Office of Student Life
2003-2004 Office Planning and Review (OPR) Self Study

Introduction
The OPR process for the Office of Student Life was conducted during the 2003-2004 academic year. The Campus Evaluation Team was asked to spend approximately 70% of their time on evaluating the judicial system and 30% of their time on the functions within the Office of Student Life. Dr. Suzanne Gordon, Interim Dean of Student Life, served as the External Reviewer.

Major objective of the office
The Office of Student Life exists to assist students with the various transitions inherent in their college career and to provide services to support a seamless learning experience and promote student success. Major objectives include encouraging student involvement, bringing people together to address issues that are detrimental to student success, and working to ensure that all students feel part of the university community.

These objectives relate to the primary Student Affairs mission of maximizing student success. In addition, all office programs and goals relate to institutional goals such as increasing graduation rates, improving freshman retention rates, increasing experiential learning opportunities and improving the quality of life for all in Southeastern Wisconsin.

This is done by investigating judicial complaints and adjudicating those complaints when appropriate, assisting faculty to manage academic misconduct, providing ombuds service to students and families, intervening in suicide threats and other significant mental health issues, responding to student deaths, processing medical withdrawal requests, providing critical incident stress debriefing services to the campus and community, coordinating commencement, fulfilling federal and state reporting mandates as dictated by Clery, and implementing the parental notification process.

Data collected in support of services provided by the Office of Student Life
During the past five years the Office of Student Life focused attention and resources on the student services described above as follows:

- Investigating judicial complaints and adjudicating those complaints when appropriate:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UWS Complaints Against Individual Students</td>
<td>219</td>
<td>224</td>
<td>228</td>
<td>250</td>
<td>290</td>
</tr>
<tr>
<td>Complaints Against Student Organizations</td>
<td>5</td>
<td>16</td>
<td>5</td>
<td>7</td>
<td>5</td>
</tr>
</tbody>
</table>
Judicial Action Taken

*More than one judicial action may be assigned to each complaint*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>University Probation</td>
<td>146</td>
<td>157</td>
<td>174</td>
<td>179</td>
<td>192</td>
</tr>
<tr>
<td>Suspension</td>
<td>4</td>
<td>7</td>
<td>3</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Expulsion</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Community Service or Other</td>
<td>154</td>
<td>173</td>
<td>182</td>
<td>184</td>
<td>200</td>
</tr>
</tbody>
</table>

- **Assisting faculty to manage academic misconduct and classroom disruption issues**
  Although protocols were established and staff spent time assisting faculty to manage academic misconduct and classroom disruption issues, no data was collected in this area as to scope or effectiveness of the protocols.

- **Providing ombuds service to students and families**
  During the past five years the staff of the Office of Student Life provided ombuds services to student and families. The numbers of student served were as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>130</td>
<td>220</td>
<td>226</td>
<td>201</td>
<td>212</td>
</tr>
</tbody>
</table>

- **Intervening in Significant Student Mental Health Issues**
  Procedures were in place to intervene in suicide threats and in other significant mental health issues. However, the only data collected during the OPR process pertained to sexual assaults reported and SART contacts. Those data are as follows:

<table>
<thead>
<tr>
<th>Sexual Assaults Reported to the Office of Student Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
</tr>
<tr>
<td>2000</td>
</tr>
<tr>
<td>2001</td>
</tr>
<tr>
<td>2002</td>
</tr>
<tr>
<td>2003</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sexual Assault Response Team Contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact with Survivors</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>1999-2000</td>
</tr>
<tr>
<td>2000-01</td>
</tr>
<tr>
<td>2001-02</td>
</tr>
<tr>
<td>2002-03</td>
</tr>
<tr>
<td>2003-04</td>
</tr>
</tbody>
</table>
Responding to student deaths
A significant task undertaken was the establishment of a comprehensive policy on dealing with student deaths. A campus-wide committee consisting of representatives from Financial Aid, Financial Services, News and Public Affairs, University Health and Counseling Services, Residence Life, leadership Development, HawkCard Office, Registrar, and University Police developed the policy to provide consistency and direction. Through the implementation of the policy the Office of Student Life responds to student deaths by confirming the death of a student, making initial contact with family members of the deceased student, working with coroner or hospital staff if appropriate, notifying appropriate members of the university community about the death, sending a university representative to the services, coordinating logistics if large groups of students wish to attend services, arranging for refunds of tuition and appropriate fees, coordinating the awarding of a posthumous degree when appropriate, and working with the family to answer any questions and assist with any needs.

Student Deaths

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>7</td>
<td>5</td>
</tr>
</tbody>
</table>

Processing medical withdrawal requests.
The Office of Student Life is responsible for processing medical withdrawal requests. The number of medical withdrawal requests granted during the past five years:

Medical Withdrawals Granted

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Fall</td>
<td>21</td>
<td>12</td>
<td>31</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>Spring</td>
<td>31</td>
<td>24</td>
<td>23</td>
<td>30</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>36*</td>
<td>56**</td>
<td>68</td>
<td>43</td>
</tr>
</tbody>
</table>

*Six additional medical withdrawals were granted retroactively (three for the fall and 3 for the spring)
**Five additional medical withdrawals were granted retroactively (two for the fall and three for the spring)

Providing critical incident stress debriefing services
The Office of Student Life offers critical stress debriefing services. Delivery of these services during the past five years were as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>
Coordination commencement

The Office of Student Life is responsible for coordinating commencement. Activities toward this end include the following:

- Chair the Commencement Committee
- Monitor number of graduates and design fieldhouse setup
- Assure setup of facility and appropriate rentals
- Solicit and provide direction to faculty marchers
- Train faculty marshals
- Solicit and train student volunteers for ceremony
- Send information mailings to graduates and families
- Coordinate services of professional photographer
- Coordinate Commencement Briefing session for graduates
- Oversee the work of other offices to include Salute to Grads, cap and gown procurement, selection of Student Speaker, fieldhouse setup, preparation and printing of programs, selection of musicians, verification of degrees, provision of services for graduates and guests with special needs, mailing of diplomas, setup of appropriate audio and video, provision of accommodations for media, distribution of tickets, rental and setup of equipment, parking, security and emergency medical services.

Commencement Statistics

*May commencement includes summer graduates*

<table>
<thead>
<tr>
<th>Ceremonies</th>
<th>Total # of Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 1999</td>
<td>624</td>
</tr>
<tr>
<td>May 2000</td>
<td>1293</td>
</tr>
<tr>
<td>December 2000</td>
<td>636</td>
</tr>
<tr>
<td>May 2001</td>
<td>1184</td>
</tr>
<tr>
<td>December 2001</td>
<td>640</td>
</tr>
<tr>
<td>May 2002</td>
<td>1146</td>
</tr>
<tr>
<td>December 2002</td>
<td>757</td>
</tr>
<tr>
<td>May 2003</td>
<td>1237</td>
</tr>
<tr>
<td>December 2003</td>
<td>634</td>
</tr>
<tr>
<td>May 2004</td>
<td>1314</td>
</tr>
</tbody>
</table>

Fulfilling Clery Act Mandates

The Office of Student Life publishes an annual report that contains three years of campus crime statistics and certain security policy statements including sexual assault policies which assure basic victims' rights, the law enforcement authority of campus police, and where students should go to report crimes. The report is posted on the Student Life Web site.
Implementing the parental notification process

During the period of the OPR, the Office of Student Life instituted a family notification preference policy allowing for notification of the parents or legal guardian of a student under the age of 21 about a students’ involvement in a policy violation involving alcohol or a controlled substance in one of five specific situations. The chart below indicates freshman/transfer students recorded family notification preferences:

<table>
<thead>
<tr>
<th></th>
<th>Yes by Confirmation</th>
<th>Yes by Default</th>
<th>Yes Total</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>948</td>
<td>n/a</td>
<td>948</td>
<td>1367</td>
</tr>
<tr>
<td>2002-03</td>
<td>1601</td>
<td>n/a</td>
<td>1601</td>
<td>969</td>
</tr>
<tr>
<td>2003-04</td>
<td>1099</td>
<td>1114</td>
<td>2213</td>
<td>76</td>
</tr>
</tbody>
</table>

Violations that met the above definition during that period were as follows:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>26</td>
<td>37</td>
</tr>
<tr>
<td>2002-03</td>
<td>26</td>
<td>40</td>
</tr>
<tr>
<td>2003-04</td>
<td>48</td>
<td>19</td>
</tr>
</tbody>
</table>

Additional data collected by the campus evaluation team for the OPR

Because 70% of the OPR was designed to focus on judicial services, students who were enrolled in the spring of 2004 and who had had a judicial complaint filed against them prior to the spring of 2004 (dates included in the study were fall 2001 through fall 2003) were sent an electronic survey as part of the OPR (Appendix A). Fifty students were randomly selected from an eligible list of 210 to participate in the survey. 18% (n=9) of the students replied. Although the findings are not generalizable, it should be noted that overall the data did not portray satisfactory experiences with the judicial process.

In February 2004 a survey was sent to University Police to ascertain strengths and weaknesses of the Office (Appendix B). 63% (n=7) of those surveyed responded. Four of the seven respondents (57%) identified staff being very helpful and providing strong leadership in dealing with student misconduct as strengths.

In March of 2004 a survey was sent to a random sample of 50 faculty and staff as part of the office OPR (Appendix C). 32% (n=16) of those surveyed responded. Although the responses were very positive, again, the low response rate indicates that the results may not be generalized.

Two focus groups were also conducted. Thirty students from the Residence Hall Association participated in one group and 41 members of the Black Student Union participated in a second group, for a total of 71 student respondents. Students described their familiarity with the Office of Student Life as follows:

- 6% very familiar
- 18% familiar
- 26% somewhat familiar
- 49% not familiar at all
Students who were familiar with the Office of Student Life identified judicial services and sexual assault training for peer mentors as strengths of the Office. Suggestions for improvement included increased visibility, advertising more, clarify relationship with off campus police, shorten the time it takes to conduct judicial investigations, participate in training of RAs and LIT, and engage in more proactive outreach ("you see OSL only when you are in trouble").

Finally, the external consultant, Dr. Suzanne Gordon, read the report of the Campus Evaluation Team, reviewed supporting documents, interviewed students and staff (Appendix D), and used her five month experience as Interim Dean to assess and make recommendations (Appendix E).

Selected Recommendations

➢ Create a more effective assessment and data collection plan to measure the effectiveness of efforts
➢ Expand collaborative efforts aimed at student success
➢ Increase the visibility of the Dean
➢ Review and make appropriate changes to the medical withdrawal process to increase efficiency and consistency
➢ Convene a team to meet regularly to discuss student issues, behaviors, and campus trends that may impact services, programs, and general campus life

What modifications of existing objectives or development of new objectives are made for the next five-year period?
Since the objectives of the Office of Student Life are in alignment with both the Division’s and University’s goals, and since the above outlined improvements are congruent with achieving the major objectives of the Office of Student Life, neither modifications nor new objectives are being recommended at this time.
Appendix A  
Office of Student Life  
2003-2004 Office Planning and Review (OPR) Self Study  

February 2004 Survey of Students Who had a Judicial Complaint Filed Against Them  
\( n=9 \)  
Rating Scale = 1 (not at all) to 5 (definitely)

**Do you feel the staff in the Office of Student Life contacted you regarding your conduct case in a timely manner?**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>33%</td>
</tr>
<tr>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>3</td>
<td>22%</td>
</tr>
<tr>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>5</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Do you feel the staff in the Office of Student Life respected you as an individual?**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>44%</td>
</tr>
<tr>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>3</td>
<td>0%</td>
</tr>
<tr>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>5</td>
<td>11%</td>
</tr>
</tbody>
</table>

**Do you feel the staff in the Office of Student Life took steps to maintain appropriate confidentiality in your conduct case?**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>3</td>
<td>44%</td>
</tr>
<tr>
<td>4</td>
<td>0%</td>
</tr>
<tr>
<td>5</td>
<td>33%</td>
</tr>
</tbody>
</table>

**Do you feel the staff in the Office of Student Life had all the facts regarding your conduct case?**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>56%</td>
</tr>
<tr>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>3</td>
<td>11%</td>
</tr>
<tr>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>5</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Do you feel the staff in the Office of Student Life listened to you and gave you an adequate opportunity to tell your side of the story?**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>33%</td>
</tr>
<tr>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>3</td>
<td>11%</td>
</tr>
<tr>
<td>4</td>
<td>0%</td>
</tr>
<tr>
<td>5</td>
<td>33%</td>
</tr>
</tbody>
</table>
Do you feel the staff in the Office of Student Life explained fully to you what was happening throughout the process?

1  33%
2  11%
3  11%
4  22%
5  22%

Do you feel the staff in the Office of Student Life gave you an opportunity to ask additional questions regarding your conduct case?

1  33%
2  11%
3  11%
4  33%
5  11%

Do you feel the staff in the Office of Student Life avoided premature accusations or assumptions?

1  56%
2  22%
3  0%
4  22%
5  0%

Do you feel the staff in the Office of Student Life was timely and clear in any follow-up communication with you, including information about an appeal process?

1  33%
2  33%
3  0%
4  33%
5  0%

Do you feel the staff in the Office of Student Life approached and responded to you in a professional manner, remaining calm and in control of their responses to you?

1  22%
2  11%
3  33%
4  11%
5  22%

Do you feel the staff in the Office of Student Life treated you fairly?

1  56%
2  0%
3  11%
4  22%
5  11%
Appendix B
Office of Student Life
2003-2004 Office Planning and Review (OPR) Self Study

February 2004 Survey of University Police
n=7

In what ways have you interacted with the Office of Student Life?
Making referrals (5)
Sharing information regarding student behavior and conduct (4)
Appearing at disciplinary hearings (3)
Assisting with restitution issues
Assisting in investigations
Collaborating on presentations
Serving on campus committees with members of the Office of Student Life
Coordinating court appearances
Serving on the Sexual Assault Response Team
Compiling statistics

What things does the office do well?
Staff is very helpful (4)
Staff provides strong leadership on the negative impact student misconduct creates (4)
Office appears to be very organized and structured (2)
Staff is very approachable (2)
Staff is excellent about returning messages promptly/ responsive (2)
Staff communicates/interacts well with the police department (2)
Staff provides fair and appropriate resolutions for student misconduct (2)
Staff is very professional
Staff is easy to work with
Staff respects issues of confidentiality
Staff is very accessible
Nationally recognized expertise in the area of student judicial services
Does a good job of reporting
Web site is very informative
Serves as advocates for a safe and caring campus environment
Excellent ability to sort truth from half-truths and falsehoods
Helps students take responsibility for their lives
Received no negative feedback when following-up with people referred to the office of Student Life

In what areas could this office improve services?
None (4)
Needs additional personnel (2)
Notify University Police when groups are sanctioned or have dance restrictions placed on them
Student misconduct cases should be more centralized under the Office of Student Life –
  inconsistencies occur among the office of Student Life, Office of residence Life, and Athletics
Appendix C
Office of Student Life
2003-2004 Office Planning and Review (OPR) Self Study

March 2004 Survey of Faculty and Staff
n=16

In what ways have you or your office interacted with the Office of Student Life?
Student conduct (5)
Commencement (4)
Academic misconduct issues (4)
Referred students to the Office of Student Life (3)
Worked with the Office of Student Life when a student was injured or hospitalized (2)
Medical withdrawals (2)
Reviews for student employment (2)
Various committees/programs (2)
Death of students
Finding financial resources for students not eligible for Title IV funds
Inquired about a variety of student issues
Assistance in contacting a student organization
Expressed concerns with PREVIEW
FERPA issues

What things does this office do well?
Provides excellent service and guidance (10)
Strong advocate of students (2)
Able to handle discipline issues and difficult student issues well (2)
Assistant Dean is an excellent facilitator
Interacts well with parents
Fair and equitable treatment of students and staff
Responds quickly
Making referrals to other offices
Good at communicating problems and needs
Staff are flexible, reliable, and easy to work with
Helpful in notifying faculty when a student is ill
Coordinates well with other offices on medical withdrawals
Staff is very approachable
As a faculty member I feel safer and supported through the efforts of this office

In what areas could this office improve services?
None come to mind (6)
Publicize services more (3)
Respond more quickly to telephone calls
Give more lead time to other offices when requesting information
Don’t know what other responsibilities the office has
Provide more information to faculty concluding an academic misconduct hearing
Office should revisit some policies to prevent students from “playing” the system
More continuity in the office (changing Dean of Student Life)

Other comments
All interactions have been positive/responsive (2)
Office exudes professionalism, commitment, and genuine caring about students
Assistant Dean gave clear parameters for assisting students regarding future choices
I value knowing this office is a resource to me
Assistant Dean is very knowledgeable, supports faculty, and is a fair adjudicator
Excellent work – I refer other faculty and students to the Office of Student Life
Appendix D
Office of Student Life
2003-2004 Office Planning and Review (OPR) Self Study

Student Life OPR Interviews with Dr. Suzanne Gordon

Thursday, April 15, 2004
9:15-9:45 a.m. Jennifer Reese, Clem Hall Resident Assistant
10-11 a.m. Mary Beth Mackin, Assistant Dean of Student Life
11-11:30 a.m. Anna Schmidt, Wells Hall Resident Assistant
11:30-12 p.m. Lynn Smith, Office of Student Life PA
12-12:45 p.m. Sirena Spotts, Tutt Hall Director
1-1:45 p.m. Justin Johnson, Wells East Hall Director
2:15-2:45 p.m. Jan Bilgen, Leadership development Associate Director

Friday, April 16, 2004
9-9:45 a.m. Franklin Taylor, Arey Hall Director
9:45-10:30 a.m. Kelli Woods, Kniblans Hall Director
12-12:30 p.m. Shelley Gorecki, Wells Hall Resident Assistant
1-1:30 p.m. Terry Tumbarello, Residence Life Community Development Director
1:30-2 p.m. Sandi Scott Duex, Residence Life Assistant Director

Monday, April 19, 2004
4-4:30 p.m. Steve Cipullo, Fricker Hall Resident Assistant

Tuesday, April 20, 2004
10-10:45 a.m. Jeff Janz, Residence Life Executive Director
2-2:45 p.m. Ben Schaeffer, Wells Hall Resident Assistant
2:45-3:30 p.m. Tiffany Holland, Alpha Sigma Sorority

Wednesday, April 21, 2004
11-12 p.m. Dennis Baskins, Academic Support Services Budget Director
12:15-12:45 p.m. Andrea Sabelko, Clem Hall Resident
Appendix E
Office of Student Life
2003-2004 Office Planning and Review (OPR) Self Study

Report of Dr. Suzanne Gordon, External Reviewer

TO: Dr. Barbara Jones, Assistant Chancellor for Student Affairs
FROM: Dr. Suzanne E. Gordon, OPR, External Reviewer
DATE: April 26, 2004
RE: Report for the Office of Student Life

As the external reviewer for the Office of Student Life, I have read the Review Team Report, support documents, interviewed students and staff (see Appendix A), and used my five month experience as Interim Dean of Students to assess and make recommendations related to the Office and specifically to the campus judicial system.

My interviews with students who had participated on both sides of the judicial system as offenders, witnesses, board members, resident assistants and hall directors were helpful. In addition, Terry Tumbarello, Coordinator for Community Development and Sandy Scott Duex, Assistant Director for Residential Education, John Reid, Chief of Police, Jeff Janz, Director of Residence Life and Dennis Baskin, Budget Officer for Academic Services were also extremely helpful in accessing the Judicial System.

This report will identify strengths and weaknesses as well as strategies and action plans to enhance the Office of Student Life and the campus judicial system. It will be presented in the following sections:

(1) A Perspective on the Review Team Report
(2) Strengths of the Office of Student Life
(3) Potential Areas for Growth and Development – Office of Student Life
(4) Strengths of the Judicial System
(5) Potential Areas for Growth and Development – Judicial System
(6) Summary and Conclusion
Section 1

Perspective of the Review Team Report

It was a genuine pleasure to meet with members of the Review Team. It was obvious they put a great deal of time and effort into their task. As requested, they spent approximately 70% of their time on the judicial system and 30% of their time on the functions within the Office of Student Life.

The Review Team found “the office does not appear to have a clearly defined mission statement”. I concur and recommend that one of the first tasks of the Dean of Students be in depth discussions with the Directors regarding vision, mission, goals and an assessment plan of the Student Life area. The mission should identify an overarching statement that ties Student Life departments together under one umbrella statement.

The Review Team found sufficient data collection for some of the functions of the Office (ombuds service, crisis management, mental health crisis, alcohol/drug overdose, etc.) had not been done in a systematic way. In addition, there appeared to be no assessment plan to measure the effectiveness of efforts. Both of these items will be addressed in Section 3, Potential Areas of Growth and Development – Office of Student Life.

The Review Team recommended the reinstatement of the graduate assistant; however, in this reviewer’s opinion university funding should be delayed until data collection supports or refutes a need. Potential alternative funding for this position will be addressed in Section 5, Areas of Growth and Development – Judicial System.

I concur with the Improvements and Modifications section of the Review Team Report and will address several of these items later in this report.
Section 2

Strengths of the Office of Student Life

1.) Dr. Tisa Mason will bring a fresh perspective, a renewed commitment, visibility, partnerships, collaboration, evaluation, assessment and accountability to the Student Life area.

2.) Faculty and staff surveys conducted by the Review Team indicated that the Office of Student Life staff is respected across campus. They are strong advocates for students, professionally committed, and genuinely care for the welfare of students. This provides a strong foundation upon which the Dean can continue to build an even greater understanding and appreciation for the work of the Office.

3.) The commencement ceremony at UW-Whitewater is recognized through evaluations and anecdotes as being a first class, well-organized event. Parents and others who are in a position to compare commencements at various state institutions have commented that UW-Whitewater's ceremony is "head and shoulders" above others. To a great extent this is due to the behind-the-scenes work done by Lynn Smith, Program Assistant, the Assistant Dean and the Commencement Committee.

Section 3

Potential Areas for Growth and Development in the Office of Student Life

1.) The lack of data collection regarding Office contacts can be remedied by obtaining and using a computer program package similar to what is used in the Academic Advising Center. If there is interest in this, a student developed the program for Academic Advising for $800.

2.) Whitewater Student Government representatives, as well as the Review Team, voiced an interest in changing the name of the Office. Consideration might be given to the Office of the Dean of Students, which seems more to the point and likely to be more readily understood by students and parents.
3.) With the expansion of the University Center, New Student Programs should be brought into the suite of the Dean of Students along with the Judicial Affairs Office. Both Mary Beth Mackin and Linda Long are Assistant Deans of Students. They would be able to assist with student welfare issues and advocacy of the Office. This would also add a Program Assistant to the Office staff that would be quite helpful.

4.) Although this was addressed in Section 1 Perspective of the Review Team Report, there is a major need for the development of vision and mission statements, measurable goals and objectives, and an assessment plan for the Student Life area. The Dean of Students should take the lead and orchestrate this with the help of the Directors.

5.) Visibility of the Dean of Students is an important issue to students. This became apparent to the Review Team and was strongly voiced by students who participated in the Dean of Student Life on-campus interview process. Students suggested many ways this can accomplished a few are listed here: Reach out and build relationships with students and student leaders, attend student events and organization meetings, co-chair with the Assistant Chancellor the Advisory Board, work with the Whitewater Student Government on Warhawk Round Tables, speak at Fridays On Campus and Preview Days, participate in Leadership programs, meet and know Residence Life staff, peer mentors, and do a “Charlie Brown” table at Esker. There is a specific need to reach out to students of color and Greek members.

6.) Relationship building across campus by both the Dean and the Assistant Dean is crucial to the visibility and understanding of the Office. Several academic groups that should be particularly targeted are: administrators and staff in the colleges who work with students (Assistant and Associate Deans, etc.), Academic Advising Center, Academic Services, Registrar, Financial Aid and Admissions. A suggestion was made to ask the members of the Dean’s Search Committee to introduce the Dean to two of their favorite administrators or faculty on campus. Relationship building is not difficult but the development and implementation of an intentional plan will greatly enhance the effort and the result.

7.) It is recommended that the Dean join Jan Bilgen (who is reported by students to be doing wonderful work), as a Co-Advisor of the Whitewater Student Government. The responsibilities of co-advising should be thoroughly discussed and decided upon by both the Dean and Jan. An evaluation of the co-advising effort should be done at the end of the academic year and adjustments made.
8.) The "Medical Withdrawal Policy Investigation" report dated March 2002 contains several good recommendations. It should be reviewed by the Registrar, Financial Aid Director and Dean of Students and be adopted by the appropriate person. In addition, consideration should be given to this group serving as a consult group when difficult cases or appeals are presented by the Dean.

9.) Efficiency of the Office can be improved by reviewing the job description of the Program Assistant and the Assistant Dean. The current Program Assistant, due to her interest and skills, prefers to spend time on non-clerical tasks which she performs very well. She has a wonderful personality and makes students and parents feel very comfortable in the Office and on the phone. However, she is more interested in using her educational experiences in a position that relates directly to her education. She and I have discussed career alternatives and I would encourage the Dean to continue this and help in any way possible.

The Program Assistant currently spends approximately 40% of her time on commencement. This could be reduced by delegating Commencement responsibilities more broadly to appropriate members of the Commencement Committee. Specifically, by assigning members of the Commencement Committee specific tasks (such as mailings, music for the event, etc.) that directly relate to their Department. The need for this should be presented and discussed at the first meeting of the Committee with specific tasks assigned.

Section 4
Strengths of the Judicial System

University Police and Residence Life staff particularly appreciated working with Mary Beth Mackin, Assistant Dean of Students. They commented on her ability to develop good communication linkages with their office. They felt she was easy to work with, understood issues and they had the highest level of confidence in her work. Mary Beth Mackin is nationally recognized by her professional organization, the Association of Student Judicial Affairs (ASJA). She has served as treasurer and was recently nominated as president of ASJA. This is a credit to Mary Beth and a positive reflection on the Office of Student Life and Division of Student Affairs.
Section 5

Potential Areas for Growth and Development for the Judicial System

1.) It is recommended that Residence Life Office of Student Life and Technology and Information Resources purchase PAVE, a web based program, to track conduct cases and related issues. It is important that University Police be brought into this discussion prior to a decision being reached. The program (PAVE) will provide in-depth data collection that is necessary to track violations, cases, offenses, location of violations, etc., and provide information to continually improve the campus environment as it relates to civility, citizenship and respect for people and property.

2.) The standards of behavior by UW-Whitewater students is governed by UW System Administration Code Chapters 14, 17 and 18. This code is not user friendly and it tends to mystify students rather than help them understand acceptable standards of behavior. It is recommended that a committee including the Dean of Students, the Assistant Dean of Students, the Director of Residence Life, the Coordinator for Community Development, the Assistant Director for Residential Education, and the Chief of Campus Police be convened to:

(A) Clarify Chapter 17 by identifying violations that would better describe each of the eight “situations” listed in UWS 17:03 “Non-Academic Misconduct Subject to Disciplinary Action.”

(B) Explore the possibility of making a seamless conduct code using Chapter 17 for both Residence Life conduct code and Judicial Affairs.

(B1) Change the wording in the last paragraph on page 2 of the “Student Non-Academic Disciplinary Procedures” UWS Chapter 17 book to state that the Judicial Officer has the same authority as Residence Life staff to adjudicate cases. This will facilitate hearing cancellations of Residence Hall contracts by the Assistant Dean of Students.

(C) When multiple violations occur and are referred to the Judicial Affairs Office, and if these violations indicate the possible cancellation of a residence hall contract (see page 23 of the “Office of Student Life Living and Learning Guide 2003-2004”), the Judicial Officer has the authority and can temporarily cancel the hall contract until a hearing is held. The letter to the student stating this temporary sanction should be sent by the Judicial Officer.
(D) It is recommended that this group continue to meet regularly to clarify questions and procedures that arise regarding the judicial system. And to develop proactive efforts to educate the University regarding acceptable standards of behavior.

3.) Although the Chief of University Police has been working on this, lines of communication between the University and the Whitewater Police are somewhat blurred and inconsistent, it is recommended that:

(A) The communication line with the City Police be directly to the Chief of University Police making John Reid the point of contact with the Whitewater Police.

(B) Off-campus violations and investigations be reported directly by the Chief of Whitewater Police to the Chief of University Police. The University Police Chief will then communicate with the Assistant Dean.

(C) When the new Dean of Students arrives on campus, it is recommended that the Chief of University Police introduce the Dean to the Whitewater City Chief of Police to further define, clarify and document the protocol of who handles what and when between the city and the university police.

4.) In talking with individual students as well as student groups it is evident that not adjudicating cases in a timely way is a major complaint of the system. I realize that “investigations” can take up time. However, the new data base will track the length of time between receiving the alleged violation, investigating, hearing and adjudicating the case. This information will pinpoint and address problem areas. In the meantime I believe all three entities (University Police, Residence Life, and Judicial Affairs) are committed to tighten up their process while at the same time assuring due process for the student.

5.) Over the last six years, community service or other educational sanctions have increased over 600% (from 28 cases in 1997-1998 to 184 in 2002-2003). Identifying service projects, tracking and following up on cases is very time consuming. At the same time, anecdotally we are told these type of sanctions often have a lasting effect on the student’s behavior and attitude. It is recommended that Judicial Affairs consider charging a nominal administrative fee when community service is used as a sanction. This would assist in funding a part-time graduate assistant position. Additional funding for the position would be based on collecting data supporting the overall need in Judicial Affairs.
6.) Data shows that parent notification when related to Residence Life conduct cases is not consistently administered. However, Residence Life is aware of this and it will be corrected by the new web based data collection program that will automatically remind hall directors to use this notification process when warranted.

7.) An area of increasing concern on university campuses is misuse of various forms of technology and information resources. Presently there are two policies, “The Computer and Network Usage Policy for Technology and Information Resources”, and another that is found on page 33 of the “Residence Life Living and Learning Guide 2003-2004.” It is recommended that appropriate persons from Technology and Information Resources, Judicial Affairs and Residence Life review consolidation and updating of the policy.

8.) The Council for the Advancement of Standards in Higher Education (CAS) provides a “best practice” criteria for Judicial Program and Services. It is recommended that the self-study worksheet which presents the Standards in the form of detailed criterion measures indicating both strengths and shortcomings be obtained and used to further enhance and improve the Judicial System. (The self-study worksheet has been ordered.)

9.) It is recommended that notification protocol to the Dean and Assistant Chancellor as it relates to potential suspension cases, attempted suicide, sexual assault, transport to hospital and student death be discussed, documented and implemented.

10.) Letters sent to students regarding suspension were reviewed to assure student rights. Several inclusion recommendations are made:

   (A) Suspension is not only at UW-Whitewater but also includes the entire System. (This has been done.)
   (B) Unless otherwise stated, a student can attend class between receiving the suspension letter and prior to the hearing. (This has been done.)
   (C) Specifically notify student regarding the length of time he/she has to appeal the decision.

11.) The Review Team recommends and I concur that a campus-wide collaborative team (Student Life, Residence Life, University Health and Counseling, and University Police) be designated to meet regularly to discuss student issues, behaviors and campus trends that may impact services, programs and general campus life (such as the recent upsurge in gambling [Poker] on campus).
12.) Reinforce the Dean’s role in providing major leadership in further developing and implementing a campus-wide First Year Experience.

Summary and Conclusions

The professional staff members in the Office of Student Life and Residence Life were open, enthusiastic and committed to providing the highest possible service to the campus and particularly students.

Several of the recommendations in this report can be done relatively easily and hopefully will make a significant difference in service. Dr. Tisa Mason will provide necessary leadership to move these and other initiatives forward. However, as Clint Dederich, the outgoing President of Whitewater Student Government stated, “I hope they give her some time and don’t inundate her with too many meetings and committee work the first year.” A wise reflection on what often happens in Student Affairs.

Certain new recommendations will require that the Dean, Assistant Dean, staff in Residence Life and the University Police play key roles in addressing changes in Judicial Affairs. I believe each one is committed to do this. If I can provide any additional information, please let me know. Best wishes as you move forward.