







The Western Michigan University (WMU) Student Affairs Division Strategic Plan stems from the overall mission of the university and supports the WMU Strategic Plan. Goals, objectives, and strategies are carried out in the context of the Student Affairs vision, mission and core values. This report summarizes the collective progress made towards the accomplishment of the Experience Gold 2020 Student Affairs Strategic Plan goals, objectives and strategies.

Dr. Diane K. Anderson
Vice President for Student Affairs

# **MISSION**

Student Affairs fosters involvement, growth and development in safe, healthy and inclusive learning environments.

# **VISION**

To be a premier, learning-oriented student affairs division.

# **CORE VALUES**

- Responsible and ethical decision-making
- Proactive, innovative, and responsive programs and policies
- Collaboration and communication
- Effective planning and use of resources



# **GOAL ONE**

# Cultivate Learning and Development

- ► The continued implementation of the ExperienceWMU platform has made it possible to track 64,190 event participants across 1,899 events. In 2017-2018, 8,995 students attend at least one of 375 WMU Signature Designated experiences, 104 declared a pathway and 21 graduated with a WMU Signature on their diploma.
- Student Affairs has a common learning outcomes framework, reflective of Essential Studies, which our programs and services work towards. Data suggests students in Registered Student Organizations develop skills in leadership, teamwork and communication. Employers who have hired Broncos for internships or have participated in job fairs rate student competencies as excellent or good in communication, critical thinking, teamwork, leadership and career management.



# GOAL TWO

Enhance infrastructure to provide excellent learning and service delivery.

- ► The South Neighborhood and new Student Center capital projects are underway. Salvage, abatement and demolition of all Elmwood Apartment buildings is complete.
- While these projects are underway, Dining Services, the Bernhard Center, Residence Life and Facilities Management have continued to provide a high level of service to our students. This year, 6,353 events were hosted in the BC with 280,580 attendees. Dining Service's Meal Exchange concept at Parkview Café lead to increased ratings for food, menu and service. Residence Life and Facilities Management Services are collaborating to increase satisfaction with residence hall cleanliness and work requests.
- Staff continue to work to make data driven decisions and share the impact of Student Affairs on student success. Connecting student engagement data to retention data showed that students engaged in core programs offered by Student Affairs are more likely to retain for a second, third and fourth year.



# **GOAL THREE**

Encourage healthy, ethical, and responsible behavior.

- Student Affairs continues to work to create a safe, healthy and inclusive campus for students. Sindecuse has exceeded their target for increasing the number of students who indicate receiving sexual assault/ violence prevention information as well as information regarding alcohol and other drugs. In 2015-2016, new sanctions were implemented regarding alcohol and drugs. Conduct recidivism rates continue to be lower than years prior to this new strategy.
- University Recreation continues to encourage faculty, staff and students to be healthy. Poker Walk registration was up 43% this year, memberships have increased, and there was a 32% increase in fitness class participation, partly due to the new F45 studio. Faculty and staff signed up for Western Wellness has also increased 3% since November of 2017.
- As a division, time, space and financial resources continue to be dedicated to diversity and inclusion efforts. At total of \$10,631.20 was allocated to support diversity and inclusion initiatives in Student Affairs. Staff attended a number of development opportunities, diverse student organizations are supported, and a divisional committee was formed to focus on the Intercultural Development Inventory, Professional Development and Systemic challenges.



# **GOAL ONE**

# Cultivate Learning and Development

- **1A** Promote student engagement and involvement
- **1A.1** Expand the utilization of ExperienceWMU (the Engage CampusLabs platform) and associated swipe card technology.

# **Divisional Strategic Update:**

>> OPERATIONAL OUTCOME: Growth

GOLD STANDARD
GOAL #1

Ensure a distinctive and supportive learning experience that fosters success.

**503** 

Active Organizations are in ExperienceWMU. This includes Registered Student Organizations and University Departments or groups.

11,750

unique individuals logged into ExperienceWMU between July 1, 2017-June 30, 2018

1,899

events were entered into ExperienceWMU taking place between July 1, 2017 and June 30, 2018 64,190

event participants were tracked through card swipes and roster/sign-up sheet uploads

# 1A.2 Implement the WMU Signature Program.

# **WMU Signature Strategic Updates:**

>> OPERATIONAL OUTCOME: Growth

- >>> LEARNING OUTCOME: Integrated Learning
  - A new description, that is short enough that can be easily communicated consistently was developed highlighting the core elements of what WMU Signature is.
  - A new tag line has been developed and is being incorporated into new marketing materials and presentations.

### **WMU SIGNATURE**

is a student engagement program where students reflect on their out-of-class learning experiences, to explore and identify a passion, that will be reflected on their WMU diploma. 66

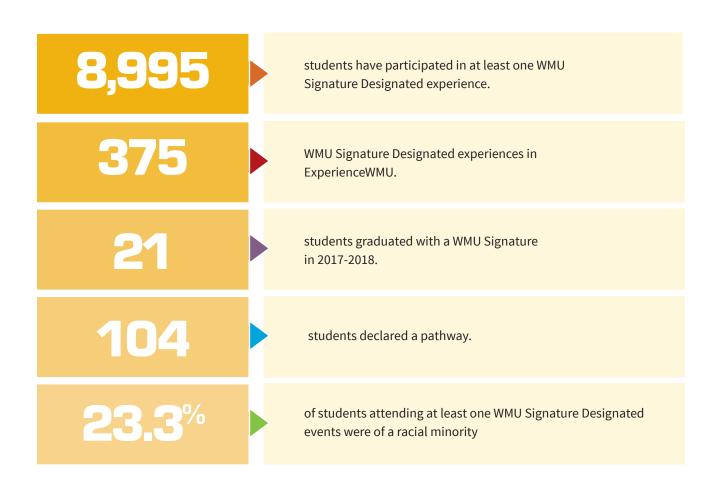
Get **Engaged.**Find a **Passion.**Do something **Unique.** 

<u>J.</u>

# GOAL #1

Ensure a distinctive and supportive learning experience that fosters success.

- Made a number of changes this year to capture students engaged as well as engagement opportunities available in ExperienceWMU (Engage, formerly CollegiateLink).
- The process for approving events as WMU Signature Designated was streamlined for faster approval process.
- Study Abroad and University Recreation experiences (F45 participation and student employees), were added as WMU Signature Designated experiences.
- Non-event experiences were explored for approval as WMU Signature Designated experiences including student employment, internship, research, and RSO leadership and membership.
- WMU Signature revised the reflection prompts so that students reflect at key moments during the Explore and Focus levels rather than the previous practice of after each event. This move allowed reflections to be focused on increasing metacognition, with the goal of capturing deeper insight/learning by students on personal goals and passions.
  - Explore Level Reflections: Students in the Explore level are asked to reflect after what have been identified as key moments in their progression – after they attend four, eight and twelve explore events.
  - Focus Level Reflections: Students who have declared their pathway and are part of the Focus level will be asked to reflect at the midpoint and at completion of the Focus level as part of their PEAK Project Proposal.



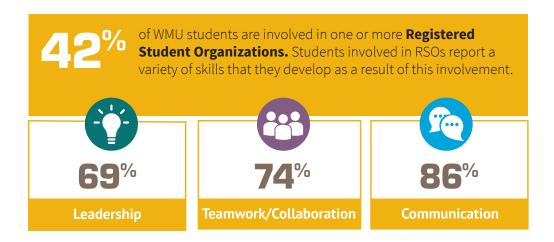
- **1B** Students and staff engage in meaningful learning that leads to competency development.
- **1B.1** Incorporate the Student Affairs Learning and Operational Outcomes Framework into all Student Affairs Department planning and programming.

# GOLD STANDARE

Promote innovative learning, discovery, and service

# The Office of Student Engagement Strategic Updates:

- >> LEARNING OUTCOMES: Multicultural Mindedness, Leadership
  - Hosted a Sisterhood Social in Fall 2017 which had 132 participants.
  - Women in Leadership had over 87 participants.
  - Effectively integrated an experiential activity focused on sociocultural conversations into Fall Welcome called Walks of Life with over 1,300 participants.
  - Reallocated resources from the "agency retreat" to a newly formatted program "Student Organization Annual Retreat" (SOAR). SOAR will be different from the Agency Retreat as not only will CAB, GSA, WSA, FSL Councils, SCC, SMG, LeadCorp be invited (all Student Assessment Fee supported), eight additional organizations will be invited (focusing on different affinity organizations or organizations recognized as up and coming).



# The Office of Student Conduct Strategic Updates:

- >>> LEARNING OUTCOMES: Multicultural Mindedness, Leadership, Communication, Teamwork/Collaboration
  - Focused on developing a plan for the Office of Student Conduct student group with attention to student recruitment, engagement, and training.
  - Reviewed research done from other school group setups.
  - Defined the role as a support for students going through conduct process.
  - Completed the application, selection and initial training.

# The Office of Student Conduct Strategic Updates:

- >> LEARNING OUTCOMES: Realistic Self-Appraisal, Wellbeing, Ethics
  - Implemented a rubric in order to evaluate the student learning outcomes demonstrated through student reflection papers. The rubric has been created and is being reviewed with Residence Life to implement on a larger scale with all hearing officers.

# The Office of Student Conduct Strategic Updates:

- >> OPERATIONAL OUTCOME: Growth
  - Tracked and increased outreach including presentations and materials provided
  - Presentations to new groups and increased total numbers of faculty/staff reached in fall.
  - 2016-2017: 12 total outreach initiatives
  - 2017-2018: 24 total outreach initiatives

# **Career and Student Employment Services Strategic Updates:**

- >> LEARNING OUTCOME: Realistic Self-Appraisal
  - Collaborated on a Clifton Strengths pilot in 24 sections of FYS2100 for 500 students.



93% were able to list their strengths and describe what they mean to them.



91% were able to connect their top five strengths to their financial, academic, career and engagement goals.



77% of students were able to list all of their five signature themes.



54% were able to describe how specific strengths help them accomplish goals.

# **Divisional Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - The Student Affairs Assessment team reduced the current learning outcomes framework from 24 to 12. The five operational outcomes remain the same.
  - Two units have piloted mapping their core programs and services to the new framework and provided feedback to refine the exercise for other departments.

# Learning Domain: Personal Competence

Outcome	Definition
Realistic self-appraisal	Active, persistent and careful reflection on beliefs, values, attitudes, ethics and emotions that motivate one to take action. Identify personal strengths and areas for improvement.
Wellbeing	Make lifelong healthy choices; learn and apply skills to meet one's own physical, financial, social, spiritual, nutritional and emotional needs. Demonstrate resilient behavior including the ability to become strong, healthy or successful when faced with obstacles and challenging situations. Includes the ability to adapt and be flexible when responding to change.
Critical Thinking	Obtain, interpret, and use knowledge and facts before accepting or formulating an opinion and to inform conclusions. Exercise sound reasoning, make decisions, overcome problems, achieve goals and recognize the implications for other people. May demonstrate originality and inventiveness.
Integrative Learning	Systematically explore issues across contexts, and transfer learning to new and complex situations.
Career Readiness	Identify and articulate one's skills, strengths, knowledge and experiences relevant to the position desired and career goals, and identify areas necessary for professional growth. Navigate and explore job options and take the steps necessary to pursue opportunities. Self-advocate for opportunities in the workplace.

# **Learning Domain: Interpersonal Competence**

Outcome	Definition
Teamwork/ Collaboration	Work with others towards a common purpose and influence others to reach agreement; leverage group effectiveness by capitalizing on the multiple talents and perspectives of diverse team members to generate creative solutions and actions. Work within a team structure. Demonstrate conflict competence (peaceful navigation and management).
Leadership	Identify oneself as a leader within a given context. Leverage the strengths of others to achieve common goals, and use interpersonal skills to coach and develop others. Assess and manage emotions, use empathetic skills to guide and motivate, and organize, prioritize and delegate work. Work collaboratively to establish vision.
Communication	Articulate thoughts and ideas clearly and effectively to others in person and in written communication. Is attentive when others speak, processes information shared and attends to all available cues.

# Learning Domain: Social Responsibility

Outcome	Definition
Local and Global Engagement	Work to make a difference in the civic life of one's communities and promoting the quality of life in a community through analysis and engagement with complex and interdependent systems. Analyze and understand the interconnectedness of global and local concerns and operate with civility in a complex social world.
Social Justice Advocacy	Actively work towards fairness, impartiality, inclusion and equity while addressing systematic social and environmental issues.
Ethics	Recognize ethical issues in a variety of settings, think about how different ethical perspectives might be applied to ethical dilemmas and consider the ramification of alternative actions.
Multicultural Mindedness	Knowledge, skills and attitudes that support effective and appropriate interaction in a variety of cultural contexts. Ability to recognize the origins and influences of one's own cultural heritage along with its limitation, and the curiosity to learn respectfully about the cultural diversity of others.  Navigates interactions with those who are different from oneself with cultural humility.

# **1B.2** Develop and implement a plan for staff in the division to engage in international learning and professional development experiences.

# **Divisional Strategic Updates:**

- >> OPERATIONAL OUTCOMES: Quality, Growth
  - The VPSA provided resources (\$7,200) to allow two Student Affairs employees to participate in the Higher Education Leadership in Malaysia and Singapore trip.
  - Career and Student Employment Services spent \$1,000 per participant on Gallup Strengths training.

### Data:

• Eight Career and Student Employment Services staff members participated in Strengths training conducted by Gallup. All Career and Student Employment Services full-time staff and Graduate Assistants received their report of 34 strengths and participated in a one-on-one interpretation. Career and Student Employment Services student staff completed Clifton Strengths, received their Top Five Theme report and participated in a one-on-one interpretation of their strengths with a career development specialist.

# Office of Student Conduct Strategic Updates:

- >> OPERATIONAL OUTCOME: Quality
  - Each week, time is designated during staff meeting for the team's "prodevo" and different staff sign up to be responsible for how we engage in development that week. We've done a large variety of things from the MBTI to discussing current court cases with impacts on conduct work to reviewing a collegeaged sitcom episode with a racial identity development lens to art therapy for stress management.
  - All of our staff members are involved in committee work beyond their designated responsibilities and OSC staff members have been to conferences on the state, regional, and national levels this year to further develop the team as well as their individual goals and talents

# 1B.3 Develop student employee skills and competencies

# Career and Student Employment Services Strategic Updates:

- >> LEARNING OUTCOME: Career Readiness
  - Spring Recruiting Showcase included the Career Fair, the new STEM Job Fair, and the Government and Nonprofit Job Fair. An International student job fair and resource day was added.

# Data:

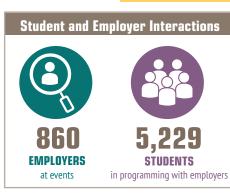
- The Spring Recruiting Showcase attracted the total of 391 employers and 1.155 students.
- The job fairs attendance reflected enrolled students' backgrounds. A higher percentage of international students attended Career and Student Employment Services events this year than in the past.

# GOLD STANDARD

Promote a diverse, equitable and inclusive University culture to ensure social sustainability and accessibility.

# GOLD STANDARL GOAL #1

Ensure a distinctive and supportive learning experience that fosters success.

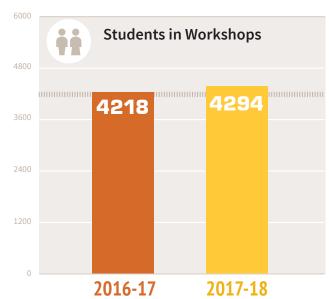


# **Career and Student Employment Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
- >> LEARNING OUTCOMES: Critical Thinking, Career Readiness, Teamwork/Collaboration, Leadership, Communication
- >> LEARNING OUTCOME STATEMENT: Students participating in workshops and presentations will be able to provide an example of a career readiness competency.
  - Revamped the Career Readiness Workshop, providing a set of training materials for any Career and Student Employment Services staff member and any campus supervisor to conduct the workshop.
  - Materials include a PowerPoint with script, a training guide and email communication templates, and a supervisor resource guide to communicate expectations and recommendations for supervisors before, during and after the workshop.

### Data:



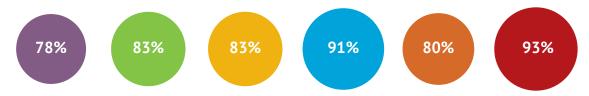


# **Career Competency Direct Assessment Data**

Oral/Written Communication Critical Thinking/ Problem Solving Collaboration Collaboration Collaboration Career Management Global/ International Fluency

Using the Student Response System, students responded to the following question: "Provide an example of how you have used one of the career competencies." We analyzed the responses using a rubric (the scale was "exceeded expectations", "met expectations", "needs improvement"). 95% of students (N=453) were able to identify and articulate at least one of the career readiness competencies. 95% of students (N=453) were able to identify and articulate at least one of the career readiness competencies.

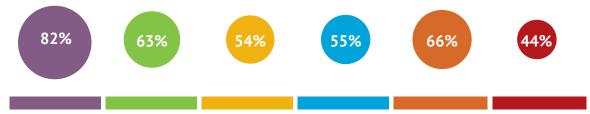
Overall 86% of responses met or exceeded expectations.



Employers who have hired Broncos for internships and full-time jobs in multiple industries rated career readiness competencies of WMU interns and alumni as excellent or good, in the following areas:



Employers participating in seven job fairs spanning multiple industries and job functions rated career competencies of WMU students and alumni as excellent or good, in the following areas:



**Action Items:** We will focus on teaching students to communicate career competencies through advising and workshops, particularly focusing on the competencies that employers have rated the lowest.

# **University Recreation Strategic Updates:**

- >> LEARNING OUTCOMES: Wellbeing, Multicultural Mindedness, Social Justice Advocacy, Career Readiness, Communication, Critical Thinking, Teamwork/Collaboration
  - Established five new learning outcomes for all program areas applicable to program participants and our student employees. After participating in (or working for) SRC programs and services,
    - o students will develop their personal well-being.
    - students will articulate a sense of belonging at WMU.
    - student staff will facilitate a safe and inclusive environment for patrons.
    - student staff will develop career readiness skills that contribute to post graduation success.
    - students will develop skills that contribute to post graduation success.
  - This year, the staff focused on the skill development of writing resumes, cover letters and interview skills. Every facility staff member receives a weekly e-mail about the events of the upcoming weekend. Within that email, our Associate Director for Facilities and Programs included a weekly tip on one of those three areas.

### Data:

- During spring interviews for promotions, a scoring rubric was used with an overall success rate goal of 66%.
- After evaluating all 24 candidates, students applying for customer service specialist scored a collective 42%, while those applying for facility manager scored 51%.

### **Action Items:**

Moving forward, we plan to continue to work on these skills with our employees while expanding our avenues of relaying this information to them.

- 1C Students and staff engage in meaningful learning that leads to competency development.
- **1C.1** Develop a meaningful reward and recognition program for student affairs employees.

GOLD STANDARD

Promote innovative learning, discovery and service.

# **Divisional Strategic Update:**

• Developing a meaningful reward and recognition program for student affairs employees will be a key focus for 2018-2019.



# **GOAL TWO**

Enhance infrastructure to provide excellent learning and service delivery.

- **2A** The development and maintenance of high quality facilities supports student engagement, retention and degree completion.
- **2A.1** Enhance living environments through the residential neighborhood concept outlined in Plan 2020.

GOLD STANDARD
GOAL #1

Ensure a distinctive and supportive learning experience that fosters success.

# Residence Life, Finance and Infrastructure Strategic Updates:

- >> OPERATIONAL OUTCOMES: Facility and Infrastructure, Quality
  - Open forums and focus groups were hosted to obtain student feedback related to the new projects and additional data from housing surveys was provided to the HDMP committee and architects.
  - Elmwood Apartment residents moved out at the end of April. Usable items were harvested from the units. Demolition began in June and concluded in August.
  - A new housing complex to serve upper-level and graduate students is being planned in the South Neighborhood. The project will begin to address the need for more apartment-style housing and is anticipated to include about 300 new beds.
  - Plan 2025 now includes new housing to replace Elmwood Apartments, development of a sub-campus master
    plan for the South Neighborhood, a new Dining Center attached to the new Student Center and significant
    upgrades (to be determined) to the Valley residence halls and removal of Goldsworth Valley Apartments as
    soon as the housing stock returns to a level where students wanting apartment-style housing on campus are
    not negatively impacted.
  - For the South Neighborhood Transformation, a sub-campus master plan and market analysis study are in the process of being conducted by Facilities Management and will result in a feasibility analysis for transforming the South Neighborhood.



Of the 198 residents living in Elmwood at time of communication, 124 were registered for Fall 2018. Of those 124, 59 continued to live in university housing.



New housing complex: Resources allocated: \$3,314,000 committed; \$97,943 funded this fiscal year.



Under the Housing and Dining master planning efforts, major improvements (> \$250,000) have totaled over \$99,624,762 in fiscal years 2015-2017.



Valley 3 New Residence Hall Planning: Resources allocated: \$253,986 fiscal year actuals.



Salvage, abatement, and demolition of sixteen apartment buildings was completed in August 2018.



South Neighborhood Transformation: Resources allocated: \$304,000 committed; \$97,943 actuals.



Resources allocated to annual deferred maintenance and high priority project planning: \$1,867,600 funded.

### **Action Items:**

All information gathered will be used to determine what type of housing facility will be built - design, amenities, etc.

# Residence Life and Facilities Services Strategic Updates:

>> OPERATIONAL OUTCOME: Quality

# Strategic Updates

- Conducted a Student Perception Survey. Satisfaction with custodial services was among the items students evaluated. A summary report with responses by building was created and communicated with key stakeholders.
- Hall Directors use the Total
   Facilities Management online
   reporting tool to better track and
   record the actual cleanliness of
   their individual halls.
- Both Residence Life and the custodial service provider promoted more frequent meetings (weekly) between Building Coordinators (hall directors) and custodial supervisors to encourage an open flow of communication.

# Data

- Students' average responses to how satisfied they were with maintenance's timeliness in fixing reported issues in the apartments ranged from a 3.63 to a 4.50 on a 5-point scale. The average overall response for apartments was a 4.071 (N=243).
- Residence hall students' average responses to how satisfied they were with custodial ranged from a 2.44 to a 4.50 on a 5-point scale. The average overall response for apartments was a 3.654 (N=2,725).

# **Action Items**

Based on themes from survey data and staff feedback, the following are now in place:

- New requirements were established for HDs meeting with their custodial supervisors.
- Integrated Operations Management
  Team meetings are used to assess
  issues related to closing and turnover,
  and how to better coordinate logistics
  to reduce duplication.
- A new custodial contract, awarded spring 2018, included additional measures of accountability.
   Examples include:
  - monthly reports to list outstanding work orders and top five deficiencies by area and building.
  - weekly visits by upper and midlevel management from ABM to campus to review audits (vs. onsite supervisors only), and
  - o corrective action plans for issues.

# **Dining Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Growth
- >> OPERATIONAL STATEMENT: The 2017 Customer Satisfaction Survey ratings at Burnham Dining Center will show improved satisfaction with average food and menu ratings in comparison to the 2016 rating.

# **Strategic Updates**

Data

# **Action Items**

Instead of serving two meat entrees and one vegetarian entree for dinner at Burnham, one meat entree and one vegetarian entree is served, plus a "bar" that rotates each week between a Stir-Fry bar, Taco/Burrito bar, Pasta bar and Gyro/Falafel bar.

Burnham Dining Center received:

- Average food rating of 3.51 (2016 average 3.44)
- Average menu rating of 3.44 (2016 average 3.61)

Adjust some of the bar concepts based on customer comments and consumption patterns from the 2017-2018 academic year to increase perceived value of the World Flavors concept.

# **Dining Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Growth
  - The Meal Exchange concept at Parkview Cafe has been implemented. Instead of allowing student to utilize their meal plan at Parkview Café with a dollar amount (equivalency) as has been done in past years, this year we switched to an exchange option.

# Meal Exchange Concept at Parkview Café

Customer Counts	2016	2017
Customer Counts	18,037 meal equivalencies used	13,122 meal exchanges used
Average food rating	3.39	3.83
Average menu rating	3.11	3.33
Average service rating	4.10	4.33

Scale 1-5

### **Action Items:**

Though customer use of the meal exchange program did not meet or exceed customer counts for meal equivalency, satisfaction with the food, menu and service did increase, indicating a better quality overall service. This program will continue during the 2018-2019 academic year.

# **Dining Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Growth
- >> OPERATIONAL OUTCOME STATEMENT: Increase Dining Dollar revenue by 5% for faculty/staff meal purchases.
- >> Increase purchased Dining Dollar revenue by 5% for all users during the 2017-2018 academic year, as compared to the 2016-2017 academic year.

# Strategic Updates

# Data

# **Action Items**

Offered a special-priced \$6 luncheon in all dining centers during Homecoming week to increase awareness about the convenience and flexibility of dining services for non-meal plan holders.

# Dining Dollars used by Faculty/Staff in the Dining Centers:

Oct 10, 2017 through Dec 17, 2017: \$3,258.75 Oct 10, 2016 through Dec 31, 2016: \$4,449.90

# All Purchased\* Dining Dollars used in Dining Centers

Fall 2017: \$69,323.46 Fall 2016: \$71,574.39

\*Purchased Dining Dollars do not include the Dining Dollars that are automatically given to meal plan holders as part of the meal plan itself.

Additional marketing strategies and value perception to Staff/Faculty Discount option needs to occur to better promote and retain customers.

# **Dining Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - A Western Insider Event was held at the Valley Dining Center on Sunday, November 12, 2017.

# Data:

• Over 70 community members attended and received an insider's tour of the entire Valley Dining Center facility as well as a lunch to experience the dining atmosphere.

# **2A.2** Provide a user friendly and customer service oriented Bernhard Center facility that supports programs and events for faculty, staff, students, alumni and guests.

# GOLD STANDARD

Ensure a distinctive and supportive learning experience that fosters success.

# **Bernhard Center Strategic Updates:**

- >> OPERATIONAL OUTCOMES: Facility and Infrastructure, Quality
  - Reupholstered lounge furniture in main lounge
  - Reupholstered and replaced lounge and study furniture in Bronco Mall lounge
  - Meeting room use data continues to show consistent use and high use by departments and RSOs.

### Data:

- Main lounge furniture reupholster project: \$10,122
- Bronco Mall furniture reupholster and replacement project: \$11,546
- Building traffic use averages just under 7,000 daily on weekdays.
  - o Bernhard Center use data (FY18) for departments: 2,993 events, with attendance of 150,656
  - Use for RSOs: 2,895 events, with attendance of 102,390



### **Action Items:**

Continue to focus on customer service and facility upkeep/cleanliness to ensure satisfaction levels remain steady.

# **2A.3** Plan and implement a new self-sustaining, award-winning student center known for its vibrancy, responsiveness and aesthetic appeal.

# Finance and Infrastructure Strategic Updates:

- >> OPERATIONAL OUTCOMES: Facility and Infrastructure, Quality
  - From March through June, Cannon has led five 1-2 day workshops focusing on program development and strategic engagement. An initial program has been established. Cannon will use the information and priorities to inform design, layout, schematics, etc.
  - A significant element of program development is the inclusion of Doers Consulting Alliance (Diversity and Inclusion). Doers role is to help create program values and content to ensure a culturally rich and inclusive student center/dining facility. Doers met with staff, faculty and students to solicit feedback and input. In addition, Doers engaged 3rd, 4th and 5th graders to solicit insight into what a future student might want in the new student center/dining facility.

### Data:

- Project budget: \$87 million.
- Resources allocated: \$7,990,347 committed; \$3,427,372 funded this fiscal year.

### **Action Items:**

Cannon will complete Phase 200 "Program Analysis" in July/August. Phase 300 "Schematic Design" will follow for about 2-3 months which will reveal specific design ideas, adjacencies, spatial relationships, etc. Phases 400 - 600 (Design Development, Construction Documents, Bidding) will take us into fall 2019 and lead to Phase 700, Construction.

### GULD STANDARL **GOAL #1**

Ensure a distinctive and supportive learning experience that fosters success.

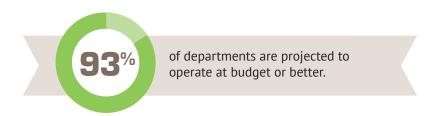
- **2B** A welcoming, supportive, and safe environment supports a diverse population.
- **2B.1** Integrate risk management practices into division and department programming, planning and services.

# **Business Operations Strategic Updates:**

- >> OPERATIONAL OUTCOME: Fiscal
  - Met monthly and/or quarterly with department heads to provide financial information on all areas and provided analysis as needed to make appropriate financial decisions.

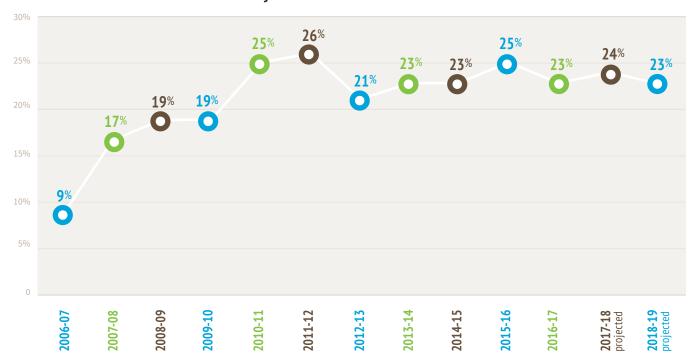
# GOAL #5 Advance economic and environmental sustainability practices and policies.

### Data:



• For fund 41, it has been determined that the optimal net margin is 20%. That means that for every dollar we earn, we target \$.20 to be used for a combination of reinvestment and debt service. As new construction projects come online, the portion related to debt service has increased significantly. The chart below shows our historical net margin, as well as the projected net margins.





# **Facilities Management Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality, Growth
  - Encouraged the use of TMA and TFM work order systems with customer base.
  - Building Coordinators, Managers and Directors perform weekly custodial surveys on performance and meeting expectations. Those who request work orders are randomly selected to respond to surveys generated after completion of maintenance work orders to gauge customer satisfaction.

# **2B.2** Review current programs and services to evaluate the relevance to and support for graduate students.

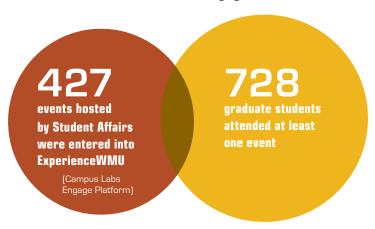
# **Divisional Strategic Updates:**

>> OPERATIONAL OUTCOMES: Quality, Growth

# GOLD STANDARD

Promote innovative learning, discovery and service.

# **Graduate Student Engagement**



# 2B.3 Develop a sustainable model for the Invisible Need Project.

# **Invisible Need Project Strategic Updates:**

- >>> OPERATIONAL OUTCOMES: Quality, Fiscal
  - For the 2017-2018 year, there are not updates regarding the Invisible Need Project. Over the course of the summer, progress was made towards this strategy that will be included in the 2018-2019 report.

# GOLD STANDARD

Ensure a distinctive and supportive learning experience that fosters success.

- **2C** The evidence-based outcomes and impact of student affairs programs and services is shared engagingly and routinely with a wide variety of constituents.
- **2C.1** Implement a division-wide format and structure for assessment outcomes and impact stories.

# GOLD STANDARD

Ensure a distinctive and supportive learning experience that fosters success.

# **Divisional Strategic Updates:**

- >> OPERATIONAL OUTCOMES: Quality, Growth
  - Developed data driven stories for use in the annual campaign for fundraising.
  - In January, the Student Affairs Leadership Team engaged in a retreat to identify fundraising priorities and four data-driven, division-wide priority themes emerged.
  - The four narratives around fundraising priorities are listed below:

# **Fundamental Western:**

Student Affairs helps students meet their basic needs, so they can focus on what really matters. Students at WMU face real challenges that prevent them from successfully completing their degree. Between 9% and 13% of students come to Sindecuse without health insurance and another 11% come using Medicaid. Last spring (2017), 322 students used the food pantry.

# **Western Leads:**

Programs in Student Affairs create premiere student leaders, help make Broncos feel at home, and provide opportunities for students to become the next generation of leaders. In 2017, 1905 students engaged in leadership development activities and events through the Office of Student Engagement.

# Live, Learn and Play at Western:

Students today face more pressure, anxiety, and financial challenges than any class before them. In all this, it can be easy to lose their way and forget to engage in the authentic college experience, explore opportunities and find their passions. In 2017-2018, 8,995 students attended at least one of 375 WMU Signature designated experiences. Our future vision for students includes engaging every student in WMU Signature, building a new Student Center, new south neighborhood housing and a future intramural field.

# **Western Works:**

Student Affairs provides a wealth of opportunities for students to engage outside of the classroom and practice their skills. We helped 5,000 students find jobs on campus last year. Students with jobs on campus are more likely to return to WMU for a second, third and fourth year than students who do not. Each of these roles helps a Bronco develop career readiness skills for their time at and after Western Michigan University.

### **Action Items:**

- These narratives were shared with our development liaison.
- The Vice President for Student Affairs shared these narratives at an Alumni meeting.
- These narratives were shared with the Student Affairs Leadership Team.

# **2C.2** Using student affairs assessment data, report to the University community on Student Affairs contributions to and progress toward improved recruitment, engagement and retention priorities.

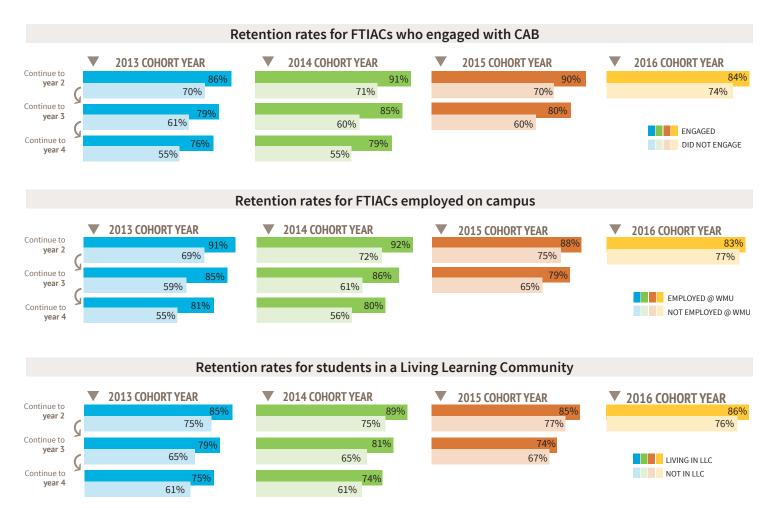
# GOLD STANDARD GOAL #1 Ensure a distinctive and supportive learning experience that fosters success.

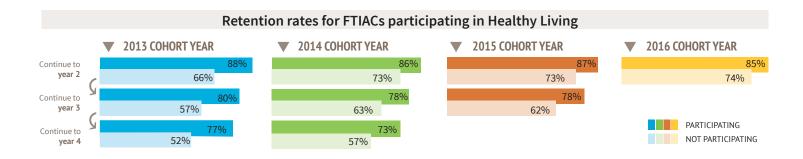
# **Assessment and Effectiveness Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality, Growth
  - Swipe and attendance data was collected for several core programs and services provided by Student Affairs including student employment data, WMU Signature participants, students in Living Learning Communities, students who attend one or more Campus Activities Board events and students who attend the University Recreation Center more than 15 times a semester. This data was matched to WIN and demographic variables from Banner. The SAIS team worked with Institutional Research to clean and model the data to the institutional model for retention of FTIAC students.

### Data:

• WMU retention rates are calculated based on a given year's fall FTIAC (first-time, full-time beginner students) cohort. A student is counted in a subsequent year's retention rate if they are registered as an undergraduate in at least one course at WMU at census of the corresponding fall term.





# Retention rates for FTIACs who are Student Affairs program participants

On Campus Employment, Club Sports, Campus Activities Board, Living Learning Community



### **Action Items:**

- This data was shared back with each unit who provided swipe or attendance data, with alumni at a retention meeting facilitated by Dr. Brylinsky
- This data was shared at the Student Affairs Leadership Team meeting and at the Student Affairs Leadership Team retreat.

# **Marketing Strategic Updates:**

# >> OPERATIONAL OUTCOME: Growth

- The total number of videos on the Student Life Stories channel is now at 22, up from 16 in May 2017.
- The four new videos have a total of 2,398 views since they were published.
- Marketing revised the SA brochures this year to include divisional strategic planning data as graphic elements.

# **Assessment and Effectiveness Strategic Updates:**

# >> OPERATIONAL OUTCOMES: Quality, Growth

• Each department, and the division as a whole, developed key performance indicators which represent the core programs and services provided. We are working collaboratively to develop overarching metrics for Student Affairs as are related to the Student Affairs Strategic Plan, the WMU Strategic Plan and departmental Key Performance Indicators.

# **University Recreation Strategic Updates:**

>> OPERATIONAL OUTCOMES: Quality, Growth

# **Strategic Updates**

Data

**Action Items** 

At the beginning of the fall semester, we opened the sixth college campus F45 Functional Training studio in the nation (first in Michigan). F45 combines elements of high intensity interval training, circuit training and functional training in a 45-minute workout program. All equipment and the entire studio is branded with WMU logos and colors. We are working to determine the feasibility of taking down one of the walls and expanding the studio to include two racquetball courts.

We held 19 classes per week ranging from early mornings to evening times. During our first semester, we sold over 100 memberships to students, faculty and staff. On average, we have 200 attendees at F45 classes every week and have seen an overall increase of 32% in class participations from fall 2016 to fall 2017.

Based on the popularity of our F45 program, the department decided to invest about \$80,000 to expand the F45 studio and purchase additional equipment. The studio expansion will allow us to accommodate between 27 and 36 participants for every class. The original square footage of the studio allowed for between 14 and 18 participants for many workouts due to safety and space concerns.



# 2D Mission driven alternative resources are explored and pursued.

# **2D.1** Explore external funding opportunities.

# **Divisional Strategic Update:**

>> OPERATIONAL OUTCOME: Fiscal

• Exploring external funding opportunities will be a core focus during 2018-2019.

# GOLD STANDARD GOAL #5

Advance economic and environmental sustainability practices and policies.



# **GOAL THREE**

Encourage healthy, ethical and responsible behavior.

- **3A** Students develop health and wellness knowledge, awareness and associated behaviors.
- **3A.1** Continue implementation of priorities as outlined in Healthy Campus 2020: mental health, alcohol and other drugs and violence prevention.

GOAL #1

Ensure a distinctive and supportive learning experience that fosters success.

# **Sindecuse Health Center Strategic Updates:**

OPERATIONAL OUTCOME: GrowthLEARNING OUTCOME: Wellbeing

• Prepared proposal and received award from the Governor and Michigan State Police Campus Sexual Assault Grant Program. Part of this funding supported the development and implementation of the train-the-trainer bystander intervention program that was launched in Spring 2017.

### Mental Health

- Counseling Services at Sindecuse Health Center adjusted several scheduling practices for individual and group counseling to be more student-centered. Part of this funding supported expanding the train-the-trainer bystander intervention program that was launched in Spring 2017.
- Staffing resources were strategically reallocated to create, implement and evaluate new presentations due to needs assessment data from the WMU ACHA-NCHA and concerns/interest received from First Year Seminar staff and faculty.



The proportion of students that came in for an intake/crisis appointment and were seen the same day increased from

**94%** in 2017 to

**97%** in 2018



In Fall 2017, we reached 37 FYE1000 sections engaging a total of 556 students in mental health promotion.

**37** FYE100 Sections

**556** Students

### **Substance Use**

- Student Conduct, Residence Life, and Health Promotion and Education implemented year two of the new alcohol and drugs (AOD) sanctioned education program that uses a screening and brief intervention model with students who have been found responsible for violating the WMU policy. AOD violations and recidivism rates continue to be lower than prior to this new program implementation.
- Sindecuse Health Center changed operations for controlled substance prescriptions in June 2018 regarding orders, consent forms and tracking patient usage.
- Sindecuse performed a benchmarking study with Kalamazoo Community regarding opioid prescribing practices.

# Alcohol and Other Drugs (AOD) Violations and Recidivism

Violation	2015-16	2016-17	2017-18
Total AOD cases	1,025	▼ 734	▼ 568
Total AOD repeat violators	85	▼ 36	▼ 20
Recidivism rate for AOD violators	8.29%	<b>4.9</b> %	▼ 3.52%

Following 2015-2016, new sanctions were implemented.

# **Violence Prevention**

- All student-athletes and athletics staff completed online training modules in March/April 2018. 100% participation was achieved.
- Grant funding was strategically allocated to expand the Western HEROES bystander intervention program. Health Promotion and Education and Intercollegiate Athletics launched in-person training with all student-athletes in football and men's basketball. The train-the-trainer model worked well, increasing capacity from five trainers in past years to 54 trainers by Spring 2018. This improved capacity and enabled us to reach new audiences bringing the total trained HEROES to 3,862 (July 2012-May 2018). We also trained 62 trainers from 20 high schools, middle schools and support agencies in the community.

# Data:



- **3B** Students develop meaningful, authentic and ethical considerations in diverse local and global communities.
- **3B.1** Ensure the implementation of diversity, inclusion and intercultural competence initiatives in department strategic plans, policies and services.

# GOLD STANDARD

Promote a diverse, equitable and inclusive University culture to ensure social sustainability and accessibility.

# **Divisional Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - Student Affairs has developed a division-wide committee focused on Diversity and Inclusion which launched in the Fall of 2017. Three subcommittee were formed: IDI, Professional Development and Systemic/Policy.
  - This year, Student Affairs supported the events and organizations listed below.
    - Supported the ODI Latino Student organization initiative
    - One registration for Women of Color Collaborative luncheon
    - Three students to attend the Young Women/ Strong Leader's Conference
    - Supported Arab Student Organization event

### **IDI Subcommittee**

Raised the question as to the use of the Intercultural Development Inventory, including personal
development plans and common language within Student Affairs for 2018-2019. Recommends the
implementation of individual rather than group feedback sessions. Suggests that the Intercultural
Development Inventory (IDI) be used with study abroad students as well as student employees.

# **Professional Development Subcommittee**

- Recommends a comprehensive year-long education series to focus on implicit bias. Which could include opportunities like Race Talk Panel, a Diversity 360 Program and Sustained Dialogues. A diversity common read could assist with creating a culture of diversity, inclusion and equity.
- Recommends the implementation of a Performance Management Review (PMR) as well as a policy geared toward accountability for those who do not meet the requirement annually

# Systemic/Policy Subcommittee

- Examine systemic challenges to student success within Student Affairs which includes a focus on policies.
- Develop two rubrics. The first is to evaluate current policies, procedures and guidelines within Student Affairs. The second is designed to evaluate the culture of diversity and inclusion in core areas of Student Affairs.

# \$10,631.20

allocated to support diversity and inclusion initiatives

Including support for:

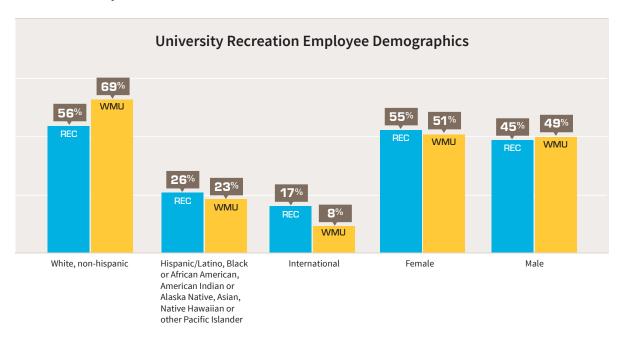
- Celebration of Excellence position
- Funding for the ODI Latino Student organization initiative
- Registration for one for Women of Color Collaborative luncheon
- Microaggressions, Equity and Inclusion webinar
- Student attendance at Young Women/ Strong Leader's Conference
- Hall rental for Arab Student Organization event

# **University Recreation Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quantity
  - Each programming area works to ensure that our staffing reflects the global nature of the WMU campus.
  - One of our internal objectives this year was to bring back our demographic report for department employees. This will help us to analyze and identify areas that we may be missing.

## Data:

Based on the Common Data Set-Enrollment by Racial/Ethnic Category for fall 2017, some of the preliminary data points from the facility for 2017-18 include:



# **Action Items:**

As we move forward, we plan to incorporate fitness and intramural sports into our demographics.

# **University Recreation Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - Continued partnership with Ladies Sport Club (RSO for international female students) to offer private programs such as fitness classes.
  - University Recreation also served as the host site for events for students from Southwest Michigan to familiarize them with WMU and college.
    - MLK Day Career Cruising
    - WIRE Youth Sports program (Lewis Walker Institute)
    - Three high school grad bashes/post prom events

# **Bernhard Center Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - Staff participated in a 3.5 hour training centered on diversity and inclusion.

### Data:

\$1,925 was spent on food and a speaker for diversity training.

# Finance and Infrastructure Strategic Updates:

- >> OPERATIONAL OUTCOME: Quality
  - Added diversity and inclusion focused break-out sessions to large scale capital project planning meetings, which included ODI representation and cross-sections of University administration beyond the typical Student Affairs and Business and Finance members.
  - Developed standard language for incorporation into WMU RFP and RFQ documents for Student Affairs capital projects, requiring AE firms to have experience using inclusive design practices. After discussion that led to better understanding of all parties, language was developed and added to RFP's that identifies our desire for certain inclusive design practices. This advancement resulted in the first-ever project proposals by AE firms to have a diversity consultant on the team.

# **Dining Services Strategic Updates:**

- >> OPERATIONAL OUTCOMES: Quality, Growth
  - Expanded labeling of food allergens in menu items to designate options that are allergy-friendly choices.
  - Allergen icons indicating that an item contains peanuts, tree nuts, fish or shellfish were created by the Student Affairs Marketing department. These icons will be added to the online menu platform and will be added to printed menus and labels as well. This process is still being rolled out.
  - Dining Services participated with Peta2 Survey for a rating on the level of vegan options offered by WMU Dining Services.
  - Served an international dinner in all dining centers February 21, 2018 based on dishes from regional cuisines of India. Hindustani Tadka: Flavors of India was successfully served to students. Using input from the student committee, informational pieces about each dish were developed and marketed to all guests.

### Data:

- Variety of Allergy Friendly menu choices Satisfaction rating: 3.51
- Peta2 evaluated the online submission for an audit of the dining centers at WMU regarding vegan options. Based on the information provided, Peta2 awarded WMU an A.

# **Sindecuse Strategic Update:**

- >> OPERATIONAL OUTCOME: Quality
  - Sindecuse Health Center Departments participated in an assessment to determine compliance with Preferred Name Policy when interacting with patient and is over 90% compliance with using preferred names.



# **Career and Student Employment Services Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - Career and Student Employment Services staff members participated in various conferences and webinars addressing cultural humility, including: Kalamazoo Summit on Racism, Cultural Humility seminar, Safe on Campus, Respecting Differences, webinar on microagressions, MI ACE: (American Council on Education-leadership, advancement and retention of women in higher education) conference, MI ACE (WOCC) Women of Color Collaborative luncheon with keynote speaker, Judi Brown Clarke, MI ACE (WOCC) on campus women's caucus mixer.
  - The inaugural Employer and Educator Forum featured an immigration attorney with a presentation "Hiring international students: Handling the immigration tasks to expand the talent pool" to help employers navigate the hiring of international students.

# **Career and Student Employment Services**

approximately

\$2,000

was spent on conference attendance and related travel approximately

\$2,500

was budgeted for the Employer and Educator Forum; food, rental and materials for 25 people

# **Residence Life Strategic Updates:**

- >> OPERATIONAL OUTCOME: Quality
  - Residence Life hired a Learning Community Assistant for the Global Learning Community.
  - A floor was taken offline to save space to accommodate winter break housing for international students not in Britton/Hadley.



# **Global Learning Community**

\$250,000

invested to create a kitchen in the Valley neighborhood **\$5,500** 

budgeted for global branding, furniture and carpet for the Hadley lounge 34 out of 47

possible bed spaces have been filled for the Global Learning Community as of June 20, 2018

# 3C Employee health, wellness and self-care is prioritized and valued.

# **3C.1** Promote and improve the wellness of Student Affairs staff, empowering each employee to adopt and maintain healthy behaviors.

# GOLD STANDARD

Ensure a distinctive and supportive learning experience that fosters success.

# **University Recreation Strategic Updates:**

# >> OPERATIONAL OUTCOMES: Quality, Growth

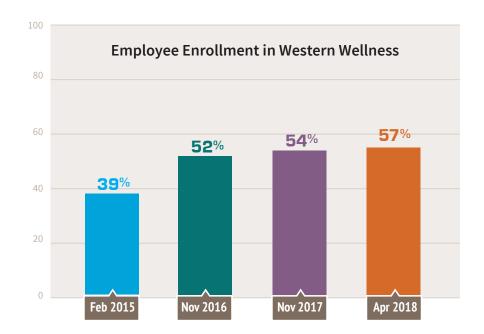
- For FY18, University Recreation has seen an average growth of .8% per semester/session.
- Membership purchases are overseen by our Coordinator of Membership Services. Each month, she receives a list of new employees to the University. To encourage SRC memberships, mailings are generated from the list to be delivered via campus mail with a welcome letter and SRC brochure that describe our programs, services and how to activate their SRC membership.

### Data:

- During spring 2018, overall membership numbers grew by 6.3% (increase of 38 memberships). For summer 1 2018, membership numbers are up 4.1% (increase of 31 memberships).
- The Poker Walk increased to 230 registrations this year, a 45% increase since 2016.

### >> OPERATIONAL OUTCOME: Growth

• Western Wellness plans to continue to provide financial assistance to our fitness programs to allow University employees that are part of the Western Wellness program to purchase discounted fitness passes and join specialty programs. Based on the new fee structure implemented during summer 2017, SRC fitness programs have seen an increase in membership purchases each semester.





# **ADMINISTRATIVE SERVICES**

# VICE PRESIDENT FOR STUDENT AFFAIRS

Dr. Diane K. Anderson

# ASSOCIATE VICE PRESIDENT FOR STUDENT AFFAIRS/ DEAN OF STUDENTS

Dr. Suzie Nagel-Bennett

# ASSOCIATE VICE PRESIDENT FOR STUDENT AFFAIRS

Mr. Vernon Payne

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CAREER AND STUDENT EMPLOYMENT SERVICES wmich.edu/career	387-2745
CHILDREN'S PLACE LEARNING CENTER wmich.edu/childcare	387-2277
DEAN OF STUDENTS/ CASE MANAGER	387-2150
DINING SERVICES wmich.edu/dining	387-4844
FAMILY ENGAGEMENT wmich.edu/families	387-4820
RESIDENCE LIFE wmich.edu/housing	387-4735
SINDECUSE HEALTH CENTER/ COUNSELING SERVICES wmich.edu/healthcenter	387-3287
STUDENT CONDUCT wmich.edu/conduct	387-2160
STUDENT ENGAGEMENT wmich.edu/studentengagement	387-2115
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