

Webster University
Student Affairs Annual Report
2005-2006

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
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Dean of Students Office

Recap of Year

This was the most challenging year ever for the dean of students' office. An unusually large number of extraordinary events happened this year within Student Affairs. All of the events listed below demanded many hours of attention from members of the student affairs staff, especially the dean of students' office. The student cases listed were extraordinary in the complexity and enormous amount of time required to work through all of the issues. All of this was in addition to the usual list of emergencies, crises, complaints, and problems that arise each year.

In the eleven years I have held this position, I have been extremely busy, but have never had more than four or five major events of this type per semester. During the past twelve months we have had 25 major events that have required a huge amount of time and effort to work through.

A great deal of time and energy went into the planning for new housing. Meetings were held about every two weeks to make decisions about furnishings and finishes, in preparation for the opening of the new halls in August 2006. A few complex judicial, grievance, and sexual offense cases added to the demands on the staff, especially during the second semester. The time demands and stress on the dean of students' office were enormous this year. For the second year in a row, important projects like the freshmen retention study were not completed.

1. Residence Hall Planning Committee process (ongoing) and issues revolving around the projected occupancy.
2. Request for Proposal (RFP) process for Campus Dining Services, which resulted in significant changes and plans for renovations of three units within dining services.
3. Changeover in general manager for Campus Dining Services
4. We were asked to examine a proposed change in admission policy regarding non-academic reasons to deny admission.
5. Response to Hurricane Katrina – transfer students, fundraisers, helping refugees.
6. Budget cuts and the resulting controversy.
7. Termination of women's basketball coach and the aftermath (legal).
8. Turnover of five coaching positions in Athletics, including softball, women's basketball (2x), swimming, baseball, and tennis.
9. NCAA audit of financial aid practices for student athletes.
10. Major issues in Health Services
 - a. Resignation of part-time nurses in Health Services and resulting investigation.
 - b. Probationary status of Health Service staff.
 - c. Ongoing assessment and reorganization of Health Services, including self-study and peer consultants' visit.
 - d. Insurance fraud in Florida.
 - e. Many insurance appeals – more than ever before.
 - f. Major student illness and medical evacuation from Japan.
 - g. Insurance review process which resulted in changes to what insurance is required for domestic and international student populations.
11. Resignation of international student advisor and graduate assistant; these positions remained vacant for six months due to the hiring freeze.
12. Assault case involving current and former member's of women's basketball team.

13. Legal challenge from a former international student.
14. Student athlete eligibility controversy created by former Faculty Athletic Representative.
15. Indecent exposure case at the Career Fair and the judicial follow up to this case.
16. Judicial Case and Grievance from James Bagwell in Thailand (>200 pages of emails).
17. Grievances of Thomas Cullerton from Europe (majority handled by Grant Chapman).
18. Two other appeals and grievances from students in Thailand.
19. Complaints from Academic Affairs concerning unauthorized grievance policy & procedures.
20. Every 4-5 years the student policies are reviewed by a committee. A number of changes were made to the policies, which were approved by Administrative Council in April.
21. Numerous requests for Anna Janes loans (more than any semester previously) – each one takes hours to review.
22. Associate dean had a stroke on April 10 and will be on medical leave for a minimum of five months.
23. Recruitment and selection of a new director of International Student Services.
24. Hiring process for new assistant director of Career Services.
25. Student Employment Issues
 - a. Challenge to approval of students working >25 hours/week
 - b. Work Study being charged to accounts
 - c. Student employment funding allocation process

In addition to these events, six of my eight senior staff members experienced one or more major life circumstances which greatly affected the number of hours that they could devote to their jobs. In addition, my mother had a number of health issues which required me to take her to many doctor appointments.

Given all of this, it is remarkable that many good things were still accomplished during this year. The staff of student affairs performed admirably during this difficult time period and should have been recognized for their extraordinary efforts. However, this was a difficult year for the University overall, and these efforts were largely ignored.

Some projects were delayed due to the events of 2005-06, including:

- Coordination of retention activities, such as ongoing triage of at-risk reports
- Freshmen-Sophomore retention study
- Performance Appraisals for direct reports

Numbers Served

- 169 emergency loans were issued to students for a total of \$34,537 (down from 182 emergency loans in 04-05).
 - 30 students used the emergency loan program to buy books while waiting for their financial aid to be awarded.
 - 5 students used the emergency loan program to buy supplies not at the bookstore for a total of \$1,200.
 - 73 students used the emergency loan program for living expenses, for a total of \$19,900.
 - 31 students used the emergency loan program for other types of emergencies in the first three weeks of school, for a total of \$6,707.
 - 30 students used the emergency loan program for other types of emergencies, after the first three weeks of school, for a total of \$6,729.50.
- 1,719 students used the Money for Textbooks Program during 05-06. This represents an increase

of 20% over the 1431 who used the program in 04-05. They were approved to use up to \$1,008,300 at the bookstore for books and supplies, and spent \$318,297.93 for that purpose.

- The total number of students served for these programs: 1,858 students using a total of \$352,834.43.

Note: The Money for Textbooks Program has added a great deal of convenience for student users of the program. Over 193 on-line students have used the program. However, we still receive complaints about the lack of access to these programs for students taking classes at our extended campuses. These complaints have become more aggressive.

- The Tuition Adjustment Committee reviewed 50 tuition appeals, approved 42, and denied 8.
- Three Anna Janes loans were given out this year for a total of \$9,100.
- Assisted 190 students (30% increase in quantity from last year) in student ombudsman role on a wide variety of issues, including complaints about financial matters, faculty and advisors, 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.
- The new grievance policy was finally approved by Administrative Council after three years in development. This will help immensely in working with students who have complaints that turn into grievances.
- The International Student Success Committee added an on-line component in Connections. This allowed the committee to stay abreast of student cases without the need to meet in a face-to-face session. The committee's work declined in the spring semester after the Director of International Student Affairs position became vacant.

Major Goals Accomplished

- ✓ *Prepare for the opening of the new residence halls, to house approximately 340 students. Ensure that students and key staff are involved in the process of selecting furnishings and interior treatments. Contribute to decision on the future of Maria Hall. Planning committee met throughout the year to provide input into the selection of furniture and interior finishes. Project is on schedule for opening in August 2006. Significant student involvement was achieved through the furniture selection exhibition.*
- ✓ *Conduct a thorough evaluation of campus dining and put out a Request for Proposal (RFP), resulting in a new contract for Campus Dining Services and increased satisfaction and usage by students on the meal plan and cash customers. Provide ongoing feedback to Sodexo throughout the year. Utilize regular food committee meetings, focus groups, and surveys. Impact: recruitment and retention. A new general manager was brought on board in Fall. The RFP was issued in January and we received three proposals. The committee selected two finalists (Sodexo and Cartwells) to make campus presentations. Over 400 students, faculty, and staff participated in the presentation process and helped us to evaluate each company's proposals. We chose to retain Sodexo as our dining service provider and we have been working with Finance and Administration on the contract process and the implementation of the numerous changes called for in the proposal.*

- ✓ *Perform a thorough financial analysis and resource review for Student Affairs. Analyze trends for fiscal, human, and physical resources by department for the past ten years. Analyze the financial contribution of each additional flat fee student. Present both sets of information to key constituent groups and decision makers. This project was delayed due to many of the unforeseen events that happened in 05-06.*
- ✓ *Re-focus the efforts of the Student Affairs leadership team on coordinating information, providing professional development, developing relationships, and creating knowledge to enhance our work. Create assessment plans for each department. Begin the five-year cycle of departmental reviews. Impact: recruitment, retention, and student learning. The departmental review was completed for Health Services. The departmental reviews are underway for Student Employment and the University Center/Student Activities. Assessment plans were not completed for each department.*

Key Activities and Events

- ✓ Chaired the International Student Success Committee
- ✓ Student Leadership Awards Dinner; dinner funded by SGA, UCSA, and MCISA.
- ✓ Dean's Award for Service program held four times during the year.
- ✓ Chaired the Residence Hall Planning Committee and continued to support the planning process for new residence halls.
- ✓ Chaired the Campus Dining Services RFP Committee.
- ✓ Ted Hoef and Colette Cummings presented a session to extended campus directors on issues involved with denying admission to prospective students on the basis of non-academic issues.
- ✓ John Buck coordinated two retreats for Advanced Leaders and Emerging Leaders.
- ✓ Participated in numerous University-wide planning teams and committees.
- ✓ Presented a session for new faculty orientation.
- ✓ Produced seven issues of an on-line newsletter for parents of first-year students.
- ✓ Taught a section of University 101 for first-year students.
- ✓ Taught a Freshmen Seminar in Fall 2005.
- ✓ Co-taught an Ethics and Campus Leadership one-credit course with John Buck in Fall 2005.

Professional Development Activities

Ted Hoef attended the NASPA regional conference in Kansas City in November. He also attended the ACUI annual professional conference in Kansas City, presenting a workshop on Working Smarter and Setting Priorities.

Other Developments in the Department

We held a series of staff development sessions for the Student Affairs staff, including discussions on a common theme (Higher Education in the Media), and presentations on topics such as Facebook, Helicopter Parents, Students as Consumers, Mental Health Issues of Students.

Hiring of International Students

The Dean's Office hired one international student, representing 32% of our student employment budget.

Associate Dean of Students – Colette Cummings

Colette Cummings, the Associate Dean of Students is on medical leave. Her report will be submitted at a later date.

Professional Development Activities

Colette is enrolled in an Executive Ph.D. program in Urban Higher Education at Jackson State university in Jackson, MS. This cohort program meets one weekend per month for two years.

Colette was the co-creator of the Game of Oppression: A Tool for Diversity Education, which is being marketed nationally by the National Association of Student Personnel Administrators.

Assistant Dean of Students – John Buck

Recap of the Year

Overall, this has been a busy and rewarding year for me professionally. The new residence hall project has required much of my attention, and will continue to do so throughout the summer months. While we keep increasing occupancy system wide, the project itself remains on time ready for opening in August. WebsterLEADS had another strong year, awarding 15 Leadership Certificates at the annual student awards banquet. Residential Life itself has had a good year as well, with RHA gaining regional accolades for its student leadership once again. We again dealt some severe emotional issues with residents, but assisted in coordinating effective response to these tragedies. I had my first experiences teaching at Webster as well. Overall, through a year besieged by budget cutting, 2005-06 was productive and positive.

Numbers Served

WebsterLEADS

Twenty students total attended the Advanced Leaders Retreat and Emerging Leaders Retreat, which were held on campus this year due to budget cuts. We will need to work to increase those numbers in the coming year, as well as SGA participation in WebsterLEADS activities. The Leadership class teaching assignment was switched to me for the first time, and the class included a re-vamped syllabus and new projects within it. In addition, Ted Hoef and I piloted a new 1-credit course called “Ethics and On-Campus Leadership,” which we will offer again in the spring of 2007. WebsterLEADS offered 45 workshops this year, compared to 38 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 125 students who indicated that they were pursuing the leadership certificate, compared to 118 a year ago. Fifteen students were awarded leadership certificates this year.

Major Goals Accomplished

- ✓ *Improve 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.*

These goals received much attention throughout the year and were generally 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 continues to be a major source of student learning.

Key Activities and Events

- ✓ Maintaining the quality of WebsterLEADS program efforts through budget issues.
- ✓ Construction proceeded on the new residence hall project.
- ✓ Two well-attended furniture shows for residents to help select furnishing for the new halls.
- ✓ Presented a report on the new housing plans for the Daniel Webster Society in March.
- ✓ Co-created and co-instructed a new course with Ted Hoef on ethics and leadership.

Personnel Changes

None.

Summary of Customer/Client Feedback

We received good 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

I completed my MA in Management and Leadership here at Webster and am now a student in the Doctor of Management program.

Athletics

Recap of Year

The 2005/2006 year was another successful, but trying, campaign for the Gorloks with another SLIAC All-Sports Award captured, combined with many off-the-field distractions. Academically, the department fell off a bit with a cumulative GPA of 3.19, (with eight students out of 199 under a 2.0, the most in twelve years). For some reason, the academic excellence athletics has come to expect was not realized with this class. On the field of play, the Gorloks experienced another fine season with three teams capturing a conference championship, and three teams playing in NCAA championships. Webster was able to reclaim the SLIAC All-Sports Award for the sixth time in seven years. This All-Sports Award emphasizes the depth and all-around excellence of our intercollegiate teams.

Numbers Served

▪ Students Recruited	70 overall (down from 81 last year) Included 42 freshmen, 28 transfer
▪ # of students on team rosters	205 (down from 216 last year)
▪ # of students who participated	199 (down 204 last year)
▪ # of students who finished year	194 (up from 190 last year)
▪ # of students Academic All-Conference	___ (up from 69)
▪ Departmental GPA	3.19 (down from a 3.3 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 met the goal exactly with 70 student athletes recruited to campus. While reaching our goal for the 9th consecutive year is impressive, the challenge of Financial Aid packaging has dropped our numbers for the second straight year.
- ✓ *Retain 87% of student athletes.* A final report will be completed in September.
- ✓ *Maintain a departmental GPA of 3.2.* This goal was not accomplished by the student athletes during the year (departmental GPA of 3.19). Students at risk were identified through the year, with no students requesting waiver on academic eligibility. Currently eight students fail to have a 2.0 GPA in the entire department.
- ✓ *Establish a departmental community service activity.* This program did not occur in 05/06 due to change of leadership at Hudson School and reluctance of other entities to enter into a relationship. We are working to reestablish this program for 06/07.

Key Activities and Events

- ✓ Women's volleyball won conference for first time this decade.
- ✓ The Gorlok Open raised over \$40,000 in the first year at Sunset Country Club.
- ✓ Baseball, Women's soccer and men's soccer advanced to the NCAA championships.
- ✓ Travel: baseball, softball traveled to Florida; golf traveled to Alabama and Georgia, men's and women's soccer went to California, men's basketball went to Georgia and swimming spent the New Year in Florida.
- ✓ Offered and taught 20 Physical Education activity classes
- ✓ Team fund raising (other than Gorlok Open) topped \$55,000
- ✓ Golf team moved operations to Sunset Country Club and won 16-team tournament this spring.
- ✓ Placed first in SLIAC All-Sports Award
- ✓ Men's Soccer, Women's Soccer and Volleyball won SLIAC championships
- ✓ Established alumni athlete chapter of alumni association
- ✓ Integrated P-Card into departmental spending
- ✓ Conducted 6 searches for head coaches
- ✓ Athletic Department banquet now 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 a variety of challenges during the 2005-06 academic year. The first challenge was NCAA related. The creation of a new expectation within the NCAA for Financial Aid reporting proved troublesome for Webster. After many hours, meetings, and spreadsheets the NCAA determined Webster was in violation of the Financial Aid Bylaw. This violation was considered secondary in nature and Webster needs to take steps to address these problems for future years.

Webster was also found in violation when it failed to submit documentation regarding the NCAA self study it completed in 2004. Webster immediately provided the documentation and will complete another self study in 2009. Finally, at the end of the year a student athlete from Webster was declared ineligible due to a failed drug test. This student, a senior would be ineligible for the remainder of his career.

A second challenge was the conduct of coaches and select staff. Specifically, four coaches were released from their positions in part due to conduct-related issues. This summer, a Coaches Code of Conduct will be created to help coaches make good decisions regarding student relationships, appropriate communication, alcohol use and following NCAA guidelines. Another issue that came up this year was the eligibility of students and the role the FAR plays in guiding student decisions.

Budget issues continue to have an impact on the department. In an effort to address this to some degree, a change was made in accounting for the department. In addition to the P-Card system that was introduced, each team will now have their own account number for spending and tracking. This will help with EADA reports and provide more information to each coach. This summer, the hope is to transition this new system with Quickbooks, CARS, and the P-Card system.

Personnel Changes

After many years with no turnover in staffing, Athletics had no fewer than seven changes this past year. No longer with the institution include Sue McClintock (retirement), Ryan Barke, Craig Walston, Kevin Mabie, Amber Daulbaugh and Marty Hunsucker. Also leaving the area was Myrna Homm, who stepped down from her association with swimming. Pat Rishe also stepped down as Faculty Representative. All of these changes resulted in a shift in operating effectiveness due to time and emphasis on searches and the need to train new employees.

This staffing challenge did provide some positive outcomes. We were able to add two full-time coaching positions and they were filled by Mike Siener (tennis, strength and conditioning) and Brett Swip (softball and development). We have also hired Jayme Callahan to coach women's basketball and handle compliance. Tim Lombardo joins us to lead the swimming program. In addition, Larry Baden joins the team as our faculty representative.

Professional Development Activities

Budget cuts took a toll on professional development. Tom Hart attended the NCAA convention in Indianapolis. Later that spring Tom Hart and new compliance coordinator Jayme Callahan attended an NCAA regional rules seminar in Dallas, Texas. This was an NCAA expectation as a result of the Financial Aid violation. In academic-related areas, Andrew Belsky and Ryan Goode finished work on their Masters degrees. Mike Siener has one more class to complete and Jayme Callahan started work on her MBA. Tom Hart continued work on his Doctorate in Management here at Webster.

Other Developments

Athletics hired two international students to handle budget duties for the department. These students earned over \$3,100 and their funding came from athletics.

The SLIAC accepted two new members to the conference: Lincoln Christian College and Eureka College. Also, Rich Meckfessel announced that he was stepping down as Commissioner effective June 2007.

Career Services & Student Employment

Recap of Year

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

- Preparing the fourth comprehensive Success Report (graduate follow-up information). In April 2006, Career Services released the 2004-2005 Success Report announcing a 96% Comprehensive Success Rate (83% Professionally Employed, 4% Continuing Education and 9% Underemployed).
- Conceptualizing, creating, and recording nine episodes of “Career Talk with Tom and Ray” – a career education podcast.
- Hosting domestic Career Builder Seminars in Orlando (FL), Charleston (SC) and San Antonio (TX). Program partners included Alumni Programs and Alumni Chapters, the Dean of Students, and the Vice President for Students and Enrollment Management.
- Serving as a co-sponsor/workshop presenter for two alumni networking programs at the Space Coast (FL) campus.
- Accepting leadership for the Pre-Law advising program.
- Accomplishing all departmental goals established prior to the beginning of the 2005-2006 academic year (see “Major Goals Accomplished” below).

Numbers Served

2004 – 2005 (last 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

2005 – 2006 (this year)

- 1,113 student and alumni appointments
- 1,381 student and alumni walk-in contacts
- 986 students and alumni participating in Career Services programs (see below)
- 246 students and alumni participating in classroom/organization presentations (see below)
- 3,726 total students and alumni served

Additional Relevant Statistics

2004 – 2005 (last 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

2005 – 2006 (this year)

- 5,061 student and alumni registrants via eRecruiting
- 2,173 jobs vacancies posted via eRecruiting
- 541 internships posted via eRecruiting
- 12 organizations hosting information tables and/or information sessions on campus
- 3 organizations interviewing students on campus

Student Employment Program Numbers

Employed through the student employment program:

2004 – 2005 (last 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)

2005 – 2006 (this year)

- 900 total student employees (decrease of 3.9%)
- 217 student employees received primary funding through department budgets (decrease of 4.8%)
- 69 international students worked from budget, Federal Work Study, or International Webster Work Study funds (decrease of 12.7%)
- 37 student employees worked in community service sites (decrease of 17.8%)
- 150 supervisors of student employees within 83 work sites (decreases of 5.1% and 2.4% respectively)

Funds earned through the work study programs as of the 5/19/06 payroll:

2004 – 2005 (last 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%)

2005 – 2006 (this year)

- \$650,005.38 Federal Work Study (increase of 11.1%)
- \$46,741.92 Community Service (Federal) Work Study (decrease of 22.1%)
- \$511,421.28 Webster/International Webster Work Study (decrease of 12.0%)

Major Goals Accomplished

- ✓ *Outreach to St. Louis Extended Campuses (eight visits):* In an effort to increase marketing to students at the extended campuses and provide more accessible services, all four area campuses were visited twice throughout the year.
- ✓ *Host an Employer Appreciation Lunch with GESA:* On August 11, 2005 Graduate and Evening Student Admissions and Career Services hosted an Employer Appreciation Lunch which featured a guest presentation by Dr. Phil Gardner from Michigan State University. Dr. Gardner presented economic and demographic career and employment trend information to employers who routinely recruit on campus (Career Services) and who have graduate school tuition reimbursement programs (GESA). Additional guests included members of the Midwest Association of Colleges and Employers who were visiting campus for a meeting.
- ✓ *Pilot a Job Club* Tom Hilliard conceptualized, developed and facilitated a job club for unemployed alumni. The program started in late September and ran through December 2006. Seven unemployed alumni participated and, currently six of the seven have accepted employment and the other participant has chosen to continue her work as a free-lance professional.
- ✓ *Sponsor CDF Training on campus* Conducted Global Career Development Facilitator training to

three area Career Services professionals. Training was extensive and consisted of 80 in-class hours and 40 out-of-class hours of supplemental work and assignments. Training provided necessary certification for professionals to apply to become GCDF's.

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, 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), 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, and the Dining and Professional Etiquette Workshop.

Key Activities & Events

<i>Program/Event</i>	<i>Number of Participants</i>	<i>Customer Feedback</i>
✓ Job Club (Pilot Program), Webster Groves Campus	7	10.00
✓ Employer Appreciation Lunch	13	8.46
✓ MBTI Presentation,	14	9.50
✓ Resume and Cover Letter Workshop	13	9.82
✓ Career Services Overview	18	Program Not Evaluated
✓ Resume & Cover Letter Workshop	16	9.56
✓ MBTI Presentation	6	9.83

✓ New Student Employee Training (6 Sessions)	74	Not Evaluated
✓ Department of State Presentation	30	Not Evaluated
✓ Classroom Presentation	14	9.36
✓ Mixin' and Mingling	18	9.56
✓ Career Builder Seminar, Charleston, SC	24	10.00
✓ Writing in the Workplace	5	9.40
✓ Career Fair Preparation Workshop	9	9.44
✓ Career Fair Preparation Workshop	12	9.73
✓ Career Fair 2005	351	7.80
✓ Classroom Presentation – Interviewing	16	9.75
✓ Job Search Strategies for Educators	32	Program Not Evaluated
✓ Career Builder Seminar, San Antonio, TX	14	10.00
✓ Trends in Recruiting Teleconference, St. Louis, MO	12	Program Not Evaluated
✓ Changing the Way We Work, St. Louis, MO	90	Program Not Evaluated
✓ Real Leadership: Lessons from Hollywood	90	Program Not Evaluated
✓ Education Job Search Presentation	58	9.50
✓ Classroom Presentation	10	9.60
✓ Mixin' and Minglin', Space Coast FL	23	Program Not Evaluated
✓ Career Builder Seminar, Orlando, FL	25	9.71
✓ Career Services Overview	54	Program Not Evaluated
✓ Dining and Professional Etiquette Dinner	11	9.73
✓ Networking Classroom Presentation	7	9.86
✓ Make the Connection	33	Program Not Evaluated
✓ The Five E's of Career Development & Interviewing	10	9.89
✓ Careers and Social Responsibility Panel	7	Program Not Evaluated
✓ Professional Development & Networking, The Savvy Professional: Tips for Great Interviewing, Space Coast, FL	14	9.92
✓ Extended Campus Career Services Information Table, Downtown Campus (Fall 2005)	16	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Westport Campus (Fall 2005)	22	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Scott Air Force Base (Fall 2005)	3	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Winghaven Campus (Fall 2005)	11	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Downtown Campus	15	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Westport Campus (Spring 2006)	18	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Scott Air Force Base (Spring 2006)	5	Program Not Evaluated
✓ Extended Campus Career Services Information Table, Winghaven Campus (Spring 2006)	12	Program Not Evaluated

Total individuals attending Career Services Programs and Presentations: 1232

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:

- It is hard to choose what aspect was most valuable, as I learned so much through the Job Club. I would have to say the “Networking” information was very helpful. I had not realized how important networking was to get your foot in the door at a potential employer. The idea of the “Informational Interview” is brilliant.
- It was really fun reading and finding out my personality type. The seminar opened my eyes to the fact that there are different personalities.
- Not only were the fundamentals covered, but also there were more advanced tips that I would not have thought about.
- Thank you so much! I’ve already seen this presentation once and I still walked away with new information. Very beneficial – very applicable to our student organizations. Great energy and flow – I was never bored and it was a good, laid back environment.
- Learning the basics of mingling – all information was useful and well presented
- I believe that the hand-outs given will be of great importance in my job seeking adventures in the near future.
- This seminar gave me tips and ideas that I didn’t think about or realize by myself.
- Clear and interesting information that I did not previously think of.
- Talking about the 5 Es of career development organized the mess of thoughts in my head concerning my future.
- Maria (Etiquette Consultant / Guest Presenter) was extremely informative on matters that I always wondered about and never had courage to ask.
- The presenter was very knowledgeable and enthusiastic; great information, great handouts.
- I am more confident about my resume and I am in the process of trying to create a career path after graduation. You are so much help and such a positive person; I have found your vibe to be contagious.
- Thank you for the positive approach and professional skills you share with your clients.
- You have helped me give my future focus, meaning and hope. You have given me aim and confidence. I can’t tell you how happy this makes me, as well as relaxed, and proud to be a Webster graduate.

Personnel Changes

- Suzanne Jones (Assistant Director, Experiential Education) converted from full-time to part-time in September 2006.
- Maureen Stroer (Department Associate) was reclassified as a Program Coordinator in Sept.
- Julie McHugh was hired as a part-time Department Associate in September.
- Thomas Hilliard (Assistant Director, Employment Services – part-time job share) resigned on March 17, 2006.
- Trezette Dixon (Assistant Director, Employment Services – part-time job share) resigned on May 1, 2006.

Professional Development Activities

O. Ray Angle, Director

- Served as the President of the Midwest Association of Colleges and Employers (Midwest ACE)
- Attended the National Association of Colleges and Employers (NACE) Conference in

Anaheim, CA, May 2006

- Attended the Midwest ACE Recruiting Trends Conference in Chicago, IL, November, 2005

Trezette Dixon, Assistant Director, Employment Services

- Completed Career Development Facilitator training hosted by Webster University Career Services

Tamara Gegg-LaPlume, Assistant Director, Career Development

- Facilitated the Career Development Facilitator training program for career services professionals from three St. Louis area universities
- Participated in Strong Interest Inventory assessment training on the University of Missouri-St. Louis campus
- Attended the International Career Development Conference in Garden Grove, CA, November 2005
- Attended the Professional Development Institute, “Using Standardized Assessments for Life Balance”, November 2005

Tom Hilliard, Assistant Director, Employment Services

- Regularly attended the St. Louis Organizational Development Network meetings

Suzanne Jones, Assistant Director, Experiential Education

- Participated in Strong Interest Inventory assessment training on the University of Missouri-St. Louis campus
- Served as a member of Webster University’s Accessibility Committee and Inclusion Education Sub-Committee
- Served as a member of the Webster/WorksWorldwide planning committee

Maureen Stroer, Program Coordinator

- Attended the National Student Employment Association Conference in Nashville, TN

Counseling and Life Development

Recap of Year

We experienced a noticeable increase among faculty and staff consultations regarding student behaviors. Counseling staff meshed well.

Numbers Served

# Sessions	1-4	5-10	10-14	15+	Totals
Patrick Stack	96	58	31	7	192
Gladys Smith	81	70	10	16	177
Brenda Tracey	11	13	2	1	27
Kelly Hutcheson	5	6	4	4	19
Jaime Stern	13	4	2	2	21
Katey Parsons	13	3	3	2	21
	219	154	52	32	457 (+70)
Commuters	85	55	15	10	165 (+29)
Residents	116	75	30	11	232 (+23)
*Faculty/Staff	28	4	0	0	32 (+30)
International	18	24	7	11	60 (+18)
Fall Semester	62	44	14	12	132 (0)
Spring Semester (+70)	157	110	38	20	325
Undergraduates	204	149	51	32	436 (+77)
Graduate	15	5	1	0	21 (-5)
*Faculty/Staff					
Females	168	104	30	18	320 (+84)
Males	51	50	22	14	137 (-14)

*Did not include faculty/staff totals, nor identify faculty/staff by sex.

*Gladys Smith's totals as Advocate for Sexual Assault and Harassment not included in this report

*63 referrals to Dr. Dale Anderson

Issues Identified in Counseling

*Transitions	2%
*Relationships (Family, teacher, romance)	33%
*Personal Growth	5%
*Stress/Anxiety	35%
*Self-esteem	24%
*Alcohol/Drugs	1%
Referrals from faculty/staff	329 or 72%

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

Group Work

Attempts by Gladys and Katey to form groups for eating disorders, depression, and survivors of assault were unsuccessful.

Major Goals Accomplished

- ✓ *Peer Education Zeitgeist (PEZ) members provided numerous private consultations with students struggling with alcohol and other drugs.*
- ✓ *Internet counseling was initiated*

Summary of Impact on Student Learning

Counseling encourages development of coping skills. Obstacles that prevent optimal learning are dismantled. 96% of the students served at the Counseling Center intend to return to Webster.

Crisis Response

- 7 hospitalizations for direct suicide attempts or serious suicidal ideation
- 17 calls from parents that their student was in crisis and needed immediate attention.

Key Activities and Events

- ✓ PEZ utilization for one on one para counseling; 12 step A.A./N.A. group, serving mocktails at 12 student events
- ✓ Requests by Lindenwood University and McKendree College to place interns at Counseling Center

Personnel Changes

Brenda Tracey, Kelly Hutcheson, Jaime Stern all successfully completed graduate school internship.

Summary of Customer/Client Feedback

Forty-five (10%) evaluations returned with 98% positive rating.

Professional Development Activities

Patrick: Conducted 4 Server Trainings for local Webster Groves businesses that sell alcohol by the drink; board member of UNITE 2000; completed volume 15 of Directions in Mental Health Counseling, completed volumes 5, 6, 7, 8 Directions in Addiction Treatment & Prevention, completed volumes 5, 6, 7, 8 Ethical Issues in Professional Counseling.

Gladys: Conducted training for the National Council on Alcoholism of St. Louis on college student issues and concerns to parent audience; completed training in clinical supervision for Mental Health professionals 6 continuing education hours, Anger Management skills training 8 continuing education hours, Leadership Training School 40 hours

Hiring of International Students

Two International Students working as PEZ members. Three International Students working in Counseling/Residential Life Office.

Campus Ministry

- Campus Crusade for Christ continues to be one of the largest and most active student organizations.
- Campus Crusade for Christ and Webster Pride co-sponsored Spring Break service program for Katrina Hurricane relief.
- Stillpoint campus ministry conducted retreats for women and weekly support group addressing spiritual concerns.
- 18 campus ministries serving the faiths of Judaism, Christianity, Islam, and Buddhism.
- Three Bible Study classes presented weekly.
- Campus ministries were informed of Elizabeth Shin case vs. M.I.T. Ministers were requested to have liability insurance.

Community Activities

- Unite 2000 – Webster Groves Safe and Drug Free School and Community
- Server-training for local businesses that sell alcohol by the drink
- 15 Webster Groves School District families, 4 Nerinx Hall families, 1 Visitation family served in four week Alcohol/Drug Education & Prevention Program
- Gladys was member of Nerinx Hall Committee to review Alcohol/Drug policy and procedures
- Gladys and PEZ provided in-service for Clayton High School Seniors titled “Safe College Experience.”

Dinning Services

Recap of Year

Campus Dining at Webster University has grown and evolved over the 2005 – 2006 academic year. The year consisted of a change in the management team and regional structure as well as the focus of the entire management and staff. The University issued a Request for Proposals in January. In April, Sodexho was retained as the operator for Campus Dining Services for a five-year contract. Listed below are some of the highlights for each area:

Catering

- New Catering Director Cheri Hicks
- Catering Showcase
- New Catering Guides
- Deans Award Dinner
- Alumni Carnival in the Quad
- Several Graduation Events
- President's Appreciation Breakfast

Marletto's

- Blues BBQ in Conjunction with Multicultural Affairs
- Valentine Day Dinner
- Monthly Premium Nights
- End of semester(s) Late Night Breakfast
- Guest Chef from Emporia State...Sushi To Order
- Addition of the Vegetarian, Vegan Station and Vegan Pizza

Jazzman's

- First Friday Student Entertainment in Jazzman's
- New staff supervised by Cynthia Goodson

Overall

- Approximately 290 students participated in the meal plans.
- Large increase in participating in Bonus Bucks (35%)
- Total sales volume exceeded \$1,414,000 for the year
- Catering sales increased by 9%
- Cash sales at Blimpies and Jazzman's declined.

Personnel Changes

The academic year brought about many challenges and success. Without the excellent staff in Campus Dining we would not be successful. As we build for the upcoming school year, we have added some key components to our staff. In addition to adding Executive Chef Todd Lyles to our management staff, we have also added two culinary school trained chefs. The building of a strong staff will help us achieve our goals for the upcoming year.

Health Services

Recap of Year

This was a year of transition and change. The academic year began with the resignation of the two part-time nurses. These positions were eventually combined into one full-time nursing position. A self-study and peer consultant visit enabled Health Services to assess its current operations and create plans for continued improvement.

The numbers enrolled in the student insurance policy decreased slightly this year. We now insure approximately 700 students. Approximately 20 of those have graduated and continue to take classes at Webster University in order to enroll in our insurance.

The Student Health Insurance was evaluated by the Insurance Committee. A deductible of \$100 was added to the policy. With the addition of a deductible and more favorable claims experience the cost of the policy decreased by 3% for the coming year

Numbers Served – 6/1/05 through 5/31/06

- 4,178 total patient visits (43% decrease)
- 379 employee visits (decrease due to elimination of services to employees beginning in August)
- 3,799 Student Visits (34% decrease)
- An average of 1.57 visits per patient (significant decrease from 2.96 last year)
- 2,450 Phone Consultations (Medical and Insurance Claims Issues)

Summary of Impact on Student Learning

Student employees were involved in all aspects of the Health Services department including general office duties.

The Student Educators continued promoting healthy living to their peers. The group consists of 5 very diverse students. Their goal was to reach and educate students on health issues.

Key Activities and Events

- ✓ The Student Educators held 17 programs.
- ✓ Hired a full-time nurse, Marie Byington.

Professional Development Activities

Health Services staff was unable to attend the Central College Association Conference and the American College Health Association Conference due to budgetary restrictions.

Personnel Changes

Two part-time nurses resigned in September.

Temporary nurses were hired for the remainder of Fall semester.

Marie Byington was hired as a full-time nurse in January.

The department associate's job description was re-written to focus on administrative support functions.

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 cultural awareness and diversity on campus and throughout the off-campus community. With a significant decrease in staff members due to resignations and the hiring freeze, we were not able to maintain all programs and services at previous levels, but through our efforts, we have made some major accomplishments in a few areas.

Numbers Served

- More than 2,000 students, faculty, staff, alumni, and community members took advantage of the programs and services sponsored or co-sponsored by our department this year.
- More than 250 students came to the office for individual appointments to discuss a variety of concerns from housing to financial aid, and from personal crises to graduation requirements.

Major Goals Accomplished

- ✓ *Conduct a needs assessment and satisfaction survey of current undergraduate and graduate international students.* During the summer and fall international student orientation programs, a survey was conducted to assess the needs and desires of our incoming graduate and undergraduate students. The survey was used to implement new programs and services that might be more beneficial to students, as well as to revamp older services that we currently offer. Though the assessment was helpful, due to the decrease of staff members, these new programs and services were postponed until the fall semester.
- ✓ *Organize and implement a student diversity conference for college students in the area.* Due to the fall budget cuts, the MCISA tabled the campus wide diversity retreat planned for the fall semester. As an alternative, smaller presentations and lectures were offered during the course of the year, to continue to promote cultural awareness and international initiatives within our community.
- ✓ *Continue to expand the Exchange of Cultures Program, placing an emphasis on reaching out to schools and community groups.* This academic year, the Exchange of Cultures program resurfaced as an umbrella program for international students and American students that were interested in learning about cultures and languages different from their own. The Across Cultures program included initial arrival host families, conversation partner groups, the buddy program --a mentor program for incoming international students, and a chance for students to go to other schools within the community to teach students about their home countries. This program also included international students attending dinner at the homes of community members within Webster Groves.

Summary of Impact of Retention Methods

In the spring of 2006, 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. The discussion group offers small workshops, group activities, and bi-monthly discussion meetings. This year, we also launched a new discussion group for international students—*Discussion International Student (DIS)*. This year the group has shown significant growth with 40 active members in Sister Circle, 27 in Black Men’s Society, and 36 in DIS. The discussion groups led by staff members have given us tremendous access to our students needs and concerns.

Key activities and events

- ✓ Across Cultures program and Buddy Program
- ✓ International Day
- ✓ Fall International Student Retreat
- ✓ Cultural Nights (Chinese and Japanese) - once a month, The MCISA spotlights a culture (Food, Music, Entertainment, Arts and Crafts, Games, and Information)
- ✓ Sister Circle and Black Men's Society
- ✓ Discussion group for International Students
- ✓ Spring Planning Connection meeting in conjunction with Campus Activities
- ✓ Get on the Bus Trip -Cultural Trip in conjunction with Saint Louis College of Pharmacy to Indianapolis
- ✓ Where Have All The International Students Gone - A Panel Discussion with Bob Holden, Grant Chapman, and Bert Berry
- ✓ Love Jones Open Poetry night featuring poets from Def Poetry Jam

Personnel Changes

Yaketerina Ionin was hired as the graduate assistant in August and she resigned in January. Brandyn Woodard, Director of International Student Affairs, resigned in January. Both positions remained vacant for the rest of the academic year due to the hiring freeze.

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

Shay Malone attended the NCORE conference.

Statistics on the Hiring of International Students

The Multicultural Center and International Student Affairs employed 3 international students (2 undergraduates and 1 graduate student) this year.

Orientation

Recap of Year

Three hundred and eighty first-year and transfer students attended orientation weekend in the fall along with a large number of parents and family members. Twenty-eight student orientation leaders, including four international students, 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 – 380 students attended the program, a decrease of 42 students.

Major Goals Accomplished

- We did not accomplish our goal of creating a mentor program for incoming freshmen and transfer students throughout the year.

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.

Key Activities and Events

- ✓ Fall Undergraduate Orientation August 18-21, 2005

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 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 be incorporated into the planning of next year's program.

Statistics on the Hiring of International Students

Orientation Programs employed 4 international students as orientation leaders this academic year.

Professional Development Activities

NA

Housing and Residential Life

Recap of Year

Overall, Housing and Residential Life had an exceptional year. The opportunity to focus on affecting 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 Maria and Loretto Halls in August with 200 residents. We ended the year with 193 residents.
- We did not have a waiting list for housing for fall 2005. In 2004 we opened with 7 students on the waiting list; the list peaked during the summer of 2004 at 43. In the previous two years (FY 03 & FY 04) the wait list reached 20.
- The residence hall RA staff planned, implemented, and evaluated a total of 88 educational and social programs, which attracted nearly 1,000 in attendance.
- RHA had a very productive year. For the first time in RHA's existence at Webster, a group of students presented a bid at the annual MACURH No Frills Conference in the hopes of hosting the conference in 2007. Although they were not awarded the bid, they returned from the conference with renewed energy to host the annual date auction, and to begin the process of restructuring RHA to accommodate the growing residential population. They co-sponsored with Webster's National Residence Hall Honorary (NRHH) the third-annual Rezzies awards ceremony to recognize student leaders and programming within on-campus housing. NRHH was recognized at the MACURH conference as the regional Chapter of the Year, and received several regional and national "Of the Month" Awards throughout the year.
- Incident report numbers increased only slightly compared to last year. We logged 27 incident reports this year, 26 last year. A total of 45 students were involved in these incidents. No students were found to be in violation of our drug policy, and of 24 students involved in alcohol violations, only one was involved in a second offense.

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 film screenings and discussions with foreign language faculty, a series of exercise nights with an instructor from behavioral and social sciences, and collaboration with faculty from the Conservatory technical theatre program on a carpentry project. Diversity programming addressed issues from racism to Japanese culture to vegan and vegetarian lifestyles; there was a high degree of resident participation in planning multicultural events and sharing their cultures with other students. Three educational programming committees were formed during RA training in August. These committees, comprised of RAs from both the halls and apartments, collaborated to present Citizenship Week, Environment Week, and a series of programs on the topic of race. RAs came together during basketball season to plan a series of "Go Gorloks" programs including a very successful tailgating event before one of the home games. They

collaborated with other student organizations, including Webster's cheerleaders, to present these programs.

- ✓ *To plan for the opening and administration of the new residence halls in order to maintain the effectiveness of current procedures, and smoothly transition to a larger housing system, involving students.* RHA began work in the spring semester to determine what changes would need to be made to accommodate a larger campus population. A steering committee of past, present, and future executive board members sought input from students and staff and led focus groups to collect additional information. Work will continue throughout the summer.
 - Although we did not meet our goal of 50 applicants in the pool for the Resident Assistant position, we increased efforts and recruited an extremely talented and diverse pool of students. Seven current RAs and one RA from last year will return to staff, easing our transition to open the new buildings.
 - Changes were made to the housing application process to make all documents available on the website. Students can now fill out one application for both the Webster Village Apartments and the residence halls.

Summary of Impact on Student Learning

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, 72% of our residents reported they agree/strongly agree that residence hall programming enhanced their student learning. Overall, floor GPAs were down from last year, and thirteen hall residents finished the first semester below a 2.0, up from one student last year. Again, none of our student workers finished the fall semester below 2.0.

Key Activities and Events

- ✓ The RA Staff from the halls and apartments collaborated on educational programs including Citizenship Week and Environment Week.
- ✓ Gully Unplugged 11 & 12 were again well-attended. RAs collaborated with Campus Activities to join Gully Unplugged 12 with the final First Fridays Open Mic Night.
- ✓ RHA Date Auction raised almost \$2,000.00 for the American Heart Association.

Personnel Changes

There were no changes in full-time staff in the past year.

Summary of Client/Customer Feedback

We received 161 Quality of Life surveys upon check-out in May. Overall, the students had a very positive experience, and scores were generally higher than last year. Regarding customer service, students were pleased with the service they received from staff, especially the Office Assistants (97% were pleased or very pleased with their service) and the availability of full time staff (94% were satisfied or very satisfied with their availability). Seventy-four percent (74%) reported they were able to study sufficiently in the halls. Students were positive about the convenience of living on-campus and their needs for independence and privacy being met. Eighty-five percent (85%) reported having a good suitemate experience and eighty-six percent (86%) reported having a good roommate experience. Student opinions about every aspect of campus dining were more favorable than last year. Seventy percent of students replied both that the food was enjoyable and that they liked the variety of food options. The most dramatic increase was in

students' satisfaction with the hours of operation. Sixty-six percent of students reported that the cafeteria hours were convenient for them, compared to thirty-five percent (35%) of students last year. Ninety percent (96%) reported that living on campus has enhanced their experience at Webster University, and ninety seven percent (97%) reported that they were satisfied overall with their on-campus experience.

Professional Development Activities

Karen Rasure served as president of SLACHA (St. Louis Area College Housing Association). Karen participated in SLACHA's annual Professional Staff Drive-In, presented a program at SLACHA's annual RA conference, and hosted a roundtable discussion on campus for RHA advisors from institutions in the St. Louis area. Karen also accompanied a delegation of students from RHA and NRHH to the MACURH (Midwest Affiliate of College and University Residence Halls) annual leadership conference.

Statistics on the hiring of international students

We employed 12 student office assistants (shared with counseling and life development) and 7 RAs. All of the office assistants had either federal work study or Webster work study; there were no budget positions during the academic year. Within the student office assistant positions, we hired 2 international students. One of our international student employees who had worked for us for the past three years left us this year to take a position as a peer educator with counseling and life development. The goal of 30% was not met in the number of international students hired as student office assistants (16%). 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; a high degree of English fluency is needed.

University Center and Student Activities

Recap of Year

This year was a positive one for the department, but also involved overcoming a few challenges. The year began well, with all-staff training taking place at the Missouri Botanical Garden's Shaw Arboretum. Not only was the facility high-quality, but the feedback of the training elements throughout the weekend were also very positive. This was the first year of Campus Activities, replacing the two entities of the Student Activities Council and Campus Recreation. Campus Activities had a successful year, despite having two less student staff members. In trying to keep student employment costs down, the hours of some parts of the building were reduced where usage was lowest. The budget cuts in programming, that were later mostly restored, tested the patience and resolve of staff members, who still were able to provide quality programs. The loss of travel funds during the year may have had the biggest impact on morale, especially to those who were expecting to give conference presentations. In response to the budget cuts, Student Government Association served up two great successes in the town hall forum to discuss the cuts and getting the activity fee passed by the students for the upcoming year. The latter will have a tremendous impact on campus programming in the future. The new Dining Services contract enabled the renovation that will bring WOW and Freshens (added to Blimpie's, which all combine to form "The Crossroads") to the building. This exciting addition, as well as the new residence halls, should produce a dramatic increase in building traffic.

Numbers Served

▪ Gorlok Grill	9,476	-11.53%
▪ Commons	8,319	-19.63%
▪ Student Leadership Center	2,793	-37.63%
▪ Sunnen Lounge*	6,788	-46.28%
▪ Conference Room*	3,359	-55.85%
▪ Presentation Room*	3,811	-59.8%
▪ Priority Scheduled Events for 2004-2005	1232	-5%
▪ Total Bookings**	3,260	n/a
▪ Total Number of Hours booked**	20,774	n/a
▪ Fitness Center	29,581	-17.21%
▪ Swimming Pool Individual Users	7,295	-12.12%
▪ Swimming Pool Group Users	18,108	-1.02%
▪ Grant Gymnasium*	33,179	-44.81%
▪ Athletics Lobby	6,803	+49.06%
▪ Group Rental of Pool	\$23,182.50	+1%
▪ Total Revenue for Building Rental	\$38,732.50	+9%
▪ Membership Revenue	\$28,115.00	-10.1%
▪ Community Swim Revenue***	\$793.00	n/a
▪ Attendance at Campus Activities events	4,988	+3%

*The method of collecting attendance for room events changed this year. Instead of counting the people in the room each hour, people were counted for each *event*, so that those attending an event longer than an hour were only counted once. This seems a more accurate method of getting building counts.

**These figures not previously calculated.

***Community Swim is a new program this year, where community members are able to use the pool on weekend afternoons without needing to purchase an annual membership.

Major Goals Accomplished

- ✓ *Student use in the Fitness Center and Pool will increase by 10%. This goal was not met. In fact, student use in both locations decreased. However, the student percentage of total users in both locations did increase (from 67.2% to 70.7% in the Fitness Center and from 18% to 19% in the*

Pool). Our hopes were to certify several Fitness Center attendants to become personal trainers to give a more professional and one-on-one approach to student users. After travel/convention funding was cut, however, the attendants did not get certified. Also, it should be noted that as group rental increases in the pool, individual use may decrease due to less availability.

- ✓ *95% of student users of facilities and services in the University Center will be satisfied with their experience.* This goal was not met. A survey was created for Campus Activities programs (see next goal below and section on Customer/Client Feedback), but did not happen in other areas. For Campus Activities programs where surveys were conducted, participants averaged 94% satisfaction, just short of the goal.
- ✓ *Learning objectives will be developed for Campus Activities programs, and an assessment tool will be utilized to ensure achieving those objectives.* This goal was met. An assessment tool was created to track the following learning objectives: learning about the Webster community, evaluating leadership ability, learning about the St. Louis community, improving interpersonal skills, learning about social responsibility, thinking critically, knowing the importance of relaxation, communication skills, working in a team, complementing classroom learning. This assessment tool also included questions of satisfaction addressed in the goal above. However, Campus Activities members found that using surveys at programs was challenging. Students were not always receptive to completing a paper survey after the program, and the task of finding an effective evaluation tool is not over.

Summary of Impact on Student Learning

Campus Activities sponsored or co-sponsored the following events: Constitution Day panel, the NAMES Project AIDS Memorial Quilt Display, the Study Abroad Reunion, and speakers on both AIDS in Africa and “Fuel and Food”. John Ginsburg continued to oversee the Bridge Initiative programming. Partnering Student Affairs with faculty endeavors, this program supported nine events with about \$3800, including Movin’ Out at the Fox Theatre, seeing a Thai film at the International Film Festival, and bringing the speaker and poet Draji Rajcic to campus.

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

- ✓ Department-wide Fall Training at Shaw Arboretum
- ✓ Welcome Week – included Poster Sale, BBQ w/ SGA, Movie on the Quad, Concert at the Zoo (700 participants)
- ✓ Involvement Fair – the largest ever with over 80 tables
- ✓ Homecoming - included new events Alumni/Student Flag Football and Harmony Concert
- ✓ First Fridays – new series of open mic night filling Jazzman’s cafe
- ✓ Vegas Night
- ✓ Movie Screenings
- ✓ Bowling League
- ✓ Hosting Susilo Bambang Yudhoyono (SBY), President of Indonesia, for breakfast with dignitaries in Sunnen Lounge. The event involved the US Secret Service.
- ✓ Red Hot – fashion show in coordination with the Scholar Shop
- ✓ Hal Sparks – Host of Webbies Show, and separate comedy performance
- ✓ Hosting Cedric the Entertainer in the Gym
- ✓ Springfest – included Recruitment Fair, Webster Idol, “A Taste of Many Nations” w/MCISA, Black and White Formal w/AAAC, Annual Softball game (500 participants)
- ✓ Cardinals Game in new stadium – 150 tickets
- ✓ Renovation of the Dining Area, now called The Crossroads

Personnel Changes

Billy Ratz graduated, and thus completed his year as Graduate Assistant. Katie McComb was hired as the new Graduate Assistant. Myrna Homm is no longer coaching swimming, leaving her as a full 100% employee for the University Center and Student Activities, who will now assume oversight of the Fitness Center, in addition to the Pool.

Summary of Customer/Client Feedback

In the Fall, a Program Assessment tool was developed for Campus Activities, with the assistance of Coro Fellow Ebony Cain. This tool was used for 6 programs: Laughs on the Landing comedy show, AIDS in Africa lecture, Food and Fuel panel, Ghostbusting and Pumpkin Painting, Red Hot Fashion Show, and First Friday. Of the 80 responses received, 75 rated the particular program as either good or outstanding. This represents a 94% satisfaction rate.

Professional Development Activities

John Ginsburg continues to serve on the ACUI Region 11 Leadership Team as Education Council Member – Facilities and Operations.

John Ginsburg attended the NAFSA conference, in place of Colette Cummings, to conduct preliminary interviews for the Director of International Student Affairs.

Jennifer Violett and Myrna Homm attended the Indiana Professional Development Seminar (IPDS).

John Ginsburg was scheduled to present a session at the NASPA IV-West Regional Conference, and Jen Violett and Billy Ratz were scheduled to present a session at the ACUI Regional, but had to cancel due to the cut in travel funds.

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

ACUI I-LEAD: Benny Roberts, Stephanie Covington, Demetrius Johnson, and Larry Morris.

International Student Hiring

The Pool employed 2 international students out of 4 budget employees (50%)

The Student Building Managers employed 4 international students out of 7 budget employees (57%)

The Fitness Center employed 2 international students out of 3 budget employees (67%)

Campus Activities did not employ any international students (4 students out of 6 had work study)

University Center student employee total: 6/16 international/budget (38%).

Other Developments

As mentioned above, the impact of SGA's ballot initiative for a \$30/semester student activity fee will produce campus programs in higher numbers and of higher quality. The leadership of SGA worked hard on that and several other projects throughout the year, including Reading Days during finals week and supporting students to travel to New Orleans to help Hurricane Katrina cleanup. SGA also implemented this year the Programming Pool, which enabled student organizations and campus departments to do more large-scale programming. The addition of a Student Co-Chair for Homecoming helped provide a more direct voice for those activities. Campus Activities Program Manager Nick McGeehon served in this role, and continues to serve as Co-Chair for next year. The internet alcove in the Commons was well-received by students and gets a lot of use. Significant purchases for the department include: meeting room chairs, sound system improvements in the gym, installation of a pool sound system, dividers in the Student Leadership Center, and a new ID Card printer.

Webster Village Apartments

Recap of the Year

This has been a year of priority shifts at the Webster Village Apartments. We had some system-wide changes which has caused us to put a stronger emphasis in marketing more than ever before. We worked diligently on the financial side of things, from creating a 15+ year plan for the Webster Village Apartments so that we are able to accurately budget for future renovations and replacement. We also had many residential issues to work through, from roommate conflicts to assault issues and a larger number of parents involved. 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 didn't have a large waiting list like years before but managed to open at 100% in Fall semester. Throughout the year, WVA housed between 274-280 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. We had one completely open apartment in January which allowed us to outfit it as a "show" tour apartment that helped us with our marketing.
- 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. We had each staff member read the book called *Raving Fans* as part of our marketing efforts to create fans of every person who lived here.
- The Resident Assistants planned and implemented over 80 programs throughout the course of the year. This was similar to our numbers last year but attendance was lower overall. I've been working with a few residents and RA's to completely revamp our programming efforts for next year. We are moving our focus to bringing things to the residents in their apartments. They, understandably, are becoming more selfish with their free time so we are trying to figure out how to provide for them while not requiring a lot of them. Our programs were offered in addition to the area meetings and other opportunities provided by RHA, SGA, and SAC. Our staff responded to approximately 30 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 350 student reports of maintenance concerns in their particular apartments. He also handled innumerable public area problems and coordinated responses on new issues that were caused by the construction of the new residence halls. He also worked very closely with me developing and researching the 15+ year plan for the WVA.

Major Goals Accomplished

- ✓ *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 tastings at local ethnic restaurants, St. Nick's Day, and the Japanese Festival. We also increased the diversity of our student staff applicant pool from 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 12%.

- ✓ *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. Scheduling was a major problem for most of the RA's as faculty had very difficult schedules to work around. The programs that occurred ranged from a faculty member teaching yoga as part of a *Spa Night* 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 started some minor *redo* of the Clubhouse, laundry room and bathroom areas. We replaced a record number of carpets and were also able to retile most of building 5 during the summer. The report that we created for the University for our 15+ year plan will continue to be immeasurable for this area. 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 50% which is allowing us to accommodate more Residence Hall, transfer and international students.

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. We will continue to try and work with parents of our students as well as they remain an instrumental part of their lives.

Key Activities and Events

- ✓ We had some phenomenal activities provided by the RA's and the main office this year. The Environment Week in April in addition to four record breaking Blood Drives 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 Best Residence Life Program of the Year and Director of the Year.

Personnel Changes

We had one RA returnee who was instrumental in aiding the rest of the RA staff. We also changed our Office Assistant title to Customer Service Associate and added marketing responsibilities to these individuals.

Summary of Client/Customer Feedback

We distributed the Quality of Life survey in November and received a modest return rate. I believe we need to overhaul the entire survey and/or add student focus groups to better measure apartment satisfaction.

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 marketing and budget issues. The Assistant Director was re-elected as the Secretary/Treasurer for SLACHA and the new 06/07 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 has been a highly desirable option for students in the apartment housing market in Webster Groves. This has been evident, over the years, in the record number of re-applications that we received but this year with the new rate increases and new residence hall, we are having to pursue applicants which we hadn't needed to do in the past. We will need to continue to increase our marketing over the next year. Some areas to strengthen next year will be our Customer Associates, 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.