



Office of Student Affairs
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To: Raynard Kington, President of Grinnell College
From: W. Houston Dougharty, Vice-President for Student Affairs
Re: Annual Report from the Division of Student Affairs (DSA) for 2010-11
Date: July 2011

We proudly report that 2010-11 was highly successful in the DSA – promoting student learning, creating positive campus community, providing students with challenge and support, and efforts to be effective and proactive colleagues – in the division, across campus, and in our professions. With our intentional focus on establishing desired learning outcomes, as a complement to all the work we do, the members of the DSA staff and the students with whom we work are truly realizing and understanding the importance we play as educators at Grinnell College.

In addition to our daily educational work with all students, below are the positive results of the goals we established for the year, and other accomplishments. Highlights include:

- Created desired learning outcomes for the DSA and all programs & departments (while further incorporating use of the CAS Standards).
- Successfully completed self-study and external review process for: Student Activities & Campus Center and Student Conduct programs/departments.
- Supported the success of the first combined year of Student Health and Counseling Services (SHACS), including hiring a third full-time psychologist who begins in August 2011.
- Continued to develop and strengthen a culture of trust among students, faculty, and staff – especially in relation to the programs and services of the DSA.
- Continued to address campus “party culture” – and our College philosophy, policies, practices and interventions regarding alcohol and other drug – in part by completing the Harm Reduction Committee assessment of alcohol abuse prevention policies and programs and the federal Biennial Review of campus alcohol and other drug policies and programs.
- Proactively addressed the considerable gap in the understanding of and appreciation for both the profession and field of student affairs and Division of Student Affairs on our campus – among faculty, other administrators, trustees, and students.
- Continued intentionally shifting the campus culture toward positivity – away from the prevailing cynicism to a more healthy skepticism; from simply being critical to a clarified focus on critical thinking; from default competition and fault-finding to collaboration, mutual support, and assuming the best of each other; from silos and boundaries to cooperation and seamlessness.
- Established the only car sharing program in Iowa with *Connect by Hertz*.
- Created a more sustainable student move-in and move-out of the residence halls – working with colleagues in FM and student leaders and activist groups.
- DSA staff was active (locally, regionally, nationally and internationally), promoting professional development and the Division’s vision of being a premier student affairs staff among small

private liberal arts colleges. Two RLCs gained national leadership positions in NASPA/ACPA; the vice-president directed the NASPA Aspiring Senior Student Affairs Officer Institute.

- Effectively coordinated advisement for student led organizations: SGA, SPARC, *Bob's Underground*, *Lyle's Pub*, Craft Workshop, Model U.N., Debate & Forensics, and Mock Trial.
- Collaborated with SGA to develop values statements on which to reframe policy.
- Create and implement a *Domestic Violence Response Protocol*, in collaboration with other appropriate campus and local resources.
- Created an on-line Student Handbook that is user-friendly and links policies and procedures to shared community values (including the rationale for each policy).
- Introduced faculty presence in the residence halls via RLC programming.
- Enhanced a New Student Orientation aligned with the Grinnell experience and values.
- Partnered with Jen Jacobsen, Wellness Coordinator, to launch Hall Wellness Coordinator position, effectively and appropriately replacing Hall Social Coordinators.

2010-11 Selected Accomplishments by DSA Department/Program

In June 2011, for the fourth consecutive year, 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 are selected special achievements for the year.

Academic Advising

Led by Joyce Stern, Dean for Student Academic Support & Advising (reports to Dougharty)

- **Skills Course for Struggling First-Year Students** – Piloted “Tackling Academic Probation: Building Skills for Academic Success at Grinnell,” a non-credit mini course for 2nd-semester first-year students who were placed on academic probation or received CAS warning after their first fall at Grinnell.
- **External Review at Whitman College** – Joyce Stern was on an external review team for Disability Support Services at Whitman in April.
- **Grinnell Science Project** – received a prestigious award this year: Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring.
- **Service to students** – our staff interacted with about 500 students, 1/3 of the Grinnell study body.

Disability Resources

- **Provided appropriate academic accommodations** for 61 students (over 4% of students, a record high) – not including the other types of accommodations provided by Residence Life, Dining Services, FM, and SHACS.
- **Accommodations include:** note-taking, providing reading materials in electronic form, and individual testing services.

Campus Safety & Security

Led by Steve Briscoe, Director of Campus Safety and Security (reports to Dougharty)

- Contracted with **Connect by Hertz** to sponsor a campus car sharing program in September.
- Donated a number of **bicycles to the Fort Madison Prison**, to be restored and given to the “Toys for Tots” program.

International Student Affairs

Led by Karen Edwards, Assistant Dean & Director of International Student Affairs (reports to Stern)

- Completed the **self-assessment portion of this year's OISA External Review** process, in preparation for on-site team visit in Fall 2011 (included survey of international students).
- RLC Michael Hunt coordinated '**What It's Like To Be Me**' program that won the Midwest Regional CUPA-HR Successful Practices Award.
- Changed **International Pre-Orientation Program (IPOP)** to shorten and streamline the program; evaluation results affirmed the successful changes.
- **Recertified** through the US Department of Homeland Security, to maintain F-1 and J-1 programs.

Cultural Excursions & Immersion Program

Led by W. Houston Dougharty, Vice-President for Student Affairs

- Offered multiple **theatre excursions** to the Des Moines Civic Center and co-led with a student leader the annual spring break **New York City Cultural Immersion Program**.

Dean of Students

Led by Travis Greene, Dean of Students (reports to Dougharty)

- Produced **DSA Resource Guide for Staff On Call** binders to assist on-call staff.
- In collaboration with the Dean for Religious Life and Chaplain, successfully wrote and implemented a **Domestic and Dating Partner Violence Response Protocol**.
- Completed 115 **Dean's Certification forms** this past academic year for students applying for graduate/professional schools or working for the federal government.
- Successfully completed the **Decennial Review for the Upper-Midwest Region (UMR) of the Association of College and University Housing Officers (ACUHO)** association and presented at the regional UMR-ACUHO conference.

Student Conduct

- Successfully implemented an **online Student Handbook** that is user-friendly and incorporates information collected from a year-long (i.e., 2009-10 academic year) policy audit that lists policy author(s), rationale(s), and tenet(s) of self governance. (www.grinnell.edu/studenthandbook)
- Created a **comprehensive training manual for College Hearing Board (CHB) and Judicial Council (JudCo)** members and conducted a training of student hearing board members in October 2010 – resulting in more efficient hearings and the rendering of more successful findings.
- Successfully **completed the self-study and review process** for the Student Conduct program.
- Working with the Committee on Student Life (CSL), successfully drafted a **Community Standards** document – replacing the proscribed behaviors in the *Student Handbook* with three aspirational community standards.

Assessment

- Staff from the DSA assisted in the creation of a **College-wide study on attrition**.
- Participated in the third annual series of **NASPA/Student Voice on-line evaluations** during the SP11 term (including: Residence Life, Civic Engagement, and the Profile of Today's College Student).
- Successfully developed **Division-wide learning outcomes** that articulate the ways in which students learn as a result of engaging with Student Affairs educators, programs, services, and resources. Feedback from *all* members of the DSA informed this work.

Campus Center Operations & Activities

*Led by Michael Sims, Director of Campus Center Operations & Student Activities
(reports to Dougharty)*

Joe Rosenfield Center

- Completed **assessment and review** for Campus Center Operations & Student Activities.
- **Upgraded equipment** in classrooms and 101 to mirror other facilities (with ITS).
- Collaborated with the Faulconer Gallery to install and **display art in the skylights** on the 2nd floor of the JRC, titled: *Collect(ive): The People's Museum*.

Harris Center

- Upgraded the **Harris Cinema equipment by installing a BluRay player** and a new projector capable of projecting High Definition (HD) signals.

Student Activity Fund (SAFund)

- Funded dozens of **student events and travel**, including substance free programming and sponsoring students to academic conferences.

Student Craft Workshop (Ceramic & Photography)

- Increase involvement in the **ceramics studio** (27 users in one of the semesters) and **photography** exhibit for Bob's Underground was produced.

KDIC

- **Computers upgraded**, including making live performance studio operable.

Student Activities

- Addition of **Debate, Mock Trial and Model UN** programs to the department.

Young, Gifted & Black (YGB) Gospel Choir

- Successful 8-day, 5-engagement **spring tour to Oklahoma and Texas**, including a half-day service project at the San Antonio Food Bank and joining the Grinnell Singers for two alumni engagements involving President Kington.

Residence Life and New Student Orientation

Led by Andrea Conner, Assistant Dean & Director of Residence Life & NSO (reports to Greene)

- Piloted a "**Spring Cleaning Week**" with FM and student environmental groups, and supported FM in creating a cleaning structure for the weekend prior to Commencement.
- Introduced **faculty presence in the residence halls** via RLC programming.
- Launched the **Hall Wellness Coordinator** position; phased out Hall Social Coordinators.
- Hosted our first **summer internship program** via ACUHO-I for a graduate student.
- Created **advisory boards for Bob's Underground and Lyle's Pub**, increasing accountability.
- Offered **25 substance-free weekend events** (*Not Your Average Weekend*); nearly 1,000 attendees

Student Health and Counseling Services (SHACS)

Led by Stephanie Brown, Director of Student Health and Counseling Services & Lead Psychologist (reports to Stern)

- Successfully **incorporated counseling** into the existing health services, developing new staff, policies, procedures and systems.
- Offered **new services**: after-hours counseling and medical phone triage; on-campus psychiatric services; light therapy lamps; on-line alcohol awareness screening.
- Worked to nurture and sustain **partnerships with local medical and mental health** care providers.
- **Workshops and presentations** to students, faculty, and staff on dozens of topics.
- **Effectively treated students**: 9,415 nursing appointments; 2,163 rides to off-campus appointments; 1,567 counseling appointments; 73 psychiatric appointments (Spring only).

Division of Student Affairs Goals for 2011-12

The following goals are among those identified in the DSA to address during 2011-12.

- Continue to **address campus “party culture”** – and our College philosophy, policies, practices and interventions regarding alcohol and other drugs.
- **Address the gap in the understanding of and appreciation for the field of student affairs and DSA** on our campus – among faculty, other administrators, trustees, and students.
- Continue intentionally **shifting the campus culture toward positivity** – away from the prevailing cynicism to a more healthy skepticism; from simply being critical to a clarified focus on critical thinking; from default competition and fault-finding (administrative ‘whack-a-mole’) to collaboration, mutual support, and assuming the best of each other; from silos and boundaries to cooperation and seamlessness.
- Transition to a **fully-automated academic difficulty reporting system**; train faculty to use it, with support from ITS, academic deans office, and collaboration among academic advising staff.
- Engage campus, with CAS, about how to best educate **students on issues of academic honesty**.
- Re-start addressing **issues of the second year** (e.g., letter to sophomores, a website, a retreat).
- Better utilize technology (e.g., blogs, Twitter, Facebook) to **educate students on the DSA**.
- Better utilize technology in the **tracking and case management of student issues**.
- Investigate **College-initiated withdrawals** at other colleges and universities – and make recommendations about the feasibility of implementing such a policy at Grinnell College.
- **Revise the “Community Standards and Responsibilities”** section of the *Student Handbook* to reflect the shift from 16 proscribed behaviors to three aspirational community standards.
- Work with College counsel to **replace the “petition to void file” option with language for a “deferred/held”** finding/option, pending good conduct.
- Create an **online webinar for parents** and/or family members on various issues.
- Create a PowerPoint **presentation that provides empirical data on the Grinnell College student experience** and share that information with key stakeholders.
- Complete **self-study and external review process** for: Office of International Student Affairs (FA11), Residence Life & Orientation (SP12), and Campus Safety & Security (SP12).
- Create/design rubrics to **measure newly-articulated DSA desired learning outcomes**.
- Produce and distribute a print piece about the **history of gender neutrality** at Grinnell.
- **Explore Residence Life student staff compensation** on behalf of the report submitted to me (signed by over 2/3 of student staff) urging that we compensate this now volunteer position.
- Solve our **on-campus storage problems** and settle on a new program.
- Develop methods to more actively **teach students about F-1** regulations.
- Increase consistency among our staff, regarding **note-taking and record keeping around individual appointments** with students.
- Increase **campus wide drills for emergency preparedness and personal safety programming**.
- Develop a **group counseling program and outreach program on *Managing Life at Grinnell***.
- Offer **suicide awareness and prevention/managing distressed and distressing students program**.
- SHACS transition to **electronic appointment and record software** system.
- **Integrate feedback from review** of Student Conduct and Campus Centers/Student Activities.
- Create a **short survey focusing on skills and knowledge** learned by student employees in the JRC, Harris Center, and Craft Workshop.
- **Collaborate on attrition study** and respond to findings to address departure “leaky faucets.”