



WILLIAM & MARY

CHARTERED 1693

OFFICE OF STUDENT VETERAN ENGAGEMENT

Strategic Plan

2020-2030

Our plan:

The first Strategic Plan of the Office of Student Veteran Engagement (OSVE) will guide veteran services at William & Mary out of the pilot stage and into a sustainable, integral part of campus for all time coming. This plan will adapt to align with the university-wide strategic plan, and to include Veteran-to-Executive (VET) programming and synchronization.

Our goals:

In the next 10 years, the OSVE will work to achieve these goals:

1. **Ensure** all military and veteran students report that they feel that they belong on William & Mary's campus.
2. **Ensure** that all military and veteran students report that OSVE is a one-stop shop for information and services.
3. **Increase** military and veteran student enrollment, retention, completion, and career success.
4. **Increase** military and veteran students' academic and career opportunities through pan-university partnerships.
5. **Increase** military and veteran students' satisfaction with health and wellness resources on campus.
6. **Increase** military and veteran alumni engagement with William & Mary.

Our vision:

William & Mary will be the premiere destination for military and veteran students seeking a highly selective higher education experience where they belong, and where their military experience provides a foundation for personal and professional success.

Our mission:

The Office of Student Veteran Engagement serves as a one-stop shop for military and veteran students to find information and resources, facilitating their success and sense of belonging through campus and community partnerships for all time coming.

Our Core Values

The Office of Student Veteran Engagement's core values align with [William & Mary's university values](#). In addition to putting these values into action through our daily work, we view three in particular as core values that guide our efforts to serve military and veteran students.

Belonging. Military and veteran students are all non-traditional students, and as such they often report feeling out-of-place on college campuses, often due to age- and experience-gaps between themselves and their "traditional" classmates. The OSVE strives to ensure that military and veteran students belong: first in the OSVE, and soon, anywhere on campus. We achieve this through providing them a welcoming place centrally-located on campus rather than on its margins, and a group with a shared identity. From there, military and veteran students are encouraged to explore campus programs and opportunities until they feel fully integrated and report that they belong.

Flourishing. Military and veteran students, no matter their branch of service, have passed through crucibles and rigors that have tested them physically, mentally, and professionally. When they come to William & Mary however, they often report a jarring shift in culture, encountering a new environment and a different, academic rigor. One way to mitigate this culture shock is to embrace the health and wellness resources on our campus, like the suite of programs and services offered at the McLeod-Tyler Wellness Center, The McLeod Student Recreation Center, and through partnerships with the Military and Veteran Counseling Program and the Military Science Department. We commit to ensuring that military and veteran students flourish, learning practices at William & Mary that will serve them for life.

Service. Military and veteran students are experts on service: they have committed to serving their country. But their dedication rarely ends with this duty, because the military community values volunteering, mentoring, and serving the greater good. The OSVE commits to cultivating this value by facilitating opportunities for military and veteran students to practice servant leadership, mentor their peers, and create resources and information that can continue to benefit the university long after the students graduate. We also commit to partnering with campus programs to provide still more service opportunities to military and veteran students. But we also commit to challenging William & Mary to include military service in its own thinking about what it means to serve, to ensure that students who have already done so much are not forgotten.

Goal 1: Ensure all military and veteran students report that they feel that they belong on William & Mary's campus.

William & Mary's newly designed [Statement of Values](#) presents **Belonging** first: "We create a welcoming and caring community that embraces diverse people and perspectives." This is an admirable goal, and if we embrace military and veteran students, we will indeed embrace diverse people and perspectives. This goal is a direct result of our Core Value of Belonging—just as William & Mary creates a welcoming and caring community, OSVE embraces the work of ensuring that military and veteran students feel that the university is successful in this regard, and that they belong here.

Goal 1

How we'll get there

Objective 1: Assess and evaluate military and veteran student belonging

- Measure 1: Determine military and veteran students' baseline data on belonging
- Measure 2: Evaluate student-veteran-designed surveys for replicability
- Measure 3: Schedule survey/measurement dates, reminders, deadlines
- Measure 4: Partner with Student Affairs Director of Planning and Assessment to ensure best practices
- Measure 5: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 50% of military & veteran students report they feel they belong at W&M
- **2025 target:** 100% of military & veteran students report they feel they belong at W&M
- **2030 target:** 100% of military & veteran students report they feel they belong at W&M

Objective 2: Design, host and collaborate on events to cultivate belonging

- Measure 1: Engage Student Veterans of William & Mary (SVW&M) leadership to plan and execute events
- Measure 2: Begin each academic session with an event (or part of an event) that inspires belonging
- Measure 3: Expand military and veteran peer-mentoring program to include all incoming students (participation will require an opt out vs. opt in)
- Measure 4: Encourage military and veteran student participation in non-OSVE events or other groups that cultivate engagement with greater W&M community.
- Measure 5: Integrate cycle of assessment, evaluation, and improvement of belonging reports into academic year planning
- **2021 target:** Offer 24 events to military & veteran students
- **2025 target:** Offer 24 events and double 2021 participation
- **2030 target:** Offer 24 events and double 2025 participation

Goal 2: Ensure all military and veteran students report that OSVE is a one-stop-shop for information and services.

Over 327 years, William & Mary has become an institution of unique quality and distinction. It has not become a university designed for military and veteran students, but one for 18-22 year-old students who live in residence halls and have learned in classrooms continuously for the previous 12 years. These students make up around 99.3% of the enrollment, so this makes sense and is not likely to change. As a result, the OSVE can serve as a prism through which military and veteran students can view their institution, and accordingly, through which faculty, staff, and administrations can view these students. This nexus of information and services ensures that all military and veteran students experience the fullness of this venerable institution.

Goal 2

How we'll get there

Objective 1: Assess and evaluate military and veteran student engagement with OSVE and affiliated resources

- Measure 1: Determine military and veteran students' baseline data on engagement
- Measure 2: Evaluate student-veteran-designed surveys for replicability
- Measure 3: Schedule survey/measurement dates, reminders, deadlines
- Measure 4: Partner with Student Affairs Director of Planning and Assessment to ensure best practices
- Measure 5: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 50% of military & veteran students report they feel OSVE is a one-stop-shop for information and resources
- **2025 target:** 100% of military & veteran students report they feel OSVE is a one-stop-shop for information and resources
- **2030 target:** 100% of military & veteran students report they feel OSVE is a one-stop-shop for information and resources

Objective 2: Increase online information and resources

- Measure 1: Determine baseline data for online resources
- Measure 2: Survey military and veteran students to determine what information and resources should be added
- Measure 3: Review peer institutions' online resources for best practices
- Measure 4: Partner with IT, University Web & Design to add information and resources
- Measure 5: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 50% increase in online information and resources
- **2025 target:** 100% satisfaction with online information and resources
- **2030 target:** 100% satisfaction with online information and resources

Objective 3: Increase coordination with partners

- Measure 1: Determine baseline data for coordination with partners
- Measure 2: Survey military and veteran students to determine what partnerships should be forged
- Measure 3: Partner with IT, University Web & Design to add information and resources
- Measure 4: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** Add three new partners to 2020 total
- **2025 target:** Add 15 new partners to 2020 total
- **2030 target:** Add 30 new partners to 2020 total

Goal 3: Increase military and veteran student enrollment, retention, and completion.

In 2016, William & Mary's Office of Institutional Research did its first headcount of military and veteran students, using self-identification on the university's Personal Information Questionnaire (PIQ). Since that report, W&M's number of military and veteran students has stayed flat every year—around 250 across the university, and between 40 and 50 at the undergraduate level. Though we wrote in the duPont Foundation grant that in Spring 2020 we would travel to Virginia military installations to recruit military students and veterans, COVID-19 prevented all university travel. We commit to renewing this effort to enroll more military and veteran students, and to ensure that they persist to graduation.

Goal 3

How we'll get there

Objective 1: Assess and evaluate military and veteran student enrollment, retention, and completion

- Measure 1: Determine military and veteran students' baseline data on enrollment, retention, completion
- Measure 2: Survey military and veteran students to determine obstacles to enrollment, retention, completion
- Measure 3: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** Military and veteran student data tracked in-house
- **2025 target:** Military and veteran student data tracked in-house, 5-year trend data presented in publication or presentation
- **2030 target:** Military and veteran student data tracked in-house, 10-year trend data presented in publication or presentation

Objective 2: Increase recruitment of military and veteran students

- Measure 1: Determine baseline data for recruitment to-date
- Measure 2: Travel to or conduct virtual sessions at Virginia military installations and community colleges to recruit military and veteran students
- Measure 3: Survey military and veteran students to determine what factors led them to attend W&M
- Measure 4: Partner with Admissions, Mason, Law, SoE, and VIMS to coordinate recruitment efforts
- Measure 5: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 20% increase over 2020 enrollment
- **2025 target:** 100% increase over 2020 enrollment
- **2030 target:** 50% increase over 2025 enrollment

Objective 3: Increase military and veteran student retention and completion

- Measure 1: Partner with Admissions, University Registrar, Dean of Students Office to ensure that military and veteran students facing challenges are supported by a team of experts
- Measure 2: Transition peer-mentoring program to "opt-out" participation to implement an early warning system with scheduled peer check-ins to identify issues before they interrupt retention
- **2021 target:** 75% peer-mentoring participation, 100% retention, 100% completion
- **2025 target:** 90% peer-mentoring participation, 100% retention, 100% completion

- **2030 target:** 90% peer-mentoring participation, 100% retention, 100% completion

Goal 4: Increase military and veteran students' academic and career opportunities.

At the Council for Military Transition to Education (CMTE) virtual conference, a veterans services director named a phenomenon that William & Mary's military and veteran students have described to me: "transfer shock." The learning curve at William & Mary is often shocking to them, whether it is because the rigor is such a departure from their previous institution, or because it has been so long since they learned foundational concepts in high school (and they often attended high schools that did less to prepare them for college than traditional William & Mary students). And yet military and veteran students work hard and achieve academic success anyway. But when they reflect, they recommend additional support during two periods of transition—upon arriving at William & Mary, and as they search for careers and struggle to translate their military experiences for civilian employers.

Goal 4

How we'll get there

Objective 1: Increase academic support for military and veteran students

- Measure 1: Increase asynchronous resources for military and veteran students
- Measure 2: Survey military and veteran students to determine academic needs
- Measure 3: Review offerings at peer institutions
- Measure 4: Partner with Tribe TutorZone, Academic Advising, Athletics, and Mason to consolidate study skills and academic success materials and best practices
- Measure 5: Build and provide a for-credit course on transition to education
- Measure 6: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 100% more asynchronous academic support resources than 2020 offerings
- **2025 target:** 100% more asynchronous academic support resources than 2021 offerings, provide a for-credit course on transition to education
- **2030 target:** 100% more asynchronous academic support resources than 2025 offerings, provide a for-credit course on transition to education

Objective 2: Increase career support for military and veteran students

- Measure 1: Increase asynchronous resources for military and veteran students
- Measure 2: Survey military and veteran students to determine career needs
- Measure 3: Review offerings at peer institutions
- Measure 4: Partner with Cohen Career Center, Mason, Law, and VIMS to consolidate career success materials and best practices
- Measure 5: Plan individualized career-counseling for each military and veteran student
- Measure 6: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 100% more asynchronous career support resources than 2020 offerings, 50% of military and veteran students attend individualized career counseling
- **2025 target:** 100% more asynchronous career support resources than 2021 offerings, 100% of military and veteran students attend individualized career counseling
- **2030 target:** 100% more asynchronous career support resources than 2025 offerings, 100% of military and veteran students attend individualized career counseling

Goal 5: Increase military and veteran students' satisfaction with health and wellness resources on campus.

William & Mary's commitment to health and wellness is incredible, and the resources the university provides to students—including the McLeod-Tyler Wellness Center and the Bee McLeod Student Recreation Center—and military and veteran students can benefit from these facilities and their programs just as much if not more than traditional students. Indeed, health and wellness leadership and administrators want to see veterans using these resources. Growing participation in holistic health and wellness programming will benefit military and veteran students' health AND academic outcomes, we just need to normalize the use of these facilities and offerings.

Goal 5

How we'll get there

Objective 1: Increase military and veteran student-centered health and wellness offerings

- Measure 1: Determine baseline data on military and veteran students' satisfaction with health and wellness resources and programs
- Measure 2: Survey military and veteran students to determine health and wellness needs
- Measure 3: Review offerings at peer institutions
- Measure 4: Partner with McLeod-Tyler Wellness Center and Bee McLeod Student Recreation Center staff to provide military and veteran-centered programming
- Measure 6: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 100% more military and veteran student-centered health and wellness programming than 2020 offerings, 50% satisfaction with W&M health and wellness
- **2025 target:** 100% more military and veteran student-centered health and wellness programming than 2021 offerings, 95% satisfaction with W&M health and wellness
- **2030 target:** 50% more military and veteran student-centered health and wellness programming than 2025 offerings, 95% satisfaction with W&M health and wellness

Objective 2: Increase military and veteran student participation in overall health and wellness programming

- Measure 1: Determine baseline data on military and veteran students' participation with health and wellness resources and programs
- Measure 2: Partner with McLeod-Tyler Wellness Center and Bee McLeod Student Recreation Center staff to invite military and veteran students to participate in campus-wide health and wellness programming
- Measure 6: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 100% more military and veteran student participation health and wellness programming than 2020 participation, 50% satisfaction with W&M health and wellness
- **2025 target:** 100% more military and veteran student participation health and wellness programming than 2021 participation, 50% satisfaction with W&M health and wellness
- **2030 target:** 50% more military and veteran student-centered health and wellness programming than 2025 offerings, 95% satisfaction with W&M health and wellness

Goal 6: Increase military and veteran alumni engagement with William & Mary.

William & Mary's alumni base includes military and veteran leaders and luminaries. University Alumni Engagement established the Association of 1775 as an affinity group to bring together these graduates to honor their unique connection to W&M. The OSVE commits to building upon this network, providing special events, information sessions, and even mentoring opportunities so that these incredible alumni can support the next generation of military and veteran students, ensuring that any hard-won lessons are passed down to the newest members of the Tribe.

Goal 6

How we'll get there

Objective 1: Assess and evaluate military and veteran alumni engagement with W&M

- Measure 1: Determine military and veteran alumni baseline data on engagement
- Measure 2: Partner with Alumni Engagement, Association of 1775, and ROTC leadership to develop survey dissemination plan
- Measure 3: Schedule survey/measurement dates, reminders, deadlines
- Measure 4: Integrate cycle of assessment, evaluation, and improvement into academic year planning
- **2021 target:** 20% response rate on military and veteran alumni survey, 25% increase in Association of 1775 membership over 2020 level
- **2025 target:** 30% response rate on military and veteran alumni survey, 100% increase in Association of 1775 membership over 2020 level
- **2030 target:** 30% response rate on military and veteran alumni survey, 200% increase in Association of 1775 membership over 2020 level

Objective 2: Increase military and veteran alumni engagement through special events, information sessions, and mentoring opportunities

- Measure 1: Partner with Alumni Engagement, Association of 1775, and ROTC to plan and conduct regular events (Homecoming, Military Appreciation Football Game, etc.)
- Measure 2: Partner with Alumni Engagement, Association of 1775, and ROTC to plan and conduct special events (Q and A with Chancellor Gates, VET Program Launch, etc.)
- Measure 3: Partner with Alumni Engagement, Association of 1775, and ROTC to plan and conduct information sessions (Career Q and A, YouTube video, etc.)
- Measure 4: Partner with Alumni Engagement, Association of 1775, and ROTC to plan and conduct regular events (Homecoming, Military Appreciation Football Game, etc.)
- **2021 target:** 100% increase in events, information sessions, and mentoring opportunities over 2020 levels
- **2025 target:** Five regular events, two special events, four information sessions, and two mentoring opportunities offered each academic year
- **2030 target:** Five regular events, two special events, four information sessions, and four mentoring opportunities offered each academic year

OUR FINAL THOUGHTS

We believe William & Mary is currently doing more to support military and veteran students than at any time since World War II veterans attended in the thousands. We must capitalize on this momentum to ensure that our services are excellent, even as we invite more military and veteran students to attend. We must respond to each military and veteran students' commitment to service with a commitment of our own—to provide an elite education, a one-of-a-kind learning experience, ample opportunity to flourish, appreciation for their past and continued service, and most of all, a sense of belonging. William & Mary is, after all, the Alma Mater of the Nation. The OSVE commits to comprehensive excellence in serving those students who are serving or have served our nation.