



DIVISION OF STUDENT AFFAIRS

UNIVERSITY OF WASHINGTON TACOMA

Strategic Plan 2008-2013

STUDENT AFFAIRS. LIVE YOUR POTENTIAL.



TACOMA



DIVISION OF STUDENT AFFAIRS



Strategic Planning 2008-2013

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DIVISION OF STUDENT AFFAIRS



Divisional Overview

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 & Fitness Centers, Intramurals 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.



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Mission, Vision, Values

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.



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Divisional Goals

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



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GOAL ONE

PROVIDE EXCELLENT AND EFFICIENT STUDENT SERVICES

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



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GOAL TWO

SUSTAIN A HEALTHY AND SAFE CAMPUS

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



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GOAL THREE

CULTIVATE A VIBRANT CAMPUS COMMUNITY

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



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GOAL FOUR

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

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



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GOAL FIVE

CONTRIBUTE TO STUDENT SUCCESS

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



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GOAL SUMMARY

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.

