Office of Student Affairs
University of Hawai‘i at Mānoa

Strategic Plan 2007-2012

Introduction

The Office of Student Affairs (OSA) and University of Hawai‘i at Mānoa (UHM) enter into a seminal five year period including the welcoming of a new UHM Chancellor and Vice Chancellor for Students. This period also encompasses OSA’s implementation of the UHM reorganization, enacted in 2005, and is marked by a renewed sense of energy and commitment to enhance student services and the contributions student affairs makes to the educational and developmental experience of Mānoa students.

Students

Various descriptors have characterized students entering higher education. “Baby boomers” have raised “Generation X’ers” who gave way to “Generation Y’s” and the current “Millennials.” Millennial students are characterized by their optimism, confidence, diversity, goal orientation, multi-tasking, educational and technological expectations, and family and civic orientations. Students entering higher education will increasingly view themselves as consumers of the commodity of education, and have increased expectations for the efficient and able use of technology in the delivery of student services. OSA will be challenged to create and deliver services and activities that are supportive of students’ interests, address their collective and individual needs, and are personalized to their situation or circumstance.

At UHM, total enrollment (21,000) is projected to remain relatively stable, with slight projected increases approaching 2012. Undergraduate (65%) versus graduate (35%) and resident (70%) versus non-resident (30%) percentages are also projected to remain relatively constant with slight potential increases among graduate, non-residents and transfer students. Within this context there will be increasing attention to enrollment of Native Hawaiian students and the special role of our host culture. Mānoa undergraduate and graduate students will become more diverse with increasing numbers of Native Hawaiians, Filipinos and other underrepresented students; students with multiple disabilities; student parents; and gay and lesbian students. The large majority of Mānoa students will continue to hold jobs while enrolled and new student housing facilities will result in increased numbers of residential students. Increased attention will also be devoted to improving UHM retention and graduation rates and support of P-20 and other developmental initiatives.

Both federal and accreditation agencies have emphasized the assessment and distribution of student learning outcomes in evaluating institutions of higher education. OSA will be challenged to better define and demonstrate its impact on student learning and contributions to student development in areas including leadership, wellness, multiculturalism, communication, interpersonal relations, critical thinking and others.
Resources

The State of Hawai‘i is currently enjoying a robust economy with low unemployment and a State budget surplus. The State has been very supportive with general funding of the University 2007-2009 Biennium Budget Request. Economic projections however, are very cautious and warn of a potential downturn within five years. University tuition will increase approximately 63% by 2012. The effective and efficient use of general funds, increased reliance on special (tuition and fee) funds, and the pursuit of extramural resources will define the strategic plan period.

Divisional Goals

An analysis of the objectives, priorities and needs of each OSA unit has resulted in identifying five communal, divisionwide objectives:

1. **Revisioning Student Service Delivery**

   OSA has developed comprehensive performance indicators addressing student needs, perceptions and satisfaction (Appendix A). These indices indicate the need for appropriate student services for a more diverse student population during hours other than the traditional 8am – 4:30pm. Better use of technology to deliver student services “24/7” will also be pursued. This will not only put relevant information in the hands of students at their discretion, but allow for enhanced use of person-to-person service delivery. The establishment of divisional IT specialists will support this effort.

   Reallocation of existing resources will be directed to areas of greatest need.

   Various OSA units share similar concerns with one another. Better coordination of these concerns will be addressed, including:

   - Facility Repair and Maintenance (Campus Center, Student Housing, Health Services, Children’s Center)
   - Student Conduct (Judicial Affairs, Student Housing, Counseling and Student Development Center, Student Employment)
   - Food Services (Campus Center, Student Housing, Children’s Center)
   - Student wellness (Health Services, Counseling and Student Development, Student Housing)
2. **Refocusing on Student Experiential Learning**

OSA recognizes the need to demonstrate impact on student learning and development. This will occur via enhanced coordination of programs within OSA, and increased collaboration with Academic Affairs.

OSA currently offers a variety of courses for credit ranging from leadership development to career exploration and substance abuse. These courses are currently offered under the rubric of academic departments (e.g., Educational Administration, Human Development). OSA will pursue its own course designations and potential certificate programs to better define and demonstrate its impact on student learning as well as pursue new coursework addressing cooperative education and other areas. A focus on multicultural, experiential learning will be the defining factor in all OSA course offerings.

The impact on student learning and development cannot be confined to the campus nor currently enrolled students. OSA’s long history of early outreach to targeted populations, particularly from low income elementary, middle and high schools will be enhanced. Web based college preparatory offerings and mentor placements in K-12 will be pursued.

OSA will also enhance linkages with Academic Affairs. Featured in this approach will be a better coordination of the residential life experience found in Student Housing with appropriate courses of study. Thematic halls and floors, assignments considering students’ majors, scholars in residence and other programs will be pursued.

3. **Improving Resource Stewardship**

The efficient and effective use of resources underlies all OSA efforts. Periodic and continuing assessment of service efficiency, effectiveness and satisfaction will be enhanced via web based technology. Reallocation of resources will be based on identified needs, goals and priorities.

OSA will build upon recent successes with extramural funding of early outreach to underrepresented populations, substance abuse and violence prevention.
As the University becomes increasingly tuition dependent, OSA will identify and advocate for the appropriate provision of student services from tuition revenue. Increased efforts to identify and pursue external funding sources for scholarships and other student support programs will occur.

4. **Enhancing Staff Development and Renewal**

   Essential to OSA’s success is a committed multicultural staff with the training and tools to serve our diverse students with distinction. In-service training will be emphasized, most immediately in the use and application of technology to service areas. Client service will be enhanced and assessed via satisfaction indices. Appropriate cross training of staff and support of professional development opportunities will help address both staff renewal and development. Critical to the success of these efforts will be close collaboration with the OSA Assembly and OSA Faculty Senate, the two organizations who represent the voice of OSA staff.

   A yearly schedule of staff development programs will be developed addressing IT training, communication and client service skills, and others. Teleconferences will be increasingly utilized due to their cost effectiveness.

5. **Continuing Support for Systemwide Student Affairs**

   Prior to the separation of System from Mānoa Administration, OSA units served to support many systemwide initiatives and programs. As the flagship campus of the UH System, it is envisioned that OSA will work collaboratively to clarify appropriate Mānoa and System functions and will seek both recognition and support of this role. Examples of such efforts include systemwide policy and program development; project coordination with system campuses; and consultation and training addressing student organizations, health insurance, student employment, diversity initiatives, judicial affairs and others.
Appendix A: Summaries of Student Affairs Unit Goals
ADMINISTRATIVE SERVICES

Administrative Services supports the Office of the Vice Chancellor for Students and provides administrative support to the various units comprising Student Affairs. This unit facilitates all aspects of fiscal and personnel actions and manages the Queen Liliʻuokalani Center for Student Services (QLC).

Revisioning Student Service Delivery
- Develop and maintain floor plans for QLC and maintain a space inventory listing.
- Evaluate reassignments and reallocation of office space to increase efficiency. Facilitate any needed renovations or refurbishing.

Improving Resource Stewardship
- Develop and implement an in-house account reporting system to project operational costs to improve budget status information and assist decision making.
- Convene meetings of interested staff to develop recommendations on improving efficiency for all financial and human resource transactions.

Enhancing Staff Development and Renewal
- Evaluate administrative in-service training needs and coordinate with appropriate offices (OHR, Budget) to provide training.
- Implement quarterly meetings with Student Affairs units on fiscal and personnel procedures and practices, updates and issues.
INFORMATION TECHNOLOGY

Change is a constant factor with information technology. As the needs and expectations of an educated population advance, Student Affairs has a responsibility to converge technology and student services to improve communication, increase access, and provide enhanced services to students, faculty and staff.

The divisionwide vision of technology need to be further developed in conjunction with individual Student Affairs unit needs. This plan identifies appropriate uses of technology to support the overall mission of Student Affairs in the education, development and retention of students.

Revisioning of Student Service Delivery
- Revise the Student Affairs web site to improve functionality, content and linkages to better promote information and services.
- Expand additional web services including on-line forms, scheduling and training modules to benefit student, faculty and staff users.

Improving Resource Stewardship
- Implement existing technologies (e.g., file services) to improve current services infrastructure.
- Establish a replacement cycle for desktop hardware and software to consolidate purchases and improve efficiency.
- Evaluate and implement digital archiving of current paper records.

Enhancing Staff Development and Renewal
- Update staff on technology use policies including wireless policies and computer best practices guidelines.
- Assess technical training needs of staff and develop a continuing program to address these needs.
- Develop a Disaster Recovery/Business Continuity Plan for Student Affairs.
- Convene regular meetings of OSA IT staff to enhance communication, share best practices and develop recommendations for increased efficiency and improved work environments.
RESEARCH AND ASSESSMENT

The mission of the research and assessment program is to promote, facilitate and build a culture of evidence to assist Student Affairs and the University to improve programs and services and enhance educational effectiveness. The program conducts student research via a variety of instruments and facilitates assessment activities of Student Affairs units.

The program is committed to: (1) conducting institutional research on student characteristics, expectations, attitudes, satisfaction and campus life; (2) facilitating Student Affairs program assessment and review; and, (3) providing assessment and evaluation consultation and support to faculty and staff. These activities contribute to a better understanding of students, student learning and development; assist with planning, decision making, policy and grant development; and contribute to internal and external accountability of programs and services.

Revisioning Student Service Delivery
- Enhance the Student Affairs assessment website in content and design
- Expand electronic methods and approaches to program assessment and research
- Coordinate Student Affairs program reviews for the improvement of student services

Refocusing on Student Experiential Learning
- Facilitate and coordinate activities to assess the impact of Student Affairs programs and activities on student learning and development

Improving Resource Stewardship
- Revise and align student survey schedules with campus priorities and resources
- Implement a digital publication archiving system

Enhancing Staff Development and Renewal
- Facilitate and present Student Affairs staff development activities related to assessment and research
- Facilitate the use of assessment data by staff in program initiatives

Continuing Support Systemwide Student Affairs
- Collaborate with system campuses to facilitate assessment and research activities
The mission of the new and evolving Center for Career Development and Student Employment (CDSE) is to empower students to engage in career life planning through awareness, exploration, experience and reflection. CDSE is committed to delivering high quality career development and experiential learning opportunities; offering professional development programs that promote the recognition of students; and working collaboratively with campus and employers to promote student learning as an integral part of the Mānoa experience.

As a student-centered organization, CDSE contributes to the engagement and retention of students in career life planning through counseling; experiential, work-based learning programs; outreach activities and workshops that promote professional and personal development. Over 9,000 students engage in an array of CDSE services and programs.

Over 2,000 employers partner with CDSE in the training, development and employment of students. CDSE serves as the primary link between the campus and community employers, offering programs and services that enhance career and professional development and economic growth. CDSE will maintain and strengthen collaborations with social service organizations through implementation of federally subsidized programs. Alumni partner with CDSE as both employers and mentors to Mānoa students.

Revisioning Student Service Delivery
- Expand on-line services via web and other technologies.
- Increase students’ knowledge of career development programs and services.
- Revise career resource offerings to meet changing student needs and emerging career opportunities.
- Enhance SECE system via implementation of a paperless student payroll.
- Ensure compliance with applicable state and federal regulations.
- Improve advocacy for student employee issues via outreach, education and mediation.

Refocusing on Student Experiential Learning
- Support career life planning partnerships via P-20 initiatives.
- Expand partnerships and programs with the campus and community (alumni, faculty, parents, employers and professional organizations) to enhance experiential learning opportunities.
- Increase the visibility of integrated, formalized, for-credit experiential learning courses to support student learning outcomes.
- Expand career development offerings in support of student and alumni needs addressing career life planning via assessment, counseling and programming activities.

Improving Resource Stewardship
Generate and produce assessment and outcomes data to support the role of career development in campus initiatives.
Expand resource development efforts including special programs and activities, extramural funding and business and enterprise sponsorships.

Enhancing Staff Development and Renewal
- Facilitate OSA staff development efforts addressing career exploration and preparation.
- Expand staff involvement in campus, community and professional organizations.
- Establish partnerships with professional organizations promoting career development and advocacy.

Continuing Support for Systemwide Student Affairs
- Continue leadership role in administration and training of SECE program systemwide.
- Collaborate with System ITS to improve functionality of SECE program.
- Collaborate with system campuses in job placement, internships and cooperative education programming.
- Coordinate systemwide communication amongst student employment programs (HiSEA).
- Serve as primary resource on student employment compliance with University, State and Federal regulations.
CO-CURRICULAR ACTIVITIES, PROGRAMS AND SERVICES

The Office of Co-Curricular Activities, Programs and Services (CAPS) provides a spectrum of involvement and learning opportunities through innovative programs and quality services which promote leadership, life skills and personal development while enhancing campus life. In fulfilling this mission, CAPS pursues two basic goals: (1) to provide co-curricular programs and learning opportunities which contribute to the quality of life for students by meeting their intellectual, social, recreational, physical, emotional and moral development needs; and, (2) to promote leadership and self-direction among those students who become involved in managing student life activities on campus or who assume an active partnership role in campus governance.

Inherent in pursuing these two goals are product outcome and process outcome, both of equal importance. Through the delivery of services and programs (product) that meet the developmental needs of students, CAPS involves students in organizational governance (process) that fosters the development of personal and organizational leadership.

Revisioning Student Service Delivery
- Develop, implement and evaluate a process to determine student interests, needs and strategic points of intervention (e.g., orientation, residence halls, departmental organizations, registered independent organizations—RIOs).
- Develop and implement the systematic evaluation and assessment of all programs, services and activities.
- Expand use of technology to improve operational efficiency and program effectiveness.

Refocusing on Student Experiential Learning
- Develop and implement a realistic set of roles, responsibilities and expectations which operationalize the student learning philosophy and approach to advising Chartered Student Organizations (CSOs).
- Evaluate leadership development programs for CSO volunteers to incorporate assessment of identified competency areas and core skills.
- Redesign and implement effective student assistant orientation and development programs which promote workplace responsibility and personal/interpersonal development.

Improving Resource Stewardship
- Develop plans for renovation and modification of existing student life facilities to accommodate changing student needs and incorporate eco-friendly, sustainable approaches.
- Increase support of co-curricular programs and services through increased G-Fund support, activity fee increase proposals, and pursuit of extramural sources.
Enhancing Staff Development and Renewal

➢ Implement and evaluate a systematic and comprehensive CAPS staff orientation and development program.
➢ Support staff initiated professional development proposals.

Continuing Support for Systemwide Student Affairs

➢ Continue to support system campus colleagues and student leaders in various matters related to student governance, co-curricular programming and leadership development.
➢ Complete the revision of Board of Regents Policy addressing the roles and relationships of student organizations to the University.
COUNSELING AND STUDENT DEVELOPMENT CENTER

The Counseling and Student Development Center (CSDC) supports the University and student success through the provision of accessible, high quality counseling and psychotherapy, psychiatric evaluation and medication management, consultation services, proactive outreach programs, intern training and supervision, and crisis intervention. CSDC’s Test Office provides a broad array of computer based tests, certification examinations, and psychological and career assessments to both enrolled and potential students.

Revisioning Student Service Delivery

- Identify and assess the needs of special student populations (e.g., students with learning problems whose deficits have not specifically been assessed nor remediation addressed) and provide recommendations for appropriate services.
- Expand and enhance the CSDC website.
- Identify, develop, and implement a process to determine critical student mental health and testing needs and a mechanism to deliver appropriate intervention (e.g., direct service, outreach, workshops, and psychoeducational programming).
- Initiate collaborative relationships with academic departments and OSA units to streamline service delivery to students.

Refocusing on Student Experiential Learning

- Evaluate graduate-level practicum training program and predoctoral psychology training program to incorporate assessment of identified competency areas and core skills.
- Develop and offer professional development workshops for Student Housing student staff.

Improving Resource Stewardship

- Expand resource development efforts including extramural funding and special program and services.

Enhancing Staff Development and Renewal

- Identify information technology needs of staff and provide appropriate training.
- Support staff initiated professional development plans and proposals.
- Provide consistent in-service training in current areas and emerging trends.

Continuing Support for Systemwide Student Affairs

- Continue provision of emergency consultations and counseling and referral services to system campuses.
- Work collaboratively with system campuses to establish formal procedures to serve the mental health and assessment needs of students.
STUDENT EQUITY, EXCELLENCE AND DIVERSITY

The Student Equity, Excellence and Diversity (SEED) mission promotes the diversity goals of the University of Hawai‘i System and Mānoa Camus. SEED programs focus on recruitment, retention and success of underrepresented and underserved students, including: Native Hawaiians, Filipinos and Samoans; low income and welfare recipients; student parents; students with disabilities; under prepared students; academically gifted students; lesbian, gay, bisexual and transgendered students; and, senior citizens. SEED monitors diversity related policies and provides administrative support for system and campus committees and projects (e.g., Mānoa Commission on Diversity, Systemwide Commission on Disability Access, Commission on LGBTI, Diversity and Equity Initiative Grants) and assists with Student Affairs legislative coordination.

The SEED Office is comprised of five units, each headed by a director: (1) KOKUA, serving students with disabilities; (2) College Opportunities Program (COP), serving academically at-risk, underrepresented students and the Manawa Kupono Native Hawaiian Access and Retention Project; (3) Office of Multicultural Student Services (OMSS), serving Native Hawaiians and underrepresented ethnic groups including Filipinos, Southeast Asians and Samoans; (4) Women’s Center, serving female students; lesbian, gay, bisexual, transgendered and intersex students; Bridge to Hope Program for single parent students who are low income or receiving welfare support; Prevention Against Violence Education Project; (5) Children’s Center, providing a preschool environment for children of students, faculty and staff.

Additional programs are administered from the SEED Office include: (1) Kua`ana Student Services (Native Hawaiian students, Kahuewai Ola Math and Science Project); (2) Senior Citizen Visitor Program (Hawai‘i residents at least 60 years of age attending credit courses); (3) Scholarship Programs (coordinated with UH Foundation and Financial Aid Services); (4) Na Pua No’eau (Gifted and Talented Native Hawaiian Children Program, K-12); (5) GEAR UP Mānoa (partnership with Kalakaua and Farrington Schools promoting college readiness and enrollment); (6) Graduate Professional Access; (7) Health Career Opportunities Program; (8) Mānoa Educational Talent Search Program (partnership with Waianae and Nanakuli Schools); and, (9) Program for After School Literacy Support.

Revisioning Student Service Delivery

- Expand culturally appropriate services and programs during weekends and evenings for families and communities.
- Improve access to technology for students with disabilities and expand use of adaptive technology and training.

Refocusing on Student Experiential Learning

- Expand collaboration with academic units (e.g., American Studies; Educational Foundations; Ethnic Studies; Political Science; Women’s Studies; Hawaiian, Philippine and pacific Island Languages) to increase
academic experiential learning course offerings emphasizing multicultural and diversity issues.

- Establish new relations with campus student organizations to mentor underrepresented students to pursue leadership positions.
- Expand partnerships with low income community organizations.

**Improving Resource Stewardship**

- Provide training and technical assistance to SEED staff to increase grant funding.
- Initiate fund development efforts to support scholarships for various student diversity populations (e.g., students with disabilities, returning adult students, Native Hawaiians, LGBTI).
- Evaluate organizational structure, staff assignments, space use and resource and administrative support to improve collaboration among SEED programs and Student Affairs units, emphasizing early college awareness programs.

**Enhancing Staff Development and Renewal**

- Facilitate and support dissertation and degree completion for staff working on topics related to diversity in higher education.
- Initiate training to improve staff computer and multimedia skills.
- Mentor and support SEED staff to participate and assume leadership positions in campus governance.
- Support staff in professional development activities emphasizing involvement in multicultural education.

**Continuing Support for Systemwide Student Affairs**

- Facilitate integration of SEED scholarship functions with the System Student Affairs Office and Mānoa Financial Aid Services.
- Evaluate and clarify the assignment of responsibility for system and campus diversity functions and allocate SEED resources as appropriate.
STUDENT HOUSING SERVICES

The mission of Student Housing is to efficiently manage the University’s residential life program by: (1) providing well maintained facilities with high standards of cleanliness and security; (2) administering an effective maintenance program that assures maximum utilization of finances and facilities; (3) maintaining an effective fiscal management system that allows for affordable rent while fulfilling bond system requirements; and, (4) fostering the development of educated and responsible community members.

Student Housing’s strategic intent is to restore credibility, consistency and service through improved facilities, staffing, training, business practices, educational and recreational programs, and the fair and consistent implementation of policies and procedures. The scheduled opening of the new 814 bed Frear Hall and renovated Gateway Cafeteria in August, 2008, and $40 million in repair and refurbishment projects over the next two years indicate the University’s commitment to improving the residential life experience for its students.

Revisioning Student Service Delivery

- Evaluate and implement an assignment software program and processes responsive to operational needs.
- Implement an UP live-in program that addresses after-hours facility related emergencies.
- Implement an enhanced on-line “Pilikia” system to improve reporting and responses to maintenance problems.
- Develop and implement in-house assessment instruments to better determine resident needs and interests.

Refocusing on Student Experiential Learning

- Expand rights and responsibilities training for the residential community.
- Expand programs addressing civility, ethical and social justice and moral development.
- Evaluate and implement a residence hall government structure more responsive to student needs.
- Evaluate and revise existing orientation programs with an emphasis on new (frosh and transfer) students.
- Initiate collaborative programs with academic departments and units to better link residential life with academic and career pursuits.

Improving Resource Stewardship

- Evaluate and revise Student Housing organizational structure to better balance residential and administrative operations and increase efficiency.
- Evaluate and implement a prudent, organized revenue collection and expenditure plan with a system of internal controls.
- Evaluate and expand emergency response procedures and equipment to better prepare for a wide range of natural disasters.
- Develop, implement and evaluate IT services annually to best utilize emerging technology in the delivery of residential life programs and services.

Enhancing Staff Development and Renewal
- Utilize internal and external resources to develop and implement regular training programs that address issues and trends in residential life.
- Update all position descriptions to reflect revised operational goals and expectations.
- Promote a work environment where staff development is valued and supported.
- Conduct consistent and regular performance evaluations for all staff to ensure feedback, communication and teamwork.

Continuing Support for Systemwide Student Affairs
- Collaborate and support residential life programs (e.g., staff development, legal issues, rights and responsibilities) with appropriate system campuses (i.e., Hilo, Maui).
- Monitor and recommend revisions to Regents Policies addressing student housing and residential life.
STUDENT JUDICIAL RIGHTS AND RESPONSIBILITIES

Anchored by theoretical and philosophical approaches of adult development and education, the Office of Student Judicial Rights and Responsibilities (SJRR) is committed to ensuring the rights and upholding the responsibilities of students to create a safe and welcoming campus learning environment.

Revisioning Student Service Delivery

- Implement a computerized judicial management system to facilitate communication and more efficient processing.
- Revise webpages to improve information presentation.
- Formalize adjudication of campus alcohol violations.
- Implement recommendations of the Student Rights and Responsibilities Task Force
- Develop and implement an assessment and evaluation program for judicial services.

Refocusing on Student Experiential Learning

- Review and revise policies and procedures (Student Conduct Code, Academic Grievance Procedures, Discrimination, Harassment).

Improving Resource Stewardship

- Transition paper files to computer database.

Enhancing Staff Development and Renewal

- Increase awareness of policies and procedures via on-line postings, publications and faculty/staff support.
- Expand rights and responsibilities training via student, faculty and staff presentations (e.g., new faculty, staff, student orientations; Department Chairs Council; ASUH, GSO).

Continuing Support for Systemwide Student Affairs

- Collaborate with system campuses on judicial affairs training and program development
The mission of University Health Services (UHSM) is to, “achieve and maintain a healthy campus environment.” UHSM provides direct health care, including general medical and specialty clinics, pharmacy and clinical laboratory services. UHS also performs public health functions of health clearances, disease surveillance and prevention. Health education is an essential part of our mission, including a variety of wellness, prevention and health promotion activities. Professional staff are actively engaged in the academic arena, including clinical and classroom instruction. UHSM also serves as a health resource for the UH System and provides leadership for the Student Health Insurance Program. UHSM is supported by a combination of General Funds (14%), Student Health Fee (25%), Fee-for-Services (50%) and grants (11%).

The health care field is in constant flux with emerging diseases, new therapeutic options, technological advances and changing practices and regulations. UHSM must be vigilant and proactive in preparing to meet demands for up-to-date delivery of health services for a new generation of students.

Revisioning Student Service Delivery
- Increase the use of technology to create electronic medical records, electronic claims submissions and online health forms and health clearances.
- Increase communications with students on-line (e.g., surveys, reports, information and services).
- Expand clinic screening for lifestyle factors affecting health and outreach health education programs.
- Evaluate the potential for additional medical services: Physical Therapy, Gynecology, Surgery, Dental, Vision, Acupuncture/Massage.
- Evaluate the financial and workflow impacts of additional services to non-student populations (e.g., employee health clinic).
- Establish a referral network for specialists.
- Extend service hours or implement after hours on-call services.

Refocusing on Student Experiential Learning
- Increase student peer group education and service learning programs.
- Expand student academic projects, placement, research and employment opportunities.
- Establish JABSOM clinical appointments for all physicians and academic appointments for other professional staff.
- Expand established teaching schedules with JABSOM, SON and other academic units.
- Expand Student Health Advisory Council (SHAC) activities.
- Evaluate establishment of a core curriculum course on health and wellness.
- Evaluate the impact of health care and education on student retention.
Improving Resource Stewardship
- Propose an increase in health fees to meet operational and capital improvement costs.
- Review and enhance insurance claims and collections processes.
- Evaluate additional revenue generating activities and services and extramural funding.
- Acquire needed additional space for program expansion.
- Renovate facilities to improve efficiency and service capabilities, and comply with ADA, HIPAA and regulatory requirements.
- Evaluate personnel reconfigurations to achieve optimal staffing patterns.
- Establish annual growth targets and a reserve fund of 50% operating costs.
- Evaluate establishing a University Commercial Enterprise Account.
- Evaluate appropriate outsourcing of functions (e.g., billing/collections, computer services, laboratory, pharmacy).
- Propose establishment of mandatory Health Insurance for all students.

Enhancing Staff Development and Renewal
- Maintain National Clinic Accreditation and all licensure certifications for providers, laboratory and pharmacy.
- Expand on-going quality improvement programs
- Expand opportunities for staff participation in professional activities including publication, research and service.
- Participate in national benchmarking studies.

Continuing Support for Systemwide Student Affairs
- Continue resource role for all student health related issues systemwide.
- Share health education and promotion resources and collaborate in outreach and educational activities.
- Maintain close working relationship with DOH, including service as the Public Health Office on campus.
- Expand systemwide student health insurance program.
- Monitor and recommend systemwide health related policies and procedures.