**COMPACT FOR THE OFFICE FOR STUDENT AFFAIRS**

2003-04

**A. INTRODUCTION**

The Office for Student Affairs (OSA) seeks to restore its vitality as a national leader in the field. In the 1940’s and ’50’s, E.G. Williamson led student affairs at the University of Minnesota. He was a keen observer of the student experience and fathered student personnel work as an academic discipline. He translated his research into practice, making the University of Minnesota a national leader in the theory of developing the student as a whole by providing services and programs in the context of an academic setting. OSA seeks to recapture the spirit of Williamson and fully address the co-curricular needs of today’s students.

Toward this end, OSA engaged in a strategic thinking process over the past six months to identify the elements to move forward. The mission statement was reviewed and revised as follows:

*The Office for Student Affairs supports the academic mission of the University by providing a range of co-curricular services and programs to serve and enhance the diverse educational, wellness, and personal development needs of students and the University community.*

OSA encompasses the following units: Assessment and Achievement Center, Aurora Center, Boynton Health Service, Student Judicial Affairs and Office of Student Academic Integrity, Leadership Minor and Programs, Parent Program, Recreational Sports, Student Fees, Twin Cities Student Unions (including Coffman Memorial Union, St. Paul Student Center, and Student Activities), Student Legal Services, and University Counseling and Consulting Services. OSA reports to the Executive Vice President and Provost.

This configuration and structural alignment is substantially different from the Office of the Vice President for Student Development and Athletics which prepared the last compact in FY 1999-2000. A continuing question exists whether the current OSA configuration and structural alignment is the most effective and efficient for the University of Minnesota. As it presently stands, the OSA portfolio is not fully comparable to other Big Ten institutions because it does not fully encompass all offices relating to the student experience, most notably housing and residential life and orientation and first year programs.

Also critical to OSA is the hiring of the senior leadership position. A national search will be conducted in spring 2003. New leadership should be expected to refine the strategic thinking of OSA and work with OSA staff to formulate specific, measurable goals.

**B. MAJOR GOALS FROM THE 1999-2000 COMPACT**

Most of the goals from the 1999-2000 Compact are not relevant because they involve units which were part of the old Office of the
Vice President for Student Development and Athletics and not a part of OSA. Other goals are no longer timely for discussion.

The following are all of the relevant goals, all of which have been achieved:

1. First Year Experience Program — This cross-functional program between OSA and Undergraduate Education is operational. Regular assessment of the program's impact has occurred. At present, the primary role of OSA is the contribution of approximately $110,000 in funding. The program is administered by Undergraduate Education.

2. Co-curricular initiatives with academic departments — The undergraduate leadership minor which is a partnership between OSA, the Hubert H. Humphrey Institute for Public Affairs, and the College of Education and Human Development is fully implemented.

3. Boynton Health Services has continuously worked to address alcohol use/abuse and tobacco use by students.

Boynton Health Service surveys a random population-based sample of students every other year about their use of alcohol, tobacco, and other drugs. Every three years Boynton also does a general health survey that also includes questions about alcohol, tobacco, and other drugs. Based on these data and other information from faculty, staff, and students, Boynton Health Service has developed numerous programs designed to address alcohol and tobacco issues. Some of these programs include:

- 21st Birthday card program where all students turning 21 will be sent a note about responsible celebration of a major life event
- DUI (driving under the influence) class that is mandatory for all students issued a DUI citation.
- Formal and informal assessment program by a licensed counselor for students who have demonstrated some problems associated with alcohol use.
- Regular education of all students about alcohol poisoning and its risks
- On-going training of Health Advocates about identifying and intervening in alcohol-related problems.
- Campus/Community ATOD committee is chaired and staffed by Boynton Health Service. This committee has recommended several policy changes related to alcohol and tobacco on the Twin Cities campus.
- An Off-Campus living guide that addresses several alcohol-related issues.
- Tobacco use cessation program has been implemented and targeted at students who smoke.

4. Convocation — OSA continues to provide $45,000 in support of convocation that is administered by Undergraduate Education. This funding and operational structure needs to be reevaluated.

5. Twin Cities Student Unions — Coffman Memorial Union opened in January 2003, upon completion of a
$70.5 million renovation primarily funded through student services fees. The result is an outstanding facility for the University community, now offering the top ten services students wanted per the 1998 Coffman Survey. In that same survey, 58.6% agreed or strongly agreed that Coffman Union contributed to their sense of community at the University of Minnesota. It will be interesting to assess the response rate post-renovation.

The “Commuter Connection” program will be transferred to the Twin Cities Student Unions beginning July 1, 2003. Funding for the program is yet to be determined.

“Late Night Programming” is being explored for the Twin Cities campus. A proposal will be forwarded in spring 2003.

C. NEW LONG TERM GOALS

These long-term goals relate to the central student affairs function based on OSA’s strategic thinking exercises over the past six months. The next step in a strategic planning process would be to formulate specific, measurable goals for the central office and individual units.

1. OSA will build on its educational focus.
   a.) The needs to define and align the respective roles of OSA and student affairs services provided in colleges. Programs and services of OSA should enrich and complement, not duplicate, those provided by college student affairs/services.
   b.) A need is present to develop educational outcomes for co-curricular services and programs, which complement the academic curriculum.
   c.) The leadership minor needs to continue to grow its economic base. A logical extension of this partnership between OSA, the Hubert H. Humphrey Institute of Public Affairs, and the College of Education and Human Development would be to develop a Center for Leadership Development to serve as a clearing-house for leadership, teaching, and research at the University of Minnesota.

2. OSA will build upon a base of research and assessment.
   a.) While OSA has continued to collect data on the student experience, the staff capacity has not been present to interpret and collate data in a way that can be used effectively in programmatic decision making on a disciplined, regular basis. OSA needs to expand collaboration with Institutional Research and Reporting and the Office of the Vice Provost for Undergraduate Education to determine data currently available on student development and learning. In addition, grant funding will be sought to support a graduate student to assist in gathering
information regarding student leadership development.

b.) Program assessment of all OSA units should be done on a regular basis, both at the whole unit level and for individual programs run by OSA units. Some units have done this regularly and have internal capacity, while other units do not. The new Associate Vice Provost should initiate this activity.

3. Resource Development

a.) OSA units need access to grant writing expertise and need to develop their capacity to pursue and manage grants. This complements the need to build a base of research and assessment.

b.) OSA needs to engage in development work, which has had some success at other Big Ten institutions. At present, OSA has no capacity in development.

c.) OSA needs to increase revenues within those units that have revenue generating capacity. These units include, University Counseling and Consulting Services, Twin Cities Student Unions, Recreational Sports.

d.) OSA needs to continue work to re-establish a central OSA office and budget. This need arises from the dissolution of the Office of the Vice President of Student Development and Athletics. Under the leadership of the new Associate Vice Provost, the new configuration will include an “associate to”, a student/community coordinator, and a student fees coordinator.

4. Communications

Effective communications are essential to reaching students and increasing their knowledge and involvement in co-curriculars.

Communications will continue in three areas:

a.) website development for OSA and units, and

b.) development of a student affairs channel as part of the University's portal project, and

c.) development of OSA identity and presence on campus to facilitate student involvement in co-curriculars.

For the first two areas noted above, OSA is partnering with University Relations.

D. Enrollment Management

N/A

E. Facilities Issues

Boynton Health Services
Decisions need to be made regarding the future of Boynton Health Services in relationship to plans for expanding Academic Health Center facilities. In particular, the current building needs a $3 million investment to replace the HVAC system. Mold and moisture build-ups make portions of the facility unusable during summer months.

**AURORA CENTER**
The Aurora Center was relocated to the Boynton Health Services Building due to mold problems in Nicholson Hall. The Center currently pays rent to Boynton ($14,000 per year): with budget retrenchments, the possibility of integrating the Aurora Center within Boynton Health needs to be explored. Such a move could result in greater efficiencies in receptionist and other support staff, in addition to reducing the annual rental payments.

**RECREATIONAL SPORTS**
The Department of Recreational Sports is currently engaged in a Sports Precinct Master Planning process with the University Master Planning Office. The Athletic Department and the School of Kinesiology are also partners in the planning process as there are shared-use facility issues and plans for a new baseball stadium and outdoor tennis courts for Athletics and the renovation of Cooke Hall affecting all three units. Phase I of the plan for the proposed University Park was presented to the Regents last fall to begin acquiring the land north of 5th Street through the process of eminent domain. Phase II is tentatively scheduled for presentation to the Regents in May of this year. When the master plan is complete it will address the indoor and outdoor facility needs on the West Bank, East Bank, and St. Paul campuses for Recreational Sports. The implementation of the plan is projected to begin in 2005-06 as Recreational Sports will begin the retirement of debt for existing projects. It is anticipated that the approximately $1 million in student services fees that is being used to finance current capital debt will be rolled-over to finance a portion of the projected new capital debt of approximately $3 million. The balance of the funding is yet to be determined. The department has encumbered $611,000 to pay for the men’s crew portion of the proposed new rowing facility. The disposition and timeline for this project, which has Title IX implications, are yet to be determined. However, site location and timing are critical issues for this project. Below is an outline of the facility projects and estimated costs for future Recreational Sports projects:

### Department of Recreational Sports

**Facility Projects**
(Listed in order of priority)
December 12, 2002

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ESTIMATE</th>
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<tr>
<td>St. Paul Campus Replacement Fields¹</td>
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<td>Bierman Recreationa Fields (Minneapolis Campus)²</td>
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<td>New Soccer Fields (both campuses)¹</td>
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<td>Cooke Hall Remodel</td>
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<td>Outdoor Program Facility Conversion</td>
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<td>West Bank Facility</td>
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<td>Leisure Pool Setting (at Cooke or URC/UAC)</td>
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West Bank Fields Refurbishment $250,000
Crew Boathouse 4 $611,000
Sand Volleyball/Outdoor Cours (Cooke Hall Field) $125,000
St. Paul Gym Babysitting Service $250,000
High Ropes Course $125,000
Youth Program Facility $1,000,000
**TOTAL** $56,561,000

1. This project was submitted for inclusion in the University's Sports Precinct Master Plan. The St. Paul Campus fields are to replace those lost to the women's varsity soccer program in 1998.

2. This project was included as part of the Sports Precinct Plan (Phase I) that was approved by the Regents on December 12, 2002. Would be part of the new “University Park” concept.

3. The Mpls. Indoor Facilities Project is currently being reviewed and evaluated as part of the Sports Precinct Plan (Phase II). These need to be grouped together in order to maximize space and possibly assist in acquiring funding. Programmatically, it is essential to integrate the URC, Cooke Hall, Climbing Wall, Outdoor Program, and Leisure Pool components.

4. These funds have been dedicated to include a DRS element in the proposed boathouse for the ICA rowing team.

**F. FINANCIAL ISSUES**

1. When the Academic Integrity Office was created in 2000, it was located within Student Judicial Affairs based on the expertise of Director Betty Hackett. At its inception, the thought was that a budget of $500,000 would be needed. This was reduced to approximately $125,000. As knowledge of the office and its effectiveness grows, there has been a dramatic increase in caseload and complexity of cases. Simultaneously, the number and complexity of cases in Student Judicial Affairs has increased. This has resulted in an unmanageable workload and insufficient budget for both Student Judicial Affairs and Academic Integrity. For example, by the last week of spring semester 2003, there were over 150 reported incidents of cheating. To accommodate the hiring of a replacement director in 03-04, $75,000 has been added to the unit’s budget.

2. In response to the post-hockey incidents of the past two years, the President has requested that the Office for Student Affairs create a full-time Student/Community Coordinator position to facilitate efforts to change the student culture regarding standards of acceptable behavior for student members of the university community. Specific responsibilities would include improving student/community relations, working in collaboration with the Director of Community Relations (Office of the Vice President for Institutional Relations) on student-initiatives in neighborhoods proximate to campus, and working in collaboration with the Office of Student Activities on special celebratory events.

In addition to recurring funding for the salary and fringe for a full-time staff coordinator and implementation of a pilot peer student resident program, it will be necessary to designate a pool of funds to access when needed for special events and implementation of proposed initiatives designed to minimize inappropriate student conduct. The proposed budget includes:

$ 60,000 (recurring) Staff salary & fringe
$20,000 (recurring)  Pilot peer student resident program
$100,000 (reserve)  Special celebratory event fund
$20,000 (reserve)  Program proposal fund
$200,000  Total

G. COMPACT DEVELOPMENT

OSA has engaged in a strategic thinking process over the past several months. In addition, unit directors were asked to identify programmatic and budget issues. Discussion has been across all units and included directors and staff. Future compact discussions will include input from student leaders on the Twin Cities Campus.

H. DATA PROFILE

N/A

I. REPORTS SUMMARY

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