

A decorative graphic on the left side of the slide consists of a network of light blue lines and small circles, resembling a circuit board or a neural network. The lines are vertical and horizontal, with some diagonal connections, and the circles are placed at various points along these lines.

STUDENT AFFAIRS STRATEGIC PLAN 2023 AND BEYOND!

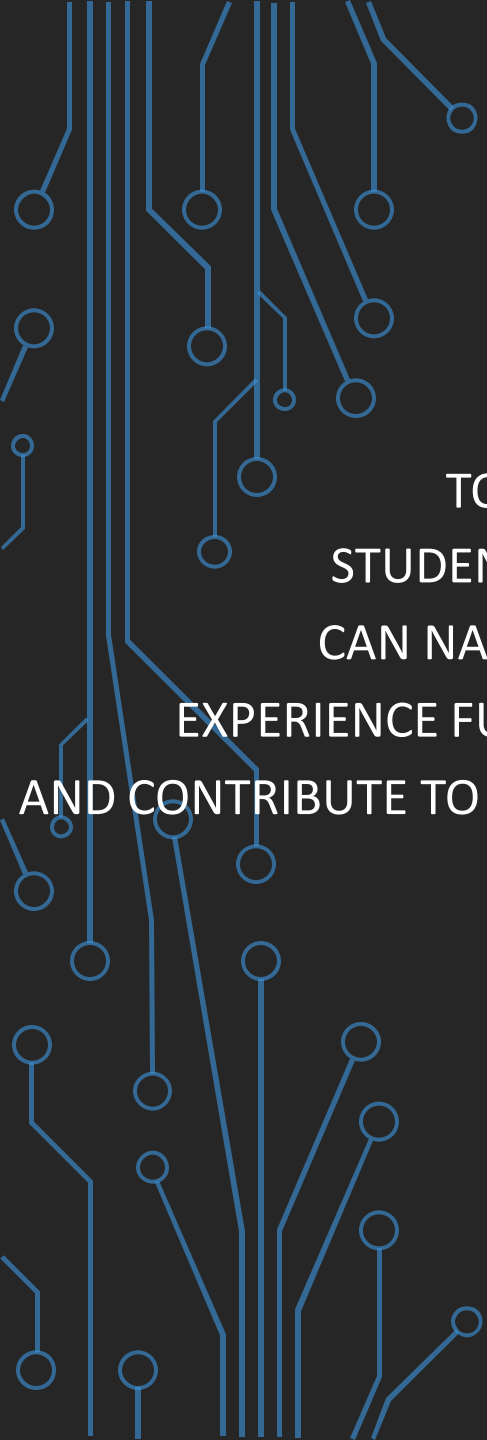
OUR VALUES

- Community
- Social Consciousness
- Integrity
- Respect
- Responsibility



VISION

EVERY STUDENT
THRIVES.



TO EMPOWER
STUDENTS SO THEY
CAN NAVIGATE LIFE,
EXPERIENCE FULFILLMENT,
AND CONTRIBUTE TO HUMANITY.

MISSION



VALUE PROPOSITION

TO INSPIRE COURAGEOUS DISCOVERY THROUGH
ENGAGEMENT BEYOND THE CLASSROOM.

STRATEGIC OBJECTIVES – FUNDAMENTAL

BELONGING

Create a culture of mattering, acceptance, value, inclusion, and encouragement.

HEALTH & WELLNESS

Advance programs and services to promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being.

LEADERSHIP & DEVELOPMENT

Provide opportunities for staff and students to engage in personal leadership and professional development.

WORK ENVIRONMENT & CULTURE

Create a work environment and culture that attends to individual needs, is responsive to staff feedback, and results in a greater student experience.

EXECUTIVE STRATEGY

BELONGING

Create a culture of mattering, acceptance, value, inclusion, and encouragement.

Lead and co-lead with campus partners to both define and direct collaboration and innovation to address issues of inclusion, access, and sense of belonging

Develop a comprehensive student experience that will positively impact retention, persistence, and graduation.

Inspire a greater and more inclusive sense of UW spirit, pride, and tradition among students, alumni, parents/supporters, and staff

Enhance the physical environments of student-centered spaces known for vibrancy, access/universal design, and appeal

EXECUTIVE STRATEGY

HEALTH & WELLNESS

Advance programs and services to promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being.

Implement the Wellness Wheel framework for programs across the division that addresses the needs of students related to their health/wellbeing, sense of self, and belonging.

Evaluate existing services; how existing services align with the wellness wheel.

Promote/prioritize the expansion of primary-prevention programs, services, and strategies that are evidence-based and developmentally informed.

Invest in division programs that support expanded and emerging student needs.

EXECUTIVE STRATEGY

LEADERSHIP & DEVELOPMENT

Provide opportunities for staff and students to engage in personal leadership and professional development.

Establish compassion and competence as foundational elements of leadership we uphold as a division

Cultivate an evidence-based and data-driven organizational culture

Create (and maintain) developmental student employment within the division

EXECUTIVE STRATEGY

WORK ENVIRONMENT & CULTURE

Create a work environment and culture that attends to individual needs, is responsive to staff feedback, and results in a greater student experience.

Assess and create sustainable functional operations and expectations.

Develop consistent and centralized practices for the recruitment, retention, promotion, and compensation of diverse, inclusive, and culturally informed Student Affairs staff

Develop a robust and consistent onboarding program to welcome new Student Affairs staff as a foundation for success

Recognize, celebrate, and reward positive contributions and growth

Prioritize and value professional staff health through partnerships, on and off-campus, to incorporate an emphasis on services and training related to resilience, wellness, and self-care

Establish feedback mechanisms that enables all staff to provide feedback, ask questions, and elevate issues to division leadership

Priority 1:	BELONGING							
Goal:	Create a culture of mattering, acceptance, value, inclusion, and encouragement							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
A. Lead and co-lead with campus partners to define and direct collaboration and innovation to address issues of inclusion, access, and sense of belonging	1) Develop standardized language and terms for diversity, equity and inclusion.	Spring 2025	Lacking common set of terms used across campus as of fall 2022	<ul style="list-style-type: none"> Assistant Dean for Equity and Belonging AVP of DEI 	Utilize insight from Social Responsibility Speaks consulting work Review of draft and consensus of support from Inclusion Council	Complete list of terms and standardized language by December 2024. Determine what departments incorporated terminology by May 2025 and where further support is needed	S3. Provide a supportive Community d. Expand efforts of accountability, inclusion and transparency	
	2) Implement within Saddle Up inclusivity skill programming	August 2022 and 2023	Inclusivity Skills Session 2022 will be the first collection for baseline data.	<ul style="list-style-type: none"> Office of Diversity Equity and Inclusion Assistant Dean for Equity and Belonging Student Success & Graduation 	Lesson plans for inclusivity session with learning outcomes Train staff to lead sessions Assessment plan and data collection	Assessment throughout the week of programming to include students' reflections of the week. Sessions for August 2023.	S1. Enhance Student Success b. Build a student-ready, student-focused enterprise	Completed and ongoing

<p>3) Implement diversity and inclusion focused training series within Division of Student Affairs focused on building a supportive and inclusive campus community</p>	<p>August 2025</p>	<p>Lacking comprehensive list of initiatives within Division of Student Affairs</p>	<ul style="list-style-type: none"> • Vice President of Student Affairs • SALT • Office of Diversity Equity and Inclusion • Assistant Dean for Equity and Belonging • Disability Support Services 	<p>Assess diversity-focused student leadership elements currently within Student Affairs departments, their learning outcomes and assessment plans</p> <p>Develop curriculum and learning outcomes for trainings</p>	<p>Assessment of training outcomes with participants</p> <p>Analysis of NSSE and campus climate survey data to see if metrics related to belonging and supportive community improve engagement with supervisors to identify further diversity focused work within each department for student and staff</p>	<p>S3. Provide a Supportive Community d. Expand efforts of accountability, inclusion and transparency</p>	
<p>4) Expand programming to enhance proactive approach to community building through restorative practices.</p>	<p>Fall 2024</p>	<p>An absence of the proactive approach leaves us implementing restorative practices that restore people to communities that</p>	<ul style="list-style-type: none"> • Restorative Justice • Assistant Dean for Equity and Belonging • Residence Life • Fraternity & Sorority Life 	<p>Establish learning outcomes and assessment format for proactive community building</p> <p>Determine best approach to</p>	<p>Assess annual participant numbers in proactive programs</p> <p>Support partners in implementing learning</p>	<p>3. Provide a Supportive Community c. Invest in resources that enhance the health and well-being of the UW community</p>	

			potentially continue to harm		outreach and marketing for this type of work	outcomes assessment each year Increase by a minimum of five new department or student organization engagements annually		
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Goal:	Create a culture of mattering, acceptance, value, inclusion, and encouragement							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
B. Develop a comprehensive student experience that will positively impact retention, persistence, and graduation.	1) Onboard first time, full-time students via Saddle-Up to prepare all students for the challenges and opportunities of the academic experience	Fall 2022 start and ongoing	Data beginning to be collected Fall 2022	<ul style="list-style-type: none"> Student Success & Graduation Office of Institutional Analysis 	<p>Development of full Saddle Up schedule</p> <p>Incorporate extensive faculty, staff and student support</p> <p>Develop program curriculum with learning outcomes</p>	<p>Complete record review for participating students between Fall 2022 and graduation with comparison to years before Saddle Up</p> <p>Program assessment developed and administered annually</p>	S1. Enhance Student Success b. Build a student-ready, student-focused enterprise.	Completed 2022 and ongoing
	2) Analyze Saddle Up data to determine areas of continued need for specific populations of students (i.e. first generation students) and identify areas for revision to the Saddle Up program	Fall 2025	Data beginning to be collected Fall 2022	<ul style="list-style-type: none"> Student Success & Graduation Office of Institutional Analysis 	<p>Development of full Saddle Up schedule</p> <p>Incorporate extensive faculty, staff and student support</p> <p>Develop program curriculum with learning outcomes</p>	<p>Complete record review for participating students between Fall 2022 and graduation with comparison to years before Saddle Up</p> <p>Program assessment developed and</p>	S1. Enhance Student Success b. Build a student-ready, student-focused enterprise.	

						administered annually		
3) Increase student-reported rates of engagement focused in the following areas as reflected on the bi-annual NSSE Survey	Summer/ Fall 2024	National Survey of Student Engagement (NSSE) in Spring 2022	<ul style="list-style-type: none"> • Vice President of Student Affairs Office • All units of Student Affairs 	<p>Develop outline of divisional work connected to these specific NSSE elements</p> <p>Discuss within Division Leadership how units can improve support in these engagement areas with students</p> <p>Collect or purchase survey incentives Develop outreach plan for Spring 2024 NSSE Administration</p>	<p>Completed National Survey of Student Engagement (NSSE) by Spring 2024, analysis of results and comparison to data from 2022.</p> <p>Collect NSSE Freshmen Experience Module Spring 2023 (completed but with insufficient response rate to make data meaningful)</p>	<p>S1. Enhance Student Success b. Build a student-ready, student-focused enterprise</p>		
4) Increase participation in Living Learning Communities (LLC) among first year students living on campus.	Fall 2025	Historical Freshman Interest Group (FIG) & identity or affinity group participation, retention and graduation data	<ul style="list-style-type: none"> • LeaRN • Residence Life • Dean of Students • Academic Affairs • UW Foundation 	Develop plan for long-term fundraising with UW Foundation to support Living Learning Communities	Annual assessment of number of LLC options and total student participants with a goal of 55% of first year students who live	<p>S1. Enhance Student Success a. Strategically grow enrollment</p>		

			LLC Committee work to define levels of LLC based on faculty or staff involvement		Work with academic affairs to support the development of new Living Learning Communities	on campus Annual assessment of student retention, persistence, and graduation rates Annual assessment of Living and Learning Community experience with students, staff and faculty involved in programs	b. Build a student-ready, student-focused enterprise	
	5) Increase student employee hourly pay across the Division of Student Affairs	June 2023	Look at current pay across the division \$10 as the baseline (while recognizing we are not @\$10- i.e., Union still has some at \$7.25)	<ul style="list-style-type: none"> • Executive Business Manager • Unit Business Managers • ASUW 	Conduct annual division-wide review of student pay and identify ability to increase minimum hourly pay within and across Student Affairs	An annual review will be completed by January in preparation for the annual budget Board of Trustees presentation in May. FY 2024, start student pay at \$12/hour	S1. Enhance Student Success b. Build a student-ready, student-focused enterprise	Completed and ongoing
	6) Outline and implement the student First Year Experience with a common curriculum for the first six weeks	Curriculum outline completed by early Spring 2025	Examine existing technologies/communication to share key dates. Look at the priority schedule	<ul style="list-style-type: none"> • Student Success & Graduation • All programmatic areas and events within the Division of Student Affairs 	Research best practices for first-year engagement Benchmark first year programs at	Develop assessment based on curriculum learning outcomes.	S1. Enhance Student Success b. Build a student-ready,	

		Implementation for Fall 2025	<p>prior to the public releases.</p> <p>Expand programming specific to 1st year students/Residential Curriculum</p>		<p>other universities</p> <p>Gather data on existing events focused on first year students and their learning outcomes</p> <p>Create a synthesized event calendar for first year student events with learning outcomes for each program</p>	Analyze results of program assessments and use to inform program changes	student-focused enterprise	
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Priority 1:	BELONGING							
Goal:	Create a culture of mattering, acceptance, value, inclusion, and encouragement							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
C. Inspire a greater and more inclusive sense of UW spirit, pride, and tradition among students, alumni, parents/supporters, and staff	1) Enhance UW Homecoming structure to increase engagement and establish new traditions	Fall 2025	Fall 2019 as model	<ul style="list-style-type: none"> Alumni Association ASUW Center for Student Involvement and Leadership (CSIL) Residence Life 	Create implementation team for homecoming planning	Evaluate and reconsider homecoming planning structure and event needs Fall 2022 to start as new baseline to evaluate main features of programming, parade (size, route), and engagement Assess student event engagement numbers Assess event attendance including parade, football signature game, rodeo and other events Expand number of participants in the parade Expand number of partnerships with	S2. Pursue Institutional Excellence d. Strengthen relationships with UW's external partners and stakeholders	

						campus, community and student organization groups		
	2) Develop Alumni Affinity Networks and Regional Network Strategies	Fall 2024	Did not exist prior to Spring 2022	<ul style="list-style-type: none"> • Alumni Association • Office of Diversity Equity and Inclusion • Center for Student Involvement and Leadership (CSIL) • Assistant Dean for Equity and Belonging • ASUW 	<p>Hire and onboard affinity coordinator role</p> <p>Prioritize program development and implementation</p>	Review level of development and engagement in year one of the position being hired.	S1. Enhance Student Success f. Prepare students for life and adaptation to a changing and increasingly digital world – experiential and interdisciplinary learning opportunities	
	3) Expand parent and family engagement	Fall 2024 implementation of pilot efforts with new Parent & Family Council	<p>Parent & Family Weekend</p> <p>Adding communication in WyoCourses (current newsletter)</p> <p>Student Success & Graduation website, social media</p> <p>Parent and</p>	<ul style="list-style-type: none"> • Student Success & Graduation • Vice President of Student Affairs 	<p>Hire and onboard Program Coordinator role</p> <p>Dedicate Institutional Marketing & Admissions time to learn WyoCourses and implementation</p> <p>Establish learning outcomes for Parent and Family Weekend</p>	<p>Leadership roles on Parent & Family Weekend filled</p> <p>Number of parents and families participating in Parent & Family Weekend.</p> <p>Assessment of Parent and Family Weekend participants.</p>	S3. Provide a supportive community d. Expand efforts of accountability, inclusion, and transparency	

			<p>Family Committee</p> <p>Parent and Family Canvas Course</p>			<p>Evaluation for feedback on course content and number of participants engaging with WyoCourses</p> <p>Parent Committee establish a survey for annual feedback from parents and families</p> <p>Assessment of readership, open and click rates on parent communication emails</p> <p>Clicks, social media engagements metrics</p>		
	4) Expand university level engagement in Union Fest and The Big Event	<p>Fall 2024 – Big Event</p> <p>Spring 2024 – Union Fest</p>	Current event model	<ul style="list-style-type: none"> • Service Learning and Community Engagement (SLCE) • Center for Student Involvement and Leadership • Institutional Marketing • All units of Student Affairs 	<p>Determine where additional support is needed for each event</p> <p>Identify unique partnership with campus units can increase event engagement</p>	<p>Number of campus partners external to the division</p> <p>Clicks, social media engagements metrics</p>	<p>S2. Pursue Institutional Excellence</p> <p>d. Strengthen relationships with UW's external partners and stakeholders</p>	

	5) Expand number of events organized by Multicultural Affairs team for campus with broader university support	Fall 2024	Fall 2022 events model	<ul style="list-style-type: none"> • Assistant Dean for Equity and Belonging • Center for Student Involvement and Leadership (CSIL) • Office of Diversity, Equity and Inclusion (ODEI) • Institutional Marketing 	<p>Develop annual calendar of events hosted by Multicultural Affairs articulating campus partners</p> <p>Identify learning outcomes for each program, service or event</p> <p>Increase departmental funding to support new or enhanced events</p> <p>Outline marketing plans for events</p> <p>Develop staffing support and safety plans for events</p>	<p>Assess number of events held, number of campus partners and number of attendees at each event</p> <p>Assess student experience of events to determine impact of programming and ongoing student needs</p>	S3. Provide a supportive community d. Expand efforts of accountability, inclusion, and transparency	
	6) Cultivate unit-lead belonging-focused programming or services	Fall 2024	Current level of programming and services based enhancing student belonging on campus	<ul style="list-style-type: none"> • Vice President of Student Affairs • Assistant Dean for Equity and Belonging • All units of Student Affairs 	Train all units around best practices for creating inclusive and supportive environments for unique student populations	<p>Assess number of events held with each division unit and number of attendees at each event</p> <p>Assess student experience of events to determine impact of</p>	S3. Provide a supportive community d. Expand efforts of accountability, inclusion, and transparency	

						programming and ongoing student needs		
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Priority 1:	BELONGING							
Goal:	Create a culture of mattering, acceptance, value, inclusion, and encouragement							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
D. Enhance the physical environments of student-centered spaces known for vibrancy, access/universal design, and appeal	1) Develop multi-year capital project improvement plan for Wyoming Union renovation	July 2025	Prior architectural plans for renovation	<ul style="list-style-type: none"> • Student Affairs Leadership Team • Center for Student Involvement and Leadership • Governmental Affairs • UW Foundation • ASUW 	<p>Consult on timeline with University master plan development</p> <p>Create a more detailed fundraising plan for Student Affairs</p> <p>Collect input on student and campus specific needs for space renovation Identify ongoing division space needs and determine if Wyoming Union is appropriate possible location</p>	<p>Benchmark unions at peer and aspirant institutions to determine what programs, services and engagement opportunities exist in their facility</p> <p>Create timeline for renovation project based on funding projections</p>	S1. Enhance Student Success d. In line with Wyoming’s post-secondary educational attainment goals, increase enrollment and engagement with all students populations including tribal, marginalized, and underserved students	
	2) Develop multi-year capital project improvement plan for comprehensive Wellness Center	July 2025	None	<ul style="list-style-type: none"> • Student Affairs Leadership Team • Student Health Services • University Counseling Center 	Assess number of events held, number of campus partners and number of attendees at	Create timeline for renovation/construction project based on funding projections	S3. Provide a supportive community c. Invest in resources that enhance the health and	

				<ul style="list-style-type: none"> Governmental Affairs UW Foundation ASUW 	<p>each event</p> <p>Assess student experience of events to determine impact of programming and ongoing student needs</p> <p>Create a more detailed fundraising plan for Student Affairs</p> <p>Collect input on student specific needs for service and physical space enhancement</p> <p>Identify ongoing division space needs with health and wellness units</p>	<p>Benchmark comprehensive health centers at other universities to determine possible facility needs on our campus</p>	<p>wellbeing of the UW community</p>	
	<p>3) Conduct an internal assessment of accessibility and space utilization in offices, program spaces and</p>	<p>Fall 2026</p>	<p>None</p>	<ul style="list-style-type: none"> Vice President of Student Affairs Disability Support Services UW Operations Office of Diversity, Equity and Inclusion 	<p>Build/find a tool that allows it to be a “checklist” for all areas</p> <p>Allow for student feedback on the process</p>	<p>Analysis of internal assessment results to determine areas of need and prioritization</p>	<p>S3. Provide a supportive community d. Expand efforts of accountability, inclusion, and transparency</p>	

	digital platforms across the Division of Student Affairs.					*Awareness that all the areas are not accessible.		
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Priority 2:	Health and Wellness							
Goal:	Advance programs and services to promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
A. Implement Wellness Wheel framework for programs across the division to address the health and wellbeing needs of students	1) Develop a division wide training to review the adopted Wellness Wheel, eight (8) dimensions and best practices for programs and services	Summer 2024	Current Wellness Center Wheel	<ul style="list-style-type: none"> Wellness Center University Counseling Center Dean of Students Student Health Services Disability Support Services 	<p>Develop curriculum and learning outcomes for training centered on the chosen version of the Wellness Wheel</p> <p>Indicate where unit programming aligns on the Wellness Wheel</p> <p>Create up to three wellness wheel tasks the students may take to enhance their wellness within each unit</p>	<p>Assessment of training learning outcomes</p> <p>Increased programming connected to Wellness Wheel</p> <p>Increased marketing of dimensions of Wellness Wheel across the division</p>	S3. Provide a supportive community c. Invest in resources that enhance the health and wellbeing of the UW community	
	2) Develop marketing plan or Wellness Wheel	Fall 2024	Current Wellness Center Wellness Wheel	<ul style="list-style-type: none"> Student Engagement Team Marketing 	<p>Identify staff graphic designers to support</p> <p>Develop website and image files for others to refer to in</p>	<p>Increased marketing of dimensions of Wellness Wheel across the division</p> <p>Increased numbers of</p>	S3. Provide a supportive community c. Invest in resources that enhance the health and wellbeing of the UW community	

					promoting the dimensions of wellness Communicate plan across division with support from Division Leadership	students reporting knowledge of and intentions to engage with in Wellness Wheel dimensions		
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Priority 2:	Health and Wellness							
Goal:	Advance programs and services to promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
B. Evaluate how existing services align with the Wellness Wheel	1) Identify learning outcomes and create an assessment for Wellness Wheel related activities	Summer 2024	Model of assessment for wellness dimensions currently conducted by SLCE	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • Dean of Students • Wellness Center • Campus Recreation • University Counseling Center • Residence Life • Student Success & Graduation 	<p>Reference Council for the Advancement of Standards in Higher Education (CAS) standards for best practices related to dimensions of wellness</p> <p>Communicate assessment questions and tools across the division with support of Division Leadership</p>	<p>Utilization of developed assessment questions across the division</p> <p>Inclusion and analysis of wellness wheel learning outcomes in divisional annual report</p>	S3. Provide a supportive community d. Expand efforts of accountability, inclusion, and transparency	
	2) Analyze all existing programs and services within the Division related to social, emotional, occupational, intellectual, environmental, financial, spiritual wellness.	Summer 2025	Department Outcome Surveys	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • All units of Student Affairs 	<p>Reference Council for the Advancement of Standards in Higher Education (CAS) standards and self-assessment guides for best practices related to these dimensions of wellness</p>	<p>Review any assessment existing data related to learning outcomes connected to programs</p>	S3. Provide a supportive community c. Invest in resources that enhance the health and well-being of the UW community	

	3) Develop plans for expanding programming and services related to the Wellness Wheel as guided by the annual assessment results noted above	Summer 2025	Post review of assessment results in division-wide inquiry about wellness wheel application in programming, the division can better prioritize what wellness wheel section could use most focus	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • Dean of Students • Wellness Center • Campus Recreation • University Counseling Center • Residence Life • Student Success & Graduation 	Complete the analysis noted above	<p>Modification of existing programming and learning outcomes connected to the Wellness Wheel</p> <p>Increased participation in programming connected to the Wellness Wheel</p>	<p>S3. Provide a supportive community</p> <p>c. Invest in resources that enhance the health and wellbeing of the UW community</p>	
	4) Build a self-assessment tool for students to use to identify their wellness needs	Summer 2025	None	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • Dean of Students • Wellness Center • Campus Recreation • University Counseling Center • Residence Life • Student Success & Graduation 			<p>S3. Provide a supportive community</p> <p>c. Invest in resources that enhance the health and wellbeing of the UW community</p>	

Priority 2:	Health and Wellness							
Goal:	Advance programs and services to promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
C. Prioritize the expansion of primary-prevention programs, services, and strategies that are evidence-based and developmentally informed	<p>1) Analyze existing programs and services related to prevention programs for wellness (i.e., sexual health, substance use, interpersonal violence, food insecurity) to identify areas for growth</p> <p>Implement a Collective Impact Strategy approach, or something comparable, to groups like A-Team, No More, LifeSavers</p> <p>Programs: Green Dot, Step Up, AWARE</p>	Fall 2024	NCHA Data	<ul style="list-style-type: none"> • Dean of Students • Wellness Center • Campus Recreation • University Counseling Center • Disability Support Services • Student Health Services • Student Success and Graduation 	<p>Reference Council for the Advancement of Standards in Higher Education (CAS) standards for best practices related to these dimensions of wellness</p> <p>Assess mission and goals of each existing group</p> <p>Outline structure and focus of new model</p> <p>Determine what data would serve as indicators</p>	<p>Utilize existing assessments including AWARE and NCHA</p> <p>Increase number of campus partners offering the program</p> <p>Assess rates of change in alcohol and drug related citation numbers or incident reports annually</p> <p>Analyze existing programmatic assessments and data</p> <p>Gather group membership feedback</p>	S3. Provide a supportive community c. Invest in resources that enhance the health and well-being of the UW community	

						Analyze annual data to determine effectiveness of efforts Assess engagement of current and new group members		
	2) Enhance Alcohol and substance free education and programming on campus	Fall 2024	NCHA Data Online Alcohol EDU program	<ul style="list-style-type: none"> • Wellness Center • Dean of Students Office • University Counseling Center & AWARE Program • SS&G 	Develop and expand Red Watchband program	<p>Utilize existing assessments including AWARE and NCHA</p> <p>Increase number of alcohol and substance prevention programs held with students each year</p> <p>Increase number of campus partners offering the program</p> <p>Assess rates of change in alcohol and drug related citation numbers or incident reports annually</p>	S3. Provide a supportive community c. Invest in resources that enhance the health and wellbeing of the UW community.	

	3) Expand Mental Health 1 st Aid trainings offered for students	Fall 2023	Current trainings	<ul style="list-style-type: none"> • Wellness Center • University Counseling Center 	<p>Increase marketing to spread awareness of opportunity and benefit of training</p> <p>Providing more training opportunities</p>	<p>Assess rates of engagement, number of trainings held and results of program evaluations</p> <p>Increase number of campus</p>	<p>S3. Provide a supportive community</p> <p>c. Invest in resources that enhance the health and wellbeing of the UW community</p>	Completed and Ongoing
	4) Expand Financial wellness programming for students	Fall 2024	<p>NCHA data (UCC Student Sat. Survey)</p> <p>Student Financial Services and Office of Scholarship & Financial Aid data</p> <p>ASUW Issues Survey data</p>	<ul style="list-style-type: none"> • Vice President of Student Affairs • Student Success & Graduation • Student Financial Services • ASUW • Residence Life 	<p>Mini grants, Completion Grants,</p> <p>Reference CAS standards for best practices related to financial wellness</p> <p>Develop a curriculum and learning outcomes for financial wellness education</p> <p>Align learning outcomes to programming within Residence Life and ASUW</p>	<p>Assess pre-arrival survey data for incoming first year students</p> <p>Assess programs based on learning outcomes</p>	<p>S1. Provide a supportive community</p> <p>d. Expand efforts of accountability, inclusion, and transparency</p> <p>S3. Provide a supportive community</p> <p>c. Invest in resources that enhance the health and wellbeing of the UW community</p>	

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Goal:	Advance programs and services to promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
D. Invest in division programs that support expanded and emerging student needs	1) Provide division wide training on the Adverse Childhood Experience (ACEs)	Summer 2024	None	<ul style="list-style-type: none"> • Dean of Students • VPSA Office 	<p>Identify areas within division who most benefit from training</p> <p>Develop learning outcomes for training</p> <p>Determine funding source for training</p>	<p>Assess training based on learning outcomes</p> <p>Identify need for ongoing learning on this topic</p>	<p>S3. Provide a supportive community</p> <p>b. Develop initiatives to hire, reward, and retain excellent staff and faculty</p> <p>c. Invest in resources that enhance the health and well-being of the UW community</p> <p>d. Expand efforts of accountability, inclusion, and transparency</p>	
	2) Develop a comprehensive plan for campus mental health support	Fall 2026	None	<ul style="list-style-type: none"> • Student Affairs Leadership Team • Dean of Students • University Counseling Center • Student Health Services • Residence Life • Multicultural Affairs • ASUW 	<p>Reference Council for the Advancement of Standards in Higher Education (CAS) standards for best practices related to emotional wellness</p>	<p>Assess development of plan based on annual review of progress.</p>	<p>S3. Provide a supportive community</p> <p>c. Invest in resources that enhance the health and wellbeing of the UW community</p>	

				<ul style="list-style-type: none"> Wellness Center 	<p>Invest in JED Foundation Campus Program partnership</p> <p>Develop a campus wide team to focus on assessment and strategic development</p>			
	3) Assess needs for additional resources for special campus populations (LGBGTQIA2S+, Students on the Autism Spectrum, Pregnant and Parenting)	Fall 2025	Existing programs and spaces, if in existence.	<ul style="list-style-type: none"> Student Affairs Assessment Coordinator Dean of Students Office Disability Support Services Multicultural Affairs Native American Center 	<p>Reference Council for the Advancement of Standards in Higher Education (CAS) standards for best practices related to identity-based population support</p> <p>Determine funding source for needs as identified</p>	Completion of CAS self-assessment in each area	<p>S3. Provide a supportive community</p> <p>c. Invest in resources that enhance the health and well-being of the UW community</p> <p>d. Expand efforts of accountability, inclusion, and transparency</p>	

Priority 3:	Leadership & Development							
Goal:	Provide opportunities for staff and students to engage in personal leadership and professional development							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
A. Establish compassion and competence as foundational elements of leadership we uphold as a division	1) Develop support programs and educational opportunities for various staffing cohorts in the division (new staff, first-time supervisors, mid-level professionals, etc.)	Fall 2024	No formal training within division for these groups	<ul style="list-style-type: none"> Student Affairs Leadership Team VPSA 	<p>Develop learning outcomes and curriculum for each training/program</p> <p>Fall 2023: pilot with new staff welcoming group Spring 2024: pilot with first time supervisors (first time with full-time staff within higher education)</p> <p>Further groups can be created post the pilot</p>	<p>Assess programs based on learning outcomes</p> <p>Use learning outcome assessment to assess ongoing training needs</p>	S3. Provide a supportive community a. Build opportunity ladders for staff b. Develop initiatives to hire, reward, and retain excellent staff and faculty c. Invest in resources that enhance the health and well-being of the UW community	
	2) Conduct self-assessment using NASPA/ACPA Professional Competencies rubric with all staff and integrate outcome of self-assessment into	Fall 2024	Professional development needs assessed between employee and supervisor	<ul style="list-style-type: none"> Student Affairs Leadership Team All supervisors 	<p>Host information to review competencies for division staff</p> <p>Review process for self-assessment and model review conversation within division leadership and for all supervisors</p>	<p>Completion rate of self-assessment across the division</p> <p>Assess competency gaps by area, by level</p>	S3. Provide a supportive community a. Build opportunity ladders for staff b. Develop initiatives to hire, reward, and retain excellent staff and faculty	

	individualized professional development plan				<p>Outline process for collecting results of all self-assessments within division</p> <p>Develop plan for analysis of need for professional development based on rubric ratings</p> <p>Institute requirement for external professional development opportunities align with one or more of these competencies</p> <p>Identify and label professional development opportunities offered within units and division aligning with professional competency areas</p> <p>Consider recognition for those who complete development in each area</p>	<p>of education, by years in profession, etc</p> <p>Assess for professional growth with individual competencies</p> <p>Assess rate of creation and completion for competency-based professional development plans</p> <p>Conduct assessment of ongoing professional development needs across the competencies</p>	<p>c. Invest in resources that enhance the health and well-being of the UW</p>	
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Priority 3:	Leadership & Development							
Goal:	Provide opportunities for staff and students to engage in personal leadership and professional development							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
B. Cultivate an evidence-based and data-driven organizational culture	1) Identify and create professional development training opportunities related to assessment	Summer 2024	Department level professional development opportunities have been established in some areas	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • Student Affairs Leadership Team 	<p>Determine funding sources for training and tool needs</p> <p>Determine if one division wide assessment tool should be utilized or adopted</p> <p>Develop division wide training for assessment with clear learning outcomes</p> <p>Identify tools used within division for managing information and possible training opportunities</p> <p>Work with area supervisors to identify assessment trainings within each professional area/organization</p>	<p>Assess learning outcomes of trainings held for the division</p> <p>Track professional development opportunities sought related to assessment</p> <p>Conduct annual assessment of training needs in this area</p>	S3. Provide a supportive community	

	2) Establish annual practice of department and division reports including aligned divisional learning outcomes.	Fall 2023	First annual report process started in summer 2022.	<ul style="list-style-type: none"> • Vice President of Student Affairs • Student Affairs Assessment Coordinator • Appointed working group 	<p>Annual department data assessment, and report creation through VPSA team</p> <p>Review and revise division learning outcomes</p> <p>Integrate learning outcomes into the annual report framework</p>	<p>Completion of the annual report across division</p> <p>Feedback process from unit teams on efficacy of annual report process</p> <p>Assessment of outcomes across division related to annual report</p>	<p>S5. Cultivate financial stability/diversification</p> <p>b. Audit business processes to ensure effectiveness</p>	Completed and ongoing
	3) Develop process for division-wide evaluation of programs utilizing the Council for the Advancement of Standards in Higher Education (CAS) professional standards	Spring 2025	None	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • Student Affairs Leadership Team 	<p>Access to CAS self-assessment documents</p> <p>Purchase annual CAS license for assessments and post meaning making</p> <p>Determine collection and review process for completed self-assessment</p> <p>Benchmarking internal and external review processes within peer or aspiran institutions</p>	<p>Complete plan for self-assessment timeline across division</p> <p>Assess process after first round of self-assessment and then feedback experience</p>	<p>S5. Cultivate financial stability/diversification</p> <p>b. Audit business processes to ensure effectiveness</p>	

					Initiate first round of CAS self-assessments by summer 2024			
					Develop of review process for internal and external feedback			
					Initiate first round of feedback by Spring 2025			

Priority 3:	Leadership & Development							
Goal:	Provide opportunities for staff and students to engage in personal leadership and professional development							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
C. Create (and maintain) developmental student employment within the division	1) Ensure each department has an articulated student employee training to address department-specific tasks	Summer 2025	Existing trainings for division student employees	<ul style="list-style-type: none"> • Student Affairs Assessment Coordinator • Unit Leads 	<p>Determine collection and review process for training curriculum</p> <p>Document approach to students onboarded after training is conducted</p> <p>Meet with supervisors to determine commonalities and see where work might crossover for future collaboration</p>	<p>Outline learning outcomes for all trainings</p> <p>Establish pre/post surveys to determine effectiveness of training & protocols based on learning outcomes</p>	<p>S5. Cultivate financial stability/diversification</p> <p>b. Audit business processes to ensure effectiveness</p>	
	2) Develop a division level orientation that reviews the NACE Career Readiness Competencies for all student staff	December 2024	Existing trainings for division student employees	<ul style="list-style-type: none"> • Vice President of Student Affairs • Student Affairs Assessment Coordinator • An appointed working group 	<p>Work with HR to review job descriptions & competencies to reconcile with NACE</p> <p>competencies in creating the division training</p> <p>Develop training curriculum, learning outcomes and course</p>	<p>Assess completion rate of student employees who complete the training.</p> <p>Assess learning outcomes of the training</p> <p>Gather feedback</p>	<p>S3. Provide a supportive community</p> <p>b. Develop initiatives to hire, reward, and retain excellent staff and faculty</p> <p>c. Invest in resources that enhance the health and well-being of the UW</p>	

					content for WyoCourses Individual departments can further personalize specific competencies within their own trainings	from students in exit interview about how their experience in the role aligned with the competencies	community d. Expand efforts of accountability, inclusion, and transparency	
	3) Implement comprehensive evaluation plan for student employees focusing on key elements of position (i.e. leadership, supervision, administrative duties, etc.) and division learning outcomes	Summer 2025	Existing informal evaluations are utilized in some departments	<ul style="list-style-type: none"> • Vice President of Student Affairs • Student Affairs Assessment Coordinator • An appointed working group • Human Resources 	<p>Assess current evaluations utilized across the division for student employees</p> <p>Identify research-based tool for use within division for student evaluations</p> <p>Develop revised evaluation with Human Resources to include competencies</p> <p>Train division supervisors on the evaluation process Determine how evaluation results are reported to division</p>	<p>Assess completion rate of evaluations annually</p> <p>Assess evaluation outcomes annually</p> <p>Gather feedback on value of the evaluation for student employees and supervisors</p>	<p>Assess completion rate of evaluations annually</p> <p>Assess evaluation outcomes annually</p> <p>Gather feedback on value of the evaluation for student employees and supervisors</p>	
	4) Develop "toolbox" for student employees with onboarding materials	Spring 2025	Existing training materials & presentations from	<ul style="list-style-type: none"> • Vice President of Student Affairs • Student Affairs Assessment Coordinator 	Assess what resources already exist and how we could combine those	Track utilization of the tools on the website	S3. Provide a supportive community b. Develop initiatives to hire, reward, and	

	and access to common trainings across the division.		departments across the division	<ul style="list-style-type: none"> • An appointed working group • Human resources 	<p>into one accessible location</p> <p>Determine what resources are most helpful and where we have resource gaps</p> <p>Work with marketing to create online toolbox</p>	Gather feedback on the efficacy of the toolbox from students and supervisors	<p>retain excellent staff and faculty</p> <p>c. Invest in resources that enhance the health and well-being of the UW community</p> <p>d. Expand efforts of accountability, inclusion, and transparency</p>	
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Priority 4:	Work Environment & Culture							
Goal:	Create a work environment and culture that attends to individual needs, is responsive to staff feedback, and results in a greater student experience.							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
A. Assess and create sustainable business operations and expectations	1) Facilitate a quarterly assessment of the operational needs of each department via Executive Division Business Manager and AVP Business Managers, with an element that allows for staff input	Starting January 2024	Financial & HR process survey (August).	<ul style="list-style-type: none"> • Executive Business Manager • Student Affairs Leadership Team 	<p>Identify current practice across the division and areas of need</p> <p>Outline best practices aligned with current university policy</p>	Assess data from EBM annual review	S5. Cultivate financial stability/diversification b. Audit business processes to ensure effectiveness	
	2) Add to the department annual report a section on business operations and budget utilization and needs.	Summer 2024	Current report, add new section.	<ul style="list-style-type: none"> • VPSA Assessment Coordinator • Department Directors 	Add language addressing this need in the current annual report template	Analyze data shared within annual reports	S5. Cultivate financial stability/diversification b. Audit business processes to ensure effectiveness	Completed and ongoing

Priority 4:	Work Environment & Culture							
Goal:	Create a work environment and culture that attends to individual needs, is responsive to staff feedback, and results in a greater student experience.							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
B. Articulate and formalize practices for recruiting, hiring and retaining staff.	1) Standard operating procedure for recruitment and hiring (HCM, marketing, etc.) and design a process for retention considerations that account for division and institutional resources and options.	Fall 2024 Post Deloitte recommendation implementation. Anticipated summer 2024	New SOP in process	<ul style="list-style-type: none"> Executive Business Manager SALT DL 	Identify consultants (firm) to use for external recruitment.	Was this completed by end of Fall 2023	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty	
	2) Division personnel guidelines – managing positions centrally in order to manage resources across the Division.	Fall 2024	Personnel guidance from the Division (August 2022)	<ul style="list-style-type: none"> VPSA Executive Business Manager 	Time	Has this operation format been implemented by deadline	S5. Cultivate financial stability/diversification b. Audit business processes to ensure effectiveness	

Priority 4:	Work Environment & Culture							
Goal:	Create a work environment and culture that attends to individual needs, is responsive to staff feedback, and results in a greater student experience.							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
C. Develop a robust and consistent onboarding program to welcome new Student Affairs staff as a foundation for success.	1) Welcome event hosted monthly by VP for new staff	Fall 2023	None	<ul style="list-style-type: none"> VPSA Office 	Overview presentation, allocation of staff time	Include review of this exchange as part of 3 month review between new staff and supervisor	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty	Completed and ongoing
	2) Onboarding checklist specific to department (general UW, position, meetings, connections, etc.)	Fall 2023 – process starting, Summer 2024 all departments have specific unit list too	CSIL Process to be modified for division wide use	<ul style="list-style-type: none"> Kate & Business Manager Team 	Refinement and editing of current process, share with division	Did we accomplish this. At first quarterly check-in between new staff and supervisor, inquire about value of this resource	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty	
	3) Introduce new hires at the Division level (emails, monthly unit get togethers, newsletter?).	February 2023	CSIL Process to be modified for division wide use. Folks being introduced at DL started in 11.2022.	<ul style="list-style-type: none"> Departments to share via division listserv 	Planning and time allocated on the agenda	Was this accomplished, how are folks feeling about being informed of staffing across the division – access through every other year workplace culture assessment	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty	Completed and ongoing

Priority 4:	Work Environment & Culture							
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Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
D. Recognize, celebrate, and reward positive contributions and growth	1) Semesterly UWSA TED Talk event to highlight and celebrate work being done in the Division (degrees earned, conference presentations, new programs, survey results...)	Spring or Summer 2024	Coordinate a DL to dedicate to this event, once in early November and once in late March.	<ul style="list-style-type: none"> SALT Team Division Leadership 	Coordination of information and articulation and implementation of enhancements.	Level or participation, what is the variety of content covered, were staff recognized, assessing learning of staff who observed presentations.	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty d. expand efforts of accountability, inclusion and transparency	
	2) Incentivize conference proposals from divisional staff to regional and national conferences via fiscal support from VPSA for those selected for presentation.	Fall 2025	Not previously in practice	<ul style="list-style-type: none"> SALT Team 	Possible financial contribution to assist with travel if selected	Track staff presenting	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty	
	3) Develop a document resource on what can be considered for unit-based	Spring or Summer 2024	Collect at DL what is currently being done in the departments	<ul style="list-style-type: none"> SALT Team 	Assessment survey.		S3. Provide a supportive community b. Develop initiatives to hire, reward,	

	recognition and make available for department leads to reference						and retain excellent staff and faculty	
	Add years of service worked at UW							

Priority 4:	Work Environment & Culture							
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Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
E. Prioritize and value professional staff health through partnerships, on and off-campus, to incorporate an emphasis on services and training related to resilience, wellness, and self-care.	1) Coordinate a Trauma Informed Specialist for SET Team to provide an annual training on secondary trauma. Also explore resources to support supervisors in trauma-informed response to crisis. Post trauma protocol to support staff.	Fall 2024	Only happening in specific departments	<ul style="list-style-type: none"> SALT 	Creation of training, training offering from staff member.	Create assessment as program is developed	S1. Enhance Student Success b. Build a student-ready, student-focused enterprise S3. Provide a supportive community c. invest in resources that enhance the health and well-being of the UW community	

Priority 4:	Work Environment & Culture							
Goal:	Create a work environment and culture that attends to individual needs, is responsive to staff feedback, and results in a greater student experience.							
Strategy	Performance Indicators	Timeline	Baseline Information	Responsible Parties	Resource and Additional Work Needs	Assessment	UW SP	Completed
F. Establish feedback mechanisms that enable all staff to provide feedback, ask questions, and elevate issues to division leadership	1) 360 reviews for VP, AVPs and Executive Director	Started 2023	Year 1 – spring 2023	VPSA office	Contract for administration, Assessment coordinator to facilitate, leadership support for follow up development	Every 3 years, assessment should include utilization of results, and value of developmental resources	S3. Provide a supportive community b. Develop initiatives to hire, reward, and retain excellent staff and faculty	Completed and ongoing
	2) 360 reviews for Division Leadership Team	Spring 2023	Year 1	SALT Team	Contract for administration, Assessment coordinator to facilitate, leadership support for follow up development	Every 3 years, assessment should include utilization of results, and value of developmental resources	S5. Cultivate financial stability/diversification b. Audit business processes to ensure effectiveness	Completed and ongoing
	3) Develop every three years a workplace culture assessment	Starting first quarter 2025	2025 would be baseline data	Assessment Coordinator, Assistant to the VP	Administer survey, determine which results package to purchase; financial cost	Facilitate <u>great colleges to work</u> for student affairs	S5. Cultivate financial stability/diversification b. Audit business processes to ensure effectiveness	