

**Webster University**  
**Student Affairs Annual Report**  
**2004-2005**

**Organization**

The Student Affairs departmental annual reports are organized into the following sections:

- ✓ Recap of the Year
- ✓ Numbers Served
- ✓ Major Goals Accomplished
- ✓ Summary of Impact on Student Learning
- ✓ Key Activities and Events
- ✓ Unforeseen Challenges
- ✓ Personnel Changes
- ✓ Customer/Client Feedback
- ✓ Professional Development Activities
- ✓ Other Developments in the Department
- ✓ Hiring of International Students

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## Dean of Students Office

### Recap of Year

This was a very challenging year for the dean of students office. Once again, a great deal of time and energy went into the planning for new housing. The process was successful and the construction of two new residence halls is about to begin as this fiscal year ends. The fall semester was dominated by several student tragedies, including the death of a student resident in his apartment. The spring semester was dominated by issues related to budget cuts and campus housing (the housing approval process, the reaction of students to the new housing rates, and the development of residency requirements to address the resulting decreased demand for campus housing). A number of complex judicial and/or grievance cases added to the demands on the staff, especially during the second semester. We also experienced a significant increase in the number of plagiarism/cheating cases reported to our office. The time demands on the dean of students office increased significantly, and for the first time in five years important projects like the freshmen retention study were not completed.

### Numbers Served

- 182 emergency loans were issued to students for a total of \$47,035.26
  - 76 students used the emergency loan program to buy books while waiting for their financial aid to be awarded, for a total of \$22,710.26.
  - 3 students used the emergency loan program to buy supplies not at the bookstore for a total of \$800.
  - 56 students used the emergency loan program for living expenses, for a total of \$14,399.
  - 19 students used the emergency loan program for other types of emergencies in the first three weeks of school, for a total of \$3,650.
  - 28 students used the emergency loan program for other types of emergencies, after the first three weeks of school, for a total of \$5,476.
- A total of 882 students (387 graduate students and 495 undergraduate students) used the bookstore cheque program during the summer and fall semesters to purchase their books while waiting for their financial aid disbursement, for a total of \$218,100.
- 549 students used the new Money for Textbooks Program during the spring 05 semester. They were approved to use up to \$309,832 at the bookstore for books and supplies, and spent \$105,185 for that purpose.
- The total number of students served for these programs: 1,613 students using \$370,320.26 in the bookstore cheques, money for textbooks and emergency loan programs. This is an of 3% increase in the number of students using these programs.

The volume of the bookstore cheque program was stretching well beyond our ability to support it. Complaints from local students had become more frequent about the lack of evening hours and the inconvenience of forcing them to walk all over campus to get approvals and then pickup the cheques and then go to the bookstore. This led to the program being re-done as the Money for Textbooks Program. This has added a great deal of convenience for student users of the program and the complaints have been greatly reduced. However, we still receive complaints from extended campus students about the lack of access to these programs for anyone outside of St. Louis.

- The Tuition Adjustment Committee reviewed 58 tuition appeals, approved 41, and denied 17.

- No Anna Janes loans were given out this year. A couple of students expressed interest, but we were not confident of timely repayment.
- Assisted 147 students (71% increase in quantity from last year) in student ombudsman role on a wide variety of issues, including complaints about faculty and advisors, money issues, the lack of financial guidance, housing and dining issues, student insurance issues, and situations at extended campuses. The complexity and time involved in working on these cases also increased. There were more complaints this year, mostly involving advising, faculty, and various processes such as registration, business office, and financial aid. Numerous complaints were received regarding one particular professor in the School of Business and Technology. We had a significant increase in the number of students complaining about being forced to pay flat fee tuition. An increasing number of cases involved students from our extended campuses.
- We continue to struggle with an ineffective and unauthorized official grievance policy. Several students tried to use the grievance policy again this year. Without a fully approved policy, this created some very difficult situations. This has been going on for two years now.
- The International Student Success Committee discussed the cases of 76 at-risk international students during our monthly meetings this year. A large number of the students were once again repeat cases, especially Kansai and PIEE students from Japan. In addition to the number reported above, we handled hundreds of cases where students were about to have their enrollments cancelled due to delinquent payments.

### **Major Goals Accomplished**

- ✓ *Complete the design phase and site plan for the construction of a new residence hall to house approximately 200 students. Ensure that students and key staff are involved in the process. Move project along as fast as possible so that the new bed spaces can be available no later than Fall 2006.* Alternative site selected – south of the apartments along Edgar Road. Design phase completed and project approved in February. Planning committee met throughout the spring to provide input into the layout of the first floor and the selection of interior finishes. Project is on schedule for opening in fall 2006.
- ✓ *With the help of a renovated dining facility and a new menu, increase the satisfaction of students on the meal plan and cash customers of Campus Dining Services. Provide ongoing feedback to Sodexho throughout the year. Utilize secret shopper program and regular food committee meetings. Evaluate contract with Sodexho and make a decision in February concerning a contract extension or the issuing of an RFP.* Marletto's Marketplace was well-received by students, faculty, and staff. In the early part of spring semester, students expressed significant dissatisfaction with the weekend and evening service in Marletto's. This was addressed with Sodexho and they corrected most of the problems. A new set of meal plans has been developed based on the results of a survey. We are in the process of extending the contract for one more year. In the fall, we will decide whether or not to conduct an RFP process next year. Food committee meetings were irregular. The secret shopper program was halted in spring due to budget constraints.
- ✓ *Implement the Retention Management System program to increase the retention of new first-year students beginning in Fall 2004. Objective is to increase the retention of 115 at-risk new students from 25% to 60% through special advising and a new University 101 course.* The program was implemented, but time restrictions prevented the program from being as effective as it could have

been. The retention statistics will not be known until September 2005. Two University 101 course sections were held reaching a total of 27 students.

- ✓ *Re-focus the efforts of the Student Affairs staff on the Five-Year Plan objectives.* This was put on hold for the third consecutive year due to other time demands.

### **Key Activities and Events**

- ✓ Chaired the International Student Success Committee
- ✓ Student Leadership Awards Dinner; program moved to an evening and SGA funded 50%
- ✓ Dean's Award for Service program held four times during the year.
- ✓ Continued to support the planning and approval process for new residence halls.
- ✓ Worked with the Special Events office on planning the Groundbreaking ceremony for the new residence halls.
- ✓ Worked with facilities and operations staff to oversee the renovation of the Maria Hall Cafeteria into Marletto's Marketplace.
- ✓ Conducted a survey of meal plan participants and developed new meal plan options based on the results of the survey.
- ✓ We coordinated the program of early outreach to first-year students, using the College Student Inventory assessment to identify at-risk first-year students. This program helped us to increase our freshmen-to-sophomore retention rate from 80% to 81% in one year. Due to financial constraints this program will be discontinued in 2005-06.
- ✓ Ted Hoef, Colette Cummings, and John Buck presented a session to extended campus directors on handling cases of classroom disruption.
- ✓ John Buck coordinated the Advanced Leader Retreat for student leaders.
- ✓ We worked with Rock the Vote to sponsor a voter registration drive and a very successful debate with the candidates for the 3<sup>rd</sup> U.S. Congressional District.
- ✓ Offered a financial management session for new students during Orientation.
- ✓ Participated in numerous University-wide planning teams and committees.
- ✓ Presented a session for new faculty orientation.
- ✓ Presented a session entitled *What's the Scoop on Today's College Students* for the Webster Groves/Shrewsbury Area Chamber of Commerce.
- ✓ Produced several issues of an on-line newsletter for parents of first-year students.
- ✓ Taught a section of University 101 for first-year students.
- ✓ Received approval to teach two courses in Fall 2005: a Freshmen Seminar and a course on ethics and campus leadership.
- ✓ Ted Hoef's dissertation was selected as the Melvane D. Hardee Dissertation of the Year runner-up award winner by the National Association of Student Personnel Administrators.

### **Professional Development Activities**

Ted Hoef attended the ACUI regional conference in Lawrence, Kansas and the ACUI national conference in Reno, Nevada, presenting a workshop on Working Smarter and Setting Priorities at both of these conferences. He also participated in a peer review of the student life division at Columbia College and presented a workshop on Working Smarter for the Student Services staff at Millikin University. Ted Hoef and Bruce Umbaugh, associate dean of the College of Arts and Sciences attended an institute sponsored by the Association of American Colleges & Universities entitled *Educating Intentional Learners: New Connections for Academic and Student Affairs*. We are exploring collaborative opportunities to develop some learning communities at Webster.

Sandy Tomey attended the Missouri College Personnel Association Drive-In Workshop

**Other Developments in the Department**

Colette Cummings returned to serving as the Director of Multicultural Center in addition to her other responsibilities as Associate Dean. We held a number of staff development sessions for the Student Affairs staff, including discussions on a common book reading (Multicultural Competence in Student Affairs), and

presentations on topics such as Students with Psychological and Physical Challenges, the Political frame, Succession Planning, and Leadership. We held a staff retreat for Student Affairs staff at the Winghaven campus, focusing on assessment of student learning and team development.

**Hiring of International Students**

The Dean's Office hired one international student, representing 32% of our student employment budget. However, due to budgetary constraints, this student could not continue during the spring semester.

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## Associate Dean of Students – Colette Cummings

### Recap of the Year

I was very busy this year. However, I did not accomplish the goals I set for myself at the beginning of the year. One of my staff members was out for a significant amount of time on medical leave and I was pulled into doing more hands-on programming and day-to-day operations than I anticipated at the beginning of the year. There were also a couple of judicial cases that took a significant amount of time and energy.

### Numbers Served

#### *Student Advocacy*

Information and/or problem solving was sought by 53 people (35 students, 7 parents, 11 faculty/staff). Concerns included such issues as: financial difficulties, family concerns, concerns about the safety of students studying abroad, concerns about faculty or staff, information regarding student affairs as a career, and concerns about students.

#### *Judicial Affairs*

86 students were charged with judicial offenses for a code of conduct violation. Twenty-four violations were alcohol or drug related. The major issues this year had to do with academic honesty. I had a number of faculty contact me requesting advice on how to deal with a student who plagiarized.

### Major Goals

- ✓ *Initiate a review process of student rights and responsibilities. (Retention & Student Learning)*
- ✓ *To create a judicial procedural manual with frequently asked questions for site directors at domestic and international locations. (Learning)*

### Summary of Impact on Student Learning

I think I had the greatest impact on student learning through my weekly meeting with one student assigned to meet with me by the judicial board. Some weeks I felt like I was beating my head against a brick wall but I think by the end of our time together some of the things I tried to get across to him stuck just a little. The Civil Rights Study trip, the result of a partnership between MCISA and Multicultural Studies, is another place I influenced student learning. Through the trip, students had the opportunity to learn about a significant part of American history in a very interactive environment.

I think I also had an opportunity to have an impact on student learning in a broader sense through the information that Gladys Smith and I presented to the School of Communications faculty on Sexual Harassment and Sexual Assault. We hope to share this information with other faculty and staff next year.

### Key Activities and Events

- ✓ University 101 course – Eight week class for incoming freshmen focusing on campus resources and making wise decisions.
- ✓ Sexual Assault Presentation for School of Communication Faculty.
- ✓ Civil Rights Study Trip Course

### Summary of Customer/Client Feedback

I received great feedback from students regarding the University 101 course, the Leadership Class and Orientation Leaders Training. The evaluations for all of these programs were excellent. The students in

both enjoyed the discussion format of the courses and the information shared. The Orientation Leaders expressed that the training they received was relevant and more than prepared them for their duties during orientation weekend.

**Professional Development Activities**

National Association of Student Personnel Administrators – 2005 National Conference – Tampa, FL.

Midwest Deans Conference, Allerton, IL.

Association of Student Judicial Affairs Administrators, Circuit 8 Drive-In Conference – Planning Team  
St. Louis, MO.

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## Assistant Dean of Students – John Buck

### Recap of the Year

Overall, this has been an exciting and rewarding year for me professionally, one from which I have learned enormous amounts. It began with a collaborative effort with students in the doctor of management program on an overhaul of the student leadership development program. SLDP evolved to WebsterLEADS, complete with a centralized office with strong management. Residential Life has had a strong year, with RHA gaining regional and national accolades once again. We dealt with more student deaths than usual, and severe emotional issues with others, but assisted in coordinating effective responses to these tragedies. This year we also gained the approval of the City Council to build our new residence halls and held a groundbreaking ceremony in April. Overall, 2004-05 was a productive and positive year.

### Numbers Served

#### *Student Leadership Development Program (SLDP)*

With the assistance of Jeff Haldeman in the management department, a doctoral student cohort spent the majority of their 9-week summer course helping us evaluate and strengthen our student leadership development program. Outcomes included a new name, mission, logo, administrative focus, better orientation programs, and more structure to the leadership scholar experience.

Twenty students attended the revived Advanced Leaders Retreat, while 21 students attended the Eighth Annual Emerging Leaders Retreat. The Leadership class was team-taught by Colette Cummings and Suzanne Jones and offered in an eight-week session format for the first time, with mixed reviews concerning the format. WebsterLEADS offered 38 workshops this year, compared to 10 last year. Due to budget constraints, we did not incur the large mailing expense necessary to recruit and induct a class into the Webster Circle of ODK. This year, there were 118 students who indicated that they were pursuing the leadership certificate, compared to 89 a year ago. Seventeen students were awarded leadership certificates this year.

### Major Goals Accomplished

- ✓ *Enhance WebsterLEADS in ways that streamline administration, increase participation, and foster opportunities for student learning.*
- ✓ *Provide leadership in a variety of areas for the plans for new student housing, which provide opportunity for student learning and will impact future student recruitment.*
- ✓ *Provide guidance on issues pertinent to the effective administration of the Office of Housing and Residential Life*

These goals received much attention throughout the year and were achieved.

### Summary of Impact on Student Learning

I think the major impact on student learning came through the WebsterLEADS program and our residential life efforts. Leadership Certificate awardees report a different set of skills they have acquired to complement their academic degree. Additionally, the RA staff, their training, and their subsequent impact on residents continue to be major sources of student learning.

### **Key Activities and Events**

- ✓ Overhaul of SLDP into WebsterLEADS.
- ✓ Approval of the residence hall project by the Webster Groves City Council.
- ✓ Spent a week at Webster University – Geneva consulting on their new residence hall project.
- ✓ Strong, positive response to the leadership retreats this year.
- ✓ The renovation of Marletto’s Marketplace.
- ✓ Assisted with the presentation on “the case for new student housing” at the home of Marilyn Fox, Chair of the Student Life Committee of the Board of Trustees.
- ✓ Presentation with Ted Hoef and Colette Cummings at the Site Director’s Meeting on the topic of classroom disruption.

### **Personnel Changes**

None.

### **Summary of Customer/Client Feedback**

We received great feedback from students regarding the Emerging Leadership Retreat and the Advanced Leadership Retreat. Themes that emerged included students learning a great deal about themselves and their learning styles, how to market their leadership skills in the world of work, how to use their voices to facilitate realistic changes on campus, and effective decision making. We vastly improved our communication with leadership scholars and held well-attended and thorough orientation sessions.

### **Professional Development Activities**

Visited the Webster-Geneva campus to consult on their new residence hall project in May.

Facilitated a day of staff development for the housing and residence life staff at George Mason University (VA).

Facilitated a half day staff development workshop on collaboration for the student affairs staff at Millikin University (IL) with Ted Hoef.

Keynote speaker, Washington University Leadership Summit, in October.

Keynote speaker at the SLACHA RA conference, hosted by Webster in April.

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## Athletics

### Recap of Year

The 2004/2005 year was another successful campaign for the Gorloks with an impressive departmental GPA and continued success on the field of play and in the community. Academically, the department combined to establish a 3.3 departmental GPA, (with only three students out of 190 under a 2.0). Athletics seems to be emphasizing the importance of student learning. On the field of play, the Gorloks experienced another fine season. With three teams capturing a conference championship, Webster was able to reclaim the SLIAC All Sports Award for the fifth time in six years. This All Sports Award emphasizes the depth and all-around excellence of our intercollegiate teams.

### Numbers Served

▪ Students Recruited	81 overall (down from 90 last year) 59 freshmen, 22 transfer
▪ # of students on team rosters	216 (up from 210 last year)
▪ # of students who participated	204 (up from 203 last year)
▪ # of students who finished year	190 (up from 186 last year)
▪ # of students Academic All-Conference	69 (up from 66)
▪ Departmental GPA	3.30 (up from 3.23 last year)
▪ Recreation Programs	See University Center Report
▪ Total Attendance at Recreation Programs	See University Center Report

### Major Goals Accomplished

- ✓ *Recruit 70 new student athletes to Webster University.* This year, we recruited 81 new student athletes. While reaching our goal for the 9th consecutive year is impressive, the retention of students has led to more students competing for Webster than at any time in history.
- ✓ *Establish electronic departmental newsletter.* This project has been much tougher to implement than anticipated. One issue was distributed. Student hired to coordinate project had other priorities.
- ✓ *Retain 87% of student athletes.* Of the 153 underclassmen eligible to return next year, 131 have registered for Fall classes as of 6/3/05 (86%). A final report will be completed in September.
- ✓ *Maintain a departmental GPA of 3.2.* This goal was achieved by the student athletes during the year with a departmental GPA of 3.30. Students at risk were identified through the year with one student requesting waiver on academic eligibility (Brad Robinson). Currently three students fail to have a 2.0 GPA in the entire department.
- ✓ *Establish a departmental community service activity.* During the year, student athletes volunteered over 1200 hours at Hudson Elementary School in Webster Groves. Working with the Homework Club, the students tutored 2<sup>nd</sup> through 5<sup>th</sup> graders Monday –Thursday.

### Key Activities and Events

- ✓ Women's basketball beat Washington University (4<sup>th</sup> ranked in the country).
- ✓ Scott Hargis won conference tournaments in golf.
- ✓ Baseball & Women's basketball advanced to the NCAA championships.
- ✓ Travel: baseball and softball traveled to Florida; golf traveled to Alabama and Georgia, men's tennis traveled to South Carolina, women's basketball traveled to London, and swimming spent the New Year in Florida.

- ✓ Offered and taught 21 Physical Education activity classes
- ✓ Team fund raising (other than Gorlok Open) topped \$55,000
- ✓ Had speaker, Neil Flemming in to discuss learning styles of athletes.
- ✓ Placed first in SLIAC All Sports Award
- ✓ Men's Basketball and Golf won SLIAC championships
- ✓ Established alumni athlete chapter of alumni association
- ✓ Completed new and improved trophy case in hallway.
- ✓ Department community service initiative continued with Hudson Elementary school.
- ✓ Athletic Department banquet converted to an awards ceremony.
- ✓ Continued a working agreement with CORE Services for athletic training coverage at practices and games. Doctor Cyd Williams was our Team Physician.

### **Unforeseen Challenges**

There were two unforeseen challenges during the 2004-2005 academic year. The first was the budget crunch felt throughout the institution. This resulted in no food at the athletic awards ceremony and a canceling of membership for the golf team at Triple A (their practice facility). The second challenge was the retirement of Sue McClintock. Sue has been with the department for 18 years and the day-to-day operation of the office will never be the same.

Another challenge was the federal mandate to compensate part-time employees by the hour instead of by salary. This resulted in a \$54,000 increase in the salary line for the department. Coaches are no longer required to have a contract, but hourly time sheets must be turned in every two weeks.

Gym sound also turned into a real problem. A new sound system was installed during the summer of 2004 and the sound was worse than before. After many meetings, a new system was purchased with installation to occur during the first part of June.

Finally, much time was spent on the request for waiver of the 10-semester rule by Tom Herman. After numerous meetings with Tom, calls from his mother, and discussions with the NCAA, Tom was granted another year of eligibility. The academic advisory committee voted to push through Tom's request on our end and to put it in the hands of the NCAA.

### **Personnel Changes**

As mentioned earlier, Sue McClintock retired at the end of May. Currently, the department associate responsibilities are being evaluated. In late Spring, Kate Malesevich stepped down as head coach of both the men's and women's tennis programs. Mike Siener was hired to lead both tennis teams.

### **Professional Development Activities**

Budget cuts took a toll on professional development. Tom Hart attended the NCAA convention in Dallas. Chris Bunch attended the National Association of Basketball Coaches convention in St. Louis. Luigi Scire attended the NSCAA convention in Baltimore. Tom Hart started work on his Doctorate in Management here at Webster. Assistant coaches Andrew Belsky, Mike Siener, and Ryan Goode all continued work on Masters here at Webster.

### **Other Developments**

Athletics hired two international students to perform Web Page maintenance. These students earned over \$3,100 and money came from athletics. Athletics is also now funding an athletic business manager position (to replace Sue McClintock) from student employment and has identified an international business graduate student to handle these financial duties.

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## Career Services & Student Employment

### Recap of Year

In addition to providing and maintaining the quality of existing services, initiatives for Career Services included:

- Hosting domestic Career Builder Seminars in Little Rock, Arkansas; Columbia, South Carolina; and Kansas City, Missouri. In addition, Career Services served as a program presenter at a Career Builder Seminar for the African American Alumni Gold Chapter of the Alumni Association in St. Louis, Missouri. Program partners included Academic Affairs (Extended Campus Administration), Alumni Programs, the Dean of Students, and the Vice President for Students and Enrollment Management.
- Developing several resources designed to meet the needs of our undecided and exploratory students.
- Serving as a co-sponsor/workshop presenter for alumni networking programs in Denver and Colorado Springs, Colorado.
- Collaborating with St. Louis-based etiquette consultant Maria Everding to host the BBC at Webster University. The BBC filmed the Career Services Dining and Professional Etiquette program as part of a documentary series called “Dickens in America” to be aired on the BBC.

### Numbers Served\*

#### 2003 – 2004 (last year)

- 1,203 student and alumni appointments
- 177 student and alumni walk-in contacts
- 934 students and alumni participating in Career Services programs
- 529 students and alumni participating in classroom/organization presentations
- 2,842 total students and alumni served

#### 2004 – 2005 (this year)

- 1,361 student and alumni appointments
- 1,518 student and alumni walk-in contacts
- 938 students and alumni participating in Career Services programs (see below)
- 656 students and alumni participating in classroom/organization presentations (see below)
- 4,468 total students and alumni served

### Additional Relevant Statistics\*

#### 2003 – 2004 (last year)

- 3,243 student and alumni registrants via eRecruiting
- 3,564 jobs vacancies posted via eRecruiting
- 42 internships posted via eRecruiting
- 12 organizations hosting information tables on campus
- 10 organizations interviewing students on campus

#### 2004 – 2005 (this year)

- 4,071 student and alumni registrants via eRecruiting
- 2,011 jobs vacancies posted via eRecruiting
- 61 internships posted via eRecruiting
- 16 organizations hosting information tables and/or information sessions on campus
- 2 organizations interviewing students on campus

\*Some data collection methods were changed from 2003-2004 to 2004-2005.

## **Student Employment Program Numbers**

### **Employed through the student employment program:**

#### **2003 – 2004 (last year)**

- 925 total student employees
- 209 student employees received primary funding through department budgets
- 75 international students worked from budget, Federal Work Study, or International Webster Work Study funds
- 60 student employees worked in community service sites
- 181 supervisors of student employees within 97 work sites

#### **2004 – 2005 (this year)**

- 937 total student employees (increase of 1.3%)
- 228 student employees received primary funding through department budgets (increase of 8.3%)
- 79 international students worked from budget, Federal Work Study, or International Webster Work Study funds (increase of 5.1%)
- 45 student employees worked in community service sites (decrease of 25.0%)
- 158 supervisors of student employees within 85 work sites (decreases of 12.3% and 12.4% respectively)

### **Funds earned through the work study programs as of the 5/20/05 payroll:**

#### **2003 – 2004 (last year)**

- \$674,006.65 Federal Work Study
- \$95,223.61 Community Service (Federal) Work Study
- \$548,059.59 Webster/International Webster Work Study

#### **2004 – 2005 (this year)**

- \$584,899.84 Federal Work Study (decrease of 13.3%)
- \$60,030.42 Community Service (Federal) Work Study (decrease of 37.0%)
- \$581,057.73 Webster/International Webster Work Study (increase of 5.7%)

## **Major Goals Accomplished**

- ✓ *Prepare the third comprehensive Success Report (graduate follow-up information).* In April 2005, Career Services released the 2003-2004 Success Report announcing a 96% Comprehensive Success Rate (85% Professionally Employed, 3% Continuing Education and 8% Underemployed).
- ✓ *Market Career Services on the St. Louis campus* In an effort to increase both student/alumni and employer participation in Career Services events, Career Services completed several new initiatives in 2004-2005 including:
  - Organizing staff into a Marketing Team led by Maureen Stroer.
  - Developing a new Career Services logo and branding tag line.
- ✓ *Revise the Career Services mission statement.* In October, Career Services revised their mission statement to be more congruent with the mission of the University and the Division of Student Affairs. The new mission statement is “Career Services teaches Webster University students and alumni the skills needed to navigate the dynamic career development process and supports them as they clarify and attain their career goals.”
- ✓ *Evaluating and selecting a new on-line office management program to replace eRecruiting.* After thorough research and consideration, Career Services opted to retain the eRecruiting software for two more years.
- ✓ *Partnering with the leadership program to plan and offer a skill development workshop for student leaders and student employees.* Ideas for two workshops were generated early in the fall semester,

but were not ultimately planned for spring due to budget restrictions. However, multiple workshops were cross-promoted with the WebsterLEADS distribution list, which encouraged participation at events such as the Job Search Strategies Workshop and Video Premier and the “Make the Connection” alumni panel.

- ✓ *Developing and distributing promotional pieces for students searching for student employment positions and for supervisors seeking student employees.* In an effort to increase student awareness of student employment options, two flyers were developed and circulated during Fall 2004 to list job search strategies for students and job posting strategies for supervisors.
- ✓ *Entering involvement codes in CARS for students participating in the student employment program both on and off-campus.* Career Services developed involvement codes and a procedure to insure complete and accurate information was being entered into CARS. By January 2005, the involvement codes had been entered for all 2004-05 student employees, and routine checks and updating of information was occurring as needed. This procedure will continue for subsequent years of student employees.
- ✓ *Preparing a comprehensive report on the possibility of allowing student employees to use their work study awards at international campuses.* Research was conducted throughout 2004-05 on the viability of such a usage. Although the 2004-05 Federal Student Aid Handbook states that Federal Work Study monies may indeed be earned at international campuses, no universities with bona fide international campuses such as Webster’s were found to allow their study abroad students to do so. An e-mail request to the international site directors in late January 2005 generated a mixed response to such a program, ranging from uncertainty as to availability of student employment positions, to questions of payment for such work going directly to student account or tuition remission.

### **Summary of Impact on Student Learning**

Career Services has contributed to Webster University’s mission of giving students real knowledge for the real world, using a model for career development education called the “Five Es of Career Development.” The model, a description of the model and related career services are provided below.

- **Evaluation:** People typically begin the career development cycle by evaluating themselves. Career Services helps students evaluate their values, interests, personality and skills as they seek to either choose a major or an occupational interest area. **Sample related services:** Career Counseling, CareerWay Online Software, Myers-Briggs Type Indicator, Campbell Interest and Skill Survey, Self-Directed Search assessment and Strong Interest Inventory.
- **Exploration:** Once students have evaluated themselves, they are ready to explore the world of work to determine what careers best fit their unique set of characteristics. Career Services helps students gather occupational information so they can better choose a career path. **Sample related services:** Career Counseling, Career Resources Library, and CareerWay Online Software.
- **Experience:** While students may believe that they have chosen the right careers, Career Services suggests that they explore their chosen careers by getting experience. Career Services offers assistance to students in obtaining internships, part-time and/or summer jobs to gain practical experience. **Sample related services:** eRecruiting Software (internship listings), Internship Advising (resumes, cover letters, job search strategies and networking), Student Employment Program and Career Fair.
- **Employment:** As students near completion of their college degrees, their thoughts turn to full-time jobs or graduate school. Career Services has developed services to help graduates either prepare for graduate school or find a job. **Sample related services:** Individual Employment Advising (resume writing, cover letters, interviewing, job search strategies, networking), Career Fairs (Webster’s annual

Career Fair and the Gateway Career Services Association job fair), eRecruiting Software (job vacancies, resume referrals, mentoring program), On-Campus Recruiting and Employer Information Tables.

▪ **Education:** Throughout the career development cycle education is a critical factor. In order to remain employable or to advance professionally everyone needs to seek out educational opportunities and become life long learners. Career Services offers programs, workshops and services that teach the basics of career development that will help graduates throughout their lifetime. **Sample related services:** Career Builder Seminars, Classroom Presentations, Mock Interview Day, and the Dining and Professional Etiquette Workshop. **Key Activities & Events**

<i>Program/Event</i>	<i>Number of Participants</i>	<i>Customer Feedback</i>
✓ Classroom Presentation: Job Search Strategies, SOC Interns	45	Not Evaluated
✓ Mixin' and Minglin' for Orientation Leaders	30	
✓ Mixin' and Minglin' for Freshman and Parent Orientation		15
✓ Mixin' and Minglin' for Freshman and Parent Orientation		30
✓ Mixin' and Minglin' for Alumni Board Meeting	50	Evaluated by Alumni
✓ Career Builder Conference, St. Louis	54	9.88
✓ Marketing Yourself to Employers for Student Organization Leadership Conference	10	Not Evaluated
✓ 5 Es of Career Development for Freshman Seminar	10	Not Evaluated
✓ 5 Es of Career Development for Freshman Seminar	12	8.83
✓ Classroom Presentation: MBTI Interpretation	12	9.93
✓ Resume Writing Workshop with The Writing Center	11	9.75
✓ New Student Employee Training (8 sessions)	81	Not Evaluated
✓ Classroom Presentation: Job Search Strategies and Resume Workshop	17	9.59
✓ Information Session: Department of State	41	Not Evaluated
✓ Classroom Presentation: MBTI and Workplace Communication	9	9.22
✓ 5 Es of Career Development for CORE Program	15	9.60
✓ Mixin' and Minglin' for Alumni	2	Not Evaluated
✓ Major Reality: Major Options	10	9.22
✓ Career Fair Prep Workshop	9	9.63
✓ Career Fair Prep Workshop	14	9.86
✓ Resume Workshop for Marketing Communications Club		8 9.86
✓ Career Fair 2004	416	8.15
✓ Sticks, Stories and Student Development		

for Higher Education Conference	90	
✓ Classroom Presentation: Job Search for Education Majors	25	9.26
✓ Job Search Strategies Workshop with Video Premier	10	9.38
✓ Classroom Presentation: Psychology Majors' Career Options	19	9.21
✓ Career Builder Seminar, Little Rock, AR	26	9.70
✓ Mixin' and Minglin' for CORE Program	15	Not Evaluated
✓ Marketing your International Experience	18	8.45
✓ Dining and Professional Etiquette Dinner with the BBC	45	Not Evaluated
✓ Changing the Way We Work, MwACE Conference Presentation	12	Not Evaluated
✓ Career Development for MBA Students	~25	Not Evaluated
✓ Career Builder Seminar, Columbia, SC	36	9.53
✓ Major Reality: What to do with a major in...	8	9.86
✓ Presenting Effective Workshops for WACE	40	Not Evaluated
✓ Mixin' and Minglin', Colorado Springs, CO	44	Not Evaluated
✓ Mixin' and Minglin', Denver, CO	47	Not Evaluated
✓ Classroom Presentation: MBTI Overview	11	Not Evaluated
✓ Changing the Way We Work for St. Louis Women's Show	12	Not Evaluated
✓ Resume and Cover Letter Workshop	14	9.91
✓ Classroom Presentation: Self Directed Search	20	9.70
✓ Facing the Real World Workshop for MCISA	8	Not Evaluated
✓ Universal Design of Instruction for Faculty	10	Not Evaluated
✓ Classroom Presentation: MBTI Overview	19	9.84
✓ Classroom Presentation: MBTI Overview	17	9.82
✓ Classroom Presentation: MBTI Overview	18	9.78
✓ Mixin' and Minglin' for SBC Employees	20	Not Evaluated
✓ Want to Go to Grad School? Workshop for MCISA	6	Evaluated by MCISA
✓ AT&T On-site Visit: Interviewing	9	10
✓ Make the Connection Workshop	9	Not Evaluated
✓ Classroom Presentation: 5 Es of Career Development	16	9.88
✓ Classroom Presentation: Job Search for Education Majors	29	9.76
✓ Career Builder Seminar, Kansas City, MO	32	9.69
✓ Mock Interview Day, March 2005	9	9.75
✓ Mock Interview Day, April 2005	18	9.67
✓ Classroom Presentation: Job Search for PR Majors	9	9.67
✓ Career Builder Seminar, St. Louis, MO for African-American Alumni Gold Chapter	28	9.86

## **Total individuals attending Career Services Programs and Presentations: 1,675**

### **Summary of Customer Feedback**

In addition to the quantitative feedback provided in the “Key Activities & Events” section of this report, Career Services received positive qualitative feedback from program participants. Selected comments from program participants include:

- Excellent presenters, good examples, covered all topics extremely well. (Career Builder Seminar – Kansas City)
- Thank you. I was skeptical at first and had my fears of this possibly being a waste of time put immediately to rest. I enjoyed myself and wish I would have brought a guest. Thanks again! (Career Builder Seminar – Kansas City)
- Overwhelmed with all the great information – I’ll organize my attack tomorrow! (Career Builder Conference – St. Louis)
- I enjoyed today immensely! Thank you for presenting this. It was well organized, informative and helpful. (Career Builder Conference – St. Louis)
- Quality of employers was excellent – better than expected (Career Fair 2004)
- The 5 Es were very helpful. Now I know what procedures to follow in order to be successful! (5 Es of Career Development for C.O.R.E.)
- All the information was valuable - very to-the-point, covered a lot in a short amount of time, got me thinking (Job Search for Education Majors)
- Learning all the aspects of a resume was very helpful. I’ve never had to write a resume before and now I have a much better feel with what it should involve. I really appreciated specific examples instead of vague concepts. (Job Search Strategies for Public Relations Major)

### **Personnel Changes**

- Trezette Dixon (Assistant Director, Employment Services) began a job share on June 1, 2004.
- In August 2004, Thomas Hilliard began to serve as the Assistant Director, Employment Services (the job share partner with Trezette Dixon).

### **Professional Development Activities**

O. Ray Angle, Director

- Served as the President-Elect of the Midwest Association of Colleges and Employers
- Began serving as President of the Midwest Association of Colleges and Employers on May 17, 2005
- Attended the Annual Conference and the Recruiting Trends Conference of the Midwest Association of Colleges and Employers
- Attended the Spring Professional Development Meeting of the Gateway Career Services Association
- Attended the National Association of Colleges and Employers joint conference with the Midwest Association of Colleges and Employers

Trezette Dixon, Assistant Director, Employment Services

- Attended the Midwest Association of Colleges and Employers annual conference
- Attended Gateway Career Services Association Fall Employer/Colleges Networking Breakfast
- Participated in Self Directed Search assessment training
- Participated in Distance Credentialed Counselor Training sponsored by ReadyMinds
- Attended the National Association of Colleges and Employers joint conference with the Midwest Association of Colleges and Employers

Tamara Gegg-LaPlume, Assistant Director, Career Development

- Attended Management Leadership Institute, Sponsored by NACE
- Attended Career Development Facilitator Trainer Training, Sponsored by NCDA
- Served on Gateway Career Services Association Executive Board as Secretary
- Served as member of Gateway Career Services Association Gateway to Careers Job Fair staff

Tom Hilliard, Assistant Director, Employment Services

- Regularly attends the St. Louis Organizational Development Network meetings

Suzanne Jones, Assistant Director, Experiential Education

- Participated in Self Directed Search assessment training
- Attended the CAPT seminar on Using the MBTI in Management and Leadership
- Served as a team leader for WebsterWorksWorldwide 10, as well as serving as member of the WWW-10 planning committee
- Served as a member of Webster University's Accessibility Committee and Inclusion Education Sub-Committee

Maureen Stroer, Department Associate

- Attended the Midwest Association of Colleges and Employers annual conference
- Attended the Missouri College Personnel Association Drive-In Workshop

### **International Student Employment**

In accordance with Student Affairs' commitment to recruit and employ international students, Career Services employed Keshav Kiran and Rishma Shetty from India for a portion of the academic year until they accepted professional positions with other employers.

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## Counseling and Life Development

### Recap of Year

Positive and productive year. Each counselor has contributed to the department's success.

### Numbers Served

<u># Sessions</u>	<u>1-4</u>	<u>5-10</u>	<u>10-14</u>	<u>15+</u>	<u>Totals</u>	
Patrick Stack	93	66	39	4	202	
Gladys Smith	67	58	14	18	157	
Karen Geren	<u>8</u>	<u>16</u>	<u>2</u>	<u>2</u>	<u>28</u>	
	168	140	55	24	387 (-91)	
Commuters	61	49	10	9	129 (-27)	
Residents	94	74	38	6	212 (-38)	
Faculty/Staff	1	0	0	1	2 (-15)	
International	12	17	7	8	44 (-11)	
Fall Semester	70	39	15	8	132 (-60)	
Spring Semester (-31)		98	101	40	16	255
Undergraduates	182	96	57	24	359 (-65)	
Graduate	17	5	3	1	26 (-11)	
*Faculty/Staff	1	0	0	1	2 (-15)	
Females	97	88	36	15	236 (-59)	
Males	71	52	19	9	151 (-32)	

\*Did not identify sex of faculty/staff

### Issues Identified in Counseling

Transitions	1%
*Relationships (Family, teacher, romance)	32%
Personal Growth	5%
*Stress/Anxiety	34%
*Self-esteem	26%
Alcohol/Drugs	2%
Referrals from faculty/staff	294 or 76%

\*Depression is an overriding symptom but not the issue.

### Group Work

Gladys conducted support groups – eating disorders and victims of sexual assault.

Gladys was faculty/staff mentor to Peer Education Zeitgeist (PEZ)

### Major Goals Accomplished

- ✓ *Peer Education Zeitgeist (PEZ) revitalized*
- ✓ *Curriculum infusion of counseling topics into classroom*

## **Summary of Impact on Student Learning**

Counseling sessions assist to maximize student coping skills. Particular attention is given to obstacles that prevent optimal learning. 95% of students served in 2004-2005 are returning to Webster University.

## **Crisis Response**

- Three student deaths, of which one occurred on campus
- Four sudden deaths of student family members
- Two psychiatric hospitalizations

## **Key Activities and Events**

- ✓ Eating disorder and Sexual Assault & Recovery support groups
- ✓ Extended evening hours
- ✓ Host major work shop for clinicians in mid-west

## **Personnel Changes**

Karen Geren, social work intern from Washington University, completed her internship. Katey Parsons, counseling extern pursuing Missouri Professional Counselor License, began in May 2005. Jamie Stern, social work intern from Washington University; Brenda Tracy, counseling graduate student at McKendree College; Kelly Hutcheson, counseling graduate student at Lindenwood University will begin internship in August 2005.

## **Summary of Customer/Client Feedback**

Forty-two evaluations returned with 96% positive rating.

## **Professional Development Activities**

Patrick conducted seven server trainings for local Webster Groves businesses that sell alcohol by the drink; board member of UNITE 2000; completed volume 14 of Directions in Mental Health Counseling; selected for audit by Missouri Substance Abuse Counselors' Certification Board, Inc. –successfully completed audit and received re-certification; re-certified by National Board for Certified Counselors, Inc.; hosted the Drs. David Schnarch & Ruth Morehouse work shop; invited and accepted to be member of the American Association for Marriage and Family Therapy legislative policy “Family” team.

Gladys successfully completed all requirements for Missouri State licensure as professional counselor; conducted workshops for Missouri Substance Abuse Counselors' Certification Board, Inc., at the Lake of the Ozarks; attended major conference on college student suicide at Newport, R.I.; pursuing doctoral degree in professional counseling.

## **Hiring of International Students**

There is no budget monies allotted to Counseling and Life Development for student workers. There are three international students working in the Counseling/Residential Office and Peer Educators.

## **Campus Ministry**

- Campus Crusade for Christ is the largest and most active campus ministry program. They are one of the largest student organizations with 70+ students.
- Three Bible study classes took place throughout the year. The Baptist Student Union (BSU) conducted a Tuesday Evening Bible study at the University Center. The Pentecostal Campus Ministry conducted a Bible Study on Monday Evenings at Webster Village. Campus Crusade conducted Thursday Evening Bible Study.
- There are currently 16 campus ministry programs serving the faiths of Judaism, Christianity, and Islam.

- Throughout the year numerous referrals are made to campus ministers.
- Stillpoint campus ministry conducted Memorial Service for deceased student.

**Community Activities**

- Unite 2000 – Webster Groves Safe and Drug Free School and Community
- Server-training for local businesses that sell alcohol by the drink
- 9 Webster School District families and three Nerinx Hall families participated in the four week Alcohol/Drug Education & Prevention Program

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## Dinning Services

### Recap of Year

Resident dining changes were the major highlights of the academic year. Marletto's Marketplace (the renovation of Maria Hall Cafeteria) opened in August. During the spring semester, menu changes continued in a major way with the introduction of an improved vegan menu to complement the "Balance Mind, Body, Soul" program. Most employees from the former cafeteria had their jobs redesigned with the students in mind—they became true "frontline" employees cooking in front of customers.

### Numbers Served

- 297 students participating on meal plans—an all time high for the fall semester.
- 265 customers participated in the grand opening of Marletto's on Sept. 20<sup>th</sup>.
- 2050 meals served during the course of new student orientation in August.

### Key Activities and Events

- ✓ "Eatertainment" resident dining events—four held throughout the year. These events were designed to cultivate excitement among students and to provide a monotony breaker.
- ✓ Four hundred box lunches provided at the groundbreaking of the new residence hall in April.
- ✓ Grand opening ceremony of Marletto's Marketplace. Featured a guest chef from a local Japanese restaurant complete with cherries jubilee. Later in the week a 52-foot ice cream sundae was devoured in just one hour.
- ✓ Holiday party hosted by Dr. and Mrs. Meyers—always a popular event well attended by faculty and staff
- ✓ Meal plan survey revealed a number of concerns about the meal plan that need to be addressed in the coming year. Some new meal plan options will be made available to students and evening hours will be added at Marletto's.

### Professional Development Activities

Anthony Davis, Jarred Moore, and Joe Harvey traveled to the Illinois Institute of Technology and received certification in food safety—a program presented through the National Restaurant Association called "Serve Safe". All three employees received a passing score (80% or higher) on the 90-question exam. In April Joe Harvey traveled to Austin, TX for Sodexo's "Clients for Life" introduction. Clients for Life is part of the company culture which targets retention and partnership.

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## Health Services

### Recap of Year

The numbers enrolled in the student insurance policy increased again this year. We now insure over 800 students. Approximately 30 of those have graduated, yet they continue to take classes at Webster University in order to enroll in our insurance.

Student insurance was sent out to bid. Two companies placed bids. The Insurance Committee made the decision to change to United Health Care. United Health Care offered a better product for less cost to the student. United Health Care is offering our students a complete package; Medical, Dental, and Vision. As a direct result of continued high claims experienced, the premium increased 60%.

### Numbers Served – 6/1/04 through 5/31/05

- 7,344 Total Patient visits (20% increase)
- 1,552 Employee visits (2% increase)
- 5,792 Student Visits (48% increase)
- An average of 2.96 visits per patient.
- 3,383 Phone Consultations (Medical and Insurance Claims Issues)

### Summary of Impact on Student Learning

Students were involved in all aspects of the Health Services department including general office duties and CPR classes.

The Student Educators continued promoting healthy living to their peers. The group consists of 14 very diverse students. Their goal was to reach and educate students on health issues.

### Key Activities and Events

- ✓ Trained over 175 people in CPR, First Aid, and Preventing Disease Transmission
- ✓ Trained all the Public Safety Staff in CPR, First Aid, Preventing Disease Transmission, Oxygen, and Infant Child CPR.
- ✓ Continued the WebsterWorksWorldwide On-Campus Work Room.
- ✓ The Student Educators had 11 programs. Approximately 750 students attended the programs.

### Professional Development Activities

Health Services staff was unable to attend the Central College Association Conference and the American College Health Association Conference. This was due to budgetary restrictions and an increase in patient visits to Health Services.

### Other Developments

N/A

# Multicultural Center and International Student Affairs Office

## Recap of the year

This year the Multicultural Center and International Student Affairs made significant strides in efforts to promote diversity and student learning on the campus and throughout the outside community. Through our efforts, we have made some major accomplishments in this area, but due to budget cuts and lack of participation, we also took a loss in other sectors.

## Numbers Served

- More than 2000 students, faculty, staff, alumni, and community members attended the programs sponsored or co-sponsored by the department this year and services provided.
- More than 250 students came to the office for individual appointments with Brandyn, Shay, Rene or Reem to discuss a variety of concerns, from housing to financial aid, and from personal crises to graduation requirements.

## Major Goals Accomplished

*To improve the initial arrival host, conversation partner, and buddy program services for international students.* Although more than 20 students utilized these services, the evaluations we received were minimal but positive. This year there were a record number of families signed up for the initial arrival host program, but there were fewer students who needed these services. The Buddy program will be revised for the upcoming year so that new international students will have mentors.

*To work with faculty, staff, and student groups to increase learning through diversity advantage program.* In the fall semester, The MCISA initiated the Diversity Advantage Program (DAP). This program increased collaborative programs amongst departments to educate students about cultural diversity outside the classroom. By the end of the semester, there were a total of 60 students involved in the program and 43 activities and lectures sponsored by the MCISA and other departments including student affairs departments, student organizations, colleges/schools, and faculty. In the beginning of the spring semester, the number of students enrolled in the program had increased to 79, but due to the budget cuts, the program was discontinued until further notice.

*To expand the exchange of cultures program placing an emphasis on reaching out to schools and community groups in the Webster Groves community.* The Exchange of Cultures Program offered a chance for Webster's international students to share information about their countries and cultures with students and community members. The MCISA contacted over 30 schools and community establishments to offer them this learning experience and 14 schools replied. We were able to attend 10 sessions.

## Summary of Impact on Student Learning

This year, the Diversity Advantage Program was a tool used to increase the awareness of many discussions, speakers, and activities for our department and other departments on campus. Through the program, students enrolled in DAP attended at least three programs on diversity and cultural awareness that they would not have otherwise attended.

## Summary of Impact of Retention Methods

This year, the MCISA launched two new student groups within the department –*The Sister Circle* and the *Black Men's Society*. The purpose of these groups is to bring like students together to share in discussion of concerns that affect them while they are at Webster, to give them a medium through which to build relationships, and network with other members of the campus. The discussion group offers small workshops, group activities, and weekly and bi-monthly discussion meetings. *The Sister Circle* has 28 active members and the *Black Men's Society* has 17 active members.

### **Key activities and events**

- ✓ Diversity Advantage Program
- ✓ The Broken Promise of the Brown vs. Board of Education
- ✓ International Week
- ✓ Thursdays at Three
- ✓ Diversity Retreat: Building a Diverse Future
- ✓ International Night
- ✓ Sister Circle and Black Men's Society
- ✓ Women of Webster Awards: Women Influencing Student Life
- ✓ Get on the Bus Trip to Cincinnati, OH.
- ✓ Cultural Trip in conjunction with class HIST 1010
  - Civil Rights Tour to Alabama and Georgia
- ✓ Love Jones Open Poetry night featuring poets from Def Poetry Jam
- ✓ Does Hate Exist on our Campus? Examining Hate Crimes on Webster University Campus – WebsterLEADS presentation

### **Personnel Changes**

Reem Abeidoh was hired as a graduate assistant

### **Summary of Customer/Client Feedback**

Overall, participants were pleased with the number and quality of programs we provided. There were requests for additional off-campus programs and joint programs with other campuses in the area.

### **Professional Development Activities**

Brandyn Woodard:

Took graduate classes and received a Master's degree in Human Resource Management

Shay Malone:

*What is Diversity?* Red Cross

NCORE

Rene Murph

*What is Diversity?* Red Cross

### **Statistics on the Hiring of International Students**

The Multicultural Center and International Student Affairs employed 2 international students over the course of the academic year.

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# Orientation

## Recap of Year

Fall undergraduate orientation saw its largest turn out. Four hundred and twenty-two first year and transfer students attended orientation weekend in the fall along with a few hundred parents and family members. Twenty-six student orientation leaders worked extremely hard over four days to help students acclimate to their new environment. Overall ,the program went extremely well.

## Numbers Served

- Fall Undergraduate Orientation – 422 students attended the program, an increase of 31 students

## Major Goals Accomplished

- We did not accomplish our goal of creating an advisory committee for orientation programs.

## Summary of Impact on Student Learning

Orientation programs helped students to feel comfortable in their surroundings in order to make a successful transition to Webster. Orientation staff provided information to new students about academic and social life at Webster and in the community. The students who participated in the Ready, Set, Go program (overnight program held in the summer) were able to register for classes and meet new people.

## Key Activities and Events

- ✓ Fall Undergraduate Orientation August 19-22, 2004

## Summary of Customer/Client Feedback

Feedback from undergraduate students and their family members indicates that they were pleased with the information and services provided during fall orientation. They felt that the activities planned helped to answer their questions, acquaint them with their new surroundings, and meet other new students. We also received some helpful feedback from parents regarding logistics that will incorporate into the planning of next year's program.

## Statistics on the Hiring of International Students

Orientation Programs employed 6 international students as orientation leaders this academic year.

## Professional Development Activities

NA

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# Housing and Residential Life

## Recap of Year

Overall, Housing and Residential Life had an exceptional year. The opportunity to focus on impacting the lives of first year students had significant retention implications. We responded well to crises, both personal and facility related and were responsive to a variety of resident needs. Programming efforts improved, the RA staff was very strong and consistent, and administrative processes were improved and streamlined.

## Numbers Served

- We opened the Halls and Houses with 206 residents (203 in the halls including RAs and 3 in the houses). We ended the year with 201 residents (198 students in the halls including RA's and 3 in the houses).
- On opening day, we had 7 students on a waiting list for housing. This past summer, it did peak at 43. In the previous two years (FA 03 & FA 04) our wait list reached 20.
- The residence hall RA staff planned, implemented, and evaluated a grand total of 83 educational and social programs, which attracted over 2,000 in attendance. RAs chose to collaborate a great deal more this year than in past years, in pairs and in small groups, with other RAs and with other student organizations. Collaborative programs with WVA staff included Homeless and Hunger Awareness Week, Sibs Weekend, and trips to St. Louis landmarks.
- RHA had a very productive year. They were recognized at conferences in November and February as School of the Year for the Midwest Affiliate of College and University Residence Halls (MACURH). For the first time ever, Webster was a finalist for national school of the year recognition, however, was not the recipient. They received the student organization award for Outstanding Community Service at the leadership awards banquet in April. They also co-sponsored with Webster's National Residence Hall Honorary (NRHH) the second-annual Rezzies awards ceremony to recognize student leaders and programming within on-campus housing.
- Incident report numbers decreased compared to last year. We logged 26 incident reports, down from 72 last year. Of those, 17 were pursued judicially; the remaining 9 included several reports from the beginning of the year of students propping open the door on the first floor of Loretto Hall.

## Major Goals Accomplished

- ✓ *To support residential student retention and student learning outcomes through intentional programmatic efforts.*

RAs in the residence halls planned very successful programs with faculty members this year including Brazilian Culture Night, and a film screening and discussion with a Spanish professor. This year also saw the return of Homeless and Hunger Awareness Week. Not only did the week provide food, clothing, money and volunteers for a local shelter, but it was one of several programs that succeeded due to the collaborative efforts of RAs in the halls and apartments. Another program that combined awareness and philanthropy activities was Cancer Awareness Week in May. RAs had a great deal of resident participation in community service activities including planning a Halloween party for children at Karen House, making cards and assembling care packages to send to armed forces overseas, and making sandwiches and delivering them to homeless people in downtown St. Louis.
- ✓ *To support residential student retention through development of individual relationships with Residential Life staff members and involvement within residential communities, in order to*

*establish connections between students and the university.*

As stated in the objectives, RAs in the residence halls conducted one-on-one meetings with each of their residents during the first three weeks of the fall semester and met with pairs of roommates before fall break to discuss their roommate agreements. RAs were encouraged throughout the year to maintain regular contact with those residents that were not connected to the floor community and to help them find other outlets for involvement on campus.

- ✓ *Development of a student worker staff focused on providing outstanding service to clients & customers, which also offers an experience to employees that enhances student learning.*

In August 2004 new and returning student office assistants gathered for an afternoon of training and development. The session was very effective and saw a higher level of professionalism and consistency among the office assistants during the following semester. At the end of the fall semester residents completed a Quality of Life Survey. Of the responses, 94% felt that they had received good customer service from the office assistant staff. At the beginning of the spring semester the office assistants again gathered for a meeting to review policies and procedures and discuss issues related to their responsibilities. There were two RA staff in-service training sessions this past year. During Winter Training in January Tamara Gegg-LaPlume presented a session to the RAs to help them to market their RA experience.

### **Summary of Impact on Student Learning**

RA Staff worked with the clear expectation that they were to "change the world by impacting the lives of their residents." This meant several things for them, the foremost being the building of relationships with their residents. The RAs were challenged with meeting and providing programming for residents that enhanced this relationship building process. The real student learning occurred on individual levels and on a variety of topics: academic struggles, roommate mediations, supporting resident-initiated programs, supporting RHA, homesickness, community living and lifestyle choices. RAs made several referrals to support offices such as counseling & life development, student health, academic support center and to the housing coordinator. Programs, both planned and spontaneous, provided opportunities for student learning. However, there were dozens of occurrences this year when RAs challenged and supported student learning on individual levels. Because our system is small, our impact in this regard can be great.

According to summary data from our Quality of Life Survey in May, 61% reported they agree/strongly agree that residence hall programming enhanced their student learning. Overall, floor GPAs were up over last year, and only one hall resident finished the first semester below a 2.0, down from fifteen last year. None of our student workers finished the fall semester below 2.0. The floor GPAs for the spring were just slightly lower than last year; four students finished the spring semester below a 2.0, compared to eight students last year. Again, none of our student workers finished the spring semester below a 2.0.

### **Key Activities and Events**

- ✓ The RA Staff from the halls and apartments collaborated on educational programs including Homeless Awareness Week and Cancer Awareness Week.
- ✓ Gully Unplugged 9 & 10 were again well attended
- ✓ RHA Date Auction raised over \$2,800.00 for the American Heart Association.
- ✓ RHA received Outstanding Community Service Award at Student Leadership Awards Banquet.

### **Personnel Changes**

There were no changes in full-time staff in the past year. We hosted an intern as part of a program sponsored by the Association of College and University Housing Officers -International (ACUHO-I). Sandra Alef from Eastern Michigan University, spent the summer at Webster.

### **Summary of Client/Customer Feedback**

Quality of Life Evaluations: We received 176 surveys upon check-out in May. Overall, the students had

a very positive experience. Regarding customer service, students were pleased with the service they received from staff, especially the Office Assistants (91% were pleased or very pleased with their service) and the availability of RA's (91% were satisfied or very satisfied with their availability). Students thought maintenance issues were addressed quickly, and felt that living in the halls was very convenient to other things on campus. Sixty-six percent (66%) reported they were able to study sufficiently in the halls. Eighty-two percent (82%) reported having a good roommate experience. Student opinions about the quality and the general "healthiness" of the food increased from last year, however only 35% of residents agreed or strongly agreed that the cafeteria hours were convenient. Ninety percent (90%) report living on campus has enhanced their experience at Webster University.

### **Professional Development Activities**

Karen served as chair of the Paraprofessional Development Committee for SLACHA (St. Louis Area College Housing Association) and hosted the annual SLACHA Spring RA Conference for over 100 RAs in the St. Louis area. Karen and Buck participated in the SLACHA Professional Staff Drive-In. Karen also accompanied a delegation of students from RHA and NRHH to the NACURH national conference. Kelly attended a MOCPA Support Personnel Drive-In Workshop at Fontbonne University.

### **Statistics on the hiring of international students**

We employed 13 student office assistants (shared with counseling and life development) and 7 RAs. Although 13 students worked as office assistants, they were not all employed at the same time. Three students worked only in the spring semester and some students could not work the entire semester after their work study awards had been used. Within the student office assistant positions, we hired 3 international students, but one of the three chose to remain abroad the entire year, and did not work for us. The goal of 30% was not met in the number of students hired as student office assistants (23%). One of the challenges we find is that, since Residential Life and Counseling Life Development share these workers, we need to hire students who can respond quickly in a psychological or emotional emergency. We have hired 1 international student to be an RA in the Webster Village Apartments next year.

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## University Center and Student Activities

### Recap of Year

This year involved some significant changes in staffing and responsibilities, and overall a series of quality programs. The beginning of the year saw the first-ever overnight fall training for all University Center student employees. This was widely enjoyed and helped to encourage bonding among staff outside of the regular training times. A new Department Associate was hired mid-year, which was the catalyst behind a reorganization of the student programming staff and the creation of Campus Activities from the former Student Activities Council and Campus Recreation entities. The staff merged very smoothly and positively. Despite such staffing changes and other challenges, such as keeping the budget in check, the morale of the entire University Center staff remained high throughout the year. The different areas worked well together, especially in times of crisis, and building-wide get-togethers enabled a feeling of celebration across the entire department.

### Numbers Served

▪ Gorlok Grill	10,711	-14.7%
▪ Commons	10,351	-25.2%
▪ Student Leadership Center	4,478	-54.2%
▪ Sunnen Lounge	12636	+11.6%
▪ Conference Room	3,359	-5.4%
▪ Presentation Room	3,811	-25.9%
▪ Priority Scheduled Events for 2004-2005	1297 (1324 requests)	+69.5%
▪ Fitness Center	35,731	-1.0%
▪ Swimming Pool Individual Users	8,301	-3.3%
▪ Swimming Pool Group Users	18,295	-11.4%
▪ Grant Gymnasium	60,116	-5.1%
▪ Athletics Lobby	4,564	-18.5%
▪ Group Rental of Pool	\$23,036.25	+35.7%
▪ Total Revenue for Building Rental	\$35,593.25	-6.1%
▪ Membership Revenue	\$31,452.50	-2.3%
▪ Attendance at SAC and Recreation Events*	4,854	-30%

\*SAC and Campus Recreation were merged in January

### Major Goals Accomplished

- ✓ *At least once per month, student-oriented lectures will be planned on current and interesting topics in conjunction with faculty members.* The greatest success involving faculty were the Debate and Election parties, which were well-attended and received national and international attention, including a faculty panel going late into the night. The Tsunami Benefit Concert held in the University Center was also a success, involving many parts of campus, including the faculty. SAC and Campus Recreation were involved with six Bridge Initiative programs in varying depths of involvement. However, for several other programs, faculty did not respond despite numerous methods used to invite them to do so.
- ✓ *Implement two projects that will make the University Center more welcoming to prospective students.* A plan was developed to have Student Building Managers, SAC and Rec programmers, Fitness Center, and Pool staff meet the Admissions tours to give a quick “welcome” so that prospective students would get a positive first impression of the first building they toured. This turned out to be a logistical challenge due to several reasons. Inconsistencies in the tour styles of the different Ambassadors, as well as the exact time of the tour many times left the UC staff

waiting or their area was not entered by the tour. Also, for the pool and fitness center, their duties often had them away from the desk where they would have greeted the prospective students. This plan ended after a few months. The bulletin boards did not get wrapped in fabrics per the original goal.

- ✓ *Campus Recreation will continue to increase its attendance at programs by 15% and reach a more diverse audience by offering an expanded array of types of programs.* Due to the combination of the Student Activities Council and Campus Recreation, there were no “Campus Recreation” events, per se, in the Spring. The attendance from Campus Recreation events in the fall plus the weekly volleyball and bowling events (typical Spring recreation events) totaled just under the attendance for Campus Recreation events last year. It should be noted that there was an overall decrease in the number of student program staff due to measures taken to keep the student employment budget line in check.

### **Summary of Impact on Student Learning**

The November elections provided a wonderful learning opportunity about our civic process for Webster students, and they responded to the related programs in high numbers and with much energy. Again, the Bridge Initiative enabled the program staff to have a direct impact with student learning, by working with faculty members to enhance the programs that tied into their curriculum. These events included international films, guest speakers, and cultural outings.

### **Key Activities and Events** (either sponsored or co-sponsored by this department)

- ✓ Welcome Back Week
- ✓ Involvement Fair
- ✓ Homecoming: Gallery Hop, Webster Idol, 5K run
- ✓ Presidential Debate and Election Parties
- ✓ STOMP performance
- ✓ Movie Screenings
- ✓ Ski Trip
- ✓ Bowling League
- ✓ Tsunami Benefit Concert
- ✓ Weekly volleyball nights
- ✓ City Museum Trip
- ✓ Springfest (Carnival, Recruitment Fair, International Night, Salsa Dancing, Annual Softball game)
- ✓ Vegas Night Spectacular
- ✓ Cardinals Game

### **Personnel Changes**

Shana Wilson left the position of Department Associate/Reservations Coordinator. Jennifer Violett was hired to replace her. At that time, responsibility for supervision of the Fitness Center moved from that position to Marty Hunsucker’s. Marty’s responsibility for supervision of Campus Recreation was moved to the Graduate Assistant, Niki Femmer. Niki graduated and was replaced by Billy Ratz, who will oversee the combined SAC and Campus Recreation – now called Campus Activities.

### **Summary of Customer/Client Feedback**

Surveys were conducted regarding the reservations process for rooms and customer service in the University Center. 150 surveys were distributed with 33 returned.

<b>Question</b>	<b>Average Score (out of 5)</b>
<b>Building Staff:</b>	
1. Friendly, courteous, and helpful regarding your reservation	4.9
2. Knowledgeable of the events/building/campus	4.9
3. Responded quickly and appropriately to requests	4.7
4. Able to handle and solve problems	4.8
 <b>Room:</b>	
1. Set-up completed correctly (as requested on reservation)	4.5
2. Set-up completed on-time (prior to event time)	4.5
3. Staff able to accommodate additional requests	4.5
 <b>Making Reservations:</b>	
1. Ease of making reservation	4.7
2. Availability of requested times	4.3
3. Amount of time to respond to request	4.4
 <b>Overall experience with the University Center:</b>	 <b>4.6</b>

### **Professional Development Activities**

John Ginsburg attended the Association of College Unions International (ACUI) Region 11 and Annual Conferences, where he presented at both. John also attended the NASPA IV-West Mid-Level Management Institute.

Marty Hunsucker attended the ACUI Region 11 Conference.

Myrna Greer attended the ACUI Region 11 Conference.

Jennifer Violettt attended the ACPA Missouri drive-in workshop

Students funded by the University Center & Student Activities Department to attend regional and international conferences included:

ACUI I-LEAD: Phil Eckelkamp, Antoinette Boyd

ACUI Regional Conference: Sajid Khan, Stephanie Covington

### **International Student Hiring**

The Pool employed 2 international students out of 5 budget employees (40%)

The Student Building Managers employed 3 international students out of 8 budget employees (38%)

The Fitness Center employed 1 international student out of 5 budget employees (20%)

Student Activities Council and Campus Recreation did not employ any international students (4 students out of 8 had work study)

*University Center student employee total: 6/22 international/budget (27%).*

### **Other Developments**

The Student Government Association had a very successful year, with broad-based participation from officers and senators. SGA helped spearhead involvement with the community, such as: encouraging voter registration and attending debate-watching parties, assisting Rock the Vote with a congressional debate on campus, and attending City Council meetings over the course of the year. SGA elections were also conducted entirely on-line and in-house for the first time this year. More races than ever were contested, and voter turnout was at an all-time high. SGA employed an Elections Commissioner and Webpage Coordinator (international student) during the year.

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## Webster Village Apartments

### Recap of the Year

This has been a year of highs and lows for everyone involved in the Webster Village Apartments. We had some system wide changes in our policies from windows and candles to bike racks. We worked diligently on the financial side of things, from revamping financial aid deferments to collecting prior resident balances. We also had many more emotional issues to work through from roommate conflicts to the death of a resident in the Fall. We continually assessed the needs of our current residents while keeping an eye on future needs. Finally, we concentrated on updating old processes, connecting with each resident, and providing attractive, clean, well-maintained facilities.

### Numbers Served

- Webster Village Apartments spent time over the summer facilitating the leasing process while coordinating summer conferences. We had as many as 75 students on a waiting list prior to opening in Fall semester. Throughout the year, WVA housed between 272-280 students ranging from first-year students to graduate students. Our numbers varied depending on the term as we worked to accommodate international students and students who wished to study abroad. By opening, the waiting list was exhausted and we were able to offer space to everyone for Spring I. By mid-March, we had reinstated the waiting list for Fall, but due to rent increases, it was exhausted by early April.
- We had six Resident Assistants to serve approximately 44 students each. We had 5 Office Assistants working in our main office. Our main office was open from 8:30 a.m. until 7 p.m. on weekdays and we extended weekend hours from 1p.m. until 3 p.m. to ensure that the residents of the apartments could get the service that they needed at a convenient time.
- The Resident Assistants planned and implemented over 80 programs throughout the course of the year. This was lower than our numbers last year and I'm beginning to think we need to review our programming requirements to make sure we are still meeting the needs of our residents. Our turnout numbers were also much smaller than compared to prior years. The programs were offered in addition to the area meetings and other opportunities provided by RHA, SGA, and SAC. Our staff responded to approximately 12 incidents of policy violations, from minor reports such as noise disturbance and pets to more serious situations involving alcohol and drugs.
- Our Maintenance Supervisor responded, usually within 24 hours, to over 325 student reports of maintenance concerns in their particular apartments. He also handled innumerable public area problems and coordinated responses on issues such as accountability for US Lawns and Maintenance USA. In addition, he also handled many safety repairs such as replacing cement stairs that were deteriorating and new door levers as residents were getting locked into their apartments. A new sidewalk was added along Garden which has helped traffic flow and lawn care. Finally, the roof repairs were made at the end of the year.

### Major Goals Accomplished

- ✓ *Support student learning in the WVA.* We did not do well in this area this year. Our goal of providing a program with a faculty member was not accomplished by every RA. The programs that occurred ranged from attending a movie and facilitating a post dinner discussion with a professor to inviting a Faculty member to work with Trivia Night. These programs provided great opportunities for both faculty and residents and fostered great learning outside the classroom but we were hoping for more depth. Our goal was to have 100% of our staff provide these programs and we fell short of this by 32%.
- ✓ *Foster retention of residents within apartments by improving facilities.* This was accomplished through a variety of methods. I created a worksheet that tracked what cycle improvements we have begun and what are planned for each year. I monitored feedback from our residents through

our suggestion box and Quality of Life survey on what they felt were the top priorities. Based on many of these suggestions, we replaced the sidewalk in front of the Clubhouse and added additional towel racks in all 4 bedroom apartments this year. I worked closely with the University to make sure that all money that was set aside for the WVA was managed in a timely and fiscally responsible manner. Our goal was to have 65% retention but it is looking closer to 45% which is allowing us to accommodate more Residence Hall, transfer and international students. The main reason for the decreased retention was the large increase in rental rates (10% - 18%).

- ✓ *Foster retention within the apartments by offering diverse programs.* This was accomplished by focusing on and informing residents about diversity / multicultural programs through a variety of methods from the monthly newsletter to e-mails to voicemails. Each RA created a program to fulfill this requirement which included belly-dancing, Eurodances and GLBT series. We also increased the diversity of our student staff applicant pool with more intensive recruiting. Our goal was to have 100% of staff provide 1 diversity program which we fell short of by 16%. We had set a goal to have 25% of our residents attend which we fell short of by 9%. Last year diversity applicants made up less than 15% of our pool and we set a goal to increase that to 25% which we accomplished.

### **Summary of Impact on Student Learning**

Growth and learning was accomplished on every level, from professional staff, to student staff, to residents. The students had to learn what it meant to live independently, pay rent, report problems, and interact with their roommates and neighbors. We facilitated this process through large-scale apartment programs planned and implemented by the whole staff, more intimate programs sponsored by individual resident assistants, and individual meetings between students and staff. Several trends in student behavior provide evidence of student learning in the Apartments. Discipline overall was lower than last year and fewer students paid rent late, once the significance of late charges was understood. General apartment damage also seemed to be at a record low at the end of the year, with many students taking responsibility for their apartments.

### **Key Activities and Events**

- ✓ We had some phenomenal activities provided by the RA's this year and the main office. The Homeless and Hunger Awareness Week in November and the Organ Donation Week in April provided some of the most "awareness" programming that we've done in a while. In addition, we continued to experience an extremely smooth summer turnover.
- ✓ The WVA was recognized at the CCHM Fall retreat in various areas. We won for Overall Residential Life program, Best Community Service program, Best Maintenance Supervisor, and Facility of the Year.

### **Personnel Changes**

Matt Lewis joined us as the new Assistant Director and has set a course to get us in great financial shape and maintain that standard.

### **Summary of Client/Customer Feedback**

We distributed the Quality of Life survey in November and received a great return rate. The students liked all the amenities, especially our new DVD's, pool & spa and extended cable included in the rent. We changed the options in our vending machine as requested and we've received the most feedback from our "Suggestion/Comment/Response" board we added in the Laundry Room. Overall, the office hours met their needs.

### **Professional Development Activities**

Professional development was average in the Apartments this year. The Managing Director attended the CCHM fall conference in Texas which focused on leasing and school partnerships. The Assistant Director was elected as the new Secretary/Treasurer for SLACHA and the new 05/06 RA's went to a Spring training workshop hosted by SLACHA here at Webster. This area needs more work.

**Other Developments**

The Webster Village Apartments had strongly established itself as a highly desirable option for students in the apartment housing market in Webster Groves. This has been evident in the record number of re-applications that we received, but this year with the new rate increases, we are having to pursue applicants which we hadn't needed to do in the past. We will need to increase our marketing over the next year and we will soon have even more beds to fill after an additional rent increase and when the new hall opens. Some areas to strengthen next year will be our Office Assistants, educational programming, and marketing.

**International Student Hiring**

Of the 11 student employees working for Webster Village Apartments, three were international students, representing 27% of the student employment budget.