Student Services Strategic Plan
2015-2017

Updated November 2015

UNB | Student Services
EST. 1785
UNIVERSITY OF NEW BRUNSWICK

Contents

Student Services - Introduction

The Student Services department at the University of New Brunswick, Fredericton Campus, was formed in May 2014. Made up of the former Student Affairs & Services and Residential Life, Campus & Conference Services departments, this new department includes close to 100 full-time /professional staff, and more than 100 part-time / student staff across 5 divisions: Academic Success, Conference Services, Finance & Operations, Health & Wellness, and Student Life. When the new department was formed, its Leadership Team - made up of the Senior Director from each of the 5 divisions and the AVP Academic - worked with a consultant and the entire student services team to answer questions about who we are and where we are headed. Through surveys, interviews, discussions, drop-in white board feedback sessions, and planning workshops we created our 3-year strategic plan, which includes:

- Our Vision, Mission, and Values statements,

- 15 strategic initiatives across four themes (Risk Management, Resource Management,

  Communications, and Programming),

- Goals for each of the 15 strategic initiatives.

Work has begun on many of the 15 strategic initiatives and their goals and this document has been updated to reflect progress made to date.

Vision

Every student has the opportunity for a transformative university experience that prepares them to achieve their full potential.

Mission

Student Services supports the academic mission of the University by providing outstanding student-centered programs, services, and spaces to enhance learning and foster development.

Values

Learning. We facilitate educational opportunities that develop knowledge and skills and foster positive attitudes and behaviours.

Community. We foster a respectful learning, living and working environment that is accessible and reflective of our diversity and heritage.

Collaboration. We work in partnership with students, faculty, staff, and the community.

Integrity. We hold ourselves and each other to the highest standards of ethical practices and personal honesty.

Excellence. We engage in continuous improvement, encourage innovation, and celebrate success and achievement.

Accountability. We are committed to responsible stewardship of our resources and transparent decision-making.
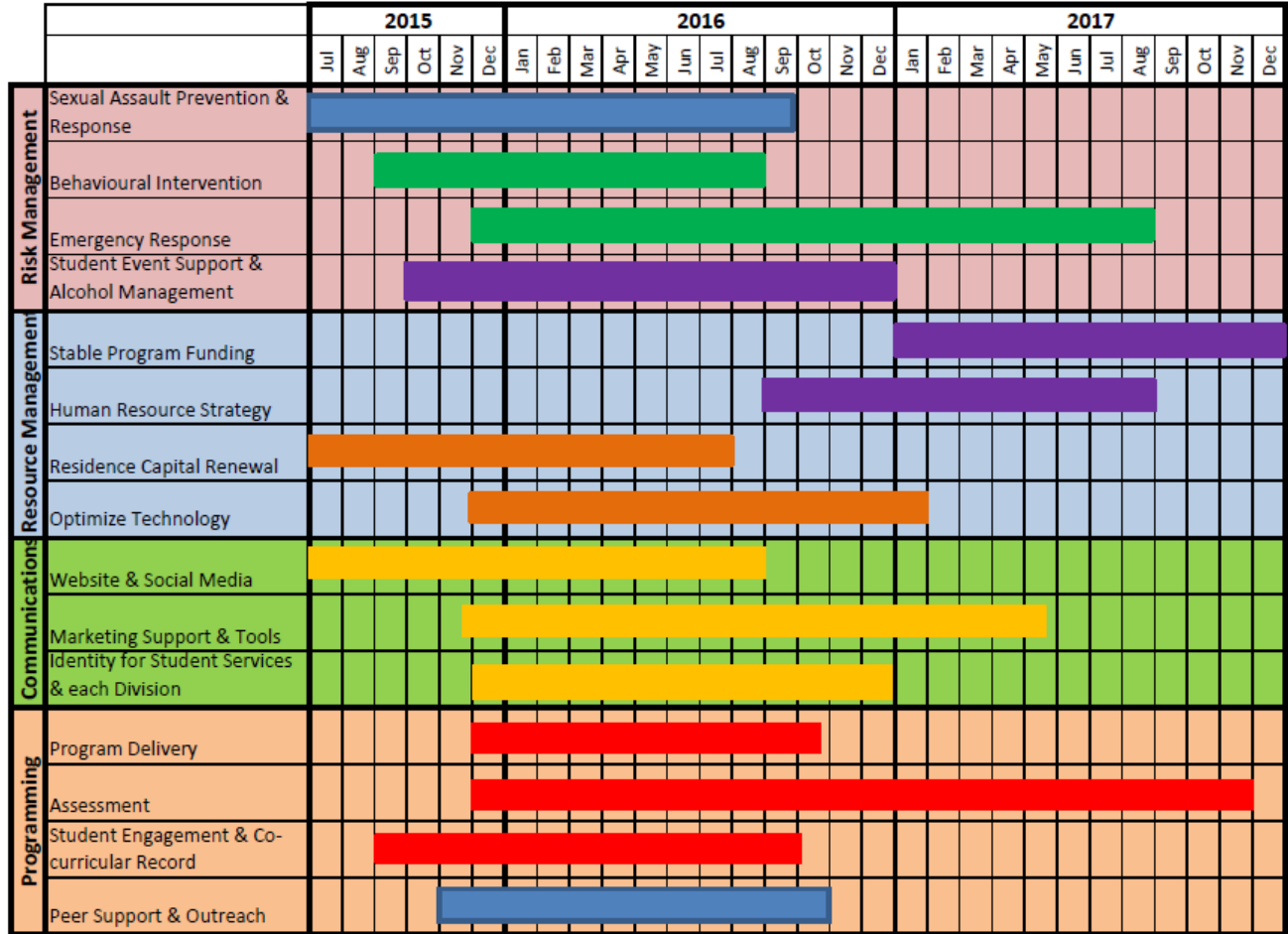
Strategic Initiatives – Overview

An external consultant conducted surveys with 27 staff in Student Services and circulated surveys across all five divisions. The following strategic initiatives emerged as priorities for our department.

Focus	#	Strategic Priority / Initiative	Owner
Risk Management	1	Sexual Assault Prevention and Response	Rice Fuller
	2	Behavioural Intervention	Angela Garnett
	3	Emergency Response Plan	Angela Garnett
	4	Student Event Support & Alcohol Management	Shirley Cleave
Resource Management	5	Stable Program Funding	Shirley Cleave
	6	Human Resources Strategy	Shirley Cleave
	7	Residence Renewal	Ruth Buckingham
	8	Optimize Technology	Ruth Buckingham
Communications	9	Website and Social Media	Michelle McNeil
	10	Marketing & Communications Support & Tools	Michelle McNeil
	11	Identity / Branding for Students Services & for Each Division	Michelle McNeil
Programming	12	Program Delivery	Sara Rothman
	13	Assessment	Sara Rothman
	14	Student Engagement / Co-Curricular Program	Sara Rothman
	15	Peer Support and Outreach	Rice Fuller

Strategic Initiatives – Timeline / Prioritization

In June 2015 representative from across all divisions gathered over two days in small teams to develop goals related to the 15 strategic objectives. Following this work, the Leadership Team reviewed the goals and created a prioritized timeline that balanced the demand on our resources. Below is a visual reference of that timeline.

		2015						2016												2017											
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Risk Management	Sexual Assault Prevention & Response																														
	Behavioural Intervention																														
	Emergency Response																														
	Student Event Support & Alcohol Management																														
Resource Management	Stable Program Funding																														
	Human Resource Strategy																														
	Residence Capital Renewal																														
	Optimize Technology																														
Communications	Website & Social Media																														
	Marketing Support & Tools																														
	Identity for Student Services & each Division																														
Programming	Program Delivery																														
	Assessment																														
	Student Engagement & Co-curricular Record																														
	Peer Support & Outreach																														

Legend for Lead on Initiatives
Rice Fuller
Angela Garnett
Shirley Cleave
Ruth Buckingham
Michelle McNeil
Sara Rothman

Strategic Initiatives – Goals

The remaining pages of this strategic plan outline our goals for each of the 15 strategic initiatives. These goals were developed by team members across all five divisions as well as some of our campus partners.   These goals will serve as our guiding framework as we address our departmental priorities over the next 3 years.

1. Sexual Assault Prevention & Response

Owner: Senior Director, Health & Wellness, Rice Fuller

Why do this?

To prevent sexual assault, support those affected by sexual assault, and change the campus culture so students and their families experience UNB as an environment safe from sexual assault

Goals

1. Increase knowledge about sexual assault prevention and response amongst students, faculty and staff		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Campus Sexual Assault Task Force	April 2016
How will this work be done?	- Include sexual assault prevention info in the orientation curriculum - ID groups who may take bystander training (athletics, residence, staff, faculty, bar staff) - ID champions for bystander training (staff, faculty, students) - Consider having a white ribbon campaign on campus (Krysta S) - Develop an empowerment project in residences (Krysta S) - Develop website including at least the following content: Mandate, Definition, Goals, Messaging, Videos, Policies, Procedures	September 2016 April 2016 April 2016 October 2015 Ask Krysta September 2016
Who will be on the team?	Student services staff, Security, Faculty, Students, other staff	
How will progress/ success be measured?	- Whether SA prevention information is included in orientation materials - Number of students who receive bystander training - Whether champions are identified for bystander training - Whether a White Ribbon chapter established on campus - Whether a website with UNB's SA information is created	
How will we know this plan is complete?	It probably won't ever be complete but the existence of a Campus Sexual Assault Task Force will ensure that the issue is always receiving attention and is continually monitored and updated	
How often should this plan be reviewed?	This will be up to the Campus Sexual Assault Task Force, but probably annually at the very least	
How will progress be communicated?	Given the high profile nature of this issue, at the moment there is no problem with communicating progress on this issue.	

2. Use data to measure current baseline and then to track progress over time		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Reliable data collection and competent analysis	April 2016
How will this work be done?	In late Sept. 2015 a survey of UNB students will be carried out regarding their thoughts about sexual assault and any experience(s) they have with sexual assault	February 2016
Who will be on the team?	Lucy O'Sullivan, Charlene Belu, Rice Fuller	
How will progress be measured?	Whether the survey is actually launched and how many students respond to it	

How will we know this plan is complete?	When the data is collected and analyzed	
How often should this plan be reviewed?	The Campus Sexual Assault Task Force can decide when we should collect data about sexual assault on campus via survey again.	
How will progress be communicated?	Internally given the sensitive nature of the information	

3. Increase the scope of the sexual assault prevention and response initiative through community partnerships

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Team members from UNB	April 2016
How will this work be done?	- Des Dupuis from Campus Security to become member of FSART (Fredericton Sexual Assault Response Team). - Develop reliable relationship with City Police to help UNB address sexual assault	June 9 and ongoing April 2016
Who will be on the team?	Rice Fuller, Des Dupuis, and others to help approach City Police	
How will progress be measured?	Number of FSART meetings attended Identified member of FCP (Duncan Lombard) that we can go to about SAs that occur on campus	
How will we know this plan is complete?	Des is an active and ongoing member of FSART We have a "go to" person on the FCP	
How often should this plan be reviewed?	Campus Sexual Assault Task Force will oversee this but at the least annually	
How will progress be communicated?	Doesn't need to be communicated	

4. Develop policies and procedures related to sexual assault

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Team members from UNB	April 2016

How will this work be done?	- Create sexual assault policy *(Rice Fuller, Kevin Bonner, et al.)*
	
	- Create sexual assault procedures ensuring they are clear and concise in at least the following areas *(Rice, Des, Trish,April, Rachel):*
	  o Sexual assault response team (Part of SIT?)
	  o How best to support those who wish to report
	  o How best to support those who do NOT wish to report
	  o Encompass UNB's legal obligations, including special requirements when minors are impacted
	  o Encompass rights of individuals
	  o Confidentiality and the appropriate sharing of information
	  o Timeline of the survivor experience
	  o Create a template for campus safety alerts
	
	- Campus Sexual Assault Advocate *(Rice, Shannon, FSACC, PETL)*
		February 2016
		
		December 2015
		
		June 2016

Who will be on the team?	Varies – see above	
How will progress/ success be measured?	Whether a policy has been created or not Whether the procedures have been created or not Whether the advocate position has been created or not	
How will we know this plan is complete?	The existence of a policy, procedures, and an advocate will denote completion	
How often should this plan be reviewed?	The policy and procedures will be reviewed on a regular basis set out in the policy.	
How will progress be communicated?	Given the high profile nature of this issue, at the moment there is no problem with communicating progress on this issue.	

2. Behavioural Intervention
Owner: Strategic Project Manager, Angela Garnett

Why do this?
Response to students with behavioural issues will support the health and safety of both the individual and the larger University community. Responses will meet at least the following criteria: learning-focused, timely, thoughtful, coordinated, consistent, transparent, supportive, prevention of subsequent behavioural issues.

Goals

1. Contribute to the update of the Student Disciplinary Code (SDC)		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time to contribute and provide feedback	April 2016
How will this work be done?	- Initiate meeting with stakeholders (Chair of SDC and Sarah DeVarenne) - Offer feedback on current SDC and vision of comprehensive behavioural intervention and student support model called the Student Intervention Team (SIT). - Support and assist with revisions and roll-out of revised SDC	September 2015 December 2015 April 2016
Who will be on the team?	Rachel Cazabon, Angela Garnett, Shirley Cleave	
How will progress/ success be measured?	Monitoring progress of SDC review committee	
How will we know this plan is complete?	SDC will be updated	
How often should this plan be reviewed?	End of each term	
How will progress be communicated?	Through the Student Intervention Team (SIT)	

2. Develop and Implement the Student Intervention Team Pilot and other programmatic strategies to encourage positive behaviour and support for students who are struggling		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Coordinator, Student Life role/mandate to include a focus on Student Intervention	Fall 2015
How will this work be done?	- Complete SIT guiding documentation including mission, vision, goals, policies and practices - Training Student Services staff and Residence Staff on how SIT will function and how they can assist - Develop a communication strategy / plan in conjunction with Communications and Marketing for SIT including promotional material, informational materials (web and paper based), articles in the Brunswickan, and other strategies as appropriate - Collaborate with the implementation of the Early Alert system and develop a data collection and behavioural tracking system - Design table top exercises and other practice strategies to fully develop responses, support strategies, communication between students and reporters, and appropriate tracking and follow-up - Develop PBIS (Positive Behavioural Interventions and Supports) pilot program in one residence building - Develop PBIS training and incentive model - Develop an appropriate PBIS evaluation and data collection for evaluation purposes - Review PBIS strategies and effectiveness - Promote/recognize appropriate behaviour and good citizenship as it relates to the Declaration of Rights and Responsibilities	December 2015 December 2015 September 2015 April 2016 August 2015 April 2016 April 2016 April 2016 April 2016 April 2016

Who will be on the team?	Rachel, Angela, Holly, Internal Coordinator, Krysta (for PBIS piece), Shirley, Rice, Yves, Des, Nancy, George	
How will success be measured?	Evaluation of compliance to both SIT intervention and PBIS expectations	
How will we know this plan is complete?	PBIS will end the pilot program in April 2016 with an evaluation and decision about rolling this program out campus-wide in 2016-2017. SIT pilot roll-out will be complete by the end of May 2016 when complete a final evaluation of the first year of the program and make adjustments for moving the program forward.	
How often should this plan be reviewed?	End of each term	
How will progress be communicated?	Through the Student Intervention Team (SIT) and the Residence Administration office	

3. Develop a Student Intervention training guide for staff/faculty that outlines what services are available and by whom		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Coordinator, Student Life role/mandate to include a focus on Student Intervention	December 2015
How will this work be done?	- Take an inventory of current responses / responders to student distress on campus - Gather data from off-campus stakeholders - Engage stakeholders in identifying prevention, responses and follow-up strategies - Develop and publish an eye-catching flow chart of responses / responders	December 2015 December 2015 June 2016 June 2016
Who will be on the team?	Rachel Cazabon and Angela Garnett	
How will progress/ success be measured?	Feedback from faculty and staff will be gathered both through the initial meetings and after processes have been clarified.	
How will we know this plan is complete?	By the completion of comprehensive flow chart and plan for student intervention	
How often should this plan be reviewed?	End of Dec 2015, end of April 2016 and end of June 2016.	
How will progress be communicated?	Through the Student Intervention Team (SIT)	

4. Develop and implement a post-SIT implementation evaluation program		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Coordinator, Student Life role/mandate to include a focus on Student Intervention	August 2016
How will this work be done?	- Design evaluation to be distributed to staff involved in the pilot - Meet with user groups (residence staff, Student Services Staff, and Business Faculty) to have discussions and collect feedback on Early Alert and SIT	January 2016 August 2016
Who will be on the team?	Rachel Cazabon and Angela Garnett	
How will progress/ success be measured?	Data collection and comparisons from previous years	
How will we know this plan is complete?	When data analysis is complete	
How often should this plan be reviewed?	Monthly	
How will progress be communicated?	Through the Student Intervention Team (SIT)	

3. Emergency Response
Owner: Strategic Project Manager, Angela Garnett

Why do this?
To ensure maximum safety for all by effectively responding to an emergency in a comprehensive, co-ordinated manner.

Goals

1. Collect and review current campus and other relevant emergency response plans to collect best practices applicable to UNB Student Services.		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time of the team members	
How will this work be done?	- Collect and review any existing emergency response plans on the UNB campus - Collect and review emergency response plans of other comparable Canadian organizations, such as STU, NBCC, Red Cross. Other Universities - Determine which best practices are applicable to UNB Student Services and use them in the ERP	December 2015 March 2016 April 2016
Who will be on the team?	Angela Garnett	
How will progress/ success be measured?	Collection of existing data is complete	
How will we know this plan is complete?	Once data and plans have been reviewed, next steps are determined	
How often should this plan be reviewed?	End of each term	
How will progress be communicated?	Angela will produce updates at the end of each term to Shirley Cleave	

2. Develop a plan to communicate and advance warning for an emergency situation		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time of the team members	

How will this work be done?	- Advance warnings might be possible in the following circumstances: Pandemic, Serious weather event, including flooding, hurricanes, etc., Bomb threat
	
	- ID protocol to get information to students, staff, faculty, guests, partners in the community-at-large including who will do what and when
	
	- Create a plan regarding how best to manage land, building, and equipment
	    a. Closing windows and doors
	    b. Turning off applicable electrical appliances
	    c. Moving equipment to safety
	    d. Evacuating or sequestering people
		
		May 2016
		
		August 2016

Who will be on the team?	Angela Garnett and Michelle McNeil	
How will we know this plan is complete?	Comprehensive advanced warning protocol is complete	
How often should this plan be reviewed?	May and August 2016 and again annually to allow for adjustments.	
How will progress be communicated?	Angela will provide updates at the end of each term to Shirley.	

3. Develop and emergency command protocol for Student Services		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time of the team members	
How will this work be done?	- Collect best practices from comparison-other organizations - Create/complete a plan for implementation - Work with Security to develop/implement command system - Develop a practice schedule	December 2015 July 2016 December 2016 February 2017
Who will be on the team?	Angela Garnett, Michelle McNeil, Dean Martin, Trevor Gonnason, Security	
How will we know this plan is complete?	Emergency command protocol in fully developed, practiced and ready to implement in the event of an emergency	
How often should this plan be reviewed?	End of each term	
How will progress be communicated?	Through Shirley Cleave to all of Student Services	

4. Develop a plan to communicate with those external to UNB		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time of the team members	
How will this work be done?	- Meet with Communications and Marketing to determine protocol for media, parents, other stakeholders - ID those responsible to act as official spokespersons	February 2016
Who will be on the team?	Communications office, Angela Garnett, Michelle McNeil, Dean Martin	
How will we know this plan is complete?	Communication plan will exist	
How often should this plan be reviewed?	After any time we need to implement the plan	
How will progress be communicated?	Memos will be sent to every unit outlining communications plan. Angela will have individual meetings with the Directors to ensure they are aware of the communication plan in the event of an emergency	

5. Develop a staffing plan for emergency situations		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time of the team members	
How will this work be done?	- Create a contact/on-call list taking into account time of year, time of day, type of emergency - ID essential services and their roles	February 2016
Who will be on the team?	Angela Garnett, Michelle McNeil, Ruth Buckingham, Nancy O'Shea, Rice Fuller, Shirley Cleave	
How will we know this plan is complete?	Contact and essential services list is complete and appropriate Communication goes out to staff regarding the lists	
How often should this plan be reviewed?	Yearly and anytime there are staffing changes	
How will progress be communicated?	Through our AVP Student Services or Senior Directors	

6. Develop a plan to feed students and guests who remain UNB's responsibility during an emergency situation.		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time of the team members	
How will this work be done?	- Determine who will be sent home - Create an inventory for fridges and freezers and other designated equipment with access to back-up-power - Create communications plan re: where/when to eat - ID any persons who may not be able to get to the	August 2016

	designated eating places and have a plan to get food and beverages to them.	
Who will be on the team?	Tim Thornton (Sodexo), Michelle McNeil, Dean Martin, and Angela Garnett	
How will we know this plan is complete?	Plan is in place and properly communicated to all directors/staff	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Through Residential Life, Conferences, and Sodexo staff	

7. Develop an effective aftermath response and follow up program.

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time of the team members	
How will this work be done?	- Work with Counselling Services on development of an appropriate response plan - Work with UNB and community partners to determine gaps and what needs improvement	November 2016 January 2017
Who will be on the team?	Trish Eagan and Angela Garnett	
How will we know this plan is complete?	Plan is in place and properly communicated	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	By Trish Eagan	

8. Develop a training and refresher- training schedule for emergency responses.

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time of the team members	
How will this work be done?	- Consider using table-top training tools - Develop web-site training materials	August 2017
Who will be on the team?	Des Dupuis and Angela Garnett	
How will we know this plan is complete?	Training schedule will be complete and implemented	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	By Angela Garnett	

9. Develop a housing plan for students, guests, and staff

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time of the team members	
How will this work be done?	- Determine who will be sent home and how to communicate with them - Explore on-and-off-campus options and resources - Include a system on how to track where people will be housed	August 2016
Who will be on the team?	Dean Martin, Michelle McNeil, Ruth Buckingham, Angela Garnett	
How will we know this plan is complete?	Housing plan is in place and communicated	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Directors to their units	

10. Create an inventory of current buildings and equipment that be important in an emergency situation

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time of the team members	
How will this work be done?	Target to include at least the following in the inventory: - Generators - Flushable toilets without electrical power - Emergency lighting, including flashlights - Batteries	December 2015
Who will be on the team?	Craig Hickey, Residence Facilities Manager, Angela Garnett	
How will we know this plan is complete?	Inventory is complete and up to date	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Residence Facilities Manager to team and list available at Res Admin front desk	

11. Education students on their own responsibility for their personal safety

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time of the team members	
How will this work be done?	- Include this information in training and orientation - Create and distribute 'Bug Out Bags' - ID current educational resources	April 2016 September 2016 Jan 2016
Who will be on the team?	Krysta Skentelbery, Angela Garnett, Des Dupuis	
How will we know this plan is complete?	Educational resources have been distributed	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Through Krysta Skentelbery	

4. Student Event Support & Alcohol Management
Owner: Associate Vice-President, Dr. Shirley Cleave

Why do this?
To contribute to an exceptional student experience within a positive, safe, responsible environment

Goals

1. Implement a consistent event planning process focused on safe, responsible events		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	A planning committee consisting of staff and students	Spring 2016
How will this work be done?	- (Priority A) Create a Planning Committee which includes student representatives to plan risk management workshop - Review recommendations from Risk Management report from 2007/08	February 2016
	-(Priority A)Host Risk Management Workshop with Ian McGregor - develop plan to implement recommendations from risk management report from 2007/08 and workshop in 2016	October 15 / March 16
	- (Priority B)Develop 'How to Plan Events' training / manual/ resources Res idence/Campus *(Rachel Cazabon)* - (Priority B) Create a standardized event proposal form + permit for display for Residence/Campus *(Rachel Cazabon)* - (Priority B) Develop guidelines for events approval for Residence/Campus *(Rachel Cazabon)*	October 15 / March 16 October 15 / March 16 October 15 / March 16
	- (Priority C) Create a central location for approval for Residence/Campus *(Rachel Cazabon)* - (Priority C) Inform campus partners of the process for Residence/Campus *(Rachel Cazabon)*	October 15 / March 16 October 15 / March 16
Who will be on the team?	Planning committee and student services staff	
How will progress/ success be measured?	Monitor progress against plans developed for workshop and implementation of recommendations	
How will we know this plan is complete?	Event planning process implemented	
How often should this plan be reviewed?	n/a	
How will progress be communicated?	Through planning committee and student services staff	

2. Proactively advocate for responsible alcohol consumption		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Student services staff responsible for action items, CMAC	
How will this work be done?	**NOTE:** This plan incorporates recommendations from the *President's Task Force on Alcohol: UNB Fredericton,* Apr 2014 (Priority A) Offer E-Checkup-to-Go for all first year students *(Rice Fuller)*	June 2016
	(Priority A) Update Orientation Messaging annually (Rec. # 27) *(Sara Rothman)*	May 2016
	(Priority A) Enhance parent / supporter communications (Rec. # 27) *(Rice Fuller)*	June 2016
	(Priority A) Counselling Services expand the use of BASICS as an intervention strategy (Rec. # 42) *(Rice Fuller)*	September 2016

	(Priority A) Student Health to continue to provide outreach programs related to alcohol consumption to student leaders and others on campus (Rec. # 41) *(Trish Eagan)*	September 2016
	(Priority A) Monitor compliance with SUB Leases (e.g., bartender training) *(Becky Sullivan)*	
	(Priority B) TiPS 1.) Increase # students, 2.) Update videos, 3.) Additional trainers, 4.) Consider ID for TiPS trained students *(Rice Fuller)*	
	(Priority C) CMAC consider establishing an Education/Communication Working Group to promote responsible consumption (Rec. # 39) *(Shirley Cleave)*	
	(Priority C) Director and Co-ordinator of Residential Life continue to support provision of awareness raising and educational programs regarding alcohol consumption for residence students including working collaboratively with other units on campus (Rec. # 16) *(Shirley Cleave)*	
Who will be on the team?	Student services staff responsible for action items, CMAC	
How will progress/ success be measured?	Reports submitted by responsible team members to CMAC	
How will we know this plan is complete?	Assessment by CMAC	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Through appropriate stakeholders	

2. Ensure that policies and procedures related to alcohol are relevant		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Student services staff responsible for action items, CMAC	
How will this work be done?	**NOTE:** This plan incorporates recommendations from the *President's Task Force on Alcohol: UNB Fredericton,* Apr 2014 (Priority A) Develop an amnesty system (Rec. # 33) *(Rachel Cazabon Student Life)*	March 2016
	(Priority A) Continue to improve training and enforcement practices designed to more effectively limit a) underage alcohol consumption and b) overconsumption of alcohol within UNB residences (Rec. #15) *(Krysta Skentelbery Student Life)*	March 2016
	(Priority B) CMAC explore ways to better inform students of the policies that govern student behaviour on campus (Rec. #13)	December 2016
	(Priority B/C) Continue to work with Department of Public Safety to update the licensed areas section of the License, and specifically to exclude the Residence Buildings (Rec. #17) *(Michelle McNeil)*	December 2016
	(Priority B/C) Continue to work with the Fire Marshall to document the allowable occupancies of all rooms on the license and with staff in Central Booking to reflect those occupancies (rec. # 18)) *(Michelle McNeil)*	September 2016

	(Priority B/C) CMAC work with relevant stakeholders to establish policies and procedures to ensure consistent and comprehensive reporting of alcohol consumption and alcohol related incidents (Rec. # 35) *(Rice Fuller)* (Priority B/C) Student Health liaise with Horizon Health to obtain monthly reports on the number of UNB students treated at the DECH ER for over- intoxication or other alcohol-related problems (Rec. #36) *(Rice Fuller)*	
Who will be on the team?	Student services staff responsible for action items, CMAC	
How will progress/ success be measured?	Reports submitted by responsible team members to CMAC	
How will we know this plan is complete?	Assessment by CMAC	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Through appropriate stakeholders	

5. Stable Program Funding
Owner: Associate Vice-President, Dr. Shirley Cleave

Why do this?
To identify appropriate expenditures (e.g., copier rental, professional development) and funds for general Student Services accounts to ensure equity, balance, and provide for flexibility to support new initiatives.

To identify available funding for all program units so that plans can be developed and implemented to provide appropriate programs and services.

Goals

1. Establish appropriate general accounts for each division		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Time from Shirley, Ruth, and Senior Directors	
How will this work be done?	- Identify funds from general accounts in Student Affairs and Services and Residential Life, Campus and Conference Services – Ruth & Shirley - Consider what expenses should be funded from general funds – Sr Leadership Team - Identify funds from divisional accounts related to expenses to be funded centrally- Sr. Directors - Create appropriate accounts and allocate resources - Ruth	December 2015
Who will be on the team?	Shirley Cleave and Senior Directors	
How will progress/ success be measured?	Monitor progress at team meetings	
How will we know this plan is complete?	Tasks above completed	
How often should this plan be reviewed?	n/a	
How will progress be communicated?	Senior Directors during budgeting process	

Further goals related to stable program funding will be developed when a new AVP Student Services is hired. This work will be done with Senior Directors and staff from all programming divisions.

6. Human Resource Strategy

Owner: Associate Vice-President, Dr. Shirley Cleave

Why do this?
To ensure our department, its divisions and units, have the tools and support to be successful in reaching our goals.

Goals

1. Positions on 'soft money' or term positions funded appropriately		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Time from Shirley, Ruth, and other staff connected to positions	
How will this work be done?	- Review positions on "soft money or term positions to determine need - Revise position descriptions for positions identified as necessary - Identify or seek funding for necessary positions	January 2016
Who will be on the team?	Shirley Cleave, Ruth Buckingham, Senior Director for positions under review	
How will progress/ success be measured?	Tasks completed	
How will we know this plan is complete?	Funding secured for necessary positions	
How often should this plan be reviewed?	n/a	
How will progress be communicated?	Communication with staff in positions under review	

Further goals related to Human Resource Strategy (e.g., Performance management, succession planning, professional development, etc.) will be developed when a new AVP Student Services is hired. This work will be done with Senior Directors and staff from all divisions.

7. Residence Capital Renewal

Owner: Senior Director, Finance and Operations, Ruth Buckingham

Why do this?

To attract and retain students; provide quality, safe, and desirable spaces for students and summer guests; to help students have enjoyable, educations, community experiences; to help Conference Services meet or exceed profit targets.

Goals

1. Obtain approval from UNB President's Executive Team to proceed with creating a comprehensive Residence Capital Renewal Plan		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	A competent professional to develop the comprehensive Residence Renewal Plan	
How will this work be done?	Develop a financial plan to hire a competent professional to develop the long term Residence Renewal plan. Submit this plan to the President for approval.	July 2015
Who will be on the team?	Ruth Buckingham, Shirley Cleave, Barb Nicholson, Michelle McNeil, Craig Hickey, Angela Garnett	
How will progress/ success be measured?	Obtaining approval to move forward	
How will we know this plan is complete?	Obtaining approval to move forward	
How often should this plan be reviewed?	n/a	
How will progress be communicated?	From Shirley after approval from PET	

2. Establish Steering Committee to oversee the develop the comprehensive Residence Renewal plan		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	A steering committee to work with the competent professional hired to write the comprehensive Residence Renewal plan. Membership includes: - AVP Capital Planning & Property Development (B. Nicholson) - Associate Vice-President (Learning Environment) (S. Cleave) - Financial Service Rep. (Larry Guitard) - Student Services Senior Director, Finance and Operations (R. Buckingham) - Director, Residential Life (D. Martin) - Senior Director, Conference Services (M. McNeil) - Facilities Management (C. Hickey) - Student (Meghan Stultz) - Director, Strategic Projects – President's Office (M. Dawe)	
How will this work be done?	Develop and post RFP for the project. Steering Committee to approve RFP, conduct selection process. Steering Committee to work closely with successful candidate(s) to develop the plan	RFP posted July 31 Awarded Sep 30 Plan delivered Mar 31, 2016
Who will be on the team?	Ruth Buckingham, Shirley Cleave, Barb Nicholson, Michelle McNeil, Craig Hickey, Dean Martin, Larry Guitard, student, Melissa Dawe	
How will progress be measured?	When a comprehensive plan has been created and is approved by appropriate stakeholders (including Board of Governors)	
How will we know this plan is complete?	When a comprehensive plan has been created and is approved by appropriate stakeholders (including Board of Governors)	
How often should this plan be reviewed?	Regularly throughout the planning process by Steering Committee	
How will progress be communicated?	Project Manager, M Dawe	

Further goals for Residence Capital Renewal will be fully determined by the final plan.

8. Optimize Technology

Owner: Senior Director, Finance and Operations, Ruth Buckingham

Why do this?

To use computer hardware and software as effective tools in the provision of optimal service to Student Services' stakeholders (students, clients/customers, staff, faculty, partners).

1. Create an inventory of existing hardware and software and use as a tool help improve Student Services (SS) processes.

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	IT Support (Chris Miller) to lead and 1-person from each of the 5-SS-divisions to be on the team.	
How will this work be done?	- Roll out the new shared drive as part of the merger of SAS and RLCCS) - Chris to create a survey to populate the initial list - Distribute and collect data May 2016 – July 2016 - ID current servers and use info to optimize them - ID existing UNB tools (data cube, D2L, lync, Skype for business) - ID special/shared email addresses	December 2015 April 30 2016 July 2016 July 2016 July 2016 July 2016
Who will be on the team?	IT Support (Chris Miller) to lead and 1-person from each of the 5-SS-divisions to be on the team plus support from UNB ITS.	
How will progress be measured?	By successful completion of actions above	
How will we know this plan is complete?	When the inventory is being used to bring about targeted improvements	
How often should this plan be reviewed?	Annually in time for budget decisions / submission	
How will progress be communicated?	Targeted emails and info kept up to date on the shared drive	

2. ID Student Services biggest day-to-day operational challenges and use that info to determine how IT can support improvements.

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	A leader to run the operational review	
How will this work be done?	- Carry out an operational review of each of the 5-SS divisions - All-staff memo to gather data on day-to-day challenges - Cross divisional workshop to ID priorities and synergies (Jun2016) - Set priorities	August 2016 September 2016 October 2016 November 2016
Who will be on the team?	A 'lead' from each division, Consultant or Masters- Candidate (student)	
How will progress be measured?	A list of priorities is agreed-upon	
How will we know this plan is complete?	A list of priorities is agreed-upon	
How often should this plan be reviewed?	Annually in time for budget decisions / submission	
How will progress be communicated?	Targeted emails and info kept up to date on the shared drive, cross- division meetings	

3. Create an action plan to implement recommendations from Goal 1 and 2

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	IT Support (Chris Miller) to lead and 1-person from each of the 5-SS-divisions to be on the team plus support from UNB ITS + lead from Goal # 2.	
How will this work be done?	Use info gathered from Goals 1 and 2 and ID existing tools that provide solutions List opportunities that do not have obvious current in-house tools available for use Research solutions by costs, availability, benchmarking, etc.	December 2016 December 2016

	Develop project plan	January 2017 February 2017
Who will be on the team?	IT Support (Chris Miller) to lead and 1-person from each of the 5-SS-divisions to be on the team plus support from UNB ITS + lead from Goal # 2.	
How will progress be measured?	Plan of action is being followed	
How will we know this plan is complete?	Plan of action is being followed	
How often should this plan be reviewed?	Annually in time for budget decisions / submission	
How will progress be communicated?	Targeted emails and info kept up to date on the shared drive,	

9. Website & Social Media
Owner: Senior Director, Conference Services, Michelle McNeil

Why do this?
To optimize Student Services' contribution to the student experience by effectively reaching our audience(s) in engaging and user-friendly ways.

Goals

1. Redesign the Student Services website to improve both content and navigation, focusing on making it effective, concise, and persuasive.		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Student Services (SS) staff to provide content and IT expertise to do the website redesign.	
How will this work be done?	Student Services staff, SS IT Support (Chris Miller) and SS IT summer co-op student will work together to define at least the following: - Best architecture - What are the current challenges? / - What info is hard to find? - Calls and questions currently being received – what are our students, partners and clients asking? - Logical user-friendly layout of the website - Continuous information as opposed to link-to-link-to-link - When appropriate, links to internal and external partners	August 2015
	Designate an owner/person from each SS division to: - Be primary point of contact for the website redesign project - Give timely responses to requests for information - Work with their Division to generate and submit content for the website, including texts, photos, audio, videos, etc.	August 2015
	Research in order to gather data/information determine the best -answers to the questions above will be carried out in the following ways - Direct meetings/interviews between Chris & Student – and dept. leads - Student focus groups - Target to hire a Communications co-op student	September 2015
	Launch new website	January 2016
Who will be on the team?	Student Services staff, SS IT Support (Chris Miller), summer co-op student, student in Sept 2015	
How will progress be measured?	Architecture in place Feedback from testing and focus groups Dept's feedback /satisfaction with changes Google Analytics – ID some benchmarks to be used during the annual review	
How will we know this plan is complete?	When we have a Student Services website that has been updated and reflects our recent merger (who we currently are)	
How often should this plan be reviewed?	Monthly	
How will progress be communicated?	Chris will present to Leadership Team and to Program Managers Meetings and messages will be sent via the listserv.	

2. Continually renew the website to ensure it remains effective, relevant and accurate		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	A person from each SS Division to be designated to carry out the work described below in 'How will this work be done?	January 2016
How will this work be done?	Set annual date(s) when each Division will be responsible to update the website - Designate someone from each Division to make small changes to the website on an ongoing basis. This will be the	January 2016 January 2016

	point-person for the annual review/update. - SS IT Support (Chris Miller) to carry out an annual review of the functionality of the website (Links, etc.)	Each summer
Who will be on the team?	Chris Miller plus a person from each division	
How will progress be measured?	Reports on the last date pages updated Questions / issues identified by students and users have been effectively addressed	
How will we know this plan is complete?	When there is a system in place to ensure pages / info are being updated	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Via listserv	

3. Increase effective use of Social Media to improve Student Services contact with its audience(s).

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Competency/training in the use of Twitter, Facebook, Snapchat, Instagram, etc. Communications lead from staff	
How will this work be done?	- Method of addressing the 24-7-nature of social media to be developed - An inventory of Social Media accounts (Alisha) - Guidelines on the use of Social Media to be developed (Kelsey). - Answer the question 'What makes the cut?' - Determine who should be given access to add designated SS content - Training plan in order to increase competency in the use of Twitter, Facebook, Snapchat, Instagram, etc.	February 2016 October 2015 March 2016 March 2016 April 2016 May 2016
Who will be on the team?	Alisha Bainbridge and an identified team member from each unit	
How will progress be measured?	# of followers # of re-tweets Interaction with the site(s)	
How will we know this plan is complete?	When there is a community of practice within Student Services working in concert to manage our social media presence	September 2016
How often should this plan be reviewed?	Each term	
How will progress be communicated?	Via Listserv	

4. Create an editorial master calendar and community of practice for Social Media within SS

Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Communications person (Alisha from Conf Serv will dedicate time) Time from each of 5-SS Divisions Time from Marketing Department (Kelsey Seymour)	
How will this work be done?	- Consult with team members on the types of things they post and when throughout the year - Develop a calendar for each of the 5 divisions/accounts - Post calendar to shared drive	June 2016 July 2016 July 2016
Who will be on the team?	Alisha Bainbridge and an identified team member from each unit	
How will progress be measured?	# of followers # of re-tweets Engagement stats	
How will we know this plan is complete?	When there is a communications calendar we can all reference	
How often should this plan be reviewed?	Each term	
How will progress be communicated?	Via email from Alisha to the folks who update accounts	

10. Marketing & Communications Support & Tools

Owner: Senior Director, Conference Services, Michelle McNeil

Why do this?
To strategically tell our story to our stakeholders in order to:
- Increase awareness of and engagement with our services
- Optimize our fiscal resources
- Add value to the UNB and Students Services brands.

Goals

1. Hire a Marketing Communications Officer for Student Services		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Money for this new position and a Marketing budget	

How will this work be done?	**Short-Term**
	- Alisha Bainbridge (Conf Serv) will dedicate some time each week to S.S.
	- Find funding for this position in the long term
	- Explore short term funding options
	  - Co-op senior level
	  - Youth employment program
	- Develop a Marketing budget
	
	Long-Term
	- Develop long term funding for this position and the Marketing activities (Ruth B)
	- Develop the job description and hire a position
		August 2015
		
		January 2016
		August 2015
		
		January 2016
		
		February 2017
		
		May 2017

Who will be on the team?	Michelle McNeil, Ruth Buckingham, Anne Soucy, Alisha Bainbridge	
How will progress be measured?	When we have a staff member tasked with coordinating marketing and communications efforts for SS	
How will we know this plan is complete?	When we have a staff member tasked with coordinating marketing and communications efforts for is and long term stable funding for the position and for marketing activities are in place	
How often should this plan be reviewed?	Annually at budget time	
How will progress be communicated?	Michelle McNeil will announce via listserv	

2. Develop Marketing Tools customized for Student Services		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Money to fund the development of the tools. The money will pay for people to do the work and for printing, training on how to use the tools, updating the tools etc. Support from UNB Communications and Marketing offices.	
How will this work be done?	NOTE: UNB is scheduled to release the University's new Branding Plan in early fall 2015. The strategic plan for this initiative relies heavily on building on that new Branding Plan Determine what each SS Unit would like to see for their Marketing materials - Who are their audiences - What are the key messages / proof points - What kind of tools, collateral, templates, swag, etc. is needed Create a budget and a timeline for development/implementation Develop a visual identity and templates for above - Use focus groups to measure the effectiveness of the Marketing	 Jan 2016 February 2016 April 2016

	tools to be developed	
	Produce tools	August 2016
	Establish a point person to provide support to a community of practice – people who engage in marketing and communications for their units/divisions.	September 2016
Who will be on the team?	Alisha Bainbridge, 1 representative per SS unit or division and a consultant from UNB's Communications and Marketing department	
How will progress be measured?	Increase uptake in services from students and clients Increased engagement of services, tracked by unit Review revenue based on budgets/benchmarks	
How will we know this plan is complete?	Student Services staff are effectively using the new tools	
How often should this plan be reviewed?	Annually in concert with UNB Communications and Marketing department	
How will progress be communicated?	Working group and info posted to the Shared Drive	

3. Develop a marketing communications plan		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Communications person, time from staff in units, potentially some budget money for implementation.	
How will this work be done?	NOTE: UNB is scheduled to release the University's new Branding Plan in early fall 2015. The strategic plan for this initiative relies heavily on building on that new Branding Plan We will incorporate some components already addressed above or below in this strategic plan, such as: - Social Media – Editorial calendar, best practices, channels, etc. - Use newly developed Marketing tools - Updated website - Identity/branding of SS and divisions And will round it out with other components such as: - a global Events calendar – 1-Calendar (internal) - completing an environmental scan - Carry out a needs assessment for tools/tactics/audiences beyond what has been developed at the Departmental (Student Services), Divisional, and unit level - Determine which events SS should attend to Market services/divisions. - Determine which tactics strategies we will use to get our messages to our audiences.	October 2016 December 2016
Who will be on the team?	Alisha Bainbridge, 1 representative per SS unit or division and a consultant from UNB's Communications and Marketing department	
How will progress be measured?	The plan will be available for everyone in SS to use as a roadmap / tool to help market/communicate our services, programs, and facilities	
How will we know this plan is complete?	The Marketing / Communications Plan is complete	
How often should this plan be reviewed?	Annually	
How will progress be communicated?	Via listserv and during regularly scheduled Divisional and Unit meetings	

11. Identity & Branding for Student Services & Divisions
Owner: Senior Director, Conference Services, Michelle McNeil

Why do this?

Knowing who we are and effectively branding ourselves will help Student Services (SS) to:

- Cohesively understand ourselves and how we contribute to the betterment of the community
- Collaborate with internal and external partners
- Communicate SS strengths and limitations

Goals

1. Define mandate of each unit		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Unit managers and their staff	
How will this work be done?	Each unit will answer the following guiding questions: - Why are we (unit name) here in the first place? - What does the world (UNB) need most that we (unit name) are uniquely able to provide? What is needed? - What are we willing to sacrifice? Example: If we come to a point where we can't serve the budget / bottom line and the cause, one or the other must suffer. - What matters more than money? - Are we all on this mission together? The more input people have the more likely they are to accept and honour the mission. Hold a Divisional meeting where each Unit's information is presented and reviewed.	December 2015 December 2015
Who will be on the team?	Unit Managers and their staff	
How will progress be measured?	Each unit has an approved mandate All unit team members have a clear understanding of the mandate	
How will we know this plan is complete?	Each unit has an approved mandate	
How often should this plan be reviewed?	Biannually or as required	
How will progress be communicated?	At leadership meetings	

2. Define mandate for each division		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Senior Directors and a lead from each of the units within their division.	
How will this work be done?	Senior Directors will work with their units to develop the Division's mandate. Use the guiding questions from goal 1 above. Present the mandates to the Leadership Team.	January 2016 January 2016
Who will be on the team?	Senior Directors and leaders from their units	
How will progress be measured?	Understanding of the mandate of the division and how it applies to each person's work.	
How will we know this plan is complete?	Each division has an approved mandate	
How often should this plan be reviewed?	Biannually or as required	
How will progress be communicated?	At leadership meetings	

3. Communicate SS identity to internal and external stakeholders		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Communications staff person, New AVP, Senior Directors, unit managers, documents and tools developed with marketing budget.	
How will this work be done?	Within Student Services - Hold fun, interactive events and / or promotions - Host a series of open houses and/or lunch and learns open to everyone from Student Services - Consider distribution of a SS newsletter Within UNB - Include in orientation for new Faculty, Staff, Administrators - Present at Dean's Council and Directors+ - Present to Student Union, Residence Leaders - Include in recruitment materials & present during recruiter training	January 2016-December 2016 January 2016-December 2016
Who will be on the team?	SS Communications staff, new AVP, Senior Directors, leaders of units.	
How will progress be measured?	When we have consistent, cohesive, tools and information to use when communicating about Student Services	
How will we know this plan is complete?	When we have consistent, cohesive, tools and information to use when communicating about Student Services	
How often should this plan be reviewed?	Annually in the Fall	
How will progress be communicated?	Ongoing communications with new internal / external people.	

12. Program Delivery

Owner: Senior Director, Academic Success, Sara Rothman

Why do this?
Optimize and broaden the impact of programs to support holistic student growth and success in accordance with Student Services' Vision, Mission and Values.

Goals

1. Optimize resources used for program delivery to maximize benefits to students		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	An inventory of current SS programs and similar programs offered by other UNB units.	
How will this work be done?	Analyze the inventory data to: - ID overlaps, gaps and redundancies - Determine whether a needs assessment will be value-added - ID opportunities for synergies and collaboration on program delivery - Benchmark to comparison-others who are 'best-in-class' to ID opportunities for improvement - Use this data to recommend targeted improvements to programs and to program delivery	Winter 2016

2. Provide programs that are relevant and current in ways that are engaging to students as per recommendations in goal #1 above.		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Student Services team members and partners to develop targeted improved programs and delivery methods	
How will this work be done?	- Research current trends and cutting edge delivery methods - ID expertise on campus and within SS for training sessions and to act as general resources for questions in their area of expertise - Train staff on tech, social media (possibly whole day in-service) - Consult with students (in conjunction with IDd gaps, etc. noted above to test findings) - Make changes to programs as per recommendations in goal 1 above	Winter 2016 Winter 2016 (before training noted next) Winter/Spring 2016 Winter 2016 2016 and ongoing

3. Effectively promote programs to optimize student participation		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Student Services team members and partners to promote programs and be advocates for student participation	
How will this work be done?	- ID students / Student Union advocates to assist in Program promotion - Tap into existing SS marketing expertise - Explore working with MBA students who are looking for an academic/ applied marketing project - Seek out ways to personalize invitations to students to take part in programs - Identify/hire a dedicated SS marketing / communications professional	Annually every fall (Idea: create a SS marketing team?) Whenever this approach seems appropriate. Winter 2016 ASAP

4. Carry out consistent program evaluation		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Financial resources to hire: - Dedicated marketing & communications professional - Work-study/co-op student to support inventory work	

How will this work be done?	- ID key common assessment measures for example participation numbers, on-line activity data, achievement of learning outcomes by program, student satisfaction) - Develop common assessment tools -ID mechanism to collate data across SS divisions - Communicate results in meaningful ways	Spring 2016 Spring 2016 Spring 2016 Regular updates to programming team
Who will be on the team?	Assessment Team identified via Assessment Strategic Priority	
How will progress / success be measured?	Through goal #4 (details to be determined)	
How will we know this Plan of Action is complete?	An annual review will support the process but the group believes this plan will never be complete but rather will need to keep cycling thorough the steps	
How often should this plan be reviewed?	Annually	
How will progress on this plan be communicated?	Through goal #4 (details to be determined)	

13. Assessment
Owner: Senior Director, Academic Success, Sara Rothman

Why do this?
To foster a culture of continuous improvement through evidence-based decision-making processes in accordance with Student Services Vision, Mission and Values.

Goals

1. Establish a Student Services Assessment Team		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Campus Labs – assessment platform and training modules Academic Impressions training webinars Staff time for training, development, implementation	
How will this work be done?	- ID at least one person per division to sit on the team - Develop a mandate for the team - ID a data generation, management and analysis expert who can serve as a resource to the team (David Kilfoil?) - Engage the team in regular (monthly?) training to build assessment understanding and capacity *NOTE: This section on balanced scorecard methodology was inserted by Catherine White after the strategic planning day. This approach should be considered by the assessment team.* Determine whether a 'Balanced Scorecard' methodology would be applicable for Student Services. Balanced Scorecards are commonly broken down into: Financial perspective Customer perspective (both external and internal) Internal process perspective Learning and growth perspective Balanced Scorecards can serve multiple uses including but not limited to: - Drive strategy execution - Clarify strategy and make strategy operational - Identify and align strategic initiatives - Link budget with strategy - Align the organization with strategy - Conduct periodic strategic performance reviews to learn about and improve strategy	December 2015 December 2015 December 2015 2016 monthly to build team capacity 2015-16 – seek expertise to help team to properly evaluate this suggestion
Who will be on the team?	At least one person per division; to be determined by the programming team. Consideration should be given to including one person per programming unit.	
How will progress / success be measured?	Attendance at team meetings and training events	
How will we know this Plan of Action is complete?	When the team is established, has undergone training, and has researched and considered the use of a balanced scorecard approach.	
How often should this plan be reviewed?	Annually to determine if the composition of the assessment team is appropriate and effective.	
How will progress on this plan be communicated?	Regular updates to the programming team	

2. Develop assessment benchmarks, templates, and processes		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Campus Labs – assessment platform and training modules Academic Impressions training webinars Staff time for data collection	
How will this work be done?	- Determine what assessment is already taking place within SS	Winter 2016

	- Determine what data is already readily available and who 'owns' this data where ownership is defined by at least the following:
	  - Responsible to generate and maintain the data
	  - Ensure adherence to any applicable privacy legislation / regulations
	- Develop an assessment calendar / cycle
	- Develop standardized templates and processes
	- Use Campus Labs to its fullest potential
	- Determine other sources of data available to Student Services
		Winter 2016
		
		Spring 2016
		Spring 2016
		By 2017
		Winter 2016

Who will be on the team?	David Kilfoil and the team members identified in previous goal	
How will progress / success be measured?	Production of an inventory of current data Development of assessment cycle More robust and sophisticated use of Campus Labs	
How will we know this Plan of Action is complete?	See above	
How often should this plan be reviewed?	Each semester to assess progress	
How will progress on this plan be communicated?	Monthly updates to programming team	

3. Create a culture of Continuous Improvement through effective use of assessment tools / processes		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Campus Labs – assessment platform and training modules Academic Impressions training webinars Staff time	
How will this work be done?	Actively celebrate successes so people see the benefits of data driven decision making and assessment Develop training programs for all staff, including new hires Explore linking the successful achievement of targeted improvements to the budget allocation process - Evaluate the assessment processes (Annually?) - Is the right data being used? Close the reporting loop through at least the following: - Determining who reports and why - Determining how, when and to whom data will be disseminated - Timing of the reports (fiscal year end, quarterly, each semester, etc.) Make transparent links between decisions and data	Ongoing – celebrate success annually 2016-17 2016-17 prior to 2016-17 annual reports 2016-17
Who will be on the team?	The assessment team identified earlier	
How will progress / success be measured?	By the enhanced data collection and use of available data by Student Services to support program development and decision-making.	
How will we know this Plan of Action is complete?	This may never be complete but more likely is a continuous circle of assessment, reporting, reviewing to determine applicability/usefulness, adjust, repeat	
How often should this plan be reviewed?	Annually	
How will progress on this plan be communicated?	Monthly programming team meetings	

14. Student Engagement & Co-curricular program
Owner: Senior Director, Academic Success, Sara Rothman

Why do this?
To increase achievement, positive behaviour, and a sense of belonging.

Goals

1. Create a co- curricular program framework to encourage and track student engagement		
Opportunity/Concern	Plan of Action	Target Completion
What resources will be required?	Person to lead $ for marketing, materials, tracking, recognition (Some of these resources do not currently exist)	
How will this work be done?	- Take an inventory of current opportunities - ID outcomes, activities and collaborators - Create the program framework - Implement the pilot program - ID student population for pilot program - Solidify the tracking mechanism - Develop the measurement plan for program assessment - Develop a marketing and communications plan - Update programs and opportunities through annual inventory of current programming	Summer 2015 Summer 2015 Fall 2015 Winter 2016 Fall 2015 Fall 2015 for pilot, Summer 2016 for ongoing project 2015-2016 Summer 2016 Annually in summer
Who will be on the team?	Ted Needham, Gillian McLean, Sara Rothman, Ken Reimer, Heather Doyle (SJ), UNBSU President, SS Communications staff	
How will progress / success be measured?	By meeting the outline of activities as listed above and through program assessment as designed in conjunction with David Kilfoil	
How will we know this Plan of Action is complete?	When a co-curricular program is available to all students on campus	
How often should this plan be reviewed?	Annually	
How will progress on this plan be communicated?	Annual (or more frequent, depending upon audience) updates to key stakeholders including Senior Administration, Deans, Directors +, Student Services, Student Union & Council	

2. Increase student participation in existing programs		
Opportunity/Concern	Plan of Action	Target Completion

What resources will be required?	$ for a Marketin and Communications professional (this resource does not currently exist)
	Technology
	Space
	Marketing materials
	Furniture
	$ for Town House programming
	(focussing on developmental topics)	

How will this work be done?	Publish a Calendar of Events to help students identify and contact key service providers (this should collaborate with the calendar of offerings associated with the Co-Curricular program Increase our reach to commuter students through a wider circulation of program plans and service offerings Strengthen the partnership with TownHouse *(Krysta Skentelbery and Rachel Cazabon)* Increase communications with Academic Advisors and Deans - Orient leaders and facilitators to new and existing	Summer to end 2015 2015-16 2015-16

	information - Collaborator / inspire others to promote / advocate for SS programs and services - ID champions and advocates - Attend Dean's council - Strengthen / make meaningful connections with partners	
	Create a stakeholder activity matrix and use this to determine gaps and priorities *(Sara R and Richard S)*	2015-16
Who will be on the team?	A cross-divisional marketing team which includes representation from each division	
How will progress / success be measured?	Attendance numbers at Student Services programming Participation in Student Services programming as measured by the Co-Curricular Program	
How will we know this Plan of Action is complete?	Presumably this is ongoing work with no completion date. We will know when this particular piece of the puzzle is complete when we have a functional calendar of events that is used by the campus community, when we have a strong student services communication plan that both advertises our programs and services and communicates our value to the campus community, and when we have a good team of champions across campus that help us to tell our story.	
How often should this plan be reviewed?	Annually	
How will progress on this plan be communicated?	A cross-divisional marketing team which includes representation from each division	

3. Publish a curriculum of programming for students living in residence and other student groups		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Staff person to compile the information and oversee the creation of the document.	
How will this work be done?	ID desired outcomes through collaboration with partners (Summer 2015) ID programming that meets the outcomes (Summer 2015) Introduce this curriculum programming to House Teams at Residence training (Sept 2015) Measure / evaluate the success of the new programming and then review and refine (Summer 2016)	Summer 2015 though Summer 2016
Who will be on the team?	Krysta Skentelbery, and a member from both the Academic Success and Health and Wellness Divisions	
How will progress / success be measured?	The production of a document, tracking downloads from website, asking proctors re: Satisfaction	
How will we know this Plan of Action is complete?	Document is posted to website and circulated at training	
How often should this plan be reviewed?	Annually	
How will progress on this plan be communicated?		

15. Peer Support & Outreach

Owner: Senior Director, Health & Wellness, Rice Fuller

Why do this?

To ensure Student Services is playing a responsible role in modelling and shaping student peer support at UNB focused on peer support being a good tool to provide a transformative university experience.

Goals

1. Establish Peer Support Working Group		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Staff time	
How will this work be done?	Identify a limited number of key stakeholders (including at least two students) to be part of the working group (include UNBHOP and Student Union)	November 2015
Who will be on the team?	Rice Fuller, Matt MacLean, Trish Eagan, Lisa Portelli, April Kennedy	
How will progress / success be measured?	Whether or not a Peer Support Working Group has been established	
How will we know this Plan of Action is complete?	When the Peer Support Working Group is established	
How often should this plan be reviewed?	Monthly until the working group is up and running	

2. Identify existing peer mentoring and support programs on campus		
Opportunity/Concern	**Plan of Action**	**Target Completion**
What resources will be required?	Staff time	
How will this work be done?	Consider collecting info from these current UNB examples: - Sexuality Centre - Nursing preceptors - Writing tutors (Paid and volunteer) - Science and Engineering PAL (Peer Assisted Learning) - SAC Step program mentors - Residence leaders - INAF (it's Not About Food) - International Student mentors (?) - CS peer mentoring - Arts 1000 peer role - 3rd year Nursing flu-immunization campaign and other - - 3rd year nursing placements on campus - Kinesiology peer mentoring program - Biochemistry Society - Physics Society	Completed

3. Examine peer support programs at other universities (York, UCSB, Alberta, Cornell, UBC, etc.)		
Opportunity/Concern	**Plan of Action**	**Target Completion**
How will this work be done?	Re-examine work done on this topic by UNBHOP Determine what sorts of information we want to get about existing programs (examples below) - Do they have a peer support coordinator and is this a student or staff member - Who has oversight or authority over the peer support centre - Where does the funding come from - What types of programs do they offer - What kind of training do they have	November-December 2015 November-December 2015

	Ask members of the Peer Support Working Group to collect information about programs at different universities	February 2016
	Consider having key members of the working group do a site visit to a local peer support centre to learn more	March 2016
Who will be on the team?	Peer Support Working Group	
How will progress / success be measured?	The number of programs we collect information about	
How will we know this Plan of Action is complete?	When the working group feels we have enough examples of relevant programs at other universities	
How often should this plan be reviewed?	As often as the Peer Support Working Group meets	
How will progress be communicated?	Internally within the working group.	

4. Develop peer support program plan protocol

Opportunity/Concern	Plan of Action	Target Completion
How will this work be done?	Identify and prioritize potential peer support programs appropriate to UNB, potential list includes: - Alcohol and drugs - Sexual health and relationships -Healthy diet and body image - Mental health - Physical wellness and exercise - Sexual assault prevention - Loneliness	April 2016
	Create a leadership structure to coordinate programming	April 2016
	ID partnerships with appropriate areas of expertise to mentor and guide the peer leaders in delivering programs (i.e., Psychology for mental health, Kinesiology for physical health and wellness, FSACC for sexual assault prevention	April 2016
	Consider standardized training for all peer educators (e.g. Bacchus Network Certified Peer Educator training)	In progress
	Evaluate whether current space in Sexuality Centre is adequate to the task	January 2016
Who will be on the team?	Peer Support Working Group	
How will progress / success be measured?	Whether or not we are accomplishing items above by the deadlines set	
How will we know this Plan of Action is complete?	If items above are completed	
How often should this plan be reviewed?	As often as the working group meets	
How will progress be communicated?	Internally within the working group.	

5. Launch peer support centre

Opportunity/Concern	Plan of Action	Target Completion
How will this work be done?	Hire coordinator for summer	May 2016
	Recruit students to be peer supporters/educators, perhaps during the first year these all come from the UNBHOP	May 2016
	Provide standardized training for peer educators	September 2016

	Provide subject area training (via partners) for peer educators	September 2016
	Open	September 2016
Who will be on the team?	Peer Support Working Group	
How will progress / success be measured?	Whether items are getting completed	
How will we know this Plan of Action is complete?	When the Peer Support Centre is open	
How often should this plan be reviewed?	At every meeting of the working group.	
How will progress be communicated?	Internally but we will also need to consider a communications and marketing plan	

6. Explore feasibility of a peer support program to address loneliness

Opportunity/Concern	Plan of Action	Target Completion
How will this work be done?	Target to provide at least the following: - A safe place to go - Ecologically valid environment - Embedded social network within the activity - Create more leaders - More opportunities for non-alcoholic events Explore some of the following options: - Community garden(s) - Games café - Therapy dog events - Knitting groups - Food lab (St. Mary's University) How big is this community?	April 2016
Who will be on the team?	Trish Eagan and Lisa Portelli	
How will progress / success be measured?	Whether items 1, 2, and 3 have been completed.	
How will we know this Plan of Action is complete?	If a peer support program to address loneliness has been developed	
How often should this plan be reviewed?	Once every two months	
How will progress be communicated?	Internally but once a program for loneliness has been developed we will need to figure out how to market it externally.	