Strategic Plan: Beyond Boundaries
While units in Student Affairs contribute to individual strategic goals in a number of ways, reported below are the goals to which, collectively, the most robust contributions were made across the division.

A Culture of Inclusion
1. Staff within the division sponsored, coordinated, facilitated, and/or collaborated on trainings/discussions focused on diversity and inclusion. These include but are not limited to:
   - DSA and Mission and Ministry hosted “Do Better, Marquette,” an event/conversation which was aimed at students from the dominant population to discuss their roles in creating change for equity and justice. As a result of this session, strategic planning for incorporating the YWCA’s Unlearning Racism course into training for MU staff and students is underway.
   - The Office of Intercultural Engagement sponsored/co-sponsored 94 diversity and inclusion programs (71 sponsored solely by IE). Programs included Black Male Appreciation Luncheon, Black Women Rock Dinner, Dreamers Gala, and Pride Prom.
   - Counseling Center staff provided a training on Racial Battle Fatigue at the Social Justice Conference and a program on mental health for the National Society of Black Engineers. A staff counselor also coordinates the Diversity Advocates training program for faculty and staff.

2. The Division offers programming framed within issues of diversity/inclusion:
   - **Community Service.** Reflection for Marquette Volunteer Corps members, SERVE participants, Program Assistants, and the Social Justice in Action conference focuses heavily on themes of identity, community, inequity, and social justice. Although these often focus outwards, towards communities our students encounter in service, students are asked to consider implications on campus as well.
   - **Residence Life.** One of the learning goal areas in the newly implemented residential curriculum is social justice. In order to accomplish this learning goal, RAs displayed two bulletin boards: one for first year students displaying the identity wheel, asking students to self-select identities that they would like to learn more about, and one for second year students about service, asking students to identify a social issue that they are passionate about. 1,336 first year students and 672 second year students had social justice conversations with their RA, this equates to 57% of students on campus.
   - **Living Learning Communities.** There are two LLCs on campus that specifically focus on service and promotion of justice: the Inclusive Leadership CommUNITY (first year students) and Dorothy Day Social Justice Community (second year students). CommUNITY students live together in McCormick and take a year-long 3 credit hour course designed to teach them about the foundations of social justice and how to become inclusive leaders. This will be the last year for CommUNITY as the class does not meet the requirements to be a core course. While these two communities only house about 45 students in the 2017-2018 academic year, they are impactful experiences for the students and provide a significantly deeper understanding of justice for all who participate. In addition, the Spanish Language and Culture LLC was expanded to include first year students as opposed to only sophomores. As a result, the community met capacity this year and saw a marked level of engagement.
   - **Student Development.** During AY 17-18, The Office of Student Development evaluated the efficacy of diversity and inclusion programming in New Student Orientation, in collaboration with staff from across the Division of Student Affairs. As a result, a new model for addressing issues of diversity and inclusion during SPARK was piloted. This included an interactive game, which allowed student group leaders to bring up challenging topics with new students. Initial feedback from SPARK 2018 has been very positive.
   - **Student Advisory Groups/Councils and Support Groups.** The Office of Intercultural Engagement formed the first-ever Multicultural Student Council to support student leaders in the area of leadership
development and social justice education. The Multicultural Greek Council (MGC) at Marquette University was established in fall and advised by the Office of Student development. MGC is currently comprised of two multicultural sororities and one multicultural fraternity. Several multicultural sororities and fraternities have expressed interest in expanding and establishing chapters on the Marquette campus. Additionally, Intercultural Engagement sponsors many support/discussion groups, which are facilitated by staff from different departments in the division, including Latinas Unidas, Malkia Circle, Men2Men, Trans and Diverse Group Discussion, and LGBQ+ Group Discussion.

Social Responsibility through Community Engagement
The Division of Student Affairs Departments/Offices engage in the community through service, philanthropic activities, and partnering with or serving on community councils/task forces.

- The AMU Battle of Department events focused on impacting other areas of Marquette and the Milwaukee area. Highlights include the collection of 361 non-perishable food items given to MU Homecoming's Fill the Truck drive, the collection of 1,383 clothing items donated to St. Vincent de Paul on Milwaukee’s southside and the Milwaukee Rescue Mission, and 16.15 lbs. of pop tabs collected and given to the Ronald McDonald House of SE Wisconsin to aid their pop tab fundraising efforts.
- Marquette students engaged in three major Saturday “day of” service programs, which provide an entry-level, low-commitment service experience to students while providing valuable assistance to community agencies. Events include Hunger Clean-Up (950 volunteers at 37 sites, down significantly because of an April snowstorm), Urban Connection (250 volunteers at 23 sites), and Make a Difference Day (223 volunteers at 67 older adult homes).
- Marquette Volunteer Corps provides weekly volunteers (80 students each semester) to nine community agencies. Students work in a variety of volunteer roles to support the mission of the agency and engage in weekly team reflections as well as multiple large-group reflections each semester. Volunteers with consistent, long-term service have the most impact in addressing community concerns. These ongoing experiences have the most impact on student learning as well.
- In a city like Milwaukee with broad volunteer needs and social justice issues at play, many students are looking to connect with agencies that reflect their specific interests and abilities. The Center for Community Service supports these connections through fall and spring Community Service Fairs, bimonthly newsletters (7000 subscribers with 25-30% open rate), and providing one-on-one advising to approximately 50 students.
- The Director of Alcohol and Other Drug Prevention serves on the local CARE coalition to address alcohol in the near West Side, leading to connections to MillerCoors, law enforcement, business owners and local stakeholders. The director also serves as the current co-chair for the NASPA AOD Knowledge Community.
- The Center of Intercultural Engagement engages the Milwaukee community through programming such as Pride Prom, Dreamers Gala, Black Women Rock, and other events.
- Residence Hall Community Programming Councils worked with a variety of local organizations, including the Humane Society, the Guest House, Rogers Memorial Health, and City on a Hill to provide in-person service opportunities and fundraising campaigns. Finally, this year’s Lil Sibs Weekend fell during Hunger Clean-Up. We partnered with Hunger Clean-Up to create a Lil Sibs team for students to be able to participate with their younger siblings during this important campus event.
- In effort to teach students how to care for the entire community, Sexual Violence Prevention Education hosted Denim Day in collaboration with 15 Marquette and community organizations including the Center for Peacemaking. Denim Day is a prevention event meant to increase understanding of what victims of sexual assault experience and is meant to encourage bystanders to call for an end to victim blaming statements and attitudes. Over 500 students participated in Denim Day events.
Formation of Hearts and Minds

- The third annual Social Justice in Action conference took place in February. Originally a partnership with Student Development, the conference now boasts seven hosting departments and a large planning team reflecting diverse areas of campus. The one-day conference, aiming to help students explore their roles in social justice work, featured keynote Dr. Monique Liston, a variety of student, community, and administrative/faculty breakout sessions, and opportunities for dialogue. Approximately 100 individuals attended.

- In summer 2017, MUSG, RHA, Alpha Sigma Nu, and Student Affairs sponsored 14 students to attend the National Jesuit Leadership Conference, hosted by Georgetown. Students had the opportunity to network with other student leaders from the 26 Jesuit Colleges and Universities, attend speaking engagements steeped in Jesuit values, meet with legislators on the Hill (advocating for policies that are favorable to college students), and reflect on their vocational callings and overall experience at the conference.

- In March, Sexual Violence Prevention Education (SVPE) brought Dr. Jennifer Beste, a Catholic, feminist theologian to campus for a series of lectures based in Jesuit Catholic theology. Dr. Beste, the author of College Hookup Culture and Christian Ethics, spoke about how sexual violence happening in the ‘hookup culture’ on campus prevents a just culture. She also discussed healthy relationships within a Jesuit Catholic tradition and discussed with students the idea of mutual sex within marriage.

- Nearly 450 students utilized the Wellness Programs yoga and meditation classes; 88% strongly agreed/agreed that participation helped in the management of stress and 85% strongly agreed/agreed that they intended to apply the skills learned in class to support a healthy lifestyle.

- The Medical Clinic had a total of 12,934 visits (5,069 unique) and 9,638 unique users to MUSG StudentHealth101, the clinic’s online health and wellness magazine, with an average monthly student engagement of 47%, a 46% increase over FY17.

- The Counseling Center saw 1289 students (10% more than last year), offered 13% more appointments than last year as well as 11% more group appointments. Mental health treatment is transformative for students in that it helps them to resolve issues that impede connection, growth and the ability to give back to others. The Counseling Center also created and trained peer educators to offer the Lifesavers Suicide Prevention program to over 300 students.

- Sexual Violence Prevention Education (SVPE) partnered with the Student Wellness Center to present Bringing in the Bystander, a pro-social bystander intervention training program, to 1,599 first-year students. Over 56 sessions were led by peer educators and Student Affairs in Higher Education graduate students. This program teaches students how to step in when they see a situation that could lead to danger. Students are encouraged to utilize these skills on and off campus. When students intervene in risky situations, they work towards addressing issues within our community and help keep it safer.

- The Office of Student Development and MUSG co-sponsored Fierce Conversations at the MUSG fall retreat, a program the teaches participants to having meaningful, honest conversations, engage with others productively, and talk through differences of opinion. In a post-workshop evaluation, students were asked to rate how likely they would use the concepts the learned on a 10-point scale, and the average rating was 8.

Executive Summary: Significant Accomplishments and Challenges

Facilities and Resources
Student Affairs worked through a number of successful capital projects this year. The Marq apartments were acquired by the university (privately owned but university managed), which will help meet the demand by upper division undergraduate and graduate students to live in university housing, adding 604 beds to the university’s inventory. There were some challenges in transitioning the management from the former owner to the university. Ultimately students’ concerns were addressed to their satisfaction. To date, the building is 82% rented. Additionally, Wild Commons will open in fall 2018. The project remained on budget and will house 890 students.
at capacity. The building was designed with a focus on space that will allow for community building. Also housing a dining facility, the building will be able to be utilized by students who do not reside there.

Student Affairs units continue to make improvements in their existing spaces, upgrading technology and equipment. In some units, space and human resources are maximized. The Medical Clinic, while a very lean operation, has really outgrown their current clinic space. Fitness/recreational space is also maxed out. While updates to fitness equipment were made through funds generated by the student rec and wellness fee, resources, including space, are challenge for club sports teams. Staffing shortages of life guards and custodial staff are also a challenge in the recreational facilities. The Counseling Center utilization numbers have grown. While this is a success in that students are accessing services, some students, families and university personnel continue to expect immediate, same day attention for issues that were not emergencies. The Counseling Center piloted a new triage system at finals time by offering shorter, more focused appointments that reduced paperwork and tried to meet the need for brief interventions. This system eased the pressure for service demand and will likely continue to be used. The addition of another counselor position was approved for AY18-19, and this will assist in meeting the demand for services. The planning of a new wellness facility is underway. While building such a facility is a few years off, wellness-focused units (Recreation, Counseling, Medical, Alcohol and other Drugs Prevention, and Advocacy Services) are excited at the possibility of being in the same space with each other and offering students a holistic approach to wellness as well as having sufficient space and being ADA compliant.

**Student Affairs Priorities**

Student Affairs leadership set three priorities for AY17-18: (1) Work toward improving the experiences of African American students, (2) work to better serve first generation college students, and (3) focus on improving alcohol and other drug prevention and support. Dr. Cole has been fundraising for all of these priorities and secured a gift for a multi-cultural student preorientation (RISE will take place August 21-22, 2018 and is aimed specifically at first-generation and students of color). While each unit in Student Affairs made efforts/contributions toward these priorities in various ways, some highlights follow.

**African American Student Success.** The Division of Student Affairs sponsored a Professional Development Series event for its staff in April with the presentation entitled, "Impacting a Positive Black/African American (AA) Student Experience at Marquette." The event was a collaborative effort between DSA and the Office of Institutional Research and Analysis, which focused on examining Marquette’s data pertaining to the Black/African American student experience. The presentation will be presented to the University Leadership Council as soon as scheduling permits to spark broader conversations across university leadership. Additionally, the task force on African American students’ experiences and retention was formed and met regularly with sub-committees working on particular tasks.

**First Generation College Students.** In order to better understand who Marquette’s first-generation students are and the unique needs of this population, quantitative and qualitative research was conducted. The Office of Institutional Research and Analysis compiled a demographic report and staff in Student Affairs conducted focus groups with students. A report on findings from both these efforts is to be completed this summer with recommendations for support services. A series of professional development initiatives in partnership with the Division of Student Affairs, the Educational Opportunities Program, and Enrollment Management has set a valuable course to enhance the recruitment, retention, and success of first-generation students.

Administrators and other participants viewed the video *First Generation* followed by facilitated team discussions, read the book *First-Generation College Students: Understanding and Improving the Experience from Recruitment to Commencement* by Ward, Siegel and Davenport, and took part in a live keynote presentation in February by Dr. Zebulun Davenport, Vice President for Student Affairs at West Chester University and co-author of the book. Finally, participants assisted in the creation of intentional strategies aimed at increasing the academic and personal success of Marquette’s first generation college students.
A couple of initiatives have already come out of this research and professional development. An “I Am First Generation” campaign was kicked off at SPARK. Stickers and placards were printed to acknowledge the identity of first generation students, graduates, and allies in effort to build a support network. A website is in the works as well to launch in fall with resources for first generation students.

**Alcohol and Other Drug Prevention.** Planning continues toward a Collegiate Recovery Program (CRP) at Marquette, an initiative that would both aid retention and be a recruitment tool. Donors who are willing to support such a program are being identified in collaboration with University Advancement.

Efforts continue in providing a safe, healthy environment for students.

- Late Night Marquette (staffed primarily through the Office of Student Development through one full time employee, a graduate assistant, and student program assistants) provides alcohol alternative programming every Thursday, Friday and Saturday evening in collaboration with other offices on campus and student government.
- The Medical Clinic/Wellness Programs Received a $10,000 received a Great Plays grant to fund Red Watch Band Programming for third consecutive year. This academic year, 2,464 individuals were trained in the Red Watch Band bystander intervention program, which trains students to identify others who may have acute alcohol poisoning and empowers students to intervene and get help.
- University messaging regarding responsible alcohol use during high risk weekends also had more support this year. Letters went out to the student body before Halloween from the Vice President for Student Affairs, and a letter signed by the president, provost, vice president and director for athletics, and vice president for student affairs went out preceding National Marquette Day. The letter discussed safety, responsible drinking, and for the first time challenged students not to use alcohol at all. Despite these successes, significant challenges in shifting the alcohol culture on campus remain.

This year there were a total of 260 conduct referrals to date (94 Alcohol for Sanctions and Follow-Up, 64 BASICS, 10 Bystander Intervention Training, 15 CASICS, 38 CHOICES, 39 referrals to administrators). This is not sustainable for the current staffing model in this area. The data shows that the number of incidents involving disruptive alcohol consumption on National Marquette Day continues to rise year-on-year. The risk of Homecoming following a similar trajectory is also a concern, as conduct incidents are beginning to peak on that weekend. Near peer and aspirational institutions to Marquette have seen the greatest progress on this issue when the president verbally commits to an inclusive and welcoming environment for high-achieving students and students in recovery.

The rise in popularity of marijuana and the increase in neighboring states offering legal medicinal or recreational marijuana has had a slight impact on campus. The providing and selling of drugs has peaked this year, ranging from cocaine to THC cartridges, a new technology that our response procedures have not been fully prepared to capture. We are working with Residence Life and MUPD to determine how to better train RA’s and PO’s to recognize when a student is vaping THC vs. a legal product. An educational campaign will be rolled out to reemphasize the seriousness of our drug policy and remind students of the consequences before the incidents take place.

**Campus Climate**

All of the priorities listed above address campus climate in direct and tangential ways. Despite efforts, Marquette continues to be challenged in creating an inclusive environment and making students from unrepresented populations, especially those who identify as persons of color, feel welcome and accepted on campus. This climate was brought to the forefront late in the spring semester when some photos with racist overtones surfaced on campus.

The incident was reported to MUPD, and the university took swift action to investigate, offer support to the affected student, communicate the incident and response to the campus community, and respond to African American students who were also adversely affected by this incident. University leadership hosted a listening
session for students of color and allies, and an anti-racist social media campaign was launched. While the student who reported the incident expressed feeling very supported by the university throughout this situation, many other students do not experience a feeling of support. Students who took part in the listening session put forward a number of demands, including more training/education on privilege and oppression for students, faculty, and staff; a more robust bias incident reporting system; and additional forums on diversity. Planning to address students’ demands is already underway with hopes of having programming in place for fall semester. Additional full time staff was also approved for the Office of Intercultural Engagement, and this will assist in providing support to students as well as in education efforts.