

# STUDENT LIFE

## Draft FY09 Performance Plan

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## Section I: Executive Summary

The Student Life Portfolio Performance Plan continues to be focused on supporting the overarching goal: **to achieve greater prominence in the 21<sup>st</sup> century as a top-tier world class technological research university with global reach and global impact.**

The key messages in this Performance Plan are centered in five of the six Institute goals: **Resident Undergraduate Education, Research and Graduate Education, Scientific and Technological Entrepreneurship, Rensselaer's Communities, and Enabling Change.** In embracing the Signature Thrusts as key elements of the Institute-wide highest priorities and plan goals, our division is focused on elevating the overall quality of the student experience. Our goals, strategies, and action plans respond to a number of the "we will" mandates articulated within the Institute-wide goals.

Our performance plan is linked to the following key Institute-wide highest priorities: Graduate and Undergraduate Education Initiatives, the Experimental Media and Performing Arts Center & Program, the Revised Budget Process, and Faculty and Staff Recruitment and Development. We are committed to strengthening existing partnerships across the institute portfolios and developing new relationships around key Student Life initiatives that serve to raise the bar of excellence. Campus culture, health and safety, student development and customer service continue as prominent portfolio additional highest priorities. New key initiatives have been identified that we believe can enhance revenue streams, improve performance management, and enliven student life

The Student Life division is organized into nine departments and has many connections with the five schools, the Office of the Provost, and the administrative divisions. The Performance Plan articulates the services that are integral to the overall success of students and, in some instances, identifies partnerships with other portfolios that share in the delivery of services. The Student Life departments are as follows:

Athletics	Office of the Registrar
Archer Center for Student Leadership	Rensselaer Union
Career Development Center	Residence Life
Dean of Students Office	Student Health Center
Office of the First-Year Experience	

The major challenges are being addressed and we are committed to continuing to collaborate with others regarding: 1) the paradigm shift in terms of how and where students live and learn; 2) the changing campus climate regarding student interests and sense of community; 3) the imperative to be risk averse in matters related to student health and safety; 4) the quality of life in residence halls and athletic facilities.

Overall, the Student Life Portfolio Plan is prioritized over the course of the three year planning cycle with the understanding that prioritizing is defined vertically within each year, especially where there are implications for new resources beyond the current year's baseline. However, it should be noted that there are some initiatives that are in the "we will" or "must do" category. These initiatives are an extension of existing priorities that have been identified within the Rensselaer Plan and are not necessarily dependent upon new resources but instead, continued support within the budget process.

Our commitment to the Rensselaer Plan's "we will" statements is identified as follows:

- A1.7 Increase admissions selectivity
- A1.8 See diversity in the broadest & richest sense
- A1.9 Seek greater ethnic and gender diversity
- A1.10 Recruit nationally
- A1.11 Graduate innovative students
- A2.1 Investigate new interactive pedagogies across all curricula
- A2.2 Engage students in collaborative learning experiences
- A2.3 Customize the learning experience to individual needs
- A4.1 Restructure student orientation programs
- A4.2 Provide pervasive opportunities for students
- A4.3 Empower students as learners and entrepreneurs
- A4.4 Enliven campus life
- A4.5 Create improved presentation/performance space
- A4.7 Replace/renovate athletic facilities
- A4.8 Ensure full-time coaching for all sports programs
- A5.1 Increase IS accessibility, reliability and connectivity
- A5.2 Provide information proactively to students
- A5.3 Set customer service standards for students, family, and sponsors
- A5.4 Provide staff/faculty with tools required for seamless student services
- B3.7 Pay attention to quality of lives of graduate students
- B3.8 Create housing options
- C1.3 Incorporate interactive pedagogies, both in classroom and out
- C1.5 Create partnerships w/ major corporate and government groups
- D1.3 Expand opportunities for students to create innovation
- D1.4 Provide opportunities for students to work in commercialization settings
- D1.5 Create "laboratory" opportunities at the Union and resident halls
- E1.1 Develop recruiting/admissions processes that identify best students
- E1.2 Reward staff and faculty commensurate with skills/contributions
- E1.4 Strengthen the standards for hiring, promotion, and tenure
- E1.7 Make RPI an employer of choice
- E1.8 Provide staff with tools/training as skill sets change
- E1.9 Create innovative administrative alignments
- E1.10 Strengthen leadership at all levels
- E2.2 Expand pipeline programs for women and underrepresented minorities
- E2.3 Build diverse faculty and staff
- E2.6 Create lively discourse on diversity/culture issues
- E3.1 Direct continuing and executive education to alumni
- E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.
- E3.3 Create services and networks for seamless student-alumni transition
- E4.2 Offer faculty resources and research skills in community development
- E5.1 Enable our students to understand international issues and cultures
- E5.3 Expand multi-national corporate partnerships
- E5.4 Extend education programs into the international arena
- E5.6 Expand global name recognition
- F1.1 Identify and evaluate critical administrative processes
- F1.2 Emphasize excellence, access simplicity, outcomes, use technology
- F1.3 Emphasize customer service
- F1.4 Create "electronic Rensselaer"
- F2.6 Utilize communication technology to enhance image
- F3.1 Manage/utilize existing facilities for maximum contribution
- F3.2 Establish annual maintenance levels
- F3.3 Invest in deferred maintenance
- F3.5 Define and deliver new capital, renewal, and deferred maintenance projects
- F4.1 Project cohesive identity
- F5.2 Refine the budgetary model
- F5.3 Provide with quality performance and management information
- F5.5 Pursue aggressive risk management and internal auditing
- F6.3 Restructure corporate partnerships
- F6.5 Build philanthropic and other financial support

## Section II: Institute-wide Highest Priority Initiatives

### Graduate Education Initiatives

**Goal 1:** Continue to provide support for graduate education initiatives via recruitment, orientation, leadership education, professional development activities, and residence life assistance.

**Strategy 1:** Provide leadership-training opportunities for portfolios, which support initiatives for graduate students. (L. McCloskey, L. Gerhardt) (A2.1, A2.2, A2.3, A4.2, A4.4, E1.8, E3.2)

**Action 1:** Support (provided upon request) for specific graduate populations such as the Chemistry TA's and MBA students.

**Measure/Metric:**

Number of trainings/2

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 2:** Provide a semester long leadership course (Professional Leadership Series) for graduate students in engineering and science (if room, then other disciplines).

**Measure/Metric:**

Number of courses/2

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 2:** Provide leadership-training opportunities during graduate orientation. (L. McCloskey, L. Gerhardt) (A2.1, A2.2, A2.3, A4.2, A4.4, E1.8, E3.2)

**Action 1:** Provide training on effective teaching to different learning styles to Master TA's, International TA's and TA's across all disciplines

**Measure/Metric:**

Number of trainings/3

**Timeline/Milestone:** FY09-FY11/yearly

**Strategy 3:** Provide comprehensive professional development opportunities for students that include networking, job postings, and on-campus interviewing by cultivating relationships with potential employers through a variety of programs and activities. (T. Tarantelli) (A4.2, D1.4, E3.2, E5.3)

**Action 1:** Continue to develop job opportunities for students in biotechnology, the creative technologies and information technology.

**Measure/Metric:**

Number of job opportunities developed

**Timeline/Milestone:** FY09/quarterly

**Action 2:** Continue to develop and implement a process to identify nanotechnology career opportunities for undergraduate and graduate students.

**Measure/Metric:**

Plan developed/Y or N

Number of job opportunities developed

**Timeline/Milestone:** FY09/quarterly

- Strategy 4:** Support the registration and advising process for new graduate students. (S. Kunkel) (A4.1, A5.1, A5.2, A5.3, F1.2, F1.3)
- Action 1:** Provide an introduction to the Student Information System and registration at special sessions for new students and/or at the request of program coordinators.
- Measure/Metric:**
- Number of sessions offered
  - Number of students participating in department help sessions
  - Feedback from program coordinators, departmental liaisons and students
  - Number of graduate students registering on time
- Timeline/Milestone:** FY09-FY11/quarterly
- Strategy 5:** Enhance the graduate student experience by actively participating in recruitment, outreach and orientation activities. (R. Hartt) (A2.3, A4.1, A4.2, A4.4, B3.7)
- Action 1:** Participate in Graduate Recruitment Activities and Orientation, including open houses and other outreach programs.
- Measure/Metric:**
- Participate in events and collaborative activities/Y or N
  - Evaluate and revise brochures and publicity materials annually
  - Number of graduate student attendance at classical concert series
- Timeline/Milestone:** FY09–FY11/quarterly
- Strategy 6:** Continue to assist graduate students with housing by providing them with information about on and off campus housing. (Residence Life) (B3.8)
- Action 1:** Collaborate with Enrollment Management and individual academic departments to have temporary housing available for new incoming graduate students prior to official residence hall opening.
- Measure/Metric:**
- Graduate students seeking housing accommodated/100%
  - Occupancy in the Peoples Avenue properties/100%
- Timeline/Milestone:** FY09/monthly
- Strategy 7:** In collaboration with the Administration Division expand the off-campus Institute housing inventory for graduate students. (Residence Life, M. Frost, K. Edick, B. Kunkel) (B3.8)
- Action 1:** Meet with the Administration Division to plan for the renovation of existing Institute owned off-campus houses.
- Measure/Metric:**
- Collaboration and discussion occurred/Y or N
  - Occupancy in Institute owned housing for graduate students/100%
- Timeline/Milestone:** FY09/monthly
- Strategy 8:** Continue to market Residence Life student staff employment opportunities for qualified graduate students through the Office of Graduate Education. (Residence Life, L. Gerhardt, D. Gornic) (B3.7)
- Action 1:** Distribute information on Resident Assistant selection process to the Office of Graduate Education as well as to academic offices.

**Measure/Metric:**

Number of graduate applicants/increase by 5%

Number of graduates employed/increase by 1

**Timeline/Milestone:** FY09/monthly

**Strategy 9:** Provide a comprehensive degree clearance process for all graduate students. (S. Kunkel) (A5.1, A5.2, A5.3, F1.2, F1.3) **(New Initiative)**

**Action 1:** Develop the administrative procedures in collaboration with Graduate Education Office to implement the 72 credit hour PhD program.

**Measure/Metric:**

Procedures implemented/Y or N

Number of graduate students reviewed under new procedures

**Timeline/Milestone:** FY09/monthly

**Strategy 10:** Identify opportunities for students to connect with and acquire knowledge about graduate and professional school opportunities. (T. Tarantelli, M. Smith) (A4.2, F1.3) **(New Initiative)**

**Action 1:** Collaborating with OMSA, increase number of graduate and professional schools attending the 2<sup>nd</sup> Annual Fair in Fall 2008.

**Measure/Metric:**

Number of graduate school attending/increase by 10%

**Timeline/Milestone:** FY09/December

**Strategy 11:** Collaborate with Lally MBA Career Services on developing and implementing the new "Pathfinders" Cooperative Education Program (a year long co-op program). (T. Tarantelli, T. Shanley) (A4.2, A5.2, D1.4) **(New Initiative)**

**Action 1:** Promote program to CDC employers and manage the co-op process.

**Measure/Metric:**

Number of employers participating

Number of students participating

**Timeline/Milestone:** FY09/Fall, Spring and Summer work terms

## **Undergraduate Education Initiatives**

### **A: First-Year Experience**

**Goal 2:** **Maintain a market position as a top-tier nationally recognized First-Year Experience program for first-year undergraduate students.**

**Strategy 1:** Continue to provide first-year students with the opportunity to experience leadership education. (L. McCloskey, L. Trahan, Residence Life) (A2.2, A2.3, A4.1, A4.2, A4.3)

**Action 1:** Collaborate with Archer Center to provide ice breaker and team building activities as part of NRB trips.

**Measure/Metric:**

Offer Team 2012 in Student Orientation program/Y or N

Involve the Archer Center in NRB programs/Y or N

**Timeline/Milestone:** FY09/semesterly

**Action 2:** Continue to provide first-year students with the opportunity to participate in an interactive teambuilding activity emphasizing leadership skills and affinity building.

**Measure/Metric:**

Number of activities  
Number of students participating

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 2:** Improve transition from high school to Rensselaer for entering students. (M. Smith, L. Trahan, Residence Life, ALAC, L. Lawrence) (A2.3, E2.2)

**Action 1:** Re-design the BRIDGE Summer Program including partnering with Institute Advancement to create a sustainable funding source for the program.

**Measure/Metric:**

Funding sources identified/Y or N  
Number of participants enrolled/20 in FY09

**Timeline/Milestone:** FY09-FY11/quarterly

**Strategy 3:** Continue to strengthen undergraduate first-year/transfer student transition programs. (L. Trahan) (A4.1, A4.2)

**Action 1:** Maintain high-quality new student orientation programs for freshmen and transfer students.

**Measure/Metric:**

Student participation in orientation and NRB activities/Y or N  
Feedback from the session & program evaluations/improvement over FY08

Number of faculty and staff who volunteer/increase from FY08

**Timeline/Milestone:** FY09/September and January

**Action 2:** Continue to serve as the front line for questions from first-year students and their families through email, phone or walk-ins.

**Measure/Metric:**

Number of emails sent/increase from FY08  
Respond to all emails and phone calls/90% within 24 hours

**Timeline/Milestone:** FY09/monthly

**Action 3:** Investigate ways to implement a Banner module to allow for online Student Orientation event registration.

**Measure/Metric:**

Meet with DotCIO to explore options/Y or N  
Research modules used by other institutions/Y or N

**Timeline/Milestone:** FY09/December

**Strategy 4:** Increase student satisfaction and support initiatives, as well as connectivity to Rensselaer by creating a coherent, coordinated, and inclusive first-year experience for Rensselaer students. (L. Trahan) (A2.1, A2.2, A4.4, A5.2)

**Action 1:** Continue to collaborate with academic departments, ALAC, and other Institute offices to ensure a "total first-year experience."

**Measure/Metric:**

Investigate effectiveness of current evaluation systems/Y or N  
Continue outreach of EWS students/Y or N  
Complete an analysis of assessment and evaluation data/Y or N  
Meet weekly with Intervention Team/Y or N

**Timeline/Milestone:** FY09/monthly

**Action 2:** Continue to offer Tuesday Night Toolbox and other “beyond” programming to keep students connected and informed.

**Measure/Metric:**

Number of programs offered/5

Number of new topics or programs offered/1

Number of students affected or attending/increase by 5%

**Timeline/Milestone:** FY09/quarterly

**Action 3:** Continue to develop databank by incorporating new data sets and analysis for programming including SO, NRB, FW and TNT, as well as class-year based information.

**Measure/Metric:**

New data sets created/2

Updated data entered for previously created data sets/Y or N

**Timeline/Milestone:** FY09/quarterly

**Strategy 5:** Provide educational opportunities throughout the duration of the first-year experience in order to support our students’ development. (L. Trahan, L. McCloskey) (A2.1, A2.2, A4.2, A5.2)

**Action 1:** In collaboration with the Archer Center, maintain five week *Emerging Leaders* experience for second semester freshmen to support student development in the transition of the first-year to the sophomore experience.

**Measure/Metric:**

Enroll first-year students/10-25

**Timeline/Milestone:** FY09/semesterly

**Action 2:** In collaboration with the Archer Center, continue to offer leadership theme house which will address leadership topics/skills and philosophies for interested students.

**Measure/Metric:**

Number of students participating

**Timeline/Milestone:** FY09/semesterly

**Action 3:** In collaboration with the First Year Studies program, offer educational and student develop opportunities in the classroom.

**Measure/Metric:**

Co-facilitation in FYE/FYS pilot/3-4 sections

**Timeline/Milestone:** FY09/semesterly

**Strategy 6:** Continue to support FYE initiatives. (S. Kunkel) (A4.1, A5.1, A5.2, A5.3, F1.2, F1.3)

**Action 1:** Further enhance the registration and advising process for first year and transfer students.

**Measure/Metric:**

Feedback from students’ survey/improvement from FY08

Feedback from Enrollment Management focus group

**Timeline/Milestone:** FY09-FY11/quarterly

**Action 2:** Develop a new process to facilitate registration for the increasing number of freshman at the last SO session.

**Measure/Metric:**

Satisfaction from SO student survey

Feedback from department advisors and Registrar staff

**Timeline/Milestone:** FY09/September

**Action 3:** Investigate with DotCIO (IACS) the feasibility of developing an Institute "Scheduler" program.

**Measure/Metric:**

Scheduler developed/Y or N

Number of students using scheduler

**Timeline/Milestone:** FY09-FY11/monthly

**Action 4:** Revise the SO presentations, training and information to student advisers, parents and students to clarify the process and expectations.

**Measure/Metric:**

Satisfaction from SO student survey

New presentations/Y or N

**Timeline/Milestone:** FY09-FY11/September and January

**Action 5:** Provide data and reports including Advanced Placement (AP) evaluations, transfer credit award summaries, AP analysis, course enrollment, session attendance to advisers, students, FYE, ALAC and campus departments.

**Measure/Metric:**

Number and types of reports provided

Number of students receiving AP and transfer evaluation

**Timeline/Milestone:** FY09-FY11/July, September and January

**Action 6:** Participate in FYE activities, staff resource sessions, host programs and serve as resource for the activities.

**Measure/Metric:**

Survey feedback

Participation in orientation and NRB events

Participation in Family Weekend activities

Provided staff support to FYE office during peak activities

**Timeline/Milestone:** FY09-FY11/September and January

**Strategy 7:** Provide support for first-year initiatives. (R. Hartt) (A5.2)

**Action 1:** Participate in OFYE activities, host Programs, create materials for distribution and when appropriate serve as a resource partner.

**Measure/Metric:**

Staff support of orientation and NRB events/number of staff

Evaluate and revise brochures and publicity materials as needed

Number of clubs participating in NRB and SO events

Number and quality of events based on evaluations

Union reserved spaces made available for SO/NRB activity

**Timeline/Milestone:** FY09-FY11/quarterly

**Strategy 8:** Continue to sponsor and expand the Opening Doors program. (Residence Life, R. Palazzo) (A4.4)

**Action 1:** Recruit and train faculty and staff teams to visit students in their residences.

**Measure/Metric:**

Number of volunteers/increase by 5%

Program in both freshmen and mixed areas/Y or N

**Timeline/Milestone:** FY09

**Action 2:** Invite faculty and staff volunteers to hall events during the academic year, maintaining the bond and interactions; specifically Spring Fling

**Measure/Metric:**

Invite volunteers to 3 hall/campus events per year

**Timeline/Milestone:** FY09/monthly

**Strategy 9:** Develop Living and Learning opportunities for first-year residents. (Residence Life, P. Hajela, L. Trahan, T. Tarantelli, J. Nondorf) (A2.1)

**Action 1:** Collaborate with the Vice Provost for Undergraduate Education, the Office of the First-Year Experience, Career Development, Enrollment Management and the Residence Hall Staff to continue the development of the Vasudha Living and Learning community in Nason Hall.

**Measure/Metric:**

Housing application changed to reflect interest in housing/Y or N

Full enrollment for Fall 2008/39 students

**Timeline/Milestone:** FY09/monthly

**Strategy 10:** Continue to provide high quality preventive care through screening and immunization campaigns. (L. Lawrence) (A5.3)

**Action 1:** Continue to require TB screening, done in the United States, for all new students – conducting an on-campus screening for those students unable to have a TB screening prior to coming to Rensselaer.

**Measure/Metric:**

Number of students complying with TB screening requirement/100%

Number of students attending on-campus screening/200

Number of students with positive TB test taking medication/25%

**Timeline/Milestone:** FY09/August and January

**Action 2:** Continue to require meningitis immunizations for all new students under the age of 50 – conducting an on-campus immunization campaign for those students unable to have a meningitis shot prior to coming to Rensselaer.

**Measure/Metric:**

Number of students complying with meningitis requirement/100%

Number of students attending on-campus campaign/125

**Timeline/Milestone:** FY09/August and January

**Strategy 11:** Assist students with the transition to “taking charge of one’s own health” both mentally and physically, beginning at Student Orientation and continuing through the year. (L. Lawrence) (A5.3)

**Action 1:** Provide programming that will address key transitional issues for

students including, but not limited to, decision making, alcohol and other drugs, sexual assault, depression and adjustment issues.

**Measure/Metric:**

Number of programs/1 major program per semester for 400-500 students

Number of programs/1 per month minimum with 25 students per program

Program evaluations/positive feedback

**Timeline/Milestone:** FY09/monthly

**B: Undergraduate Plan**

**Goal 3:** Continue to provide and enhance a robust undergraduate experience in experiential learning and growth at home and abroad, leadership education, career development, persistence and related support services, student activities and related signature events, campus spirit, and the Culminating Year Experience.

**Strategy 1:** Provide leadership skills education through experiential learning for undergraduates within the Management and Engineering curriculum, as well as leadership training for other portfolios. (L. McCloskey, A. Cramb, D. Gautschi) (A2.1, A2.2, A2.3, A4.1, A4.2, A4.4, E1.8, E3.2)

**Action 1:** Support the ABET requirements by providing instruction, designed specifically for Rensselaer students on current leadership education practices for all sophomore and senior engineering students.

**Measure/Metric:**

Number of courses/2 per semester

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 2:** Support the Management curriculum by providing current, top-quality leadership education practices for all sophomore Management students.

**Measure/Metric:**

Number of courses/1 per semester

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 3:** Upon faculty request, deliver leadership training modules to support their course curriculum.

**Measure/Metric:**

Number of trainings/5

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 4:** Provide training for faculty on how to engage students in collaborative learning experiences as well as effective teaching to different learning styles.

**Measure/Metric:**

Number of trainings/1

**Timeline/Milestone:** FY09-FY11/yearly

**Action 5:** Ensure a diverse student experience by providing opportunities within the classroom setting to interact with corporate executives who support leadership training initiatives.

**Measure/Metric:**

Number of corporate guests/5

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 6:** Offer a day and a half workshop on multidisciplinary teamwork, team development, motivation and ethical decision making, marketed to engineering faculty from around the country.

**Measure/Metric:**

Number of participating faculty

Course evaluations

**Timeline/Milestone:** FY09/July

**Strategy 2:** In collaboration with the Provost and the Vice President for Finance, continue to develop a centralized system of oversight for all "Internationalizing the Student Experience" initiatives (E. Knowles, R. Palazzo, V. Gregg,) (E5.1)

**Action 1:** Continue development of the template that defines the scope of the "Internationalizing the Student Experience" initiative.

**Measure/Metric:**

Status of template development and comprehensiveness

**Timeline/Milestone:** FY09/ inclusion in FY10 performance plans

**Action 2:** Provide oversight and coordination between portfolios to ensure effective implementation of new initiatives.

**Measure/Metric:**

Evidence of efficient and effective implementation/quality controls  
re: services and risk management systems in place

**Timeline/Milestone:** FY10–FY11

**Strategy 3:** In collaboration with Administration and Enrollment, evaluate the feasibility and value of requiring sophomores to live on-campus (E. Knowles, C. Rounds, J. Nondorf) (A2.2, B3.8) **(new initiative)**

**Action 1:** Develop and implement an action plan that serves as a living and Learning model for sophomores, as an extension of the FYE.

**Measure/Metric:**

Evidence of a model for implementation Y/N

Evidence of program components that support the model Y/N

**Timeline/Milestone:** FY09-FY11

**Strategy 4:** Provide students with the opportunity to develop and enhance their leadership skills through experiential learning activities, supporting co-curricular programs. (L. McCloskey, R. Hartt) (A2.2, A4.2, F6.5)

**Action 1:** Design and facilitate a leadership training workshop or module upon request for any student organization, meeting the specific needs of each organization.

**Measure/Metric:**

Number of trainings/20

**Timeline/Milestone:** FY09-FY11/yearly

**Action 2:** Continue to provide the following leadership programs: Annual Leadership Conference, Key Executive Workshop, Professional Leadership Program, C.I.u.b., Slice of Leadership, Celebration of Leadership Dinner and club leadership training activities.

**Measure/Metric:**

Number of programs/6  
Number attending  
Satisfaction/Y or N

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 5:** Continue to identify networks to help increase experiential career opportunities for all students particularly in national research laboratories, policy and think tanks, and IT jobs in the financial services sector. (T. Tarantelli) (A4.2, D1.4, E3.2)

**Action 1:** Develop alumni contacts and networks in collaboration with Alumni Relations and the Rensselaer Alumni Association.

**Measure/Metric:**

Number of employers at Spring Career Fair/increase from FY08  
Number of postings on CDC website/increase by 10%

**Timeline/Milestone:** FY09/monthly

**Strategy 6:** Continue to design and deliver a Sophomore Career Development Program. (T. Tarantelli) (A4.2, A5.2, E3.2)

**Action 1:** Identify corporate partners to sponsor the Sophomore Career Experience Program.

**Measure/Metric:**

Partners identified/number  
Realized gifts or donations of time/\$ or hours

**Timeline/Milestone:** FY09/quarterly

**Action 2:** Design and deliver monthly programs and activities for students on topics in career development beginning with a major "kick-off" event in September 2008.

**Measure/Metric:**

Number of programs held

**Timeline/Milestone:** FY09/quarterly

**Strategy 7:** In collaboration with the Rensselaer Technology Park (RTP), explore the feasibility of an event to be called "ParkFest" or some other name that links the RTP and the main campus. (T. Tarantelli, M. Wacholder) (E1.9, F1.1, F3.1)

**Action 1:** Prepare report on feasibility of holding the event and the resource needs to make it happen.

**Measure/Metric:**

Planning meetings/1 per semester

**Timeline/Milestone:** FY09/end of year

**Strategy 8:** Continue to involve employers in developing and delivering career development programming to students to prepare them for leadership experiences. (T. Tarantelli) (A4.2, A5.2, E3.2, F1.3)

**Action 1:** Invite employers to facilitate and present CDC workshops and seminars.

**Measure/Metric:**

Number of employer workshops/seminars  
Number of student participants

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 9:** Continue developing a plan to achieve national prominence for Greek Life. (M. Smith) (A1.11, A4.2, A4.3, A4.4)

**Action 1:** Develop and implement annual Greek Life initiatives to focus on creating systemic change and promotion of Greek Life as a national model.

**Measure/Metric:**

Effectiveness of new direction

Chapter management progress in meeting compliance/Y or N

Evidence of Greek Life becoming national model/GPA

Recruitment stability

Recognition

Number of chapters facing disciplinary action/reduction from FY08

**Timeline/Milestone:** FY09–FY11/monthly

**Strategy 10:** Develop and implement strategies to address off-campus jurisdiction and enhance the quality of off-campus life. (M. Smith, J. Matthews, Community Relations) (A5.2, E1.9)

**Action 1:** Reduce the number of off-campus incidents affecting student-neighborhood relations.

**Measure/Metric:**

Jurisdiction protocol is fair and appropriate/Y or N

Number of alcohol related incidents off campus/reduced from previous year

Alignment of Institute policy with public policy/Y or N

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 11:** Through collaboration with academic departments, continue to support the goals of the Undergraduate Plan. (L. Trahan) (A5.1)

**Action 1:** Communicate events and important dates to first-year students (i.e., study abroad fair) via email and website postings.

**Measure/Metric:**

Communications or emails occurred/Y or N

**Timeline/Milestone:** FY09/monthly

**Strategy 12:** Further strengthen the initiatives of the Culminating Year Experience Committee. (S. Kunkel) (A5.3, F1.3, E3.3)

**Action 1:** Provide Early Alert review to seniors to keep graduating students informed of their degree progress.

**Measure/Metric:**

Number of early alert degree reviews/increase from FY08

Number of students attending Status check/increase from FY08

Number of students attending February commencement fair/increase

Feedback from students/positive

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 2:** Act as a point of contact for all August and December graduates for Commencement related events including mailing commencement information and the ticket distribution for the ceremony.

**Measure/Metric:**

Number of graduates and tickets distributed

**Timeline/Milestone:** FY09-FY11/May

**Strategy 13:** Provide support for advising initiatives. (S. Kunkel) (A5.2, A5.3, F1.1, F1.2, F1.3)

**Action 1:** Enhance the CAPP templates by creating templates for dual majors, integrating the minor approval review process and other initiatives as appropriate.

**Measure/Metric:**

Percentage of dual majors with templates  
Feedback from advisers and students

**Timeline/Milestone:** FY09-FY11/quarterly

**Action 2:** Support Student Advisor Meetings (SAM) process.

**Measure/Metric:**

Accuracy of data (students with no advisers, mismatched advisers, etc)

Number of students without a SAM issue

**Timelines/Milestone:** FY09-FY11/semesterly

**Action 3:** Participate in School of Engineering Adviser meetings and others as a resource at the request of the schools.

**Measure/Metric:**

Number of meetings attended

Number of staff participating

**Timeline/Milestone:** FY09-FY11/November and April

**Action 4:** Adjust CAPP reports to reflect substitutions/waivers, academic policy changes, and new requirements for individual students and for the departments to provide the most up-to-date information for students and advisers.

**Measure/Metric:**

Number of updates

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 14:** Fully utilize the Institute's classrooms. (S. Kunkel) (F3.1)

**Action 1:** Collaborate with the Physical Plant staff to ensure that the classrooms are clean, well-maintained and unlocked according to the schedule for classes as well as ad-hoc events and activities.

**Measure/Metric:**

Number of calls from students or faculty

Utilization Rate of classrooms

Instructor satisfaction and feedback

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 2:** Provide support for the Summer@Rensselaer initiatives.

**Measure/Metric:**

Utilization Rate of classrooms

Instructor satisfaction and feedback

**Timeline/Milestone:** FY09-FY11/yearly

**Action 3:** Support the teaching faculty with a classroom scheduling process that is designed to meet the needs of the faculty and at the same time maximizes the utilization of the Institute classrooms.

**Measure/Metric:**

Utilization Rate of classrooms  
Instructor satisfaction and feedback

**Timeline/Milestone:** FY09-FY11/monthly

**Action 4:** Continue to update a master classroom plan that take into account new initiatives including living and learning communities; new scheduling time blocks for courses.

**Measure/Metric:**

Utilization Rate of classrooms  
Instructor satisfaction and feedback

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 15:** Improve the Undergraduate Experience by providing activities and leadership initiatives that complement the educational experience. (R. Hartt) (A2.2, A2.3, A4.2, A4.3, A4.4, A4.5, A5.2, A5.3, D1.3, D1.5, E2.6, F1.3)

**Action 1:** Provide robust student activities, student organizations and student development experiences for undergraduate students.

**Measure/Metric:**

Number of new clubs/reduction in turn around time  
Website evaluations and revisions/Y or N  
Number of attendees at leadership workshops  
Use of Institute calendar system to publicize events  
Development of Union Events Calendar - complete

**Timeline/Milestone:** FY09–FY11/monthly

**Action 2:** Support school spirit initiatives such as THE RED ARMY.

**Measure/Metric:**

Number of successful events coordinated by THE RED ARMY  
Membership in spirit clubs/increase from FY08

**Timeline/Milestone:** FY09–FY11/monthly

**Action 3:** Coordinate and schedule program spaces that support the student activities of the Union and the Institute.

**Measure/Metric:**

Number of reservations for Union schedules spaces such as the Union, Playhouse, Family Center, Academy Hall and West Hall

**Timeline/Milestone:** FY09–FY11/semesterly

**Action 4:** Develop a popular entertainment destination location for weekends in Mothers in the Student Union.

**Measure/Metric:**

Number of events  
Attendance at events  
Budget allocated to provide entertainment

**Timeline/Milestone:** FY09–FY11/monthly

**Action 5:** Sponsor at least one major concert at a campus venue in FY09.

**Measure/Metric:**

Establish a relationship with a promoter/producer of concerts/Y or N  
Fund one concert in the Union budget process for FY09/Y or N  
Develop a funding proposal for 2 concerts in FY10/Y or N

**Timeline/Milestone:** FY09–FY10/quarterly

**Strategy 16:** Develop a more cohesive community in the campus upper-class apartment complexes and provide programming and community developmental events throughout the year. (Residence Life) (A4.4)

**Action 1:** With the assistance of the Residence Hall Association, create community celebrations in the single student apartment complexes.

**Measure/Metric:**

Welcome event held for all apartment residents/Y or N  
Hall council programming increased to 3 programs per semester

**Timeline/Milestone:** FY09/monthly

**Action 2:** Strengthen the Residence Hall Association presence in the single student apartments.

**Measure/Metric:**

Retain hall councils in single student apartment areas/number retained  
Increase representation in RHA by 5%/ % represented

**Timeline/Milestone:** FY09

**Strategy 17:** Develop opportunities for upper class theme housing. (Residence Life) (A4.4)

**Action 1:** Implement upper class theme housing in single student apartment complex whereby students apply in affinity groups with a faculty/staff advisor.

**Measure/Metric:**

Application created/Y or N  
Students notified of theme housing options for 09-10 year/Y or N

**Timeline/Milestone:** FY09-FY10

**Strategy 18:** Develop and implement a 'Citizen of Rensselaer' policy. (M. Smith) (A2.3, A4.3, A5.3, B3.7) **(New Initiative)**

**Action 1:** Assess existing policies and benchmark 'Citizenship' policies at market basket schools.

**Measures/Metrics:**

Collect and review 'Citizenship' policies at market basket schools  
Develop key concepts of 'Citizenship at Rensselaer'

**Timeline/Milestones:** Review of policies complete/FY09 December  
Key concepts to VP for review/FY09 February

**Action 2:** Conduct focus groups to assess 'Citizen of Rensselaer' concept.

**Measures/Metrics:**

Identify members of focus group - faculty, staff and students  
Complete focus group report and recommendation

**Timeline/Milestones:** FY09/March

**Action 3:** Define 'Citizen of Rensselaer' concept.

**Measures/Metrics:**

Concept defined/Y or N

**Timeline/Milestones:** FY09/June

**Action 4:** Convert concept into policy for review by faculty, staff and students.

**Measures/Metrics:**

Create policy for 'Citizen of Rensselaer'

**Timeline/Milestones:** FY10/December

**Action 5:** Submit to VP and President for review and approval.

**Measures/Metrics:**

Policy for 'Citizen of Rensselaer' sent to VP and President

**Timeline/Milestones:** Policy implementation/FY10 May

**Strategy 19:** In collaboration with the Vice Provost for Undergraduate Education and the Dean of Engineering, develop an implementation plan for the proposed international student experiences. (S. Kunkel) (A4.1, A5.1, A5.2, A5.3) **(New Initiative)**

**Action 1:** Create registration, transfer, degree clearance processes and procedures for the study abroad, work abroad, international internships, and exchange programs.

**Measure/Metric:**

Process developed/Y or N

Number of students impacted (RPI and visiting)

Established service standards

**Timeline/Milestone:** FY09-FY11/quarterly

**Action 2:** Hire a full-time Study Abroad coordinator in the Registrar's office to manage registration, transfer credit, grading and degree clearance activities and act as contact for students and the faculty on registrar responsibilities.

**Measure/Metric:**

Position filled/Y or N

**Timeline/Milestone:** FY09-FY11

**Strategy 20:** Provide a comprehensive degree clearance process for all undergraduates. (S. Kunkel) (A5.2, F1.1, F1.2, F1.3, F1.4) **(new Initiative)**

**Action 1:** Collaborate with department degree clearance officers, University Events and the Dean of Undergraduate Education to provide students with seamless Commencement and graduation process.

**Measure/Metric:**

Number of students graduating

Number of petition reviewed

Number of students referred to Baccalaureate Committee

**Timeline/Milestone:** FY09-FY11/monthly

**Action 2:** Certify academic progress towards degree completion for special student populations including ROTC, International students, athletes and others as appropriate.

**Measure/Metric:**

Number of certifications provided

**Timeline/Milestone:** FY09/monthly

**Action 3:** Order and distribute diplomas with the appropriate honors for all graduates including distribution on-stage for May graduates.

**Measure/Metric:**

Number of diplomas with honors  
Number of students with inserts

**Timeline/Milestone:** yearly in June

**Strategy 21:** Explore resources and options for developing international experiential and full time employment opportunities. (T. Tarantelli) (A4.2, E2.6, E5.3) **(New Initiative)**

**Action 1:** Update benchmarking with market schools on work abroad programs to assess personnel and resource needs to develop a program that is consistent with Institute goals for student participation.

**Measure/Metric:**

Benchmarking completed with market basket schools/Y or N

**Timeline/Milestone:** FY09/end of year

**Strategy 22:** Continue to develop the Student/Alumni Externship Program in collaboration with the Alumni Relations Office and the Rensselaer Alumni Association. (T. Tarantelli, J. Schanz, President of RAA) (A4.2, E3.2, F1.3) **(New Initiative)**

**Action 1:** Develop a process for matching students with alumni for externship opportunities.

**Measure/Metric:**

Increase number of alumni and students participating

**Timeline/Milestone:** FY09–FY11/semesterly

**Strategy 23:** Assist students in recognizing overuse/abuse of internet and computer games. (L. Lawrence) (A5.2, A5.3) **(New Initiative)**

**Action 1:** Provide programming that will address the issue of internet/gaming overuse and addiction.

**Measure/Metric:**

Number of programs/1 major program per year for 400-500 students

Number of programs/2 per semester minimum with 25-50 students per program

Program evaluations/positive feedback

**Timeline/Milestone:** FY09/development of programming by

1/08/implementation of first three programs spring semester 08

**C: Enrollment Management**

**Goal 4:** **In collaboration with the Vice President for Enrollment, continue to develop and implement an integrated and robust pipeline recruitment initiative that will increase diversity, the applicant pool, and national visibility of Rensselaer.**

**Strategy 1:** Provide leadership training for pipeline programs that encourage students to apply for admission to Rensselaer. (L. McCloskey, M. Smith, K. Long) (A2.2, A2.3, A4.2)

**Action 1:** Provide leadership training to the participants in Preface, STAAR, STEP, CSTEP and other related recruitment initiatives.

**Measure/Metric:**

Number of high school students participating

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 2:** Continue recruitment partnership with Enrollment Management to enable athletic teams to achieve at their highest levels while still upholding the mission of Rensselaer. (Athletic Director, J. Nondorf) (A1.10)

**Action 1:** Co-fund admissions personnel who will also serve as Athletic interns and recruiters for Rensselaer (track & field and baseball).

**Measure/Metric:**

Number of positions identified/2

Positions approved/Y or N

Positions funded/Y or N

Positions hired/Y or N

Increased applications, yield rate, and more competitive athletic teams

**Timeline/Milestone:** FY09/monthly

**Strategy 3:** Create and sustain pipeline initiatives that will increase the applicant pool of women and underrepresented minority group members. (E. Knowles, M. Smith, J. Nondorf) (A1.7, A1.8, A1.9, A1.10, E1.1)

**Action 1:** Expand outreach, recruitment, and enrollment through collaboration between DOSO and Enrollment.

**Measure/Metric:**

Number of applicants

Number of accepted students

Number of enrolled students

**Timeline/Milestone:** FY09-FY11/monthly

**Action 2:** Develop and sustain a seamless pipeline from secondary school through undergraduate degree programs via a nationally focused "Presidential Scholars Program" for rising high school seniors.

**Measure/Metric:**

Develop and implement recruitment strategy

Funding available to implement Presidential Scholars

Number of participants applying to Rensselaer

Number of accepted students

Number of enrolled students

**Timeline/Milestone:** FY09-FY11/quarterly

**Action 3:** Continue the PREFACE Summer Program for rising high school juniors, redesign to focus and attract high school sophomores (rising juniors).

**Measure/Metric:**

Number of applicants to PREFACE

Number enrolled to PREFACE/40

Number of participants applying to Rensselaer, number accepted, and number enrolling

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 4:** Collaborate with the Center for Initiatives for Pre-college Education (CIPCE) to develop and implement programs that support existing and new pipeline initiatives and lead to a sustained Rensselaer presence and partnership with designated "pipeline schools." (E. Knowles, M. Smith, L. Rubenfeld)

**Measure/Metric:**

Develop and implement activities/Y or N

Assess learning and instructional value and effectiveness/Y or N

Funding resources available and sustainable/Y or N

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 4:** Work collaboratively with enrollment initiatives. (R. Hartt) (A1.7, A1.8, A1.9, A1.10, A4.4, A5.2, A5.3)

**Action 1:** Actively participate in enrollment programs.

**Measure/Metric:**

Participate in EPC and COA Institute committees/Y or N

Annual meeting with EM staff/Y or N

Number of staff and student organization representatives at events and outreach activities as requested by EM

Develop a club incentive system for participation in recruitment/Y or N

Develop a Bookstore Marketing Program in partnership with Enrollment Management (discount coupon programs, "class of 20\_\_" mini t-shirt for Accepted Students Day, etc)/Y or N

**Timeline/Milestone:** FY09-FY11/monthly

**D: Diversity & Diversifying Program Offerings**

**Goal 5:** **Continue to provide high quality programs and services that are inclusive of diverse student communities.**

**Strategy 1:** Develop and implement a process to secure a new location for the Black Cultural Center. (E. Knowles, C. Rounds, M. Smith, R. Hartt) (A1.8, E2.6)

**Action 1:** Collaborate with Administration Division to plan and secure a facility to house the Black Cultural Center closer to Student Life Corridor.

**Measure/Metric:**

Planning phase completed with student input/Y or N

Implementation phase complete/Y or N

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 2:** Develop, maintain, and deliver quality programming and services supporting career development and placement of underrepresented groups. (T. Tarantelli, M. Smith) (A1.8, A1.9, A4.2, F1.3)

**Action 1:** Continue the partnership between the Career Development Center and the Office of Minority Student Affairs splitting of a full-time counselor.

**Measure/Metric:**

Number of students receiving internships

Number of students receiving co-ops

Number of students receiving career placement

**Timeline/Milestone:** FY09/quarterly

**Strategy 3:** Create programs that are designed to enhance the undergraduate experience, promote citizenship, and facilitate cultural and social development. (Residence Life, L. Lawrence) (A4.2, A4.3, A4.4, D1.3)

**Action 1:** Create a theme house focusing on the promotion of student wellness as its core mission.

**Measure/Metric:**

Housing application changed to reflect opportunities in housing/Y or N  
Number of applicants  
Number of students enrolled

**Timeline/Milestone:** FY09/October

**Strategy 4:** Offer a diverse program of arts and cultural activities. (R. Hartt) (A4.4, E2.6)

**Action 1:** Create a performing arts and cultural activities program that will encourage quality participation of the Rensselaer community

**Measure/Metric:**

Number of events  
Event attendance  
Budget accuracy

**Timeline/Milestone:** FY09–FY11/monthly

**Action 2:** Fully develop the classical concert series including more noontime concerts utilizing various campus venues to showcase student music groups.

**Measure/Metric:**

Classical music series offerings/increase from FY08  
Attendance at events/increase from FY08

**Timeline/Milestone:** FY09–FY11/monthly

**Strategy 5:** Ensure that the Student Health Center is providing culturally appropriate care and that all students have equal access. (L. Lawrence) (A1.8, A5.2, A5.3)

**Action 1:** Continue to provide culturally appropriate care for students as part of the campus climate and diversity initiatives, working to increase access and address barriers.

**Measure/Metric:**

Usage statistics/baseline  
Number of trainings provided to staff/1 per semester  
Satisfaction surveys/results

**Timeline/Milestone:** FY09/semesterly

**Strategy 6:** Continue to be a resource for the campus GLBTQ community. (L. Lawrence) (A1.8, A5.2, A5.3)

**Action 1:** Continue to provide leadership regarding initiatives around campus climate and diversity that can have a positive impact.

**Measure/Metric:**

Number of Safe Zone trainers recruited/1 per year  
Number of Safe Zone trainings held/1 per semester (1 per year at Hartford)  
Number of ally in-services held/1 per year

**Timeline/Milestone:** FY09/monthly

**Strategy 7:** Continued enhancement of gynecological care. (L. Lawrence) (A5.3)

**Action 1:** Add 12 hours of gynecological care per week to respond to increased demand from increased number of females on campus.

**Measure/Metric:**

Increased hours/Y or N

**Timeline/Milestone:** FY09

## **E: East Campus Athletic Village**

**Goal 6:** Create opportunities for Rensselaer students to experience a full range of athletic activities, including varsity competition, intramurals, club sports and general recreation.

**Strategy 1:** In collaboration with Administration and Advancement, actively seek corporate sponsorships for athletic capital projects, including construction and/or renovations of facilities. (Athletic Director) (E5.3, F6.3)

**Action 1:** Contact potential partners and open discussions regarding funding opportunities for the East Campus Athletic Village. Partner with Institute Advancement in determining the added value to Rensselaer of such a relationship.

**Measure/Metric:**

Partners identified/number

Donations (in dollars or trade value)/\$

**Timeline/Milestone:** FY09/monthly

**Strategy 2:** Continue to elevate Athletics at Rensselaer. (Athletic Director) (A1.10, A4.8)

**Action 1:** Elevate the women's soccer head coach position to full-time.

**Measure/Metric:**

Position elevation/Y or N

Wins, retention, and recruiting/increased

**Timeline/Milestone:** FY09

**Action 2:** Provide the student-athletes at Rensselaer with coaching support on par with peer schools by expanding the "intern" program to include support for swimming & diving, intramurals, men's soccer and women's soccer.

**Measure/Metric:**

Number of new interns/4

**Timeline/Milestone:** FY09/monthly

**Strategy 3:** Continue to provide more days of playable ice surface in Houston Field House, especially in July and August. (Athletic Director) (A4.4)

**Action 1:** Improve the competitive level of our women's and men's ice hockey programs with more days of usable ice time.

**Measure/Metric:**

Days of available ice/increase by 60

Numbers of students/programs using ice time

**Timeline/Milestone:** FY09/monthly

**Strategy 4:** In collaboration with Human Resources, develop a plan to change the name of the Sports Information Office and titles of the two current employees. (Athletic Director) (F4.1)

**Action 1:** Work with Human Resources to rename the Sports Information Office and reclassify titles of current employees.

**Measure/Metric:**

Office name changed/Y or N

Position titles changed/Y or N

**Timeline/Milestone:** FY09/monthly

**Strategy 5:** Develop a more comprehensive season ticket program for Women's Ice Hockey. (Athletic Director) (A4.4, F6.5)

**Action 1:** Establish a "punch card" general (non-student) admission system for Women's Ice Hockey games, beginning in the 2008-2009 season.

**Measure/Metric:**

Ticket system implemented/Y or N

Tickets revenue/\$

**Timeline/Milestone:** FY09/monthly

**Strategy 6:** Improve identity by creating a consistent athletic mark to be utilized by all sports programs on uniforms, correspondence, apparel, and promotional materials. (Athletic Director) (F4.1)

**Action 1:** Identify a professional firm to work with Athletics and Communications on the new logo.

**Measure/Metric:**

Development of a new mark and logo/Y or N

Use of logo/100% of new uniforms and publications

**Timeline/Milestone:** FY09/monthly

**Action 2:** Develop a plan to increase revenue through a licensed apparel program.

**Measure/Metric:**

New system implemented/Y or N

Revenue realized/\$

**Timeline/Milestone:** FY09/monthly

**Strategy 7:** Expand summer camp program to provide opportunities for youth to experience Rensselaer while also increasing revenue. Provide financial incentive for coaches to run top-notch programs. (Athletic Director) (E1.7, F1.3, F6.5)

**Action 1:** Partner with Summer Programs Office and HR to develop a comprehensive plan for summer programs in athletics.

**Measure/Metric:**

Number of camps offered

Number of campers

**Timeline/Milestone:** FY09/monthly

**Strategy 8:** Position Rensselaer to become a destination of choice for professional hockey players by providing educational opportunities. (Athletic Director) (C1.3, C1.5, E3.1, E5.4, E5.6)

**Action 1:** In collaboration with the Lally School and the National Hockey League, establish a summer educational certificate program, in finance and marketing, for NHL players.

**Measure/Metric:**

Number of courses offered

Number of players completing classes

Revenue realized

**Timeline/Milestone:** FY09/monthly

**Strategy 9:** Provide a robust program in the area of intercollegiate athletics, club sports and fitness. (R. Hartt, Athletic Director) (A4.4)

**Action 1:** Create fitness and club sport programs that meet the needs of the student body.

**Measure/Metric:**

Number of participants in club sports/increase from FY08  
Number of fitness classes offered/increase from FY08  
Number of users of the Mueller Center/increase from FY08  
Number of personal trainings/increase from FY08  
Number of participants in Monday night discussion group/increase from FY08

**Timeline/Milestone:** FY09–FY11/quarterly

**Action 2:** Collaboratively develop an Intercollegiate Athletic Program that is rewarding for our students.

**Measure/Metric:**

Participation of Athletic and Union staff, student athletes and student leaders in budgeting process/Y or N  
Strategic allocation of resources to meet team needs/Y or N  
Student participation in SAAC/Y or N  
Develop competitive schedules & meet game day expenses/Y or N

**Timeline/Milestone:** FY09–FY11/monthly

**Strategy 10:** Utilize technology to enhance recruiting and coaches' communication. (Athletic Director) (A1.10, E3.2, F1.3, F1.4, F2.6) **(New Initiative)**

**Action 1:** Implement a web-based relationship management tool to enhance coaches' recruiting, parent relations, alumni relations and foster support.

**Measure/Metric:**

System implemented/Y or N  
Number of sports covered/50%

**Timeline/Milestone:** FY09/monthly

**Strategy 11:** Actively participate in the bid process of securing Section 2 High School and New York State High School regular season and playoff games at Rensselaer. (Athletic Director) (E4.2, F3.1) **(New Initiative)**

**Action 1:** Establish contacts and submit proposals to host events in football, boys' soccer, girls' soccer, boys' lacrosse, girls' lacrosse and track & field beginning in 2009-10.

**Measure/Metric:**

Number of bids submitted  
Number of events granted

**Timeline/Milestone:** FY09/monthly

**Strategy 12:** Secure the Houston Field House as the official practice facility for the Albany River Rats for multiple seasons. (Athletic Director, P. Martin) (E4.2, F3.1, F6.3) **(New Initiative)**

**Action 1:** Continue the partnership between Rensselaer and the River Rats to use Houston Field House ice, one locker room and weight equipment as its practice facility when its home arena, Times Union Center, is unavailable to them.

**Measure/Metric:**

Days facility is utilized  
Revenue generated  
Increased exposure for Rensselaer

**Timeline/Milestone:** FY09/monthly

**Strategy 13:** In collaboration with the Rensselaer Alumni Association, establish an alumni varsity athletes mentoring program for current student-athletes. (Athletic Director, Alumni Relations) (E3.2, E3.3) **(New Initiative)**

**Action 1:** Establish alumni contacts to serve as mentors with current student-athletes to serve as mentors as well as establish networking contacts.

**Measure/Metric:**

Number of participants

**Timeline/Milestone:** FY09/monthly

**Strategy 14:** In collaboration with the Administration, increase hockey revenue, sponsorships and events at HFH. (Athletic Director, P. Martin) (A5.3, F6.3) **(New Initiative)**

**Action 1:** Seek approval from appropriate parties to utilize hockey ticket surcharge revenue from completed debt service to hire a marketing coordinator.

**Measure/Metric:**

Position approved/Y or N

Position hired/Y or N

**Timeline/Milestone:** FY09/monthly

**Strategy 15:** Develop plan to staff East Campus Athletic Village, Houston Field House and other related athletic facilities. (Athletic Director) (E1.4, E1.7, E1.10, E2.3) **(New Initiative)**

**Action 1:** Hire initial positions for ECAV: facilities coordinator and head strength & conditioning coach.

**Measure/Metric:**

Positions approved/Y or N

Positions hired/Y or N

**Timeline/Milestone:** FY09/monthly

**Action 2:** Hire facilities specialist and assistant strength & conditioning – by FY10.

**Measure/Metric:**

Positions approved/Y or N

Positions hired/Y or N

**Timeline/Milestone:** FY09-FY10/monthly

**Action 3:** Complete assessment of staffing needs.

**Measure/Metric:**

Assessment complete/Y or N

Staffing plan approved (funded)/Y or N

**Timeline/Milestone:** FY09/monthly

**Strategy 16:** Develop a plan for use of the AS&RC, the 87 Gym and the Mueller Center to serve the general student population in recreation, intramurals and fitness. (R. Hartt, Athletic Director) (A4.2, A4.4, A4.7) **(New Initiative)**

**Action 1:** Evaluate general student open recreation, club and intramural facility needs.

**Measure/Metric:**

Conduct survey to evaluate needs/Y or N

Benchmark general recreation space with market basket schools/Y or N

**Timeline/Milestone:** FY09/quarterly

**Experimental Media and Performing Arts Center & Program**

**Goal 7:** Continue to collaborate with the Director of EMPAC to increase student awareness and support for EMPAC initiatives.

**Strategy 1:** Actively participate in planning EMPAC opening ceremonies and year-long celebration. (E. Knowles) (A4.4) **(New Initiative)**

**Action 1:** Serve as a member of President's EMPAC committee and facilitate the development of program initiatives.

**Measure/Metric:**

Success of opening ceremonies

Number of year-long activities

Number of program initiatives developed

**Timeline/Milestone:** FY09

**Strategy 2:** Create student organization relationships with EMPAC, actively linking performing arts and presenting/programming organizations and WRPI to EMPAC. (R. Hartt) (A2.2, A4.2, A4.5, D1.3)

**Action 1:** Actively link performing arts, WRPI and student activities programming groups to the EMPAC leadership and develop programs that will use the space in EMPAC.

**Measure/Metric:**

Student briefings with EMPAC Director and EMPAC staff

Scheduling of student events and activities in EMPAC,

establishment of process and number of events

**Timeline/Milestone:** FY09–FY11/quarterly

**Strategy 3:** Research the potential of collaboration between the Theme House "Ground Zero" and EMPAC. (Residence Life, EMPAC staff) (A4.4)

**Action 1:** Open discussion with the Leadership of Ground Zero to ascertain if there is an interest in a partnership with EMPAC to help Ground Zero residents to develop their skills and expand the quality of programming that is offered by the organization

**Measure/Metric:**

Number of joint or co-sponsored events/1 per semester

**Timeline/Milestone:** FY09/monthly

**Process and Management – Revised Budget Process**

**Goal 8:** Continue to improve the Union budgeting process and connection to the Institute budgeting process.

**Strategy 1:** Continue to develop a fully documented club budgeting and management system. (R. Hartt) (A4.3, A5.2, A5.3, D 1.3, F1.1, F1.2, F1.3, F1.4, F5.2, F5.3)

**Action 1:** Review the Union's current budgeting system and upgrade the club management system.

**Measure/Metric:**

Time spent in budget hearings/decrease from FY08  
Union budget submissions integrated with Institute's budget  
process/Y or N  
Upgrade of club membership and officer system and creation of  
system for archiving of data – system development for "beta  
test"

**Timeline/Milestone:** FY09–FY11/quarterly

**Faculty and Staff Recruitment and Development**

**Goal 9:** **Create a professional development template for Student Life professionals; provide faculty and staff with leadership education and connection to the Rensselaer Union.**

**Strategy 1:** In consultation with Human Resources, create a professional development template for Student Life Professionals. (E. Knowles, L. Trahan) (A2.3, A5.4)

**Action 1:** Identify areas of professional development that will cut across the division.

**Measure/Metric:**

Number of areas identified/1 per semester

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 2:** Support the development of opportunities for faculty to participate in leadership courses, programs, and activities. (L. McCloskey) (A2.3, A4.4, E1.8)

**Action 1:** Invite IED faculty to participate in observing Professional Development I ENGR 2050.

**Measure/Metric:**

Number of faculty who use leadership content in their classes

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 2:** Upon request, consult or develop leadership training modules for faculty departments.

**Measure/Metric:**

Number of requests

Number of modules

**Timeline/Milestone:** FY09-FY11/yearly

**Strategy 3:** Support professional development of staff in their departments by offering leadership training seminars designed and facilitated through the Archer Center. (L. McCloskey) (A2.3, A4.4, E1.8)

**Action 1:** Support initiatives in various portfolios by providing leadership training, if requested, at all levels, to meet departmental needs.

**Measure/Metric:**

Number of requests

Number of seminars

**Timeline/Milestone:** FY09-FY11/semesterly

**Strategy 4:** Participate in the recruitment and development of staff. (R. Hartt) (E1.7)

**Action 1:** Work with Human Resources to provide information about the Rensselaer Union to our new faculty and staff.

**Measure/Metric:**

Number of presentations at HR orientations/1 per NEO  
Number of brochures distributed/number

**Timeline/Milestone:** FY09–FY11/monthly

**Action 2:** Provide opportunities for involvement of staff and faculty in the Union’s student government activities, programs and fitness experiences that are consistent with the Union’s goal of student involvement.

**Measure/Metric:**

Number of staff involved in activities and services

**Timeline/Milestone:** FY09/November and January

**Strategy 5:** Work with Human Resources to review the classification and compensation of selected Rensselaer Union staff. (R. Hartt) (E1.2)

**Action 1:** Conduct a review of PMTs of selected Union and Mueller Center support staff and Student Activities and Club sport exempt staff to correctly state the scope of job responsibilities and determine with HRS appropriate benchmarking.

**Measure/Metric:**

Development of realigned responsibilities for positions/September 2008

Review of PMTs completed/October 2008

**Timeline/Milestone:** FY09/November 2008 and January 2009

**Strategy 6:** In Collaboration with the Division of Human Resources, provide leadership training modules on professional development to the campus community. (L. McCloskey, W. Fahey) **(New Initiative)** (A2.3, A4.4, E1.8)

**Action 1:** Design and facilitate a professional development workshop.

**Measure/Metric:**

Number of faculty and staff participants

**Timeline/Milestone:** FY09-FY11/semesterly

### **Section III: Portfolio Additional Highest Priorities**

In addition to supporting the Institute Highest Priorities, the Division of Student Life is committed to providing several other programs and initiatives that strengthen the 'safety net' for our students, as well as builds on and fosters the ideal of a "Rensselaer Community."

- A. Campus Culture
- B. Health and Safety
- C. Student Development
- D. Customer Service

#### **A. Campus Culture**

**Goal 10:** Continue to elevate the quality of campus cultural life and student connection to Rensselaer's history and traditions.

**Strategy 1:** Continue to provide the opportunity for students to engage in quality programs that promote community service and cultural enrichment. (M. Smith) (A4.2, A4.4, E2.6)

**Action 1:** Continue innovative and challenging opportunities to engage students to address social and educational problems facing global communities including programs such as Community Advocates, America Reads, America Counts and Tutor-Time.

**Measure/Metric:**

Number of hours performed per semester

Quality of programming based on number participating

**Timeline/Milestone:** FY09/semesterly

**Strategy 2:** Continue to keep rich traditions a part of our students' experience in order to sustain a connection to Rensselaer and to enrich student satisfaction through cultural and campus wide events. (L. Trahan) (A4.2, A4.4, E2.6)

**Action 1:** Maintain Communiversity events as an integral part of the student experience.

**Measure/Metric:**

Increased participation in Communiversity & Family Weekend

Event evaluations/same as or better than FY08

**Timeline/Milestone:** FY09/semesterly

**Strategy 3:** Develop with student leaders, a leadership education program for student leaders that instills a better understanding of their elected and appointed positions and responsibilities (Hartt) (A2.2, A4.3, D1.3, E3.2, E3.3) **(New Initiative)**

**Action 1:** Create a program that blends leadership and history for student leaders by linking current students with alums and having them better understand their constitutional responsibilities.

**Measure/Metric:**

Interview past GM's, PU's and other student government leaders about their leadership experience/Y or N

Review student government documents that detail responsibilities/Y or N

Create a draft of the program with the involvement of current student leaders/Y or N

**Timeline/Milestone:** FY09/monthly

**Strategy 4:** Develop a model program for recycling in the Rensselaer Union and help establish a culture of sustainability on the campus (Hartt) (A2.2, A4.3, A5.2, D1.3, D1.5, E2.6, F1.3) **(New Initiative)**

**Action 1:** Create a program for paper and receptacle recycling for the Rensselaer Union.

**Measure/Metric:**

Compare tonnage of waste removed as garbage on a monthly basis

Decrease the amount of recyclables being discarded as garbage  
Number of students involved in recycling, environmental and sustainability projects

Decrease in charges to the Union for waste removal

Creation of electronic and other media to address the issues of recycling/Y or N

**Timeline/Milestone:** FY09/monthly

## **B. Health and Safety**

**Goal 11:** **Continue to improve the quality of health care and safety of the student body.**

**Strategy 1:** Continue to maintain a safe environment for those participating in our student activities and general operations. (R. Hartt) (F5.5)

**Action 1:** Educate our operations and student activities staff and students to safely conduct their business in a way that reduces the Institute's risk exposure while maintaining a robust activities program.

**Measure/Metric:**

Review existing policies and procedures

Continue to educate staff in the area of risk management

Conveying the content through our meetings with clubs and producing a policies handbook for clubs

**Timeline/Milestone:** FY09–FY11/January and May

**Strategy 2:** Continue to support the initiatives as outlined in the Suicide Prevention Grant; allowing the SHC to increase the health care and awareness of services available on campus for those students who have a mental health need. (L. Lawrence) (A5.2, A5.3, A5.4)

**Action 1:** Continue to offer Gatekeeper Training for faculty, staff and students.

**Measure/Metric:**

Number of trainings per trainer/1 per semester  
pre and post program evaluations

**Timeline/Milestone:** FY09/December and May

**Action 2:** Develop, produce and distribute new marketing materials for faculty, staff, students and families that focus on signs and symptoms, recognizing the warning signs, and ways to effectively respond.

**Measure/Metric:**

Number of brochures developed, produced and distributed/1  
per semester

Number of Poly ads/5 per semester

Number of posters developed, produced and distributed/1 per semester

**Timeline/Milestone:** FY09/December and May

**Action 3:** Continue to use the advances in technology to expand our ability to assess student mental health needs and to deliver service.

**Measure/Metric:**

Use of online assessments/increase from previous semester

**Timeline/Milestone:** FY09/monthly

**Strategy 3:** Assess the growing needs of special populations (i.e., Aspergers, ADHD, TBI) to determine the effect on level of services. (L. Lawrence) (A5.3, A5.4)

**Action 1:** Work with the Early Intervention Team, ALAC, Disabled Student Services and Institutional Research to determine the number of students, the needs they present and the services that are needed.

**Measure/Metric:**

Number of meetings/1 per semester

Benchmark/Y or N

**Timeline/Milestone:** FY09/semesterly

**Strategy 4:** Anticipate any new trends in healthcare needs and respond appropriately (i.e., MRSA - Methicillin-resistant Staphylococcus aureus, pandemic flu). (L. Lawrence) (A5.3)

**Action 1:** Monitor ACHA and CDC websites each week to keep current with regards to health issues affecting college students and the campus. Provide appropriate guidance to campus.

**Measure/Metric:**

Weekly monitoring of CDC website and ACHA listserv/Y or N

Other measures and metrics will develop based on what health issues arise

**Timeline/Milestone:** FY09/monthly

**Strategy 5:** Continue to enhance health education offerings. (L. Lawrence) (A5.3)

**Action 1:** Continue to provide leadership regarding health initiatives that can have a positive impact on various facets of student life including health and wellness, preventative care, campus climate and women's health.

**Measure/Metric:**

Number of large scale programs/minimum of 1 per semester

Number of health ed programs with gyn provider/3 per semester

Patient satisfaction/responses

**Timeline/Milestone:** FY09/monthly

**Strategy 6:** Develop new program in conjunction with Athletics Department that supports positive health strategies related to diet and exercise. (L. Lawrence, Athletic Director) (A5.2, A5.3) **(New Initiative)**

**Action 1:** Develop program with the assistance of Athletics that will be both classroom based and have exercise components to help students develop good health habits early in life.

**Measure/Metric:**

Development of complete plan for

program/Y or N  
**Timeline/Milestone:** FY09

**Strategy 7:** Add 1.0 fte insurance representative/specialist in FY10 to address increased demand regarding international students. (L. Lawrence) (A5.3, A5.4) **(New Initiative)**  
**Action 1:** Monitor progress on internationalizing student experience initiative.  
**Measure/Metric:**  
Position hired/Y or N  
**Timeline/Milestone:** 10

**Strategy 8:** Add medical staff to address increased healthcare demands regarding women, international students and other special constituencies. (L. Lawrence) (A5.2, A5.3, A5.4) **(New Initiative)**  
**Action 1:** Hire .5 fte physician in FY09  
Increase physician to .75 fte in FY10  
Increase physician to 1.0 fte in FY11  
Hire 1.0 medical assistant in FY10  
**Measure/Metric:**  
Positions hired/Y or N  
**Timeline/Milestone:** FY09-FY11

### **C: Student Development**

**Goal 12:** **Continue to provide students with high quality career development opportunities.**

**Strategy 1:** Continue to develop and deliver innovative and high quality career development programming for students. (T. Tarantelli) (A5.1, D1.5, E3.2, F1.3)

**Action 1:** Enhance the on-campus recruiting program

**Measure/Metric:**

Use of NACELink/increased by 10%

Number of employers recruiting on campus/increase by 10%

Number of employers posting jobs/increase by 10%

**Timeline/Milestone:** FY09/quarterly

**Action 2:** Provide an effective career counseling program based on available resources and utilizing employer representatives when appropriate and available.

**Measure/Metric:**

Number of seminars and workshops per semester

Number of special programs/4

**Timeline/Milestone:** FY09/quarterly

**Action 3:** Market and implement programming consistent with the four-year time line developed by the CDC.

**Measure/Metric:**

Number of programs offered per semester

**Timeline/Milestone:** FY09/quarterly

**Action 4:** Create and support Culminating Year Experience programming.

**Measure/Metric:**

Number of CYE meetings attended

Number of students attending transitions presentations  
**Timeline/Milestone:** FY09/quarterly

## **D: Customer Service**

**Goal 13:** **Continue to identify ways to provide high quality seamless customer services.**

**Strategy 1:** Provide increased personal attention to the career development needs of all students and improve customer service. (T. Tarantelli) (F1.3)

**Action 1:** Hire full-time CDC Receptionist

**Measure/Metric:**

Position filled/yes or no

**Timeline/Milestone:** FY09/quarterly

**Action 2:** Create Recruiting Assistant Position

**Measure/Metric:**

Position approved/Y or N

**Timeline/Milestone:** FY09/quarterly

**Action 3:** Continue to develop and formalize the relationship between the Career Development Center and academic student services staff to improve career services for students. The first year of this relationship will focus on Mechanical, Aeronautical, & Nuclear Engineering (MANE) and Electrical, Computer & Systems Engineering (ECSE).

**Measure/Metric:**

Number of liaisons identified/2

Number of meetings between CDC and liaisons/2 per semester

Number of programs delivered together/1 per semester

**Timeline/Milestone:** FY09/quarterly

**Strategy 2:** Continue to provide high quality and sustainable service to students, parents, alumni and the campus community. (M. Smith) (A2.3, A5.2, A5.3, A5.4, E1.9, F1.3)

**Action 1:** Continue to revise and enhance delivery of services to members of the Rensselaer community through constituent reporting, sponsor compliance/reporting and student support.

**Measure/Metric:**

Constituent assessment/Favorable or Unfavorable

Quality of services

**Timeline/Milestone:** FY09–FY11/monthly

**Strategy 3:** Ensure websites are sources of updated and complete information as well as “destinations” for first-year students and parents. (L. Trahan) (A5.1)

**Action 1:** Analyze and create suggestions for individual website redesigns or new technology integration.

**Measure/Metric:**

Analysis occurred/Y or N

Sites redesigned if needed/Y or N

New technology integrated as appropriate/Y or N

**Timeline/Milestone:** FY09/monthly

**Action 2:** Teach additional members of FYE staff technical background and processes for updating sites.

**Measure/Metric:**

Number of staff trained/2

Ability to make updates/Y or N

**Timeline/Milestone:** FY09/monthly

**Strategy 4:** Provide high-quality parent/family programs, services and partnerships. (L. Trahan) (A5.3)

**Action 1:** Evaluate and strengthen overall communication plan and activities.

**Measure/Metric:**

Number of parent contacts/increase from FY08

Number of listserv members/increase from FY08

Number of parents who participate/increase from FY08

**Timeline/Milestone:** FY09–FY11/semesterly

**Action 2:** Collaborate with Enrollment Management to use the Parent’s Council as a resource of outreach for prospective families and events.

**Measure/Metric:**

Discussion with Parent’s Council/1

**Timeline/Milestone:** FY09/semesterly

**Strategy 5:** Operate and maintain regular hours of the Information and Personal Assistance Center. (L. Trahan) (A5.3)

**Action 1:** Staff IPAC through the federal work-study program

**Action 2:** Train the Student Coordinators to address issues such as missed shifts, being late, etc. in order to provide them a developmental experience of holding their peers accountable

**Action 3:** Continue to develop and use tools such as using AIM Instant Messaging to make the organization more visible

**Strategy 6:** Continue Registrar Office’s imaging project to maintain record retention compliance. (S. Kunkel) (A5.1, A5.4, F1.2)

**Action 1:** Work with IACS to implement electronic workflow functionality in Nolij to permit paperless routing of forms/documents among offices for approval or action.

**Measure/Metric:**

Workflow developed/Y or N

One or more developed/Y or N

**Timeline/Milestone:** FY09-FY11/semesterly

**Action 2:** Scan and electronically file all registration documentation and records for all current students. Continue to scan graduate student paper folder contents.

**Measure/Metric:**

Documents scanned within 2 business days

Number of graduate student folders scanned

**Timeline/Milestone:** FY09/monthly

**Action 3:** Convert archived transcript records to electronic medium.

Phase I – In conjunction with DotCIO and IACS, identify technology options, potential contractors (including accomplishment in-house), and estimated costs.

Phase II – Convert all transcript records for all pre-1980 students

**Measure/Metric:**

Phase I – assessment conducted/Y or N

Phase II – percentage of records converted

**Timeline/Milestone:** FY09–FY11/semesterly

**Strategy 7:** Collaborate with the DotCIO Data warehouse team to provide registration, course enrollment, academic history and other data to the campus. (S. Kunkel) (A5.1, A5.4)

**Action 1:** Create queries and develop appropriate dashboards for users.

**Measure/Metric:**

Number of requests from campus constituents for academic history and degree awarded information/decrease from FY08

Number of trained users

Queries and dashboard completed/Y or N

**Timeline/Milestone:** FY09-FY11/quarterly

**Strategy 8:** Enhance the services provided by the Registrar, Bursar and Financial Aid with an integrated approach. (S. Kunkel, D. Maguffin, J. Stevenson) (A5.3, E1.9, F1.1)

**Action 1:** Continue to leverage the co-location of the offices of the Registrar and Financial Aid and the Bursar to create a more efficient environment and to expand the level of service to students, families, faculty and staff.

**Measure/Metric:**

Use telephone metrics to determine impact to number and types of calls received

Feedback from students, faculty and parents

**Timeline/Milestone:** FY09-FY11/quarterly

**Strategy 9:** Create well maintained, user friendly and attractive facilities that provide the best possible venue for Union programs and services. (R. Hartt, M. Frost, J. Faiola) (A1.8, A4.2, A4.4, A4.5, A4.7, F1.2, F1.3, F1.4, F3.1, F3.2, F3.3, F3.5)

**Action 1:** Maintain the Union's facilities as high quality spaces that will meet the needs of the University community.

**Measure/Metric:**

Projects that are in process including:

Deferred maintenance projects such as the Union woodwork and Playhouse wood infrastructure.

Computer wireless and hardwire upgrades

Work order submissions and completions

Evaluations of cleanliness of facilities - weekly

Capital projects requests that are submitted

Feasibility studies for facilities renovations in the Games Area

Engineering studies for Union Deck and brickwork remediation, the emergency generator and ventilation work at radio transmitter site

Continue to improve 24 hour services for students

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 10:** Espouse a customer service philosophy that embodies not only the traditional 'face to face' approach in business operations but also the extended cyber-relationship that is developing in the 21<sup>st</sup> century. (R. Hartt) (A1.8, A1.9, A4.2, A4.4, B3.7, E1.7, E4.2, F1.1, F1.2, F1.3, F1.4, F4.1)

**Action 1:** The Union's customer service operations will excel in meeting the needs of students and other members of the Rensselaer community.

**Measure/Metric:**

Web development for business operations/% of web presence

Food service changes/responsive to customers needs

HSBC Bank quarterly reviews/Y or N

**Timeline/Milestone:** FY09–FY11/monthly

**Strategy 11:** Contribute to resource savings campus-wide through energy conservation programs. (Residence Life, M. Frost, S. Angle) (F3.1)

**Action 1:** Collaborate with Campus Planning and Facilities Design to identify cost-savings methods around energy conservation campus-wide.

**Measure/Metric:**

Cost savings related to energy usage on campus/10% in residence

Student participation in energy conservation program/10%

**Timeline/Milestone:** FY09/monthly

**Action 2:** Support and expand the Residence Hall Association's Eco-Hall Challenge.

**Measure/Metric:**

Average reduction in hall energy usage/2% from previous challenge

Lengthen challenge by 1 month

**Timeline/Milestone:** FY09/monthly

**Strategy 12:** Elevate student, parent and alumni satisfaction with Rensselaer experiences. (S. Kunkel) (F1.1, F1.2, F1.3, A5.2, A5.3)

**Action 1:** Provide accurate, prompt and courteous service to requests for information including academic transcripts, credential authentication, enrollment and degree verification letters and other special requests.

**Measure/Metric:**

Feedback from customers

Number of requests

Standard service (response time)

**Timeline/Milestone:** FY09/monthly

**Strategy 13:** Provide updated, complete and accurate information which is readily accessible to students, parents, alumni, staff and faculty. (S. Kunkel) (F1.1, F1.2, F1.3, A5.2, A5.3)

**Action 1:** Communicate critical deadline information and academic policy information via the Registrar web site.

**Measure/Metric:**

Updated regularly

Communication list revised

**Timeline/Milestone:** FY09/quarterly

**Strategy 14:** Provide high quality services to students, faculty, alumni and staff by identifying new ways to use technology to provide those services. (S. Kunkel) (A5.2, A5.3, A5.4, A5.1, E1.8, F1.3, F1.2, F1.1)

**Action 1:** Expand our use of the web, SIS, Banner and other existing software to provide new or improved information and services.

**Measure/Metric:**

Number of new processes

Number of hours testing and evaluating upgrades

**Timeline/Milestone:** FY09-FY11/quarterly

**Action 2:** Provide training for new and current users.

**Measure/Metric:**

Number of people trained

Number of training sessions

**Timeline/Milestone:** FY09-FY11/monthly

**Strategy 15:** Provide a user-friendly, efficient registration process for all students and faculty. (S. Kunkel) (F1.1, F1.2, F1.3, A5.1, A5.2, A5.3)

**Action 1:** Review and monitor existing registration policies and procedures to develop efficient processes that take full advantage of the system functionality.

**Measure/Metric:**

Registration policies reviewed/ Y or N

Number of students registering during registration period/increase from FY08

Registration test group reporting

**Timeline/Milestone:** FY09-FY11/quarterly

**Strategy 16:** In collaboration with Administration and DOSO, explore residence life software packages that will help streamline administrative processes as they relate to room assignments, room inventory, damage billing, and judicial tracking.

(Residence Life, K. Edick, M. Smith) (F3.1) **(New Initiative)**

**Action 1:** Identify potential software vendors, solicit information regarding services provided, and integrate software with campus information system.

**Measure/Metric:**

Benchmarking of peer institutions to determine software usage

List of 3 vendors identified for purchasing proposal

Software implemented for Fall 2009

**Timeline/Milestone:** Software proposal in to purchasing by Fall 08

**Strategy 17:** Integrate the community-focused programs of the year round Young Actors' Guild program for 7 to 17 year olds of the Capital District, the Bakerloo summer theater program, and the historic Model Railroad project into the RPI infrastructure as a Communiversities program. (R. Hartt) (A2.2, A4.4) **(New Initiative)**

**Initiative)**

**Action 1:** Develop a support plan for the programs.

**Measure/Metric:**

External support for the programs

Open house attendees

Program participants

Theatrical productions

One week programs  
**Timeline/Milestone:** FY09–FY 11/quarterly

**Strategy 18:** Implement the next phase of the Student Life Reorganization Plan (E. Knowles, C. Powell, V. Gregg, C. Rounds) (A5.3) **(New Initiative)**

**Action 1:** Develop PMTs for staff positions in FYE, Residence Life and DOSO, consistent with approved reorganization chart plan.

**Measure/Metric:**

PMTs developed/Y or N

**Timeline/Milestone:** FY09-FY10/monthly

**Action 2:** Identify office locations for new staff and residence accommodations for live-in professionals.

**Measure/Metric:**

Locations identified/Y or N

**Timeline/Milestone:** FY09-FY10/monthly

**Action 3:** Recruit staff, hire and train.

**Measure/Metric**

Number of staff hired and trained

**Timeline/Milestone:** FY09-FY10/monthly

## Section IV: Resource Plan

The resource implications of the Student Life Performance Plan can be categorized in terms of staffing, customer service enhancements, equipment and facilities renewal.

Staffing regarding the following positions is proposed:

- Athletics
  - Head Coach, Women's Soccer .92 fte (reclassification from .15 fte)
  - Head Strength & Conditioning Coach, ECAV 1.0 fte (new position)
  - Facilities Coordinator, ECAV 1.0 fte (new position)
  - Assistant Strength & Conditioning Coach, ECAV 1.0 fte (new position)
  - Facilities Specialist, ECAV 1.0 fte (new position)
  - Marketing Coordinator 1.0 fte (new position)
  - Athletic Interns (6 total) .75 fte each (new positions)
- Career Development Center
  - Receptionist 1.0 fte (reclassification from .75 fte)
  - Recruiting Assistant 1.0 fte (new position)
- Health Center
  - Nurse Practitioner, GYN .75 fte (reclassification from .5 fte)
  - Insurance Specialist 1.0 fte (new position)
  - Physician .75 fte (new position)
- Registrar's Office
  - Study Abroad Coordinator 1.0 fte (new position)
- Rensselaer Union
  - reclassification of Union staff positions to make title and salary more in line with other colleges and universities
- Student Life (reorganization plan)
  - FY09 – 6 reclassifications, 10 new positions
  - FY10 – 5 new positions
  - FY11 – 3 new positions

The Administration division will provide estimates of the facilities plans related to approved new construction of east campus athletic facilities, residence renewal, and acquisition of off campus buildings for student housing.

Sources of funding for staffing and operating expenses, including new and upgraded equipment, would come from:

- increases in general operating dollars
- grants and fund raising
- fund raising specific to Athletics to support the east campus initiatives
- activity fees and revenue from Union business operations
- corporate and foundation support
- individual gifts and donations

## **Section V: Fundamental Undergirding Requirements**

The following initiatives continue to serve as priorities within the *Renaissance at Rensselaer Campaign*:

- The First-Year Experience
- Leadership Education
- Athletics and The East Campus Athletic Village
- Pipeline programs
- Endowed scholarships

We are focused on continuing to increase alumni awareness of the significance of student life initiatives and the extent to which a new paradigm for student success is being forged. The renovation and dedication of Academy Hall as the "Student Life Services Center" has reinforced the importance of quality student services and the value of "one stop shopping" for Rensselaer's primary customer, students.

With the support of alumni, friends, families, corporations, foundations, and the public sector, the Student Life division is poised to accelerate the manifestation of the "we will" statements in this Performance Plan.