

# ANNUAL REPORT



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# 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.

## Departmental Outcomes

For every functional area of our office, 2022-2023 was a record-breaking year. We have helped more students, managed more incidents, and provided more education and support than ever. As the institution continues to grow, maintaining the level of support and service to students is unsustainable. Adding staff will be necessary in order to continue to meet the needs of students and the campus community.




Top 5 Violations Students found responsible for	
1 	Alcohol and other drug-related behavior
2 	Intentional disruption or obstruction of university functions
3 	Physical or verbal assault, sexual harassment, hazing, threats, intimidation, coercion
4 	Theft/damage/misuse of University property
5 	Furnishing false or misleading information to any University official

## 256% Increase in Student Accountability Cases

Student Accountability remains an essential resource to ensure student well-being on campus. As anticipated, the Student Accountability team managed a tremendous amount of cases this year. This increase partly resulted from our partnership with Commuter Services, establishing an accountability process for students with multiple unpaid parking tickets, which yielded **688 Commuter Services Referral** cases. Additionally, with the 'zero tolerance' enforcement policy established by Rice Eccles Stadium, **137 students were found responsible for drug and alcohol violations** as a result of being ejected from the stadium. Despite adding a new case manager and separating the Associate Dean and Director responsibilities into two positions, the **caseloads more than doubled for all Student Accountability staff**. We anticipate that we will see even more cases next year with the changes to Policy 6-400 and the increased scope of the policy.

## 25% Increase in Student Support Cases

This increase was felt across the board, through nearly all concern categories, but in particular, **students experiencing Mental Health Concerns increased by 56%**. While the total number of cases increased, the severity of risk also increased. Reports assessed to have an **elevated or critical risk accounted for more than 5% of cases in 2022-23** compared to less than 1% in 2021-22. Similarly, the number of **students discussed by the Behavioral Intervention Team rose 9%** this year. Our staff managed this increase in cases while simultaneously implementing significant process changes. Their work facilitates critical connections and support that directly affect students' ability to continue their education.

Top 5 Concerns Student Support	
1 	Academic Concerns
2 	Mental Health Concerns
3 	Physical Health/Medical Concerns
4 	Victim Support
5 	Basic Needs and Financial Concerns

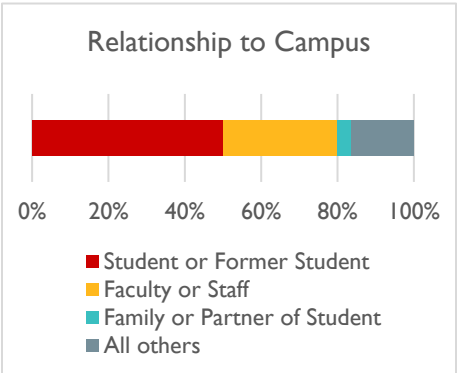
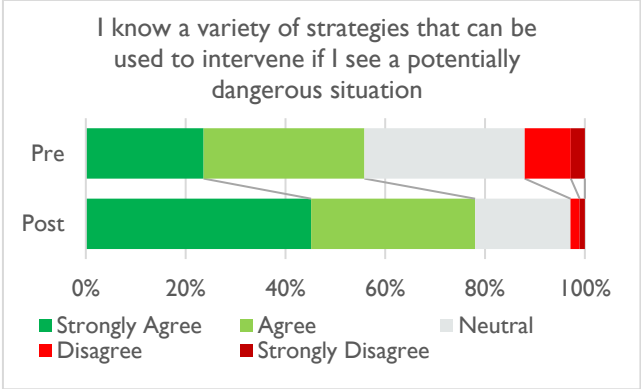
## Top 3 Concerns Student Athlete Advocate

- 1 Academic Concerns
- 2 Coaching Concerns
- 3 Mental Health Concerns

**23% Increase in Student Athletes Support Cases**  
 As with Student Support, the Student Athlete Advocate saw an increase in cases across nearly every type of concern but saw particularly dramatic increases in cases involving physical health concerns and coaching concerns. Of the Student Athlete Advocacy cases tracked in Advocate, **nearly a third related to coaching concerns.**

### Knowledge Gains from Prevention Education

The number of students completing the mandatory sexual assault prevention training has increased as enrollment has grown. We assess the effectiveness of the training by comparing pre- and post-assessments, and we have found that students have significantly increased their knowledge about sexual assault prevention. For example, **22% more students reported knowing a variety of strategies to intervene in a potentially dangerous situation after completing the training.** These online modules reinforce the crucial training provided by our partners across campus and support our work to improve campus safety for everyone.



**29% Increase in Interactions at the Front Desk**  
 Our administrative support team assists with all our functional areas and fields questions from students, staff, faculty, and community members. Increases in caseloads among our program areas directly increase the workload for our support staff. **Interactions regarding Student Support or Student Accountability increased by 38%.** However, higher caseloads were not the primary driver of increased interactions at the front desk. **Almost 35% of interactions were about issues with the Community Standards Courses or other registration holds.** This labor performed by our administrative staff is invaluable in supporting the well-being and safety of students as well as their persistence and retention.

### Collaboration with Academic Colleges

The ODOS frequently works directly with academic departments and colleges to provide support to students. A significant number of our referrals come from academic advising, faculty, and other academic department staff. We include faculty/academic affairs representation in the BIT and the Student Behavior Committee. The Dean of Students serves on the Council of Academic Deans (CAD) to help them understand what support/service options are available for their colleges. He is also actively working with the Office of Faculty to improve relationships and connections on the academic side of the house. We are grateful for the support of our partners across campus, and we look forward to continuing our work to make the University of Utah a safe and supportive environment for all students. Improving relationships and collaboration with faculty is a priority for the ODOS, but our efforts are as our staff are consumed with attending to the urgent needs of students, reflected in the data above.

## Section 2: Status of Strategic Initiatives

### Expand the Breadth of Outreach to University Community

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

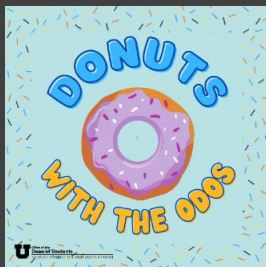
The Office of the Dean of Students (ODOS) is committed to improving communication and safety within the university community and believes intentional outreach to the University Community is essential to do so. However, the ODOS has been understaffed this year and frequently has had to focus time and effort on urgent issues, making expanding outreach efforts challenging.

Despite these challenges, the ODOS has made significant progress in increasing awareness of its services to faculty, staff, and students. The ODOS has engaged in a variety of outreach activities, including:

- Hosting "Donuts with the ODOS" for students to learn about our services in a relaxed and informal setting.
- Tabling at events, such as the Lauren McCluskey Memorial Walk and the Union Programming Council International Women's Day event, to raise awareness of our work.
- Providing training on intervening with distressed students and introducing the ODOS to colleges, departments, and campus partners upon request.
- Partnering with the Center for Campus Wellness to deliver presentations at New Student Orientations.
- Partnering with Fraternity & Sorority Life, Student Leadership & Involvement/Associated Students of the University of Utah, and Athletics to provide workshops and trainings.
- Presenting alternative dispute resolution (ADR) to faculty, staff, and students.

Consistently tracking outreach remains a challenge, but ODOS was able to document **at least 86 presentations or other outreach events in 2022-23.**

While significant steps were taken to expand and improve our reach, this is and will continue to be an ongoing process. In preparation for this continued work, the ODOS has taken measures to update its presentations and work with the Center for Teaching Excellence to schedule routine presentations helping faculty to understand the ODOS's processes.





## **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 working with Campus Safety to finalize the TAT policy and processes. The work is ongoing, but the team has made significant progress in reviewing best practices from professional organizations and partner institutions and completing additional education and training.

They have submitted the following recommendations to the Chief Safety Officer and Deputy General Counsel.

- Embed a Threat Management Response Team (TMRT) subgroup as part of BIT.
- Add three additional case manager positions to the Dean of Students CARE team.
- Use the same database as BIT and create a specific case type for threat management cases.
- Increase campus education and awareness of the functions of the BIT team.
- Consider proper branding/communication strategy for the team.
- Have specifically identified individuals receive certification in Threat Management.
- Have members of the TMRT subgroup receive ongoing threat training.
- Have University of Utah Health maintain its own existing TAT/BIT team.
- Establish policies and procedures to reduce the silo effect with TMRT & BIT.
- Ensure TMRT members are decision-makers with the authority to take action when needed.

These recommendations are designed to improve collaboration and strategic processes between the ODOS and Campus Safety and to ensure that the TAT is able to effectively assess and manage threats to the campus community. The ODOS will begin implementing the recommendations for TAT, including embedding a Threat Management Response Team (TMRT) within the existing Behavioral Intervention team and utilizing the case management system used by the BIT. Both the Associate Dean of Students and the Dean of Students are preparing to take an Association of Threat Assessment Professionals (ATAP) certification course.

## Implement Case Audit Recommendations

- **Strategic Plan Perspective:** Students – Improve Student Outcomes

In 2022, the Office of the Dean of Students engaged with a consulting firm to undergo an audit of all student conduct cases created during Fall 2021 and student support cases created during Spring 2022. The audit identified areas of improvement within processes to better serve students and improve efficiency. While still managing more cases than any previous year, the Student Support & Student Accountability team made tremendous progress in implementing the audit recommendations to synthesize the previously bifurcated processes for supporting students employed by ODOS and Housing & Residential Education (HRE). Some of the key accomplishments for this year include:

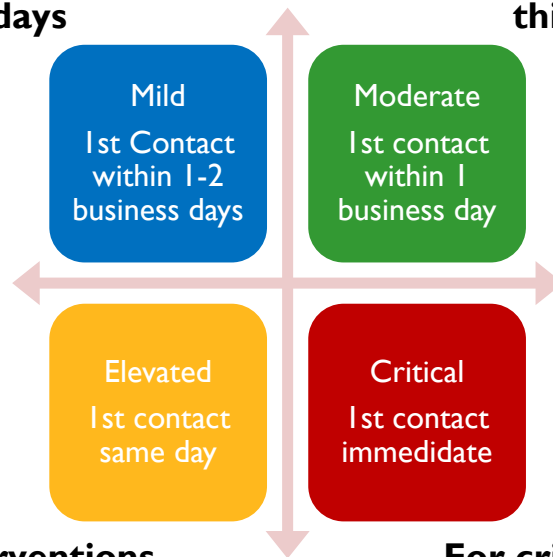
- **Creating a single Student Support & CARE Manual** to provide clear guidance to staff on handling cases. It also helps ensure staff use the same terminology when discussing these cases.
- **Establishing collaboration spaces** to improve communication between staff. These spaces include weekly case management meetings, a dedicated channel in Teams, and a uBox folder.
- **Maximizing Advocate**, the case management system, by updating forms and creating uniform standards for documentation, actions, and use of the NABITA risk rubric.
- **Updating presentation materials:** The ODOS has updated presentation materials for Student Support and proactively marketed those trainings.

These improvements are already having a positive impact on student outcomes. For example, this year nearly **77% of reports had a recorded Initial Overall Risk Assessment**, whereas just over half of reports did last year. This indicates that the ODOS is better able to identify and address potential risks to student safety.

## Timeline for Interventions

**For mild interventions,  
think weeks, not days**

**For moderate interventions,  
think days, not weeks**



**For elevated interventions,  
think hours, not days**

**For critical interventions,  
think minutes, not hours**

## Section 3: 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 2, the Office of the Dean of Students has also achieved several other major accomplishments this year. Including:

### **Policy 6-400 Student Rights & Responsibilities**

On June 13, 2023, the Board of Trustees unanimously passed the proposed revisions to Policy 6-400, culminating a nearly four-year effort to update and modernize the U's policy for students' rights and responsibilities.

The new policy will:

- Focus on bringing in best practices of development and restorative practices as a pathway for students.
- Provide more clarity for students by having more specific and concise definitions of possible policy violations.
- Create a more centralized approach between Housing and Residential Education and the Office of the Dean of Students.
- Create a process that will better handle the impending growth of the campus and our residential education population.

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### **Alternative Dispute Resolution Process**

The Office of the Dean of Students (ODOS) is committed to creating a campus where students find community, support, encouragement, and purpose. To that end, we have invested in services that help students develop conflict-resolution skills. These services include:

- Conflict Coaching – a resource for individuals to discuss issues, understand one's interests, and consider questions that invite students to see situations from multiple perspectives.
- Facilitated Dialogue – allows students space to share their different perspectives in a non-judgmental space and does not seek a specific resolution. The ODOS can host a facilitated dialogue for groups of any size to promote an exploration of conflict based on respect and mutual understanding.
- Mediation – Two or more parties in conflict may voluntarily participate in mediation services with a neutral third party invested in discussing their needs and collaborating to find creative solutions.
- Restorative Justice – seeks to examine the harmful impact of an incident and then determines what could repair that harm while holding the person who caused it accountable for their actions.
- Training, Workshops, and Presentations – ODOS has created materials to help students, staff, and faculty better understand their communication and conflict styles. We present information on de-escalating situations and help our community understand coaching and modeling dialogue skills.

The ADR program is still in its early stages but has successfully launched all these services. In 2022-2023, **144 students and 35 staff/faculty participated in ADR services.**

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### **Improving our Partnership with Housing & Residential Education**

The Director of Student Support & Student Accountability has been working tirelessly to improve our partnership with Housing and Residential Education. She has made great strides in integrating the process of providing student support into one seamless process. This will make it easier for students to get the help they need when they need it.



## **Activism Education**

With the rise in activism across the country and Utah, it is our collective responsibility in Student Affairs to educate our campus communities on their rights and responsibilities. While protecting the expression of ideas, we have started taking steps to promote an inclusive and non-discriminatory education environment and protect our communities from those who seek to promote conflict rather than conversation, debate, and advocacy.

To that end, ODOS has begun preparing education modules on the following topics:

- Defining activism and the different forms it can take
- Defining free speech and the limits of free speech on campus
- Where and how individuals can protest safely
- Students' rights in activism

These modules will be available to students, staff, and faculty, and we will be working with student organizations to promote them. We believe that these modules will help our community understand their rights and responsibilities, and that they will help to create a more inclusive and respectful campus environment.

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## **JED Campus Initiative**

The Director of Student Support & Student Accountability led efforts to support the JED Campus Initiative, a comprehensive program that helps colleges and universities protect student mental health and prevent suicide. The Jed Foundation website states that the program provides "expert support, evidence-based best practices, and data-driven guidance" to help schools create a more supportive and inclusive campus environment.

Our team participated in four subcommittees:

- University Policies
- Training
- Social Connectedness
- Mental Health and Suicide Awareness Services

The work done by these subcommittees is helping make our campus a more supportive and inclusive place for all students. We are proud of the work we have done, and we are committed to continuing our efforts to protect student mental health and prevent suicide.

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## **Herriman Campus - Juniper Building**

The ODOS will play a pivotal role in working with Undergraduate Studies to assist in the creation of the student experience at the new Herriman Campus building. We have hired two Student Affairs Campus & Site Services Managers who provide logistical oversight for on-campus Student Affairs functions and operations by ensuring a consistent level of service to help achieve the Division of Student Affairs mission, vision, and values at the Herriman Campus.

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## **Get Inclusive Implementation**

The ODOS successfully transitioned its online prevention education platform from Everfi to Get Inclusive this year. Despite a bumpy start, ODOS was able to deliver a full slate of prevention courses to students and increase the number of sexual assault prevention trainings by 5%.

Students have responded well to the material. 1,130 students earned a Community Standards Competency digital badge by completing the required course and all three of the optional courses. That is an increase of 108% over 2021-22. The optional, stand-alone Diversity, Equity, and Inclusion course was particularly successful, with completion rates nearly doubling that of the equivalent course offered last year.

## Section 4: Major Challenges

The Office of the Dean of Students (ODOS) is facing a number of challenges in the coming 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.

### **Late Approval of Policy 6-400**

This policy, which outlines students' rights and responsibilities, as well as the university's procedures for addressing student misconduct, was approved late in the 2022-23 academic year. The ODOS has already started incorporating the new policy into its procedures and creating educational materials, but there is much more to do. The policy changes are significant and will require additional time and resources to build the infrastructure to support the new policy and educate the campus.

### **Case Management System Contract**

The contract for our case management system, Advocate, will expire on June 30, 2024. In the coming year, we will engage in the Request for Proposals (RFP) process to evaluate various case management systems and determine which system will best fit our needs. This process requires several of our staff as well as campus partners to devote significant time to ensure the best possible outcome.

### **Embedding Threat Assessment in the Behavioral Intervention Team (BIT)**

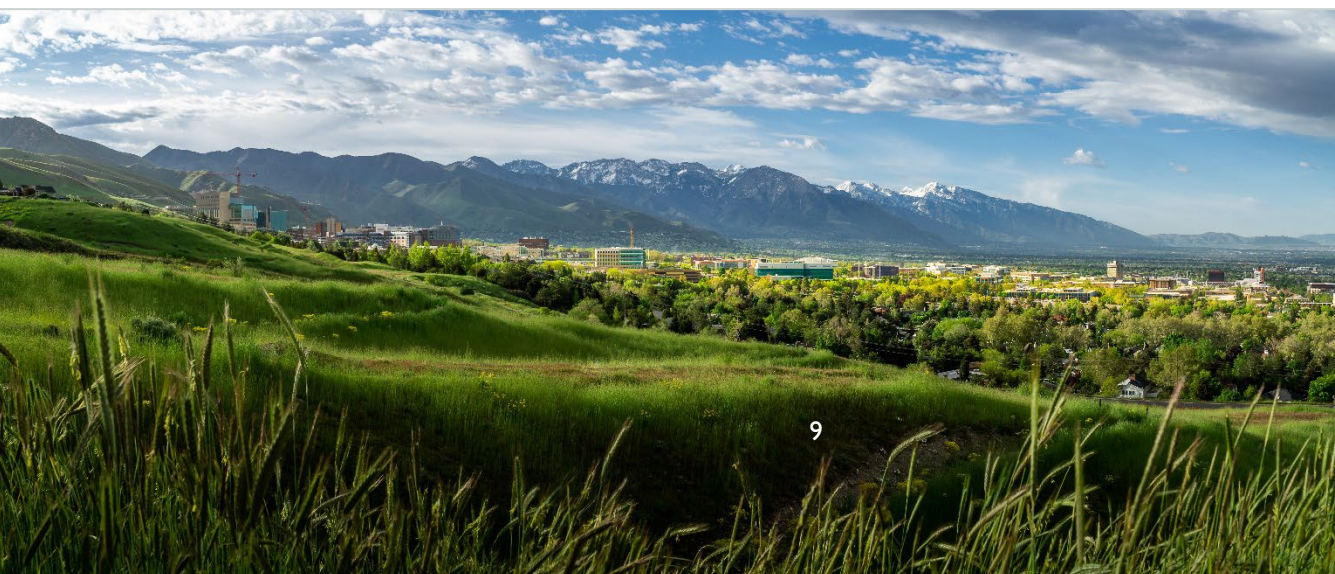
As part of the recommendations submitted to the Chief Safety Officer, embedding a Threat Management Response Team in the BIT would expand the role/scope of the ODOS. This is a significant undertaking that will require additional time and resources. We are committed to improving our ability to assess and manage threats to the campus community.

### **Lack of Resources for Outreach/Marketing**

Many of our priorities for the upcoming year will require an intentional communication strategy. Currently, the ODOS has no marketing budget. Our team must prioritize responding to the urgent needs of the campus, which doesn't often leave time for this fundamental work. We will continue to do our best with the time and resources available, but getting the message out to campus will be a significant challenge for our team in the coming year.

### **Understaffing**

As enrollment continues to grow, the demand for our services increase, and the scope of the ODOS continues to expand, the ODOS will need more staff. Trying to balance all of these competing needs without sufficient staffing will negatively impact the ability of ODOS to provide services to students and the campus community.



## Section 5: New/Continuing Strategic Initiatives

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

### **Expand the Breadth of Outreach to University Community**

- **Strategic Plan Perspective:** Internal Processes – Improve Communication
- **Timeline:** Fall 2023 – Spring 2024
- **Metrics:** Track the number of presentations, Collect uNIDs & demographics

The ODOS is committed to increasing awareness of its services to faculty, staff, and students. In the coming year, we will continue to work to increase student knowledge of campus policies, especially as the revised Student Rights and Responsibilities policy goes into effect. We plan to:

- Start a quarterly meeting with our Academic counterparts, but time constraints present a challenge.
  - Create new marketing materials to distribute to faculty.
  - Work with the Center for Teaching Excellence to schedule routine presentations helping faculty to understand the ODOS's processes.
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### **Continue to Develop and Implement Threat Assessment Team (TAT) Policy and Process**

- **Strategic Plan Perspective:** Internal Processes – Improve Collaboration and Strategic Partnerships
- **Timeline:** Fall 2023 – Summer 2024
- **Metrics:** Number of TAT meetings held, number of TAT cases in Advocate, Track number of TAT presentations

The ODOS has been working with Campus Safety to work to finalize the Threat Assessment Team and processes. The following efforts play a crucial role in advancing the work of the Threat Assessment Team at the University:

- Embed TAT subgroup as part of BIT
  - Use the same database as BIT (Advocate) and create specific case types for TAT cases
  - Create additional campus training and marketing efforts to increase TAT awareness
  - Ensure the appropriate University partners are represented on the TAT
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### **Increase Student Accountability Via an Interactive, Self-reflective Student Conduct Process**

- **Strategic Plan Perspective:** Students – Improve Student Awareness & Access
- **Timeline:** Ongoing
- **Metrics:** Number of conduct meetings and informal resolutions

The ODOS is committed to improving the student accountability process. In 2023-24, we will work toward an interactive, self-reflective student conduct process. This process will help students to understand their rights and responsibilities and to reflect on their behavior. It will also improve our ability to resolve student conduct issues in a fair and efficient manner.

Included in our efforts will be:

- Implementing new processes to support the updated Policy 6-400: Student Rights and Responsibilities.
- Integrating Alternative Dispute Resolution practices into our Student Accountability processes.
- Engaging in a Request for Proposals process to evaluate case management systems to support our policies and processes.

The ODOS believes engaged students are more likely to have buy-in to their education and persistence at the U, even amidst challenges. This process will help to foster student engagement and create a more supportive campus community.