



**DIVISION OF
STUDENT AFFAIRS**

STRATEGIC PLAN CLOSEOUT REPORT

2020–2024



Division of Student Affairs

PREFACE FROM VICE CHANCELLOR



As we prepared to launch our inaugural Divisional strategic plan in 2018, we had no idea that our regular routines and duties were about to be upended by a global pandemic. Our [Annual Reports](#) provide greater detail about the amazing work that the Division of Student Affairs (DSA) and our staff conducted during COVID-19; however, the [2020-2023 Strategic Plan](#) will always be linked to this challenging time, and impact on our Division needs to be noted here as well.

Some modifications needed to be made to account for the time and energy that the pandemic took from the work toward our strategic initiatives. We ultimately extended the plan to cover the 2023-2024 fiscal year to give us more time to recover and regroup. More and more of our programming returned to in-person, but we also learned that our students wanted to keep some changes post-pandemic, such as our telehealth opportunities and virtual appointments with resource offices.

The 2020-2023 Strategic Plan was our first attempt at providing a unified vision for DSA and focused on what is most important to us as a division. In July 2021, ten [divisional committees](#) were launched to advance the activities outlined in the Strategic Plan specifically. We ultimately combined a few of the committees after seeing that some work was being duplicated.

During these four years, we adapted to national changes in higher education, updated institutional procedures, and responded to increasing student needs. You will see in the following pages that some initiatives were no longer applicable as time passed and that some work will continue.

I am amazed to look back at what we were able to accomplish during these last four years. We have laid a strong foundation that we are currently building upon as we prepare to launch the 2024-2029 Strategic Plan this Fall.

For example, many of the initiatives for the 2023-2024 Strategic Plan included the target: "Student Affairs Division metrics are identified, and baselines are developed for the next strategic planning process." We are currently in the process of identifying or creating metrics for all the operational goals for the next five years. This groundwork will make the next Strategic Plan's progress much more quantifiable.

Thank you to all the dedicated staff who have made all this progress possible. We are excited about the great work that lies ahead.

Kelly Haag
Vice Chancellor for Student Affairs
May 2024



Division of Student Affairs

Alignment

Collaborate effectively, both within the Division and University-wide, to identify, implement, measure, and communicate efforts that align with UWM directions and priorities



Completed Work – Alignment Priority

Initiative 1: Examine and report how Student Affairs efforts support student success and retention

- All DSA units are using the same template for their assessment plan and assessment reflections
- The Assessment Committee was relaunched in July 2021
- The Assessment Committee created a rubric to better provide feedback to units
- The Annual Data and Assessment Day and an Annual Assessment Coordinators and Directors Meeting were held in 2022, 2023, and 2024
- Work is occurring to build necessary data infrastructure to determine DSA impact on retention; initial reporting on retention occurred in Spring 2024 using PowerBI
- Divisional metrics are being identified and will be connected to the next Strategic Plan

Initiative 2: Identify, articulate, and implement impactful collaborative partnerships within the Division, across UWM and in the community

- Orthopaedic Hospital of Wisconsin (OHOW) Center opened its doors
- Centers for Advocacy and Engagement, Student Health and Wellness, and Dean of Students Office partnered internally and with community organizations to provide training to staff and vital services to students
- The Children's Learning Center received a U.S. Department of Education Child Care Access Means Parents in School (CCAMPIS) grant and brought in the Student Parent Success Center
- In July 2021, ten divisional committees were launched; their goals and outcomes will be clearer in the 2024-2029 Strategic Plan
- In 2022, the annual STAR Awards returned after a hiatus from the pandemic

Initiative 3: Develop a plan to communicate the Division's student impact

- The Division's first annual reports were created and now can be found on the website: uwm.edu/saassessment/reports/
- The Communications Committee administered a survey in Fall 2022 and has put forward a proposal to develop a Divisional brand
- Divisional impact is shared through the annual budget narrative and presentations
- UWM websites were updated to the latest mandated theme (version 2.0)

Initiative 4: Provide technology, financial, and human resources expertise needed to support students and Student Affairs staff

- The events production, custodial and mechanical services staff ensured the highest protocols for safety and hygiene in and around spaces during COVID
- The largest event spaces in the Union were converted into medical testing and vaccination areas for large portions of the 2020-2021 academic year
- SAITS (now TIES) led large-scale, campus-wide IT projects
- Technology, Facilities, and Operations Committee conducted a survey in Spring 2022, and reached out to units where high-priority issues were identified regarding spaces and cleanliness
- Student Affairs' efforts to manage annual rate increases for student fees demonstrated a commitment to balancing the needs of students with financial sustainability

Equity and Justice

Integrate and infuse equity, anti-racism and justice concepts within Student Affairs to cultivate a sense of belonging and establish a culture of respect for BIPOC students and marginalized identities, people, and communities



Completed Work – Equity and Justice Priority

Initiative 5: Create spaces, opportunities, services, and programming that celebrate the diverse identities of UWM students

- Several DSA units planned and hosted events and programs where cultures and identities could be celebrated
- In Fall 2020, Student Affairs staff participated in creating the [2030 Implementation Team Report](#), including "creating a radically welcoming institution" (see pages 14-88)
- Student Involvement conducted "intercept surveys" to gather qualitative student feedback regarding what kinds of programming are needed/wanted and shared results with other units
- The Union renovation allowed the CASE offices to be co-located with each other and with VetsSuccess on Campus (VSOC) and the Military Education Benefits Office (MEBO)

Initiative 6: Create more equitable and inclusive practices that reflect our commitment to anti-racism, justice, inclusion, and a sense of belonging

- The Division of Student Affairs partnered with the Division of Diversity, Equity, & Inclusion to co-sponsor several events
- The Division of Student Affairs administered the UW System's Climate Assessment Survey (Campus Climate Initiative)
- Informed by results from the 2021 UWM National College Health Assessment on differences by race in intentions to

receive a COVID-19 vaccination, SHAW organized and hosted *COVID -19: A Discussion with Multicultural Students & Community Members*; the event was co-sponsored by the Inclusive Excellence Center

Initiative 7: Implement the Inclusive Environment Inventory to evaluate unit-level physical environment, processes, and practices and set goals to enhance equitable outcomes and services for students

- The Inclusive Environment Team developed a process and timeline to guide units through the inventory
- Several units have identified priority items and come up with a plan to implement changes
- This effort became difficult to sustain due to staff transitions; however, it provided a valuable tool that units can use, particularly when creating their assessment plans

Initiative 8: Work with HR and hiring managers to have a more reflective representation of staff

- No longer in Scope: Human Resources was restructured so that staff who were once embedded within Student Affairs are now part of a Shared Services Organization. This initiative will now be executed at the institutional level rather than at the divisional level

Student Learning Develop and implement experiences and strategies that keep our work centered on transformational student learning

Completed Work – Student Learning Priority

Initiative 9: Provide a range of opportunities for skill development and transformational learning

- No longer in Scope: Service-learning opportunities have moved out of the Division of Student Affairs; Student involvement in research has also been determined to not be part of DSA
- The Division has provided multiple opportunities for skill development through Living Learning Communities (LLCs), Student Association, Student Organizations, UREC Outdoor Pursuits, Student Leadership, and Student Employment

Initiative 10: Adopt and implement a division-wide approach to incorporate reflection on skills growth into student employment, internships and graduate assistantships

- After a 2-year hiatus due to the pandemic, the annual Student Employment survey was relaunched in Spring 2022 and also administered in Spring 2023 for workers in the DSA and Enrollment Management; Survey administration moved to

Student Engagement and Talent (SET) in Spring 2024

- Departments are at various stages of engaging student employees in ongoing reflection to help students make connections; however, DSA staff are working to help SET implement an institution-wide process using the UWM GROW model

Initiative 11: Develop infrastructure and resources to support student learning in a manner that is aligned with Academic Affairs and is in support of institutional Experiential Learning efforts

- DSA partnered with Academic Affairs to complete HLC accreditation materials and had a successful visit in May 2023
- The Student Learning and Development Committee is leading the work to bring the Curricular Approach to Student Affairs to UWM. This work will develop DSA student goals that will complement the UW System Shared Learning Goals and develop student outcomes that units can use to align their programs



Health and Well-being Emphasize a campus culture engaged in a holistic health model that leverages physical, mental, spiritual, occupational, social, intellectual and emotional well-being



Completed Work – Health and Well-being Priority

Initiative 12: Provide fundamental services (basic needs) to students, especially those in crisis

- Coordinated COVID Response
- Managed contact-tracing activities and complaints of student conduct with COVID-19 Health and Safety policy compliance
- Provided COVID-19 testing and collaborated with the Milwaukee Department of Public Health to be a vaccination site
- Dean of Students Office developed, launched, and developed Support U, a comprehensive initiative offering support for students and fostering a culture of support across UWM
- Provided emergency grants, laptops, Wi-Fi hotspots, and access to the food pantry
- Provided medical, counseling, health promotion and advocacy services to students

Initiative 13: Improve access to high-quality health and well-being resources that are respectful and responsive to the needs of a diverse student body

- No longer in scope: Expand current freshmen seminar class offerings
- Campus Cares created definitions of wellbeing
- Increased students' access to mental health and well-being services by incorporating Mantra Health teletherapy, the 24/7 Mental Health Support Line, You@UWM, a web-based hub for self-care tips and resources, and designated mindfulness spaces on campus

Student Connection to UWM

Identify and implement experiences and strategies to create an environment where students would say, "I belong in the UWM community"

Completed Work – Student Connection to UWM Priority

Initiative 14: Build authentic relationships so that students feel that they belong

- Staff across multiple units enhanced an already robust Fall Welcome program
- Residence Life worked with student leaders in the Student Housing Administrative Council (SHAC) and Panthers Activities Committee (PAC) to continue to further enhance signature events
- Student Involvement added a question on belonging to their post-program surveys

Initiative 15: Develop pathways of student engagement from the point of entry through graduation

- In Fall 2020, members of Student Affairs participated in mul-

iple teams to create the [2030 Implementation Team Report](#) to advance student success and fulfill UWM's mission. A key component of this work was recommendations for "creating a unique, coordinated, student-centric, UWM experience" (see pages 112-120)

- Staff worked creatively to keep students engaged even in a virtual environment (See Departmental Summaries in Annual Report)
- Provided safe student programming opportunities, particularly on nights and weekends, and athletic events



