

**Longwood University Student Affairs
2013-14 Council on the Advancement of Standards (CAS)
Executive Summary and Action Plan
CAMPUS ACTIVITIES**

I. Summarize the Self-Assessment Process: Identify the Self-Assessment Review Team and describe the process and timeline for the self-study.

Under the leadership of the Assistant Director for Student Activities and Advisor to Lancer Productions (LP) at the time, Bryan Bristol began the CAS Self-Study process in August 2013 by revising the existing Campus Activities Self-Assessment Guidelines (SAG) to include language that would reflect that Longwood’s programming board Lancer Productions (LP) is run by students. The Self-Study Committee members were selected and included two professional Student Affairs staff members, two students, one familiar with the LP program and one not, and two faculty members.

The Assistant Vice President for Student Affairs hosted an orientation meeting in September of 2013 and the revised SAG and documentary materials were distributed to the team members. In December of 2013, the Assistant Director for Student Activities and Self-Study Coordinator, Bryan Bristol, left the University. His supervisor, the Director of the University Center and Student Activities, Susan Sullivan, stepped in to collect the individual SAG ratings and finish the review process. During the spring 2014 semester, the work of Lancer Productions was supported by a Graduate Assistant and part-time Interim Advisor, Kelly Forsythe, who in late spring, was hired permanently into the Assistant Director for Student Activities and Advisor to Lancer Productions role, and has served as the primary author of this Executive Summary and Action Plan Report. While the review itself has not been without complications and to some degree is incomplete, the results have helped guide the work of the new Assistant Director in making necessary changes.

Self-Assessment Review Team Members:

Bryan Bristol, Student Affairs
Taylor Anderson, Student
Ronnie Brown, Student
Marissa Musumeci, Student Affairs
Laura Schultz, Spanish Faculty
Gena Southall, English Faculty

II. Using the information collected from the individual Self-Assessment Guide (SAG) related to each of the 14 component areas, please provide an EXECUTIVE SUMMARY (brief paragraph) response to each category of Overview Questions.

Part 1: Mission Overview Questions

A. What is the program mission?

The mission of Lancer Productions (LP) is currently under review. The mission statement used during the assessment stated, “The mission of Lancer Productions is to provide Longwood University students the opportunity to experience a well-balanced roster of social, cultural, educational, and recreational events in a safe and positive co-curricular environment. The purpose of Lancer Productions shall be as follows: A) To provide students the

opportunities for co-curricular student learning through experiences of a well-balanced roster of social, cultural, educational, and recreational events. B) To provide students the opportunities for personal growth, personal development, self reflection and self awareness through experiences of a well-balanced roster of social, cultural, educational, and recreational events. C) To provide students the opportunities to create a positive sense of belonging within the Longwood University Community through experiences of a well-balanced roster of social, cultural, educational, and recreational events.”

B. How does the mission embrace student learning and development?

The mission embraces student learning and development through the stated purpose of providing students opportunities for personal growth and development, self-reflection, and self-awareness.

C. In what ways does the program mission complement the mission of the institution?

The programming areas espoused in the mission help develop citizen leaders through exposure to cultural and educational events.

Part 2: Program Overview Questions

A. What are the primary elements of the program?

Programming provided by LP is focused on the following areas: Late Night Activities, Comedy, Cinema, Novelty Performers, Traditions, and Issues and Awareness. The aim is for events to be equally distributed across these areas.

B. What evidence exists to confirm that the program contributes to student learning and development?

A calendar of events shows that LP provides a variety of social and learning events each year, however learning outcomes are not measured. Care is taken to ensure that the program topics are representative of multiple perspectives and presented in a balanced, productive manner.

C. What evidence is available to confirm program goals' achievement?

LP has not measured any programmatic goals. Each semester LP hosts 20-35 programs a semester.

Part 3: Leadership Overview Questions

A. What leadership practices are used most often by the program director(s)?

Both the organizational structure and leadership within the Office of Student Activities and LP have gone through a complete turnover in leadership since the original Self-Study, therefore the results will not be shared here.

Part 4: Human Resources Overview Questions

A. What are the pressing concerns related to staffing the program?

Prior to the Fall of 2013, the Assistant Director of Student Activities position had split responsibilities between advising Lancer Productions and Fraternity and Sorority Life. This increased focus on the advisement of Lancer Production and program development can serve as catalyst for improvement in this area.

The results of the CAS self-study showed that that Student Activities is appropriately staffed, however staff members require additional training (or documentation of training) in the areas of emergency procedures, including threatening situations. Currently the Student Activities staff participates in all University and departmental trainings.

Additionally, the results reflected that student members of LP need to be “carefully

selected, trained, supervised, and evaluated,” which is being addressed through a redesign of their annual training.

B. In what ways are training and professional development, supervision, and evaluation of each staff member provided?

Upon arrival, all professional staff participate in a day-long orientation sponsored by Longwood’s Human Resources Office and subsequent, orientation is sponsored through Student Affairs. More job specific on-the-job training is provided by a direct supervisor. Monthly meetings and regular professional development opportunities for all staff are offered across the ACPA/NASPA Professional Competencies for all Student Affairs Practitioners. Additional staff development is acquired through regular departmental meetings and workshops and one-on-one meetings with a supervisor. Annual performance evaluations are completed according to Longwood standards. The student executive members of LP participate in a training retreat each year and have weekly one-on-one advisory meetings. During the period covered by the self-assessment, there was no formal evaluation of the students’ performance.

Part 5: Ethics Overview Questions

A. What ethical principles, standards, statements, or codes guide the program and its staff members?

Lancer Productions follows the ethical guidelines of the National Association for Campus Activities. The staff within Student Affairs abide by the ACPA Ethical Principles and Standards and comply with a number of University protocol including the ADA, FERPA, Clery, and Title IX expectations.

B. What is the program’s strategy for managing student and staff member confidentiality issues?

Lancer Productions acts in accordance with LU Information Security Agreement and FERPA with regard to the release of student directory information. Expectations for managing student and staff confidentiality are discussed during the spring training.

Part 6: Legal Responsibilities Overview Questions

A. What are the crucial legal issues faced by the program?

Risk management and liability issues continue to be pervasive and important concerns for not only campus activities but all of higher education. Student Activities does not have documented procedures for handling legal issues but has access to expertise within the Office of Student Conduct and Integrity and through the Commonwealth’s Attorney General assigned to Longwood. Additionally, webinars and resources related to risk management are often shared and discussed. Student members of LP follow legal guidelines for programming; however, they may not understand why all steps are required.

Part 7: Equity and Access Overview Questions

A. How does the program insure non-discriminatory, fair, and equitable treatment to all constituents?

LP abides by Longwood’s stated protocol for equity and access by providing appropriate contact information for the provision of accessible accommodations for all events.

B. What policies and/or practices are in place to address imbalances in participation among selected categories of students and imbalances in staffing patterns among selected categories of staff members?

While there are no documented policies or procedures in place to ensure appropriate

representation on the LP Executive Board and within its student membership, diverse and broad perspectives among LP students including those with nontraditional backgrounds and identity affiliations are sought. Lancer Productions and Student Activities has recently been restructured and is now part of a larger unit of Student Engagement which is committed to creating a diverse and inclusive campus environment. The professional staff meet regularly as a unit, and a strong conviction to all student groups has been articulated; LP's programming choices mirrors that.

Part 8: Diversity Overview Questions

A. In what ways does the program contribute to the nurturing of diversity on campus?

The program area, "Issues and Awareness" is specifically designed to help students become aware of diverse issues and topics by providing engaging educational opportunities to Longwood students. These events cover a variety of topics presented from multiple perspectives and often bring voices and ideas that are not readily found on Longwood's campus. Whenever possible, opportunities for reflection on the ideas presented are also offered.

B. How does the program serve the needs of diverse populations?

The LP programing calendar is purposefully developed with a variety of social and educational events that are chosen to appeal to different populations of students.

Part 9: Organization and Management Overview Questions

A. What are the institutional organizational structures that define, enable, or restrain the program?

Student Activities and LP are structured purposely and managed effectively, however policies, procures, and expectations are not clearly written, particularly for the LP membership. Given the yearly turnover of student members and leadership, a LP "Manual of Operations" is under development.

B. What protocols or processes are in place to insure effective management of the program?

In addition to a formal review based on professional standards every five-years as part of Student Affairs's Formal Program Review process, LP has a profession advisor and is audited annually by the Student Government Association and occasionally by the Longwood University Internal Audit Office. The aforementioned "Manual of Operations" will be developed to help develop more accountability for the student leaders and membership.

Part 10: Campus and External Relations Overview Questions

A. With which relevant individuals, groups, campus offices, and external agencies must the program maintain effective relationships?

An area of strength for Student Activities and LP is their positive relationships with all areas within Student Affairs, and with Conferences and Scheduling and Aramark. It will be helpful for Student Activities and LP to develop relationships with faculty and the Athletics department.

B. What evidence confirms effective relationships with program constituents?

Successful event collaboration serves as documentation of effective relationships.

Part 11: Financial Resources Overview Questions

A. What are the immediate concerns related to funding?

The reviewers were not in agreement on their perceptions on adequate funding for Student Activities and LP with ratings at both extremes. As a student-run organization, Lancer Productions is funded through the Student Government Association where funding is allocated from Student Activities Fees. The allocation period is late in the school year, which can create difficulties when planning the programming for the coming year and can prevent LP from block booking with other institutions for lower rates on artists. This may explain the discrepancies.

B. What evidence exists to confirm fiscal responsibility and cost-effectiveness?

LP passed the audit performed by SGA. Since the Fall of 2014, the Assistant Director for Student Activities has been working with LP's VP of Administration to add fiscal responsibilities to that position and to develop financial policies to ensure that LP Directors and Executives are aware of their budgets and how the money is spent. The A.D. and VP of Administration have worked with the SGA Treasurer and President throughout this process to ensure compliance with SGA policies. Additionally, LP has begun to focus on purchasing reusable goods for programs as opposed to bringing in outside companies. For example, LP recently purchased an outdoor moving screening system that will be used for years for the same price of renting it through a company three times.

Part 12: Technology Overview Questions

A. What are the pressing concerns related to technology?

Lancer Productions does not have any pressing needs for technology; basic office technology is all that is needed to function as an organization. Individual performers brought by LP may have higher technological needs, but typical those needs can be handled by Conferences and Scheduling. LP's marketing needs are met through the University's Printing Services and in the summer of 2014 an additional student work computer and design software were purchased. While there are no pressing technological needs, LP continues to focus on investing in products and supplies that can be repeatedly used and will save the organization money over time. Therefore, if there funds left at the end of year, the funds could appropriately be allocated to technology that can add production value such as lighting stands and sound systems.

Part 13: Facilities and Equipment Overview Questions

A. What are the immediate concerns related to facilities and equipment?

Student Activities and LP have inadequate space for programming to the study body and to support its mission and goals. For example: indoor spaces available for concerts do not allow for students to interact and fully enjoy the music and events held in the Student Union Ballroom are constantly interrupted by people entering and moving the building.

B. What evidence exists to confirm facilities and equipment access, as well as health, safety, and security for all who are served by the program?

Aside from attempting to provide accommodations when requested, Student Activities and LP have minimal control over the spaces available. To ensure the health, safety, and security for participants, LP and Student Activities follow all Longwood policies which includes the acquisition of additional security when the anticipated size of the audience warrants it. Additionally, when sensitive topics are to be addressed, additional professional staff and in some instances, counselors are asked to be onsite should the event trigger a strong, emotional response.

Part 14: Assessment and Evaluation Overview Questions

A. What are the assessment expectations for the program?

Students in LP are expected to evaluate each program they plan upon completion. Since the Fall of 2014, Electronic card readers have been regularly utilized so that program participants can quickly swipe into an event using their IDs. This allows for an accurate attendance count and provides contact information for subsequent evaluations. An electronic program evaluation can be administered to assess the extent to which the students were satisfied with the event and mastered the desired learning outcomes. The results are then to be used to improve the quality of the event in the future.

B. What evidence exists to insure that the stated mission, program goals and objectives, and student learning and development outcomes are achieved?

There is no evidence that the programs that occurred during the period covered by the self-assessment were assessed or evaluated.

C. In what ways have assessment and evaluation results been used to revise and improve the quality of programs and services?

There is no documentation of assessment results being utilized.

III. Identify areas of Program Strength

- A. The following areas were considered to be well/fully met: Mission, Leadership, Ethics, Equity and Access, Diversity, and Campus External Resources. Based on the results of the assessment, the areas of Mission and Campus and External Relations both scored above a 3.5.

CAS Component Area of Review with a rating above 3.0	Mean Rating (on a four-point scale)
Part 7. Equity and Access	3.07
Part 8. Diversity	3.09
Part 3. Leadership	3.15
Part 5. Ethics	3.49
Part 1. Mission	3.68
Part 10. Campus & External Relations	3.78

IV. Note areas with Insufficient Evidence and Rating Discrepancy

A. The area of Financial Resources had some parts considered not rated because they more appropriately applied to Student Government practices. Most of the questions within this area that received inconsistent scores, probably due to a lack of documented financial procedures within LP.

B. The area of Program had a high level of discrepancy, scoring high in on things related to supporting student life but scoring low for providing evidence of student learning and development outcomes. Additional discrepancies occurred in the Program area for the questions that more appropriately related to Student Government and Student Organization management.

In the area of Legal Responsibilities, the discrepancy in scores appears related to the documentation of training and information distribution.

In the area of Organization and Management, the discrepancy in scores stems from a lack of documented processes and procedures used by LP.

V. Write Action Plan for areas of Program Weakness: The following areas had a component average below 3: Program, Human Resources, Legal Responsibilities, Organization and Management, Financial Resources, Technology, Facilities and Equipment, Assessment and Evaluation. The area with highest importance, need, and achievability is Assessment and Evaluation.

CAS Component Area of Review with a rating below 3.0	Mean Rating (on a four-point scale)
Part 14. Assessment & Evaluation	1.20
Part 11. Financial Resources	2.37
Part 13. Facilities & Equipment	2.52
Part 12. Technology	2.60
Part 6. Legal Responsibilities	2.65
Part 2. Program	2.70
Part 9. Organization & Management	2.91
Part 4. Human Resources	2.93

Assessment and Evaluation

Action Plans: Disseminate a survey to the student body related to satisfaction and ideas for future programming. Survey link will be sent to those who attended events and posted through LP social media.

Resources: online survey platform (GoogleDoc or CollegiateLink)

Deadline: December 2014

Personal Responsible: Assistant Director of Student Activities and Lancer Productions President

Action Plans: Utilize post-event assessment forms and create a semesterly programming report.

Resources: report samples from other university program boards, InDesign software

Deadline: December 2014 (end of each semester)

Personal Responsible: Assistant Director of Student Activities and Lancer Productions President, Student Union Intern

Financial

Action Plans: Develop and implement a system for LP members to document expenses and maintain proper financial records.

Resources: SGA/SFC guidelines

Deadline: December 2014

Personal Responsible: Assistant Director of Student Activities and LP VP of Administration

Action Plans: Develop and implement an internal budgeting and allocation system that encourages student control of LP's budget

Resources: SGA/SFC, examples from other programing boards

Deadline: Full implementation by December 2015

Personal Responsible: Assistant Director of Student Activities, LP VP of Administration

Organization and Management

Action Plans: Update LP constitution to accurately reflect LP's needs and current structure, including accountability measures

Resources: sample constitutions from other university program boards

Deadline: May 2015

Personal Responsible: Assistant Director of Student Activities, Student Union Intern, and LP members participating in the Constitution Review Committee

Human Resources

Action Plans: Develop a documented training protocol for LP members including learning outcomes and assessment for the trainings. Originally 2 trainings a semester and eventually developing into a full training program. Trainings will cover LP and University policies and procedures and how to do campus programing with specific learning and performance outcomes still to be identified.

Resources: models other university program boards

Deadline: May 2015 (semesterly trainings) May 2017 (full training program)

Personal Responsible: Assistant Director of Student Activities and LP's VP of Membership, LP's president, Student Union Intern

Program

Action Plans: Prepare LP members to be able to strategically program and be able to identify a purpose for each event.

Resources: examples of outcomes and/or purposes from other programing boards

Deadline: May 2015 (Starting with August 2015, all LP events will have an identified purpose)

Personal Responsible: Assistant Director of Student Activities (training) and LP Directors (implementation)

Legal Responsibilities

Action Plans: Train LP members in and document legal policies and procedures related to programming.

Resources: Director of the University Center and Student Activities

Deadline: August 2015

Personal Responsible: Assistant Director of Student Activities, Student Union Intern and LP VP of Membership

***Technology**

Although this area was rated low, LP does not having any pressing technology needs at this time.