



**Report Submitted by the Review Committee for Welcoming Campus Initiatives
Student Affairs Recommendations**

(Draft updated August 1, 2017)

Members of the Review Committee

- Eric A. Weldy, Vice President for the Division of Student Affairs (Review Committee Chairperson)
- Andrea Anderson, Director of External Affairs & Special Projects (Division of Student Affairs)
- Cathy Buyarski, Executive Director of Student Success Initiatives & Associate Dean of Student Affairs (Division of Undergraduate Education)
- Nicole Collins, Associate Registrar (Division of Enrollment Management)
- Tabitha Hardy, Assistant Dean for Student Development & Academic Affairs (University Graduate School)
- Joe Hayes, Director of Campus Center & Student Experiences (Division of Student Affairs)
- Dennis Rudnick, Associate Director of Multicultural Education & Research (Division of Diversity, Equity & Inclusion)
- Allison Wheeler, Assistant Director for Housing & Residence Life (Division of Student Affairs)

Review Committee Charge

The charge of the Review Committee was to determine the feasibility or non-feasibility of the Welcoming Campus Initiatives Student Affairs Recommendations. Members of the Review Committee were also asked to identify what campus and/or

program initiatives currently underway that might directly address specific recommendations. If recommendations considered feasible are not currently being addressed, the Review Committee noted what steps might be taken to implement said recommendations.

Finally, members of the Review Committee held three separate meetings during the summer of 2017 on the following dates: May 30, July 7, and July 28.

Review Committee Findings/Conclusions

A. List of Recommendations Separated into Categories/Groups: Members of the Review Committee separated the list of Student Affairs Recommendations into five categories or groups which include (1) Building Campus Traditions/Spirit, (2) Expansion of Student Services, (3) More On-campus Student Space, (4) Welcoming Students, and (5) Other/Miscellaneous. What follows is a list of the recommendations, along with additional information on its feasibility/non-feasibility and other additional notes.

1. Building Campus Traditions/Spirit

- **Recommendation 7:** Several students and staff professed their Jaguar Pride and desire to see more school spirit represented on campus via signs, jerseys, and sporting promotions. *(Feasible: Several plans are underway to include IUPUI Athletics in the planning of Weeks of Welcome and other campus events in order to provide a means of gathering support for student athletes and building IUPUI pride. There is also a new marketing campaign underway (called Roar) that will highlight IUPUI's men's and women's athletic teams as they enter their first season as members of the Horizon League.)*
- **Recommendation 8:** Ensure that the campus take advantage of events that occur on campus to highlight the campus and/or address strategic areas. *(Feasible – Several plans are underway to highlight the IUPUI campus through various Welcoming Campus Initiatives, along with building a marketing plan for IUPUI that focuses on attracting prospective students and others to IUPUI. Such initiatives show what advantages an urban campus can bring to a student's educational experience.)*

- **Recommendation 9:** Build IUPUI pride related to its location. (*Feasible – Several plans are underway to highlight the IUPUI campus through various Welcoming Campus Initiatives, along with building a marketing plan for IUPUI that focuses on attracting prospective students and others to IUPUI. Such initiatives show what advantages an urban campus can bring to a student’s educational experience.*)
- **Recommendation 17:** Build an inventory of signature campus events and traditions as a place to start campus-wide coordination so that we can, where appropriate, scale opportunities beyond specific schools and programs. (*Feasible – See section C. Top Five Recommendations below.*)

2. Expansion of Student Services

- **Recommendations 4 & 11:** IUPUI was built on the backs of non-traditional students. Non-traditional students still matter. As the university welcomes a more traditional student population, it must ensure that the urban mission is not lost by providing services for students with families, including affordable childcare and lactation spaces. (*Feasible – Please see section C. Top Five Recommendations below.*)
- **Recommendation 13:** Research shows that homelessness among current college students is on the rise. What is IUPUI currently doing, and what could we do in the future, to welcome students who have experienced (or are experiencing) homelessness and/or foster care? (*Special Note: The Office of Student Advocacy & Support [OSAS], Paws Pantry, the School of Social Work and the School of Philanthropy lead much of the University’s effort to meet the needs of IUPUI students considered homeless or experiencing food insecurity.*)
- **Recommendation 14:** Create and nurture a culture of self-care. (*Special Note: The Office of Health & Wellness Promotion [HWP] plays a major role in creating a nurturing culture of self-care. HWP focuses on a wide range of topics including mental health, sexual health, alcohol and drug education, sexual assault prevention, addiction recovery, fitness, nutrition, etc. Other offices play a key role as well including CAPS, OSAS, and AES.*)
- **Recommendation 16:** Expand support services for students on campus, including CAPS, AES and Advocacy. (*Special Note: For the past two years CAPS received additional funding in order to hire more professional counselors*

to meet the needs of students. Moreover, the role of OSAS and AES in addressing specific student needs has grown due to increased demand.)

3. More On-campus Student Space

- **Recommendation 12:** More welcoming areas for students to gather are needed on-campus. There is a lack of sitting space. Students often sit in the halls. Therefore, they lack both learning and social spaces. *(Feasible – Please see section C. Top Five Recommendations listed below.)*
- **Recommendation 10:** In order to improve connections with students and their families, IUPUI should consider moving the Office of the Bursar into the Campus Center. The Offices of Financial Aid, Registrar and Bursar work closely together in assisting students and families. *(Not Feasible – Space within the Campus Center is at a premium as the building is in operation 16-hours a day. The building has reached its capacity. Perhaps there are other ways of improving connections with students and families that does not include moving the Office of the Bursar into the Campus Center. Moreover, cross training has allowed the Office of Financial Aid to provide certain services provided through the Office of the Bursar.)*

4. Welcoming Students

- **Recommendation 1:** International students need extra efforts “fitting in”. *(Feasible: Orientation for first-time or incoming international students is conducted by the Office of International Affairs [OIA]. Additional efforts are being made to better equip international students to be successful in adapting and succeeding on the IUPUI campus. In moving forward, there could be an expansion of the International Peer Mentor Program to address specific needs. Moreover, there could also be specific collaboration initiatives established between OIA, Orientation Services, Student Affairs and others.)*
- **Recommendation 3:** It would be better if the orientation program during the first two weeks covered different college aspects, such as how international students overcome the language barrier, and what services are provided at school. *(Feasible: Orientation for first-time or incoming international students is conducted by the Office of International Affairs [OIA]. Additional efforts are being made to better equip international students to be successful in adapting and succeeding on the IUPUI campus. In moving forward, there could be an expansion of the International Peer Mentor Program to address specific needs.*

Moreover, there could also be specific collaboration initiatives established between OIA, Orientation Services, Student Affairs and others.)

- **Recommendation 5:** Create a welcome packet for incoming students. (*Feasible – Please see section C. Top Five Recommendations below.*)
- **Recommendation 6:** Re-invest in “Team IUPUI”. (*Feasible – Please see section C. Top Five Recommendations listed below.*)

5. Other/Miscellaneous

- **Recommendation 2:** Make faculty/staff advisors more invested in student organizations. (*Not Feasible – Since advisors to recognized student organizations are volunteers, the Division of Student Affairs is in no position to persuade them to become more invested. However, steps are being made to provide training that will equip faculty and staff advisors to better serve student organizations and play a more active role in their day-to-day operations.*)
- **Recommendation 15:** Lacking any attention here is the use of adjuncts in the place of full-time instructors. Hiring several adjuncts to teach several sections of a course instead of creating another full-time position is wrong. (*Not Feasible – Decreasing the number of adjunct faculty is beyond the scope of student affairs. It falls under the authority of academic affairs.*)

B. Additional Review Committee Recommendations: Along with discussing the list of student affairs recommendations that were included in the Welcoming Campus Initiative Program Report, the members of the Review Committee also added a few recommendations to the existing list. The bullets below include ideas and/or items that were seen as important but missing from the original list of recommendations found in the Welcoming Campus Initiative Program Report.

- Additional on-campus housing is essential in meeting the increased demands of both undergraduate and graduate students, specifically traditional student housing and non-traditional student and/or family housing. (**Category/Group – Expansion of Student Services**).
- To improve customer service across campus better professional development training is essential for front line staff, administration,

faculty and student employees (including undergraduates and graduates).
(Category/Group – Welcoming Students).

- Overall, communications across campus should be streamlined. This would include a university-wide calendar, online orientation packet, kiosk, etc. **(Category/Group – Welcoming Students).**

C. Top Five Recommendations: After reviewing all of the above-mentioned recommendations, the Review Committee was able to select those recommendations it considers most essential in helping IUPUI meet its Welcoming Campus Initiatives goals. ***What follows is a brief description of the top five recommendations and the reasons each should be given priority.***

1. Additional On-Campus Housing for Undergraduate & Graduate Students

There is a consistent need and request by students, families, and academic schools/colleges at both the undergraduate and graduate level to increase the number of beds on campus. Academic schools have a strong desire to see more students take part in Residence Based Learning Communities (RBLC). There are 2,400 total beds made available to students in the residence halls. Despite the number of new private properties being built in the surrounding area, this fall (2017) Housing and Residence Life has a wait list of over 700 students.

In order to address the growing need for more on-campus student housing, a housing needs assessment is being conducted this summer by a national firm—Brailsford and Dunleavy (B&D). Hosted by Housing & Residence Life, B&D conducting on-campus interviews with IUPUI staff and students on July 25-26, 2017. A final report will be submitted to IUPUI on October 1, 2017.

2. Re-invest in Team IUPUI

Team IUPUI is an initiative that began several years ago focused on creating a more welcoming and/or inviting campus community. Because of the IUPUI Welcoming Campus Initiative it seems a good time for reimagining Team IUPUI. Team IUPUI use to play a major role in creating more of a team atmosphere or approach to welcoming students onto campus.

Team IUPUI does participate in Weeks of Welcome. However, steps need to be taken to make Team IUPUI more inclusive by involving every department and/or division across campus. Showing new students, staff and faculty that IUPUI is a proud, hospitable campus community will go a long way to creating a culture that is both welcoming and caring. What better way to show IUPUI is a welcoming campus than having a large group of faculty and staff volunteers who are willing and able to spend their time helping others. Moreover, Team IUPUI should have an impact throughout the entire academic year and not just the first two weeks of the fall semester as all students are welcomed to campus.

3. Streamlined Campus Communications

Part of creating a more welcoming campus is to make information readily available to students and other members of the university community. IUPUI is a decentralized campus which, unfortunately, can sometimes lead to inadequate and inaccurate information sharing. In order to more effectively communicate with students there must be a change in how information is being organized and disseminated.

Perhaps a viable solution for the IUPUI community is to find various ways of streamlining campus communications. Possible solutions include the development of on-campus student services kiosks, identifying application software (such as ClearScholar) created to serve as an engagement platform for students, building inventory of campus signature events, etc.

4. More On-Campus Student Space

There appears to be a growing need for additional space on campus for students to study (up to 24-hours), participate in co-curricular activities, as well as interact socially with peers. Since the Campus Center is reaching capacity, IUPUI is in need of a concerted plan for advocacy when new facilities are built and current facilities are renovated that student lounge/informal learning spaces are added.

Without such a plan, students will continue to sit in hallways and other inconvenient informal learning spaces in order to study. Moreover, student

organizations will continue to compete with administrative offices and departments for very limited meeting spaces throughout campus.

5. Non-Traditional Students

Non-traditional students have been a staple in the IUPUI community since its founding. While much deserved attention has been given to IUPUI's steadily growing traditional student population, there is still a need to provide programming and support to cater to non-traditional students.

Efforts to make IUPUI a more welcoming campus for non-traditional students may include hosting more family friendly events, providing more affordable childcare services, extending hours for student services at least one day a week to 7:00 p.m. including extending hours for on-campus food options, as well as creating more graduate and family on-campus housing options.