

Governors State University

Student Affairs and Enrollment Management: Reaching Vision 2020

Focus Area: Community Standards and Student Advocacy

Leader(s): Nikki Witt Penwell

Implementation Year: 2017-18

GOAL 1: Evolve, administer, and assess the Community Standards program to ensure for a thorough, transparent, and fair student-centered process that advances a campus culture of civility and the highest levels of ethical student behavior.

Objective 1:	Adjudicate alleged violations of Student Code of Conduct in a fair, timely, and educational manner.
Action Items	<ol style="list-style-type: none"> 1. Improve adherence to conduct process timeline to ensure due process for students 2. Ensure student conduct letters reflect transparent and accessible language 3. Increase percentage of students attending conduct hearings 4. Reduce recidivism 5. Explore utilization of phone/video meetings in break periods to reduce time delay 6. Utilize Maxient texting feature to communicate with students
Indicators and Data Needed (Measures that will appraise progress towards the strategic objective)	<p>Maxient data, reports on case timeline</p> <p>Review conduct letters, aim to reduce length & seek student feedback on letter content</p> <p>Feedback from sanction submission and decision letter survey</p> <p>Information on privacy concerns, electronic record keeping with phone/video conferencing</p>
Responsible Person and/or Unit (Data collection, analysis reporting)	N. Witt Penwell
Milestones (Identify Timelines)	<p>June 2018</p> <p>Letter review by March 2018</p>
Desired Outcomes and Achievements (Identify results expected)	<p>Increase efficiency and effectiveness of conduct process, aim to have timeline from incident to adjudication/case resolution less than 14 business days for at least 95% of cases</p> <p>Ensure due process and transparency for students</p> <p>Reduce recidivism</p> <p>Increased hearing attendance to 75% for all CS conduct hearings, increase to 60% for disc. conferences</p> <p>Increase Maxient letter pickup to 65% for all conduct letters sent</p>
Achieved Outcomes and Results	<ol style="list-style-type: none"> 1. AY 2017-18 saw an increase in conduct activity from the previous year, largely due to increased reports of controlled substances and commuter student guest policy violations. 2. Majority of cases were adjudicated within a 2-week timeline. The average time from incident to adjudication for conduct hearings and disciplinary conferences is 11 days. This does not reflect the time between the hearing and the decision letter notification. 3. Conduct letters and messages were updated to reflect student-centered language, alleged violations, and findings of responsibility for each violation. Consulted with housing student staff regarding student perspective on conduct letter content.

	<ol style="list-style-type: none"> 4. Maxient texting feature was utilized to communicate with students. This change led to an increase in students opening letters regarding conduct cases. In 2017-18, 76.3% of letters sent to students through Maxient were opened, which is an increase from 59.3% in 2016-17. <ol style="list-style-type: none"> a. Time to student review of letters in Maxient decreased significantly from academic year 3 days in 2016-17 to 2.3 days in 2017-18. 5. Utilized phone meetings and informal resolution process for low-level housing policy violations at the close of semester to ensure timely case closure. 6. Increase in student participation in conduct process through attendance at hearings, across all hearings approximately 75 percent attendance, up from 67 percent in year prior. <ol style="list-style-type: none"> a. Disciplinary Conference attendance increased to 75 % in AY-18, up from 47 % in AY 16-17, and 34 % in AY 15-16 7. Student feedback via the survey indicated that over 90 percent of students who responded stated they had an opportunity to explain their perspective and they were listened to and treated with respect during the conduct process
<p>Analysis of Results (Where outcomes met? Exceeded? Progress towards goal. Implications for AY18 Objectives.)</p>	<p>Overall, cases were addressed in a timely manner with increased participation from students. Outcomes were met by editing Maxient system software messages to students, updating letters, and making outreach calls to students regarding hearings. In addition, Community Standards allowed students an opportunity to reschedule which increased participation.</p> <p>The use of Maxient’s texting feature with residential students significantly increased student participation in disciplinary conferences and overall attendance at conduct hearings. This met our goal to intervene early regarding violations of housing policies to reduce recidivism. Exploring the use of the texting feature for non-residential students is a priority, but it is challenging to obtain current contact information if not on file with the Registrar.</p> <p>A high number of guest policy violations requires significant resources for adjudication early in the semester. Introducing an informal resolution process for first-time violations which allow us to educate students while reducing the time commitment for case processing.</p>

Objective 2:	Implement comprehensive and ongoing training for faculty, staff, and students who support the conduct process.
Action Items	<ol style="list-style-type: none"> 1. Provide comprehensive training at the start of the academic year and ongoing training throughout year to Student Conduct Committee members 2. Focus committee training on understanding role of committee in conduct process, University Housing protocol, and balancing individual and community rights 3. Complete assessment of training programs yearly through formal written assessment and informal needs assessment 4. Utilize assessment information to revise training programs yearly 5. Review efficacy of AHO structure and process to inform changes to program, launching in Spring 2018 6. Collaborate with campus colleagues to provide topic specific training for conduct committee (i.e. Title IX, Intercultural Affairs, Housing Policies, Mental Health)
Indicators and Data Needed (Measures that will appraise progress towards the strategic objective)	<p>Training evaluation survey</p> <p>Informal feedback from committee members, observation of committee work in hearings</p> <p>Feedback from key stakeholders in hearing process: housing, DPS, ODOS staff</p>
Responsible Person and/or Unit (Data collection, analysis reporting)	N. Witt Penwell
Milestones (Identify Timelines)	<p>Feedback survey of training by Jan 2018</p> <p>AHO relaunch by Jan 2018</p>
Desired Outcomes and Achievements (Identify results expected)	<p>Increase knowledge of and comfort with hearing and community standards processes.</p> <p>New structure for AHO hearing officer group to ensure consistency and buy-in</p> <p>Increase conduct committee knowledge on subtopics</p>
Achieved Outcomes and Results	<ol style="list-style-type: none"> 1. Trainings were conducted for Student Conduct Committee in September 2017 and January 2018. In addition, training was conducted with University Housing staff members who serve as administrative hearing officers focusing on sanctioning and writing decision rationales. 2. Fall 2017 training focused on integrating new faculty members, review of hearing process, and training on questioning. In Spring 2018, training was provided to the Student Conduct Committee on sanctioning hearings for Title IX/Sexual Misconduct Cases in collaboration with the Title IX/Advocating for Sexual Assault Prevention Team. 3. Spring 2018 conducted focus group with conduct committee members to gain feedback about the code and hearing process. Key feedback included request for additional information regarding University Housing and review of sanctioning process. Data will be used to inform Fall 2018 training. 4. Research was conducted on the possibility of launching a Conduct Advisors initiative, but the AHO hearing group was not relaunched.
Analysis of Results (Where outcomes met? Exceeded? Progress towards goal. Implications for AY18 Objectives.)	<p>The training focused outcomes were partially met in AY 2016-17, due to shifting priorities in the management of case assignment and resolution. The Conduct Committee did receive focused training on sexual misconduct hearings, but review of this process is needed to ensure the committee is equipped to manage this sensitive type of case.</p> <p>In addition, the conduct committee would benefit from additional training for new members, with more intense focus on hearing procedures and questioning, especially for student representatives. Utilizing returning members in mock hearing scenarios will greatly assist new members to enhance their understanding of the process and build skill. There was an ongoing</p>

	<p>challenge with ensuring adequate committee members for panels so exploring the addition of more members is key. No formal training assessment was administered in AY 2017-18 and this is a priority for Fall 2018.</p> <p>The conduct advisors initiative will be implemented in AY18-19.</p>
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Objective 3:	Improve utilization of Maxient and records retention procedures to track and report conduct data
Action Items	<ol style="list-style-type: none"> 1. Develop administrative/management guides for configuration settings in Maxient 2. Create retention policy and process for various records within student conduct (case files, and other data) 3. Collaborate with Title IX Coordinator to implement utilization of Maxient for sexual misconduct cases 4. Update CS process for administrative management of cases including case reassignment, sanction review and tracking, and reporting, to incorporate new Maxient features
Indicators and Data Needed (Measures that will appraise progress towards the strategic objective)	<p>Review policies re: records retention (Policy 12) & best practices for record deletion</p> <p>Establish set start/end dates for semester to ensure reporting accuracy</p> <p>Maxient best practices for Title IX processing</p>
Responsible Person and/or Unit (Data collection, analysis reporting)	N. Witt Penwell
Milestones (Identify Timelines)	June 2018
Desired Outcomes and Achievements (Identify results expected)	Establishment of records retention process; integration of Title IX and conduct cases within Maxient system. Establish overview documents for key Maxient administrators to facilitate transition and shared knowledge
Achieved Outcomes and Results	<ol style="list-style-type: none"> 1. Administrative guide created to guide case creation, assignment, and processing within Maxient, specifically geared toward graduate assistant responsibilities. 2. Record retention process was researched, but no formal process was established. 3. Title IX/Sexual Misconduct cases are now housed in Maxient database.
Analysis of Results (Where outcomes met? Exceeded? Progress towards goal. Implications for AY18 Objectives.)	<p>The goal to create reference guides for the administrative and management settings in Maxient was partially met through development of the graduate assistant guide. Additional guidance for the primary database administrator should be documented in AY 18-19. The creation of a written office protocol for records retention and disclosure of disciplinary records and is a goal for the next academic year.</p> <p>New Maxient features were utilized to streamline communication within office team regarding sanction review, letter distribution, and other tasks. This shifted additional responsibilities to the graduate assistance and ensured timely case processing.</p> <p>In AY 18-19, the goal is to use Maxient to send letter to involved parties in Title IX cases for better tracking of communications. This task will be completed in collaboration with the Title IX Coordinator.</p>

Objective 4:	Provide alternative means to formal conduct proceedings for resolving alleged violations
Action Items	<ol style="list-style-type: none"> 1. Explore restorative justice approaches to conflict resolution including mediation, conflict coaching for low to mid-level cases 2. Assess feasibility of informal resolution process for first time guest and fire safety violations 3. Implement educational workshops (i.e. decision making, conflict resolution, effective communication; active bystander) 4. Collaborate with Student Life to establish procedures for student organizational misconduct
Indicators and Data Needed (Measures that will appraise progress towards the strategic objective)	<p>Conduct informational meetings with institutions engaging in mediation and conflict coaching.</p> <p>Benchmark use of student organization conduct with peer institutions</p>
Responsible Person and/or Unit (Data collection, analysis reporting)	N. Witt Penwell
Milestones (Identify Timelines)	6/2018
Desired Outcomes and Achievements (Identify results expected)	Increase peer-to-peer feedback regarding community standards; reduce case load for hall director; increase investment in restorative practices for resolution; build student skills
Achieved Outcomes and Results	<ol style="list-style-type: none"> 1. University Housing utilized conflict coaching and mediation for low level verbal altercations arising from roommate disputes. Restorative questions were used in sanction papers were utilized to prompt reflection on decision making, impact, and values. 2. Informal resolution process for first time guest policy was developed in late spring and the decision was made to delay implementation to Fall 2018. 3. Active bystander workshops were implemented in partnership with Advocating for Sexual Assault Prevention team. Healthy relationship communication was also offered by the Counseling Center. 4. No procedures were established for processing student organization misconduct
Analysis of Results (Where outcomes met? Exceeded? Progress towards goal. Implications for AY18 Objectives.)	<p>Creating alternative methods to resolve student conflict and increasing peer-to-peer interaction were partially achieved goals. In the coming year, these goals would benefit from renewed focus by engaging students, staff, and faculty who have expertise in conflict resolution. Introducing conflict resolution services such as mediation and conflict coaching will empower students to learn new strategies for addressing conflict and help deescalate conflicts before they escalate into higher level conduct issues.</p> <p>In the coming year, increasing bystander training programs, especially for residential students will be a priority. Finally, protocols for addressing misconduct by student organizations need to be developed in collaboration with Student Life. In addition, implementing the informal resolution process for guest policy violations will help manage staff time and resources.</p>

Objective 5:	Enhance partnerships with key stakeholders to ensure effective communication and timely sharing of information
Action Items	<ol style="list-style-type: none"> 1. Weekly meetings with University Housing to discuss ongoing cases and current processes 2. Housing/Community Standards planning meeting each semester to create semester reports and review trends 3. Update student conduct information for Athletics and clarify expectations for sharing information regarding case status with Athletic Director and Associate Athletic Director. 4. Establish monthly meeting with Public Safety to discuss student issues and reporting
Indicators and Data Needed (Measures that will appraise progress towards the strategic objective)	<p>Informal feedback and group recommendations</p> <p>Establishment of written processes re: collaborations with Athletics and Public Safety</p>
Responsible Person and/or Unit (Data collection, analysis reporting)	N. Witt Penwell
Milestones (Identify Timelines)	<p>Athletics procedures/handbook by 8/2018</p> <p>Monthly Public Safety Meetings by 1/2018</p>
Desired Outcomes and Achievements (Identify results expected)	Improved collaboration; increase clarity about processes working with Athletics & Public Safety; greater sense of collegiality and investment in Community Standards process from stakeholders
Achieved Outcomes and Results	<ol style="list-style-type: none"> 1. Met weekly with Director and Assistant Director of University Housing to discuss conduct cases 2. Collaborated with University Housing to compile end of semester and end of year reports utilizing Maxient analytics 3. Met with Athletics staff to discuss notification of athlete involvement in conduct process. 4. Established weekly meeting with Dept. of Public Safety officer starting in January 2018 to ensure open communication regarding cases.
Analysis of Results (Where outcomes met? Exceeded? Progress towards goal. Implications for AY18 Objectives.)	<p>Community Standards improved working relationships and communication with key campus partners in AY17-18. In AY17-18 Community Standards assumed responsibility for the intake, initial review, and scheduling for all case reports, including those from University housing. This shift required strong daily communication between the office staffs to ensure effective case processing. Ultimately, this shift result in positive changes, including reduced administrative workload on the Residence Hall Director and increased clarity of job responsibilities for the Comm. Standards Graduate Assistant.</p> <p>The weekly meeting with Dept. of Public Safety has assisted in the timely transition of police reports to Community Standards and increased awareness of non-housing incidents.</p> <p>Areas for further growth include creating written process for Athletics notification, enhancing Champions of Character programming for student athletes, and creating a weekly standing meeting with Public Safety and Housing to share information.</p>

