessment plan using CAS Standards and prepare for the SACS accreditation process. (SA4; U5)
 - 2.9 Provide annual report highlighting CSC activities and accomplishments each year. (SA4; U5)
 - 2.10 Continue to upgrade CSC facilities, equipment and other resources on an ongoing basis. (SA7; U5)
 - 2.11 Implement development plan to increase external funding for CSC related activities. (SA7; U5)
3. To promote learning and service that recognizes the diversity of our on- and off-campus constituents
- 3.1 Update career planning and employment information on the international section of the CSC web site on an ongoing basis. (SA 1, 2A, 3, 6; U1)
 - 3.2 Revise student career services brochure and purchase or revise other CSC print and electronic media to reflect the needs and interests of our diverse student population, which includes traditional, non-traditional, re-entry, re-careering, minority, distant/remote site, and international students, and students with disabilities. (SA5A, 6; U2)
 - 3.3 Continue to review grant funding announcements to search for opportunities that would allow the CSC to provide expanded career and employment services to current, prospective, and distance students, as well as to the communities locally, nationally, and internationally that they represent on an ongoing basis. (SA1, 2A, 3, 6, 7; U1)
 - 3.4 Implement additional online services on an ongoing basis geared specifically to meet the needs and the interests of our diverse constituency that includes faculty, staff, current students, high school students, parents, and employers, located both locally and at a distance. (SA1, 2A, 3; U1)
 - 3.5 Continue on an ongoing basis to develop liaisons with faculty and staff at remote sites, and with those teaching web-based courses to encourage incorporation of career-related content within the curriculum. (SA1, 2A, 3, 7; U1)
 - 3.6 Continue on an ongoing basis to improve office systems and procedures for disseminating career and employment materials and information to community college, extended campus, and distance education students. (SA1, 2A; U4)

- 3.7 Conduct class presentations, individual counseling, general group activities and workshops, and career interest testing at remote campus locations each year. (SA1, 2A, 3, 6; U1, 4)
4. To engage in outreach to and collaboration with our on- and off-campus constituents.
 - 4.1 Continue to provide fall career fair in October spring job fair each year. (SA54; U4)
 - 4.2 Provide career information to prospective students each semester through e-newsletter outreach to high schools and through participation in area high school open houses. (SA5A; U2)
 - 4.3 Continue Nashville area and other regional collaborations with post-secondary institutions, chambers of commerce, and employers for enhancing career/job fair participation and on-campus interviews on an ongoing basis. (SA1, 2A, 5A, 6; U4)
 - 4.4 Maintain and update each semester links on CSC web site to academic department information. (SA1, 2A, 3, 6; U2)
 - 4.5 Expand online services to alumni each year. (SA6; U4)
 - 4.6 Expand online services each year to employers. (SA6; U4)
 - 4.7 Maintain and update web based career information to enable parents of current and/or prospective students to assist their children in the career planning process. (SA1, 2A; U4)
 - 4.8 Provide a career and employment information web site for high school students, staff, and the parents of students. (SA1, 2A, 3, 6; U1, 4).
 - 4.9 Provide career development information at the parents' and students' OAR sessions each semester. (SA1, 2A; U4)
 5. To provide opportunities for faculty and staff development and to promote faculty and staff retention.
 - 5.1 Conduct beginning of year and mid-year performance appraisals with all CSC staff each year. (SA2B; U2)
 - 5.2 Review resource needs on a yearly basis and take steps to upgrade, purchase or procure the resources necessary for staff to successfully fulfill their job requirements. (SA2B, 7; U3)
 - 5.3 Provide opportunities for CSC staff to participate each year in professional associations and workshops to enhance work skills. (SA2B; U3)
 - 5.4 Allow CSC staff to take a class each semester during work hours. (SA2B; U3)
 - 5.5 Provide training sessions on career development to freshman seminar teachers each year. (SA2B; U3)
 - 5.6 Provide new and current faculty and staff information on career development issues, career events and services, and employment and job search trends each year. (SA2B; U3, 4)

ASSOCIATE VICE PRESIDENT FOR CAMPUS SERVICES & FACILITIES STRATEGIC PLAN 2003-2008

MISSION STATEMENT

The mission for the Associate VP for Campus Services is to assist the Director of Facilities Management, the Director of Construction Management, and the Director of Auxiliary Services in meeting the goals, objectives and mission statements defined by their strategic plans as approved by the Division. In addition, this office is charged with assisting the Vice President for Student Affairs/Campus Services and the general campus administration in providing “out-of-the-classroom” learning experiences and services supporting the academic mission and the Student Affairs/Campus Services mission for the University.

CAMPUS SERVICES GOALS AND OBJECTIVES:

1. **STUDENT LEARNING:** To create conditions which motivate and inspire students to immerse themselves in educationally purposeful activities.
 - 1.1 Create a dining room in the old ‘Memorial Room’ of Garrett through the capital investment element in the contract with Aramark where executive members of the university may gather with students, faculty, administration, and members of the community to share visions, goals, and opinions in the interests of ‘learning’ and collaborating to meet common objectives. Complete renovations including the development of new reservation policies that promote this objective; make available for use prior to May 2003. (SACS 1, U1 & 4)

2. **DEVELOPMENT:**
 - 2.1 **STUDENT:** To foster and encourage student development with programs, activities, role models, and specialized training geared to maximize academic skills, life-long learning skills, and personal wellness.
 - 2.1.1 Integrate campus access system and video imaging system with Banner system to make verification process quicker and more efficient. Research and implementation to begin 2005 (SA6, U4&5)
 - 2.1.2 Minimize security/theft hazards by eliminating the need for cash by using the ID card accounts (cashless campus) for as many services as possible. Implementation in phases beginning Fall, 2002, and continuing with additions each year. (SA6, U4&5)

- 2.1.3 Implement PIN system to ensure any release of information regarding accounts and/or privileges conforms to students' privacy policies. Predicted implementation 2003 (SA6, U4&5)
- 2.1.4 Initiate mandatory meal plan program for new freshmen in residence to insure maximum time for transition students to study and learn survival skills for university life; to insure healthy nutrition options maximizing time and energy for new students to devote to studies and the process of learning; to help create a stable financial base for the Dining Services program thus insuring a revenue stream capable of supporting renovation and program upgrade plans. (SACS 2, U 2)
- 2.1.5 Create, recruit for, and fill student internship positions in the areas of Book Store marketing/advertising, accounting and computers by Fall term 2003. (SA2&5, U1&2)
- 2.1.6 Create and implement a Book Store student worker cross-training program to allow for a more cross-functional student workforce by December 2003. (SA2&5, U1,2&5)
- 2.1.7 Develop and implement a Book Store student evaluation procedure to be performed mid-semester to evaluate student performance and point out areas that need improvement by Fall term 2003. (SA2&5, U1)
- 2.2 STAFF: To encourage and support development of staff enabling them to maximize the effectiveness of their service to our students and the institution.
 - 2.2.1 Continually make sure all staff evaluations identify areas of strength and recommended improvement to help management plan development opportunities that will help the unit reach its service goals. (SA2&5, U3)
 - 2.2.2 Budget sufficient resources to have each professional staff member participate in one regional conference, seminar, or training opportunity per year that will help them provide better service to our campus. (SA2&5, U3)
 - 2.2.3 Annually develop and maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5:U1,2&3)
- 3. DIVERSITY: To promote and encourage learning experiences for students and staff that value the diversity of our institution, local communities, and global community.
 - 3.1 Support departmental development in this area and maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled annually and

- refreshed to include current concerns and issues. (SA2&5; U1, 2 & 3)
- 3.2 Implement the ARAMARK Fresh Food Company program in the Topper Café to promote learning and appreciation of ethnic and cultural food/dining options available throughout this region the nation and the world; to improve the variety and quality of options available to our diverse clientele; to improve service/customer satisfaction for our total program and thereby increase revenues. Put in place by fall of 2003 and continually change and modify program to accommodate changing diversity within our community. (SACS 3, U 4)
4. ASSESSMENT: To continually assess our progress in attaining the divisional and departmental objectives that promote the mission and goals of our university.
 - 4.1 Work with the division leadership to establish a unified accounting report service capable of showing an account management report on a monthly basis for leadership in all Student Affairs departments. Reports to show account balances; year-to-date budget, year-to-date income and expense; net revenues after operating expenses; and capital project status reports. (SA4, U5)
 - 4.2 Develop and produce a quarterly report on budget and our financial status beginning with the first quarter of '03-04. (SA4, U5)
 5. RETENTION:
 - 5.1 STUDENT: To recruit and retain students by helping them to perfect the life-long learning skills that enable them to attain their personal and professional goals in addition to flourishing as students and responsible citizens.
 - 5.1.1 Continually support VP and Campus committee complete the Master Plan update for the University. (SA5, U4&5)
 - 5.2 STAFF: To attract and retain exemplary staff who will lead our efforts in supporting the goals and mission of the university and the Division.
 6. SERVICE: To continually strive for excellence in services and programs that support the academic endeavors of our students both in and out of the classroom.
 - 6.1 Work with the Student Affairs/Campus Services leadership to establish one-stop student accounting services at WKU effective fall 2003. (SA6, U5)
 - 6.1.1 All university charges to be placed on that bill as they are assessed-crediting the charging unit immediately upon assessment.
 - 6.1.2 Using a charge/payment committee made up of representation from all charging units and chaired by the

- Comptroller or a designated representative, establish a single campus-wide collection policy for these charges/assessments.
- 6.1.3 Establish a single campus-wide late fee policy/procedure for governing late payments.
 - 6.1.4 Establish the Campus Cashiering Office as the **SINGLE** collection point for campus bill payments AND the single point for depositing funds in declining balance accounts.
 - 6.1.5 Establish a monthly payment plan option for students utilizing a percentage assessment program on outstanding balances that will pay for the costs associated with this service. Four monthly payment dates for each regular session term (exp. 9/1, 10/1, 11/1, and 12/1 for Fall; 1/1, 2/1, 3/1, & 4/1 for Spring)
 - 6.1.6 Establish a campus-wide write-off policy for unpaid bills after a predetermined payment deadline.
 - 6.1.7 Streamline the Web-based payment system to make all billing information available to students and parents on line utilizing a secure PIN and credit card payment option.
 - 6.2 Work with dining services to simplify meal plan offerings by reducing the number of separate plans and maximizing flexibility with Dining Dollars. (SA6, U5)
 - 6.3 Simplify Big Red Dollars and Dining Dollars deposits by billing these accounts through the WKU Billings Department. Install Valueports (independent deposit stations) at various locations on campus to allow 24-hour convenience for deposits. Initiate real-time Internet account inquiry capabilities and/or purchasing, and implement a menu-driven automated telephone answering system that will provide callers with quick record options for credit card purchases. Predicted implementation to take place for all of the above is Fall, 2004. (SA6, U5)
 - 6.4 Relocate Postal Services Department to Service Supply Building to operate more efficiently, offer more services to the university departments and work more closely with Shipping and Receiving Department. (SA7, U5)
 - 6.4.1 Clear out old equipment & supplies from old print shop. 1/10/03
 - 6.4.2 Develop workflow designs in Service Supply Building. 6/30/03
 - 6.4.3 Renovate new postal services facility. 6/30/04
 - 6.4.4 Move Mail Center & Mail Distribution area to Service Supply Building. 7/1/04
 - 6.5 Complete review for centralizing all student residents mail delivery to DUC. 12/31/03. (SA7, U5)
7. RESOURCES: To continually search out “new” resources as well as maximize the application of all “existing” resources available to the division-

whether these resources be financial resources, technological resources, physical resources, or human resources.

- 7.1 Assist and support Auxiliary Services negotiate a partnership agreement with a dining services vendor that generates revenue supporting capital improvements to dining services facilities and the Downing University Center in general—By May 2002. (CS7, SA7, U5)
- 7.2 Assist Director of Facility Maintenance in reducing deferred maintenance backlog (SA6&7, U5).
- 7.3 Assist Director of Facility Maintenance in implementing a Long Range Capital Renewal Plan for buildings and infrastructure (SA6&7, U5)
- 7.4 Assist and support Auxiliary Services in establishing a partnership to market the use of Big Red Dollars (debit card system) off campus and have functioning as soon as possible (CS7, SA7, U5)
 - 7.4.1 Utilize the third party partner to facilitate vendor payment.
 - 7.4.2 Split service fee with third party partner using the resources to off-set card office operation expenses.
- 7.5 Assist and support Auxiliary Services renew snack contract with Canteen for services on campus maximizing revenues to Auxiliary Services. (CS7, SA7, U5)
- 7.6 Assist and support Auxiliary Services improve management practices at the University Bookstore to boost revenues beyond \$6.5 million by year-end 2003. (CS7, SA7, U5)
- 7.7 Assist and support the Director of Capital Construction plan and implement an ESCO (Energy Service Company) “Performance Contract” to upgrade campus utility/lighting systems with no capital cost to the State. Initiate first program construction in 2002. Complete total project by year end 2004.

AUXILIARY SERVICES STRATEGIC PLAN 2003-2008

MISSION STATEMENT

The mission of Auxiliary Services is to assist each of its departments in meeting the goals, objectives and mission statements defined by their strategic plans as approved by the Division. In addition, this office is charged with assisting the Associate Vice President for Campus Services, the Vice President for Student Affairs/Campus Services, and campus administration in general in providing “out-of-the-classroom” learning experiences and services supporting the academic mission and the Student Affairs/Campus Services mission for the University.

AUXILIARY SERVICE GOALS AND OBJECTIVES:

1. **STUDENT LEARNING:** To create conditions which motivate and inspire students to immerse themselves in educationally purposeful activities.
 - 1.1 Participate in as many SGA meetings as possible to act as a mentor and reference resource for auxiliary areas. Assist with legislation initiated by SGA and impacting Student affairs. Bring other Auxiliary management to share in this process of mentoring and acting as a resource. (SA1, U1)
 - 1.2 Develop a partnership with the Student Government Association and University Bookstore to create student textbook scholarships each semester—to be implemented Fall term 2003. (SA1, U1)
 - 1.3 Develop 2 Letters to the College Heights Herald Editor each semester to educate the campus community on the policies of the University Bookstore. (SA1, U1&5)
 - 1.4 Create a dining room in the old ‘Memorial Room’ of Garrett through the capital investment element in the contract with Aramark where executive members of the university may gather with students, faculty, administration, and members of the community to share visions, goals, and opinions in the interests of ‘learning’ and collaborating to meet common objectives. Complete renovations including the development of new reservation policies that promote this objective; make available for use prior to May 2003. (SACS 1, U1 & 4)
 - 1.5 Implement Student Guide to answer common postal questions. 8/15/03 (SA1, U1)
 - 1.6 Develop Postal Services student mail web page. 8/15/03 (SA1, U1)

2. DEVELOPMENT:

2.1 STUDENT: To foster and encourage student development with programs, activities, role models, and specialized training geared to maximize academic skills, life-long learning skills, and personal wellness.

2.1.1 Integrate campus access system and video imaging system with Banner system to make verification process quicker and more efficient. Research and implementation to begin 2005 (SA6, U4&5)

2.1.2 Minimize security/theft hazards by eliminating the need for cash by using the ID card accounts (cashless campus) for as many services as possible. Implementation in phases beginning Fall, 2002, and continuing with additions each year. (SA6, U4&5)

2.1.3 Implement PIN system to ensure any release of information regarding accounts and/or privileges conforms to students' privacy policies. Predicted implementation 2003 (SA6, U4&5)

2.1.4 Initiate mandatory meal plan program for new freshmen in residence to insure maximum time for transition students to study and learn survival skills for university life; to insure healthy nutrition options maximizing time and energy for new students to devote to studies and the process of learning; to help create a stable financial base for the Dining Services program thus insuring a revenue stream capable of supporting renovation and program upgrade plans. (SACS 2, U 2)

2.1.5 Create, recruit for, and fill student internship positions in the areas of Book Store marketing/advertising, accounting and computers by Fall term 2003. (SA2&5, U1&2)

2.1.6 Create and implement a Book Store student worker cross-training program to allow for a more cross-functional student workforce by December 2003. (SA2&5, U1,2&5)

2.1.7 Develop and implement a Book Store student evaluation procedure to be performed mid-semester to evaluate student performance and point out areas that need improvement by Fall term 2003. (SA2&5, U1)

2.2 STAFF: To encourage and support development of staff enabling them to maximize the effectiveness of their services to our students and the institution.

2.2.1 Facilitate Print Services hosting semi-annual printing fairs with vendors to answer questions and concerns thereby helping those served in getting the best service possible. (SA2, U3)

- 2.2.2 Hold annual Print Services informational sessions for departments to help them use services more efficiently for the betterment of their departments and personal development. (SA2, U3)
- 2.2.3 Make sure all staff evaluations are completed annually and identify areas of strengths and recommended improvements to help management plan development opportunities that will help the unit reach its service goals. (SA2&5, U3)
- 2.2.4 Budget sufficient resources to have each professional staff member participate in one regional conference, seminar, or training opportunity per year that will help them provide better service to our campus. (SA2&5, U3)
- 2.2.5 Annually develop and maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5:U1,2&3)
- 2.2.6 Develop and maintain ID Center training manuals for permanent and student staff training and reference. To be completed in 2003. (SA2&5, U2&3)
- 2.2.7 Investigate the possibility of reassigning responsibilities for positions in ID Center as well as possibly adding new position/s to more appropriately divide job responsibilities to maximize efficiency as well as allow more time for staff development projects (presently initial implementation has begun, and is expected to continue throughout 2003. (SA2&5, U3)
- 2.2.8 Renovate Faculty House to provide an environment that encourages faculty/faculty and faculty/staff interaction— provides ‘learning’ opportunities for both personal and university development. (SACS 2, U 3)
- 2.2.9 Send 3 Book Store employees to industry trade shows, meetings, training sessions or conferences per year. (SA2&5, U3)
- 2.2.10 Re-structure the Book Store organizational flow chart and update job descriptions of all University Bookstore employees to improve service and efficiency by July 2003. (SA2&5, U3)
- 2.2.11 Create and implement an Book Store employee cross-training program to allow for a more cross-functional workforce by December 2003. (SA2&5, U5)
- 2.2.12 Train all University Bookstore management on the use of Banner to improve the effectiveness of their service to the institution. (SA2, U3&5)
- 2.2.13 Fully develop and fill the Book Store Assistant Director position by January 2004. (SA5, U3)

- 2.2.14 Develop a departmental fiscal reporting plan to demonstrate growth, efficiency and service within the Book Store. Develop plan for implementation for fall 2003. (SA2&4, U5)
3. DIVERSITY: To promote and encourage learning experiences for students and staff that value the diversity of our institution, local communities, and global community.
 - 3.1 Develop and maintain training that targets diversity sensitivity and cultural understanding in all Auxiliary Services Departments. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5; U1,2&3)
 - 3.2 Hire diverse staff to enrich overall knowledge and understanding of different cultures whenever possible within the guidelines permitted for hiring. (SA3, U3)
 - 3.3 Implement the ARAMARK Fresh Food Company program in the Topper Café to promote learning and appreciation of ethnic and cultural food/dining options available throughout this region the nation and the world; to improve the variety and quality of options available to our diverse clientele; to improve service/customer satisfaction for our total program and thereby increase revenues. Put in place by fall of 2003 and continually change and modify program to accommodate changing diversity within our community. (SACS 3, U 4)
 4. ASSESSMENT: To continually assess our progress in attaining the divisional and departmental objectives that promote the mission and goals of our university.
 - 4.1 Work with the division leadership to establish a unified accounting report service capable of showing an account management report on a monthly basis for leadership in all Student Affairs departments. Reports to show account balances; year-to-date budget, year-to-date income and expense; net revenues after operating expenses; and capital project status reports. (SA4, U5)
 - 4.2 Develop and produce a quarterly report on budget and our financial status beginning with the first quarter of '03-04. (SA4, U5)
 - 4.3 Implement an electronic customer satisfaction survey. (SA4, U5)
 - 4.4 Dining Services will conduct one customer satisfaction survey per semester in each dining facility. Dining Services will strive to remain higher than the ARAMARK (400+ SCHOOLS) national average in every measured category. (SACS 4, U 3)
 - 4.5 Dining Services will respond within 24 hours to all written suggestions located at the cashier stations and all locations beginning spring 2003.
 - 4.6 Dining Services will contract an outside firm to conduct unannounced quality assessments annually for dining locations. A

score of 85 or higher will be achieved beginning fall 2003. (SACS 4, U 3)

- 4.7 Redesign in-house survey instrument to parallel that used nationally by NACUBO for this region. Have in place to be used by fall 2003. (SACS 4, U 3)
- 4.8 Develop and conduct annual student and departmental surveys in the Bookstore to assist us in reviewing, implementing and revising programs designed to simplify our interactions with customers. First surveys to be developed for implementation in fall 2003. (SA4&6, U5)
- 4.9 Participate in a second-party Book Store Benchmarking study of other equivalent university bookstores by Spring term 2004. (SA4, U5)
- 4.10 Participate in 1 annual Book Store industry (ICBA) survey to compare ourselves to national norms for the college store industry. First survey to be implemented in fall 2003. (SA4, U5)
- 4.11 Monitor the Book Store new-to-used textbook ratio yearly and increase the percent of used textbooks available to students by 5% each year beginning with FY2004. (SA1&6, U1)

5. RETENTION:

5.1 STUDENT: To recruit and retain students by helping them to perfect the life-long learning skills that enable them to attain their personal and professional goals in addition to flourishing as students and responsible citizens.

5.1.1 Create and implement a standard student employee recognition program in the Book Store to recognize and foster high achievement effective January 2004. (SA5, U1&2)

5.2 STAFF: To attract and retain exemplary staff who will lead our efforts in supporting the goals and mission of the university and the Division.

5.2.1 Create and implement a standard employee recognition program in the Book Store to recognize and foster high achievement effective January 2004. (SA5, U3)

6. SERVICE: To continually strive for excellence in services and programs that support the academic endeavors of our students both in and out of the classroom.

6.1 Work with the Student Affairs/Campus Services leadership to establish one-stop student accounting services at WKU effective fall 2003. (SA6, U5)

6.1.1 All university charges to be placed on that bill as they are assessed-crediting the charging unit immediately upon assessment.

- 6.1.2 Using a charge/payment committee made up of representation from all charging units and chaired by the Comptroller or a designated representative, establish a single campus-wide collection policy for these charges/assessments.
- 6.1.3 Establish a single campus-wide late fee policy/procedure for governing late payments.
- 6.1.4 Establish the Campus Cashiering Office as the **SINGLE** collection point for campus bill payments AND the single point for depositing funds in declining balance accounts.
- 6.1.5 Establish a monthly payment plan option for students utilizing a percentage assessment program on outstanding balances that will pay for the costs associated with this service. Four monthly payment dates for each regular session term (exp. 9/1, 10/1, 11/1, and 12/1 for Fall; 1/1, 2/1, 3/1, & 4/1 for Spring)
- 6.1.6 Establish a campus-wide write-off policy for unpaid bills after a predetermined payment deadline.
- 6.1.7 Streamline the Web-based payment system to make all billing information available to students and parents on line utilizing a secure PIN and credit card payment option.
- 6.2 Develop and implement methodology for providing ID cards in a faster, more efficient manner to all eligible students, staff and affiliates by implementing additional temporary satellite locations during crucial time periods, especially during OARs. The implementation of satellite location to take place during Summer, 2003 (SA6, U5)
- 6.3 Simplify Big Red Dollars and Dining Dollars deposits by billing these accounts through the WKU Billings Department. Install Valueports (independent deposit stations) at various locations on campus to allow 24-hour convenience for deposits. Initiate real-time Internet account inquiry capabilities and/or purchasing, and implement a menu-driven automated telephone answering system that will provide callers with quick record options for credit card purchases. Predicted implementation to take place for all of the above is Fall, 2004. (SA6, U5)
- 6.4 Maximize convenience of card purchases by extended Big Red Dollars acceptance to off-campus vendors and extended campus sites. Adding off-campus and/or extended campus sites to initially begin in 2003 (SA6, U5)
- 6.5 Dining Services will expand 'meal zones' to 4 beginning with fall 2003. New zone will be dinner2 from 7:00PM until 10:00PM. (SACS 6, U 4)
- 6.6 Create two new Dining Services management positions by fall 2003 to better serve growing areas of business: (SACS 6, U 4)
 - 6.6.1 Associate Manager for Catering

- 6.6.2 Associate Manager for Concessions
- 6.7 Increase the level of support the main campus University Bookstore extends to the Glasgow University Bookstore and the South Campus University Bookstore by purchasing a cargo van for merchandise transport before the Fall term 2003. (SA6, U5)
 - 6.8 Minimize Book Store theft hazards by incorporating loss prevention technology with our existing security policies and procedures by Fall term 2004. (SA6, U5)
 - 6.9 Create a Book Store marketing plan with a 12 month promotional calendar each June that lists and describes the sales and promotional events and highlights by department for the entire next fiscal year. (SA6, U5)
 - 6.10 Create an on-line textbook ordering program in the Book Store that allows students to prepay for books or put them on their student account as part of the One-Stop program and pick them up the first week of school, eliminating long lines and extended waits at the checkouts—to be implemented by Fall term 2003. (SA6, U5)
 - 6.11 Create and implement a Book Store competitors' price match and coupon match program to better serve our customers, effective fall 2003. (SA6, U5)
 - 6.12 Create and implement "Valet Parking" program for backpacks outside the University Bookstore during rush periods to reduce theft by Fall term 2003. (SA6, U5)
 - 6.13 Create and implement a Book Store coupon "bounce-back" program during rush periods to encourage repeat shopping during non-peak periods by Fall term 2003. (SA6, U5)
 - 6.14 Electronically communicate postal procedure changes & postal updates as they occur by using university internal network. (SA2, U3)
 - 6.15 Hold postal seminars for newly hired Administrative Assistants in the fall of each year. (SA2, U3)
 - 6.16 Attend Postal Seminars and Meetings to stay abreast with the rapidly changing industry. (SA2, U3&5)
 - 6.17 Relocate Postal Services Department to Service Supply Building to operate more efficiently, offer more services to the university departments and work more closely with Shipping and Receiving Department. (SA7, U5)
 - 6.17.1 Clear out old equipment & supplies from old print shop. 1/10/03
 - 6.17.2 Develop workflow designs in Service Supply Building. 6/30/03
 - 6.17.3 Renovate new postal services facility. 6/30/04
 - 6.17.4 Move Mail Center & Mail Distribution area to Service Supply Building. 7/1/04
 - 6.18 Complete review for centralizing all student residents mail delivery to DUC.12/31/03. (SA7, U5)

- 6.18.1 Work with Housing and Residence Life to communicate benefits to campus community. 12/31/02
 - 6.18.2 Design plans for incorporating a “mailboxes etc.” type of facility in DUC. 6/30/03
 - 6.19 Investigate feasibility of central billing for student PO Box rentals for ease and customer service consideration. (SA6, U5)
 - 6.20 Explore bulk paper purchase from Owensboro Company. 11/27/02 (SA7, U5)
 - 6.21 Host quarterly advisory committee meetings to discuss printing services contracts, vendors and effect on campus community. (SA4, U5)
 - 6.22 Facilitate Print Services service procedures related to troubleshooting to expedite customer services. (SA6, U5)
 - 6.23 Continue to work on advancing online website for Print Services by redesigning and adding features to enhance the look and navigation of the site. (SA6, U5)
 - 6.24 Maintain Print Service’s bulk paper ordering system to ensure that online orders are being received and delivery of paper is completed in a timely fashion. (SA6, U5)
 - 6.25 Develop and maintain new budget system for Postal Services that correctly reflects the costs of services delivered. (SA4, U5)
7. RESOURCES: To continually search out “new” resources as well as maximize the application of all “existing” resources available to the division- whether these resources be financial resources, technological resources, physical resources, or human resources.
- 7.1 Negotiate a partnership agreement with a dining services vendor that generates revenue supporting capital improvements to dining services facilities and the Downing University Center in general— By May 2002. (SA7, U5)
 - 7.2 Establish a partnership to market the use of Big Red Dollars (debit card system) off campus and have functioning by fall 02. Utilize the third party partner to facilitate vendor payment. Split service fee with third party partner using the resources to off-set card office operation expenses. (SA7, U5)
 - 7.3 Renew snack contract with Canteen for services on campus maximizing revenues to Auxiliary Services by 12/31/03. (SA7, U5)
 - 7.4 Improve management practices at the University Bookstore to boost revenues beyond \$6 million by year-end 2002. (SA7, U5)
 - 7.5 Maintain ‘paperless Print Services job initiation, delivery of finished products, and accurate billing procedures—have in place by 12/31/03. (SA6, U5)
 - 7.6 Investigate feasibility of partnership with “Student Advantage Cash Inc.” to expand services to the off-campus community and

- generate revenue to cover program expenses. Complete study and if feasible, implement by Fall, 2003. (SA7, U5)
- 7.7 Review card services in ID Center for appropriate charge/revenue generation. Implement findings for Fall '03. (SA7, U5)
 - 7.8 Develop incentive program promoting use of Big Red Dollars in vending machines by implementing a discount for card purchase price versus cash purchase price to increase net revenues and encourage more Big Red Dollar deposits. To be implemented with next price change for vending contractors (according to contract). (SA4, U4&5)
 - 7.9 Develop ID Center awards incentive programs to promote customer service/satisfaction --such as coupons or gifts for any deposits for a given time over a specified amount (i.e., deposit \$200 or more in Big Red Dollars, and be entered into a drawing for a free meal plan, or get a free card holder with any \$50 deposit, etc.) To begin implementation 2003. (SA4, U4&5)
 - 7.10 Negotiate a Book Store partnership agreement with Alumni Relations that generates revenue through the use of Alumni Association Member Cards by Fall term 2004. (SA7, U5)
 - 7.11 Negotiate a Book Store partnership with the Kentucky Museum that generates revenue through sales of merchandise in the Kentucky Museum Gift Shop by Fall term 2003. (SA7, U5)
 - 7.12 Relocate the University Bookstore Accounting Associate from Wetherby Administration Building to an on-site location within the bookstore to ease the interface with the University accounting system, Banner, the bookstore's Point-of-Sale and Inventory Control System, the One-Stop program, and Prism by May 2003. (SA7, U5)
 - 7.13 Replace existing Book Store Prism Administration Station to allow for the installation of required upgrades and to prevent the degradation of existing data by July 2003. (SA7, U5)

ID CENTER STRATEGIC PLAN 2003-2008

MISSION STATEMENT

The mission of the WKU ID Center is to enhance the “Western” experience for all students, staff, and other WKU affiliates by providing ID cards and associated services that promote convenience as well as security on campus using a state-of-the-art “one-card” system.

ID CENTER GOALS AND OBJECTIVES:

1. To provide ID card services that will enrich and simplify access to the many services/activities offered at WKU.
 - 1.1 Develop and implement methodology for providing ID cards in a faster, more efficient manner to all eligible students, staff and affiliates by implementing additional temporary satellite locations during crucial time periods, especially during OARs. The implementation of satellite location to take place during Summer, 2003. (SA6, U5)
 - 1.2 Simplify Big Red Dollars and Dining Dollars deposits by billing these accounts through the WKU Billings Department. Install Valueports (independent deposit stations) at various locations on campus to allow 24-hour convenience for deposits. Initiate real-time Internet account inquiry capabilities and/or purchasing, and implement a menu-driven automated telephone answering system that will provide callers with quick record options for credit card purchases. Predicted implementation to take place for all of the above is Fall, 2004. (SA6, U5)
 - 1.3 Maximize convenience of card purchases by extended Big Red Dollars acceptance to off-campus vendors and extended campus sites. Adding off-campus and/or extended campus sites to initially begin in 2003. (SA6, U5)

2. Develop and maintain program/projects that maximize the security and confidentiality of student/staff records.
 - 2.1 Integrate campus access system and video imaging system with Banner system to make verification process quicker and more efficient. Research and implementation to begin 2005. (SA6, U4&5)
 - 2.2 Minimize security/theft hazards by eliminating the need for cash by using the ID card accounts (cashless campus) for as many services as possible. Implementation in phases beginning Fall, 2002, and continuing with additions each year. (SA6, U4&5)

- 2.3 Implement PIN system to ensure any release of information regarding accounts and/or privileges conforms to students' privacy policies. Predicted implementation 2003. (SA6, U4&5)
3. To encourage development of all staff by sponsoring participation in any activities, training, and/or self-improvement endeavors that will enhance their job performance/effectiveness, as well as their own personal development.
 - 3.1 Budget sufficient resources to have each professional staff member participate in one regional conference, seminar, or training opportunity per year that will help them provide better service to our customers. (SA2&5, U3)
 - 3.2 Annually review all staff evaluations to identify areas of strength and recommend improvement to help management plan development opportunities that will assist the unit in reaching its service goals. (SA2&5, U3)
 - 3.3 Annually develop and maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5:U1,2&3)
 - 3.4 Develop and maintain training manuals for permanent and student staff training and reference. To be completed in 2003. (SA2&5, U2&3)
 - 3.5 Investigate the possibility of reassigning responsibilities for positions in ID Center as well as possibly adding new position/s to more appropriately divide job responsibilities to maximize efficiency as well as allow more time for staff development projects (presently initial implementation has begun, and is expected to continue throughout 2003. (SA2&5, U3)
4. Continually research and experiment with ways to reduce expenses for the program and services.
 - 4.1 Investigate feasibility of partnership with "Student Advantage Cash Inc." to expand services to the off-campus community and generate revenue to cover program expenses. Complete study and if feasible, implement by Fall, 2003. (SA7, U5)
 - 4.2 Review card services for appropriate charge/revenue generation. Implement findings for Fall 2003. (SA7, U5)
5. Continually examine program for efficiency, client service and revenue generation opportunities.
 - 5.1 Develop incentive program promoting use of Big Red Dollars in vending machines by implementing a discount for card purchase price versus cash purchase price to increase net revenues and encourage more Big Red Dollar deposits. To be implemented with next price change for vending contractors (according to contract). (SA4, U4&5)

- 5.2 Develop awards incentive programs to promote customer service/satisfaction --such as coupons or gifts for any deposits for a given time over a specified amount (i.e., deposit \$200 or more in Big Red Dollars, and be entered into a drawing for a free meal plan, or get a free card holder with any \$50 deposit, etc.) To begin implementation 2003. (SA4, U4&5)
6. DIVERSITY: To promote and encourage learning experiences for students and staff that value the diversity of our institution, local communities, and global community.
 - 6.1 Develop and maintain training that targets diversity sensitivity and cultural understanding in all Auxiliary Services Departments. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5; U1,2&3)
 - 6.2 Hire diverse staff to enrich overall knowledge and understanding of different cultures whenever possible within the guidelines permitted for hiring. (SA3, U3)

DINING SERVICES STRATEGIC PLAN 2003-2008

MISSION STATEMENT

Dining Services mission is to provide quality dining experiences which meet or exceed the needs of the students, faculty and staff of Western Kentucky University, and create an environment which promotes learning and enhances student collaboration and nutritional awareness.

DINING SERVICES GOALS AND OBJECTIVES:

1. **STUDENT LEARNING:** To create an environment that promotes healthy living and learning activities.
 - 1.1 Create and maintain a partnership with SGA whereby Dining Services will maintain a management presence at SGA to act as a reference resource to student government and act as a mentor, collaborator, advisor on process, responsibilities and in passing legislation affecting dining operations and other related student services. Start active participation in spring of 2003. (SACS 1, U1)
 - 1.2 Create a dining room in the old 'Memorial Room' of Garrett where executive members of the university may gather with students, faculty, administration, and members of the community to share visions, goals, and opinions in the interests of 'learning' and collaborating to meet common objectives. Complete renovations including the development of new reservation policies that promote this objective; make available for use prior to May 2003. (SACS 1, U1 & 4)

2. **DEVELOPMENT:**
 - 2.1 **STUDENT:** To promote learning, employment and social opportunities that augment formal studies at Western.
 - 2.1.1 Initiate mandatory meal plan program for new freshmen in residence to insure maximum time for transition students to study and learn survival skills for university life; to insure healthy nutrition options maximizing time and energy for new students to devote to studies and the process of learning; to help create a stable financial base for the Dining Services program thus insuring a revenue stream capable of supporting renovation and program upgrade plans. (SACS 2, U 2)
 - 2.1.2 Develop and implement programs to send out at least two student employees each year for management training aimed at increasing productivity, increasing staff potential,

and exploring individuals interest and preparation for professional development in the food services field.
(SACS 2, U 2)

- 2.2 STAFF: To promote educational and promotional opportunities where employees, university staff, and university faculty can 'grow' personally as well as academically.
 - 2.2.1 Renovate Faculty House to provide an environment that encourages faculty/faculty and faculty/staff interaction—provides 'learning' opportunities for both personal and university development. (SACS 2, U 3)
3. DIVERSITY: To promote and encourage learning experiences for student and staff that value the diversity of our institution, local communities, and global community.
 - 3.1 Implement the ARAMARK Fresh Food Company program in the Topper Café to promote learning and appreciation of ethnic and cultural food/dining options available throughout this region the nation and the world; to improve the variety and quality of options available to our diverse clientele; to improve service/customer satisfaction for our total program and thereby increase revenues. Put in place by fall of 2003 and continually change and modify program to accommodate changing diversity within our community. (SACS 3, U 4)
4. ASSESSMENT: Continually monitor and assess the progress of the department in attaining the goals and objectives detailed in its strategic plan and that of the entire university.
 - 4.1 Dining Services will conduct one customer satisfaction survey per semester in each dining facility. Dining Services will strive to remain higher than the ARAMARK (400+ SCHOOLS) national average in every measured category. (SACS 4, U 3)
 - 4.2 Dining Services will respond within 24 hours to all written suggestions located at the cashier stations and all locations beginning spring 2003.
 - 4.3 Dining Services will contract an outside firm to conduct unannounced quality assessments annually for dining locations. A score of 85 or higher will be achieved beginning fall 2003. (SACS 4, U 3)
 - 4.4 Redesign in-house survey instrument to parallel that used nationally by NACUBO for this region. Have in place to be used by fall 2003. (SACS 4, U 3)

5. RETENTION:
 - 5.1 STUDENT: Continually offer products and services supporting a ‘healthy’ student body energized for learning and academic pursuits.
 - 5.1.1 See 6.a-b., 7.a-f. (also apply to retention). (SACS 5, U4)
 - 5.2 STAFF: Implement and maintain programs that attract and retain the best dining services management and professional service employees.
 - 5.2.1 Maintain programs to send away at least two management and two line employees per year for advanced and specialized training or development programs. (SACS 5, U4)
6. SERVICE: Continually implement and maintain programs that promote the nutritional health and wellness of our students allowing them opportunity to dedicate maximum time and energy to “learning” activities.
 - 6.1 Dining Services will expand ‘meal zones’ to 4 beginning with fall 2003. New zone will be dinner² from 7:00PM until 10:00PM in Topper Café. (SACS 6, U 4)
 - 6.2 Create two new management positions by fall 2003 to better serve growing areas of business: (SACS 6, U 4)
 - 6.2.1 Associate Manager for Catering
 - 6.2.2 Associate Manager for Concessions
7. RESOURCES: To continually search out ‘new’ resources as well as maximize the application of all ‘existing’ resources available to the department—whether these resources be financial resources, technological resources, physical resources, or human resources.
 - 7.1 Dining Services will increase sales over year prior by no less than 7.5% every year for the next five years. (SACS 7, U 4&5)
 - 7.2 Complete WKU concessions facilities and program upgrade in Diddle, including Skybox facilities, by June of 2003 to increase Dining Service total revenues; promote ‘town-gown’ relationships; and to create opportunities for fund raising and University program development. (SACS 7, U 4&5)
 - 7.3 Fully implement a program to partnership with a pizza delivery chain to augment the services available under and increase revenues through the Dining Dollar and Big Red Dollar declining balance programs. Develop contract and implement program for spring 2003. (SACS 7, U 4&5)
 - 7.4 Remodel and upgrade facilities in Downing University Center Food Court and Topper Café to implement the Fresh Food Company program; increase the building seating capacity to accommodate freshmen-in-residence, required meal plan program; increase total revenues generated to help with the total facility renovation. Complete this phase by Fall opening 2003. (SACS 7, U 4&5)

- 7.5 Develop and implement a 'paperless' invoice system utilizing electronic accounting options that provide better audit trails and faster processing for timely fund transfers and better use of human resources. Have in place by end of spring term 2003. (SACS 7, U 4&5)
- 7.6 Upgrade cash registers and computers supporting Dining Services operations to speed up service and better utilize human resources. Complete major upgrade by end of spring 2003. Develop plan for systemic upgrades for the remaining contract period and have in place for fall 2003. (SACS 7, U 4&5)

UNIVERSITY BOOKSTORE STRATEGIC PLAN 2003-2008

MISSION STATEMENT

As the bookstore for Western Kentucky University, our mission is to enhance the student learning experience by providing educational resources, student employment and intern opportunities, and to support the division and entire institution through revenue generation and the provision of literary and general office resource materials.

UNIVERSITY BOOKSTORE GOALS AND OBJECTIVES:

1. **STUDENT LEARNING:** To create conditions which enable students to immerse themselves in their academic work.
 - 1.1 Develop a partnership with the Student Government Association to create student textbook scholarships each semester—to be implemented Fall term 2003. (SA1, U1)
 - 1.2 Develop 2 Letters to the College Heights Herald Editor each semester to educate the campus community on the policies of the University Bookstore. (SA1, U1&5)
2. **DEVELOPMENT:**
 - 2.1 **STUDENT:** To assist students with developing skills that are beneficial in both work and life by offering role models and specialized training geared to maximize work skills and life-long learning skills.
 - 2.1.1 Create, recruit for, and fill student internship positions in the areas of marketing/advertising, accounting and computers by Fall term 2003. (SA2&5, U1&2)
 - 2.1.2 Create and implement a student worker cross-training program to allow for a more cross-functional student workforce by December 2003. (SA2&5, U1,2&5)
 - 2.1.3 Develop and implement student evaluation procedure to be performed mid-semester to evaluate student performance and point out areas that need improvement by Fall term 2003. (SA2&5, U1)
 - 2.2 **STAFF:** To encourage and support the development of staff enabling them to maximize the effectiveness of their service to our students and the institution.
 - 2.2.1 Send 3 employees to industry trade shows, meetings, training sessions or conferences per year. (SA2&5, U3)
 - 2.2.2 Re-structure the organizational flow chart and update job descriptions of all University Bookstore employees to improve service and efficiency by July 2003. (SA2&5, U3)

- 2.2.3 Create and implement an employee cross-training program to allow for a more cross-functional workforce by December 2003. (SA2&5, U5)
 - 2.2.4 Train all University Bookstore management on the use of Banner to improve the effectiveness of their service to the institution. (SA2, U3&5)
 - 2.2.5 Fully develop and fill Assistant Director position by January 2004. (SA5, U3)
 - 2.2.6 Develop a departmental fiscal reporting plan to demonstrate growth, efficiency and service. Develop plan for implementation for fall 2003. (SA2&4, U5)
3. DIVERSITY: To promote and encourage learning experiences for University Bookstore staff that value the diversity of our institution, local communities and global community.
- 3.1 Maintain training that targets diversity sensitivity and cultural understanding. Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5, U1,2&3)
4. ASSESSMENT: To continually assess our progress in attaining the University Bookstore objectives that promote the mission and goals of our department, division and university.
- 4.1 Develop and conduct annual student and departmental surveys to assist us in reviewing, implementing and revising programs designed to simplify our interactions with customers. First surveys to be developed for implementation in fall 2003. (SA4&6, U5)
 - 4.2 Participate in a second-party Benchmarking study of other equivalent university bookstores by Spring term 2004. (SA4, U5)
 - 4.3 Participate in one annual industry survey to compare ourselves to national norms for the college store industry. First survey to be implemented in fall 2003. (SA4, U5)
 - 4.4 Monitor the new-to-used textbook ratio yearly and increase the percent of used textbooks available to students by 5% each year beginning with FY2004. (SA1&6, U1)
5. RETENTION:
- 5.1 STUDENT: To recruit, retain and recognize exemplary students by helping them understand the impact that their work has on the success of the University Bookstore. This will enable them to attain their personal and professional goals in addition to flourishing as students and responsible citizens.
 - 5.1.1 Create and implement a standard student employee recognition program to recognize and foster high achievement effective January 2004. (SA5, U1&2)

- 5.2 STAFF: To attract, retain and recognize exemplary staff who will lead our efforts in supporting the goals and mission of the University Bookstore, the university and the Division.
 - 5.2.1 Create and implement a standard employee recognition program to recognize and foster high achievement effective January 2004. (SA5, U3)

- 6. SERVICE: To continually strive for excellence in services and products that support the academic endeavors of our students both in and out of the classroom.
 - 6.1 Work with Auxiliary Services to establish One-Stop Student Accounting services effective Fall term 2003. (SA6, U5)
 - 6.2 Increase the level of support the main campus University Bookstore extends to the Glasgow University Bookstore and the South Campus University Bookstore by purchasing a cargo van for merchandise transport before the Fall term 2003. (SA6, U5)
 - 6.3 Minimize theft hazards by incorporating loss prevention technology with our existing security policies and procedures by Fall term 2004. (SA6, U5)
 - 6.4 Create a marketing plan with a 12 month promotional calendar each June that lists and describes the sales and promotional events and highlights by department for the entire next fiscal year. (SA6, U5)
 - 6.5 Create an on-line textbook ordering program to allow students to prepay for books or put them on their student account as part of the One-Stop program and pick them up the first week of school, eliminating long lines and extended waits at the checkouts—to be implemented by Fall term 2003. (SA6, U5)
 - 6.6 Create and implement a competitors' price match and coupon match program to better serve our customers, effective fall 2003. (SA6, U5)
 - 6.7 Create and implement "Valet Parking" program for backpacks outside the University Bookstore during rush periods to reduce theft by Fall term 2003. (SA6, U5)
 - 6.8 Create and implement a coupon "bounce-back" program during rush periods to encourage repeat shopping during non-peak periods by Fall term 2003. (SA6, U5)

- 7. RESOURCES: To continually search out "new" resources as well as maximize the application of all "existing" resources available to the University Bookstore—whether these resources be financial resources, technological resources, physical resources or human resources.
 - 7.1 Negotiate a partnership agreement with Alumni Relations that generates revenue through the use of Alumni Association Member Cards by Fall term 2004. (SA7, U5)

- 7.2 Negotiate a partnership with the Kentucky Museum that generates revenue through sales of merchandise in the Kentucky Museum Gift Shop by Fall term 2003. (SA7, U5)
- 7.3 Relocate the University Bookstore Accounting Associate from Wetherby Administration Building to an on-site location within the bookstore to ease the interface with the University accounting system, Banner, the bookstore's Point-of-Sale and Inventory Control System, the One-Stop program, and Prism by May 2003. (SA7, U5)
- 7.4 Replace existing Prism Administration Station to allow for the installation of required upgrades and to prevent the degradation of existing data by July 2003. (SA7, U5)
- 7.5 Review current loss prevention policies and procedures and evaluate the need for technologically advanced theft detection equipment to reduce shrinkage by December 2003. (SA7, U5)
- 7.6 Assist the University Accounting Department with interfacing Banner with our existing POS and ICS system, Prism, by January 2004. (SA7, U5)
- 7.7 Purchase the Accounts Receivable Module of Prism from Nebraska Book Company to complete the interface between Prism and Banner by January 2004. (SA7, U5)
- 7.8 Develop and implement a 5 year personal computer replacement plan by January 2004. (SA7, U5)
- 7.9 Consolidate University Bookstore Accounts Payable department to better monitor the purchasing, receiving and invoicing of saleable merchandise. (SA7, U5)
- 7.10 Develop and implement a plan to better utilize textbook department floor space during non-rush periods by Fall term 2004. (SA7, U5)
- 7.11 Develop and implement a plan to maximize use of the storefront display area for marketing purposes by June 2003. (SA7, U5)

POSTAL SERVICES

Strategic Plan 2003-2008

MISSION STATEMENT

To provide a friendly and courteous atmosphere with professional service and modern technology for the University's community with timely and accurate distribution, utilizing all resources effectively and efficiently.

POSTAL SERVICES GOALS AND OBJECTIVES :

1. Increase Student Learning by providing as many postal service learning opportunities to students as possible.
 - 1.1 Implement Student Guide to answer common postal questions. 8/15/03 (SA1, U1)
 - 1.2 Develop Postal Services student mail web page. 8/15/03 (SA1, U1)
2. Continually work to improve the effectiveness of services by educating University departments with informative seminars on Postal policies and policy changes.
 - 2.1 Electronically communicate procedure changes & postal updates as they occur by using university internal network. (SA2, U3)
 - 2.2 Hold postal seminars for newly hired Administrative Assistants in the fall of each year. (SA2, U3)
3. Continually improve customer services utilizing resources as effectively as possible.
 - 3.1 Attend Postal Seminars and Meetings to stay abreast with the rapidly changing industry. (SA2, U3&5)
 - 3.2 Relocate Postal Services Department to Service Supply Building to operate more efficiently, offer more services to the university departments and work more closely with Shipping and Receiving Department. (SA7, U5)
 - 3.2.1 Clear out old equipment & supplies from old print shop. 1/10/03
 - 3.2.2 Develop workflow designs in Service Supply Building. 6/30/03
 - 3.2.3 Renovate new postal services facility. 6/30/04
 - 3.2.4 Move Mail Center & Mail Distribution area to Service Supply Building. 7/1/04
 - 3.3 Complete review for centralizing all student residents mail delivery to DUC.12/31/03. (SA7, U5)
 - 3.3.1 Work with Housing and Residence Life to communicate benefits to campus community. 12/31/03

- 3.3.2 Design plans for incorporating a “mailboxes etc.” type of facility in DUC. 6/30/03
 - 3.4 Investigate feasibility of central billing for student PO Box rentals for ease and customer service consideration. (SA6, U5)
- 4. Continually assess services for resource utilization and customer satisfaction.
 - 4.1 Develop and produce a quarterly report on budget and our financial status beginning with the first quarter of ‘02. (SA4, U5)
 - 4.2 Implement an electronic customer satisfaction survey. (SA4, U5)
- 5. Maintain Diversity level within Postal Services Department.
 - 5.1 Hire diverse staff to enrich overall knowledge and understanding of different cultures whenever possible within the guidelines permitted for hiring. (SA3, U3)
- 6. ASSESSMENT: To continually assess our progress in attaining the divisional and departmental objectives that promote the mission and goals of our university.
 - 6.1 Work with the division leadership to establish a unified accounting report service capable of showing an account management report on a monthly basis for leadership in all Student Affairs departments. Reports to show account balances; year-to-date budget, year-to-date income and expense; net revenues after operating expenses; and capital project status reports. (SA4, U5)
 - 6.2 Develop and produce a quarterly report on budget and our financial status beginning with the first quarter of ‘02. (SA4, U5)

PRINTING SERVICES

Strategic Plan 2003-2008

MISSION STATEMENT

To facilitate bulk copying and offset press needs for the WKU campus. Printing Services will provide services at the best possible rates and services.

PRINTING SERVICES GOALS AND OBJECTIVES:

1. Maintain contracts for bulk copying and offset press services to the University Community.
 - 1.1 Explore bulk paper purchase from Owensboro Company. 11/27/02 (SA7, U5)
 - 1.2 Host quarterly advisory committee meetings to discuss printing services contracts, vendors and effect on campus community. (SA4, U5)
2. Maintain policies and procedures pertaining to printing issues.
 - 2.1 Facilitate services related to troubleshooting. (SA6, U5)
 - 2.2 Maintain job initiation, delivery of finished products, and accurate billing procedures. (SA6, U5)
3. Maintain bulk copy paper, offset press, and stationery purchasing program for the University.
 - 3.1 Continue to work on advancing online website by redesigning and adding features to enhance the look and navigation of the site. (SA6, U5)
 - 3.2 Maintain bulk paper ordering system to ensure that online orders are being received and delivery of paper is completed. (SA6, U5)
 - 3.3 Develop and maintain new budget system that correctly reflects the costs of services delivered. (SA4, U5)
4. Continue to educate University departments about Printing Services policies and procedures
 - 4.1 Host semi-annual printing fairs with vendors to answer questions and concerns. (SA2, U3)
 - 4.2 Hold annual informational sessions for departments. (SA2, U3)
5. DIVERSITY: To promote and encourage learning experiences for students and staff that value the diversity of our institution, local communities, and global community.
 - 5.1 Develop and maintain training that targets diversity sensitivity and cultural understanding in all Auxiliary Services Departments.

Make sure that this training is cycled annually and refreshed to include current concerns and issues. (SA2&5; U1,2&3)

- 5.2 Hire diverse staff to enrich overall knowledge and understanding of different cultures whenever possible within the guidelines permitted for hiring. (SA3, U3)

DEPARTMENT OF FACILITIES MANAGEMENT

Strategic Plan 2003-2008

MISSION STATEMENT

Guided by our shared values, each one of us is fully empowered to consistently exceed the expectations of the university to insure a safe, clean, stimulating learning, working, and living environment for all involved. To this end, we will provide the most efficient and effective routine and preventative maintenance services needed to support the educational goals of Western Kentucky University.

DEPARTMENT OF FACILITIES MANAGEMENT GOALS AND OBJECTIVES:

1. **STUDENT LEARNING: Increase Student Learning and Satisfaction**
 - 1.1 Improve overall classroom appearance (DFM1/SA1/U1) through use of designated Classroom Improvement Funds. Complete a survey of all existing classrooms by June 2003.
 - 1.2 Continue implementation of Campus Landscape Plan (DFM1/SA1/U1) and coordinate actions with University Master Plan. Complete development of exterior design standards by June 2003.
2. **DEVELOPMENT:**
 - 2.1 **STUDENT: Develop and Support Student Body**
 - 2.1.1 Develop long term plan for student employment opportunities within the department by August 2003. (DFM2/SA2/U2)
 - 2.2 **STAFF: Assure high quality staff through training and associate**
 - 2.2.1 Develop a cooperative agreement for technical training by March 2003. (DFM3/SA2,3&5/U3)
3. **DIVERSITY: Support a Diverse Work Environment**
 - 3.1 Develop an annual calendar for Diversity Awareness activities such as Black History Month, etc. by February 30.
4. **ASSESSMENT: Continue Assessment Activities Using the APPA**
 - 4.1 **Strategic Assessment Model (SAM)**
 - 4.1.1 Submit SAM evaluation package for APPA review by January 02. (DFM6/SA4&5/U4&5)
 - 4.1.2 “Develop benchmark indicators for each functional area by June 2003.
5. **RETENTION: Improve Staff Retention Through Improved Communication and Employee Involvement.**
 - 5.1 Establish an employee rewards, recognition program by June 2003.

- 5.2 Implement a plan for reduced parking rates for employees by August 2003.
- 6. SERVICE: Enhance customer responsiveness and satisfaction
 - 6.1 Provide improved customer communication and follow up by providing online status reports by June 03. (SA6, U4)
 - 6.2 Develop a proposal for a professional management of transportation services by June 2003. (SA6, U4)
- 7. RESOURCES: Improve institutional effectiveness through quality improvements.
 - 7.1 PERSONNEL: Improve productivity and use of personnel resources
 - 7.1.1 Develop staffing plan for new buildings by June 2003.
 - 7.1.2 Develop a new process for rotating mandatory overtime by August 2003.
 - 7.2 FINANCIAL: Improve use of financial resources
 - 7.2.1 Implement all maintenance projects by December 2003.
 - 7.2.2 Reduce energy costs. (SA6&7, U5)
 - 7.3 PHYSICAL: Preserve the University's physical resources.
 - 7.3.1 Reduce deferred maintenance backlog. (SA6&7, U5)
 - 7.3.2 Implement a Long Range Capital Renewal Plan for buildings and infrastructure. (SA6&7, U5)
 - 7.3.3 Complete utility plan update by March 2003.

DEPARTMENT OF CONSTRUCTION MANAGEMENT

Strategic Plan 2003-2008

MISSION STATEMENT

The goal of the Department of Construction Management is to provide improvements to the campus of Western Kentucky University that will enhance the learning experiences both in and out of the classroom. We will accomplish this by listening to the customer's needs and integrating these needs into the design process. We will strive to consistently meet or exceed the expectations of the students, faculty and staff.

CONSTRUCTION MANAGEMENT GOALS AND OBJECTIVES:

1. Increase Student Learning and Satisfaction. (SA1/U1)
 - 1.1 Continue capital construction projects.
 - 1.2 Continue annual classroom improvement projects.
 - 1.3 Continue campus landscape projects.
2. Develop and Support Student Body. (SA2/U2)
 - 2.1 Improve communication with student body.
 - 2.2 Establish communication with student groups during the design phase of a project.
 - 2.3 Provide project based educational opportunities with students.
3. Assure High Quality Staff Through Training and Associate Satisfaction. (SA2,3&5/U3)
 - 3.1 Improve staff retention.
 - 3.2 Improve staff development & training.
 - 3.3 Complete diversity training for all employees.
4. Enhance Customer Responsiveness and Satisfaction. (SA6/U4)
 - 4.1 Improve customer communication and follow up.
 - 4.2 Improve service request response time.
 - 4.3 Implement project close-out conferences.
5. Improve Institutional Effectiveness Through Quality Improvement. (SA6 &7/U5)
 - 5.1 Improve accuracy of project estimates.
 - 5.2 Improve accuracy of project schedules.
 - 5.3 Develop design standards.