

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

#### Student Planning for the Future of UWT

Since my arrival in September 2007, The Division of Student Affairs (DOSA) has entered into a new phase of development, which has included an organizational philosophy change to become a student development administrative unit. This period also encompasses DOSA's implementation of a new organizational structure, beginning July 2008, which embodies a renewed sense of energy and commitment to enhance student services and the contribution student affairs makes to the educational and developmental experience of UW Tacoma students.

#### **Divisional Goals**

In fall 2007, Student Affairs completed an analysis of its objectives, priorities and needs. The results of this analysis identified four communal, division-wide objectives:

##### **1. Revision of Student Service Delivery**

DOSA has developed comprehensive performance indicators addressing student needs, perceptions and satisfaction. These indices indicate the need for appropriate student services for a more diverse student population during hours other than the traditional 9am-5pm, Monday through Thursday. Better use of technology to deliver student services 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.

In response to this performance indicator, the Division of Student Affairs and its units will modify office hours to 9am-7pm, Monday through Thursday and 9am-5pm, Friday to accommodate our diverse student populations; some offices such as Campus Recreation and Fitness may provide additional hours of operation.

##### **2. Refocus of Student Experiential Learning**

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

##### **3. Improvement of Resource Stewardship**

The efficient and effective use of resources underlies all DOSA future planning efforts. Through re-alignment with existing university budget practices, DOSA will use Student Learning Outcomes to provide periodic and continuing assessment of service efficiency, effectiveness and satisfaction. Allocation of resources for current and future budget request will be based on identified needs, goals and priorities.

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

#### Student Planning for the Future of UWT (continued p. 2)

#### **4. Enhance Student Development and Renewal**

Essential to DOSA'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, we have created a model for staff development for all members of the DOSA organization.

#### **2008-13 Strategic Plan**

As a part of our initial steps in developing our strategic planning documents, the division went through a process of identifying best practices for each unit and comparing existing operations against the professional guidelines for student service operations developed by the Council for Advanced Standards in Higher Education (better known as the CAS Standards). This review was done in early fall to examine all divisional and unit functions for efficiency and effectiveness. The results of our examination were quite revealing, and led our development of a new mission, vision, value statement and strategic plan.

In December 2007, Student Affairs' began work on its Divisional Strategic Plan using the SWOT analysis, CAS standards and best practices to guide our thoughts.

As you review the attachment in your packet of information, you will see an overview of our division, including our organizational re-alignment. We will use this proposed structure to facilitate achievement of our strategic initiatives over the next five years.

Also in your packet, you will find our new mission, vision and values developed to complement the academic mission of this institution; while the remaining pages outline our five divisional goals, I would like to highlight a couple important components associated with each.

#### **Goal One: Provide Excellent and Efficient Services**

This goal will focus our attention on the quality of our service to students. In development of this goal, we asked ourselves two leading questions: Are we doing, what we say we are doing? And are we doing it well?

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

#### Student Planning for the Future of UWT (continued p. 3)

##### **Goal Two: Sustain a Healthy and Safe Campus**

In goal two, Student Affairs is looking to improve the overall health and wellness of the campus community. You will notice we are planning health and wellness from a facilities and programmatic perspective. In conjunction with UWT's Department of Campus Safety, Student Affairs is developing strategies to address safety issues across campus.

##### **Goal Three: Cultivate a Vibrant Campus Community**

In goal three, Student Affairs is addressing the university's transition to a four year institution, where social activities and campus life have increased in demand. Your attention should be drawn to service enhancements opportunities we are considering, with the addition of Campus Housing, a Student Union, Volunteer Opportunities (joint project with Academic Affairs, who is working on Service Learning Opportunities) and Greek Life.

Currently, we have hired a consultant to develop options for all campus life facilities ranging from student housing and food services to health services and campus recreation.

##### **Goal Four: Facilitate Co-Curricular Experience which Enhance Student Learning, Leadership and Development**

This goal will focus on Student Affairs' role in the student learning process.

##### **Goal Five: Contribute to Student Success**

In summary, this goal focuses on how we measure student development and how we assist in student retention and academic success.

Student Affairs plays a vital role in the University's bold move towards serving increased enrollment and more diverse students. The goals and activities outlined in the Student Affairs' strategic plan are essential components of the University's new strategy of "Student-Centeredness." With this plan, Student Affairs is poised to help assure the success of UW Tacoma's bold vision of becoming an urban university.

#### **National Recognition**

The field of student affairs has two primary professional organizations which provide professional development opportunities for student affairs individuals at all levels within the profession, American College Personnel Association (ACPA) and National Association of Student Personnel Administrators (NASPA); these organizations are the leading voices for student affairs administration, its policies

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

#### Student Planning for the Future of UWT (continued p. 4)

and practices. Annually, each organization hosts a national conference for its membership, ACPA's conference is late-March in Atlanta and NASPA's conference was early-March in Boston. This year, two UWT colleagues will receive national recognition and honors.

At ACPA, Bernie Liang will be recognized as the "Outstanding Social Justice Teacher, Trainer or Mentor" by the CSJA commission of ACPA. In addition, Bernie has been named as the "Lead Facilitator" for the LeaderShape Conference. LeaderShape is considered by many as the leading student leadership training conference in the country. At NASPA, Bob Hardie will receive the "NASPA GLBT Knowledge Community Exemplary Program Award" for his leadership as chair of the Power of One LGBT Leadership Conference.

#### **Students Perspective (Wil Johnson, UWT Student Body President)**

The plan of the DOSA is in line with the vision and values of ASUWT as we work to best meet the needs, not only of our students, but of faculty, staff, and our campus community.

We feel that we can best do this through a plan which focuses on improved awareness and visibility, effective communication, dynamic support systems, and developing a comprehensive sustainability program.

#### **Improved Awareness and Visibility**

We have worked this year to improve awareness on our campus. This initiative stems from a need to be keenly aware of systems, programs, and structures currently in place to prevent doing the unnecessary work of reinventing the wheel.

We also saw a need to improve the overall awareness of ASUWT. Aside from holding forums and email updates, we have increased our visibility on campus to help the students know who we are. Students are much more likely to approach someone they know if they have any concerns or problems.

#### **Effective Communication**

As you may know, I am a student in the communications concentration of the IAS program at UWT. I am also pursuing a minor in education. I am often asked why I chose those two fields of study. To me it is simple; we cannot teach the people if we cannot reach the people. Communication is essential to everything we do.

With this in mind, we have evaluated the diverse ways in which we communicate with others. This non-exclusive list includes verbal / non – verbal, active

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

#### Student Planning for the Future of UWT (continued p. 5)

listening, use of candor, and multimedia. We are working to be more intentional in our communication efforts to ensure clarity and acceptance of our opinions, thoughts, and concerns on various platforms.

#### **Dynamic Support Systems**

Simply put, this is about relationships. We understand the importance of building bridges and networking in our attempts to reach mutual success. We have worked on this by bridging the gaps between our students, faculty, and staff through relationship building. We have also worked on bridging the gaps between our campuses with campus visits, the Tri-Campus Committee meetings, and quarterly ASB reports to the Regents.

#### **Comprehensive Sustainability**

This is likely the most important factor. Without a system in place for sustainability, all of our efforts will cease when our term of office ends. This is the foundation of our restructure efforts this year which will help to provide a defined system of communication and support for students on our campus.

This restructure is in line with the mission and strategic plan of DOSA and UWT. Our combined efforts will allow us to serve our students, faculty, staff, and community on a more dynamic level than was possible before.

In closing, the Division's primary function is to enhance the learning environment for students at the University of Washington Tacoma. We accomplish this by stimulating the learning process, integrating in-class and out-of-class experiences, promoting an environment conducive to growth and discovery, and facilitating intellectual, spiritual, social, occupational, physical, cultural, and emotional development.

Ultimately, we work to enhance the overall quality of campus life, to establish a sense of community, and to enable all students to realize their fullest potential.

Attachment



DIVISION OF



# STUDENT AFFAIRS

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UNIVERSITY OF WASHINGTON TACOMA

## Strategic Plan 2008-2013

*STUDENT AFFAIRS. LIVE YOUR POTENTIAL.*



TACOMA



# ***DIVISION OF STUDENT AFFAIRS***



Strategic Planning 2008-2013

## ***TABLE OF CONTENTS***

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Table of Contents .....	2
Introduction and Overview .....	3
Mission, Values, and Vision .....	4
Divisional Goals .....	5
GOAL 1: Provide Excellent and Efficient Student Services .....	6
GOAL 2: Sustain a Healthy and Safe Campus Community .....	7
GOAL 3: Cultivate a Vibrant Campus Community .....	8
GOAL 4: Facilitate Co-Curricular Experiences Which Enhance Student Learning, Leadership, and Development .....	9
GOAL 5: Contribute to Student Success .....	10
Goal Summary .....	11

***STUDENT AFFAIRS. LIVE YOUR POTENTIAL.***



# **DIVISION OF STUDENT AFFAIRS**



## *Divisional Overview*

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The Division of Student Affairs (DOSA) supports the mission of the University through the provision of the following broad functions:

- ❖ Student retention and academic support services;
- ❖ Student development and co-curricular learning experiences, including leadership development;
- ❖ Campus life programs including student clubs and organizations, student government and student sponsored activities;
- ❖ Outreach programs to under-represented populations;
- ❖ Campus health, wellness and safety services.

In order to facilitate achievement of its strategic initiatives, DOSA is structured along functional lines into five main clusters reporting to the Associate Vice Chancellor for Student Affairs: Student Administration, Student Development, Student Health and Wellness, Student Involvement, and Student Services.

The following units are in each cluster:

- **Student Administration:**  
Student Planning and Assessment, Judicial Affairs, Student Publications and Office of Associate Vice Chancellor for Student Affairs; will add Co-Curricular Transcripts
- **Student Development:**  
Career Development & Education, Employer Relations, and New Student Programs; will add Parent Affairs
- **Student Health and Wellness:**  
Student Counseling Services, Disability Support Services, and Health Education & Promotion; will add Health & Wellness Services
- **Student Involvement:**  
Student Government, Student Organizations, Student Activities, Intramurals, and Student Leadership programs; will add Volunteer Services, Greek Life and Club Sports
- **Student Services:**  
Student Housing, Recreation and Fitness Centers, and Childcare Assistance Program; will add Student Center and Food Services

The Division's primary function is to enhance the learning environment for students at the University of Washington Tacoma. We accomplish this by stimulating the learning process, integrating in-class and out-of-class experiences, promoting an environment conducive to growth and discovery, and facilitating intellectual, spiritual, social, occupational, physical, cultural, and emotional development.

Ultimately, we work to enhance the overall quality of campus life, to establish a sense of community, and to enable all students to realize their fullest potential.





# **DIVISION OF STUDENT AFFAIRS**



## *Mission, Vision, Values*

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### **Mission**

The mission of the Division of Student Affairs at the University of Washington Tacoma is to foster a student-centered environment which empowers students to reach their fullest potential.

### **Vision**

In support of the University of Washington Tacoma's strategic objectives, the Division of Student Affairs will be recognized as a leader in the provision of exceptional service to students.

### **Values**

United through a shared vision, the Division of Student Affairs believes in:

- **Innovative Programs and Services** that contribute to, enrich and stimulate the academic, personal and social experiences of students.
- **Commitment to the Highest Standards of Professionalism** that promote competent, dynamic leadership for lifelong learning.
- **Holistic Development** that supports growth through challenge.
- **Relationships informed by Respect and Integrity** that foster an environment which openly embraces and empowers the uniqueness of our community.



# ***DIVISION OF STUDENT AFFAIRS***



## *Divisional Goals*

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### **Goal 1**

Provide Excellent and Efficient Student Services

### **Goal 2**

Sustain a Healthy and Safe Campus Community

### **Goal 3**

Cultivate a Vibrant Campus Community

### **Goal 4**

Facilitate Co-Curricular Experiences Which Enhance Student Learning, Leadership, and Development

### **Goal 5**

Contribute to Student Success



# **DIVISION OF STUDENT AFFAIRS**



## **GOAL ONE**

### *PROVIDE EXCELLENT AND EFFICIENT STUDENT SERVICES*

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#### **Indicator for Success**

All DOSA units will be required to conduct annual point-of-service customer satisfaction surveys with the aim of each achieving 90% satisfaction rate or greater.

#### **Challenges**

The challenges faced by DOSA in providing excellent and efficient services include planning and adjusting resources and services to meet the expanding enrollment and greater service needs of students being admitted, such as academic support, health and counseling, disability accommodations, and student conduct. In addition, DOSA must plan for establishing a residential population who will utilize student services to a greater extent than their commuter counterparts.

#### **Towards this goal, DOSA will:**

- establish an administrative office to identify resources and services that address the needs of an evolving student body;
- fully staff, equip and provide appropriate space for mental and physical health support operations;
- update all divisional publications to be compatible with the Americans with Disabilities Act;
- focus professional development of DOSA staff in the areas of technology initiatives, cultural (and diversity) competency training, leadership and student development training;
- develop a marketing plan for DOSA programs and services;
- develop a divisional planning and assessment infrastructure as a tool to aid in unit development and operations.

#### **Progress Benchmarks**

- Development of unit plans that address resource and service needs of expanding student populations
- Completion of divisional planning and assessment infrastructure
- Improved student/customer satisfaction
- Development of divisional marketing plan and materials



# ***DIVISION OF STUDENT AFFAIRS***



## **GOAL TWO**

### ***SUSTAIN A HEALTHY AND SAFE CAMPUS***

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#### **Indicator for Success**

DOSA units that oversee health and wellness issues will work in concert to create a healthy, civil, and safe campus community, while providing for the well-being of students. DOSA units such as Student Counseling Services, Disability Support Services, Health Education & Promotion, Recreation & Fitness Centers, and Judicial Affairs will coordinate efforts to develop a cross-functional plan to improve the overall health and well-being of the campus community.

#### **Challenges**

Some of the challenges in this area have resulted from a need to provide an increased level of services to students admitted with greater concerns. Examples include students with disabilities requiring complex accommodations; students with unmet health service needs; students involved in judicial services; as well as student access to ongoing and triage counseling. In addition, DOSA has seen an increase in utilization of recreational and fitness centers. Limited resources will continue to challenge our ability to respond to increases in service demand.

#### **Towards this goal, DOSA will:**

- increase provision of prevention programming to students inside and outside the classroom, as well as to staff and faculty, by Student Counseling Services, Disability Support Services, Judicial Affairs and Health Education & Promotion;
- propose construction of Health Services Center;
- expand Recreation & Fitness programs;
- expand campus-wide community conduct philosophy and partnerships.

#### **Progress Benchmarks**

- Completion of Student Health Services by fall 2012
- Completion of a permanent Recreation & Fitness facility by fall 2012
- Increase in the number of prevention programs and number of participants by 10% per year
- Expansion of Health Education & Promotion program
- Development of a marketing plan to increase campus community awareness of administrative units
- Development of a conduct awareness program



# ***DIVISION OF STUDENT AFFAIRS***



## **GOAL THREE**

### ***CULTIVATE A VIBRANT CAMPUS COMMUNITY***

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#### **Indicator of Success**

DOSA cultivates a vibrant campus community where programs and services are offered to promote quality of life and well-being of the campus community. In partnership with student government and programming board, DOSA will expand campus social activity offerings to include more evening and weekend programming.

#### **Challenges**

The primary challenge is changing the limited perspective of campus life programming within the culture of UW Tacoma. Other challenges include the current culture for commuter students versus residential students, limited campus life programming space, and no recognized student union.

#### **Toward this goal, DOSA will:**

- expand quantity and quality of programming for all students;
- emphasize multicultural and diversity programming by all DOSA units;
- work with faculty and the student programming board to implement a “Campus Engagement Hour” speaker series for local and community lectures;
- offer Greek Life opportunities;
- increase student organizations;
- construct campus life facilities to expand living and learning communities.

#### **Progress Benchmarks**

- Increase in number and quality of campus social activities, number of students participating in them and improved student learning outcomes as a result of program participation
- Increase student programming by 20% each year
- Increase Registered Student Organizations by 20% each year
- Development of Greek Life system by fall 2010
- Completion of Phase I Student Housing by fall 2012
- Completion of Student Union by fall 2012
- Collaborative proposal for implementation of a “Campus Engagement Hour” speaker series
- Expansion of volunteer opportunities for students in conjunction with service learning efforts



# **DIVISION OF STUDENT AFFAIRS**



## **GOAL FOUR**

*FACILITATE CO-CURRICULAR EXPERIENCES WHICH ENHANCE  
STUDENT LEARNING, LEADERSHIP AND DEVELOPMENT*

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### **Indicator for Success**

DOSA emphasizes student learning through its offerings of co-curricular services and programs. Each encounter a student has with one of our programs is a learning experience. DOSA will measure student learning outcomes (SLO) resulting from use of its services and participation in its programs. This data will be used to improve the educational effectiveness of services and programs.

### **Challenges**

The primary challenge is to determine relevant and realistic measures for student learning for each unit. A related challenge is to assign resources to aid each unit in developing and measuring student learning outcomes.

### **Towards this goal, DOSA will:**

- develop a division-wide Student Leadership Program, involving all DOSA units;
- develop a Co-Curricular Transcript Program;
- implement a post-graduation student tracking process;
- develop programs to enhance student/faculty interaction beyond the classroom.

### **Progress Benchmarks**

- Development of a plan for a Student Leadership Program completed by June 30, 2009
- Development of a Co-Curricular Transcript Program for recording student involvement by June 30, 2009
- Completion of a post-graduation student tracking process by June 30, 2010
- Development of a plan for student/faculty engagement programs by summer 2010



# ***DIVISION OF STUDENT AFFAIRS***



## **GOAL FIVE**

### ***CONTRIBUTE TO STUDENT SUCCESS***

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#### **Indicator for Success**

DOSA, through its programming philosophy, will develop a system that will aid in monitoring students who utilize DOSA services and measure their retention and academic success.

#### **Challenges**

It is well-known within the field of student affairs that “high-touch” programs, such as the UW Tacoma Peer Adviser program and student organizations, are most effective in improving student retention. Additional challenges are the limited capacity and funding to provide appropriate “high-touch” opportunities in areas such as career planning, health & wellness, experiential learning, and leadership.

Another challenge in the area of retention is meeting the need for expanded year-round orientation programming with increased freshman population and need for more targeted programs associated with parent involvement.

#### **Toward this goal, DOSA will:**

- restructure existing programs to offer more “high-touch” opportunities for students;
- expand orientation programs and develop a stronger connection to parents;
- coordinate student and academic programs that enhance holistic student learning (experiential learning and co-curricular);
- seek opportunities to increase faculty involvement in DOSA programs and services.

#### **Progress Benchmarks:**

- Improvement in retention, graduation rates, and GPAs of students participating in DOSA programs and services
- Increase satisfaction of students participating in student organizations
- Increase number of students and parents served by orientation programs
- Increase student and faculty involvement in combined student and academic affairs programs



## ***DIVISION OF STUDENT AFFAIRS***



### **GOAL SUMMARY**

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As University plans call for expanded enrollment, it is clear more resources will need to be added to DOSA to ensure student retention, graduation and success. The DOSA objectives to achieve our goals are under development, slated for a June 30, 2008 completion date. While some objectives can be carried out by current staff, many will require additional resources—including staff, technology, and space—and all objectives will require additional resources as enrollment expands.

Student Affairs plays a vital role in the University's bold move towards serving increased enrollment and more diverse students. The goals and activities outlined in the Student Affairs' strategic plan are essential components of the University's new strategy of "Student-Centeredness." With this plan, Student Affairs is poised to help assure the success of UW Tacoma's bold vision of becoming an urban university.

