

**University of South Carolina**  
**Department of Student Life and Department of Development Performance Blueprint 2011**

**Vision:** Creating a purposeful Carolina experience.

**Mission:** Foster an environment in which students gain diverse life experiences to develop into responsible citizens and leaders, by providing high quality programs, facilities and services that advance student success, develop leadership and life skills, education students about high-risk behaviors, promote an inclusive environment and celebrate accomplishments.

**Unit Overview:**

**Staff Descriptions**

The Department of Student Life represents the many activities, programs and services offered to students at the University. The directors in the department serve as area heads of their particular offices and units in Student Life. The area heads in the department represent Campus Life/Russell House University Union, Campus Recreation, Campus Religious Workers, Development, Finance and Personnel, Student Government, Student Media and Student Services. Our unit includes 23 facilities and over 1 million square feet of residential, recreational and programming space (20 facilities in the Greek Village, Blatt PE Center, Strom Thurmond Wellness and Fitness Center and Russell House University Union). Throughout the ten areas of Student Life, we employ 73 full-time staff, 12 graduate assistants, 11 undergraduate work study students, over 720 undergraduate student assistants, 2 temporary staff members and 1 temporary grant staff member. Our teams work together to provide beyond the classroom experiences for all students at the University of South Carolina.

The majority of our positions are CB70s which in general provide programming for the various areas we serve. We have 20 house directors in the Greek Village who provide daily management and supervision for the various houses in the as well as their residents. We have numerous managerial positions which provide support and guidance for our diverse areas. We have only two positions classified as administrative assistant and only one has traditional duties. The other serves as our membership services coordinator in campus recreation. Due to the facilities that we manage we have several trades and facility positions scattered between the Blatt Physical Education Center, Strom Thurmond Wellness and Fitness Center, and the Russell House.

**Funding Sources**

The Department of Student Life receives a significant portion of its funding from revenues generated from the \$80 per semester Campus Activity Fee which all full-time students pay (prorated for part-time students). The Strom Thurmond Wellness and Fitness Center is also fee driven and supported through the mandatory recreation fee of \$104 per semester. These fees are placed in D and E accounts respectively. Student Life does receive some state support through A funds, however this has been reduced significantly in recent years. These funds support a portion of operations in Student Life, Multicultural Student Affairs, the Russell House and the Blatt Physical Education Center. Our Greek Village and Parent Programs are supported through Z funds.

**Core Functions of Student Life**

- Provide quality facilities, programs and services that enhance student learning
- Advance student learning through collaborative partnerships
- Reduce high risk behaviors by educating students on healthy lifestyle choices
- Advance leadership and life skills by providing integrative learning experiences
- Promote an inclusive environment and foster an appreciation for and understanding of diversity
- Enhance the overall student experience by celebrating individual and community accomplishments and contributing to the traditions of the University

### **Unit History**

The Department of Student Life was created in 1984 with the merging of the Office of Student Activities and the Office of Minority Affairs. Since 1984 numerous offices/service areas have been added in University reorganizations or created to meet the changing challenges, trends and demands of the student population. The Russell House University Union was merged with Student Life in 1991; Student Government, the Honors and Awards Commission and the administration of the student activity fee was merged with Student Life in 2000. The Offices of Community Service Programs, Women's Student Services, Leadership Programs, Substance Abuse and Alcohol Prevention Program, Group Exercise, Outdoor Recreation, Parents Programs, Office for Liaison with Campus Religious Workers, Student Gamecock Television(SGTV), Off-Campus Student Services and Student Athletic Ticketing have been created or significantly enhanced in recent years. The first house in the Greek Village was opened in Fall 2003 and the twentieth house in Fall 2009. Greek Life responsibilities and staffing have increased to manage the village and increased membership. The Strom Thurmond Wellness and Fitness Center opened in March 2003. The Strom has been recognized by several associations for design and functionality. The Campus Recreation staff was increased and re-organized to meet the demands of the increase in facility square footage. The outdoor field complex was opened in 2007. The department manages over 1 million square feet of facility space across campus.

### **Highlights**

- 4000 students attended the Student Organization fairs
- 320 organizations went through the renewal process
- 73,000 student ticket requests were made for the 2010 football season, with 63,000 tickets distributed
- 966 students completed the annual Core Alcohol and Drug survey
- 191 property owners listed on the Off-Campus Housing website
- Over 2,300 students have accessed the system since July 2010
- Over 12,000 students attended events and movies through Carolina Productions
- 116 events were sponsored during Carolina Welcome 2010
- 384 students were recognized at annual TOAST celebration
- 3,357 students participated in the Group Exercise program
- Over 5,500 students completed AlcoholEDU
- 976 teams participated in Intramural Sports
- 11,444 parents are members of the Parents Association
- 5,272 participants attended Parents Weekend 2010
- 67 professors hosted dinners through the Dinner Dialogue program
- 1300 prospective students and parents attended a Greek Village tour
- Over 3,000 students participated in diversity education presentations and workshops

***Goal 1: Exceed customer expectations by providing quality facilities, programs and services that enhance student learning.***

***(Link to Division Goal 2)***

***Initiative 1A:*** Facilitate the physical, social and mental development of participants through recreational programs and services.

Campus Recreation provided a diverse selection of recreational programs and services during the 2010-11 academic year. Improvements were made and documented in a majority of areas. Use of the Strom Thurmond Wellness and Fitness Center (WFC) continues to increase. There were a total of **478,611** visits were recorded thru the Handkey access system. This represents a 5% increase from 2009-10 and an 8% increase from the listed KPI. The access system malfunctioned for 15 days in March resulting in the loss of approximately 20-25,000 visits being recorded. These additional visits would have pushed the total to over 500,000. Satisfaction surveys were

administered to users of the WFC during fall and spring semesters. Fall surveys revealed an overall satisfaction rate of 92.6% and spring 96.5%. The item addressed the most in the open ended questions was the lack of hot water in the locker rooms. This issue was addressed by upgrading the heat exchange rotor. Follow up inquiries have shown that 79% of users feel that the hot water has remained at an acceptable level. The membership costs for faculty and staff was reduced by 50% resulting in a 7% increase in faculty / staff members. Budget reductions resulted in the Blatt changing to a 8a-8p M-F operating schedule. Survey response revealed that 51% of Blatt users were dissatisfied with the new operating hours, but 71% of users rated their overall experience at the Blatt as above average.

The number of intramural teams exceeded the goal of 972 teams by less than 1% but decreased by 7% from the previous year. Lack of facilities is adversely affecting participation rates in soccer and softball. Approximately 25 teams were wait-listed for soccer and softball is played on a multipurpose field. A project is being developed to construct a field more conducive to softball at the Blatt facility.

3,357 participants were recorded in the Group Exercise program. This is 16% over the KPI of 2900 participants. The implementation of the Les Mills' BodyPump program has been very successful. Survey respondents reported a satisfaction rate of 96%. As a result of participating in Group Exercise classes, 99% reported that their physical fitness had improved and 77% reported improvement in their emotional well-being. The following physical attributes were also listed by participants as being improved at least moderately by their participation in Group Exercise classes:

Muscle Strength	96%	Muscle Tone	98%
Cardio Endurance	88%	Flexibility	89%

The number of sport club participants was lower than the KPI (2,011) by 4%. A simple explanation is that two clubs (Cycling and Roller Hockey) neglected to submit membership agreements in the spring and Club Football operated only during the fall semester. These two actions account for a loss of 73 members. Seven clubs participated in national qualifying tournaments and the Tennis Club was recognized by the University for its community service contributions.

The WFC Athletic Training Room opened in February 2011 and the fulltime athletic trainer began reporting to Campus Recreation in March 2011. The visit log shows a total of 445 visits to Campus Recreation training rooms during 2010-11. Of students that were treated, 52% came back for follow up care and 24% returned for at least five visits. A satisfaction survey for those utilizing the athletic training services was not conducted this school year.

**Initiative 1B:** Meet the diverse needs and expectations of members of the University community through facilities and equipment usage.

The off-campus student lounge opened in January 2011 to provide students with a space to study, eat and interact in between classes. It was designed for off-campus students so they would have a place to call a home away from home and increase their sense of belonging to the University community. Since the grand opening of the lounge in March, usage was tracked by the number of students who used the lounge each day. The lounge averaged 13 student visitors per day when classes were in session. In order to communicate with off-campus students, OCSS utilized several social media outlets including Facebook and Twitter. The Facebook page has 142 student followers and averages 1 new member per week. OCSS launched its Twitter account in February 2011 and currently has 38 followers. Both of these social media outlets are used to connect students to what is happening on campus.

Renovations to Blatt, including the women's locker room and the natatorium were completed in August 2010. A survey was conducted of primary user groups, 81% were satisfied with improvements made, 91% rated overall quality of natatorium as either excellent or above average.

Two students were trained this year to serve as technology assistants for the Russell House University Union. The students staff over 25 events for a total of 84 service hours. A variety of equipment was purchased to remodel the 3<sup>rd</sup> floor study lounge. These additions to the inventory and aesthetic presentation of the building improve customer satisfaction and have allowed for increased use of equipment and services. To further enhance the experience of users of the facility a satisfaction survey was created and will be distributed to users in summer and fall to collect additional data to improve service-delivery and customer satisfaction.

Evacuation route signs are being developed by facilities services for installation in the various meeting rooms in the Russell House University Union. To allow for maximum room set-ups and utilization of space, room occupancy rates and were not be added to the rooms. A new digital surveillance system was added to the Russell House which features 42 cameras to view and record activity within the building. These cameras have helped identify thefts and mis-use of equipment and resources, further protecting individual safety and security but also protect the resources in the building. Improvements have begun for accessibility into the Russell House and throughout the building, including new handicapped doors into the lower level west wing. The way-finding initiative has been delayed until summer 2011. These accessibility initiatives and the way-finding initiative will carry forward into 2012.

Student Media worked with the University's emergency communications committee to provide a multimedia alert system for students and other on-campus constituents. ALERT FM was adopted to provide alerts to high-traffic university buildings through FM-transmission text receivers. Backup transmission facilities (generator-powered auxiliary studio, antenna, transmitter, RBDS generator) were developed and are online in case of catastrophic power failure at studio and/or transmitter facilities.

**Initiative 1C:** Meet the diverse needs and expectations of members of the University community through constituent services.

The Off-Campus Student Services Housing locator website launched in February 2010. Since July 1, 2010, the website averaged 70 hits per day and has had 12,372 unique visitors. Student users must login to view the housing listings and message boards. 2,333 students have logged into the website since July 2010. On the property owner side, 191 properties have been listed on the website in the last year. Off-Campus Housing Fairs are offered twice per year for students to research potential rental properties. In October, 10 apartment communities participated and the estimated student attendance was 2,000. In March, 16 apartment communities participated and the estimated student attendance was 2,500. By providing all of these opportunities through various methods of delivery, Off-Campus Student Services has effectively informed and educated incoming and current students and parents about issues related to off-campus living while still leaving room for improvement and expansion in the coming years.

Since August 2010, there have been over 100,000 requests through the online student ticketing system for football, men's and women's basketball and baseball. There were over 73,000 requests during the 2010 football season alone. Of the requests for football tickets, 86% of students received a ticket. No-show numbers by students were reduced a minimum of 1,000 per game due to the new no-show policy that was instituted in the fall. Emails and calls to the office are returned within an average of 48 hours. There were over 5,000 calls and emails to the Student Ticketing office this fall.

A twitter account was established for the Russell House Information Center for the purpose of sharing event information and activities occurring within the building. The Russell House has 260 followers and 378 tweets

were made since August, 2010. Improvements to the RHUU departmental website continue, yet significant successes were achieved during the year. To improve the reservations process, the on-line EMS reservation template was overhauled in July 2010, including updates to the confirmation sheets for reservations. An updated on-line 'lost and found' database is being developed with Student Affairs Technology Services, with plans to go live in fall 2011. The Carolina After Dark link was added to the departmental website and 5% of attendees at these monthly events report learning of them through the website. Response rates for "how did you hear about this CP event" to include the CP website rose by 58% over 2009-10 data. SMART technology was not added to a meeting room, yet upgrades to the wireless microphones and laptop computers for use by clients were made. Subscribers to the ServeCarolina listserv totaled 2843, an increase of 109% from 2009-10. The utilization of technology and improvements to our websites has improved communications and delivered information about programs and services in real-time and through systems that are pertinent to today's college student.

The Office of Parents Programs implemented an online system to track parent phone calls, e-mails, and office visits on July 1, 2010. As of 5/11/11, the office has recorded 1,879 unique contacts with parents of Carolina students. The system tracks the date, time, and reason for the phone call/e-mail, and that data will be used during the 2011-12 year to plan for staffing during high volume times, to develop frequently asked questions for all staff handling these contacts, and to anticipate in advance the types of questions that will be asked and ensure that staff have the information to appropriately respond.

A public forum was held in January 2010 to discuss the future of Cocky's Caravan, a shuttle service that provided rides to students after hours to and from campus and a variety of off-campus locations. Due to low numbers and interest from students, the service was suspended. The shuttle system was not effective, but work was done to secure a contract with a local cab company to provide similar services to students needing a safe ride home.

**Initiative 1D:** Create and coordinate well-planned, high-quality and informative events and publications for families of Carolina's undergraduate students to educate parents about the University and to provide resources to encourage student success.

The University hosted 5,272 participants during Parents Weekend 2010, which is a 14 percent increase over the number of participants in 2009 (4,626 participants). During Parents Weekend 2010, families could visit 22 Friday classes, which was slightly down from the 2009 offering of 25 classes. In addition, families could participate in 82 activities/events (the same as 2009) offered by 59 campus departments (up from 52 in 2009), which is a 12% increase. A survey was distributed to the 1,644 families who attended Parents Weekend that yielded a 38.2 percent completion rate. Overall, parents were very satisfied with the weekend, and the assessment results will be used to plan and implement Parents Weekend 2011.

Members of the Parents Advisory Council hosted seven yield receptions around the country in the spring 2011, which is up from just two in spring 2010. The Office of Undergraduate Admissions is compiling information about the number of students who attended the receptions and whether they paid their enrollment deposit to attend the University. This information was not available in time to be included in these updates. In addition, Parents Advisory Council members in Marietta, GA; Davidson, NC; and Estill, SC called parents of admitted students to answer questions about the University from a parent's perspective.

The publications created by the Office of Parents Programs continue to be an important part of information parents use to help their students succeed at Carolina. A year-end assessment survey was distributed to parents of Carolina students, and they were notified about the survey by e-mail, postcard, and on the website. Responses were collected from 830 parents. The Parents Calendar and Handbook is the most comprehensive publication created annually. 96.7% of the respondents were either very or moderately satisfied with the Parents Calendar and Handbook. Of those who responded, 93.8% were either very or moderately satisfied with Carolina Ties, the semi-annual parent newsletter which is mailed to all parents of undergraduate students, and

95.6% discuss topics from Carolina Ties at least some of the time with their students. Talking Points is a brochure mailed to parents of incoming and transfer students to encourage a conversation about healthy decision-making. 97.3% of the respondents were either very or moderately satisfied with Talking Points, and 92% discussed the information provided in Talking Points with their students. Parents who sign up for the dues-free Parents Association receive monthly e-newsletters. 94.7% of the respondents were either very or moderately satisfied with the e-newsletters and other communication to the Parents Association, and 97.2% discuss topics from that communication at least some of the time with their students. The parents website is an area for improvement with 88.1% of respondents reporting that they were either very or moderately satisfied with the website.

**Initiative 1E:** Enhance diversity of thought through educating and entertaining members of the Carolina Community.

The programming curriculum offered by Campus Life departments continues to be strong, with a variety of annual programs and one-time events based on ideas, requests and feedback from participant evaluations; national trends; and professional expertise. Carolina Productions hosted 37 events and 55 film screenings for over 12,000 students. Additional Alternative Spring Break trips, weekly service projects and game room tournaments were added to the calendar, allowing for increased involvement opportunities for our students. Program curriculums were re-designed and new initiatives were added to facilitate the development of leadership and life skills. Though participation in these activities, student were exposed to varying ideologies, cultures and perspectives, and had the opportunity to work alongside their peers, professional staff, faculty and community leaders. Staff will continue to solicit feedback on pertinent and relevant topics for programs with the intention of exposing students to diverse opportunities for learning and discovery.

Alternative Spring Break trips and subsequent participation increased by 150% and the weekly “fill the van” attendance increased by 32%. Game room tournament participation in the golden spur increased by 15% over 2009-10 figures. Freshman participation in Carolina After Dark programs did not significantly change from 2009-10 figures, yet unique attendees (first time participants to Carolina After Dark programs) increased by 4%.

EMPOWER, diversity peer educators, led 10 Diversity Dialogues within residence halls throughout campus with over 500 participants. Over 70 presentations were delivered by this group on diversity and social justice to University 101 classes, student organizations/groups, and community groups with more than 1,500 participants. EMPOWER also hosted the annual Diversity Retreat and Creed & Diversity Week, which provided in-depth training and exploration of multicultural competencies lined to our Carolinian Creed. 25 university constituents attended the retreat, 18 were current students ranging from freshman to graduate students.

The Neighborhood Welcome event took place in August 2010 in the Hollywood-Rose Hill neighborhoods. With the help of 15 staff members from various departments, Off-campus Student Services (OCSS) was able to reach out to over 150 student properties, totaling 300-450 students in one of the neighborhoods surrounding campus. OCSS partnered with Carolina After Dark (CAD) to host an alternative programming event in November 2010 at an off-campus bowling alley. Advertisements were placed at off-campus residences in order to target those students. Attendance was tracked at the event and 200 students (58%) were off-campus residents. This is the highest attendance by off-campus students at a CAD event by 50 students. Overall, Off-Campus Student Services communicated with students about events on campus in an effort to increase knowledge and attendance, provided programming at apartment communities and an off-campus location to provide them with more convenient events to attend.

## **Goal 2: Advance student success through collaborative partnerships.**

### **(Link to Division Goal 4)**

**Initiative 2A:** Academic support for members of the Fraternity and Sorority community will be provided in order for chapters to perform at or above the All-Male or All-Female GPA.

Academic workshops for new members were conducted through the ACE coach partnership. Each fraternity and sorority is assigned an ACE coach to assist in academic needs and programming for the chapter. 6 of the 25 chapters reporting had ACE presentations during the 2010-11 academic year. The council leaders and chapter presidents discussed the role of academic success at the annual leadership retreat in January 2011 and decided to begin including new member GPA's on the semester Greek Report to be more transparent on academic expectations. During fall 2010 semester, 8 fraternities were at or above the All-Male GPA (3.00), 11 sororities were at or above the All-Female GPA (3.31). During the spring 2011 semester, 11 fraternities were at or above the All-Male GPA (3.04) and 11 sororities were at or above the All-Female GPA of 3.30.

There continues to be more fraternities under the All-Male GPA (14 in the fall, 12 in the spring). Initiatives are being developed to address the academic challenges within our fraternities. There were 3 sororities in the fall semester and 4 sororities in the spring semester that fell below the All-Female GPA. Meetings were held with the chapter presidents and scholarship/academic chairs for the chapters that fell below 3.0 during the fall semester. All chapters had an ACE coach paired with them for the 2010-11 school year. Academic plans were introduced to be completed in conjunction with the ACE coach. Based on information gathered from ACE office, 8 chapters had their scholarship/academic chair meet with designated coach and 6 chapters had one or more presentations to the chapter. 7 of the 10 chapters had an increase in GPA and an average increase for the 10 chapters of 0.036.

**Initiative 2B:** Dinner Dialogues program will continue supporting faculty interaction with students outside of the classroom.

Each spring, staff in the Office of Parents Programs visit faculty meetings to talk with professors in a small group setting about the benefits of hosting a class dinner through the Dinner Dialogues program. Staff visited nine faculty meetings during the spring semester. Spending time in these small groups is important to get the attention of professors and be able to share basic information about Dinner Dialogues. Information about Dinner Dialogues was distributed at New Faculty Orientation, via the Announce and University 101 instructor listservs, to past participants in a letter, and three articles were included in The Times faculty/staff newsletter. During the 2010-11 year, 67 professors hosted their classes for dinner at their homes. In 2009-10, 64 dinners were held, so the FY11 numbers represent a 4.7% increase. Beyond the classroom experiences that provide interaction between faculty members and students continue to be an area of emphasis at Carolina. The Dinner Dialogues program helps support this initiative by providing funding for professors to host their undergraduate classes for dinner at their homes. Assessment surveys with faculty and students who participated in the Dinner Dialogues program, and results will help with further publicizing and improving the program during FY12. In the survey of faculty members, 100% of the respondents said the Dinner Dialogues program allowed them to get to know their student better, 92% said that it helped to build community among the students in their class, and 100% felt that they were able to have conversations relating to their class on topics that they didn't have time to discuss in the classroom. Of the students who attended a dinner at their professors' houses, 95% of the respondents thought that the program allowed them to get to know their classmates better, 95% thought that the program allowed them to get to know their instructor better, and 97% would be willing to attend a future class dinner (Dinner Dialogues) held by the same or another instructor.

**Initiative 2C:** Campus and community partnerships addressing high-risk behaviors will be enhanced through the Carolina Community Coalition.

During the 2010 football season, the Office of Substance Abuse Prevention and Education in conjunction with the Carolina Community Coalition, designed a one minute tailgating PSA “Keep the Focus on the Field” that was aired two hours before each home football game and on local TV stations when the games would rerun. The media campaign was designed to educate all attending games of the importance of safe tailgating practices on and around Williams-Brice stadium. This campaign was produced by Media Arts students. The message was also on the student football tickets, pom poms distributed to students, game day shuttles and campus advertising outlets. We are working on a similar campaign that will again dispel tailgating myths and encourage students and fans to maintain healthy and safe tailgating practices.

A reporting matrix has been designed and discussed with local law enforcement agencies to enable information collected on student behavior and arrests on game day to be shared between agencies and the University’s judicial office. Work is currently being done with law enforcement partners to develop and implement a game day law enforcement strategy and measure effectiveness through established reporting system.

The impact of the Carolina Community Coalition continues to be far-reaching through the recruitment and retention of coalition members. Partners on the coalition have increased to 39 from 21 during the 2010-11 academic year. Action committees were formed this year to achieve goals and engage partners in strategic planning.

**Initiative 2D:** Promote and develop collaborative partnerships between units within the campus community to enhance the quality of programs and services.

Carolina Welcome spanned 9-days and featured 116 events sponsored by 42 unique departments and organizations on campus. “Bustle at the Russell” and “Get Rec’d”, both signature events offered during the evening hours were added to the schedule with tremendous attendance and success and will continue in fall 2011. 56% of Carolina Welcome survey respondents reported that participation in Carolina Welcome activities exposed them to a university resource or service. The Community Service Interns hosted 2 awareness dialogues focusing on alcohol abuse (fall 2011) and challenges in the public school system (spring 2011) and collaborated with SAPE, Capstone, Greek Life, College of Education, School of Journalism and Mass Communication and City Year. Over 200 students attended these sessions and were challenged to think about their role in alleviating these social issues.

Carolina After Dark co-sponsored events with Off-Campus Student Services, Garnet Riverwalk Apartments and the Residence Hall Association during fall and spring term. Attendance data shows an increase of first-time attendees to these events, appealing to a wider market and improving overall satisfaction with campus life initiatives. Students who were sanctioned by the Office of Student Judicial Programs were utilized at Carolina After Dark events. This collaboration, averaging 5 per program, provided a unique way for sanctioned students to complete their service hours, and one volunteer stated, “If I had known about these programs I might not have gotten in trouble in the first place”.

**Initiative 2E:** Provide partnership opportunities for families and the University through the Parents Association and Parents Advisory Council.

All parents of undergraduate students are encouraged to sign up for the dues-free Parents Association to receive monthly e-newsletters and other information from the University by e-mail. The e-mail communication allows the University to regularly communicate information and opportunities to help students succeed. Parents Association membership stands at 11,444 (as of 5/11/11), which is up 18.4% over 2010 (9,668 members) and 34.7% over 2009 (8,495 members).

**Initiative 2F:** Assist the University in achieving student recruitment goals by hosting and participating in recruitment and community events.

All units in Student Life participate in University recruitment and community events, understanding the role those events have on perspective and incoming students. We participate and host fall and spring events such as Fall Open Houses and Scholars Day. The Office of Multicultural Student Affairs participates in minority student recruitment events such as the Showcase Luncheon, Summer Seniors Program and the Moore School of Business Wachovia Summer program. Campus Recreation has collaborated with City of Columbia for the Summer Youth Program. This program brings 50 children and student athletes to campus weekly to learn about the University and to utilize facility space. The Aquatics program offers swim lessons, Little Gamecocks Learn to Swim, to children of faculty and staff members throughout the summer at the Strom Thurmond Wellness and Fitness Center. These events provide opportunities for perspective students and families to be on campus and to be introduced to the many options available to our community.

**Initiative 2G:** Enhance the overall commuter student experience by maintaining relationships with off-campus partners and stakeholders.

Off-Campus Student Services provided a variety of learning opportunities for students and parents about off-campus living, including specific information on off-campus housing, renter education, and landlord-tenant law. OCSS spoke with all incoming students who would be living off-campus for Fall 2010 and their parents at Orientation during the summer. Staff presented an Off-Campus Living 101 session to approximately 240 first-year students. 97% of students agreed or strongly agreed the information provided was relevant to them and that they would use it in their time living off campus on assessments administered 2-4 weeks after each session. An informational session was held at Parents Weekend in an effort to educate parents on issues students face with off-campus housing and provide them with off-campus housing options for their students. The OCSS office also saw 56 walk-ins and received approximately 821 phone calls and emails from students, both prospective and current, parents and community members about off-campus living. OCSS developed a printed off-campus living guide that serves as a resource for students looking for information on off-campus housing, living, and commuting. The off-campus housing locator is an online service offered by Off-Campus Student Services to provide students an avenue to search for off-campus housing and roommates. The Neighborhood Welcome event in the Hollywood-Rose Hill neighborhood took place in August 2010. With the help of 15 staff members from various departments, OCSS was able to reach out to over 150 student properties, totaling 300-450 students in one of the neighborhoods surrounding campus. An annual apartment community luncheon was held in July 2010 and had two representatives from each student apartment community (20) attend. Overall feedback from the luncheon was positive and OCSS will continue to host this event in an effort to maintain partnerships with off-campus housing properties.

There continues to be a focus on how to engage students living off campus with the activities and programs taking place on campus.

### **Goal 3: Reduce high risk behaviors by educating students on healthy lifestyle choices.**

**(Link to Division Goal 2)**

**Initiative 3A:** Educational programs, workshops and trainings about substance abuse will be provided to the University community.

The Office of Substance Abuse Prevention and Education (SAPE) used a variety of methods to deliver alcohol and other drug educational resources to students. Fall 2010 was the first year of the mandatory online alcohol

education program, AlcoholEDU. This program, split up into Part One and Part Two is required for all incoming new students, 23 years of age and younger. Part 1 is completed before the students move onto campus in August, Part Two is completed 6 weeks after being on campus. Over 5,500 students completed Part One. Data from this assessment will be used in shaping our prevention efforts. This year, fourteen programs were executed by SAPE staff in residence halls, fraternity/sorority houses and classrooms to over 500 students. In addition, seven standardized workshops were designed and used to educate the University community. The faculty/staff guide has been redesigned and will be distributed in August 2011 to educate faculty and staff on campus alcohol and drug policies. This guide will also provide campus and community culture information and suggestions on how faculty and staff can engage students in discussion on healthy decision making. *Talking Points*, a publication done in collaboration with the Office of Parents Programs continues to be a useful resource for admitted parents in having a conversation on alcohol and drugs prior to coming to campus in August. The redesigned peer education program was introduced in the spring semester and six students were trained.

**Initiative 3B:** Utilize targeted campus programming to meet the needs of students during high-risk times.

The week between move-in day and the first day of class is considered a high-risk time for students because of the perceived lack of structure in their schedule. Carolina Welcome events and initiatives this year exposed students to service units available to them at the university as well as to initiatives designed to facilitate their co-curricular involvement. Assessment data collected shows that 23% of respondents would have gone to a bar or been at a party where they would have been drinking, yet they were at Carolina Welcome events instead. We also know that the tailgating environment and culture on our campus leads to high-risk behaviors and risky decision-making. For eleven years, the Office of Substance Abuse Prevention and Education has sponsored tailgates for USC students at each home football game. Over 1,000 students attended the substance-free tailgates this year at the new location in Gamecock Village. Fall 2010 Carolina After Dark event dates were selected based on the high-risk nights in the Fall calendar. A late-night breakfast after the Thursday night home-opener football game hosted 654 students after the game, which deterred engagement in high-risk activities and fulfilled the need of food. Intramural Sports conducted a study to review game schedules after looking at data on drinking based on days of the week and made modifications to their schedules.

**Initiative 3C:** Online alcohol education course (AlcoholEDU) will be required of all incoming students to evaluate behaviors before coming to campus and after being on campus for a period of time.

Fall 2010 was the first year of the mandatory online alcohol education program, AlcoholEDU. This program, split up into Part One and Part Two, is required for all incoming new students, 23 years of age and younger. Part 1 is completed before the students move onto campus in August. Part Two is completed 6 weeks after being on campus to provide administrators with a sense of how the campus environment shapes attitudes and behaviors. Over 5,500 students completed Part One. Data collected from this assessment shows us that USC students are affected by the drinking environment on campus because after being on campus for at least 2 weeks, USC students exceeded the national high-risk drinkers by 7%. 73% of students completing Survey 3 (which was optional), answered “yes” to consuming alcohol in the past year. Data was also collected on what days of the week students drink or party, what their drinking behaviors and patterns are around athletic events, where they drink and their perceptions regarding DUI and pedestrian safety. These particular areas have been incorporated into study groups for the Carolina Community Coalition’s strategic plan.

**Initiative 3D:** An intervention and education model for addressing violations of the campus alcohol and drug policies will be created in collaboration with the Office of Student Judicial Programs, College of Social Work and Substance Abuse Prevention and Education.

Throughout the 2010-11 academic there, 173 students received a sanction from the Office of Student Judicial Programs to participate in the Office of Substance Abuse Prevention and Education's AUDIT program. This program is an intervention and education model for addressing violations of the campus alcohol and drug policies through one-on-one conversations with trained staff. Assessment of the program showed that majority of the 127 who completed AUDIT reported positive behavior change after the conversation/intervention. Students also reported that they were more likely to stop using their drug of choice, regardless of peer pressure and that the use alcohol and other drugs was harmful to themselves. Research has been conducted this year on BASICS, which is a nationally recognized program that is structured around brief motivational interviewing. A program review was conducted as well to review the levels of education through the adjudication process and it was determined that we have well-defined programs in place, just need a new spin on the second phase of sanctioning.

**Goal 4: Advance leadership and life skills by providing integrative learning experiences.**  
**(Link to Division Goal 4)**

**Initiative 4A:** Engage students in educationally purposeful initiatives and activities that promote leadership and the development of interpersonal skills.

25 student organization leaders participated in the inaugural community service training workshop, in collaboration with Dr. Jenny Bloom, Associate Professor in the Higher Education and Student Affairs department, who led a session on appreciative advising. The SLDC planning committee included 10 active members, representing 6 departments from campus, and included undergraduate and graduate students and professional staff. Students were exposed to and gained valuable leadership skills and worked with faculty and staff to produce educational programs for their peers. The Emerging Leader (ELP) 1 program was re-vamped, utilizing the data derived from the National Association of College and Employers (NACE) on skills employers are looking for, in addition to leadership theory and practices from Kouzes and Posner's "Five practices of leadership". Kouzes and Posner's practices were also utilized with the Carolina Productions executive board and will continue into Fall 2011. The ELP 2 program was re-named LEAP (Leaders Engaging Across Perspectives), and students explored how to utilize their individual skills and abilities in a global, national and local context. Students' perception of their ability to contribute to global, national and local issues increased from 50% to 100% after completing the program. In September, the Gamecocks Giving Back pledge was launched, challenging each member of the Carolina Community to give at least 10 hours of service to the community. 585 students registered for the challenge. Of these participants, 16 were recognized for giving over 100 hours of service to their community via the President's Community Service Award.

**Initiative 4B:** Provide and enhance educational opportunities to promote student success and personal growth for the retention of minority students.

The Minority Assistance Peer Program (MAPP) continues to provide opportunities for minority students through the enhanced curriculum and programs offered. Collaborations exist with key campus partners to encourage retention and academic success of minority students. A system has been developed to track student leaders and MAPP-ees participating in programs and services. At the annual celebration of excellence program, 103 students of color achieved a 3.5 or higher and 33 achieved 4.0. There were 8 men who participated in the African

American Male Institute this year. The focus of this year's group was based on The Black Male Handbook. The cumulative GPA of participants was 3.277 and there was a 100% retention from fall semester to spring semester.

**Initiative 4C:** Student employees will be recruited, trained and supervised to execute programs and services that contribute to student learning.

Leadership training and development for student employees in the Department of Student Life improved throughout the 2010-11 academic year. Russell House University Union student employees and leaders Responsibility for developing and executing these initiatives within the Russell House University Union was transferred to the leadership programs coordinator to add breadth and depth to the process. Students were provided with increased personal and professional training programs and team building initiatives. Turn-over has reduced and 90% of our current student employees will return in fall term. These training and recognition initiatives provided students with tools for success and offered opportunities for reflection of their personal learning plans and skill development. These initiatives will continue into 2012, with a focus on diversity training, customer service, and cross-training of student employees. Students will also be involved in planning of these programs to further meet their developmental needs. Campus Recreation employs over 300 student employees annually for programming and facility operations. A survey was conducted of visitors to the facilities. 83% responded that the quality of student employees at the Strom Thurmond Wellness & Fitness Center was good. Outdoor Recreations continues to be a campus leader in educating students on sustainability and service. The office is the first on campus to be carbon neutral. These sustainability practices enable the student leaders and employees to execute the programming and service needs of the unit.

**Initiative 4D:** Provide the university community a source for news, information, forum for exchange of ideas and a direct way of communicating, while also enhancing student learning through hands-on training.

A student-developed online news delivery system was developed to replace the third-party product that *The Daily Gamecock* has used for the past 10 years. The new [dailygamecock.com](http://dailygamecock.com) features an online classified entry system, full control of online editorial and advertising, and additional promotional placement opportunities. The newsroom, TV, magazine, advertising and creative services production areas were updated to increase access by 33%. Student Media increased recruitment opportunities by providing tours during Student Media Showcase, hosting U101 classes, and visiting journalism and media arts classes. Mobile delivery capabilities are still being researched because of the access needs and preferences of students. Student-produced mobile platform provides materials and training that will be used for student advertising representatives.

**Initiative 4E:** Examine extended orientation programs to assist in new student transition from high school to college.

After extensive research, Pillars for Carolina was created as an extended orientation program with three tracts: leadership development, community outreach and outdoor recreation. The first extended orientation program will be held June 21-25, 2011. Best practices research occurred with campuses across the country who offers a similar program. An executive staff for the USC extended orientation program has been assembled and the staff recruited a full staff of counselors called extended orientation mentors (XMs) for the summer of 2011 program. The executive staff trained the XMs during a training retreat in April. The committee will plan three programs: a wilderness camp, an adventure camp and a community service camp. Surveys will be conducted this summer as the program is evaluated and plans are made for Summer 2012.

**Goal 5: Promote an inclusive environment and foster an appreciation for and understanding of diversity.**  
**(Link to Division Goal 6)**

**Initiative 5A:** Multicultural competencies will enhance students' social and intellectual development through diversity education.

The Greek Programming Board was restructured to include new co-chairs that focused on community initiatives that brought the entire Fraternity and Sorority community together and encourage appreciation of differences. A student-led task force has been established for the purpose of identifying diversity initiatives and how to better incorporate culturally-based Greek organizations into the current community structure. EMPOWER Diversity Peer Educators were trained this year through the BACCHUS & GAMMA Peer Educator Certification training. Students gained knowledge on facilitating conversations on diversity and among a diverse populations of students.

**Initiative 5B:** Diversity education training will allow students to attain skills and personal development beyond the classroom.

Diversity education and training continues to be a priority for Student Life. This year EMPOWER Diversity Peer Educators were trained through BACCHUS & GAMMA Peer Educator Certification. This program provides students with a framework for facilitating group conversations, discussing difficult topics and assessment. Collaborations are being discussed with the Peer Leadership Advisory Network (PLAN) in order to offer the training with all peer educators on campus to provide consistent training and support. In February the 25<sup>th</sup> Annual Student Leadership and Diversity Conference was held. There were over 400 participants registered from the conference, representing 17 campuses across South Carolina, North Carolina, Georgia and Alabama. Presentations offered throughout the conference were based on three core competencies: Leadership Development, Organizations and Training, Diversity Education.

**Initiative 5C:** Monthly celebrations will promote awareness and appreciation for culturally diverse populations.

Monthly celebrations provided opportunities for collaborations across campus and community lines. Over 65 programs were offered through the celebrations, representing 33 offices and community constituents. Hispanic Heritage Month consisted of 19 programs and activities with 7 co-sponsorships. Native American Heritage Month included 14 programs and events with 3 co-sponsorships.

**Goal 6: Enhance the overall student experience by celebrating individual and community accomplishments and contributing to the traditions and history of the University.**  
(Link to Division Goal 5)

**Initiative 6A:** Celebrate student success and achievement through annual recognition events.

TOAST award nominations increased by 74.5% from 220 in 2010 to 384 in 2011. More students were recognized and celebrated creating an environment of appreciation. The number of nominators increased by 32.5% meaning nominators nominated an average of more students. In 2012, Leadership Programs will work towards increasing nominators to ensure we are celebrating students in a variety of areas. Leadership and Service award nominations increased by 78% from 59 in 2010 to 105 in 2011. Nominations for individual awards increased, and the Presidential Service Award was added to the ceremony. Increasing applications add value and honor to these awards and help celebrate student successes and accomplishments. Outstanding Woman of the Year award applications increased 70% from 20 in 2010 to 34 in 2011. Applicants were nominated and applied from a diverse applicant pool. 5 finalists were celebrated and honored at the Outstanding Women at USC ceremony on March 30, 2011. Increasing applications add value and honor to those women nominated and selected.

**Initiative 6B:** Provide staff development program for professional and graduate staff that will encourage on-going support and training.

There are monthly staff meetings for all staff in the Department of Student Life. Each month's topic is carefully selected based on needs of our staff and institutional trends. We also conduct two retreats for all staff to focus on strategic planning and assessment. This year's topics have included enrollment management update, divisional updates and challenges, business writing and healthy living and cooking. A departmental graduate assistant training and orientation occurred in August 2010. There are 10 graduate assistants in the department. Additional work and attention will be spent on staff development in FY12 to ensure that we are providing opportunities for staff to learn and grow.

**Initiative 6C:** Sponsor development activities to raise money for the Parents Annual Fund, which will support Dinner Dialogues and other projects to benefit undergraduate students.

The Parents Advisory Council is a group of parents of undergraduate students who are invited to serve the University in an advisory capacity while assisting with fundraising and student recruitment. In fall 2010, 13 new couples were added to the Parents Advisory Council. All parents are encouraged to participate in the Parents Annual Fund each year by making a donation to help fund projects that will benefit Carolina students. As of 5/11/11, pledges to the Parents Annual Fund total \$357,654. This money funds projects each year to support the needs and growth of undergraduate students. This year, the money will provide funding for the Dinner Dialogues program; a new student lounge on the third floor of the Russell House; computers and flip cameras for University 101 students to make films relating to the First-Year Reading Experience; and upgrades to the conference room shared by Study Abroad, Fellowships and Scholars Programs, and Undergraduate Research. The Office of Parents Programs partnered with six hotels during the 2010-11 year.

**Initiative 6D:** Increase development prospect base and proposals submitted by June 30, 2011.

Primary base includes 92 prospects, each with written strategies. Due to University Development's implementation of a new prospect management system, terminology for secondary pool is now SUSPECT pool, and size expectations have not yet been determined nor have suspects been assigned. With the cooperation and assistance of the Office of Undergraduate Admissions, a new timeline for screening parents of new freshmen was instituted in FY11, resulting in 25 couples rated with giving potential of \$100,000 or more. Each new prospect was contacted; 13 have been personally visited once or more and are in the primary prospect pool; 6 have joined the Parents Advisory Council; \$333,000 has been solicited from this group, with \$210,000 in commitments. Numbers in proposals submitted increased by 45%; value of proposals submitted is 77% higher than last year (to date, 11 proposals have been submitted for a total value of \$2,750,00). Student Affairs and Academic Support development has collaborated this year with the University's Office of Annual Giving to co-hire an undergraduate student as the first Student Philanthropy intern. The newly formed position is the cutting-edge of trends in Higher Education fundraising and has proven to be highly visible and successful in the first two quarters of the FY. The intern completed research on U101 Peer Leaders and compiled a list of Sullivan and Swanger Award winners in addition to coordinating a scholarship thank-you letter program which generated 60 hand-written notes sent to donors. The value of this initial program was in stewarding our current donors and emphasizing to the student recipients the value of private philanthropy in their personal lives and in the fiscal well-being of the University. The data on award winners through the Office of Fellowships and Scholars Programs is consistently captured in our alumni/donor database.

