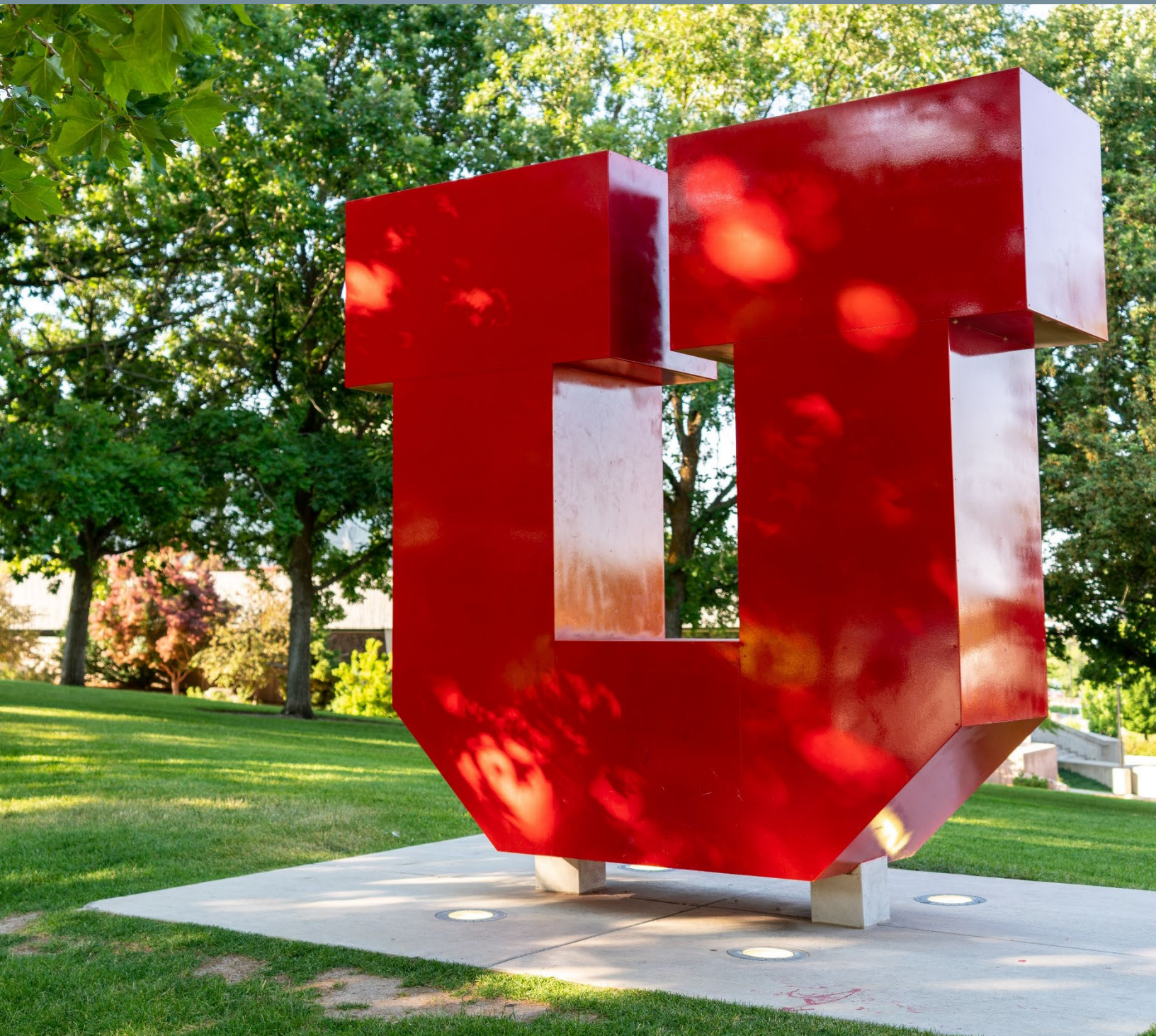


ANNUAL REPORT



Office of the
Dean of Students

STUDENT AFFAIRS | THE UNIVERSITY OF UTAH

2023/2024

Table of Contents

Section 1: Executive Summary	3
Mission Statement.....	3
Our Purpose.....	3
Increase in Student Accountability Cases.....	3
Increase in Student Support Cases	3
Completed Community Standards Courses.....	3
Top 5 Student Support Concerns.....	4
Collaboration	4
Section 2: Major Accomplishments.....	5
Student Expression Resources.....	5
Enhancing the Behavioral Interventional Team (BIT)	5
Student Development and Education	6
Implementing Policy 6-400	6
Herriman Campus.....	6
Section 3: Major Challenges	7
Organizational Expansion and Integration.....	7
Navigating System Transition	7
Balancing Free Speech and Campus Climate	8
Communication and Outreach	8
Section 4: Status of Strategic Projects.....	9
Expand the Breadth of Outreach to University Community.....	9
Increase Student Accountability Via an Interactive, Self-reflective Student Conduct Process	10
Continue to Develop and Implement Threat Assessment Team (TAT) Policy and Process.....	10
Section 5: New/Continuing Strategic Projects	11
Implementing Advocate Flex	11
Centralization of Student Support and Accountability Efforts	12

Section I: Executive Summary

Mission Statement

We support student well-being and success by providing care, promoting accountability, and encouraging individual growth and development.

Our Purpose

The Office of the Dean of Students works to advocate, support, and develop students as they navigate their time at the University of Utah. We create and offer educational and leadership experiences that help students thrive in a communal environment. We actively engage in conversations that promote compassionate, welcoming, and safe campus communities. In working with students, we are responsive to their needs and assist them in their academic and personal endeavors. In addition to these core principles, the ODOS serves as an advocate for students facing challenges to their success as students and work to empower students to know and understand their rights and responsibilities as members of our community.



Increase in Student Accountability Cases

Student Accountability remains an essential resource to ensure student well-being on campus. With the implementation of the revised Policy 6-400 this year, we anticipated an increase in student accountability cases. Indeed, cases involving alleged Policy 6-400 violations **increased 56.15%** over last year.



Increase in Student Support Cases

The number of Student Support cases managed by ODOS staff continues to grow, **increasing 16.09%** over last year. This work facilitates critical connections and support that directly influence a student's ability to continue their education.



Completed Community Standards Courses

The number of students completing online prevention training continues to grow each year. This year, we made optional courses available year-round, which significantly expanded our reach. **62.57% increase** in the number of students earning a Community Standards Competency digital badge.

Top 5 Student Support Concerns

While the 16% rise in the number of student support cases is itself significant, there were also considerable increases in specific areas of concern. Cases involving academic, mental health, basic needs, and financial challenges increased dramatically. Notably, support requests for Personal Loss/Grief surged by 81% compared to last year, replacing Victim Support as one of the top five student concerns.

1	Academic Concerns	34%
2	Mental Health Concerns	39%
3	Physical Health/Medical Concerns	5%
4	Basic Needs & Financial Concerns	41%
5	Personal Loss/Grief	81%

Collaboration

A cornerstone of our efforts this year has been enhancing the overall student experience through improving our strategic partnerships. The ODOS collaborated closely with Housing & Residential Education to streamline both our student support and accountability processes, leading to a record number of students utilizing our services. Additionally, expanding our collaboration with the Center for Campus Wellness resulted in increased awareness and access to services, enabling students to better navigate challenges and achieve their academic goals.



Section 2: Major Accomplishments

In addition to the record-breaking work captured in Section 1 of this document and the work toward our Strategic Initiatives described in Section 4, the Office of the Dean of Students has also achieved several other major accomplishments this year.

Including:

Student Expression Resources

The Office of the Dean of Students is committed to empowering students to engage meaningfully and make their voices heard while fostering a respectful campus community. To support this, we developed comprehensive educational modules on activism, free speech, and protest rights. These resources, accessible online, provide students, faculty, and staff with essential knowledge to participate in campus discourse responsibly. Additionally, we offer practical tools like activism resource lists and protest preparation checklists to guide students in navigating their roles as active members of our campus community. Since their launch in October 2023, these resources have been accessed over 1,200 times, demonstrating their value in creating a supportive environment for open expression.

Enhancing the Behavioral Interventional Team (BIT)

The Behavioral Intervention Team (BIT) underwent significant process improvements during the 2023-2024 academic year to enhance student privacy, align with national best practices, and ensure more consistent case management. Key changes included re-anchoring to the NABITA risk rubric, reducing the frequency of ad-hoc team meetings, and implementing more frequent case staffing sessions prior to full BIT meetings. These modifications have strengthened the team's ability to effectively assess and address student concerns.

Looking ahead, ODOS will further optimize the BIT process by formalizing case staffing meetings and providing regular professional development opportunities for core BIT members. These enhancements will contribute to the team's ongoing growth and effectiveness in supporting student well-being.

Student Development and Education

Our office is dedicated to fostering a supportive campus environment where all students can thrive. We have significantly enhanced student well-being and success through collaborative partnerships and innovative programming. By integrating restorative justice practices into our informal resolution process and delivering comprehensive anti-hazing and bullying prevention programs, we have created a safer and more equitable campus community. To further enhance our support services, we are expanding our staff to include a dedicated case manager for Student Athlete Advocacy who will provide comprehensive support for student athletes navigating academic, personal, athletic, and interpersonal challenges. Additionally, we have partnered with Student Leadership & Involvement to host “Brave Conversations”, empowering students to engage in meaningful dialogue and develop essential communication skills. Our commitment to conflict resolution and trauma-informed practices, demonstrated through training for campus staff and student leaders, has strengthened our campus community and fostered a culture of respect and understanding. These accomplishments have had a profoundly positive impact on student life and demonstrate our office’s dedication to student success.

Implementing Policy 6-400

Effective August 15, 2023, the University implemented significant revisions to Policy 6-400, culminating a nearly four-year modernization effort. The updated policy incorporates best practices in student development and restorative justice, providing greater clarity for students through more specific policy violation definitions.

A key component of this initiative has been the creation of a coordinated approach between the Office of the Dean of Students (ODOS) and Housing and Residential Education. This collaboration has led to the successful implementation of internal processes supporting both informal and formal resolution options for students. Notably, the majority of students are

now opting for the informal resolution process, demonstrating the effectiveness of this approach.

Furthermore, significant progress has been made in standardizing the accountability experience across both departments. The new process flowchart is now publicly accessible on the ODOS website. To further enhance case management efficiency and documentation, we have initiated updates to our case management software.

These advancements collectively position the University to effectively manage the growing campus and residential population while upholding a strong commitment to student success and well-being.

Herriman Campus

The ODOS collaborated with Undergraduate Studies to shape the student experience at the new Herriman Campus. Our Student Affairs Campus & Site Services Managers provide ongoing support for on-campus Student Affairs functions and operations, ensuring consistent service aligned with the Division’s mission, vision, and values.

Student Affairs Site Managers spearheaded a comprehensive strategy to enhance the student experience at the Herriman Campus. By developing and executing a robust slate of engagement programs, we effectively cultivated a sense of community and belonging among both prospective transfer students from SLCC and our continuing U of U students. Our initiatives focused on creating meaningful connections to campus resources and fostering personal growth. Through a diverse array of events, including interactive workshops, film screenings, and community-building activities, we successfully engaged over 1,061 students in 15 programs during the 2023-24 academic year. These efforts not only contributed to a vibrant campus culture but also equipped students with essential skills and knowledge to excel academically and personally.

Section 3: Major Challenges

The Office of the Dean of Students (ODOS) is facing a number of challenges in the next academic year. These challenges are significant and will require ODOS to make some difficult decisions. However, ODOS is committed to meeting the needs of the campus community and will work to address these challenges in the coming year.

Organizational Expansion and Integration

In the coming year, the ODOS will be expanding our services to incorporate the Basic Needs Collective, add specialized case management roles, and to integrate Housing and Residential Education staff. These changes will enhance our ability to provide comprehensive support to students. This strategic realignment will allow ODOS to address emerging student needs, improve service delivery, and create a more cohesive support model. While this period of transition will require careful planning and resource allocation, we anticipate a positive impact on student outcomes.

Navigating System Transition

In addition to the complexities of maintaining a balanced campus climate, the Office of the Dean of Students (ODOS) will also be undertaking a significant technological transition. We are migrating to the Flex modules within our case



management system. This transition will enhance our efficiency and effectiveness. This process demands substantial time and effort from our staff and campus partners to develop, define, and test new workflows. While the groundwork for this migration has been established, the process will undoubtedly present challenges as we adapt to the new system. Our goal is to complete the major process transfers to Advocate Flex by the end of Fall 2024, with a full system migration and expanded capabilities planned for Spring 2025.

Balancing Free Speech and Campus Climate

The ODOS anticipates a complex landscape in the coming year as we navigate the delicate balance between upholding students' free speech rights and fostering a safe, welcoming campus environment. With heightened political discourse, we recognize the potential for increased campus tensions. ODOS is committed to providing

students with the tools and resources necessary to engage in respectful dialogue. Our student expression modules offer valuable guidance on these matters and are accessible to the entire campus community. As we approach a national presidential election, we expect this challenge to intensify, necessitating ongoing efforts to support students and maintain a positive campus climate.

Communication and Outreach

Effectively communicating the breadth and depth of ODOS services to the campus community will be a key focus in the upcoming year. While our team is dedicated to sharing information about our programs and resources, allocating sufficient time and resources for comprehensive outreach can be challenging given the demands of daily operations. We will continue to prioritize communication efforts while balancing the urgent needs of our students.



Section 4: Status of Strategic Projects

Expand the Breadth of Outreach to University Community

- **Strategic Plan Perspective:** Internal Processes – Improve Communication

The ODOS remains committed to enhancing communication and safety within the university community through expanded outreach efforts. Significant progress has been made in increasing awareness of our services and fostering a more informed campus community.

Strategic Partnerships: Collaborative initiatives with departments such as Public Safety, the Center for Teaching Excellence (CTE), and Student Leadership & Involvement have amplified our reach and impact.

Varied Outreach Channels: We have implemented a range of engagement opportunities, including tabling, presentations, and online resources to connect with different segments of the campus community.

Specific Initiatives:

Campus Presence: Active participation in campus events, such as Move-In Week, MLK Week, and Earth Day, strengthens our connection with the student body.

Faculty and Staff Engagement: By providing presentations to departments and partnering with the CTE we have enhanced understanding of our role and services and empowered them to support students in distress.

Student Engagement: The “Brave Conversations” series and many other student-focused initiatives have fostered open dialogue and promoted a welcoming campus climate. By building stronger relationships with campus partners and tailoring our messaging to specific audiences, the ODOS will further enhance its role as a valuable resource for the entire university community.

Increase Student Accountability Via an Interactive, Self-reflective Student Conduct Process

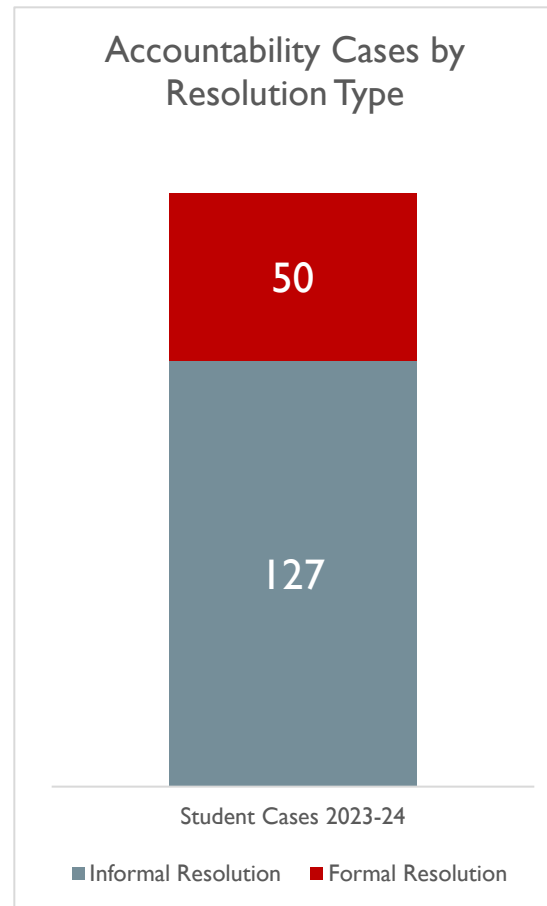
- **Strategic Plan Perspective:** Students
 - Improve Student Awareness & Access

The ODOS remains committed to transforming the student accountability process into an interactive and self-reflective experience that empowers students to understand their roles and responsibilities while fostering a fair and efficient resolution process.

Policy 6-400 Implementation: The successful implementation of the revised Policy 6-400 has significantly enhanced the student conduct process. By prioritizing collaboration between ODOS and Housing & Residential Education, we have streamlined processes, engaged students in the informal resolution process, and established a standardized approach to accountability.

Student Development & Education: Our comprehensive efforts to create a supportive campus climate have directly impacted the student accountability process. Through restorative just practices, anti-hazing and bullying prevention programs, and expanded support services, we are fostering a culture of respect and responsibility.

System Optimization: To optimize our case management system, we conducted a thorough Request for Proposals, engaging partners across Student Affairs, Academic Affairs, and Public Safety. After careful evaluation, we determined that retaining our existing platform but transitioning to the Flex modules will best meet our needs for customization and efficiency. This strategic decision will allow us to tailor workflows to align more closely with our policies and improve overall case management.



Continue to Develop and Implement Threat Assessment Team (TAT) Policy and Process

- **Strategic Plan Perspective:** Internal Processes – Improve Collaboration and Strategic Partnerships

The ODOS has been actively collaborating with Campus Safety to finalize the TAT policy and procedures. Through comprehensive research of best practices from industry standards and peer institutions, coupled with targeted training and education, significant progress has been achieved. Cabinet approval of recommendations led to the establishment of the Threat Assessment & Management Partnership under the leadership of the Chief Safety Officer.

Section 5: New/Continuing Strategic Projects

The strategic initiatives that the Office of the Dean of Students will focus on in the upcoming year are:

Implementing Advocate Flex

The ODOS will optimize student support and accountability processes through the implementation of Advocate Flex case management system. By transitioning to this advanced platform, we aim to enhance efficiency, improve data management, and ultimately enhance the student experience.

Scope:

This project encompasses the full migration of existing case management workflows onto the Advocate Flex platform. It involves system configuration, staff training, data migration, and process refinement. The project will be implemented in phases, with a focus on core student support and accountability functions by Fall 2024. Full system implementation and expanded capabilities are targeted for Spring 2025.

Project Objectives and Initiatives:

Strategic Objectives:

- Improve Infrastructure
- Improve Management & Practices
- Improve Outcomes

Strategic Initiative:

- Proactive and Personalized Pathways

Project Metrics:

- Number of workflows added to Advocate Flex
- Number of staff trained on Advocate Flex
- Post-implementation survey of staff satisfaction

By successfully implementing Advocate Flex, we anticipate improved efficiency, enhanced data-driven decision-making, and a more streamlined student experience.

Centralization of Student Support and Accountability Efforts

Informed by the results of our 2022 external audit, the Office of the Dean of Students will undertake a comprehensive initiative to centralize student support and accountability processes within ODOS. By consolidating resources and streamlining operations, the ODOS aims to enhance the student experience, improve efficiency, and foster a more coordinated approach.

Scope:

This project involves integrating Housing and Residential Education (HRE) and Basic Needs Collective (BNC) staff into the ODOS. This restructuring will be complemented by the implementation of the Advocate Flex case management system. The project scope includes developing standardized procedures, training staff, and implementing new workflows to ensure a seamless transition. The initial phase focuses on staff integration and system implementation for Fall 2024, with ongoing process refinement and evaluation planned for the following academic year.

Project Objectives and Initiatives:

Strategic Objectives:

- Improve Collaboration & Strategic Partnerships
- Improve Management & Practices

Strategic Initiative:

- Create Proactive and Personalized Pathways

Project Metrics:

- Student satisfaction survey measuring overall satisfaction with support services
- Staff satisfaction survey assessing the effectiveness of the centralized model
- Increase in the number of students accessing support services

By unifying student support and accountability efforts, ODOS will create a more efficient and effective system that better serves students.

