Within the division of Campus Life and University Relations, Student Engagement was formed in the fall of 2010. Student Engagement is comprised of:

- Campus Recreation
- Child Development Center
- Counseling and Testing Center
- Housing and Residence Life
- Office of Multicultural Affairs
- Student Health Services
- Student Involvement

Student Engagement serves all students, faculty and staff, and the greater community.

**Mission & Values Statements**

**Mission:**
Student Engagement impacts the learning and development of Shockers through co-curricular programs and services to empower personal and professional success.

**Values:**
In Student Engagement, we value…

- Inclusiveness
- Fostering meaningful connections
- Progressive and updated communication
- Ongoing assessment and evaluation
- Quality customer service
- Innovation
- Holistic learning
- An active campus culture
University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

**Department Goal 1:** Educate faculty, staff and prospective and current students about the National Student Exchange (NSE) Program and opportunities available.

**Strategy 1.1:** Provide information to faculty and staff at all future iEngage lunches.

**Strategy 1.2:** Utilize Shocker Blast to promote program to all current students.

**Strategy 1.3:** Seek opportunities to present at programs and in classes.

**Strategy 1.4:** Create brochure showcasing NSE to be available in fall 2014.

**Metrics and Targets**
- Increase the number of students applying for NSE by 10% each year.

**Additional Resources Needed (if applicable):** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
- Measure increase/decrease by comparing previous year’s applications to the number of students who apply for NSE each year.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

**Department Goal 2:** Provide professional development and learning opportunities for Student Engagement departments.

**Strategy 2.1:** Host all staff educational in-service.

**Strategy 2.2:** Offer iEngage lunches to provide staff the opportunity to interact with the Associate Vice President for Student Engagement and Dean of Students.

**Strategy 2.3:** Host new employee workshops to educate new Student Engagement staff on programs and services.

**Strategy 2.4:** Offer mid-management and new staff professional development opportunities.

**Strategy 2.5:** Attend at least one professional development conference/training to enhance skills and knowledge in order to provide future opportunities for staff.

**Metrics and Targets**
- Host one all staff in-service on an annual basis
- Host one iEngage lunch each year for Student Engagement staff to attend.
- Host two new employee workshops per year.
- Beginning fall 2014, offer mid-management and new staff one professional development opportunity each per year.
- By summer 2015, attend at least one professional development conference/training.

**Additional Resources Needed (if applicable):** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
• Survey results from participants.

**Department Goal 3:** Provide an opportunity for other areas on campus to engage with Student Engagement staff.

**Strategy 3.1:** Host an iEngage lunch for academic colleges to foster relationships and collaboration opportunities, and to help educate one another on programs and services.

**Strategy 3.2:** Explore working with other University entities (e.g., Athletics, International Education, Admissions) to foster relationships and collaboration opportunities, and to help educate one another on programs and services.

**Metrics and Targets**
- On an annual basis, host an iEngage lunch for each academic college and at minimum, one department on campus.

Additional Resources Needed (if applicable): n/a

Source of Additional Resources: n/a

Evaluative Processes
- Survey results.
- Create report at end of each semester showing the ideas/suggestions that were implemented from iEngage lunches.

**University Goal 5:** Empower students to create a campus culture and experience that meets their changing needs.

**Department Goal 4:** Offer students the opportunity to provide feedback and suggestions on programs and services.

**Strategy 4.1:** Continue to host iEngage lunches in the fall and spring semesters. Feedback and suggestions provided will be shared with the applicable department.

**Metrics and Targets**
- Host a minimum of three each semester. Feedback and suggestions provided will be shared with the applicable department.

Additional Resources Needed (if applicable): n/a

Source of Additional Resources: n/a

Evaluative Processes
- Survey results.
- Create report at end of each semester showing the ideas/suggestions that were implemented from iEngage lunches.
The following are the departments that make up Student Engagement and their individual departmental goals.

**Campus Recreation**

Campus Recreation is everywhere, serving everyone and helping to shape future and current Shockers! We promote physical, emotional, intellectual and social growth of individuals by encouraging the development of life-long skills and positive attitudes through recreation and leisure activities.

**Goal 1:** *Guarantee an applied learning or research experience for every student by each academic program.*

**Department Goal 1:** Enhance students’ academic experience by providing opportunities to blend curriculum related requirements with Campus Recreation programs and activities.

**Strategy 1.1:** Continue to provide applied learning and co-curricular experiences through the Graduate Assistant program complementing the academic experiences specific to Human Performance Studies and the School of Sport Management.

**Strategy 1.2:** Continue to provide, when possible, applied learning and co-curricular experiences for undergraduate students through program-specific internships.

**Metrics and Targets**

- Hire 5 Graduate Assistant positions on annual basis
- Hire 2 students for undergraduate internship positions on an annual basis

**Additional Resources Needed:** n/a

**Sources of Additional Resources:** n/a

**Evaluative Process:**

- Did each graduate assistant remain in position for second year?
- Did undergraduates who graduated attain a position within their field of study?

**Goal 2:** *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

**Department Goal 2:** Through SHOX Recreation Leadership program, Campus Recreation will collaborate with Career Services to host interdisciplinary educational opportunities.

**Strategy 2.1:** The SHOX Recreation Leadership program will collaborate with Career Development to host a cover-letter and resume writing workshop.

**Strategy 2.2:** The SHOX Recreation Leadership program will collaborate with an external expert focused on enhancing and improving team dynamics by incorporating challenges focused on communication, trust, teamwork and overcoming barriers.

**Metrics and Targets**

- Increase number of participants by 10% each year
- Increase number of programs by two each year

**Additional Resources Needed:** n/a

**Sources of Additional Resources:** n/a

**Evaluative Process:**

- Survey results
- Number of attendees
- Create a report at end of each semester showing ideas/suggestions that were implemented and total number of participants
Department Goal 3: Create a recreation and wellness living learning community in Shocker Hall by fall 2014.

Strategy 3.1: Collaborate with both academic and non-academic departments on campus to enhance knowledge or health, fitness and nutrition.

Metrics and Targets
- Establish the Recreation and Wellness Living Learning Community (LLC) by the fall of 2014 to coincide with the opening of Shocker Hall
- Recruit 40 students to participate in LLC

Additional Resources Needed: n/a

Sources of Additional Resources: n/a

Evaluative Process:
- End of year satisfaction survey of students

Goal 3: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

Department Goal 4: Expand existing programs and services offered to returning adults and online students by utilizing current technology and media resources.

Strategy 4.1: Upload four of various videos specific to fitness equipment instruction.

Strategy 4.2: Upload four videos targeting individuals unable to come to the Heskett Center for fitness.

Strategy 4.3: Began uploading videos targeting individuals unable to come to the Heskett and watch or participate in various Intramural and Sport Club programs.

Metrics and Targets
- By fall 2016, have 10 videos online.

Additional Resources Needed: n/a

Sources of Additional Resources: n/a

Evaluative Process:
- We need to improve our tracking system to see how frequently these videos are viewed by outside users.

Goal 5: Empower Students to create a campus culture and experience that meets their changing needs.

Department Goal 5: Campus Recreation will aspire to become the #1 fitness recreation and leisure destination for the Shocker/WSU community.

Strategy 5.1: Present and request additional student fee dollars to help support providing all Shocker Fit group-exercise class for free to all registered students.

Strategy 5.2: Increase and track the number of Facebook, Twitter and Instagram interactions.

Strategy 5.3: Further collaborative efforts with other Student Engagement and academic college partners to increase overall participation.
Metrics and Targets

- Increase unique participation in all Campus Recreation programs by 10%
- Increase overall participation in Shocker Fit classes by 10%

Additional Resources Needed:
- A more modern, stand-alone recreation facility

Sources of Additional Resources:
- Increase in student fees
- Partner with private organization
- Increase membership rate

Evaluative Process:
- Utilize data to determine if increases have been experienced in all programs.
- Complete a student-based survey to gauge interest and support.

Goal 6: Be a campus that reflects – in staff, faculty and students – the evolving diversity of society.

Department Goal 6: Continue to evolve and change the programming schedule to meet the current student population’s interest.

Strategy 6.1: Within each academic calendar year, Campus Recreation will complete a minimum of one department survey.

Strategy 6.2: Campus Recreation will collaborate with the Office of Diversity and Inclusion to offer Safe Zone training to all new professional, graduate and undergraduate student staff.

Metrics and Targets

- In 2014 and 2015, administer satisfaction survey for the following department programs: Facilities, Intramurals and Shocker Fit
- Offer Safe Zone Training to employees on an annual basis.

Additional Resources Needed: n/a

Sources of Additional Resources: n/a

Evaluative Process:
- Continue to review the results of surveys distributed to help identify specific program needs.
The Child Development Center offers the highest quality early childhood education to the Wichita State students, faculty/staff, alumni and community. We believe in building a solid foundation that encompasses all areas for our children’s future.

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

**Department Goal 1:** Provide an environment for students to meet their academic goals in their academic curriculum.

**Strategy 1.1:** Forge a relationship between the Child Development Center and the Speech-Language-Hearing Clinic.

**Strategy 1.2:** Build a partnership with the Early Childhood Education Department to ensure experiential learning by fall 2015.

**Metrics and Targets**
- Conduct a research based project with the Hearing Clinic for the effectiveness of a humanoid robot as a reinforcer during behavioral audiometric conditioning of young children with and without autism.
- Offer a coop experience to at least one Early Childhood COOP student and/or offer Practicum experience beginning.

**Additional Resources needed (if applicable):** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
- A research report showing if young children suspected of having autism respond to sounds as well as young children without autism when a humanoid robot is activated when they have correctly responded to the sounds. Project will be completed by spring of 2016.
- Assess the satisfaction level through a survey for those practicum students who complete their requirements at the Child Development Center.
- Obtain a copy of the report from the COOP office that the student has to complete at the end of the semester for their COOP experience.

University Goal 3: *Capitalize systematically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.*

**Department Goal 2:** Ensure returning students the opportunity to invest in their child’s future in an exceptional early childhood educational program while building their own.

**Strategy 2.1:** Update our program technology to incorporate the latest societal trends in early childhood education by spring 2015.

**Strategy 2.2:** Assess the need to provide evening childcare hours.

**Metrics and Targets**
- Create a survey to assess the need for evening childcare. Evaluate the need and then identify possible ways we can accommodate evening childcare on campus.
- Purchase a SMARTboard for the Prekindergarten classroom and all software to be able to operate the system. Use our current system to have parents clock in/out their child electronically.
- Conduct a campus survey to assess need by summer 2014.
- Look at locations that could possibly work for an evening childcare program.

**Additional Resources needed (if applicable)**
- Potential place to house an evening program
- Staff to be able to run an evening program
Source of Additional Resources
- College of Education resources and practicum students for evening childcare

Evaluative Processes
- Summary of survey results and findings.

University Goal 4: *Accelerate the discovery, creation and transfer of new knowledge.*

**Department Goal 3:** Engage with any research based project that advances the knowledge of early childhood education or young children.

**Strategy 3.1:** Continue to collaborate with the Play Therapy Center to secure a research based project to evaluating the effectiveness of play therapy among preschool children.

**Metrics and Targets**
- Help the Play Therapy Department with any data collection and research required by the parents for the children that are in the research project. Provide a place for the students to be able to conduct play therapy with the children. Complete in fall 2015.

**Additional Resources needed (if applicable):** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
- Compile and publish results.

University Goal 6: *Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.*

**Department Goal 4:** Provide diversity training for all staff and student employees.

**Strategy 4.1:** Partner with Human Resources and the Office of Multicultural Affairs to obtain continuing education and training on an annual basis.

**Metrics and Targets**
- Schedule a diversity training that at least 90% of the staff can attend.

**Additional Resources needed (if applicable)**
- Office of Diversity and Inclusion staff person to present and/or Human Resource representative

**Source of Additional Resources**
- Office of Diversity and Inclusion and/or Human Resource office

**Evaluative Processes**
- Successful implementation of the in-service training to 90% of our staff and summary of survey results.

University Goal 7: *Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.*

**Department Goal 5:** Develop an assessment that evaluates a student’s work experience at the Child Development Center.

**Strategy 5.1:** Upon exiting the Child Development Center, student assistants will complete an assessment.
Metrics and Targets
  • Increase the number of student assistants taking the exit survey to 95%.

Additional Resources needed (if applicable): n/a

Source of Additional Resources: n/a

Evaluative Processes
  • Summary of survey results.
The Counseling and Testing Center provides mental health services and training to students, faculty, and staff in order to promote maximal academic achievement and development. In addition, the Center offers high quality testing and assessment services to all members of the University and larger community to contribute to academic and professional success.

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

**Department Goal 1:** Provide training opportunities for graduate practicum students and interns in collaboration with academic departments and community agencies.

**Strategy 1.1:** Offer practicum opportunities each academic year for academic departments offering training in mental health interventions.

**Strategy 1.2:** Offer doctoral psychology internship positions for students in graduate counseling or clinical psychology programs through the Wichita Collaborative Psychology Internship Program.

**Metrics and Targets**
- Two to four practicum opportunities will be offered each academic year.
- A minimum of two internship positions will be offered per year.

**Additional Resources Needed (if applicable):**
- It will be important to closely monitor Center revenue and adjust projections regularly in order to ensure funding for internship positions is secure as current funding for these is revenue based.

**Source of Additional Resources:** n/a

**Evaluative Processes**
- Department assesses progress semiannually and reports to Student Engagement Strategic Planning Steering Committee.
- Student Engagement Strategic Planning Steering Committee makes recommendations to adjust actions as necessary to meet metrics and targets.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

**Department Goal 2:** Develop interdisciplinary services, programs, and relationships with other campus departments and community agencies in order to provide tailored, comprehensive services, increase Center utilization and promote mental health awareness.

**Strategy 2.1:** By August 2015, offer Mental Health First Aid training to students, faculty and staff a minimum of four times per year.

**Strategy 2.2:** Develop on-line training to assist faculty and staff in learning ways to interact appropriately with students of concern.

**Strategy 2.3:** Develop additional consultation/liaison relationships with other WSU departments, colleges, divisions or community agencies.

**Strategy 2.4:** Offer bystander trainings to students, faculty, and staff on a variety of topics including sexual assault prevention, suicide prevention and risk reduction in alcohol/drug use.

**Metrics and Targets**
- By August 2015, a minimum of four Mental Health First Aid trainings per year will be offered to faculty, staff and students.
• Purchase and implement Kognito software by December 2015. A target of two persons per department will train on
  the software each year.
• By May 2015, each staff person will have developed a minimum of two consultation/liaison relationships.
• A minimum of two bystander trainings will be offered per year by May 2016.

Additional Resources Needed (if applicable)
• Funding for Kognito was secured through a federal grant for three years and will no longer be available after 2017.
  Should this offering be successful and well received, funding sources will need to be sought or budgets readjusted to
  continue it.
• Funding for Mental Health First Aid booklets/supplies is currently obtained through a federal grant for three years
  and will no longer be available after 2017. This offering has been very well received and utilized and funding sources
  will need to be sought or budgets readjusted to continue this.

Source of Additional Resources
• Will work with Research & Technology Transfer Office to find new grant funding sources after 2017.
• Will work to find new sources of revenue within the Center.

Evaluative Processes
• Department assesses progress semiannually through electronic medical record system reports of services, grant
  reporting process, and tracking of myTraining offerings.
• Department assesses progress semiannually and reports to Student Engagement Strategic Planning Steering
  Committee.
• Student Engagement Strategic Planning Steering Committee makes recommendations to adjust actions as necessary to
  meet metrics and targets.
• Evaluations of individual programs and workshops will be conducted to ensure quality services are provided and
  needed.

University Goal 3: *Capitalize systemically on relevant existing and emerging societal and economic trends that
  increase quality educational opportunities.*

Department Goal 3: Develop cutting edge web based services and communications that in order to serve all members of the
University community including those enrolled in WSU distance and on-line programs.

Strategy 3.1: Implement the use of an electronic medical record system in order to meet national and state regulations for
information storage, privacy and client care.

Strategy 3.2: Establish options for on-line counseling for distance and on-line students.

Strategy 3.3: Establish online offerings of outreach programs, workshops and assessments.

Strategy 3.4: Expand the number of testing stations available for computer-based test administrations from 6 to 12 by August
2015.

Metrics and Targets
• By December 2014, fully implement the use of Titanium electronic medical system.
• Research options for online counseling by May 2016 and determine which options may be viable by December 2016.
• Increase by 10% the number of online offerings of outreach programs, workshops and assessments by December
  2016.
• Apply already developed Qualtrics assessment of quality to online outreach offerings.
• Expand the number of testing stations available for computer-based test administrations by 100% by December 2015.

Additional Resources Needed (if applicable)
• Training through national certification programs for telemedicine is needed in order to offer on-line counseling
  assistance to in state students. Funds for this training are needed in order to advance progress on this goal.
• Significant time will need to be devoted to the certification process for telemedicine services. This may require additional staff in order to provide adequate clinical coverage for mental health services.
• As additional on-line students enroll at the University, additional clinicians will be needed to maintain recommended ratios of staff to students for campus mental health care.
• Technical assistance in developing videos, recordings, and web-based workshops will be needed.
• Reconfiguration of existing space through renovations will be needed in order to add additional testing stations beyond those currently in place.
• Reconfiguration of existing space through renovations will be needed in order to have adequate office space for additional clinicians.
• Technology support will be needed to maintain maximal functioning of computer testing stations.

Source of Additional Resources
• Funding requests to WSU administration as well as examination of reallocations of current budget will be undertaken to obtain funding for additional staff, training, and renovations.
• Media Resources Center staff and facilities.
• Information Technology Services staff expertise and time.

Evaluative Processes
• Department assesses progress semiannually and reports to Student Engagement Strategic Planning Steering Committee.
• Student Engagement Strategic Planning Steering Committee makes recommendations to adjust actions as necessary to meet metrics and targets.
• Evidence of training certifications.
• Submission of metrics and completed products to the Student Engagement Strategic Planning Steering Committee.
• Assessments of client satisfaction with online products and testing services.

University Goal 5: **Empower students to create a campus culture and experience that meets their changing needs.**

**Department Goal 4:** Tailor innovative services and programs, informed by assessment, to meet current and emerging student needs.

**Strategy 4.1:** Gather data regarding student health needs and trends via empirically based, nationally recognized assessment measures in order to inform program offerings and directions.

**Strategy 4.2:** Seek feedback from students regarding needs in the area of mental health services, prevention, and testing through focus groups, advisory groups, and meetings with student organization members.

**Strategy 4.3:** Regularly attend national and regional conferences and trainings to keep abreast of current trends and practices.

**Metrics and Targets**
• Administer the National College Health Association survey by May 2016.
• Obtain a sample size of at least 1200 for the National College Health Association Survey.
• Include at least 2 student representatives in the Prevention Services Advisory Board by December 2015.
• By December 2017, schedule meetings with at least 2 student organizations per year to gather feedback regarding needs and Center operations.
• By May 2015, at least 3 staff per year will attend national or regional conferences.

**Additional Resources Needed (if applicable)**
• Time and expertise from Information Technology Services and the Institutional Review Board will be needed to implement the survey and ensure it is compatible with other University software.
• Time of staff and consultation with peer institutions and other departments will be to learn about additional ways of measuring student needs.
• Time of staff at the Center, within other student engagement departments, and at peer institutions used to gather information about additional manners of assessing student needs.
• Funding for travel to national conferences to keep abreast of national trends and innovations.
• Time of students for engagement in Center activities.

Source of Additional Resources
• Information Technology Services staff time and expertise.
• Institutional Review Board members’ time.
• Examination of department budget to determine if reallocation of resources is possible for additional travel.
• Reallocation of staff time.
• Student time and expertise.

Evaluative Processes
• Department assesses progress semiannually and reports to Student Engagement Strategic Planning Steering Committee.
• Student Engagement Strategic Planning Steering Committee makes recommendations to adjust actions as necessary to meet metrics and targets.
• Written or oral reports of learning after travel to conferences and trainings.
• Assessment of student perceptions and satisfaction with process.
• Submission of survey report to the Student Engagement Strategic Planning Steering Committee.
• Presentation of survey results and how they are applied to Center functions to the University Community.

University Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.

Department Goal 5: Develop and sustain relationships with underserved populations by making a concerted effort to reflect diversity in program services and offerings.

Strategy 5.1: Obtain regular continuing education and training on diversity and multicultural issues for Center staff.

Strategy 5.2: Consult with the Office of Diversity and Inclusion, International Education, the Office of Disability Services and the Office of Student Involvement to develop marketing materials/methods that are sensitive to and reflect diverse audiences.

Strategy 5.3: Seek regular feedback from diverse groups of students regarding Center services and marketing materials/methods.

Metrics and Targets
• Obtain continuing education and training on diversity and multicultural issues for Center staff on an annual basis at minimum.
• By May 2016, revise current marketing materials and methods to ensure cultural sensitivity based on annual consultations with the Office of Diversity and Inclusion, International Education, the Office of Disability Services and the Office of Student Involvement.
• By December 2016, meet with at least two groups of students per year to gather feedback regarding Center services and marketing materials/methods.

Additional Resources Needed (if applicable)
• Information regarding available trainings, particularly those geared specifically to the provision of mental health care.
• Time and expertise of the Office of Diversity & Inclusion, the Office of International Education, the Office of Disability Services, and the Office of Student Involvement.
• Time and expertise of marketing specialists within Strategic Communications.
• Time, expertise, and engagement of diverse students at the University.

Source of Additional Resources
• Staff of Strategic Communications
• Staff of the Office of Diversity and Inclusion, the Office of International Education, the Office of Disability Services, and the Office of Student Involvement.
• Diverse student groups within the University.

Evaluative Processes
• Department assesses progress semiannually and reports to Student Engagement Strategic Planning Steering Committee.
• Student Engagement Strategic Planning Steering Committee makes recommendations to adjust actions as necessary to meet metrics and targets.
• Evidence of training completions.
• Submission of feedback and completed products to the Student Engagement Strategic Planning Steering Committee.
• Ratings of satisfaction with and feedback about offerings and materials.
Housing and Residence Life

Housing and Residence Life offers a variety of safe and convenient living options to help students make the most of their University experience. Students live in smaller communities within larger residence halls to maximize the opportunities to learn outside the classroom, celebrate diversity and foster social, emotional, intellectual, and cultural development.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

Department Goal 1: Implement a peer academic leadership program.

Strategy 1.1: Collaborate with the academic colleges and Student Engagement departments to create and grow the living learning communities

Strategy 1.2: Develop a comprehensive peer academic leader training program for the living learning communities.

Metrics & Targets:
- Increase living learning community participation by 15%
- Increase retention of returning living learning community participants by 10%
- Increase satisfaction with living learning community programming by 10%

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
- Measure occupancy levels in living learning communities each semester
- Conduct EBI survey fall of 2015
  - Measure satisfaction with living learning community program

University Goal 5: *Empower students to create a campus culture and experience that meets their changing needs.*

Department Goal 2: Increase residential retention rates by 10% each year.

Strategy 2.1: Increase overall satisfaction with Housing and Residential Life

Metrics & Targets
- Increase student satisfaction with LLC programs by 5% each year
- Increase overall student satisfaction with housing by 5% each year
- Continue to track residential GPA and retention rates versus their non-residential peers to track academic success of residential students

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
- Conduct EBI survey fall of 2015
- Utilize university GPA and retention data

Department Goal 3: Increase residence hall program & event attendance.

Strategy 3.1: Develop new criteria for programming that capitalizes on co-sponsorship of current Student Engagement department’s programs and events to better meet student needs.
Strategy 3.2: Increase student satisfaction at programs.

Strategy 3.3: Continue to increase partnerships with Living Learning Community coordinators to enhance program quality.

Metrics & Targets
- Increase attendance of residence hall programs by 10% each year
- Increase overall resident satisfaction of programming by 10% each year
- Increase student satisfaction with LLC programs by 5% each year
- Continue to track residential GPA and retention rates versus their non-residential peers

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
- Keep attendance records for reporting purposes
- Conduct EBI survey fall of 2015
- Implement evaluation form for each program

Department Goal 4: Increase the number of summer camps and conferences that help expose the campus to future Shockers and increase revenues to support current programming efforts.

Strategy 4.1: Increase summer camp and conference revenue 20% each year.

Strategy 4.2: Utilize generated revenue to enhance student programming efforts.

Metrics & Targets
- Increase revenues by 20% each year.

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
- Track in annual budget reports

University Goal 6: Be a campus that reflects — in staff, faculty and students — the evolving diversity of society.

Department Goal 5: Develop and sustain relationships with under-represented student populations by making a concerted effort to reflect diversity in program services and offerings.

Strategy 5.1: Establish diversity education and training opportunities for professional staff

Strategy 5.2: Increase diversity education and proficiency for student leader staff

Metrics & Targets
- Increase cultural competency of staff
- Increase satisfaction of underrepresented students by 5% each year

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
- Utilize EBI survey to track student satisfaction
• Staff evaluations
• Increase self-reflection by staff
Office of Diversity and Inclusion

The Office of Diversity and Inclusion promotes an inclusive campus by creating an environment that educates, empowers and mobilizes our students, campus and community. We offer year-round cultural, social and outreach programs that provide opportunities to learn about diversity.

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

Department Goal 1: Provide a workforce development experience to 40 minority students.

Strategy 1.1: Create a partnership with the Career Development Center to provide training to students.

Strategy 1.2: Create relationships with community members to serve as professional mentors.

Strategy 1.3: Develop a broad range of workshops and trainings to provide to students.

Metrics and Targets

- Increase student participation from 25 to 40 by spring 2015.
- Increase the number of students reporting a coop or internship through the Career Development Center from 5% to 8% by the start of academic year 2016-2017.
- Increase the number of students engaged in workshops and trainings from a baseline of 30% of students to 45% of students by the start of academic year 2016-2017.

Additional Resources Needed (if applicable)

- Funding for workshops and trainings.
- Professional mentors within the community.

Source of Additional Resources

- Work with WSU Foundation to apply for Bank of America grant.
- Work with WSU Alumni Association to recruit professional mentors.
- Work with Urban Professionals of Wichita and Young Professionals of Wichita.

Evaluative Processes

- Establish dashboard of metrics and targets.
- Department strategic planning committee assesses progress quarterly and reports to Student Engagement.
- Director will adjust actions as necessary to meet metrics and targets.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

Department Goal 2: Create a diverse living learning community in Shocker Hall.

Strategy 2.1: Identify a WSU faculty member to teach a WSU 101 course and facilitate programs outside of the classroom.

Strategy 2.2: Collaborate with Housing and Residence Life to identify students living on campus to recruit to the community.

Strategy 2.3: Develop a broad range of programs and workshops with the Peer Academic Leaders on topics of diversity.

Metrics and Targets

- By fall 2014, have at least 20 students in the living learning community.

Additional Resources Needed (if applicable)

- Funding for faculty fellow, workshops and programs.
• Marketing materials to recruit students into the community.

Source of Additional Resources
• Work with the Office of the Provost to fund a faculty fellow.
• Work with Housing and Residence Life to develop marketing materials to recruit students.
• Work with Undergraduate Admission to help market and recruit students to community.

Evaluative Processes
• Assess effectiveness of programs and workshops offered through pre- and post-test as well as administer focus groups.
• Meet with Peer Academic Leader, department coordinator, ODI Director and assistant director of housing to evaluate progress.
• Department coordinator will adjust actions as necessary to meet metrics and targets.

Department Goal 3: Provide supplement programs to enhance classroom learning across all colleges.

Strategy 3.1: Expand existing faculty partnerships within the College of Liberal Arts and Sciences.

Strategy 3.2: Identify and partner with faculty in Colleges of Health Professions and Education to integrate supplemental diversity programming and training.

Strategy 3.3: Provide diversity programs and trainings to the College of Health Professions, Education and Liberal Arts and Sciences to offer in their coursework.

Metrics and Targets
• By spring 2016, integrate supplemental programs into the three academic colleges.
• Increase the number of faculty within the three academic colleges who support programs and trainings from 8 to 12 by the start of academic year 2016-2017.

Additional Resources Needed (if applicable)
• Funding for speakers, films, workshops, programs and trainings.
• Marketing materials to recruit attendance at programs and trainings.

Source of Additional Resources
• Work with the Office of Research and Technology, Student Government Association, the WSU Foundation for funding.

Evaluative Processes
• Assess students and faculty on the effectiveness of the programs and trainings.
• Meet with the three academic colleges to assess partnerships.

Department Goal 4: Provide support and mentorship to underrepresented students through faculty participation.

Strategy 4.1 Identify and recruit faculty members to serve as a mentor.

Strategy 4.2 Partner faculty members with underrepresented students.

Metrics and Targets
• By fall 2017, establish faculty mentor program linked to the Multicultural Student Mentoring Program.
• Increase the retention of students in MSMP from 77% to 80% by fall 2018.

Additional Resources Needed (if applicable)
• Funding for events and giveaways.

Source of Additional Resources
• Work with the Office of the Provost for funding.

Evaluative Processes
• Assess students and faculty on the effectiveness of the mentorship program.
• Meet faculty and students to assess program on a semester basis.

University Goal 3: *Capitalise systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.*

**Department Goal 5:** Expand existing programs and services the Office of Diversity and Inclusion offers to returning adults and online students by utilizing current technology and media resources.

**Strategy 5.1:** Collaborate with the Media Resource Center to stream events and programs online by the start of fall 2017.

**Strategy 5.2:** Use Panopto to record trainings and discussions and place them on our website for others to access.

**Metrics and Targets**
• By fall 2016, survey adult learners and online students to determine what programs they want or need.

**Additional Resources Needed (if applicable): n/a**

**Source of Additional Resources:** n/a

Evaluative Processes
• Assess effectiveness of programs and workshops offered to adult learners and online students through pre- and post-test.
• Survey adult learners and online students.

University Goal 5: *Empower students to create a campus culture and experience that meets their changing needs.*

**Department Goal 6:** Engage students in opportunities to create a campus culture and experience they desire.

**Strategy 6.1:** Partner with faculty researchers to develop focus groups and surveys to determine the needs and wants of our students.

**Strategy 6.2:** Host town hall meetings in the Office of Diversity and Inclusion each semester to receive ongoing input from students.

**Metrics and Targets**
• By spring 2015, partner with 2 faculty researchers.
• By fall 2015, review data from surveys and focus groups.
• Host one town hall meeting per semester.

**Additional Resources Needed (if applicable): n/a**

**Source of Additional Resources:** n/a

Evaluative Processes
• Review student program evaluations from student participants to determine if needs and wants students shared are being met.
• Hold follow-up meetings with students who participate in town hall meetings to continually meet ongoing needs of students.

**Department Goal 7:** Promote and facilitate student success.
Strategy 7.1: Establish learning outcomes for our Multicultural Student Mentoring Program.

Strategy 7.2: Evaluate each academic workshop to determine if topics are supporting academic success for students.

Strategy 7.3: Using spring 2014 enrollment as a baseline, we will increase the Multicultural Student Mentoring Program.

Metrics and Targets
- By spring 2015, develop learning outcomes.
- Increase enrollment by 25% in 2015 for the Multicultural Student Mentoring Program.

Additional Resources Needed (if applicable): n/a

Source of Additional Resources: n/a

Evaluative Processes
- Review student evaluations from academic workshops to determine if learning outcomes of program are being met.
- Establish dashboard of metrics and targets to ensure program growth each semester.

University Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.

Department Goal 8: Assess the campus climate for diversity.

Strategy 8.1: Evaluate existing surveys and data relative to the campus climate.

Strategy 8.2: Work with faculty researchers to create, distribute and compile climate survey to students.

Strategy 8.3: Develop a steering committee to make recommendations on how to improve climate to President’s Executive Team

Metrics and Targets
- By fall 2015, evaluate existing data.
- Create instrument to be distributed by spring 2016.
- Have steering committee in place by spring 2016.

Additional Resources Needed (if applicable)
- Funding to pay faculty researchers to create and compile survey.

Source of Additional Resources
- Office of the President or the Provost Office.

Evaluative Processes
- Review data collected from climate study and submit summary of findings to Vice President of Student Affairs.
- Convene meeting with climate steering committee quarterly to review progress and report to Student Engagement, Student Affairs and Office of the Provost.

Department Goal 9: Provide diversity trainings for faculty, staff and students.

Strategy 1.1: Use the results from the climate study as a basis for what diversity trainings are needed and implement.

Metrics and Targets
- By fall 2018, evaluate study conducted and design and implement trainings.

Additional Resources Needed (if applicable)
Funding for an additional staff member to serve as a trainer for new trainings developed.

Source of Additional Resources
Vice President of Finance and Administration and/or Vice President of Student Affairs

Evaluative Processes
- Survey participants to evaluate effectiveness of trainings.

Department Goal 10: Mobilize and engage multicultural alumni.

Strategy 10.1: Evaluate existing surveys and data relative to the campus climate.

Strategy 10.2: Work with faculty researchers to create, distribute and compile climate survey to students.

Strategy 10.3: Obtain list of multicultural alumni from Alumni Office.

Metrics and Targets
- By summer 2015, review list received from Alumni Office.
- Host meet-and-greet event by fall 2015.

Additional Resources Needed (if applicable): n/a

Source of Additional Resources: n/a

Evaluative Processes
- Evaluate the level of involvement desired by alumni.
- Review evaluations from alumni who attend mixer to see who we can continue to engage in our programs and office.
For over 70 years, Student Health Services has provided affordable health care for the students of Wichita State University. Student Health Services employs a staff of medical professionals who provide treatment and offer guidance in health matters to all fee-paying students.

University Goal 1: *Guarantee an applied learning or research experience for every student by each academic program.*

**Department Goal 1:** Student Health Services will provide experiential learning opportunities for students that support their academic achievements.

**Strategy 1.1:** Maintain current COOP position for a Marketing/Communication Specialist.

**Strategy 1.2:** Provide training opportunities as a practicum site for undergraduate students enrolled in the Health Services Management and Community Development program through Public Health Sciences.

**Metrics and Targets**
- Employ a student though the COOP program each academic year.
- Offer a practicum experience to two students in the HSMCD program each academic year.

**Additional Resources Needed:** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
- Review learning objectives of students at beginning and end of COOP experience.
- Participate in HSMCD midterm and final evaluation processes.
- Assess learning outcomes via feedback with student during each COOP and practicum session to tailor education experience to student’s individual needs.

University Goal 2: *Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.*

**Department Goal 2:** Collaborate with Student Affairs, academic departments and community partners to provide interdisciplinary educational opportunities to promote health and overall wellness.

**Strategy 2.1:** Participate in planning sessions with other Student Affairs departments and identify potential areas of collaboration.

**Strategy 2.2:** Increase the number of outreach health promotion programs provided to student organizations, student groups or academic departments.

**Metrics and Targets**
- Collaborate with other campus departments for at least four events in fall and spring semesters to provide health promotion and/or education.
- Develop, publish and promote a listing of outreach health promotion programs available by request to student organizations, student groups or academic departments.

**Additional Resources Needed:** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
- Data tracking on health promotion and education programs including:
  - The number of collaborative events scheduled for the fall and spring semesters.
The number of students reached at each event.
- If party requesting event learned of education opportunity from online listing.
- When feasible, post event assessment of participants will be done to evaluate effectiveness of learning objectives and overall satisfaction with event.

University Goal 3: **Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.**

**Department Goal 3:** Enhance student life and support student success through the provision of student centered health care services.

**Strategy 3.1:** Provide affordable, quality health care to all currently enrolled WSU students.

**Strategy 3.2:** Measure student experience and perception of services using a survey tool within the electronic medical record.

**Strategy 3.3:** Encourage students to choose healthy behaviors by addressing the barriers of cost and access to affordable health care services.

**Strategy 3.4:** Pursue opportunities to expand services for students within limits of available resources.

**Metrics and Targets**
- Have survey tool ready for implementation by August 1, 2016.
- Provide reduced cost or free health maintenance screenings at least once a semester by working with community partners to assist in covering cost of screenings. Track participation numbers for these events.
- In conjunction with electronic medical record system, implement and maintain student portal allowing students access to online appointment scheduling and secure communication with student health staff.

**Additional Resources Needed:** n/a

**Source of Additional Resources:** n/a

**Evaluative Processes**
- Reporting tools within electronic medical record will be used to evaluate visit data and patient flow.
- Reporting data from student portal system to track number of student using system.
- Implementation of survey tool by August 1, 2016.

University Goal 4: **Accelerate the discovery, creation and transfer of new knowledge.**

**Department Goal 4:** Foster an environment that encourages students to increase their health literacy, participate in personal healthcare choices and become their own health advocates.

**Strategy 4.1:** Plan, organize and present health promotion opportunities and outreach events on health topics relevant to the student populations.

**Strategy 4.2:** Expand health promotion and education in a web based format to reach distance learners as well as local students.

**Strategy 4.3:** Develop online health resources for students through the implementation of the Point and Click electronic medical record system and student portal.

**Metrics and Targets**
- Health promotion events will be presented by Student Health staff a minimum of four times a semester in addition to collaborative outreach events.
• Orchestrate the purchase and set up and customize content of the web based health education magazine Student Health 101 to be available for WSU students by fall 2016.
• Coordinate the setup and access to the Point and Click student portal by summer semester 2016.

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
• Assess attendance and student feedback at health promotion and health maintenance screening events for possible improvements of future events.
• Availability of Student Health 101 by start of fall 2016 semester.
• Monitor student access and use of student portal site.

University Goal 5: Empower students to create a campus culture and experience that meets their changing needs.

Department Goal 5: Support a healthy and safe campus through the identification, reduction and control of health hazards that may affect the ever changing campus community, including but not limited to seasonal influenza, tuberculosis or other communicable diseases.

Strategy 5.1: Monitor disease trends occurring locally, statewide, nationwide and globally which may affect our campus population.

Strategy 5.2: Partner with the local health department to report and assist as needed in tracking communicable diseases affecting WSU campus.

Strategy 5.3: Incorporate disease awareness and prevention into outreach and campus wide educational messaging when needed.

Strategy 5.4: Coordinate compliance of health related requirements such as clinical requirements for CHP groups, meningitis requirement for Housing and Residence Life and the health insurance waiver process for Office of International Education.

Metrics and Targets
• Collect data annually on influenza-like Illnesses seen in Student Health Services and report this data to the Kansas Department of Health and Education (KDHE) Surveillance network.
• Participate in the biweekly Sedgwick County Epidemiology Surveillance conference call to learn about possible illness trends in the local area.
• Assess any significant communicable disease trends identified on a national and/or global level and report these findings at Crisis Management meetings and Health Risk Assessment Team meetings.
• Create and publicize health awareness, prevention and control education for any identified communicable disease risks.
• Log and report on immunization and compliance data using Banner and Point and Click software programs to facilitate tracking of health related requirements.
• Meet with representatives from respective departments bi-annually or as needed to verify requirements and discuss any issues on compliance tracking. Processes may need to be updated or refined to meet expanding requirements or requests from collaborating departments.

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
• Submission of annual influenza-like illness data to KDHE.
• Email from Sedgwick County Surveillance with summary of biweekly call distributed to all clinical staff at Student Health Services.
• Reports to Crisis Management and Health Risk Assessment Team.
• Marketing materials related to identified communicable disease risks.
• Immunization and compliance data reports from Banner and Point and Click.

University Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society

Department Goal 6: Create an environment that is welcoming, inclusive and respectful of cultural differences and the diverse populations we serve.

Strategy 6.1: Develop and sustain relationships with underserved populations by making a concerted effort to reflect diversity in program services.

Strategy 6.2: Educate and train staff on diversity and multicultural issues.

Strategy 6.3: Review and revise marketing and educational methods/materials that are sensitive to and reflect diverse audiences.

Metrics and Targets
• Annual review of existing hard copy materials/handouts for sensitivity to diverse populations.
• All incoming and ongoing staff will attend on campus trainings related to diversity such as Safe Zone, Gender Diversity, and Diversity and Inclusion in the Workplace.
• Create marketing materials that reflect inclusion and diversity.

Evaluative Processes
• Document review and any updates of materials/handouts.
• Training transcripts of health center staff.
• Copies of marketing materials.

University Goal 7: Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.

Department Goal 7: Create an environment that supports and encourages staff to develop their professional skills and knowledge.

Strategy 7.1: Support employee professional development activities.

Metrics and Targets
• Student Health Services staff members will work with their supervisor to establish at least one goal each year to support their professional growth.
• Staff will be encouraged to participate in relevant campus, divisional and/or unit professional development activities as departmental schedule allows.
• Offer opportunities for full and part time medical staff to attend local, regional or national conferences related to college health as departmental budget allows.

Additional Resources Needed: n/a

Source of Additional Resources: n/a

Evaluative Processes
• Development and review of professional growth objectives during annual performance review.
• Attendance at relevant professional activities.
Student Involvement is committed to intentionally creating co-curricular and extra-curricular experiences which engage and develop students, resulting in a vibrant campus culture that enhances their collegiate experience. Student Involvement coordinates the Cadman Art Gallery, Civic Engagement, Fraternity and Sorority Life, Leadership, Recognized Student Organizations, Service-Learning and the Student Activities Council.

University Goal 5: Empower students to create a campus culture and experience that meets their changing needs.

Department Goal 1: Facilitate comprehension and application of student development ideals.

Strategy 1.1: Establish a baseline and annually review functional area learning objectives to ensure progress.

Strategy 1.2: Assess the growth of student leaders during their term with pre/mid/post evaluations.

Strategy 1.3: Conduct evaluations after predetermined programs and retreats to measure acquisition and application of knowledge.

Strategy 1.4: Create and offer semi-annual education on the purpose and application of student development to faculty and staff by June 2015.

Metrics and Targets

- Establish departmental learning objectives that are assessed three times each academic year and reported in the annual report. The goal of a 1.5 point growth rate to be achieved in each learning objective category.
- Increase the number of students participating in the pre/mid/post evaluations to 100% of student leaders directly advised by a Student Involvement staff member.
- Add the learning overview section to the standard event evaluation with the goal of showing an average rating of a 3 or higher.
- Offer, at minimum, four different student development programs to faculty/staff.

Additional Resources needed (if applicable): n/a

Source of Additional Resources: n/a

Evaluative Processes

- Establish dashboard of metrics and targets.
- Summary of event evaluation and student learning exit inventory.
- Departmental annual report issued each academic year.

Department Goal 2: Evaluate and improve upon programs which provide opportunities for collaboration and community building among the Greek community.

Strategy 2.1: Conduct assessment after each predetermined program to ensure said programs meet the needs of the evolving community.

Strategy 2.2: Develop alumni association which will provide support for collegiate development, program support and alumni engagement by May 2015.

Metrics and Targets

- Add the learning overview section to the Fraternity and Sorority Life event evaluation with the goal of showing an average rating of a 3 or higher.
- Establish an alumni association in which at least 60% of the community is represented. The goal would be to have at least six meetings or programs in an academic year.

Additional Resources Needed (if applicable)

- Establish additional sources of funding to better meet the needs of the growing community.
Source of Additional Resources

- Work with WSU Foundation and Alumni Association for a fundraising campaign. Research other institutions funding sources.

Evaluative Processes

- Summary of event evaluation and student learning exit inventory.
- Establish an annual report of the alumni association which documents projects and progress.

**Department Goal 3:** Create a fraternity and sorority life living learning community and a service living learning community in Shocker Hall.

**Strategy 3.1:** By 2014 work with Housing and Residence Life to develop the content, structure and marketing of the communities.

**Strategy 3.2:** By fall 2105 work with Faculty Development and Student Success to develop and facilitate a WSU 101 class for the Service Living Learning Community.

**Metrics and Targets**

- Establish two living learning communities which provide at least 16 programs each year.
- Request to offer a WSU 101 class in conjunction with the living learning communities.

**Additional Resources Needed (if applicable)**

- Establish a budget for the living learning communities.

**Source of Additional Resources**

- Request monies from Housing and Residence Life and Student Fees committee.

**Evaluative Processes**

- Housing and Residence Life evaluates the communities annually through a Skyfactor survey.
- Student Involvement departmental annual report issued each academic year.

**University Goal 6:** Be a campus that reflects – in staff, faculty and students – the evolving diversity of society.

**Department Goal 4:** Provide events and services each semester that reflect the increasing diverse student body as defined by event and program evaluation data.

**Strategy 4.1:** Target a diverse group of students for each leadership opportunity through intentional promotional efforts.

**Strategy 4.2:** Target returning adult and online students by utilizing current technology and media resources to offer programs and trainings online by fall 2017.

**Strategy 4.3:** Assess the needs of commuter students and formulate programs and services on those needs.

**Strategy 4.4:** Strategically schedule events and services at various times and locations to accommodate a variety of scheduling and priority interests.

**Strategy 4.5:** Develop programs and services that cover a variety of interests, topics and lifestyles as well as appealing to all students.

**Strategy 4.6:** Provide programs formed through collaborations with other departments, organizations and faculty/staff that will expose students to a variety of experiences, viewpoints and opportunities.

**Strategy 4.7:** Obtain continuing education and training on diversity and multicultural issues for staff and students leaders on an annual basis at minimum.

**Metrics and Targets**
• Add the learning overview section to the standard event evaluation with the goal of showing an average rating of a 3 or higher.
• Utilize card swipe technology to track demographic data from event attendance with the goal of increasing captured data 100%.
• Sponsor a program annually with the Office of Adult Learning.
• Create or transfer 50% of trainings targeted toward Recognized Student Organizations (RSOs) to an online format.
• Strive for at least 20 collaborative programs each year.
• Staff will attend at least three diversity and multicultural training/programs each year.

Additional Resources Needed (if applicable)
• Purchase a card swipe and laptop. Look for additional support in assessment execution.

Source of Additional Resources
• Allocate monies in Student Involvement budget for equipment. Look to utilize graduate students to help with assessment.

Evaluative Processes
• Summary of event evaluation and student learning exit inventory.
• Departmental annual report issued each academic year.
• Tracking of staff attendance at diversity and multicultural training/programs.

University Goal 7: *Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.*

Department Goal 5: Update and utilize departmental assessment and reports on an annual basis to ensure student needs are being addressed.

Strategy 5.1: Analyze and evaluate assessment results.

Strategy 5.2: Implement relevant changes derived from the results of continual assessment of programs and services.

Strategy 5.3: Compile and disseminate information for internal reports and external data.

Metrics and Targets
• Establish departmental learning objectives that are assessed three times each academic year and reported in the annual report. The goal of a 1.5 point growth rate to be achieved in each learning objective category.
• Increase the number of students participating in the pre/mid/post evaluations to 100% of student leaders directly advised by a Student Involvement staff member.
• Add the learning overview section to the standard event evaluation with the goal of showing an average rating of a 3 or higher.

Additional Resources Needed (if applicable)
• Explore the option of adding a student employee focused on assessment.

Source of Additional Resources
• Explore the option of requesting monies for position through the student fees budget process.

Evaluative Processes
• Establish dashboard of metrics and targets.
• Summary of event evaluation and student learning exit inventory.
• Departmental annual report, including relevant changes made based on assessment findings, issued each academic year.