Campus & Community Life Self Study
Indiana University Purdue University Indianapolis (IUPUI)

Brief History

In 1969, IUPUI was formed as a partnership between Indiana University and Purdue University. Indiana University-Purdue University Indianapolis (IUPUI) is Indiana's urban research and academic health sciences campus, with 22 schools and academic units which grant degrees in more than 200 programs from both Indiana University and Purdue University. More than 30,000 students attend IUPUI.

Campus and Community Life (CCL) is a unit within the IUPUI Division of Student Life (www.life.iupui.edu). CCL serves to enhance student involvement through programs, student organizations, leadership and service opportunities, as well as other experiences that allow for the practical application of what is learned in the classroom. The office is the home for several areas of campus co-curricular involvement including: campus programming, support for nearly 300 student organizations, fraternity and sorority life, cultural and diversity programming, multicultural student engagement, leadership education, community service and civic engagement, first-year programs, and the Multimedia Production Center. The unit includes 21 staff members, nine of whom are graduate assistants (Appendix A). The current full-time staff includes an Interim Director, three Associate Directors, four Coordinators, a Business Manager, Administrative Specialist, Multimedia Production Specialist, and a Video Coordinator/Editor. Some of these positions split their time between CCL and other partner departments, like University College, the Center for Service and Learning, and Communications and Marketing. Eight undergraduate student employees work in the Multimedia Production Center or the front receptionist area of CCL.

CCL has experienced a great deal of growth and change over the past 10 years. Much of the growth in the area of Student Life has occurred under the leadership of Dr. Karen Whitney, Vice Chancellor for the Division of Student Life and Dean of Students, who arrived at IUPUI in 1999. CCL has experienced several name and organizational changes. In 2000, the department went from being named Campus Interrelations to Student Life and Diversity Programs (SLDP). In 2003, an external communication team was formed to conduct a communications audit. The audit was prompted based on a desire to establish an identity for SLDP, separate from the larger Division of Student Life and Diversity, due to confusion that existed in distinguishing the two areas. In 2004, the name of the office was changed to Campus & Community Life (CCL) based on the findings of the communications audit and focus group data. Between 1999 and 2009, the number of staff in the department grew significantly. In 2000, the staff included four coordinators (including one part-time employee), an assistant director, business manager, secretary, and the director. The assistant director oversaw the management of the Student Activities Center and each coordinator focused on one of the following areas: student organizations (part-time position), Greek Life/wellness programming, leadership/diversity/Student Activities Programming Board, Cultural Arts Gallery/community partnerships. The director advised the Undergraduate Student Government. In January 2008, CCL moved into the newly built Campus Center. A significant amount of growth occurred during the 2008-2009 academic year with the creation of a few new positions, including an Associate Director and Graduate Assistant for Multicultural Student Engagement as well as a Coordinator for Fraternity and Sorority Life. For the 2008-2009 academic year, an interim director was hired to lead the department through a time of transition and a self study. The previous director held the position from 2001-2008, and is currently the Director of the newly created Office of Student Life and Global Engagement within the Division of Student Life. This new area was created due in part to the previous director of CCL who created a Mexico immersion program within the department.

The CCL mission, vision, values, and goals (Appendix B) were last reviewed in March 2008. Work was also focused at that time on continuing the development of learning outcomes (Appendix C), but

was never finalized. Focused attention was not given to any of the aforementioned areas during 2008-2009 due to the time of transition and in anticipation of the self study. Some areas within CCL did continue the development of learning outcomes for their respective areas, particularly within the area under the associate director for leadership.

Campus & Community Life Mission: Campus & Community Life, an educational partner at IUPUI, provides learning opportunities for personal development, community building, cultural enrichment and civic engagement for students and all other members of the IUPUI community. Our contributions develop holistically educated citizens and create a welcoming, fun and intentionally inclusive environment.

CCL Vision: To be a catalyst for student involvement and engagement on campus and in the community.

Division of Student Life Mission: The Mission of Student Life is to empower student learning, inclusion and success through engagement.

IUPUI Mission
To provide for its constituents excellence in:
- Teaching and Learning
- Research, Scholarship, and Creative Activity
- Civic Engagement, Locally, Nationally, and Globally

With each of these core activities characterized by:
- Collaboration within and across disciplines and with the community,
- A commitment to ensuring diversity, and
- Pursuit of best practices

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Evidence of External Demands, University, and Campus Needs

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The IUPUI Division of Student Life relies upon the results of standardized surveys for evidence of external demand. The National Survey of Student Engagement (NSSE) is administered every two or three years at IUPUI to a random sample of freshmen and seniors during the spring semester. The most recent data results are from the spring of 2006. Please note these data were collected prior to the opening of the Campus Center. NSSE will be administered during the spring semester 2009.

The demand for the programs and services of CCL is evident in several questions on NSSE, especially when seeing comparisons between IUPUI's results and those of our urban peer institutions.
- In 2006, both first-year students and seniors rate IUPUI lower than similar students at peer institutions with regard to the extent the university emphasizes attending campus events and activities. This may indicate that a stronger effort on marketing of programs and services would be appropriate

- A series of questions asks about the extent to which the students' experiences at IUPUI contribute to knowledge, skills, and personal development regarding several areas:
  - o Freshmen students at IUPUI scored significantly lower than their urban peers with regard to understanding people of other racial and ethnic backgrounds
  - o Both freshmen and seniors scored significantly lower than their urban peers with regard to voting in local, state, or national elections

- However, both freshmen and seniors scored significantly *higher* then their urban peers with regard to working effectively with others

Group work is emphasized in the classroom environment across campus, so those experiences may have informed students' higher response to working with others.

- There are several important differences between IUPUI and the peer comparison group in terms of how students spend their time:
  - Significantly more freshmen and seniors work for pay off campus than those in the peer group
  - Seniors participate in co-curricular activities less than their counterparts at urban universities
  - Both freshmen and seniors spend significantly fewer hours per week relaxing and socializing than do their urban peers
  - Both freshmen and seniors spend significantly more hours per week providing care for dependents than their urban counterparts.

These results are important to note in the context of IUPUI, a picture is painted of a student body that spends a great deal of time working and caring for dependents, and not as much time in co-curricular activities and socializing as their urban peers.

CCL Organizational Structure

The CCL organizational chart (Appendix A) includes an Interim Director, three Associate Directors, four Coordinators, a Business Manager, an Administrative Specialist, a Multimedia Production Specialist, nine graduate assistants, eight student employees, and one undergraduate intern. Some of these positions have joint appointments between CCL and other partner departments, such as University College and the Center for Service and Learning. A Video Coordinator/Editor and six interns work out of CCL, but are funded primarily through the Office of Communications and Marketing. The Administrative Specialist and Community Service Graduate Assistant positions are currently vacant. A brief description will be provided of each functional area within CCL: LEAD IUPUI, Undergraduate Student Government (USG), Student Development Funding Committee (SDFC), Student Organizations, Office of Fraternity and Sorority Life, Civic Engagement, Community Service, Programming, Weeks of Welcome, Student Activities Programming Board, First Year Programs, Multicultural Student Engagement, Multimedia Production Center, and Video Production.

Leadership

The Associate Director for Leadership coordinates LEAD IUPUI with the assistance of a graduate assistant. The Graduate Assistant for Leadership Development was added in Fall 2008 to support programming efforts. In Fall 2007, Lead IUPUI was coordinated solely by the Assistant Director for Civic Leadership Development (now Associate Director for Leadership Development). A practicum student assisted with LEAD IUPUI in Spring 2008. The Leadership Team also includes the areas of Student Organizations and the Office of Fraternity and Sorority Life. Each of these areas includes a full-time Coordinator and one Graduate Assistant. Fall 2008 was the first year that these two areas fell under leadership development.

LEAD IUPUI. The planning and development of Lead IUPUI began in the Fall 2006 with a launch in Fall 2007. Prior to Lead IUPUI, IUPUI did not have this type of co-curricular leadership experience for students. This program served to fill a gap in the leadership development and growth of students outside of the classroom. The Leadership Team developed learning outcomes (Appendix D) during the Fall 2008. Students who participate in LEAD IUPUI will gain personal competencies, develop a sense of

personal leadership identity, understand how their personal leadership identity relates to working with others, build community with the IUPUI and Indianapolis community, and connect to the IUPUI campus.

In 2007, Lead IUPUI began with the following programs: Emerging Leader Seminars, Leadership Watch, Service and the City, Leadership Lessons, Outstanding Female Student Leader Award, Project Leadership conference, and ALLi (Ambassadors Learning and Leading at IUPUI) student organization. In 2008, Lead IUPUI continued the aforementioned programs and added the following: Advanced Leader Seminars, Leadership Link e-newsletter, Student Organization Leadership Development (SOLD), Fraternity and Sorority Life Programs, Cultural Leadership Lunches, Leadership Journeys, Amazing Jaguars, Lead First, and a Leadership Resource Center. A description of these programs can be found in Appendix E.

Attendance at events continues to be strong and shows the need for leadership development at IUPUI. In 2007-2008, Lead IUPUI had approximately 200 participants throughout the year and in Fall 2008, participation continued to grow. The Emerging Leader Series consistently has 25-30 individuals in attendance each month. The Advanced Leader Series, as this is the first semester, has an attendance of 10-15 people. Service and the City has been successful with approximately 70-75 student participants. Amazing Jaguars has received over 40 nominations to applaud students for great leadership. During the Fall 2008, over 200 attendees participated in LEAD IUPUI programs (not including participation in SOLD or Fraternity and Sorority Life programs).

An assessment was administered after the Project Leadership conference. The information collected was used for planning related to the content, time, and format of the Spring conference. Emerging and Advanced Leader seminars ask each speaker to provide learning outcomes for the session they are presenting. Evaluations are created based on the learning objectives provided by the presenter; feedback is then sent to the facilitator. Students are also asked to complete an online reflection after each event, reflecting on what they learned, a life experience that they have had that relates to the seminar, and how they plan to use the information. Data for ELS and ALS have been gathered, but has not been used to guide future programs.

A long-term issue for LEAD IUPUI includes the need for additional staff and funding to support this continuously growing area. Increasing the number of staff in this area, as well as others, would result in a need for space in order to accommodate additional staff.

Undergraduate Student Government (USG). USG is the voice of the undergraduate student body and serves the students, campus, and the surrounding community. The vision statement of USG is "creating change and empowering students through advocacy, while maintaining integrity." The desired outcome of USG is to build a more cohesive campus by facilitating student activities, increasing school pride, and influencing policy decisions.

There are three main branches of USG. The Executive Cabinet consists of the USG President, Vice President, Treasurer, Secretary, and Social Justice Officer. In the Fall 2008, USG elected a new position onto their Executive Team, a Social Justice Officer. The Social Justice Officer assists in advocating and promoting diversity throughout the student body. This position also works as an advocate for students as a liaison to the Multicultural Center, Assistant Chancellor for Diversity, Equity, and Inclusion, Affinity Faculty/Staff Councils, and diverse student organizations. USG is advised by the Associate Director for Leadership Development. The Cabinet meets on a weekly basis.

The Senate is the principle legislative body of USG and maintains a network of communications with undergraduate students. The Senate makes recommendations to the administration for the welfare of undergraduate students. The Senate consists of Senators representing school councils and student organizations. The Senate President Pro Tempore is an elected leader from the Senate who represents their voice in Executive meetings. The Executive Cabinet advises the President on matters relevant to

the performance of the duties of the office of the President and votes on actions to be taken for the USG Senate between meetings of the Senate.

USG has bi-weekly Senate meetings where the elected/selected representatives hear from speakers, discuss issues, create bills and resolutions, and meet as committees. USG consist of six committees: Events Committee, Constitutional Revisions Committee, Elections Committee, Communications & Promotions, Diversity Committee, Operations Committee.

The Supreme Court consists of seven students; called Justices, one of whom is the Chief Justice. The Supreme Court has jurisdiction on general constitutional interpretation, Senate legislation and violation of legislation, the decisions and actions of the Executive Cabinet, and cases involving contentions of elections that involve all members of the student body. See Appendix F for a list of student organizations represented in USG.

Prior to 2008, USG included an additional branch, the Council of Organizations. This was a branch solely for student organizations, whereas the Senate was only for school councils. In Fall 2008, USG moved forward with a structural change to create a general assembly. The Senate now includes representatives from both school councils and student organizations. After this change, attendance has been higher than it has been in the past three years. Creating a general assembly broke down silos between the councils and student organizations and created a more unified and stronger voice for undergraduate students.

Nine goals and implementation plans (Appendix G) were identified by USG for the 2008-2009 academic year. The goals included a focus on the following areas: increasing USG awareness, engaging more students in IUPUI spirit, parking services, increasing or extending student services, Chartwell's/food options and pricing, increasing political engagement, increasing student representation on campus committees, academic issues, and the smooth transition and success of the general assembly.

The USG budget is based on their student activity fee allocation. For the past two years, USG has received $49,000 each year. In 2008, the USG received two grants out of the "swept funds" for a total of $29,500 for homecoming and a diversity program. The compensation for executive board members ranges between $1,812.50 and $4,000.

USG executive board members engage in training throughout the summer prior to their elected year. USG also has an August and January retreat to begin each semester. The Executive Team began participating in monthly development sessions in October facilitated by their advisor. The development sessions focus on a different leadership skill that is critical to working as an effective team. Each year, the USG Executive Cabinet and a few Senators attend the American Student Government Association National Conference. Two Senators were given scholarships to attend this year's conference. The Secretary co-presented a workshop with the Associate Director for Leadership Development at the conference.

A survey was conducted under the Vice President during the Fall 2008 semester regarding the implementation of a fall break, reading days/dead week, and a lunch hour. There has been discussion about conducting a survey related to diversity issues, but this has not occurred.

The 2008-2009 academic year has been the largest and most engaged Senate and Executive Cabinet in the past 3 years. Attendance is at an all time high and more progress has been achieved in the past 4 months than has been seen in the past 3 years. USG has moved forward initiatives through the Faculty Council for a Fall Break, Dead Week, and Lunch Hour. USG has also worked closely with Chartwells for a 30% discount for all student organizations and a discount on the delivery charge. Students are eager for the opportunity to serve IUPUI and use their voice to make change.

Long-term issues facing USG involve structural changes, reaching more students, and identifying their purpose and motivations. USG recently underwent a structural change by merging the Council of Organizations and the Senate (school councils). The fall semester has been an adaptive period as

students, organizations, schools, and advisors have had to adjust to new expectations, new perspectives, and a variety of issues and priorities. With a campus of approximately 30,000, USG struggles with reaching all students in their efforts. USG could expand their marketing and outreach programs to access the average student who is not already connected. Beginning in Fall 2007, USG no longer had the responsibility of dispersing student activity fees to students and student organizations. This change in focus proved to be a challenge for USG as they worked to find their true purpose of addressing issues, communicating with administration, and empowering students. Over the past year, this has been continually defined, but still needs further development.

Student Development Funding Committee (SDFC). The SDFC was created in Fall 2007 in response to an external review process of student activity fee distribution at IUPUI. Student activity fees were previously distributed to students and organizations through the Undergraduate Student Government (USG). In November 2006, allegations of bias related to the distribution of student activity fee funds were raised in a report authored by the president of the Black Student Union which was entitled, "Through Our Eyes: The State of the Black Student at IUPUI." The student activism surrounding the release of the report and student concerns has been referred to as the Black Student Initiative (BSI). The report can be found at: http://www.iupui.edu/~divrsity/planning/. The Chancellor mandated an external review to look at how funds were distributed to student organizations. Based on the review, the distribution of funds through the USG was found to be an ineffective and complex process. As a result, the SDFC became an independent student committee. Initially, this committee was selected through a nomination process and now an application and interview process is conducted to select new members.

The SDFC consists of three undergraduate students, three graduate students, the Associate Director for Leadership Development within Campus & Community Life serves as the advisor, and Student Life's Director of Finance and Administration is an ex officio member. The SDFC members are not paid positions and do not receive scholarships.

The committee reviews proposals for two different grants, the Student Organization Grant (SOG) and the Educational Enhancement Grant (EEG). The purpose of the SOG is to enrich student life and increase student engagement through events and programming sponsored by IUPUI student organizations. Allocated funds should benefit the IUPUI student experience and further the endeavors of intellectual development, cultural competence, and critical thinking. The purpose of the EEG is to enhance professional and academic development as well as leadership training to further the overall educational experience for students of IUPUI. EEG must provide professional or leadership training related to an academic major or organizational purpose. Undergraduate and graduate students can apply for SOG funding. The EEG is limited to undergraduate students because the Graduate Student Organization (GSO) oversees a similar process for graduate students. The committee independently reviews between 2-20 proposals each week and then meets to discuss the proposals and decisions based on the guidelines for each grant (Appendix H).

The budget for 2007-2008 for the Student Organization Grants (SOG) was $125,000 and $95,203.13 was spent. For the Educational Enhancement Grant (EEG), $40,000 was available and $40,350.68 was spent. For 2008-2009, the total budgets were $125,000 and $35,000 for the SOG and EEG, respectively. At the end of the fall semester, 82 proposals had been reviewed allocating 65% of the SOG budget ($81,284). Twenty-eight percent of the EEG budget had been allocated by the end of the Fall semester. Both the SOG and EEG had been nearly depleted by the end of January 2009; students were asked to seek alternative funding sources for the remainder of the Spring 2009 semester. A committee will be assembled to offer recommendations for revisions to the guidelines for 2009-2010, including the addition of a Summer review process. The use of these grants has consistently grown over the past couple of years and is expected to continue to mature in the future.

The SDFC committee receives training during the beginning of the year that focuses on understanding the guidelines, reviewing proposals through Student Link, and decision-making processes. If new members join the committee throughout the year, they are trained individually.

The procedures for the SDFC were restructured during the 2007-2008 academic year. A survey was conducted in May 2008 because the Division of Student Life was interested in assessing the work of the SDFC as well as the effectiveness of and satisfaction with the changes. The feedback received provided data for making improvements to the funding distribution system. The survey results can be found at www.funding.iupui.edu. During Fall 2008, Appendix I was written in an effort to respond to some of the concerns raised in the survey. Based on feedback received during the Fall 2008, improvements and changes were being considered for the Spring 2009 semester (Appendix J). During Spring 2009, the requirement related to the number of days students must submit SOG funding proposals was reduced from 30 days to 21 days prior to an event.

SDFC funding for the 2008-2009 academic year was nearly depleted by the end of January 2009. An immediate issue facing SDFC will involve examining the current process in an attempt to avoid a similar situation in the future. In addition, critiques of the process will be considered as well as a Summer review process. Funding students and student organizations will remain an issue due to limited funds and an increased demand for programming dollars from undergraduate student organizations, school councils, as well as graduate and professional schools. Conversations with representatives from the schools, Undergraduate Student Government (USG), Graduate Student Organization (GSO), and other areas will be important as the SDFC process is reviewed. Additionally, it will be important to determine and share with student organizations all possible funding sources. The current SDFC process requires a great deal of staff time each week; additional assistance is needed. Additional means of recognizing the work and service of the SDFC student members need to be explored.

Student Organizations

For the past three years, a full-time staff member and a graduate assistant have supported student organizations and their advisors. Two new staff members filled the roles of Coordinator for Student Organizations and Graduate Assistant for Student Organizations during the 2008-2009 academic year. The Coordinator for Student Organizations was already working in CCL, but changed positions to focus on student organizations versus student programming.

Six years ago, the Coordinator for Student Organizations position moved from being part-time to full-time. The part-time position focused primarily on registering student organizations; approximately 90 organizations were registered at the time. When the full-time staff member was hired, the individual worked with student organizations, and had other responsibilities that varied over the next four years. Additional responsibilities included advising the Undergraduate Student Government and the Student Activities Programming Board in differing years. In 2006, the position focused exclusively on student organizations and a graduate assistant position was added.

Six years ago, annual events such as the Spring and Fall Involvement Expo and advisor luncheon were created and a leadership retreat and a few educational workshops were offered. In the Fall of 2008, the Involvement Expo was continued, and several other additional services and accountability measures for student organizations were put in place. The Involvement Expo attracts over a thousand students; approximately one hundred student organizations participate.

At the beginning of the Fall 2008 semester, staff created several specific goals for the student organization area. See Appendix K for the list of staff goals and status updates as well as general goals identified for student organizations.

During the Fall 2008, a change in language occurred with the use of RSO (Registered Student Organizations) to describe groups that go through the registration process, in order to distinguish between groups that have registered and those that were not registered. It was found that many

organizations had not submitted renewal materials for several years. There was a soft launch of a new database for the registration of student organizations during the Spring of 2008. About 10% of the student organizations (30) completed profiles on this database. Organizations continued to grow; records were available for 300 organizations, but some of the organizations did not appear to be active. There was a full launch of Student Link in Fall 2008, a program purchased from the company Collegiate Link. The purchase of Student Link and enforced registration requirements aided in obtaining updated information about student organizations and assisted in increasing student organization accountability. Organizations are now required to go through the registration process on Student Link, completing a few required forms, uploading a constitution, and attending an informational session to receive the full benefits of being a registered student organization. Benefits of being an RSO include: use of Student Link marketing and management resources, applying for funding, utilizing the Multimedia Production Center, applying for desk space in the Cube, submitting flyers to be posted throughout campus, receiving a mailbox, discounts on on-campus catering menus, and having access to the Student Organization Leadership Development (SOLD) program. Students have taken ownership of Student Link and their profiles on the database which allows groups to post pictures and flyers for upcoming events as well as use of the software to create forms and surveys. A total of 287 organizations have begun or completed the registration process with Campus & Community Life. The number of registered student organizations is down from the previous year, but staff found that many of the groups that were listed in the previous year were not active. A complete list of registered student organizations can be found on Student Link (http://studentlink.iupui.edu).

During the Fall 2008 semester, a comprehensive leadership development program was created for student organizations entitled Student Organization Leadership Development (SOLD). SOLD offered 19 programs on 14 different topics in the Fall 2008 semester (Appendix L). A total of 22 organizations were acknowledged through the Three Star recognition system which requires attendance at multiple sessions. The Spring 2009 semester includes 19 programs on 15 different topics.

During the Fall 2008, additional services for advisors were implemented. In addition to an annual advisor luncheon during the beginning of the academic year, monthly advisor workshops were added that covered a variety of hot topics. The turnout has been promising with about 60 in attendance at the advisors luncheon and 30 at the two workshops offered in the Fall 2008 semester. Four roundtables are planned for the Spring 2009 semester.

The move to the Campus Center in January 2008 made available 86 desk spaces for student organizations in the "Cube." Prior to moving to the Campus Center, 30 desk spaces for student organizations were provided in the Student Activities Center. In order to increase traffic into the student organization space, the "Cube", a cube open house was coordinated in conjunction with an office open house in August. More than 230 individuals participated in this event. Student organizations had representatives at their organization desk space to meet prospective members. The Campus Center also provided much improved and increased meeting and event programming spaces.

A student accounts survey was completed in November 2008 to assess the need for internal student organization accounts. The response rate was lower than expected, but many groups saw the need for more university fiscal support of student organizations.

As of December 2008, the demand for student organization support is evident based on the following data:

- 287 Student Organizations have started or completed the registration process
- 22 organizations have received recognition through the SOLD program and 21 more organizations have sent representatives to SOLD sessions
- approximately 120 advisors have participated in the advisor luncheon and development sessions
- as of December 11th, there were 3538 individual user profiles on the Student Link Database.

- approximately 100 student organizations and a thousand students participated in the Involvement Expo
- a short waiting list exists for student organization desk space in the Cube because the 86 spaces that are available in the cube are occupied.

A current challenge facing the area of Student Organizations includes a lack of on-campus financial services (e.g., student organization accounts) for student organizations. Providing additional guidance to students related to event planning and risk management is also needed. Both of these areas are being explored further through committee work. Increasing foot traffic in the "Cube" and motivating student organizations to complete the registration process are also priorities. Providing additional services to student organizations will require additional staffing.

Office of Fraternity and Sorority Life

The Office of Fraternity and Sorority Life (OFSL) is housed in the CCL suite and is staffed by a full-time staff member and a graduate assistant. Each fraternity and sorority has cubicle space in the student organization area, except for Phi Beta Sigma who is currently on the wait list.

From the Fall of 2007 to the Spring of 2008, the Office of Fraternity and Sorority Life operated as the Office of Greek Life and was staffed by one graduate assistant. A practicum student joined the office in the Spring of 2008 with both positions supervised by the Assistant Director for Leadership Programs. During this same time period, the Greek Life Task Force was assembled and issued its final report in April of 2008. The following were two recommendations offered: change the name of the office to include the words fraternity and sorority in order to be more encompassing and hire a full-time staff person to develop the supporting policies and program needed for a fraternity and sorority community at an urban institution. A new graduate assistant was hired in April of 2008 and shortly after a full-time staff member was brought on board in June of 2008.

The Office of Fraternity and Sorority Life works with 13 Greek Letter Organizations at IUPUI (Appendix M). Of these, there are seven sororities and six fraternities, seven of which are NPHC organizations, three Panhellenic, two Interfraternity Council, and one Latina sorority. Of the seven NPHC organizations, six are city-wide chapters with chapter membership including students not enrolled at IUPUI.

To best support the city-wide chapters, the Office of Fraternity and Sorority Life has worked closely with the fraternity and sorority life office at Butler University with regards to gathering and sharing information and in policy development. Currently, the office is working to develop relationships with other institutions within Indianapolis that do not recognize fraternity and sorority life, but do have undergraduate members who are active within city-wide chapters.

Additionally, the office directly advises the IUPUI National Pan-Hellenic Council, Panhellenic Council, Interfraternity Council, and the Greek Council which represents all chapters. The major areas of programming within the office include:
- Council Leadership Retreat (August): Each fall OFSL provides a leadership retreat for the elected officers of each council for group development, goal setting and education.
- Housing Move-In (August): The OFSL works closely with Housing and Residence Life to coordinate the assistance of Greek students during the move-in process.
- Weeks of Welcome (August): The OFSL in conjunction with each council works to ensure a fraternity and sorority life presence at a majority of the Weeks of Welcome events to assist in building awareness about the community.

- New Member Orientation (November and April): The New Member Orientation program is administered by the OFSL toward the end of each semester for all new initiates into the IUPUI fraternity and sorority community.
- Officer Transition (April): The OFSL assists in the transition of incoming and outgoing officers each spring to ensure officers are properly transitioned into their new roles.
- Awards Banquet (February – April): The OFSL coordinates the awards nomination and selection process for the end of the year leadership banquet.
- Roster Update Process (November and April): The OFSL administers the roster update process near the conclusion of each semester to ensure accurate and up to date rosters are kept on file.
- Academic Reports (December and May): Based off updated rosters, the OFSL produces grade reports for each chapter and the community soon after grades are posted.
- Council Meetings: Fraternity and Sorority Life staff are present at a majority of the council meetings, occurring on Wednesday evenings and Saturday mornings.
- Recruitment & Intake (September and January): With a soft implementation in the Spring of 2009, the OFSL administers the recruitment and intake policy for all chapters.

To provide direction to fraternity and sorority life staff during the 2008-2009 school year, the following goals were established for the development and support of a strong fraternity and sorority community:

1. Work with chapter leadership to establish and provide support for the Greek Council, National Pan-Hellenic Council (NPHC), Panhellenic Council (PC) and Inter-Fraternity Council (IFC).
2. Establish standard procedures for the Office of Fraternity & Sorority Life (OFSL) in order to enhance the Fraternity and Sorority community at IUPUI.
3. Establish a rewards system that promotes a higher standard of expectations for Fraternity and Sorority chapters.
4. Work with student leaders to establish a public space for Fraternities and Sororities at IUPUI.
5. Continue to establish relationships and partnerships that will be beneficial to a values based fraternity and sorority community founded on diversity, equity and inclusion.

The complete list of goals and objectives can be found in Appendix N.

A Greek Student Questionnaire was administered during the 2007-2008 school year. The Greek Student Questionnaire was administered to gather information from current affiliated undergraduates about their experience within the IUPUI fraternity and sorority community. The data gathered from this survey provided insight into the needs related to uniting the community. A Non-Greek Student Questionnaire was administered during the 2007-2008 school year. The Non-Greek Student Questionnaire was administered to gather data regarding the perception and image that the IUPUI fraternity and sorority community has, from non-affiliated students. The data gathered from the Non-Greek survey provided data related to how the community can improve the awareness and knowledge of the campus community about fraternity and sorority life.

The Spring 2008 IUPUI Fraternity & Sorority Academic Report was first produced in the Fall of 2008, the academic report provides information related to the academic performance of each chapter's active and new members in comparison to their peers. The report is made available to the public and posted on the OFSL web site.

Currently, IUPUI does not provide housing options specifically for fraternities or sororities, although the Office of Fraternity & Sorority Life has been asked to provide benchmarking information regarding what our urban peer institutions are offering. Two chapters have adopted off-campus houses as unofficial 'chapter houses'. As our community grows, so will the demand for housing. Many of our

organizations hold chapter meetings off-campus at private residences and do not have a place to store ritual equipment or other materials pertinent to their regular function. These space needs will require additional attention, particularly due to the risk involved in chapters gathering in unrecognized off-campus houses. The 2007-2008 Greek Life Task Force recommended the hiring of a second graduate assistant as the community matures and grows. While the current space allocation in the CCL suite is adequate for current needs, the addition of another staff member will require additional financial support and office space.

Civic Engagement, Community Service, and Programming

The Associate Director for Civic Engagement and Coordinator of Community Service oversee the voluntary service and civic involvement areas, along with three Graduate Assistants. Community Service works with faculty to integrate community service into courses, acts as a resource for students seeking community service opportunities, and supports student scholarship recipients in the coordination of activities such as Alternative Spring Break and the Dr. Martin Luther King Jr. Day of Service. The Civic Engagement area supports social action and political involvement through activities such as the newspaper readership program and Democracy Plaza, a civic engagement-focused student organization. The Associate Director for Civic Engagement also supervises the Coordinator of Student Programming. The Coordinator of Student Programming oversees two areas with two corresponding Graduate Assistants: First Year Programs and the Student Activities Programming Board (SAPB). The First Year Programs area works closely with University College to educate and involve first-year students in co-curricular programming opportunities through presentations and the University College Student Council. SAPB is a student organization that coordinates co-curricular events such as movies, speakers, comedians and performers for the IUPUI campus.

Civic Engagement and Community Service

The areas of Civic Engagement and Community Service are overseen by the Associate Director for Civic Engagement and Coordinator of Community Service. The staff also includes three graduate assistants and 15 student leaders. The Associate Director for Civic Engagement position is jointly funded through Campus & Community Life and the Center for Service and Learning. The Coordinator of Community Service position is fully funded through the Center for Service and Learning (CSL). Both positions are housed within CCL to allow for maximum interaction with students. Although co-curricular community service has been supported at IUPUI for many years, the staff within the civic engagement area is one and a half years old. The overall goal of the Office of Community Service and the area of Civic Engagement is to increase campus participation in community service and civic engagement activities. Appendix O contains objectives, activities planned, and the method of assessing progress within this area. Civic Engagement and Community Service has the following areas of focus:

1. Coordinate or advise students in the planning of campus-wide community service/civic engagement events, including annual IUPUI traditions: United Way Day of Caring, Dr. Martin Luther King Jr. Day of Service, Alternative Spring Break trips, Fall Alternative Break, National Youth Service Day, Service and the City, Cesar Chavez Day of Service, Jaguars in the Streets, and the Senator Bayh Service Leader Summit.
2. Oversee approximately 60 students involved with the Sam H. Jones Community Service Scholarship program, one of the largest service-based scholarship programs in the country. Provide support, supervision, and leadership development training for student scholars.
3. Act as staff advisors for student service/civic engagement organizations, including Democracy Plaza, College Mentors for Kids, Alternative Break Service Organization, Ambassadors for Children, Y'ALL, Students for Fair Trade, and Amigos en Servicio. The mission/purpose of these organizations can be found in Appendix P.

4. Advise the programming and development of Democracy Plaza, a nationally recognized student organization as well as a programming space on IUPUI's campus. Events include the Pass the Mic series, election programming (e.g., Meet the Candidates, letter to representatives), and other social justice issues.
5. Offer resources to students, faculty and staff who are seeking educationally meaningful community service projects. Support includes a weekly volunteer e-newsletter with over 1,600 subscribers, online and in-person consultation meetings, presentations to academic courses, and the development of volunteer projects for faculty.
6. Program educational civic engagement events for entire IUPUI campus such as the Collegiate Readership Program, Political Engagement Project speakers, Break Away alternative break training, political programming, and social justice speakers.

Civic Engagement and Community Service are jointly funded by Campus & Community Life (CCL) and the Center for Service and Learning (CSL). The staff also seeks funding through a variety of external sources, including co-sponsorships, mini-grants, and student activity fee funding. The budget for the 2008-2009 academic year was $34,057. After the consideration of external funding services (e.g., co-sponsored events, grants, student activity fee funds) during the 2008-2009 academic year, CSL financially supported 21% of the programming budget and CCL contributed 14%.

Civic Engagement and Community Service are housed in CCL. Student leaders (Democracy Plaza and Community Service Leaders) have a separate office in CCL, called the Office of Community Service. Each Community Service Leader is required through their scholarship to contribute 10 hours per week to the office. Positions include the Student Organization Liaison, Alternative Breaks Coordinator, MLK Day Coordinator, Freshman Service Scholar Mentor, Community Service Scholar Mentor, Multicultural Liaison, Volunteer & Agency Liaison, Marketing & Alumni Relations, ServiceCorps Mentor, Jags in the Streets Coordinator, and Volunteer Listserv Coordinator. Other physical space utilized by the area includes the Democracy Plaza programming space, a large set of chalkboards located in the Business building breezeway.

The Office of Community Service hired a new Coordinator of Community Service in July 2008. Two new graduate students in Higher Education and Student Affairs (HESA) began their GA positions in August 2008. The Alternative Breaks graduate assistantship position was a new addition for the 2008-2009 academic year, bringing the number of graduate staff to three.

The staff in Civic Engagement and Community Service believes in the importance of professional development for graduate assistants, student leaders, and full-time staff. Student leaders were sent to a national training on the Alternative Break movement and supported each year to attend/present at the Impact conference and the American Democracy Project conference (both on civic engagement).

Increases in participation have occurred across a variety of indicators (Appendix Q). In 2007-2008, 1,230 individuals participated in over 38 campus-wide days of service which resulted in over 10,048 hours of service to the Indianapolis community through the Office of Community Service. In addition, 141 volunteers participated in seven alternative break trips in 2007-2008. In 2006-2007, 41 individuals participated in four alternative break trips.

National Survey of Student Engagement (NSSE) data are collected on alternate years from the Continuing Student Satisfaction Survey; both are reviewed by the Office of Community Service. The Continuing Student Satisfaction survey is administered by IUPUI's Office of Information Management and Institutional Research. In 2006, NSSE data reported that IUPUI freshmen and seniors had significantly higher levels of participation in community-based projects (e.g., service learning) as part of a regular course than our urban peers. A significantly higher number of freshmen indicated that they participated in community service or volunteer work than freshman at our urban peer institutions. In 2007, the Continuing Student Satisfaction Survey revealed an increase in the rate of both satisfaction

and importance of opportunities for volunteer service over the past 10 years. An increase in the satisfaction and importance students placed on the information received about volunteer service opportunities has also shown an increase.

After each event, volunteers are asked to complete an event survey in order to reflect on the day's event and to give the staff feedback. The staff uses the feedback received as a tool for continuously improving service events. The goals for each event include the following: volunteer's meeting new people, greater social awareness, learning a new skill, reflection on service work, and feeling a sense of social responsibility to Indianapolis.

Additional staff and financial support will be needed in the future to further support the increased commitment and interest in community service and civic engagement. A long-term issue facing the Office of Community Service involves the connection between the various offices across campus that perform service or plan large service events. With such a large student body, and a strong campus-wide commitment to community service, it is wonderful to have so many excellent service opportunities across IUPUI. However, due to this decentralization it is difficult to track service hours for the IUPUI student body. As the student population grows and interest in community service and civic engagement increase, we will continue to struggle to get accurate numbers of students involved in community service outside of our office. Additionally, in Indianapolis there is a high turnover rate for professionals at local non-profits. Turnover can present a challenge working with the various agencies to produce successful and productive experiences for the IUPUI student body. This will continue to be an issue for partnerships with various non-profit and service organizations.

Student Programming

The Coordinator of Student Programming oversees Weeks of Welcome (WOW), assists in giving presentations to first year seminar classes, coordinates CCL's new student orientation program in collaboration with University College, coordinates the CCL annual programming calendar, advises the University College Student Council (UCSC) and Student Activities Programming Board (SAPB), and coordinates CCL programming for on-campus Admissions days. This position also supervises two graduate assistants. The Graduate Assistant for Programs co-advises SAPB. The Graduate Assistant for First Year Programs gives presentations to first year seminar classes, assists with new student orientation, and supervises Jag Corps members. The Fall and Spring programming guides provide a comprehensive list of CCL events and workshops scheduled to occur during the academic year. Fall and Spring cultural enrichment programming guides are distributed across campus and include events sponsored by CCL, student organizations, other offices, and the greater Indianapolis community.

Weeks of Welcome. Weeks of Welcome (WOW) is a campus-wide series of events designed to welcome new first year, transfer, and returning students to IUPUI. The calendar of events spans the first two and a half weeks of the Fall semester. Campus & Community Life, student organizations, and other departments across campus provide the programs offered during WOW. WOW provides students with educational, service, leadership, diversity, and social events. The events range from information fairs to artistic productions. WOW allows students the opportunity to engage with peers, as well as learn about the IUPUI and Indianapolis communities. The first Weeks of Welcome (WOW) was held during the Fall 2003 semester. Prior to WOW, the series of events held during the beginning of the year to welcome students to campus was called Welcome Fest.

The Coordinator of Student Programming oversees the coordination of WOW programming. The First Year Programs Assistant also assists in the coordination of WOW. Since 2005, a group of students called Jag Corps are hired by CCL to serve as ambassadors for the office at WOW events. CCL hires 10 students to serve as Jag Corps members, their responsibilities include distributing items to promote

events and CCL, answering questions, directing student traffic flow, as well as assisting with the execution of events.

The staff person currently in the Coordinator of Student Programming position was new to this role as of July 2008; she previously worked with student organizations within the department. Restructuring in CCL led to the creation of this position, which involved combining the Coordinator of First Year Programs position (working primarily with Learning Communities and the University College Student Council) with the Coordinator of Student Programs position (working primarily with WOW and the Student Activities Programming Board).

The following purpose and goals related to WOW were created in 2005: Weeks of Welcome is sponsored and presented by the office of Campus & Community Life. WOW serves as the official welcome to IUPUI by offering programs that meet the needs of incoming students. Goals for WOW:

1. Develop a sense of community for students
2. Learn about leadership opportunities on campus
3. Introduce students to the diversity on campus
4. Introduce students to campus life
5. Introduce students to the Indianapolis community

Since the beginning of WOW in 2003, several programs have remained consistent each year: New Student Welcome, Faces of America, Service First! (expanded and renamed Service in the City in 2005), the Involvement and Service Expo, and the Ice Cream Social. Changes in opportunities, staff, budget, or needs have influenced the occurrence and frequency of other events throughout the years. This past year, 16 events were held over a span of two and a half weeks (Appendix R). On average, 14 WOW programs have occurred each year. In the past, other events occurring on campus and in the Indianapolis community have been included in the WOW calendar publicity, but were not a part of the WOW planning committee.

WOW events start the day before classes begin with the New Student Welcome. Most WOW events occur outside in Taylor Courtyard and in the Campus Center. Two large tents are used for three days of WOW for the Involvement and Service Fair, Student Employment and Experience Fair, and the combined Veterans, Study Abroad and Resource Fairs. The Madame Walker Theater, dedicated to celebrating the arts from an African-American perspective, is located near the IUPUI campus and is reserved for a diversity event each year. IUPUI Goes to Town events are held at one or more Indianapolis venues. An increase in attendance at WOW events has been evident since 2004 (Appendix S).

WOW has been funded through student activity fees allocated to CCL as well as partnerships with other offices. In 2007, revenue was generated through a Vendor's Fair fee that was charged to vendors who participated. The students who coordinated WOW Fest were able to obtain co-sponsorships for funding from other departments on campus (i.e., Housing and Residence Life, Bepko Learning Center, and University College). WOW Fest is a carnival type program with inflatable rides, a DJ, bands, and games led by student organizations and was held on a Friday afternoon in the Taylor Courtyard.

Strong partnerships have been developed over the years, including with Study Abroad, Career and Employment Services, University College, and the New Faculty Orientation Committee. All student organizations are invited to participate in WOW Fest and the Student Involvement and Service Expo. The Student Activities Program Board (SAPB) and Undergraduate Student Government (USG) have taken an active role in planning WOW events.

Student Activities Programming Board. The Student Activities Programming Board (SAPB) is advised by the Coordinator of Student Programming and the Student Programs Graduate Assistant. Due to restructuring in CCL, the staff person serving as advisor to SAPB has changed several times over the

past five years. Beginning with the Fall 2008 semester, the Graduate Assistant's position was paid for through SAPB funds. The SAPB executive board consists of a President, Vice-President, Secretary, Treasurer, and Membership Director. SAPB has six standing committees: Annual Events, Speakers, Arts & Entertainment, Films, IUPUI Goes to Town, and Marketing. The IUPUI Goes to Town series was moved from CCL and added as a standing committee in SAPB during the Fall 2008 semester.

The Student Activities Programming Board (SAPB) "exists for the purpose of selecting, promoting and producing campus- wide events that meet the social, educational and entertaining needs of the IUPUI community. SAPB strives to enhance the leadership abilities and small group experiences of its members. Members also serve as the voice of the IUPUI students for programming." The following goals were determined for 2008-2009:

1. Increase membership to 30 voting members
2. Fill all elected positions
3. Increase partnerships
4. Hold a major concert
5. Have attendance at events totally over 2,500 for the academic year/ 10% student body attending SAPB events
6. Utilize all funds for programming

SAPB meetings for 2008-2009 have averaged between 25-30 members weekly. Each of these members is required to serve on one of the standing committees. General meetings and executive board meetings are held weekly. Committees determine how often the groups meet. Members may serve on more than one committee.

SAPB received $115,000 in student activity fee funding in 2008-2009. In 2007-2008, the SAPB received $65,000 in student activity fee funding. Additional funding was allocated to SAPB because there was recognition that the SAPB was sorely underfunded for a campus of our size. The additional funding would better enable the programming board to serve the needs of the entire campus and provide more diverse and large-scale programs for the campus. The increased funding presented an opportunity for additional programming and accountability. SAPB executive board members and committee chairs receive yearly stipends ranging between $700 and $900.

SAPB organizes several annual events, including Movie in the Courtyard during WOW, the spring Fountain Fest, and the Spring Dance. One film is shown each month between August and April. One to two speakers are brought to campus each semester. Two major arts and entertainment events are held per year as well as ongoing smaller events throughout the year. Through IUPUI Goes to Town, ongoing monthly events in the community are held. SAPB holds three retreats each year: spring officer transition retreat, summer strategic planning retreat, and a team building/professional development retreat in January. SAPB has an office in the CCL suite in the Campus Center. The majority of meetings and programs are held in the Campus Center. A few events are held outside or in another building on campus.

Since the Fall 2008, SAPB has co-sponsored events with the following student organizations: Student Organization for Alumni Relations, Black Student Union, Ball Residence Hall, Latino Student Organization, Gay Straight Alliance, Native American Student Alliance, and the Butler University Programming Board. SAPB regularly conducts student polls to get opinions on movies, comedians, concerts, and other events.

Prior to this year, the Lectures committee was called the Lectures and Diversity committee. This year, SAPB amended their by-laws to change the name of the standing committee to Lectures and took the word Diversity out of the title. SAPB made this change with the understanding that diversity should be a part of all standing committees. SAPB plans to do some benchmarking to determine if a Committee Chairperson should be added in order to reflect their commitment to diversity and social justice.

Membership in SAPB has increased this year, but the group will continue to explore ways to make the organization and programming attractive to all students. Recruiting students of color and underrepresented students will continue to be a priority for SAPB. The SAPB budget was significantly increased this year, but additional funding will be needed in order to support large-scale programming and top name performers.

First Year Programs. The area of First Year Programs is staffed by the Coordinator of Student Programming and the First Year Programs Graduate Assistant. The Coordinator and the Graduate Assistant are housed in Campus & Community Life. The stipend for the GA position is primarily funded by University College. The Coordinator of Student Programming and the First Year Programs Graduate Assistant were both new to their positions beginning with the 2008-2009 academic year. Restructuring within CCL resulted in the Coordinator of First Year Programs position and the Coordinator of Student Programs positions being combined into one position.

Campus & Community Life began first year programming in 2002. Dr. Frank Ross, Assistant Vice Chancellor for Student Life and Learning, helped develop this partnership with University College, which involved supporting first-year seminar instructional teams in a variety of ways. This initial work involved collaborating with faculty to develop co-curricular programs to support their specific class and curriculum needs. For the past three years, the area has been coordinated by the Coordinator of Student Programming and the First Year Programs Graduate Assistant. For the past two years, four student Jag Corps members were hired by CCL to assist with Orientation.

First Year Programs includes a focus on the following areas:
1. Facilitating classroom presentations to first year seminars on topics including student involvement, diversity, team building, and Online Social Networking.
2. Develop and execute Student Life programming as a part of the University College new student orientation.
3. Select and supervise the Jag Corps student leaders
4. Serve as primary advisor to the University College Student Council (UCSC)
5. Collaborate with various IUPUI offices in support of programs designed for first year success and engagement
6. Select, train and supervise the First Year Programs Graduate Assistant

Campus & Community Life and the Jag Corps members provide students attending Orientation with a tour of CCL and a short six to eight minute presentation about getting involved on campus and the resources available through CCL and Student Life.

The first year seminar presentations consist of 30—70 minute classroom modules centered on Student Involvement, Diversity, Teambuilding, Political Engagement, and Online Social Networking. First Year Programs facilitated 56 presentations to first-year classrooms during the Fall 2008 semester. Presentations began during the Summer Bridge program, and were consistently given throughout the Fall semester. Presentations were also facilitated during mentor and student leader trainings (indicated below in the "Other" category). Presentations were facilitated by the First Year Programs graduate assistant and the Coordinator for Student Programs. Instructional teams chose the type of presentation they are interested in receiving. Instructors are asked to complete an on-line survey after each First Year Seminar presentation. Each student who attends a CCL presentation during Orientation is asked to complete an online survey. The survey data will prove helpful

Total presentations:	56 (14.28% increase from fall 2007)
Total student contacts:	2,085 (13.87% increase from fall 2007)

<pre>
Total Presentations
Diversity: 28
Student Involvement: 21
Political Engagement: 2
Social Networking: 0
Teambuilding: 0
Diversity & Involvement: 1
Other: 4
</pre>

Multicultural Student Engagement

The area of Multicultural Student Engagement (MSE) was created during the Summer of 2008 to support CCL's work with diverse student populations, to coordinate heritage month programming, and to serve as a liaison to the new Multicultural Center. This area is led by the Associate Director for Multicultural Student Engagement with the assistance of a graduate assistant and work-study student. The goals for this area include a continued focus on cultural enrichment programming as well as two additional goals created in Fall 2008 in order to support the work of this newly created functional area:

- Celebrate and recognize cultural heritage months
- Develop fall and spring semester cultural enrichment program calendars
- Support diverse student populations in their student development and engagement
- Promote and support collaboration between CCL and the Multicultural Center

Multicultural Student Engagement also identified the following objectives: strengthen relationships with affinity student organizations, increase student participation in multicultural & diversity-specific events, encourage affinity student organizations to submit proposals for funding through the SDFC, develop an inclusive holiday celebration program, as well as collaborate and support diversity efforts of other areas within CCL. These objectives were developed in part to address some of the challenges that affinity student organizations had voiced regarding multicultural programming at IUPUI.

Over the past nine years, cultural heritage month programming has been coordinated under different staffing structures within CCL. In the past, cultural heritage month programming has been shared among coordinators with each taking the lead in coordinating a particular month. The responsibility later shifted temporarily to a diversity programs assistant, a bachelor's level position, for one year. A coordinator for diversity programs was then hired to coordinate cultural heritage month programming as well as diversity initiatives. Between 2007-2008, the Coordinator of Student Programs led the coordination of cultural heritage month programming, diversity programs, and limited diversity trainings for CCL, with the assistance of a graduate assistant. Cultural heritage month programming is currently being coordinated by the Associate Director for Multicultural Student Engagement, with the assistance of a graduate assistant. The area of Multicultural Student Engagement was created July 2008. The current Associate Director for Multicultural Student Engagement previously worked in the Division of Student Life as the director of an area that was eliminated as a result of reorganization within the Division.

In May 2008, a cultural heritage month programming focus group was conducted by the Director of Assessment for Student Life to discuss the participants' overall impressions of cultural heritage programming at IUPUI and to develop suggestions for improving the program-planning process. The sample for the focus group was small, but the final report highlighted students concerns regarding issues of cultural competency among CCL staff and the need to develop a clearer philosophy regarding the role of student organizations, CCL, and others areas in the coordination of cultural heritage months (Appendix T).

The area of Multicultural Student Engagement has been responsible for coordinating the planning of cultural heritage month programming for the campus. The lack of campus participation on

individual cultural heritage month planning committees has been challenging. Ideally, these committees would be comprised of students, faculty, staff, and community members representing a variety of schools, departments, student organizations, and community interests. The model currently being used to coordinate cultural heritage month programming needs to be reexamined, particularly with the creation of the new Multicultural Center. The development of the Multicultural Center was stimulated by the Black Student Initiative (BSI). There have been some successful collaborations and co-sponsorships between CCL and the Multicultural Center which will continue in the future. The mission, vision, and goals of the Multicultural Center are still being developed. The direction of the Multicultural Center will likely inform the work currently being conducted through Multicultural Student Engagement and CCL. In 2002, a cultural enrichment planning committee was developed for the purpose of planning/ coordinating an annual calendar of culturally enriching programs for the campus community. This committee was initially chaired by the Director of CCL. After a year, the responsibility of chairing the committee shifted to other staff in the office. Over the last seven years, there has been limited activity and meetings involving the cultural enrichment planning committee. This committee could be re-established as a collaboration between CCL and the Multicultural Center. This campus-wide collaboration would be an excellent way to strengthen the relationship between the two areas.

The programming budget, graduate assistant, work-study student, and half of the Associate Director's salary and benefits are funded through CCL's general budget and student activity fee allocation. University College supports half of the Associate Director's salary and benefits as a result of an ongoing partnership with Student Life. The programming budget is funded through student activity fees and is the third largest programming budget in CCL. The diversity budget for CCL increased slightly between 2007-2008 and 2008-2009.

A fall and spring cultural enrichment programming calendar is developed by Multicultural Student Engagement. The calendars include CCL events as well as cultural/diversity events across campus and in the Indianapolis community. The calendars are distributed to faculty, staff, and students as well as to the community upon request. The majority of events are held from August to April, similar to the programming cycle within CCL, the peak months that students are in classes and on campus.

The number of cultural enrichment programs has increased over the past four years. During the Fall 2008 semester, 44 cultural enrichment programs were offered, including 13 Hispanic Heritage Month, 10 GLBT History Month, and 9 Native American Heritage Month programs. During the Spring 2009 over 45 programs will be offered. During the 2007-2008 academic year, 44 programs were offered in the Fall and 37 in the Spring, including 9 Hispanic Heritage Month, 6 GLBT History Month, 8 Native American Heritage Month, 8 Black History Month, 9 Women's History Month, and 10 Asian American Heritage Month programs. During 2006-2007, CCL sponsored 91 cultural enrichment programs reaching approximately 4520 students, faculty, and staff. During 2005-2006, 71 cultural enrichment programs were offered and reached approximately 3673 students, faculty, and staff.

Multicultural Student Engagement (MSE) works closely with the student organizations that have office space in the Multicultural Center: Black Student Union, Latino Student Association, Gay Straight Alliance, Native American Student Association, and the Asian American Students Alliance. MSE also works with the Affinity Council, which is housed in the Multicultural Center and includes the president's of each of the aforementioned groups. MSE partners with these groups to plan heritage month programs, but also provides support to these groups related to specific initiatives and areas of concern facing many of these organizations. MSE also encourages and assists organizations in submitting proposals through the Student Development Funding Committee (SDFC) for events. In addition to supporting the Latino Student Association (LSA) with Hispanic Heritage Month programming, MSE has assisted this group with the planning of the 2nd Annual Cesar Chavez Dinner and Day of Service. MSE works closely with GSA in planning for GLBT Awareness Month, particularly with National Coming Out Day and the Drag Show, two large events. MSE supports and assists the Native American Student

Alliance (NASA) with the programming for Native American Heritage Month. The membership of NASA is low and Native American Heritage Month has typically been coordinated by one student for a number of years.

Multicultural Student Engagement (MSE) has also partnered with and/or supported the needs of other student organizations, including the National Society of Black Engineers, the Student Activities Programming Board (SAPB), International Club, and Culturas United. Additionally, meetings have taken place between the advisors of the Student Activities Programming Board and the staff of MSE to discuss increasing the role of diversity within SAPB and its programs.

Advising the Black Student Union (BSU) is part of the job description for the Associate Director for Multicultural Student Engagement. Serving as the advisor of the BSU involves planning organizational retreats, attending meetings, assisting with membership and recruitment, as well as communicating with the campus leadership on behalf of the organization. An additional responsibility related to advising this group is planning and oversight for BSU's annual Martin Luther King Dinner program which is historically one of IUPUI's largest events, drawing over 600 students, faculty, staff, alumni, and community members. The 2008 dinner had 850 total attendees. This year's dinner had an attendance of over 600. This event is significant in that the Chancellor gives his annual "State of Diversity" address at this dinner and that the campus and community come together to celebrate the legacy of one of America's greatest heroes. BSU has for the past two years held the Red and Black scholarship pageant. This pageant is open to any IUPUI student and is not based on physical attributes, but rather focuses on criteria such as academic achievement, community service, and fundraising. This event has been tremendously successful. The BSU has awarded over $5,000.00 in scholarship funds that were donated to the organization by local business and organizations in support of the pageant. Additionally, the participants sold ad space in the program booklet in support of the event costs.

Multimedia Production Center

The Multimedia Production Center (MPC) is primarily designed to assist student organizations in advertising their events and to recruit new members through print advertising or electronic media. Students can use the resources within the MPC to learn about and use various forms of advertising to promote their organizations. Within the past year the MPC began offering workshops for student organizations interested in learning how to create ads for JAGtv, use Photoshop, Illustrator, Dreamweaver, etc. Six workshops are typically offered each semester. The MPC also assists CCL in their advertising needs, including the development and printing of flyers, brochures, and posters.

The MPC staff includes a full-time position and four paid student positions. The MPC began offering unpaid internships during the Spring 2009 semester so that students who are interested in design can fulfill internship credits for their degree in computer graphic technology or New Media. One unpaid intern is currently working with the MPC. Prior to July 2006, a graduate student staffed the MPC for 20 hours each week along with the assistance of student employees. A full-time position was created in 2006 due to increased use in the lab by student organizations and the need for daily oversight in the MPC.

Students can work on projects in the MPC using one of 13 workstations. Seven computers have print design capabilities and six can be used for web design. A total of 15 computers are in the lab, including a workstation for student employees and the full-time staff member. We have a podium and projector to host workshops. The MPC has three printers: black and white, color, and plotter as well as a copy machine for students to use at a cost using their JAGtag.

The MPC has worked with nearly all student organizations; 269 since the beginning of the Fall 2008 semester. The nature of the work is mostly design-oriented, but also includes resetting passphrases or creating group accounts for organizations. Student organizations have printed 19,115

prints since December 9, 2008. Registered student organizations receive 150 free color flyers per month. Attendance in the lab has steadily increased each year:

	2007 – 2008	2008 – 2009
August '08	76	62
September '08	261	273
October '08	245	286
November '08	170	203
December '08	43	118
Total	**795**	**942**

Student Link, an online community for student organizations, housed under Campus & Community Life conducts training sessions in the MPC for students. Other campus units also reserve the MPC to hold training sessions throughout the academic year.

The biggest over arching goal of the MPC is to be a place where students can be creative as well as learn tangible skills that they can carry with them. Obviously not everyone will use Photoshop in their careers, however skills like planning ahead and problem solving when advertising an event are skills that most everyone can use. In relation to CCL, the main goal of the lab is to assist CCL in reaching students.

Staff meetings are held once a month in order to provide training to staff, discuss issues students might be having, or to update them on changes in policy, etc. A lot of the training in the MPC happens one-on-one with the full-time staff member. The full-time staff member has engaged in technology and design training as well as training on current software due to seeking out these opportunities or teaching himself.

A focus group was led by a graduate assistant to streamline the process for promotions in the MPC. The graduate assistant worked in CCL and conducted the focus group as a class project. The findings were used to streamline the design process by recreating the project request form to include more information so that communication and implementation of the design runs smoother.

The MPC has seen increased use by student organizations over the past two to three years. CCL also relies heavily on the design and printing resources available in the MPC. Operating the MPC can be very costly due to the supplies and staffing required. The MPC has explored several ways to cut costs while attempting to meet increased demand. For example, a student intern program was created and individuals have been encouraged to use electronic forms of media more frequently. Financial constraints as well as an increased demand for services will require the MPC to further explore cost saving measures.

Video Production. A video program was started by the Office of Communications and Marketing (OCM) in the Fall of 2006. The purpose of the program is to tell the IUPUI story through a different evolving medium versus the traditional print medium. The following are examples of video or podcasts that are produced:

1) **The Spot** –a short newsweekly hosted by student guest hosts at IUPUI, the current week's events in academics, campus life, and athletics are highlighted, with often a focus on research, civic engagement, and health and life sciences.
2) **Amazing Student** – a short video profile of a student, giving the audience insight into the students' accomplishments in academics, civic engagement, campus life, and possibly others that reflect their life as a student.
3) **Outstanding Faculty and Staff** – a short video profile of a campus faculty or staff, gives the audience insight to their accomplishments reflected by their position on campus or volunteerism in area such as academics, research, or civic engagement.

A partnership was created by OCM in the Fall of 2008 between CCL and University College to increase the video production and awareness of campus activity. Six interns, IUPUI students, were hired to produce content for the partnership. Five video interns and one journalism intern work with an OCM staff member, who serves as the video coordinator/editor. Prior to the Fall 2008, one intern was hired. Training sessions are held at the beginning of each semester.

CCL purchased the intern workstations during the 2008-2009 academic year. Three computers were purchased and are on a two to three year cycle. The interns work 20 hours per week. Discussion will occur during 2008-2009 to determine whether the partnership should be continued in 2009-2010. OCM covers the majority of all other expenses.

Priority events that would be recorded by the JagTV interns, were identified for Fall 2008 and included the following: Greek Life highlights, student organizations, student events, LEAD IUPUI events, and cultural heritage month programming, Emerging Leaders and Advanced Leaders workshops were recorded and posted to YouTube, in order to provide access to individuals who were unable to attend the seminars.

The Video Production area is located in the Multimedia Production Center. The interns work in an interior room inside the MPC where there are three video editing workstations and cabinets to store equipment. The Video Coordinator/Editor's desk is located in the open area of the MPC next to the Multimedia Production Specialist.

Program Costs

See Appendix U for budget information related to the income and expenses for CCL during 2007-2008 and 2008-2009. Appendix U also contains the projected budget for 2009-2010, which includes an anticipated 5% cut to the general budget. The programming budget within CCL is supported through student activity fees.

The organizational chart can be found in Appendix A. Several positions are supported through partnerships between CCL and other units. The salary/benefits of the Associate Director for Civic Engagement and a Community Service Graduate Assistant are supported through a partnership between CCL and the Center for Service and Learning (CSL). CSL also fully funds the Coordinator for Community Service and a Community Service Graduate Assistant position, who are housed within the CCL office suite. The Associate Director for Multicultural Student Engagement position is supported through a partnership between University College and CCL. The First Year Programs Graduate Assistant position is supported primarily through funding from University College. The Office of Communications and Marketing funds the Video Coordinator/Editor and student interns, who are housed in the Multimedia Production Center, located in CCL. All other full-time, graduate assistant, and student staff positions are supported through the CCL operating budget and student activity fee funds.

Staffing Information

The CCL organizational chart can be found in Appendix A. The position descriptions for full-time staff are located in Appendix V. Many of the job descriptions of full-time staff have been reviewed and updated over the last several years. Several of the job descriptions need to be updated, including the description for the Director, Administrative Specialist, Associate Director for Civic Engagement, and Multimedia Specialist. The graduate students who work in CCL are important members of the CCL team. Nine graduate students work in CCL: Civic Engagement Assistant, Community Service Assistant (2), First Year Programs Assistant, Fraternity and Sorority Life Assistant, Leadership Development Assistant, Multicultural Student Engagement Assistant, Student Organization Assistant, and Student Programs Assistant. The Administrative Specialist and one of the Community Service Assistant positions are currently vacant. The resumes of full-time staff can be found in Appendix W.

The training and professional development needs of the staff are supported through various measures. Professional development lunches and retreats are held within CCL and the Division of Student Life. Each of the Associate Directors also coordinate retreats and other training opportunities for their staff members. Staff members are encouraged to attend and present at regional and national conferences. Professional development funds are provided to full-time staff and graduate students.

Physical Facilities

In 2008, Campus and Community Life moved from the basement of the Student Activities Center to a brand new state of the art Campus Center in January 2008. CCL's suite in the Campus Center provides office space for full-time staff, desk spaces for graduate assistants, a Multimedia Production Center, an open meeting area, and a student organization area containing desk space for 86 student organizations. A small waitlist currently exists for desk space in the student organization Cube. The Undergraduate Student Government, Student Activities Programming Board, Office of Community Service, and Graduate Student Organization have office space in the CCL suite in the Campus Center. The Campus Center also provided improved and increased meeting and event programming spaces.

A card swipe was added to the entrance of CCL during the Fall 2008 semester in order to give after-hours access to the suite and Cube to up to two representatives from each registered student organization.

The Multimedia Production Center contains 13 workstations that can be used by students and student organizations for print and web design. Print and design services are offered to student organizations. The majority of the design and printing that occurs within CCL are also produced through the MPC. Other units have also taken advantage of the services offered by the MPC for a minimal fee. The MPC is also an ideal location for small training sessions due to the presence of a podium and projector.

Design changes and renovations are limited due to architectural guidelines for the Campus Center. However, the staff is interested in making the CCL suite more inviting through the incorporation of color as well as posting additional pictures of diverse students and artwork. The CCL suite currently meets the space needs of the office and is a vast improvement from the previous location in the Student Activities Center. However, additional space will be needed in the future to continue to meet the needs of a campus of over 30,000 students, increased student engagement, and an expected growth in enrollment.

Implementation Process

Student Satisfaction & Priorities Survey, 2008

This home-grown survey is administered to a random sample of all undergraduates during years in which NSSE is not administered. As such, the results are as recent as just one year ago. The survey asks respondents to rate many of IUPUI's services and programs in terms of their levels of satisfaction and importance.

CCL uses these results to understand the students' point of view and informs the marketing and production of programs and services. The list below shows data relevant to programs and services offered specifically at CCL.

- 50% of the student respondents were satisfied with **opportunities to become involved in campus life activities**
  - About 13% were dissatisfied with these opportunities

- 63% of the respondents rated the opportunities to become involved in campus life activities as important.
  - Over 9% of the respondents rated these as unimportant.

- 49% of the student respondents were satisfied with **opportunities to develop appreciation for diversity (outside speakers, programs, films, etc.)**
  - 8% were dissatisfied with these opportunities
- About 60% of the respondents rated the opportunities to develop appreciation for diversity as important
  - Just under 11% of the respondents rated these as unimportant

- 47% of the student respondents were satisfied with **opportunities to participate in community service**
  - About 7% were dissatisfied with these opportunities
- 59% of the respondents rated the opportunities to participate in community service as important
  - Just under 10% of the respondents rated these as unimportant

- 45% of the student respondents were satisfied with **opportunities to develop leadership skills (outside the classroom)**
  - 11% were dissatisfied with these opportunities
- 67% of the respondents rated the opportunities to develop leadership skills (outside the classroom) as important
  - 6% of the respondents rated these as unimportant

Overall Assessment of Program Strengths

This is an exciting time for student life at IUPUI. The creation of the Campus Center and new student housing have added to the level of excitement and engagement on campus. CCL has kept pace with many of these changes through increased staff and the addition of new functional areas (e.g., Fraternity and Sorority Life, Multicultural Student Engagement). The department is most fortunate to have a talented and hard-working staff base. CCL staff members are committed to students and furthering student engagement. They consistently strive for excellence in their work, which is evident through regular presentations at regional and national conferences. They are energized to develop new initiatives (e.g., leadership initiatives, fraternity/sorority life), expand existing ones (e.g., expansion of civic engagement), and think out of the box. The staff has functioned as a strong and caring team during a time of significant transition and growth. The CCL team faced an additional challenge during the Fall semester due to the passing of one of our graduate student staff members. The strengths of the department and this dedicated staff cannot be adequately described in just a few words. This report highlights in greater detail the innovative work of this committed staff.

Long-Term Issues

PLANNING FOR GROWTH
When compiling this report, each sub-unit within CCL was asked to denote potential long-term issues. Just about every department reported a need for increases of staffing, budget, and physical space. These increases are driven by three sources outside of the responsibilities of this unit: a) accountability measures calling for increased student engagement and community development, per the Strategic Plan

of the Division of Student Life, b) the probability of increased enrollment growth and/or focused enrollment shaping for IUPUI, and c) an increase in student housing. CCL needs to develop a plan for how it will grow, both physically and fiscally, in order to handle these upcoming changes.

ADMINISTRATIVE ISSUES
- The organizational structure within CCL has undergone numerous changes. Changes have occurred to position titles, position descriptions, and many staff members have shifted positions. CCL needs an organizational structure that will best support the department and division.
- As of yet, the SDFC has not found a "logical" home or advisor. SDFC is advised through the area of Leadership Development, which may not make the most sense. The staff advisor dedicates a great deal of time advising the SDFC student committee, communicating proposal decisions to students, and addressing feedback received by students, faculty, and staff.
- A major challenge in supporting student organizations is the lack of dedicated fiscal and human resources for this area to handle issues of student accounts, risk management, and administrative support for the SDFC.
- Funding will remain an issue due to an increased demand for programming with limited dollars.
- A stronger partnership between CCL and Housing and Residence Life will be necessary due to the increased number of students living on campus, as well as the projected growth in housing.
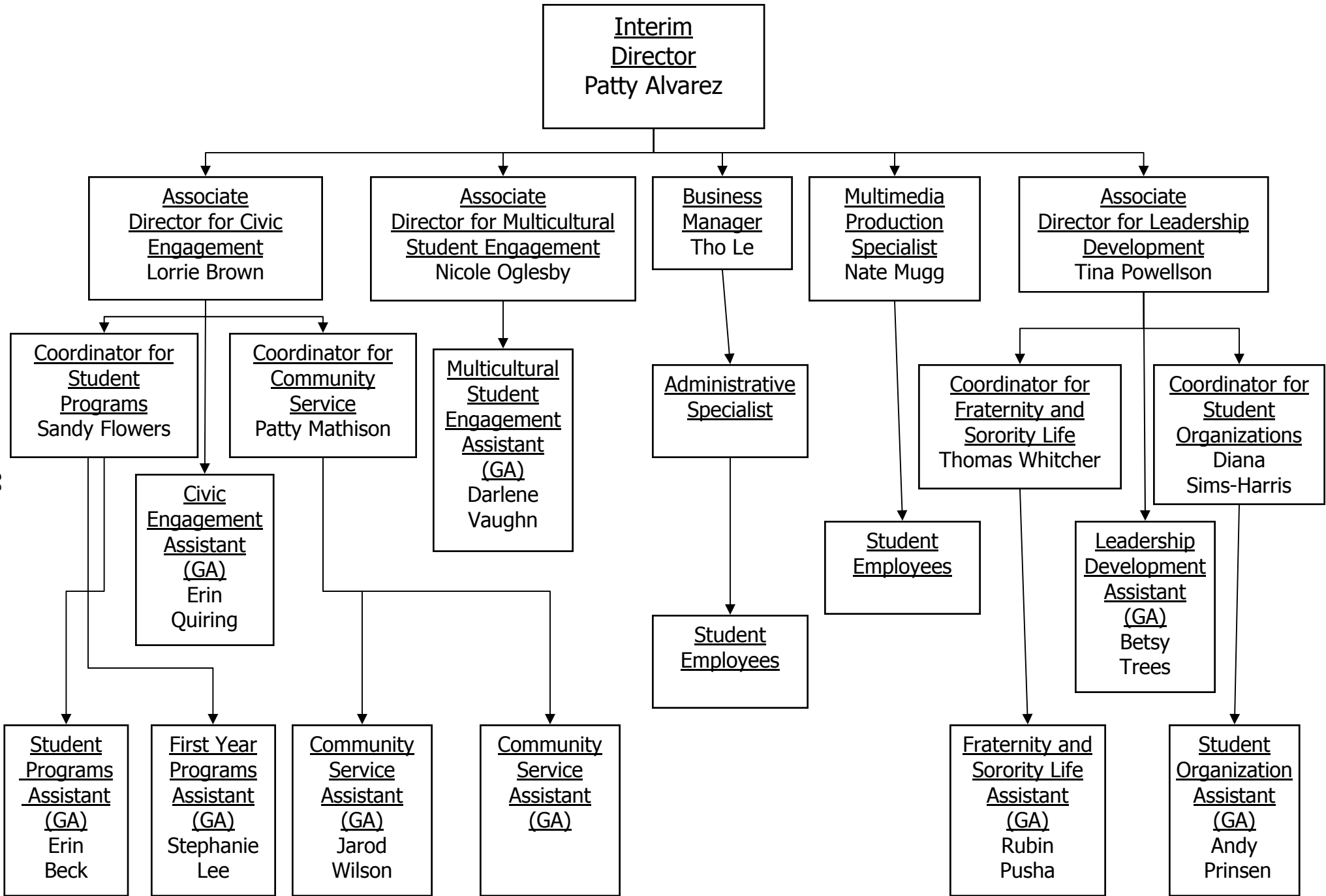
DIVERSITY EFFORTS
- Multicultural Student Engagement is a "new" addition to CCL. An established diversity plan or vision for this area have not been defined, but will require specific attention in order to guide future directions.
- IUPUI Multicultural Center: It has yet to be determined how CCL and the Multicultural Center will partner and collaborate to serve the campus community. In February 2008, an Interim Director was hired to lead the newly created Multicultural Center. The permanent Director of the Multicultural Center was hired in November 2008. The partnership has not been defined in great detail due in part to staffing changes within CCL and the Multicultural Center. Ongoing dialogues, meetings and discussion have occurred to establish the future direction of the partnership between the Director of the Multicultural Center, the Interim Director of CCL, and the Associate Director for Multicultural Student Engagement. One of the ideas of interest within both areas has been a joint/shared position between CCL and the Multicultural Center. A top priority will be to minimize the amount of duplication occurring between the two areas.
- The report submitted in November 2006 and activism surrounding the Black Student Initiative (BSI) highlighted problems identified by Black students, and others, at IUPUI related to the need for effective communication with the Black student population, additional "Black student programming," a lack of cultural competence, and concerns regarding the allocation of funding to Black student organizations. In addition to concerns raised regarding the campus more generally, and specific areas, the CCL and the Division of Student Life were also both named in the report. "A response to 'Through Our Eyes'" was presented by Dr. Karen Whitney (http://www.iupui.edu/~divrsity/planning/). An update was also offered a year after the BSI on behalf of the Division of Student Life (http://life.iupui.edu/info/_Assets/docs/SL-BSI%20update%202.pdf). CCL should continue to evaluate ways in which the staff and department can contribute towards creating a welcoming and inclusive environment for all students.

- Additional opportunities for student organizations and student leaders to enhance their understanding of issues of diversity are needed.
- CCL serves and coordinates programming that reaches a variety of student populations. Greater outreach and/or increased collaboration is desired with undergraduate, graduate, and professional students living on campus and off-campus, as well as many of the following groups: students of color, gay, lesbian, bisexual, and transgendered students, international students, veteran's, first-generation college students, adult learners, parents of students, etc. Summer programming and activities should also be evaluated, particularly as the campus explores increasing summer course offerings.

WOW

- *Budget*: As attendance at WOW programs grows, the need for an increased budget will also occur. For example, bigger tents and larger venues will be needed in order to house expanded programs. More tables, chairs, give away promotional items, and food will also be required to keep pace with the growth in attendance, which will impact the budget. *Jag Corps*: The group was created to serve as ambassadors for CCL at the many WOW functions and during Orientation. Due to the number and size of programs, Jag Corps students have assisted with the labor and logistics of setup/tear down of events. Jag Corps has taken on filling the role of student laborers. The role of Jag Corps members needs to be evaluated, in order to balance the desire to have student ambassadors as well as a student stage crew. *Student Input*: This year marked a significant shift in the planning of WOW programs by having students plan one of the activities. Involving students to take more of an active role in the planning and implementation of WOW events is a long-term goal. An area to explore would be the possibility of having the Student Activities Programming Board (SAPB), Undergraduate Student Organization (USG), and Graduate Student Organization (GSO) play a larger role.

Interim
Director
Patty Alvarez

Associate
Director for Civic
Engagement
Lorrie Brown

Associate
Director for Multicultural
Student Engagement
Nicole Oglesby

Business
Manager
Tho Le

Multimedia
Production
Specialist
Nate Mugg

Associate
Director for Leadership
Development
Tina Powellson

Coordinator for
Student
Programs
Sandy Flowers

Coordinator for
Community
Service
Patty Mathison

Multicultural
Student
Engagement
Assistant
(GA)
Darlene
Vaughn

Administrative
Specialist

Coordinator for
Fraternity and
Sorority Life
Thomas Whitcher

Coordinator for
Student
Organizations
Diana
Sims-Harris

Civic
Engagement
Assistant
(GA)
Erin
Quiring

Student
Employees

Leadership
Development
Assistant
(GA)
Betsy
Trees

Student
Employees

Student
Programs
Assistant
(GA)
Erin
Beck

First Year
Programs
Assistant
(GA)
Stephanie
Lee

Community
Service
Assistant
(GA)
Jarod
Wilson

Community
Service
Assistant
(GA)

Fraternity and
Sorority Life
Assistant
(GA)
Rubin
Pusha

Student
Organization
Assistant
(GA)
Andy
Prinsen

26

Updated November 2008

Appendix B

Campus & Community Life
Strategic Planning Worksheet
Spring 2008

CCL Vision/Mission/Values/Goals

Mission
Campus & Community Life, an educational partner at IUPUI, provides learning opportunities for personal development, community building, cultural enrichment and civic engagement for students and all other members of the IUPUI community. Our contributions develop holistically educated citizens and create a welcoming, fun and intentionally inclusive environment.

Vision
To be a catalyst for student involvement and engagement on campus and in the community.

Values
- an inclusive and accessible community that engages its members, embraces diversity, appreciates individuals and promotes campus spirit
- a student-centered approach
- learning, inquiry and knowledge
- developing leadership and potential
- collaborative partnerships within and across the campus and community
- making the IUPUI experience enjoyable
- the highest ethical standards of behavior, integrity and civility
- identity development and exploration
- assessment, best practices, and continuous improvement

Strategic Goals
1. Provide leadership opportunities and activities that attract students
   a. Increase attendance at events
   b. Increase number of student organizations
   c. Research or create innovative ways to recruit student leaders
   d. Develop recognition opportunities for our student leaders
   e. Implement student leadership development program with focus on civic engagement and social justice
2. Make interactions with students meaningful (spread the love and help students develop personally and professionally)
3. Strengthen the CCL infrastructure through development of a comprehensive:
   a. Procedures manual
   b. Departmental calendar
   c. Programming guide
   d. Budget plan and financial reporting processing
      i. take time to find creative ways to accomplish things with fewer dollars
      ii. secure external funding to support existing and expanding programs
      iii. determine if donations can be made from campus and community groups/org

  e. Develop and implement strategic communication plan for internal and external audiences
    i. Develop procedure for communicating events and information within the department
    ii. Each month go to different division staff meetings or invite to ours
  f. Employee and team development strategies
  g. Use and maintenance of technology (utilize new student organization database as a central location for organizational creation, maintenance and information)
  h. Assessment plan (needs and outcomes)
    i. Determine programming needs by soliciting input from schools and other areas
4. Build collaborations and partnerships on campus and within the community
  a. Increase the number of outside agencies with which we collaborate
  b. Create more involvement opportunities for faculty and staff (those in advisory roles to student groups)
  c. Secure co-sponsorship from student organizations for programs and activities
  d. Strengthen relationship with RA's on campus

Appendix C

Learning Outcomes
C&CL has defined learning outcomes for the programs, services, training and events that we offer. These learning outcomes include:

1. **Professional and practical development** (students will learn to)
   - Develop leadership skills
   - Act with discretion
   - Interact with others in a diplomatic way
   - Develop the ability to navigate organizational politics and systems
   - Develop strategies to organize and plan work
   - Make effective decisions
   - Develop time and life management strategies
   - Manage projects
   - Research information and plan for profession/vocation
   - Solve complex problems
   - Apply creative solutions
   - Make ethical decisions
   - Take initiative
   - Work effectively within teams
   - Manage change
   - Manage financial resources
   - Maintain physical, spiritual and emotional wellness
   - Commit to lifelong learning and development

2. **Social justice** (students will learn to)
   - Differentiate between diversity, multiculturalism and social justice
   - Identify their own cultural identities
     - and the effect of their identities on their behaviors, values and attitudes
   - Understand others' cultural identities
     - and the effect of these identities on other's behaviors, values and attitudes
   - Respect, support and appreciate their own and others' diverse identities
   - Demonstrate knowledge of non-profit organizations locally, nationally and globally
     - And strategies to access and support non-profits
   - Understand how they can be civically involved locally, nationally and globally in the community during and after college
   - Identify the root causes of social issues (such as hunger, homelessness, etc.)
   - Demonstrate awareness of the political system locally, globally and nationally
   - Identify and support socially responsible companies, agencies, and products

3. **Communication** (students will learn to)
   - Present oneself orally in a manner that is clear and effective
   - Present oneself in writing in a manner that is clear and effective
   - Listen and respond effectively
   - Build interpersonal competence
   - Interpret and use non-verbal communication effectively
   - Create effective, persuasive points of view

- Adjust communication approach based on setting and audience
- Effective use of information resources and technology

4. **Applied critical thinking** (students will learn to)
   - Solve problems using information and data
   - Apply methods or theories to new problems
   - Articulate patterns in information
   - Simplify and deconstruct complex information

   Synthesis
   - Integrate knowledge from diverse sources in decision making

   Evaluation
   - Assess the value of theories or information
   - Recognize bias and subjectivity
   - Practice systems thinking to understand organizational and political structures
   - Support self perspectives while maintaining an openness to change

   Application
   - Engage with others in constructive ways
   - Engage in principled dissent
   - Accept and appreciate other world views
   - Reflect upon or make meaning of information

5. **Consciousness of self** (students will learn to)
   Self-Knowledge
   - Gain knowledge about themselves (develop consciousness of self, self-awareness, intrapersonal communication)

   Personal Growth
   - Gain self-confidence, feelings of mattering
   - Manage emotions
   - Identify passions

   Identity Development
   - Appreciate personal identities and values
   - Practice self-efficacy
   - Be committed to continual self-development

   Actions & Application
   - Act with integrity
   - Act with congruence
   - Demonstrate commitment

Appendix D

LEAD IUPUI Learning Outcomes

Students who participate in Lead IUPUI will…

I.   **Gain personal competencies**
    a. Obtain and strengthen leadership skills such as conflict management, communication and dialogue, teamwork, time management, proactive event planning, goal setting, and risk taking
    b. Manage their organizational functions through the use of web-based technologies and physical space in the Cube

II.   **Develop a sense of personal leadership identity**
    a. Define their sense of purpose through the personal exploration of strengths, passions, and abilities
    b. Value co-curricular learning as a complement to the classroom experience

III. **Understand how their personal leadership identity relates to working with others**
    a. Practical application of experiences with intentional interactions with others who are different from themselves
    b. Develop an even fuller understanding of themselves through their interactions with others

IV.   **Build community with the IUPUI and Indianapolis community**
    a. Create partnerships with students, organizations, and faculty and staff
    b. Develop relationships through networking opportunities
    c. Participate in idea-sharing as it relates to their organizations, programming, and leadership experiences

V.   **Connect to the IUPUI campus**
    a. Have an increased awareness of resources that are provided for students and organizations through Campus and Community Life and IUPUI
    b. Effectively use their voice to create a positive collegiate experience for themselves and other students
    c. Be able to navigate the IUPUI community and university system for positive outcomes

Appendix E

LEAD IUPUI
Program Descriptions

Emerging Leader Seminars
These monthly workshops provide students the foundational skills and concepts of leadership and allow them to explore their own leadership styles. Emerging Leaders provide students with the necessary tools to understand self, others, and community. With presenters from Indianapolis, students participate in a variety of practical experiences to learn how to become a strong leader. Topics include: Personality traits, Communication, Decision-making, Balance and Time Management, Ethics and Values, Conflict Management, Diversity, and Finding Purpose.

Leadership Watch
Leadership Watch is a mentor program where students are paired with community members with the expectation to sign up with passion and dedication towards developing a partnership with another individual to learn and gain support from each other. It is our goal, with the help of our mentors, to inspire students to become civic leaders today and for tomorrow.   Once students are paired with a mentor, Lead IUPUI provides monthly topics of discussion, opportunities for development as a pair, and networking sessions with other participants.   Online trainings are available, with a training manual, for mentors and students to help prepare them for this experience.

Service and the City
During Weeks of Welcome, Service and the City is a day long leadership and service experience with a guided bus tour of Indianapolis, lunch with a community leader, and end the day with hands on service at a local non-profit agency. Students are able to earn about Indianapolis and take a tour of the city, connect with other IUPUI students, and spend a few hours making a difference. This is a collaborative program between Lead IUPUI and the Office of Community Service.

Leadership Lessons
Leadership Lessons is an annual speaker series that brings in an individual to inspire students to great leaders in their world.

Outstanding Female Student Leader Award
As part of the annual Women's History Month observance at IUPUI, the Women's History Month Committee recognizes female leaders, from across campus, at a leadership reception. The annual Women's Leadership Reception recognizes the special contributions of IUPUI female faculty, staff, and students to the campus and greater community.

Project Leadership
Project Leadership is a one-day leadership conference hosted by Lead IUPUI and the Society of Leadership and Success that is geared for both undergraduate and graduate students who are driven to make a difference in their community – campus, work, local, and global. This conference aims to cultivate young leaders while celebrating 40 years of IUPUI making an IMPACT on the Indianapolis community.

ALLi
ALLi is a student organization that is welcoming to all students interested in leadership, whether it is out loud or in silence. We hope to develop strong leadership skills among students on campus who will incorporate leadership into their personal lives, at IUPUI, and in the surrounding community.

Advanced Leader Seminars
The Advanced Leader workshops are geared for a more seasoned look at leadership as it relates to co-curricular experience at IUPUI. These sessions are developed for those who have grown past the Emerging Leaders foundational skills and are looking to understand complex issues and abilities of quality leadership. Topics include: Passion, Citizenship, Risk-taking, Character, Creating change, and Creativity.

Leadership Link
Leadership Link is a monthly e-newsletter sent to students at IUPUI who are eager to learn more about leadership and how to become involved on campus. Leadership Link provides students a monthly "Leadership Lesson" written by a campus or community leader, outlines a leadership tip of the month, and notifies students of upcoming leadership workshops and campus events.

Student Organization Leadership Development
Student organizations are an excellent place to learn how to become a better leader, connect with other student organization leaders, and gain experience that will be useful for your future. SOLD workshops help to develop skills and resources needed to have a successful organization. There is also an opportunity to be recognized as a one, two, or three star organization based on involvement levels. This program is coordinated out of the area of Student Organizations.

Fraternity and Sorority Life Programs
The Fraternity and Sorority Life program series is developed for students who are affiliated with Fraternity or Sorority at IUPUI. Each program touches on an issue or topic that is pertinent to Greek students and is designed to empower students to take ownership over their Greek experience. This program is coordinated out of the area of Fraternity and Sorority Life.

Cultural Leadership Lunches
These luncheons address issues facing diverse student organization leaders as well as provide valuable insight on ways to improve as a diverse leader on campus. The monthly workshops feature a community leader who will offer valuable information on their road to success as well as advice on leading a diverse organization. Each month highlights a different diverse population. This program is coordinated out of the area of Multicultural Engagement.

Leadership Journeys
Leadership Journeys is a lecture series in which IUPUI faculty and staff members share their reflections on their journeys – the everyday actions, decisions, challenges, and joys that make a life meaningful. Lead IUPUI believes that faculty and staff have a wealth of experience, insight, and knowledge which can inspire others into a life of leadership. Leadership that creates change, stimulates dialogue, and enhances the educational environment at IUPUI.

Amazing Jaguars
This program recognizes students who are Amazing Jaguars through leadership! There are many students at IUPUI that deserve a pat on the back for being an exceptional leader and going above and beyond what is expected of them. Lead IUPUI wants to provide an opportunity to tell your Amazing Jaguar that they have been "caught doing leadership."

Lead First
In teams, Lead First provides students with the opportunity to make a difference surrounding a social issue/theme of their choice. Students will participate in interactive projects and reflection to make a difference in their community. Possible themes that students could program around are: Education, Children, Homelessness, Literacy, Environment, and more.

Leadership Resource Center
Resources are provided for student organizations, faculty, and staff for use and reference. These include materials such as books, workbooks, activities, and educational materials.

Appendix F

Undergraduate Student Government
Student Organization Representation

List of organizations represented in the Undergraduate Student Government. Student organizations receive 1 seat and school councils receive 2 seats.

Student Organization for Alumni Relations (SOAR)
Veterans at IUPUI
Rotaract Club of IUPUI
The Moving Company at IUPUI
Latino Student Association
Society of Leadership and Success
SIGGRAPH
Black Student Union
Phi Kappa Psi
Apartments on the River Walk Hall Council (2 seats)
IUPUI School of Science Undergraduate School Council (2 seats)
School of Liberal Arts Student Council (2 seats)
Affinity Student Council (2 seats)
Culturas United Student Organization
Journalism School Council (2 seats)
English Club
Students Offering Service
Math Club
Informatics Student Government (2 seats)
Sigma Alpha Epsilon
Ball Residence Hall Council (2 seats)
Circle K International
School of Public and Environmental Affairs (2 seats)
IUPUI Student Foundation
Engineering and Technology Student Council (2 seats)
Kelley School of Business Student Government (2 seats)
Students for Fair Trade
Alpha Lambda Delta/Phi Eta Sigma
Alpha Sigma Alpha
Bachelors in Social Work Student Association (2 seats)
Education Students Advisory Council (2 seats)
Pre-Med Club
University College Student Council (2 seats)
Delta Sigma Pi
Entrepreneurship Club
PETM Student Council (2 seats)
Native American Student Association (NASA)

Appendix G

Undergraduate Student Government
2008-2009 Goals and Implementation Plans

The vision statement of the Undergraduate Student Government is "creating change and empowering students through advocacy, while maintaining integrity."

1. Increase USG Awareness
   a. Marketing
   b. Elections
      i. More candidates
      ii. 3% of undergraduate student population to vote
   c. Resources

2. Engage More Students
   a. Increase spirit wear
   b. Increase the attendance of students at athletic events
   c. Create an events calendar
   d. Hold a basketball Homecoming

3. Parking Services

4. Student Services
   a. Increase/ extend CE & UL hours
   b. Childcare
   c. Sagamore
   d. Textbook Exchange
   e. Safety awareness

5. Chartwells/ Food
   a. Cafeteria
   b. Increase food options
   c. Decrease food prices

6. Increases Political Engagement
   a. Internships
   b. Partnerships
   c. Voting polls

7. Have Students on Majority of Administration Committees Throughout Campus

8. Faculty Council (Academic Issues)
   a. Lunch Hour
   b. Dead Week
   c. Fall Break

9. Smooth Transition and Success for General Assembly

Appendix H

Student Development Funding Committee Guidelines
2008-2009

Student Organization Grant (SOG) Funding Guidelines

Purpose
The purpose of the Student Organization Grant (SOG) is to enrich student life and increase student engagement through events and programming sponsored by IUPUI student organizations. Allocated funds should benefit the IUPUI student experience and further the endeavors of intellectual development, cultural competence, and critical thinking.

Student Development Funding Committee
The Student Development Funding Committee (SDFC) will ensure all allocations meet the established guidelines, and will ensure that any allocation abides to the purpose of this fund. The Committee is comprised of: Tina Samuel Powellson (chair), Kevin Walsh (ex officio), three undergraduate students, and three graduate students. Students are appointed to the Committee by the Assistant Vice Chancellor for Student Life and Learning and will serve a one-year term. The Committee will review proposals weekly, and student organizations will receive notification of their proposal status within a week of review.

Funding Guidelines
Proposals will be reviewed weekly and you will receive a response within a week of review. Any questions regarding this process may be forwarded to Campus and Community Life at 274-3931.
1. Eligible organizations must be registered and in good standing with the office of Campus & Community Life as a student organization.
2. The proposed event/purchase must be open/available to all IUPUI students, or if it is not open, membership must be open to all IUPUI students.
3. Complete proposals must be submitted to the Student Development Funding Process 21 days prior to the event. If you need pre-payment (i.e., contracts signed, checks sent to non-IUPUI vendors (Chartwells not included), payment made to a speakers bureau), you will need to submit a completed proposal at least 30 days in advance to guarantee the completion of this process before your event date. *Please note, for large purchases and rentals, refer to the reimbursement and receiving payment section for additional time guidelines.* **Events prior to the third Friday of the fall semester do not adhere to the 21 day stipulation and should be submitted as soon as possible.
4. All campus marketing is required for all events. Marketing materials must indicate the event was funded with student fees. Examples of marketing materials could include, but not limited to, flyers, banner, JagNews message, and/or listserv post. This includes all websites, including social networking sites (e.g., Facebook and MySpace). For example: This event is funded by Student Activity Fees. Proposed marketing strategies should be included with the completed proposal through the submission process.
5. Final marketing materials must be submitted with the funding proposal (i.e. copies of email or flyers). Any revision to the submitted materials or any production of new material must be presented to the chair of the Student Development Funding Committee prior to use and funding.

6. All proposals must have vendor information submitted for prepayment/reimbursement. Invoices priced over $2,500 will require quotes from three (3) separate vendors.
7. Allocations cannot be:
     A. honoraria to University staff or students for presenting programs for student activities or athletics.
     B. salaries or wages to University staff or students for participating in student activities, organizations, or athletics (excluding campus security).
     C. personal subscriptions, personal memberships, or group memberships.
     D. cash awards or gift cards. Other awards must be approved by the Student Development Funding Committee.
     E. used for transportation expenses to an off-campus event.
     F. direct donations.
     G. fundraising events, unless the event adheres to Line (vii) of Receiving Payments.
     H. events that have alcoholic beverages, bar equipment, bartender fees, or any illegal substances/paraphernalia.
     I. contributions or expenditures in connection with any political campaign (including primaries) on behalf of any candidate for public office, or financial support of any kind to organizations whose activities consist substantially of attempting to influence legislation.
     J. in violation of the SOG Use Guidelines.
8. The SDFC has the discretion to subject proposals to partial funding or if the cost per IUPUI student is deemed excessive.
9. No organization may receive more than 8% of the total SOG budget in a given academic year.
10. Club sports may receive funding for equipment, practice fees (i.e. field time), or other sports related costs.
11. Food purchase will be limited to $8.00 per IUPUI student per day; formal events, conferences, and cultural dining experiences may exceed this guideline in accordance to Student Development Funding Committee discretion. Chartwells is the exclusive caterer on campus, so you must use their services unless you meet an exception to the exclusivity policy or other arrangements have been made with them. Documentation must be provided from Chartwells stating this waiver.
12. New organizations are only eligible for a first semester allowance ($500) until their second consecutive semester of operation.
13. This fund is for events and programs, not for regular organizational meetings.
14. If there is an increase in cost related to your event prior or after review, a new proposal must be submitted and the 21 days guideline restarts at the new date of receipt. If any major changes are made (i.e. vendor, location, time), please notify the Student Development Funding Committee immediately.
15. If your event takes place abroad, it must be approved through the Office of International Affairs. Once it has been approved, please send confirmation to the Student Development Funding Committee.
16. After event completion, an evaluation needs to be submitted for the event. No new proposals will reviewed until one has been completed.

Student Organization Levels of Development

Level I

Organizations that adhere to the above guidelines and would like to submit an **annual budget proposal**. During online submission, the organization will need to submit an overall budget along with detailed event budgets.

Level II

Organizations that adhere to the above guidelines and would like to submit a **semester budget proposal**. During online submission, the organization will need to submit an overall budget along with detailed event budgets.

Level III

Organizations that adhere to the above guidelines and would like to submit a single **event budget proposal**. During online submission, the organization will need to submit a detailed budget for the entire event.

Level IV

Organizations that adhere to the above guidelines and would like to submit a **first semester allowance proposal**. New organizations that have been in existence 1 semester or less, are only eligible for $500 until their second consecutive semester of operation.

Reimbursement and Receiving Payment
- Payments will not be made until after all documents have been submitted.
- A *Request for Payment* form and an attendance check-in list must be submitted to CCL. If food is served a *Hospitality form* must be submitted to CCL as well.
- An event evaluation form must be submitted with reimbursement materials.
- All receipts for reimbursement must be submitted to CCL with a **_W-9_** form (IU employees; student hourly, staff, faculty; are not required to complete w-9 form) NO LATER THAN 30 DAYS after the event or June 1 of that academic year, whichever is sooner.
- Itemized receipts for reimbursement must have the purchaser's signature and proof of payments.
- Some receipts cannot be paid by reimbursement, (i.e. large purchases and rentals) an invoice is necessary to create Purchase Order from the University. It is the student organization's responsibility to obtain a signed vendor set-up forms from the company/performer along with the invoice in order for us to process payment. These forms can be downloaded from Studentlink under CCL Organization » Document » General Document. In these cases, it may take up to 30 days to process these payments after the invoice has been submitted to CCL. It is advisable to have proposals with these types of expenses submitted 2 months prior to the event to ensure payments are timely.
- **For fundraisers:** If money earned by the event (i.e. ticket sales) is less than allocated amount, then all revenue must be returned to the fund. However, if revenue earned by the event is greater than allocated amount, then only the allocated amount must be returned. *The purpose of this is to avoid double charging a student by paying at the event and with their student activity fee.*

All financial forms can be downloaded at Studentlink or search for Campus Community Life Organization in Studentlink, under Document » General Document » Forms.

Appeals
Any appeals to a decision made regarding a proposal will be reviewed by the Assistant Vice Chancellor for Student Life and Learning.

Breach of Policies
A funding proposal is a written contract between the student organization and IUPUI; as such, if an organization does not adhere to the Student Development Funding Committee policy guidelines, this will be deemed a breach of contract. Therefore, the event will not be funded and funding to the organization will be suspended for the remainder of the academic semester or at least ten (10) academic weeks (summer session not included). An organization may not submit a proposal for an event occurring during the suspension period.

Educational Enhancement Grant (EEG) Funding Guidelines

Purpose
The purpose of the Educational Enhancement Grant (EEG) is to enhance professional and academic development and leadership training to further the overall educational experience for students of IUPUI. EEG must provide professional or leadership training related to your academic major or organizational purpose.

Student Development Funding Committee
The Student Development Funding Committee (SDFC) will ensure all allocations meet the established guidelines, and will ensure that any allocation abides to the purpose of this fund. The Committee is comprised of: Tina Samuel Powellson (chair); Kevin Walsh, (ex officio); three undergraduate students and three graduate students. Students are appointed to the Committee by the Assistant Vice Chancellor for Student Life and Learning and will serve a one-year term. The Committee will review proposals weekly, and student organizations will receive notification of their proposal status within a week of review.

Funding Guidelines
The following is a complete list of the stipulations that must be adhered to by any student applying for funding from the Educational Enhancement Grant (EEG).
1. Students applying must be currently enrolled at IUPUI in a minimum of six (6) credit hours, and be in good standing with the University. In order for a student to be in good standing with the University, all financial obligations must be up to date and non-delinquent.
2. Student must meet a minimum of 2.00 grade point average.
3. If you are applying as an organization, eligible organizations must be recognized and in good standing with the university through the office of Campus & Community Life as a student organization.
4. All students shall be eligible to apply for travel related funding including graduating students by submitting an application. All travel must be completed prior to graduation.
5. Funds can only be used for non-selective events, i.e. events or conferences must be open to public.
6. Forms must be completed to their entirety and submitted 21 days prior to the event. **Events prior to the third Friday of the fall semester do not adhere to the 21 day stipulation and should be submitted as soon as possible.
7. Travel funds can be used outside the Continental U.S. If so, it must be approved through the Office of International Affairs. Once it has been approved, please send confirmation to the Student Development.
8. Travel funds cannot be used to fulfill a class requirement or for study abroad purposes.
9. Travel within Indianapolis is limited to registration fees only.
10. If traveling individually, in-state travel is limited to $300.00 per person. Out-of-State travel is limited to $500.00 per person. A maximum of five (5) students may receive funding for the same event in a given semester.
11. If traveling as an organization with more than 5 students attending, the group can receive up to $1500 for in-state travel and $2500 for out-of-state travel.
12. Each student/organization must submit an individual application.
13. After event completion, an evaluation needs to be submitted for the event. No new proposals will reviewed until one has been completed.

14. If you apply for funding, costs have been paid for through this grant, and the individual does not participate, they may be held responsible for reimbursing the EEG fund.

Reimbursement and Receiving Payment
- Prior to travel, please contact the CCL budget officer (CE 370) to fill out a Travel Authorization Form.
- Upon return, you should receive a Travel Reimbursement Form from the budget officer that is to be submitted with your receipts for reimbursement.
- Receipts/billing statements/invoices must have the purchasers signature and be itemized. If submitting a billing statement or invoice, a payment receipt must be included (i.e. credit card receipt).
- Payments will not be made until after all documents have been submitted.
- All receipts for reimbursement must be submitted to CCL with a <u>W-9 form</u> (if not already completed) NO LATER THAN 30 DAYS after the event or June 1 of that academic year, whichever comes sooner.

Appendix I

Student Development Funding Committee Survey

In response to the Student Development Funding Committee Survey that was conducted in May 2008 through the Division of Student Life, the Student Development Funding Committee (SDFC) would like to share information regarding areas that were raised as concerns based on many of the themes that were identified and highlighted.

All information regarding the SDFC can be found at http://funding.iupui.edu.

1. **No knowledge of the availability of funding sources.**
Information regarding the funding process can be found in several locations on-line, including StudentLink and http://funding.iupui.edu. The Student Organization Leadership Development (SOLD) program offered through Lead IUPUI also offers the following session during the Fall and Spring semester:

Securing Funding for Your Event:
Would you like to learn the steps to receiving university funding for your organization's programs or learn some helpful tips on how to fundraise on your own? If so, this is the workshop for you! Presented by Student Development Funding Committee members.

> Dates for the Fall and Spring:
> September 9th from 1:00 p.m. – 2:30 p.m., CE 307
> September 22nd from 7:00 p.m. – 8:30 p.m., CE 305
> October 14th from 6:00 p.m. – 7:30 p.m. CE 305
> November 6th from 3:00 p.m. – 4:30 p.m., CE 305
> January 20th from 12:00 p.m. – 1:30 p.m., CE 305
> April 14th from 7:00 p.m. – 8:30 p.m., CE 305

It was also presented through the Nuts and Bolts sessions which each student organization is required to send a student representative to in order to fully registered with Campus and Community Life.

Nuts and Bolts:
Come and learn news and events that are important to the success of your organization in the 2008-2009 academic year. All organizations are required to send a representative to maintain registered student organization status and benefits. Presented by Diana Sims-Harris and Andy Prinsen

> Dates for the Fall and Spring:
> September 4th from 11:00 a.m.-12:30 p.m., CE 409
> September 10th from 2:00 p.m. – 3:30 p.m., CE 409
> September 12th from 2:00 p.m. – 3:30 p.m., CE 309
> October 8th from 7:00 p.m. – 8:30 p.m., CE 309
> November 11th from 12:00 p.m. – 1:30 p.m., CE 305
> January 22nd from 2:00 p.m. – 3:30 p.m., CE 309
> February 18th from 7:00 p.m. – 8:30 p.m., CE 305
> March 17th from 10:00 a.m. – 11:30 a.m., CE 305

These sessions, along with all the programs of Lead IUPUI, are sent out via listservs, JagNews, flyers, banners in the CE food court, and the Lead U booklet.

2. The website was either not functioning properly or was out of date.
The funding process was moved this year to Student Link. Student Link is a database that all Registered Student Organizations must use for many purposes, including advertising for events, posting documents, survey assessment and elections. For this reason, the process was moved to this database. It has proved to be an effective way for students to submit their proposals and for the SDFC to review proposals, as well.

3. The process was either too complex or too difficult to follow.
The submission process was simplified in many ways this year. No longer are students and organizations required to submit invoices for their items. They must just submit an itemized list of items, vendors, and costs. Students also do not need to send an email with their marketing materials, but can upload a flyer or submit another form of advertising (e.g., email announcement) on Student Link under their student organization profile.

4. Some complained about not hearing a response in a timely manner, that it was a slow process, and no communication from the committee.
Proposals are reviewed on a weekly basis except over breaks and holidays and are always posted on the funding website and Student Link. Providing an outlet for students to submit proposals over the summer is currently being reviewed. The deadline for submitting proposals each week is Wednesday by 5pm. Proposals are reviewed by the SDFC and a response will be sent to the student who submitted the proposal by the following Wednesday by 5pm. A message is sent through the Student Link system that gives them the decision with comments. The comments include, if approved, a congratulations and the guidelines for reimbursement, or, if denied, reasons for denial and options for resubmission and/or appeal. The process is completed within a week.

5. Inconsistent or confusing information and did not fully understand the guidelines. Wanted more clarity in process and supporting documents.
The role of the SDFC is not to base judgment on the content or value of the program (barring harm or threat to others), but to make sure the proposal fits the guidelines that are set for the grant. The students meet weekly to come to a consensus on the approval/denial of the proposal. The role of the advisor is to provide different perspectives and to ensure university polices are followed. As a team, they challenge each other's thoughts to find the best overall outcome for the student and/or organization. The funding guidelines are located on the website (http://funding.iupui.edu) as well as a document outlining frequently asked questions. In order to provide more clarity and answer questions student may have the funding process has been included in the Student Organization Leadership Development (SOLD) program offered through Lead IUPUI. This session has been offered:

Securing Funding for Your Event: Presented by Student Development Funding Committee members. Would you like to learn the steps to receiving university funding for your organization's programs or learn some helpful tips on how to fundraise on your own? If so, this is the workshop for you!
        <u>Dates for the Fall and Spring:</u>
        September 9th from 1:00 p.m. – 2:30 p.m., CE 307
        September 22nd from 7:00 p.m. – 8:30 p.m., CE 305
        October 14th from 6:00 p.m. – 7:30 p.m.
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It was also presented through the Nuts and Bolts sessions which each student organization is required to send a student representative to in order to fully registered with Campus and Community Life.

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>   January 22nd from 2:00 p.m. – 3:30 p.m., CE 309
>   February 18th from 7:00 p.m. – 8:30 p.m., CE 305
>   March 17th from 10:00 a.m. – 11:30 a.m., CE 305

The students of the SDFC are always willing to meet with a student in person or answer questions via email. The email addresses for the committee members are posted on the funding website (http://funding.iupui.edu). Also, Tina Samuel Powellson, answers questions and meets with students regularly to review proposals as the group's advisor. In this role, the advisor never makes decisions on behalf of the SDFC, but advises the student on the best way to submit a proposal, see if anything is missing from the proposal, and provides insight on the potential outcome based on the content of the proposal.

6. Wanted more clarity in supporting documents.
The only supporting documents that are needed in the process are marketing materials (e.g., flyer, email announcement?). Invoices are no longer needed. It is a requirement of the grant to market events to the entire campus as it is using Student Activity Fee. A phrase that states that this event is funded by Student Activity Fees does need to be put on the marketing. A sample of the advertising materials must be posted on the documents section of the Student Link profile (similarly to how an RSO posted their constitution).

7. Wanted a simple, more streamlined explanation of procedures. Unclear procedures.
Steps for grant submission are posted on the funding website and Student Link. Steps for submitting a Student Organization Grant (SOG):
>   1. After you register your organization with Campus and Community Life, click on your student organization page through Student Link.
>   2. On the right tool bar, click on the link for Financial Requests (you must be given the role to manage financial requests from the primary contact of the organization).
>   3. On the top of the page, there is a link for Create a New Request.
>   4. Fill out the form completely and hit submit!
>   5. You will receive a response within one week of review.

Steps for submitting an EEG, it is in 3 steps!
>   1. Visit Student Link (you must log in to Student Link using your IUPUI login). At the top right corner, you will see a link that says My Profile. Since this grant is only for undergraduates, you will need to change your affiliation to Undergraduate in your profile.)

2. Fill out the form completely and hit submit!
3. You will receive a response within one week of review.

8. Perceptions of inconsistent and changing rules.
Any major changes to the guidelines and proposal form are made on an annual basis. The SDFC keeps a running list of issues that are being encountered and suggestions they have received throughout the year. These are included in the annual review (around April) for updates and changes for the new academic year.

9. Confusion with understanding the limits for funding.
There are guidelines for each grant which should be reviewed by the students prior to submission. The guidelines are posted on the funding website and within the proposal form. The guidelines specifically related to funding limits include:

The SOG budget is $125,000 for the year.
>#9. No organization may receive more than 8% of the total SOG budget in a given academic year.
>#12. New organizations are only eligible for a first semester allowance ($500) until their second consecutive semester of operation.

The EEG budget for undergraduates is $35,000.
>#10. If traveling individually, in-state travel is limited to $300.00 per person (and is limited to registration costs?). Out-of-State travel is limited to $500.00 per person. A maximum of five (5) students may receive funding for the same event in a given semester.
>#11. If traveling as an organization with more than 5 students attending, the group can receive up to $1500 for in-state travel and $2500 for out-of-state travel.

10. Including all students at SDFC-funded events.
The below guideline is in place for events funded by the SOG (and is outlined in the use of student activity fee guidelines):
>#2. The proposed event/purchase must be open/available to all IUPUI students, or if it is not open, membership must be open to all IUPUI students.

The rationale behind this guideline is that this grant is funded by Student Activity fees. Since all students contribute to this fund, the SDFC (and the University, as this is a part of the IUPUI Student Activity Fee Guidelines) feels that the events should be available to all students in some way, whether that is by having the opportunity to join the organization or attending the event. This can be shown by the student organization through their marketing plan (i.e., posting flyers across campus, using JagNews, JagTV, etc.)

11. Incurred debt/had to pay out of pocket
Students are never expected to pay out of pocket. Two options are available to students when paying for items:

>1. Students can pay out of pocket and be reimbursed based on receipts and invoices (pending approval).
>2. If a proposal is approved, students can work with the business manager of Campus and Community Life for pre-payment of items.

Appendix J

SPRING 2009 IMPROVEMENTS

New Improvements beginning now! (Please share this with students and organizations you work with on funding proposals.)

1. A revised guideline to be included into the Student Organization Grant
   Complete proposals must be submitted to the Student Development Funding Process **21 days prior to the event**. If you need pre-payment (i.e., contracts signed, checks sent to non-IUPUI vendors (Chartwells not included), payment made to a speakers bureau), you will need to submit a completed proposal at least 30 days in advance to guarantee the completion of this process before your event date. *Please note, for large purchases and rentals, refer to the reimbursement and receiving payment section for additional time guidelines.*

2. More clarification was added to the marketing guideline to define acceptable formats:
   All campus marketing is required for all events. Marketing materials must indicate the event was funded with student fees. **Examples of marketing materials could include, but not limited to, flyers, banner, JagNews message, and/or listserv post.** This includes all websites, including social networking sites (e.g., Facebook and MySpace). For example: This event is funded by Student Activity Fees. Proposed marketing strategies should be included with the completed proposal through the submission process.

3. A checklist was included at the bottom of the form to help students in submitting a successful proposal as it reflects commonly missed/forgotten items.
   - ☐ Yes, I am submitting my proposal at least 21 days prior to my event.
   - ☐ Yes, I explained out all campus marketing plan, expected outcomes, and plan for evaluation.
   - ☐ Yes, I have checked each Statement of Understanding and Conflict of Interest Statement.
   - ☐ Yes, I included the vendor, cost, and itemized description for each item.
   - ☐ Yes, I remembered to upload marketing material(s) to my StudentLink profile under documents.

Appendix K

Student Organization Goals
2008-2009

At the beginning of the semester, staff created several specific goals for the student organization area. Below are the listed goals and the status.

1. Have a full launch of the student link registration and database system for student organizations. Status: complete
2. Organize trainings for advisors. Status: complete
3. Create an accountability system for organizations that do not complete registration/renewal. Status: complete
4. Create a leadership development program for student organizations. Status: complete
5. Create an open house event for cube tenants. Status: complete
6. Create a retreat of leaders of registered student organizations. Status: In progress, will occur in April 2009.
7. Research best practices of other institutions related to student organizations. Status: In progress, to complete in May 2009.
8. Develop a schedule to begin to attend meetings of student organizations. Status: not begun, to develop in Fall 2009 Semester.

General Goals for Student Organizations:
- To foster a physical space where students and organizations interact with one another
- To provide and make organizations aware of learning opportunities
- To impact student organizations through better support and training of their organizations' advisors
- To help students identify their passions and explore their identities through involvement in student organizations
- To provide students the support and training to develop skills necessary to lead and manage student organizations

Appendix L

Student Organization & Advisor Workshops

<u>**SOLD Programs**</u>

Navigating Student Link	September 3, 2008	September 18, 2008	October 16, 2008
(Cont.)	January 28, 2009	February 18, 2009	
Planning a Successful Program	October 21, 2008	February 26, 2009	
Securing Funding for Your Event	September 9, 2008	September 22, 2008	November 6, 2008
(Cont.)	January 20, 2009	April 14, 2009	
Writing and Updating a Constitution	November 13, 2008	April 3, 2009	
Planning an Effective Retreat	November 5, 2008	April 14, 2009	
Promoting your Organization through Marketing and Recruitment	September 11, 2008	January 27, 2009	
Organizing a Smooth Officer Transition	November 19, 2008	April 16, 2009	
Creating a Mission, Vision, and Goals	October 2, 2008	February 10, 2009	
Motivating and Recognizing your Members	October 22, 2008	March 19, 2009	
Dealing with Conflict in Your Organization	October 28, 2008	March 4, 2009	
Parliamentary Procedure Basics	November 14, 2008	February 4, 2009	
Know the Code!	November 18, 2008	February 24, 2009	
Promoting Social Justice and Diversity in your Organization	October 9, 2008	March 26, 2009	
Planning a Service Project for your Organization	October 15, 2008	February 5, 2009	
Financial Services for Your Organization	February 3, 2009		

Nuts & Bolts

For New & Existing Organizations	September 4, 2008	September 10, 2008	September 12, 2008
For New Organizations	October 8, 2008	November 11, 2008	January 22, 2009
	February 18, 2009	March 17, 2009	

Advisors Roundtables

Advisor Luncheon	September 25, 2008
Advisor Roundtable: Food Service	October 21, 2008
Advisor Roundtable: Funding	November 20, 2008
Advisor Roundtable: Nuts & Bolts for Advisors	January 29, 2009
Advisor Roundtable: Student Link	February 25, 2009
Advisor Roundtable: Partnering with Students in Event Planning	March 23, 2009
Advisor Roundtable: Advising Success Strategies	April 15, 2009

Annual Events

Involvement Expo	September 3, 2008	February 16, 2009
Cube Open House	August 27, 2008	

Appendix M

The Office of Fraternity and Sorority Life works with the 13 socially based Greek letter organizations at IUPUI. In addition, the office directly advises the IUPUI National Pan-Hellenic Council, Panhellenic Council, Interfraternity Council and the Greek Council which represents all chapters.

Chapter Founding Dates @ IUPUI:
1920 – (ΑΚΑ) Alpha Kappa Alpha Sorority, Inc.*
1925 – (ΔΣΘ) Delta Sigma Theta Sorority, Inc.*
1963 – (ΣΓΡ) Sigma Gamma Rho Sorority, Inc.
1969 – Founding Year of IUPUI
1982 – (ΚΑΨ) Kappa Alpha Psi Fraternity, Inc.*
1989 – (ΦΜ) Phi Mu Fraternity
1992 – (ΑΦΑ) Alpha Phi Alpha Fraternity, Inc.*
1995 – (ΦΒΣ) Phi Beta Sigma Fraternity, Inc.*
1998 – (ΖΦΒ) Zeta Phi Beta Sorority, Inc.*
2004 – (ΤΚΕ) Tau Kappa Epsilon Fraternity
2008 – (ΑΣΑ) Alpha Sigma Alpha Sorority
      (ΦΚΨ) Phi Kappa Psi Fraternity
      (ΣΑΕ) Sigma Alpha Epsilon Fraternity
      (ΓΦΩ) Gamma Phi Omega Sorority, Inc.

* Chapters are city wide and include members from neighboring institutions.

Appendix N

Office of Fraternity & Sorority Life 2008-2009 Goals and Objectives
Indiana University – Purdue University Indianapolis
Thomas Whitcher, Coordinator for Fraternity & Sorority Life

Mission Statement:

Goal 1: Work with chapter leadership to establish and provide support for the Greek Council, National Pan-Hellenic Council (NPHC), Panhellenic Council (PC) and Inter-Fraternity Council (IFC).

Objective 1.1: Establish meaningful partnerships with Fraternity & Sorority Life stakeholders.
Strategy 1.1: Build relationships with the executive leadership, advisor(s) and regional or district representatives of each chapter. Additionally, build relationships with the regional representatives for NPHC and NPC.
Strategy 1.2: Build relationships with affiliated faculty and staff and seek their support.
Strategy 1.3: Build relationships with and invite graduate chapters to help in developing councils.

Objective 1.2: Research the best practices of for structuring each council.
Strategy 1.2: Research best practices of urban peer institutions in supporting city based chapters.
Strategy 1.3: Research best practices of urban peer institutions for structuring IFC and Panhellenic Councils.

Goal 2: Establish standard procedures for the Office of Fraternity & Sorority Life (OFSL) in order to enhance the Fraternity and Sorority community at IUPUI.

Objective 2.1: Develop OFSL Extension and Expansion Procedures.

Objective 2.2: Develop judicial procedures for the Fraternity and Sorority community.

Objective 2.3: Develop Recruitment/Intake policies and procedures for OFSL.

Objective 2.4: Develop programming guidelines and expectations for Fraternity and Sorority chapters.

Objective 2.5: Develop a programming model to support a diverse, equal and inclusive community that supports fraternal values.

Objective 2.6: Create policies and support mechanism to support academic achievement.

Objective 2.7: Develop procedures for annual chapter registration and roster updates for OFSL and CCL.

Goal 3: Establish a rewards system that promotes a higher standard of expectations for Fraternity and Sorority chapters.

Objective 3.1: Research best practices of institutions across the nation for recognizing chapters for values congruence.

Objective 3.2: Research and develop an awards program that is based on fraternal values and interwoven with diversity, equity and inclusion.

Objective 3.3: Research and develop a recognition the system that recognizes student achievement and success throughout the academic year.

Goal 4: Work with student leaders to establish a public space for Fraternities and Sororities at IUPUI.

Objective 4.1: Work with the Greek Council to identify various ways for Greek to get more public recognition.

Objective 4.2: Work with campus staff to identify the proper channels and processes to navigate in relation to the student's ideas for public space.

Objective 4.3: Ensure that the entire process and motivation behind the concepts or ideas are driven and pushed forward by the students.

Goal 5: Continue to establish relationships and partnerships that will be beneficial to a values based fraternity and sorority community founded on diversity, equity and inclusion.

Objective 5.1: Develop and strengthen relationships with Greek affiliated faculty and staff.
Strategy 5.1.1: Identify ways to include Greek affiliated faculty and staff within the community.
Strategy 5.1.2: Utilize Greek affiliated faculty and staff to demonstrate the you're a member for life and your fraternal experience is more than your organization.

Objective 5.2: Develop and strengthen relationships with advisors and headquarter staff.
Strategy 5.2.1: Provide an annual or semester advisor retreat to assist in educating about values congruence.

Objective 5.3: Develop and strengthen relationships with various other offices across campus to provide more support and education for the Greek community.

Objective 5.4: Develop and strengthen local partnerships with area campus advisors.
Strategy 5.4.1: Be consistent with area advisors in communicating about our city based chapters.

Overall goal of the Office of Community Service and the area of Civic Engagement:
Increase campus participation in community service and civic engagement activities.

Objectives	Activities Planned	Method of Assessment
A. recruit an increased number of participants for one-time events and other volunteer projects	Continued increase in use of volunteer listserv	Increased number of subscribers
	Consistently update and promote CSL website	Frequency of updates
B. Outreach to a broad array of constituencies (learning communities, academic departments, student organizations)	work with Learning Communities to incorporate service projects into their courses	Number of consultations, presentations, or services provided to Learning Community classes
	Outreach and support student organizations in the creation of one time projects	Number of consultations for the Student Organization Liaison; number of participants attending the Service Learning Network meetings
	Outreach to academic departments through the Student Life Liaisons	number of meetings with academic departments
C. create effective publicity and marketing strategies for community service/ civic engagement programming	Effectively publicize OCS service projects by utilizing a variety of marketing sources for publicity, especially online	Use of a variety campus-wide marketing channels
	work with Multi-Media Lab and Marketing Liaison to create publicity for events	Frequency of use of Multi- Media lab services.
	distribute CSL giveaways at multiple events	Number of giveaways distributed
	Distribute student newsletter 2x per semester to campus constituents, scholars, and alumni	Number of newsletter sent per semester
D. Provide educationally meaningful service to increased number of staff, students, and faculty	Incorporate "Active Citizen Continuum" and "5 Critical Elements of Thoughtful Service" into all programming	Models incorporated into student leader training and programming by student leaders
	Select and train ServiceCorps on how to be effective site leaders for service events	Number of ServiceCorps members; number of ServiceCorps trainings
	Offer online tools for effective planning of one time projects	Number of tools revised or added.
E. Support initiatives of Democracy Plaza	Select, train and advise DP student leaders	number of DP leaders advised
	Support creation of a diverse array of CE activities	number of activities planned

	Secure co-sponsorships of DP programming	number of co-sponsorships of DP programs
F. recognize volunteer achievements	Plan a well-publicized Volunteer Appreciation Week	week planned
	Implement new volunteer recognition efforts	new efforts planned
	Recognize student organizations and their volunteer efforts through the Student Organization Liaison	recognition efforts planned by SOL
	Offer support and resources to student service organizations	maintenance of number of current student service organization numbers; increase in number of new student service organizations
G. coordinate the Sam H. Jones Community Service Scholarship Program	Implement effective Service Scholar orientations	student evaluations
	Implement quality leadership development initiatives for Service Scholars	student evaluations
	Effectively advise student mentors	student performance appraisals
	Effectively advise CSL's in their leadership development through the creation of service projects	student performance appraisals
	Recruit and select a diverse group of SHJCSS	percentage of racial/ethnic minorities and males in SHJCSS program is at or above the campus average
	Create an alumni base and programming for alumni	number of alumni identified; initiatives for alumni planned
	Evaluate student outcomes using the Civic Minded Graduate scale in pre-post fashion. Possibly pilot CMG exit narrative.	CMG Scale completed by scholars in 2007.
H. Increase the number of student-led alternative break trips	Support Alternative Breaks Service Organization (ABSO) and Y'ALL (Youth Advocating for Leadership and Learning)	Number of trips sent by ABSO/Y'ALL annually
	Seek multiple funding sources for trips	amount of funding obtained
	Effectively train student site leaders for Alternative Break trips	Number of student leaders trained
I. Assess outcomes of programs for student leaders.	Evaluate student outcomes using the Civic Minded Graduate scale in pre-post fashion. Possibly pilot CMG exit narrative.	CMG Scale completed by student leaders in 2007.

Civic Engagement and Community Service Student Organizations

Name of Student Organization	Mission/purpose
Alternative Breaks Service Organization (ABSO)	Use alternative breaks to inspire and empower students to be social change agents through direct service, education, and reflection.
Ambassadors for Children	A not-for-profit organization that seeks to serve children around the world through short-term humanitarian projects.
Amigos en Servicio	The mission of Amigos en Servicio is to provide service to the Latino community – in Indianapolis and abroad, to provide members with opportunities to gather socially and learn/practice the Spanish language, to provide educational opportunities for members to learn more about Latino cultures and issues, and to fundraise for agencies serving Latinos in Indianapolis and abroad.
College Mentors for Kids	Pairs youth with local college student mentors for weekly activities that expose youth to the opportunities of higher education. Topics and activities include community service, higher education and culture/diversity
Democracy Plaza	Educate and engage IUPUI students civically through posed questions and programming
Students for Fair Trade	The mission of Students for Fair Trade is to educate IUPUI students, faculty, and staff, as well as the Indianapolis community about fair trade. Students for Fair Trade will also act as an advocate for fair trade
Students Offering Service	Students Offering Service organizes and supports campus wide service events for students, faculty and staff
Y'ALL (Youth Advocating Leadership and Learning)	Y'ALL's mission is to develop a co-beneficiary relationship between those living in great need due to a disaster and the members of Y'ALL. Y'ALL accomplishes this by facilitating student-led disaster relief trips to provide physical and emotional support for those living in great need, while instilling leadership skills and a sense of altruism in all members of the organization through its service and standards of excellence.

Participation in Community Service & Civic Engagement Opportunities

Indicators	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Campus-Wide Days of Service							
Number of days of service	6	11	8	19	17	17	38
Number of people involved	612	831	850	917	1,074	1,320	1,230
Students			*497*	*624*	*813*	*1,085*	*1,047*
Faculty			*34*	*21*	*15*	*24*	*16*
Staff			*91*	*61*	*50*	*80*	*57*
Guests			*205*	*213*	*125*	*147*	*143*
Hours of service provided	2,466	3,700	3,774	3,871	4,758	7,353	10,048
Alternative Break--Number of trips	---	---	1	2	3	4	7
Number of volunteers	---	---	17	19	28	41	141

Appendix R

Weeks of Welcome (WOW)
Calendar of Events
Fall 2008

WOW events start on the day before classes begin with the New Student Welcome, and spans over the first two and a half weeks of the beginning of the semester.

*New Student Welcome***:** This is a convocation held in the Campus Center for first year students to mark the beginning of their IUPUI experience. This year's keynote was given by Governor Mitch Daniels wife, Cheri Daniels. The ceremony was followed by a Health Fair in Taylor Courtyard.

*WOW Fest***:** This event replaced an event known as the Carnival and was organized and executed primarily by a group of student leaders. The event consisted of inflatable games, food, and bands. Ten student organizations set up carnival type games also.

*IUPUI Goes to Town to Jillian's***:** An annual event for the IUPUI Goes to Town series, this event is a special night at the downtown club Jillian's where IUPUI students present their student ID and get a $10.00 gift card to play games.

*Coffee & Conversation***:** To promote the Common Reader book, A Long Way Gone, this event was held two mornings to discuss the Common Reader book, A Long Way Gone by Ishmael Beah. Caribou Coffee (located in the Campus Center) provided a free drink coupon to everyone who participated.

*Resource Fair***:** Held under two large tents in the University Courtyard, 36 campus offices set up information tables to promote their services and programs. This was co-sponsored with the Center for Teaching and Learning and also served as the Resource Fair for new Faculty and Staff as well as First Year and current students.

*Study Abroad Fair***:** Sponsored by the Office of Study Abroad and held at the same time as the Resource Fair, directors from many study abroad programs were available to answer any questions students might have about studying abroad.

*Veterans Fair***:** Sponsored by the Student Veteran Organization and also held as the same time as the Resource Fair, this event featured campus and community offices and organizations with programs and services available to IUPUI students and their families who are in active service or veterans.

*Campus & Community Life Open House***:** The Open House provided an opportunity for students to tour the Campus & Community Life office, the student organization Cube area and explore the many services Campus & Community Life has to offer. A video about Campus & Community Life was shown and refreshments were served to all who visited the CCL office during the open house.

Faces of America: This annual event is a one-woman show on diversity that is held during WOW in the Madame Walker Theatre off campus. Geared primarily at first year students, many of the FYS professors require attendance or offer extra credit for attending.

Movie in the Courtyard: This event is sponsored by the Student Activities Program Board (SAPB) and is held outside at night in the Taylor Courtyard. Usually a first run film that isn't out on DVD yet, the movie attracts a diverse aged group.

Involvement & Service Expo: This event helps new and returning students get involved at IUPUI by providing the opportunity to meet representatives from over 90 IUPUI student organizations and 40 service providers from the community. This event is held in the Taylor Courtyard under the tents.

Ice Cream Social: This is held during the Involvement and Service Expo, and is one of the oldest traditions on the IUPUI campus. "Celebrity" scoopers (IUPUI faculty and staff)serve free ice cream to students attending the Involvement and Service Expo.

Meet and Greek: This event held for the first time was for students interested in learning about Greek organizations and the recruitment process.

Student Employment & Experience Fair: Sponsored by the Career and Employment Services office, this fair is held to assist students in learning about job and internship opportunities.

IUPUI Goes to Town: Indian's Game: Held each year on the Friday of Labor Day weekend, this event is an opportunity for students to see an Indian's baseball game and meet some new friends.

Service and the City: Usually the final program of WOW, this event is for first year students only and provides an opportunity for them to get involved in a service project in the Indianapolis community.

Weeks of Welcome Attendance

WOW Event	2008	2007	2006	2005	2004
Convocation/Campus Kickoff	400	600	500	500	100
Kickoff Dinner/Health Fair	400	600	300	200	NA
Involvement & Volunteer Fair	2500	2000	2000	2000	1500
Ice Cream Social	600	500	500	500	500
Faces of America	325	250	300	125	200
IUPUI Goes to Victory Field	150	100	100	99	50
SAPB Movie in the Courtyard	300	275	250	130	450
IUPUI Goes to Jillian's	300	300	750	730	
Service in the City	100	100		40	
WOW Fest	300				
Resource Fair	500				
IUPUI Tastes Indy	NA	NA	NA	1200	1400
PLAYFAIR	NA	NA	20	NA	NA
Latino Family Night	NA	NA	50	20	
Campus Conversations	NA	NA	NA	0	400
Cultural Arts Gallery Opening	NA	NA	NA	10	NA
Prayers for Peace	NA	25	30	45	NA
Wellness Fair	NA	300	NA	NA	NA
Meet the Greek	50	NA	NA	NA	NA

Appendix T

Focus Group: Cultural Heritage Programming
May 8, 2008

Introduction
Staff members from the IUPUI Multicultural Center and Campus & Community Life requested the Director of Assessment and Planning run a focus group with students who helped plan cultural heritage programming during the 2007-2008 academic year. The purpose of the focus group was twofold: 1) to discuss the participants' overall impressions of cultural heritage programming at IUPUI and 2) to develop suggestions for improving the program-planning process.

Four students appeared for the two-hour focus group which started at Noon on Thursday, May 8, 2008. Though this was a smaller number than anticipated, these students represented at least five organizations including the Black Student Union, Latino/a Student Association, the Native American Student Association, the National Organization for Women, and the GLBTQA Student Association. Those present considered this to be a decent representation of the student organizations that plan cultural heritage programming. Student affinity groups that were identified as missing from the focus group were the Asian/Pacific Islander Student Association, students with disabilities, and religion-based student organizations.

Ice-Breaker Activity
All participants, including the facilitator and note-taker, were asked to create a name placard. They wrote their names on the cards and then decorated them with symbols or words that represented the cultural or affinity group(s) with which they identify. This proved to be a simplistic and informative activity for this group which opened up the lines of communication. After the introductions ended, we started on the first of several discussion questions.

The interviewer followed a semi-structured interview protocol consisting of about nine questions. The first five questions were addressed during this two-hour meeting, as the conversation very quickly went in a direction away from just issues of cultural programming. A summary of the responses follows.

Discussion Topics
1. What are your general impressions of cultural heritage programming at IUPUI?
The discussion quickly moved off-topic and toward developing a description of being a member of an affinity group at IUPUI and working with CCL on programming. Many felt a clash with CCL on two different levels. First, they cited low levels of "cultural competency" among the various CCL staff members. For example, a picture of Pocahontas was chosen as a representation of the Native American culture. This is often seen as an offensive representation, and yet CCL staff members were not aware of this. Students expressed disappointment in their perception of inconsistent levels of cultural competency among those working at CCL.

The second level was instrumental: Some groups mentioned they felt a competition with CCL to plan programs while others felt supported by them. They felt the opportunities for leadership training were good, but some of the support services they could use, like resources for officer transition, did not appear to exist. However, this feeling of competition was not universal. Others mentioned a good partnership with CCL staff, one that was very helpful when her organization was initially forming.

Regarding the topic of the first discussion question, cultural heritage month programming, the general feel was that CCL was planning the heritage month programming, and the student-planned events needed to be plugged in around CCL's 2 events. These participants indicated they would prefer the process to be more student-driven. They complained of cultural taxation. In other words, the participants in this discussion were among those who very often served as the voice for their cultural affinity groups. The participants expressed an interest in bringing in a wider variety of students to help with the programming, and to have it be a more collaborative experience.

The participants also discussed a divide between the organization and administration of the Cube versus the new multicultural center in Taylor Hall. They were disappointed not to have been more a part of the planning of how The Cube would be used. In addition, they indicated the process through which organizations were selected to have space in The Cube was very different than they expected, and it was not a transparent process.

Through the remainder of the discussion, the facilitator and note-taker were able to fill in responses to some of the questions on the initial interview protocol, as noted below.

2. How did you become involved with multicultural programming at IUPUI? Do you encourage others to get involved? How?
- To meet people
- To be more civic-minded
- College is more than just education: it's also about finding my own culture. My involvement helps me with this process
- Involved when in high school – wanted to connect to IUPUI
- Affinity community helped me get involved

3. Why do students participate in the planning of multicultural programming?
- Got involved to serve as a voice for my affinity group
- Involvement in events that teach about my culture
- Cultural context to the activity at hand

4. Why do students participate in the multicultural programs, themselves?
- Learning about their own culture
- Required/extra credit for class

5. What suggestions might you have for the improvement of the way in which cultural heritage programming is happening at IUPUI?
- Develop a stronger alliance between the cultural organizations and CCL
- Realize that student organizations are fluid in their memberships and could benefit from consistent, continuous training in organizational behavior and leadership
- Many staff members and students alike could benefit from more training in developing cultural competency
- Co-sponsorships could be fostered and used to bridge gaps of funding, time, and programming space.

The discussion ended with an interest in keeping in touch and getting the group back together for further discussions, hopefully involving those missing from this initial discussion.

Limitations of this Study

This report represents one two-hour meeting involving four students, one of whom needed to leave about one hour into the discussion. Their voices are essential to understanding how students perceive cultural heritage programming at IUPUI. However, it is not recommended that only these voices are used to characterize the entire population. This report shows just a small snapshot of the lives of these four participants. Consider planning several additional focus groups that target specific cultural student organizations or other demographic variables in order to more fully understand the student experience with cultural heritage programming.

Appendix U

INDIANA UNIVERSITY

2007-2008
Fiscal Year: 07-08
Ending Period: 6/30/08

General Budget		**SAPB Programs**	
Total Salary and Benefits	488,365.00	Student Activity Fees	65,000.00
General Expenses	158,146.00		
Total	**646,511.00**		

		Greek Life Programs	
		Student Activity Fees	50,000.00

		USG Programs	
Programming Budgets	**Actual Expenditures**	Student Activity Fees	49,000.00
Student Programming Support	70,740.00		
Multimedia Production Center	86,612.00		
Diversity programs	33,450.00		
Entertainment	5,170.00		
Civic Engagement	10,780.00		
Student Organization	1,625.00		
Leadership	5,840.00		
Orientation (1st year)	10,210.00		
Weeks of Welcome	26,715.00		
Total	**251,142.00**		

Student Activity Fee Programming Budget	
Student Activity Fees – 07-08 Allocation	185,000.00
Student Activity Fee – Cash Balance	66,142.00
Total	**251,142.00**

INDIANA UNIVERSITY

2008-2009
Fiscal Year: 08-09
Ending Period: 6/30/09

General Budget 08-09		**SAPB Programs**	
		Student Activity Fees	115,000
Budget Areas			
Total Salary and Benefits	443,097.00		
General Expenses	130,225.00		
Total	**573,322.00**		
		Greek Life Programs	
		Student Activity Fees	100,000
Programming Budgets			
Student Programming Support	66,000	**USG Programs**	
Multimedia Production Center	75,000	Student Activity Fees	49,000
Weeks of Welcome	24,400		
Student Organization	8,445		
Leadership	15,015		
IUPUI Go to Town	5,500		
Diversity	32,400		
Community Service	6,975		
Orientation	7,650		
Total	**241,385**		

INDIANA UNIVERSITY

2009-2010
Fiscal Year: 09-10
Ending Period: 6/30/10

SAPB Programs

Student Activity Fees	115,000

General Budget

Total Salary and Benefits	443,097.00
General Expenses	105,225.00
Total	**548,322.00**

Greek Life Programs

Student Activity Fees	100,000

Programming Budgets

Student Programming Support	38,900
Multimedia Production Center	66,400
Weeks of Welcome	20,000
Student Organization	7,000
Leadership	12,700
IUPUI Goes to Town	0
Diversity	27,500
Community Service	6,000
Orientation	6,500
Total	**185,000**

USG Programs

Student Activity Fees	49,000

Full-Time Staff Position Descriptions

POSITION DESCRIPTION
CL 06

CURRENT TITLE: Administrative Specialist
REPORTS TO: Business Manager and Director of Campus & Community Life
DEPT. /CAMPUS: Campus and Community Life/IUPUI

SUMMARY:
The Administrative Specialist provides daily management for the Campus & Community Life staff as needed for administrative and clerical procedures.

DUTIES AND RESPONSIBILITIES:

Prepare invoices, disbursement vouchers, purchase orders, and other financial documents, using word processing, spreadsheet, database, and/or university financial systems, accessing student records

Payroll Processor handling timesheets, checking for accuracy, and processing times into payroll vouchers.

Supervises student staff, including creating work schedules, project assignments, bi-weekly student staff meetings, and professional development opportunities. Assists in covering reception area when student staff are unavailable, including answering phones and greeting visitors

Make travel arrangements for the Director and Associate Directors as well as for students who are awarded Educational Enhancement Grants.

Manage and maintain Director's schedules and calendars. Helps schedule and maintain calendars for all C&CL staff.

Prepare agendas if necessary and take minutes of all staff meetings. Coordinate the preparation of correspondence and minutes to be transcribe by student staff. Prepare responses to correspondence containing routine inquiries. Assists with mass mailings.

Perform general office duties such as ordering supplies, maintaining records management systems, copy counts, and performing basic bookkeeping work. Assists with general clerical tasks to assist and support C&CL staff.

Assists students, faculty, and staff in the use of the C&CL facilities and services

QUALIFICATIONS: The candidate is preferred to have four to five years of administrative office experience as well as experience in working with students and the general public. An associate degree is preferred, ideally in business or accounting. This individual should have knowledge of administrative and clerical procedures and systems such as word processing and Outlook, managing files and typing (60 WPM); Knowledge of the English language including the spelling of words and grammar; good customer service skills; knowledge of business principles with financial background a plus and strong attention to detail and accuracy; be a good listener having excellent oral and written communication abilities.

CURRENT TITLE: Associate Director for Civic Engagement

REPORTS TO: Director, Campus and Community Life (C&CL)
                                            Associate Director, Center for Service and Learning

DEPARTMENT/ CAMPUS: Student Life & Diversity/ IUPUI
                                            Center for Service and Learning/IUPUI

SUMMARY: Develop and maintain learning experiences for the campus and within the central Indiana community that promote students' academic, personal, and professional growth through civic engagement activities. Lead and support Campus and Community Life coordinators, the coordinator for community service, and student leaders in planning, developing, implementing, and assessing programs and events that promote civic engagement. Develop strategies for the coordination and collaboration of civic engagement programming and events with the campus' academic and service departments, as well as with the external community.

DUTIES AND RESPONSIBILITIES: Represent and make decisions on behalf of the Director of Campus and Community Life on issues related to civic engagement and in the director's absence.

Provide leadership in establishing and enhancing strategic partnerships on campus and in the community that will promote civic engagement opportunities for IUPUI students.

Initiate collaboration with faculty, staff and student organizations to create avenues for students to become civically engaged through community service, social advocacy and activism, service learning, civic leadership and political involvement.

Develop curriculum and instruct courses that support civic leadership and engagement. Work with deans/faculty to establish and implement courses on community leadership and to secure adjunct teaching status.

Oversee all community service programming initiatives, including United Way Day of Caring, Dr. Martin Luther King Day of Service, and Senator Bayh Service Leadership Summit.

Lead Campus and Community Life coordinators on assessment of all departmental programs through collaboration with the Director of Assessment, Student Life and Diversity.

Select, develop, supervise and terminate positions of Coordinator of Community Service, two Graduate Assistants for Community Service, and 12-15 undergraduate Community Service Leaders.

Oversee departmental leadership budget for student organizations, civic leadership, service, and Democracy Plaza. Actively seek internal and external funding for these lines of programming.

Provide oversight for the Democracy Plaza initiative, including lines of programming, faculty involvement, community participation, and advisement of Service Learning Assistants.

Develop and expand alternative break programming to include international service tips. Work with risk management and university counsel on policies and implementation of these trips. Work with Office of International Affairs in developing and implementing international alternative break programs.

Locate and cultivate relationships with subject matter experts on the topics of civic engagement who can provide educational learning materials, resources, and presentations for various campus audiences.
Serve on University committees and local, state and national organizations, including IUPUI's American Democracy Project committee, the Civic Engagement Taskforce and Indiana Campus Compact.

Support and advance the campuses and Division of Student Life and Diversity's goal of diversity and social justice among our students, staff and faculty.

Represent and act on behalf of the Director of Campus and Community Life

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree plus four years experience in higher education, college student personnel or related field required. Prefer experience in designing instruction/ curriculum and teaching or training at the college level. A demonstrated commitment to issues of diversity and social justice is also required.

CURRENT TITLE: Associate Director for Leadership Development

REPORTS TO: Director, Campus & Community Life

DEPT./CAMPUS: Campus & Community Life/Division of Student Life

SUMMARY: Develop and coordinate a multi-level, campus-wide student leadership development program that will add value to a student's collegiate learning experience. This program will intentionally cultivate a culture of mature student leadership, promote diversity as a value and enhance personal and professional growth for students, student organizations and the university community. Serve as the primary advisor for the undergraduate student government, oversee the Student Development Funding Committee and supervise the areas of Greek Life and student organizations.

DUTIES & RESPONSIBILITIES: Continue to develop and implement new programs within Lead IUPUI related curriculum for student leadership development in urban higher education. This program should consist of civic leadership courses (credit-bearing), workshops, events, and a leadership resource library.

The program will have multiple points of entry and will be offered and marketed to all IUPUI students. This program will offer opportunities for service, mentorship and practical application in campus and community-based projects. This will also serve as an "information clearinghouse" and resource for students, faculty and staff about campus and community leadership development opportunities.

Develop specialized leadership programs for target populations such as, Undergraduate Student Government executives and senators, first-year students, student organizations, and underrepresented students.

Supervise a graduate assistant for leadership programs including regular meetings and concerted efforts towards professional development. Oversee the leadership programs budget.

Actively participate in conversations on civic leadership development at the national level through membership and involvement in organizations (National Clearinghouse for Leadership Programs, NASPA Leadership Knowledge Community, and International Leadership Association).

Serve as primary advisor for the undergraduate student government including individual meetings with 7 executive members and oversight of a budget of $50,000.

Serve as the primary staff member to oversee/advise the Student Development Funding Committee which includes attending its regular meetings. This student committee reviews student proposals for the use of student activity fees, which includes oversight of budgets of $125,000 for student organization grants and $40,000 for educational enhancement grants.

Develop training modules related to the funding process, keep the funding website up to date with reviewed proposals and related documents, and annually review with the Student Development Funding Committee guidelines and procedures for each grant.

Supervise the Coordinator of Student Organizations including upgrading and revamping all services and resources provided to student organizations and advisors by creating development workshops, training sessions and increased communication through technology. Provide continued outreach to graduate student organizations to create a greater partnership with undergraduates.

Hire and supervise the Coordinator of Greek Life including oversight of a budget of $125,000. Create a foundation for Greek Life based on values that will be sustainable over time, including developmental workshops around key issues

facing Greek students and advisors, assist in recruitment and retention of members, leadership development, and uphold judicial and standards expectations of the Greek community.

Develop comprehensive assessment tools for short and long-term evaluation for each area, including Lead IUPUI and leadership programs, student organizations, Greek Life, and student development funding.

Aggressively pursue external funding for the continuation of the all program through grant-writing efforts.

Contribute to local leadership initiatives through serving on advisory boards or engaging in on-going service related to youth leadership development in the Indianapolis community.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree in Higher Education, College Student Personnel Administration or related field plus two years of Higher Education experience required. Two years experience in leadership program coordination in higher education or student affairs preferred.

IUPUI   **Pos.   No. 00020412**
POSITION DESCRIPTION   **A8/08   PAO-3SA**

CURRENT TITLE: Associate Director for Multicultural Student Engagement

REPORTS TO: Director of Campus and Community Life

DEPT./CAMPUS: Campus and Community Life/IUPUI

SUMMARY: Develop experiences for students of color and other marginalized student populations that enhance their quality of life within and outside of IUPUI. Provide leadership and connections to students designed to increase the rate of student persistence and graduation.

DUTIES & RESPONSIBILITIES: Advance Campus and Community Life's student learning outcomes of: developing professional and practical skills, understanding and working for social justice, building oral and written communication skills, and applying critical thinking .

Plan, develop and execute programs designed to work with students from marginalized groups to build self-advocacy skills; to effectively navigate the university and community system/s; to build networks with departments, schools and community agencies that support students' social, personal, academic, and professional aspirations.

Develop and implement systems and programs to support the needs of marginalized students and groups, including but not limited, to the Black Student Union, Latino Student Association, Asian Student Organization, Queers and Allies, International Club, etc., serving specifically as the advisor to the Black Student Union.

Develop, plan, execute and coordinate cultural programs to support an open and inclusive environment at IUPUI encompassing cultural celebrations such as Hispanic Heritage Month, GLBT History Month, Native American Heritage Month, the annual MLK Jr. Banquet, Black History Month, Women's History Month, and Asian & Pacific Islander Heritage Month.

Plan, develop and execute culture specific programming, including identity and leadership development.

Work with marginalized students and student organizations to secure resources to travel to conferences and to attend cultural learning experiences.

Collaborate with campus committees and offices, government organizations, foundations, community organizations, and schools and universities to advance specific Student Life initiatives.

Serve as a liaison between the Division of Student Life and the areas overseen by the Vice Chancellor for Diversity, Equity and Inclusion.

Develop and execute an assessment plan utilizing survey software and other technology to systematically assess the needs and accomplichments of the students as well as to determine the impact of events, programs and services provided by this position.

Select, train and supervise graduate assistant (s) and/or student worker (s) as necessary to coordinate the logistics of the various programs.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree in Higher Education, College Student Personnel Administration or related field plus one to three years relevant experience in Higher Education required.

CURRENT TITLE: Business Manager

REPORTS TO: Director

DEPT./CAMPUS: Campus & Community Life

SUMMARY: Serve as the financial manager for the Office of Campus & Community Life. Responsible for the distribution and monitoring of student activity fee money within University policy/guidelines. Assist in the development and oversight of departmental budgets. Work closely with the Director of CCL over all administrative functions within the Office, including oversight/review of support staff hiring, training and work assignments.

DUTIES & RESPONSIBILITIES: Assist in formulating and/or developing policies for the accounting procedures to ensure fiscal control and integrity of departmental accounts.

Review budgets and provide needed information as requested by the account supervisor or director.

Oversee the processing of all departmental payroll, accounts payable, accounts receivable, financial and administrative processing of claims, forms, travel, etc. for all CCL staff.

As account manager, oversee usage of student activity fee to ensure appropriate expenditures as interpreted through policy.

Responsible for the day to day management of the funds and ensuring transactions are proper, valid, and in compliance with university policy.

Institute a control mechanism for receipts, disbursements and payroll processing. Ensure that forms and disbursements are in compliance with university policies and procedures.

Implement the distribution method of student activity fee to all campus schools and monitor the same to ensure compliance with university policies and procedures.

Maintain an inventory control system of the department. Assist with the development of proposals and grants and securing of external funding relating to the programs and services of CCL.

Provide oversight of student travel and student organization expenditures of all student organizations, student government, and schools.

Supervise the clerical staff of CCL, assign work, provide training, and monitor performance. Conduct periodic performance appraisal.

Assists with the development of information systems to support and improve delivery of services to the students and student organizations.

Keep abreast of university policies or procedures and serve as resource for the department of those various university regulations, policies, or procedures.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Bachelor's Degree in business related field with at least two years administrative and/or financial related experience or a combination of experience and education at 2:1 ratio.

IUPUI
POSITION DESCRIPTION

CURRENT TITLE: Coordinator of Community Service

REPORTS TO: Associate Director for Civic Engagement, Campus and Community Life

DEPT. /CAMPUS: Campus and Community Life/IUPUI
                         Center for Service and Learning/IUPUI

SUMMARY: Cultivate student leadership to expand and implement programs and services that promote campus involvement in co-curricular community service, including alternative breaks, campus wide service projects, and a service-based scholarship program.

DUTIES AND RESPONSIBILITIES: Supervise 12 student Community Service Leaders in planning and implementing annual campus civic engagement events such as Dr. Martin Luther King Day of Service, Jaguars into the Streets, Cesar Chavez Day of Service, National Youth Service Day, and alternative break programs in fall, winter and spring.

Supervise Graduate Assistant for Community Service.

Act as liaison to faculty and student organizations to provide assistance in the development of service projects.

Coordinate the leadership development initiatives of the Sam H. Jones Community Service Scholarship (SHJCSS) program, including retreats, seminars and assessment.

Develop and implement a comprehensive marketing strategy for the Office of Community Service events and SHJCSS program to increase the recruitment of a diverse student population, and facilitate the selection process of SHJCSS program recipients with the Center for Service and Learning staff.

Serve as staff advisor for the IUPUI chapter of College Mentors for Kids and Alternative Breaks Service Organization.

Present to internal and external audiences on program initiatives and attend training and professional development events.

Oversee budget for community service activities and seek additional internal and external financial support (grants, sponsorships) to fund service initiatives.

Contribute to issues of diversity and social justice, aligned with the Division of Student Life and Diversity strategic plan and the mission of the Center for Service and Learning.

Follow university guidelines and best practices for risk management.

Perform other related duties incidental to the work described within.

QUALIFICATIONS: Required Master's degree, with preference given for degree in higher education/student affairs, and two years experience in higher education. Experience in community service or leadership programming is preferred.

CURRENT TITLE: Greek Life Coordinator

REPORTS TO: Assistant Director of Civic Leadership Development

DEPT. /CAMPUS: Student Life & Diversity/IUPUI

SUMMARY: Assume primary responsibility for the overall coordination of the IUPUI Greek Life program, including supervision and evaluation, recruitment, selection, and training of the Greek Life staff. Ensure that all social fraternity and sorority students enjoy a Greek community that is physically and emotionally safe, secure, and supportive of the educational process, and is designed to hold individuals and groups responsible for their behavior.

DUTIES AND RESPONSIBILITIES: Provide a learning environment that is committed to enhancing the university experience by providing academic, educational, cultural, recreational, and interpersonal programs within the Greek community. Increase student engagement at IUPUI through involvement in Greek Life at IUPUI.

Oversee policy and program development for social Greek-letter organizations at IUPUI, including advising the councils supporting NIC, NPC, NPHC, NAFLO, and others.

Develop a relationship with Order of Omega National Greek Honor Society and advise the organization once founded at IUPUI. Work with national Greek headquarters on different approvals, violations by Greek organizations, and recruitment procedures.

Educate and advise social Greek-letter organizations on risk management policies and procedures associated with local and state law, campus policies, and inter/national fraternal organization policies. Address risk management issues (alcohol, hazing, facilities, social functions, etc.).

Coordinate judicial procedures for Greek students and organizations for any campus violations. Advise the judiciary board in their hearings and education of policies to the Greek community, which includes knowledge of current legal trends with experience in student judicial board procedures.

Work closely with recruitment/intake, including assisting students, faculty, and staff in the formation of new Greek organizations. Assist in planning and supervising of student activities involving the Greek system and campus wide activities, such as Greek Week.

Represent student issues and concerns to the campus at large with the intention of enhancing student support and the quality of life at IUPUI.

Develop and maintain programs for IUPUI social Greek organizations to support member education, campus and community leadership, co-coordinate collaborative Greek programming, philanthropy and service, scholastic excellence, and advisor trainings.

Collect, organize, and disseminate assessment data related to student learning outcomes

Select, develop, and supervise a graduate assistant.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree in higher education, college student personnel administration, or related field plus one year related experience or a Bachelor's degree and three years student related experience.

IUPUI   Pos.   No. 00009967
POSITION DESCRIPTION   A8/08   PAO-3SA

CURRENT TITLE: Coordinator for Student Organizations

REPORTS TO: Associate Director for Leadership Development

DEPT./CAMPUS: Campus and Community Life/IUPUI

SUMMARY: Assume primary responsibility for coordination and support of undergraduate and graduate student organizations. Provide resources and educational opportunities that encourage student organization leaders and their advisors to develop and facilitate experiences that are educational, developmental, safe and successful. Fulfill an essential role in the leadership of planning, developing, implementing and assessing student organization resources that promote effective decision-making and organizational growth. Create a proactive student organization risk management program. Utilize technology to develop access to comprehensive student life programming.

DUTIES & RESPONSIBILITIES: Plan, coordinate, execute, and support programming and training for undergraduate and graduate student organizations such as retreats, officer and advisor roundtables and workshops.

Plan, develop, implement and assess student organization resources that promote organizational growth, including web-based resources.

Create, plan, develop, and implement a comprehensive student organization advisor development program (e.g., manual, roundtables, workshops).

Develop, plan and execute diversity training for student organization members and advisors where awareness, civility, understanding, acceptance, and dialogue flourish and creates a safe learning environment where issues of diversity can be addressed.

Ensure compliance with university guidelines and best practices with regards to risk management by creating and implementing a proactive risk management program for student organizations.

Educate and provide guidance to students on university, campus and departmental policies as well as federal, state and local laws and regulations.

Develop, implement and coordinate an annual registration and recognition process for student organizations.

Build community within the Student Organization space (the Cube) by managing desk space, creating policies and procedures, and developing programs. Provide oversight of training seminars on all functions of the student organization.

Utilize IUPUI Student Information System (SIS) to document extra- and co-curricular involvement.

Develop and implement a plan to systematically assess the needs and accomplishments of student organizations using survey software and other technology.

Develop and oversee related budget for student organizations.

Select, train and supervise graduate assistant (s) and/or student worker (s) as necessary to coordinate the logistics of the various programs.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree in Higher Education, College Student Personnel Administration, or related field plus one to three years of Higher Education experience required.

IUPUI **Pos.   No. 00009966**

POSITION DESCRIPTION **A8/08   PAO-3SA**

CURRENT TITLE: Coordinator of Student Programming

REPORTS TO: Associate Director for Civic Engagement

DEPT./CAMPUS: Campus and Community Life/IUPUI

SUMMARY: Provide leadership in the development, planning, and implementation of campus-wide programs for current and prospective students. Work in conjunction with IUPUI staff, faculty, and students to design co- and extra-curricular learning experiences for the students and the general campus community.

DUTIES & RESPONSIBILITIES: Advise, assist and support students in planning, developing, implementing and assessing campus-wide programs and events. Serve as primary advisor to the Student Activities Programming Board (SAPB). Current lines of programming include: Fountain Fest, Local Showcase, Spring Dance, and film series.

Collaborate with faculty and staff colleagues to develop an annual programming calendar of educational co- and extra-curricular programs.

Seek co-sponsorships for programming from on- and off -campus partners.

Make classroom presentations to learning communities and to other first year students in conjunction with the faculty who teach learning communities, on a variety of topics including student involvement, diversity, student life etc., to support student learning and campus/community connections.

Develop, plan and execute the Campus and Community Life's new student orientation program in collaboration with University College.

Coordinate, plan and execute C&CL programming related to admissions including Campus Days, Jag Days, high school counselor programs, presentations for high school students, and others.

Develop, plan and coordinate Weeks of Welcome (WOW) programming. Develop, plan and coordinate the IUPUI Goes to Town programming series.

Serves as primary advisor to the University College Student Council.

Collaborate with the Multimedia Production Specialist to develop and coordinate services and workshops on technology topics such as Facebook, MySpace and other communication software.

Develop and implement a plan to systematically assess the needs and accomplishments of prospective and first year students using survey software and other technology.

Select, train and supervise graduate assistant (s) and/or other student employee (s) as necessary to coordinate the logistics of the various programs.

Serves on University committees and participates in local, state and national organizations.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree in Higher Education, College Student Personnel Administration or related field plus at least one to three years of experience in higher education required.

CURRENT TITLE: Director of Student Life and Diversity Programs

REPORTS TO: Assistant Vice Chancellor for Student Life and Diversity

DEPARTMENT/CAMPUS: Office of the Vice Chancellor for Student Life and Diversity/IUPUI

SUMMARY: Provide overall leadership and administration for the Office of Student Life and Diversity Programs. Particular areas of emphasis include: leadership, diversity education, co-curricular programs, minority student development, social/recreational activities, Greek life, student organizations, wellness, and student volunteer service. Responsible for providing the leadership and direction for the aforementioned focal areas; program development, implementation and assessment; the recruitment, supervision, and evaluation of professional and clerical staff, and the management multiple budgets.

DUTIES AND RESPONSIBILITIES: Provide leadership and administrative supervision for the Office of Student Life and Diversity Programs; develop plans, policies and procedures for the development of Student Life and Diversity Programs.

Develop, implement and assess a comprehensive diversity education program and co-curricular initiatives; as well as other key student development areas.

Develop, implement and assess a comprehensive leadership program that includes student government, student organizations, as well as the broader student population. Develop a series of leadership retreats, seminars and other developmental activities that will enhance student learning and retention.

Develop and maintain collaborative relationships with academic units, departments and organizations to enhance programs and services for students.

Monitor the budgets of all SLDP accounts, making internal reallocation and requests for funding as necessary. In collaboration with the Dean of Students, monitor the expenditure of all mandatory and optional student activity fees.

Responsible for the development of all reports and plans for all areas administered by SLDP, including ongoing assessment and evaluation.

Establish through regular staff meetings with all staff major task assignments, schedules ensuring adequate staffing, resources and facilities for the subsequent performance of duties, and provide for professional development of staff.

Develop marketing plan and communication strategies to disseminate program and services information for increased awareness and participation. Approve all printed materials that describes and explains the various policies, procedures and programs administered by SLDP.

Responsible for review and submission of all plans and requests for assignment of space, modification of facilities, acquisition of equipment and other purchases for SLDP.

Establish a working student-based programming board to develop extra-curricular activities; as well as provide oversight to campus clubs, organizations and student government.

Serve on a variety of campus committees and represent the University at local, state, and national professional organizations.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Master's degree in higher education, college student personnel administration or related field; minimum of five years full-time experience in student development, multicultural and diversity programming; student activities; program development; excellent written and oral communication skills; knowledge of budgeting and fiscal

planning; and demonstrated supervisory experience. A demonstrated understanding and strong commitment to cultural diversity and extensive experience in multicultural programming in an urban/metropolitan university setting is required.

IUPUI

POSITION DESCRIPTION

CURRENT TITLE: Multimedia Production Specialist

REPORTS TO: Coordinator of Student Programs and
Associate Director of UC Technology Services

DEPT. /CAMPUS: Campus & Community Life (C&CL)/ IUPUI

DUTIES AND RESPONSIBILITIES:

Maintain and manage the Multimedia Production Center (MPC):
- Lab management and end user support
- Maintain MPC website
- Develop and maintain web forms
- Make recommendations for lab upgrades and maintenance
- Responsible for lab use assessment
- Supervise student assistants

Support the work of the Office of Campus & Community Life
- Design and implement advertising for print, internet, and VIDS (Video Information Distribution System) for departmental programming, events and projects, including Cultural Arts Gallery
- Develop educational materials and training for staff
- Attend and participate in staff meetings and retreats

Support the work of the Undergraduate Student Government
- Proactively solicit involvement from organizations in the USG
- Develop training and resource materials for student organizations
- Design and maintain web resources for IUPUI Undergraduate Student Government, student councils, and student organizations
- Assist student organizations with the creation and implementation of internet applications, print advertising, and VIDS productions

Experience with:
SQL, HTML, Microsoft Office, Adobe Acrobat, Adobe PageMaker, Adobe Photoshop, Adobe Premiere, Macromedia Suite, 3-D modeling experience, video editing and conversion, graphic manipulation, management of video display systems, table creation, layout and design, scripting, printing services, etc.
Perform other related duties incidental to the work described

QUALIFICATIONS: Associate degree plus significant involvement in student organizations/ campus activities as an undergraduate student is required. Graphic design experience/education, website design, and other relevant new media principals (3D animation, digital audio/video production, visualization, etc.) necessary. General knowledge of implementation and maintenance of current Microsoft operating systems, as well as general personal computer hardware troubleshooting is required.