

July 2008

To: Russell K. Osgood, President of Grinnell College
From: W. Houston Dougharty, Vice-President for Student Affairs
Re: Annual Report from Division of Student Affairs, 2007-08

The 2007-08 academic year has been full of transition, challenge, and accomplishment for the Grinnell College Division of Student Affairs (DSA), which has operated successfully this year under the leadership of three different vice-presidents (Thomas Crady, July-December; Elena Bernal, January-March; W. Houston Dougharty, April-June).

This summer we are in the midst of a number of staffing changes and realignments that will better position the DSA to follow the mission of the College and meet the needs of our students. We are prioritizing our identity as a collective Student Affairs Division by developing shared mission, values, resources, and focus. This is reflected in our new organizational structure (lead by the vice-president, three deans, and three directors) which will encourage and ensure more collaboration, strategic planning, intentionality, and focus on student learning and advocacy. (See organizational chart.)

Among the staffing changes are: the departure of Jennifer Krohn, dean of student life, and the arrival of Travis Greene, dean of students; the departure of several Residence Life Coordinators (RLCs) and the hiring of four new, master's-level RLCs; the retirement of Carol Ahrens, assistant to the vice-president and dean for academic support, and Janet Alexander, assistant dean and director of international student services and the arrival of their successors, Denise Bennett (formerly of ITS) and Karen Edwards; the changes of several Career Development staff under the leadership of new director Kathleen Powell; and the repositioning of Doug Cutchins, director of service and social commitment, with Dean Deanna Shorb's staff in the Center for Religion, Spirituality and Social Justice.

This year Joyce Stern, dean for student academic support and advising, began the review of our student mental health services – convening a campus-wide committee that began its work in February. In April, an outside evaluation team of college psychologists spent several days on campus and is providing a report to the committee this summer. By mid-fall the committee will present a report to me and I will then make recommendations for the enhancement of our services to students. The hope is to be able to implement these recommendations immediately, with significant changes anticipated for the 2009-10 year.

In the spring term Elena Bernal, then interim vice-president, led an effective campus-wide response to hate mail that was received by more than 30 members of the Grinnell College LGBT (Queer) student community. This response included proactive and effective contributions from DSA staff, Student Government Association leaders, Stonewall Resource Center leaders, Campus Safety and Security, Grinnell Police Department, ITS, and other staff and faculty. Out of this and subsequent work, considerably improved communication and collaboration with student leaders (including

SGA) has ensued. Continuing this open relationship and increasing trust among student leaders and DSA staff will be a high and consistent priority in the years to come.

In June 2008, leaders from each of the departments and programs in the DSA completed a comprehensive and uniform end-of-year report and profile that describes their missions, goals, staffs, challenges, accomplishments, and plans. Below, in no particular order, is a compilation of their achievements for the year.

Social Commitment:

- 10% of graduating class entering post-graduation service programs
- Launched new Grinnell Corps program in New Orleans
- 104 applications filed for national scholarships and fellowships; the highest ever in the college's history, and double the number who applied just four years ago
- Six Fulbright scholars; two Watson Fellows; one Mitchell Scholar; one Goldwater Scholar and two Goldwater honorable mentions; one Truman Scholar; one Udall Scholar; one Davis Project for Peace
- Largest number ever of Grinnellians accepted by and entering into Teach for America (13 accepted, 10 entering)
- Hosted Wendy Kopp, founder of Teach for America, for Convocation Address in October

Academic Advising:

- Service to students – Interacted with at least 490 students (based on the number of electronic student records that were edited this academic year). Not all were having academic difficulty; some may have come in to request a personal leave, medical leave, to clarify an academic policy, etc.
- Workshops and Outreach – Provided workshops in the fall and spring semester for students to build academic skills in time management, test taking, note taking, test anxiety, choosing a major, and speaking up in class
- Student Tutoring Program – This year 194 students sought tutoring in the fall, using 950 tutoring sessions, for an average of 4.9 sessions each. In the spring, 127 students utilized tutoring for 526 sessions, for an average of 4.1 sessions per student. Most tutoring is done one on one, but three languages, Chinese, Japanese and Spanish, held lab hours for drop in help
- First-Year Tutorial Program and the Tutorial & Advising Committee –Joyce Stern helped re-write of the *Adviser's Handbook* (for faculty) to be published this summer The Committee is also bracing for the changes in registration of first-year students to take place this coming August
- Grinnell Science Project – GSP had the largest group ever at pre-orientation (40).
- Students with Disabilities – Assisted 52 students with regularized accommodations; many more sought help to get tested or consulted about academic matters but didn't request accommodations
- Transfer Student Orientation & Program – Provided an excellent orientation to campus for our new transfer students and served as a point of contact for them throughout the academic year
- New Administrative Staff – As the College is undergoing significant changes in

staffing at the highest levels, this office has tried to be as helpful as possible with the orientation of seven new people in key positions at the college: Associate Dean of the Faculty (Kathleen Skerrett), new Special Assistant to the President for Diversity (Elena Bernal), the new Dean of Admission (Seth Allen), new Director of Career Development (Kathleen Powell), new Associate Registrar (Cheryl Chase) new Assistant Dean and Director of International Student Affairs (Karen Edwards), and new Vice-President for Student Affairs (Houston Dougharty)

- Second-Year Initiatives – Participated in the planning for and presented at the Second-Year Retreat in the fall
- Americans with Disabilities Act (ADA) Audit – Worked with the Disability Committee to continue a campus-wide ADA Audit of buildings and also planned and hosted several disability awareness events this year bringing in nationally-known speakers for the fourth year in a row
- Mental Health Review – Convened a committee to do a self-study and coordinate an external review of student mental health services. The committee's work is on-going. Worked with the Mental Health Center as they underwent a transition to a new director and almost a complete transition of their therapy staff. Assisted in the hiring of a new position there: the College Liaison
- Re-Accreditation – Joyce Stern served as a member of the College's Self-Study Steering Committee since the fall semester
- Faculty Advising – Updated a webpage for faculty to use in advising: <http://www.grinnell.edu/offices/studentaffairs/acadadvising/facultyresources/> Assisted again with two faculty workshops: New Faculty Orientation and The Advising and Mentoring Summer Workshop for faculty

Campus Safety & Security:

- New 10-month Campus Safety & security Officer position added
- National accreditation for national security organization near completion
- Achieved 'storm ready' recognition by the National Weather Service
- Worked collaboratively to implement campus texting alert system

Career Development:

- Print Publications: Wrote and produced the *Graduate and Professional School Guide* booklet; Internship Newsletter: *Intern Connection*, Orientation Handbook for Interns; Online Biography forms for alumni; Employer's Guide for Internships; Internship Sourcing sheet detailing how to find an internship; universal internship application; and an Employer Brochure
- Instituted a student tracking system for counseling appointments
- Instituted the Recruitment Information form for on-campus recruitment tracking
- Added value to student resources by providing the following: Discover, a computer-based career assessment tool; Internship.com and Internships-USA.com; which are both internship sourcing tools; What Can I Do With This Major. Also acquired a 'Grinnell Plans' account for the CDO

- Worked cooperatively with the Selective Liberal Arts Consortium (SLAC) and Alumni Relations Office to electronically distribute a Science Resume book that was distributed to 2,184 alumni
- Worked cooperatively with the National Association of Colleges and Employers (NACE) to promote the International Virtual Career Fair
- Marketing/Branding: Worked with the College's Communication Office to provide text, copy, logo and color scheme compliance for two pocket folders, pens, note pads, chapstick and t-shirts
- Conducted outreach to faculty by providing job leads through campus-mail, providing access to electronic resources, and speaking at department meetings
- Worked cooperatively with the SGA and the Student Alumni Association (SAA) to provide programming and resources to our students
- Worked cooperatively with Neela Nandyal, Assistant Director of Off-Campus Studies, to provide orientation workshops for the upcoming Fall 2008 Grinnell-in-London and Grinnell-in-Washington students

Center for Religion, Spirituality and Social Justice (CRSSJ):

- Pre-New Student Orientation Shabbat Table (resurrected and successful, approx. 50 attended)
- Began new *Midweek Reflection Service* (Christian)
- *Are You Curious?* – new series on lessons regarding Judaism
- *Adopt-a-Grandparent* and *Grandparent Service Group*
- Reclaimed *Community Service Federal Work-Study Program* oversight and liaised between community sites, students, and Financial Aid Office
- Rabbi planned a successful *Judaism and Popular Culture Symposium*
- Eight Alt Break trips (five – fall break, three – spring break)
- *Winterfest* (a celebration of holy days and celebrations in world religions)
- Pre-Seminarian and Religious Life Council Retreat
- Seventh anniversary and continuation of *The Community Meal*
- Organized and hosted Community Service Volunteer Fairs – Fall and Spring
- Co-collaborated with faculty members (Harrison & Kasimow) to create the Heschel Conference
- Thriving Community Service programs: Prison Writing Workshop, Unified Sports, Kids Art, Davis Buddies/Big Brothers-Big Sisters, Alternative Happy Hour, Poverty Action Now
- CRSSJ & Religious Life Council Film Festival
- Spiritual Drum Circle

International Student Affairs:

- Designed and facilitated a new orientation to boost international and American students' interaction through a new selection, planning and training process
- Oriented and maintained services for the largest Grinnell College international student population in history
- Responded appropriately and successfully to rapidly changing demands from United States Citizenship and Immigration Service, including advising students of

new opportunities and requirements, and changing our own working procedures to respond to new reporting requirements (including the Employment Validation Project and the new rules published this spring).

- Successfully and seamlessly transitioned to a new director.

Campus Center Operations & Activities:

- Installed new dimmer package, light board and increased lighting capacity for the Harris Center; also purchased a new portable sound system for use in this space
- Acquired patio furniture for the second floor patio of the Joe Rosenfield '25 Center (JRC)
- Additional furniture and two flat screen television monitors were acquired for the JRC game room
- Added a large (42") flat screen television monitor in the Spencer Grill. Only news is televised (no sound) Monday - Friday from opening until 5:00 p.m. After this time, students may turn the channel to whatever they want as the climate and focus of the Spencer Grill activities change later in the day
- The DSA and SGA will both set money aside each year to be used to award Student Affairs and SGA Choice Awards for artwork in the end of the year student art shows. The selected pieces will become part of the Joe Rosenfield '25 Center's art collection and hung /rotated in the facility, beginning summer 2008
- The Young, Gifted & Black Gospel Choir (YGB) had a very successful year while celebrating its 40th year. The choir and the symphonic orchestra performed a joint concert in the fall. Herrick Chapel was full to capacity and was a part of a commemorative celebration of the 40th anniversary of Dr. Martin Luther King Jr.'s visit to Grinnell College. YGB also recorded selections to produce a CD which includes six original selections, all of which were written specifically for the YGB Choir
- Purchased new furniture for the living room and receiving areas of the Black Cultural Center (BCC). This is an area that still serves as gathering place for students despite the development of the multicultural suites in the JRC. It is important that this space continue to be seen as a viable and vibrant gathering/programming space for all, but specifically for traditionally under-represented student populations
- KDIC radio upgraded to become able to broadcast 24 hours a day

Multicultural/Intercultural Affairs:

- Worked with RLC in area to develop a designated site on Blackboard for the coordination of the Peer Connections Program (PCP) announcements and evaluations
- Increased the number of peer mentors for the next academic year and extended invitation to first generation college student to participate in Multicultural Student Orientation (MSO) and PCP.
- Recognized the volunteer contributions of this year's peer mentors by having a luncheon to honor their work at the end of the eight week mentoring program.

- Met with students experiencing academic difficulties (many known through connections with Posse, MSO, PCP and through the Multicultural Leadership Council)
- Worked with student staff of the Stonewall Resource Center (SRC) to develop programming ideas and their autonomy as student leaders
- Collaborated with others in response to hate mail incident, including assistance with SRC Pride Weekend trip to New York

Residence Life:

- Staff attended a conference on mindfulness, to provide staff with new tools to refresh and care for themselves
- RLC's assisted on campus-wide study breaks and worked collaboratively with student emergencies and with students of concern.
- Recovered from losing staff mid-year by hiring new staff while current staff assumed additional responsibilities
- Residence Life worked well with students who had drug and alcohol issues. Each student who came to our attention was met with by an RLC or Dean depending upon the situation. There were three incidences of recidivism out of the over thirty students we met with
- Residence Life sponsored and developed two all-campus drug and alcohol educational opportunities
- Responded to multiple emergency and crisis situations.
- Worked intensely with some high-risk students

Judicial Affairs:

- Heard cases timely in a timely manner
- Trained Board members with SGA V.P. Eric Olson
- Kept the administration and President informed of case situations
- Worked through some very difficult and stressful case situations
- Utilized other methods to address judicial concerns aside from the hearing process
- Worked closely with Campus Safety and Security, keeping them informed concerning outcomes and case processes
- Sheree Andrews attended Donald Gehring Academy for student conduct administrators

Health Services:

- Gave 5 sexual wellness study breaks using the "Jeopardy" theme. These study breaks were conducted after hours in the residence halls and were a huge hit
- Gave presentation for SAAP (Students Against HIV/AIDS)
- Gave first aid training for alternative break
- Gave first aid training for concert workers
- Published the first "Student Health Services" brochure
- Participated in the first "Wellness Fair" providing free blood pressure and glucose screening and had hands on demonstration of how to control life's stressors
- Karen Cochran served on the Mental Health Services review committee

During the 2008-09 academic year, the DSA will work on many fronts to improve organizational effectiveness, communication, collaboration, accountability, and intentionality – while working closely with other staff and faculty colleagues to enhance student learning, engagement, self-governance, and achievement. Below are goals that have been collectively identified for the coming year.

Division of Student Affairs (DSA) Goals 2008-09:

- Develop new DSA Mission, Vision, Values – short-term and medium-term
- Implement new DSA organizational structure – short-term and medium-term
- Train and integrate new Dean of Students position, while subsuming housing into Residence Life – short-term
- Focus on DSA programs that are highlighted for new/improved initiatives in the Strategic plan – short-term and medium-term
- Implement DSA assessment plan (each department/program will conduct a self-assessment in the 10 year period between reaccreditations) – short-term, medium-term and long-term
- Begin by evaluating and reformulating Multicultural/Intercultural Affairs – short-term
- Complete Mental Health Review – short-term
- Make recommendations for future mental health/counseling services at Grinnell, post-2009 – short-term and medium-term
- Search for and implement new Disability Resources Director and CDO Associate/Assistant Director (graduate/professional school) positions – short-term
- Raise profile and reputation of the DSA and its departments/programs (web presence, brochure, lunch program with other campus areas, etc.) – short-term, medium-term and long-term
- Focus on relationship with SGA and its leaders – developing a leadership development program with them – short-term, medium-term and long-term
- Assist SGA in revisiting its budgeting model – medium term
- Increase professional development involvement of DSA staff and connection to professional organizations and other opportunities – short-term, medium-term and long-term
- Increase relationships with the four primary higher education graduate programs in Iowa (UI, ISU, UNI, Drake) – (Houston Dougharty has been asked to serve on the ISU graduate program advisory board) – short-term, medium-term and long-term
- Design and begin a graduate summer intern program (general student affairs and orientation) – short-term and medium-term
- Move the Student Handbook on-line – short-term
- Revise the Family Resource Guide (formerly Parent Handbook) – short-term and medium-term
- Conduct a policy audit, developing rationales and connecting policies with college values – medium-term and long-term

- Assess effectiveness and organization of judicial affairs (conduct) processes – short-and medium-term
- Engage the campus in dialogue about and clearer definition of self-governance – short-and medium-term
- Evaluate and improve DSA staff recruitment and hiring process – short-term and medium-term
- Focus on improving the culture of trust and collaboration within the DSA – short-term, medium-term and long-term
- Develop DSA emergency response protocol – short-term
- Update death of a student protocol – short-term
- Establish, with students, a social justice peer educators program and staff – short-and medium-term
- Review all seven active Grinnell Corps programs – short- and medium-term
- Create a Campus Safety & Security Student Learning Outcomes Assessment Handbook for the student security program and the overall department using the AAHE’s nine principals of good practice for assessing student learning – medium-term and long-term
- Re-configure Academic Support/Triage Team – short-term
- Continue to enhance working relationship with our faculty partners in Nollen House – short-term, medium-term and long-term
- Institute a welcome letter to each class and parents from the CDO describing what activities could take place, with regard to career development – short-term, medium-term and long-term
- Intentionally mentor the Alternative Break Coordinators in order to revitalize this program, as well as potentially expanding offerings – short-term, medium-term and long-term
- Plan for a leadership retreat for the multicultural groups to be hosted in a metropolitan area in the fall – short term
- Fully evaluate NSO and prepare a plan and budget for revised program that better integrates the pre-orientation opportunities – short-term, medium-term and long-term

In conclusion, I am thrilled to be leading a talented and committed DSA staff who shares a passion for and dedication to Grinnell College, our colleagues and alumni, and to the learning, engagement, and achievement of our very talented and diverse students. There is a great deal that is accomplished in the departments and programs of the DSA and we stand on a firm foundation of success. We are also at a point where we can intentionally enhance and strategically focus our efforts in order to become one of the very finest student affairs organizations to be found at a residential, liberal arts college campus. Our goal is to achieve that reality and recognition within the next few years.