

### Current Status

In keeping with the call for excellence across the university, the Division of Student Affairs serves to support students in access, development, success, and completion. Its 330 full-time benefitted employees touch students' lives at every stage from pre-enrollment through post-graduate support with clusters as varied as Health and Wellness (Campus Recreation, Dean of Students, Student Health Service, and University Counseling Center); Residence Life, Dining, and the Wyoming Union; and Enrollment Management (Admissions, Advising and Career Services, Student Educational Opportunity, Student Financial Aid, and the Office of the Registrar) plus ASUW Student Government, Alumni Relations, and Cowboy Parents. The guiding principles of the division are *Connect, Continue, Complete, and Collaborate*, which together offer a comprehensive vision for the division's interface with students. As a land-grant institution, UW has the opportunity and responsibility to serve all the citizens in the state and Student Affairs is active in building the pipeline to college, promoting the university to prospective students, and ensuring affordability to all students including the underserved and at-risk. The goal is to develop in students the life skills they need to be successful through the course of their degree and beyond as prepared global citizens. As a flagship research institution, UW requires a critical mass of thoughtful, academically-prepared students who are able to engage in learning and research. Student Affairs is charged to recruit and support students through the entirety of their educational endeavor, as well as engagement as alumni.

*Students first: poised for achievement, empowered for life!*

Each programmatic goal and benefit listed below centers around the three themes for the planning period:

- Students leaving UW will be prepared to compete and succeed in a global economy, and believe that there are no limits to what they can learn and do.
- UW will achieve measurable and improving excellence in academics (teaching, research, graduate degrees, and creation of new knowledge) in its defined areas of academic distinction.
- UW will steadily improve its statewide engagement, to further the well-being of citizens across the state in defined and measurable ways.

Every unit in the division has completed a detailed strategic plan for direction in the coming six years; the highlights are detailed here along with the funding necessary to achieve each goal.

### Major Programmatic Goals and Benefits

Over the course of the planning period, major initiatives are in development for student recruiting, student retention, outdoor leadership, alumni and parent engagement, infrastructure maintenance and construction, fostering health and wellness, and respecting and promoting diversity. In addition, this plan will describe the associated resource development, assessment and learning outcomes, and timeline for completion. Each programmatic goal is tied directly to the strategic goals of the division: expand student recruiting and access, coordinate and expand student success and completion strategies, coordinate and expand student health and wellness, promote and provide opportunities for alumni and parent engagement, and provide facilities supporting student access and learning. In addition to growing the freshman class and improving fall-to-fall retention, 2% more graduates will be produced annually starting in 2017 as a *Complete College Wyoming*<sup>1</sup> initiative. These goals can be achieved through partnership and collaboration with our colleagues across the university, careful evaluation of data leading to targeted strategy, implementing actions in best practice research, ensuring a state-of-the-art web presence with timely navigable information available to all constituents, coordinating closely with k-12 and community colleges, and engaging in learning-outcome-based assessment to ensure student growth and development as a result of leadership experiences in and out of the classroom: features at the core of our mission. UW will strengthen its mission of access while recognizing the support required in assisting students translate access into success through Student Affairs' enrollment management process.

### **Student Recruiting**

Bringing in the class - a large, diverse group of students from Wyoming, the nation, and the world who are well-prepared to succeed at the university - is critical for the recruitment and retention goals through 2020.

- 1) The Admissions Office intends to grow the freshman class 1-2% annually with qualified and diverse students.
  - a) To maintain the admitted student to admission representative ratio of 800:1 two additional staff plus associated support budgets are required (\$150,000); two additional processing staff are also needed given the current ratio of 1000:1 applications to processor ratio (\$90,000).
  - b) Partner with the University Tier One Initiative - Engineering and Science task force representatives to ensure the broadest base of talented students with STEM capability who choose UW, including women and minority students.
    - i) With Research and Economic Development, create programs to communicate to prospective students that UW is a public institution with opportunities for mentored

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<sup>1</sup> CCW is Governor Mead's initiative in alignment with *Complete College America* to increase access, persistence and completion in higher education.

- undergraduate research experiences comparable to the best private liberal arts institutions.
- c) Associated sub-goals include:
    - i) actively promote UW opportunities to veteran students,
    - ii) increase university prospective student visits by 5%,
    - iii) enhance technological reporting to facilitate strategic analysis of data, and
    - iv) further partnerships with Information Technology to optimize data resources and expand reporting capacity.
  - 2) To promote ease of statewide transfer, Admissions will consider the feasibility of a common application with the Wyoming community colleges as part of the larger *Transfer Advance* initiative.
  - 3) Admissions' International Students and Scholars unit plays a pivotal role for recruitment and retention of international students, whose presence on campus enhances our global mission. Expanding the internationalization of the campus provides opportunities for success to students all over the world and benefits domestic students through association with leaders from all over the globe.
    - a) Conduct an opportunity review of the Student Affairs role and programs in internationalization to ensure that maximum opportunity is achieved.
  - 4) Student Financial Aid (SFA) assists students in acquiring the financial resources necessary for taking full advantage of the learning environment, and counsels students on the rights and responsibilities associated with each type of scholarship and aid.
    - a) To best recruit the incoming class, a scholarship-restructuring to align goals and outcomes with awarding is being implemented for the fall of 2015.
    - b) SFA will provide oversight to expand and revise the existing scholarship portfolio of Foundation awards associated with academic excellence.
    - c) Continued attention to the changing federal and statewide policy landscape is critical to ensure that dollars are being spent in the most impactful way for student recruitment as well as retention.
    - d) Offer designated scholarship support to veteran students.
    - e) Define a long term tuition management policy with UW Administration.
  - 5) The Wyoming Access Challenge Grant, housed under Student Educational Opportunity, builds the pipeline of high school students with college aspirations in the state by housing recent college graduate advisors in high schools across Wyoming. Students, schools, and citizens throughout Wyoming will benefit from efforts to enhance the pipeline to college via interventions resulting in more highly-capable high school graduates in the state. To develop and expand this vibrant partnership with the secondary school system in Wyoming, UW will:
    - a) support a college coach model for the seven community colleges, and
    - b) grow the wyo4ed.org website to promote college attendance in Wyoming.

### Student Retention

Serving students throughout their college career is critical to assist them to persist and graduate. Providing the best service possible, offering personal connections throughout the undergraduate experience, and grounding initiatives in data-supported best practice is essential to improving freshman fall-to-fall retention and promoting persistence at every level.

- 6) The Center for Advising and Career Services (CACS) offers advising for undeclared students, career counseling, career services, administration of national admission and licensing tests, and coordination of transfer services.
  - a) In partnership with LeaRN, CACS will oversee the STEP retention initiatives to be developed and implemented as funding allows over the planning period. Major projects include:
    - i) encouraging colleges to complete 4 year academic plans and pathways and 2+2 academic plans for transfer students,
    - ii) broadening the opportunities for free tutoring and supplemental instruction,
    - iii) creating a mathematics summer bridge program for entering students,
    - iv) providing intrusive advising, support and mentorship for academic, personal, and financial student concerns,
    - v) delivering data-driven targeted support, and
    - vi) continuing development of the Cowboy Connect new student transition weekend programming (formerly Summit).
  - b) Engage with the Outreach School to ensure that students taking classes through Outreach are supported with appropriate student services.
  - c) Broadly, continued career support (as it pertains to the University Tier One initiative) will increase demand for career services, outcomes-based assessment of tracking post-graduate success detailed, and a coordinated university-wide career services delivery with a common platform for interview scheduling will be implemented; additional staff will be required.
  - d) Potential college entry requirements as enacted by the College of Education will increase demand for undeclared advising and subsequent support for declaring majors.
  - e) The Testing Center will see increased demands and exams shift towards computer administration.
  - f) CACS will be integral to the development of a freshman and transfer first-year experience ,collaboratively represents the units within the division in the assessment of these new programs, and will serve a role in the assessment of the freshman year seminar course.
  - g) CACS will engage with the State Longitudinal Data System project, funded by the Wyoming Legislature and administered through the State of Wyoming, to track students

- from primary school through the workforce, providing UW with data on educational outcomes as well as inputs.
- 7) The Office of the Registrar provides effective academic support services to students as well as faculty, staff, and alumni with accuracy and integrity, serving as a liaison to support students in achieving their academic goals through such services as course registration and maintenance of academic records, transfer credit evaluation, and awarding degrees.
    - a) To enhance retention, communication to students and advisors in a targeted, personal, and timely manner will be managed through a comprehensive communication plan.
    - b) Early alert and midterm grading plus the associated report generation will be enhanced as a tool for pro-active student feedback, requiring faculty and advisors as partners to ensure a broad reach.
    - c) Degree Works software will allow students to better monitor their degree progress.
    - d) The Registrar will serve a prominent role in support for the articulation of courses, degree programs and ease of student transition from the Wyoming community colleges and higher education institutions outside of Wyoming to UW.
    - e) Work with Academic Affairs and k-12 to refine the awarding of credit for high school Advanced Placement courses and International Baccalaureate programs.
    - f) Partner to implement electronic flow of academic transcripts between UW and the Wyoming community colleges.
  - 8) To safeguard that continuing students have the maximum opportunity to fund their education, Student Financial Aid works to ensure education and compliance for all aid-related regulations.
    - a) SFA will improve *Satisfactory Academic Progress* advising for students and university advisors to ensure students retain and graduate with interventions intended to retain eligibility for federal aid.
    - b) A university-wide coordinated effort will be spearheaded to identify students who are enrolled and otherwise eligible for federal funds and assist with FAFSA completion and other scholarship aid.
    - c) SFA will expand communication and outreach to students and units throughout the university to optimize scholarship and student aid resources.
    - d) Continue efforts for financial literacy in collaboration with the Division of Administration and the Associated Students of the University of Wyoming (ASUW).
  - 9) Student Educational Opportunity provides services via a variety of programs which emphasize pipeline to college development, access, persistence, success, completion, and graduate school promotion for socioeconomically disadvantaged and underprepared students, including low-income, first generation students, and students with disabilities through grant-funded Student Success Services, McNair, Education Opportunity Centers, Upward Bound and Math Science Initiative, GEAR-UP, and the Challenge Access Grant.

- a) Staffing around the state of Wyoming extends services regionally and provides service delivery to citizens throughout Wyoming.
  - b) Promote UW Summer Bridge to GEAR UP staff and students
  - c) University Disability Support Services meets UW's legal obligations to ensure equal access for students with disabilities, which will require increased funding, space, and staffing to meet projected demand.
- 10) The Wyoming Union fosters a sense of community by providing quality programs, services, and facilities that promote development, embrace diversity, and cultivate loyalty.
- a) Maximize space utilization by reviewing benchmarks, identifying needs, conducting focus groups, and exploring expansion potential to support enrollment goals, including upgrades to the lower and third levels.
  - b) Programmatically, offer more alternative breaks, increase leadership development, and community engagement to foster student involvement.
- 11) The Dean of Students offers student-centered initiatives that meet the expanding needs of a diverse student body by providing assistance, training, and education for individual students, student groups, and the university community to help students succeed academically, develop personally, and become contributing and engaged members of our university and community.
- a) Assist students with transitions throughout their college career via scholarship establishment through potential donors, minority support personnel addition (\$50,000), student conduct support personnel addition (\$60,000), off-university student services (\$2,000), conflict management center development (\$5,000), student professional development (\$5,000), and media literacy (\$3,000).
  - b) Develop, promote, and enhance an environment that supports student development, stakeholder engagement, conversation, and mentorship by undertaking a baseline assessment for the STOP Violence program, conducting annual crisis management trainings (\$500), increasing collaboration (\$5,000), enhancing marketing efforts (\$12,000), plus refining assessment (\$1,000), risk management (\$1,000), and grant writing (\$10,000).
  - c) Expand Veterans Services to support the increasing number of veterans choosing UW.
  - d) In collaboration with the Wyoming Union, pursue a leadership minor with interested UW colleges.
- 12) Residence Life and Dining plays a critical role particularly in freshman fall-to-fall retention, though they serve in retention efforts for a wide variety of constituents through sophomore floors, family apartments, and university dining.
- a) An inclusive living and dining environment featuring a healthy and memorable educational setting which cultivates academic and personal growth with a focus on engagement, diversity, sustainability, wellness, safety, and security is critical.
  - b) Enhancements planned are
    - i) proposed plans to possibly replace residence halls and dining facilities,

- ii) gender-inclusive housing, and
  - iii) greater options for both new and returning sophomore students, including a comprehensive plan for live-in sophomore housing.
  - c) Timely assessment administration as well as application numbers combined with retention and academic data will guide programming.
- 13) Campus Recreation will expand programs and services with the renovated Half Acre Recreation and Wellness Center including wellness, intramural, club sports, and overall fitness opportunities.
- a) Improve existing outdoor facilities to provide high quality, safe outdoor recreational spaces with appropriate lighting and storage (\$500,000). This includes fields administered directly as well as those jointly managed with the City of Laramie and UW Athletics.
  - b) In collaboration with UW Athletics, explore the option of providing a premier competition level turf field (\$1 million).
  - c) Collaborate with Athletics; premier competition aquatics facility

#### **Outdoor Leadership**

- 14) To expand and promote Outdoor Programs as an area of distinction for UW, Campus Recreation will provide a wide range of inclusive, safe, and reasonably priced outdoor programs and services.
- a) Explore the possibility of an academic minor in Outdoor Leadership and expand outdoor orientation opportunities for incoming students to further the integration with the academic mission of the university (\$100,000).

#### **Alumni & Parent Engagement**

- 15) The University Alumni Association, together with Cowboy Parents, represents a strategic partnership for fostering the belief, “Student Today, Cowboy Forever,” and provides valuable feedback, services, and a giving opportunity to constituents around the state and nation as detailed in their separate *University of Wyoming Alumni Association 2015-20 Strategic Plan*.
- a) Alumni Relations and Cowboy Parents will continue broad outreach to the citizens of Wyoming in promotion of the University through the license plate program, scholarship program development and fund/friend raising to support the university.
  - b) Interface closely with Admissions, Career Services and the colleges to participate and help support student recruiting and retention initiatives.
  - c) The Center for Advising and Career Services and Alumni Relations are working to develop alumni career services and identify resources to provide expanded services for graduates (\$75,000).

#### **Infrastructure, Maintenance and Construction**

- 16) Develop a master housing plan proposal to replace the Residence Halls and Washakie Center, including obtaining funding.
- 17) STEP retention services need a space prominent in students' use of the university, where students can access support and tutoring in a central location (\$350,000).
- 18) Admissions' Recruiting and Pre-College and Student Visits transitioned to the Gateway Center in 2014, as did some of the career offerings from the Center for Advising and Career Services and Alumni offices. Relocation to the Gateway provides tremendous opportunities to showcase the university and the functions of these units.
- 19) To promote holistic wellness via quality facilities, equipment, and programs, Half Acre Recreation and Wellness Center will be completed in 2015.
- 20) A study will be undertaken on co-locating critical student services in a newly constructed student services facility.

### **Fostering Health and Wellness**

- 21) Student Health Service will support wellness initiatives and
  - a) supervise athletic trainers,
  - b) expand online student health infrastructure,
  - c) implement a new operational system for the Pharmacy compatible with Mediat software (\$50,000),
  - d) offer extended hours until 6 pm two days a week,
  - e) expand service offerings to LCCC and ELC student groups,
  - f) explore the feasibility of an insurance billing system, including hiring a representative,
  - g) and collaborate with UW Athletics to hire a sports medicine physician.
- 22) University Counseling Center and AWARE will address mental health needs at the university and support student retention through consultation and outreach to the community regarding mental health issues and services, clinical and intervention services to students, and professional training to graduate students in an environment which values diversity.
  - a) Hiring a graduate assistant (\$22,000) to support services.
  - b) Collaborate with the Wellness Center as presentations and coalitions are expanded and intake and assessment technology is improved (\$1,500).
- 23) Dining Services will continue to innovate in meeting the food and beverage needs of the university community.
  - a) Dining will develop an allergen-friendly dining station in Washakie to address concerns regarding gluten, nuts, shellfish, soy, dairy, and eggs.
    - i) In addition to the construction costs for designing the station, administrative support and two additional cooks would be required.
  - b) Additionally, the dining options in the Union will be updated including a physical redesign for Panda Express, Rolling Mill, and repurposing the Gardens.



- c) Catering is prepared to support university needs as they evolve as part of the UW Catering and Events unit, which oversees conference space in several locations including the MHR Gateway Center and the UW Conference Center.

### **Respecting and Promoting Diversity**

- 24) A diverse university community benefits everyone and is served through:
- a) commitment to employee recruiting,
  - b) focused recruiting of a diversity student body,
  - c) conducting a university climate study, and
- 25) Multicultural Affairs in the Dean of Students Office will be a critical partner in STEP retention efforts in delivery of intrusive advising and support to students of color.
- a) Meeting with all students of color admitted with support during the first three weeks of class will allow staff an opportunity to offer ongoing guidance in support of persistence.
- 26) Enhanced campus globalization through the International Students and Scholars Office will provide opportunities for a wide variety of diverse cultural interactions.
- 27) Expand diversity training across the division including student organizations.

### **Resource Development**

To attain resources to meet fiscal needs, the Student Affairs Division will identify potential new sources of Section 1 and Section 2 funding and pursue grant funding. Where possible, reallocation will be considered. Student Affairs will partner with the Foundation to promote giving opportunities related to:

- Scholarships for students
- STEP retention services: innovative student programming and support
- Outdoor leadership
- Empowering the nontraditional learner
- Cultivating a global perspective
- Promoting political and cultural leadership

### **Assessment and Learning Outcomes**

As each initiative is undertaken, a critical focus will be placed on tracking and assessing Student Affairs' quality improvement in student support and learning outcomes. Through interactions with our division, students will:

- learn about making healthy lifestyle choices
- learn to appreciate individual differences and similarities
- develop skills to think objectively and critically
- learn personal responsibility
- gain greater self-understanding
- learn to communicate effectively

- develop citizenship skills
- enhance their feelings of engagement, belonging, and loyalty

**Timeline for Completion**

Each unit in the division has a detailed plan for visioning success in each initiative outlined, along with detailed metrics to ensure formative and summative assessment directives are met throughout. Many initiatives are both intertwined and funding-dependent: for example, to reach enrollment goals, scholarship resources need to be aligned accordingly, especially as the cost of attendance increases. Additional instructional resources in the colleges and Academic Affairs must be available to meet the demands of increased enrollment as determined through a long-term instructional capacity and optimal academic program size model. Student Affairs is well-poised to engender the changes needed to further the call for excellence across the University of Wyoming, and committed to the personal and professional success of our students through 2020 and beyond.