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Executive Summary

Our mission: The Lory Student Center (LSC) is dedicated to promoting a supportive, creative learning environment by developing campus community through a diversity of high quality, student-centered programs and services.

Selected highlights from departments within the LSC include the following:

**DSA Strategic Goals**

- Assure excellence in academic programs (access and success, learning outcomes)
  - Bookstore: The Bookstore was successful in offering course materials in multiple formats and options, including used books, alternately formatted books, by providing discounts on new textbooks which retail for more than $150.00 and by offering books for rent. Including money paid to students at buybacks total savings for CSU student for the FY 11 year were approximately $5,000,000.
  - SLiCE: The President’s Leadership Program (PLP) assisted CSU recruitment efforts with 60% of first-year PLP students (24 of 40 students) citing the program as “important” or “very important” to their decision to attend Colorado State. Supporting the Division’s goal of academic access and success, 25% of PLP students identified as first-generation.

- Create distinctive undergraduate experiences (active and experiential learning)
  - Campus Activities: By re-creating a space that is dedicated exclusively to the exhibition of student artworks, the Arts Program provides student artists the opportunity to experience everything from proposal writing to exhibition design to the marketing of their own artwork. As a result of this work, eight students were able to take part in three different exhibits.
  - Dining Services: Provided undergraduate internships to students with a focus on event planning of large events from meeting initially with customers for planning to coordinating services on the day of the event. Student interns planned 25% of ballroom events during the fall and spring semesters.
  - SLiCE: AmeriCorps completed its 8th year in the federal AmeriCorps Education Award Program. This year 301 CSU students were enrolled in the AmeriCorps program during the 2010-2011 school year. Together these 301 students served 137,700 hours in the community valued at $2,977,074 (2011 National Volunteer Hourly Rate= $21.62) and completed 27,540 member development hours. They will be awarded $465,635 in scholarship support.
  - SLiCE: REAL Experience: The Rams Engaging in Active Leadership (REAL) Certificate program completed its third year. The REAL Experience allows participants to advance their own knowledge with regard to effective, intellectual, and cultural leadership. REAL provides all interested CSU students with an accessible opportunity to develop and enhance a personal philosophy of leadership that includes an understanding of self, groups, and their community. SLiCE partnered with many campus offices to create this experience. This year there were 225 workshops for 1,909 participants, who completed 2,400 service hours.
  - SLiCE: Distinguished Speakers Series: This year the SLiCE office sponsored four distinguished speakers to come speak on campus. The two primary sponsorships were for Lee Daniels and Dustin Lance Black. Lee Daniels, Academy Award Nominated Director of Precious & Monster’s Ball, discussed his experience as a person of color and gay man in
Hollywood. Dustin Lance Black, Academy Award Winning Screenwriter for MILK, discussed how his work impacted him as a social justice activist and how students can do the same. A secondary partner to Campus Activities, SLiCE helped bring Tim Wise, who led a campus discussion of white privilege.

- **SLiCE**: Registered Student Organizations: SLiCE registered 372 student organizations (an increase of 15 over last year).
- **SLiCE**: Alternative Break: This year alternative breaks successfully completed 19 (17 domestic and 2 international) service trips over winter, spring, and summer breaks. There were a total of 210 student participants who provided 10,906 hours of direct community service to 16 non-profit agencies both nationally and internationally. There were 34 student site leaders who spent a total of 1,768 hours completing leadership training in the alternative break site leader school in order to successfully execute one of the 19 alternative break trips.

- **Expose students to diverse cultures (campus diversity)**
  - The LSC IT department continues to support the six Diversity Offices plus ASCSU. This includes ensuring their hardware and software are updated as well as general troubleshooting. A student employee works 20 hours a week to assist in this support. We assisted in the purchase and installation of 32 new computers and also rebuilt 18 machines.
  - **Campus Activities**: DSJP and ASAP built a stronger connection this year through the Collaborative Committee and are working on improving our process and communication to make this more effective. However, there was clear evidence that we are able to do more and larger diversity-related events and provide more resources in support of this effort. Over 40 programs were supported by this collaborative model.
  - **Campus Activities**: DSJP was involved in planning and implementing over 35 diversity-related programs including programming as part of the ethnic and GLBTQ History/Heritage Months and Sexual Assault Awareness Month.
  - **SLiCE**: Campus Step Up: A Social Justice Retreat: Campus Step Up’s ultimate goal is to give students the skills to act on the issues and causes that they are most passionate about. This year’s financial partners were SLiCE, Campus Activities, and GUIDE. The planning committee included Access Center, Campus Activities, GUIDE, Residence Life, Parent and Family Programs, CASA Advising, Orientation, College of Business, Key Communities, Ethnic Studies, Office of Women and Gender Advocacy, and Vice President of Student Affairs SDPS Office. 68 students and 16 staff members attended the retreat and spent 2,688 hours in training.
  - **SLiCE**: 30 Day Challenges: This program emphasizes the mantra that 30 days can change a person’s life. This year 77 students and staff participated in the challenge. During the 30 days of their challenge, they would blog about their experiences and support others who were experiencing their own challenge.
  - **SLiCE**: CSU/UADY Student Leadership Exchange: This program is an exchange between CSU and UADY which includes a trip to Merida, Mexico and hosting a UADY student delegation at CSU. The mission of this program is to bring together students from CSU and UADY for a meaningful leadership, service, and language exchange. SLiCE partners with the Office of International Programs to host this event. The goals of the exchange include: engage students in experiences of domestic and international diversity; explore and apply the concepts of leadership and service to practical projects; strengthen Spanish language skills; meet authentic community needs in Fort Collins and the Yucatan; and create a sustainable, long-term student exchange between CSU and UADY students. This year there were nine
CSU students participating with two staff members supporting the exchange with a total of 300 hours of leadership/personal development training.

- SLiCE: President’s Leadership Program: The number of PLP students of color increased dramatically this year. 28% of PLP students who completed both semesters of the program in 2010-11 identified as students of color compared to 13% in 2009-10. For the upcoming academic year, 26% of students admitted to the program identified as students of color.

- SLiCE: Leadership Development Learning Community: SLICE staff members in partnership with Residence Life are continuing to build a residential learning community in Durward Hall. There were 36 students who were members of the Leadership Development Community. This year’s community participated in a retreat at Pingree Park, REAL Workshops, minimum of 40 volunteer hours, and developed a plan for their future engagement for the remainder of their time at CSU. This year’s community has been the most successful interaction between Residence Life and SLiCE in this capacity and we look forward to continuing to grow and enhance the experience for this community.

- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, assessment systems)
  - SLiCE: Partnered with Homeward 2020 (an initiative of the Community Foundation of Northern Colorado that seeks to end homelessness in Fort Collins by 2020) and the Bohemian Foundation to complete the 2nd annual Project Homeless Connect (PHC) event. This event not only brought awareness to the area but also provided support to the homeless and nearly homeless population in Fort Collins. This year there were 245 student volunteers, who were paired in a one-on-one setting with a community member who was homeless or nearly homeless. Over 600 community members benefited from the resources provided at PHC. In total the student volunteers spent 565 hours in training and 1,545 hours providing direct community service.

- SLiCE: President’s Leadership Program: PLP students participated in extensive service-learning and experiential-learning activities including alternative weekend trips, leadership retreats, community internships with local non-profits and businesses, and Project Homeless Connect. In total, PLP students participated in 2,340 hours of service and 1,175 hours of leadership training outside of their classroom experience. PLP implemented PLP Scholars, a select group of students who participate in enriched leadership development experiences throughout their four years at CSU. For its inaugural year, PLP scholars attended small group discussions with the CSU President and top faculty, met bimonthly with a peer mentor and the PLP program director, attended a meeting with the President’s Cabinet, and implemented service projects with the Matthews House and Respite Care.

- SLiCE: (student engagement) Total leadership/personal development training hours through SLICE program/services: ~ 41,766

- Provide quality venues and related services that support learning
  - Administration: A video presenting the vision for Phase II of the LSC Master Plan was produced and more than 800 students attended presentations and provided survey feedback. The data was summarized and presented to the Student Fee Review Board (SFRB) and the ASCSU Senate, both of which supported proceeding with the entire scope of the proposed renovations (estimated costs of $65 million). Given sufficient reserves in the LSC, the SFRB recommended a fee increase of up to $70 per student/semester to cover $60 million of the total project costs. Continued input into this planning process will be critical over the next few years, with a goal of completing the project in Fall 2015.
Administration: Approval to proceed with design of the Theatre was provided by the BOG at their May 2010 meeting. Construction began in June of 2011 and is slated for completion in May 2012 (which sets the stage for Phase 2B of the LSC Master Plan along with celebration of the LSC’s 50th anniversary). Approval for the project was provided by both SFRB and the ASCSU, with no student fee increase.

LSC Dining Services expanded venues in the new Behavioral Sciences Building, Rockwell West (a contracted vendor), the Morgan Library (Morgan’s Grind) and the new Lake Street Market located in the parking garage.

**DSA Areas of Emphasis**

- **Enrichment of DSA Human Resources**
  - 211 student employees participated in DSA Quality of Work Life Survey, and response plans to results are being developed for implementation this next year. Highlights from survey results include:
    - The LSC comprised 38.57% of student participants in the Quality of Work Life Survey for the DSA.
    - The LSC increased its participation from 174 students to 211 students between the Spring 2009 survey and the Spring 2011 survey.
    - The LSC has shown increases in the areas of communication, community development, respect and fairness, departmental change involvement, quality of work and productivity, and empowerment and leadership.

- **Partnerships, relationships, and development**
  - Administration: A new Director of LSC Relations was hired to plan and execute a comprehensive program to build relationships and generate support from alumni, parents, friends, students, foundations, and corporations to actualize the vision of the LSC Master Plan renovations and lead new development initiatives for student program areas housed within the LSC organization. She will report to the AVP for Student Affairs/Executive Director and will also be working under the direction of University Advancement who will provide the development leadership for this effort.
  - Campus Activities: The Assistant Director’s collateral assignment with APACC has provided many opportunities for partnership not only with APACC, but with all of the SDPS offices. It has been a great experience so far that has benefited both offices in many ways, particularly around the improved communication between the offices and the sharing of knowledge that each office has different access to. It has also brought students into each office who may never have gone there otherwise, as well as increasing traffic of staff from each office in the other one. Many creative partnerships have formed as a result of this and decision processes have been more effective due to the increase in information informing these processes.
  - SLiCE: President’s Leadership Program: PLP continued its efforts to engage alumni via the publication of the second edition of the PLP newsletter, a phone bank to all alumni coded in Advance, and an alumni event at the CSU Denver Center (50 guests attended the event, 28 of which were PLP alumni). PLP fundraising efforts resulted in a $10,000 gift from the Governor Bill Ritter re-election fund, a $5,000 grant from Target, and more than $4,000 from PLP friends, alumni, and parents. Smaller gifts were received from the Denver Metro Chamber Leadership Foundation and the Boettcher Foundation via the program’s affiliation
with the Colorado Leadership Alliance. PLP received a commitment from the President’s Office for $18,000 in base funding to permanently support the PLP program coordinator position

- SLiCE: Alternative Break Alumni Reception & Dinners: Partnered with the Alumni Association to host the third annual Alumni Dinner in two alternative break locations. Also worked closely with the Development Office to obtain alumni contact information.
  - New York City reception (12 students, 2 staff members, 18 alumni)
  - Washington, D.C. reception (12 students, 1 staff member, 100 alumni)

- Student transitions
  - Campus Activities: Campus Activities staff with the support of the entire Lory Student Center programmed the annual Ramapalooza event. This a key event in Ram Welcome and helps students transition to their first year at CSU.
  - SLiCE: 41 percent of PLP students are in their first year at CSU, so efforts are made to assist their transition from high school to college through mentoring and community-building activities. Additionally, students participating in the third year of the program are taught William Bridges’ Transition Model to prepare them for either their senior year of college or life after graduation.
  - SLiCE: Ram Welcome: Held a successful Ram Serve project for 651 new CSU students who completed 1,953 hours of community service and 25 hours of training.
  - The LSC supports Preview and Ram Welcome activities through room fee waivers (approximately $12,000), staff support, and provision of meals at cost.

- Stewardship
  - Administration: Despite the difficult economy, year-end financial reports indicate that all areas of the LSC will exceed budgeted returns to the University. Including money paid to students at buybacks, total savings provided to CSU students for FY11 were approximately $5 million. Financial performance for both Dining Services and the CSU Bookstore will continue to be high priority for the future, along with emphasis on continuing to diversify their respective revenue streams.
  - Bookstore: For the year ending 6/30/2011, the Bookstore provided marketing support, revenues, or program support to the Homecoming race, parade, and Alumni events; support to the Collegian through newspaper, summer guide and orientation guide ads; to Orientation by providing Orientation team shirts, printed schedule support and give-a-ways for Orientation participants; to Club Sports with donations, including sponsorship of the Triathlon Team; and to Student Orgs and student events through support of multiple events throughout the year. The CSU Bookstore also supports many other campus and community events such as School is Cool, the Colorado Combined Campaign, the VPSA RAMFAM Business Directory, and the University Parent and Family Guide.

Other interesting highlights that are not included in the Strategic Plan

- Presentations
  - The AVP Student Affairs/Executive Director co-presented pre-conference workshops on fiscal management in student affairs with a faculty colleague from Kent State University at both the ACPA and NASPA annual conferences.
NASPA Presentation - Unpacking Our Knapsacks: Exploring Dominant Identities for Change (Lance Wright and Craig Elliott, Samuel Merritt University)

- Publications
  - "Working Mom" Winter 2010 Issue of Get Born Magazine (Jen Johnson)
  - The AVP Student Affairs/Executive Director co-wrote “The Ideal Union: Forming a More Perfect College Union through Strategic Planning and Design” for College Services magazine, Fall 2010.

Honors and Recognitions

- 2011 Mid-Level Professional for NASPA (Bobby Kunstman)
- 2010 Mid-Level Professional for NASPA Region IV-W (Bobby Kunstman)
- 2010 President’s Higher Education Community Service Honor Roll (SLiCE)
- 2010 Spirit of Fort Collins Award to Special Needs Swim (SLiCE)
- Margaret B. Hazaleus Award (Alexis Kanda-Olmstead)
- PLP: Exceptional Achievement in Service and Experiential Learning Award (Alexis Kanda-Olmstead)
- 2010 “Advisor Gratitude” award from SLiCE for advisory support of the LSC Governing Board (Tony Pang, LSC Training & Development Graduate Assistant)
- The LSC served as the host site for a very successful ACUI Region 13 conference last November, with solid attendance despite travel limitations of colleagues.
Lory Student Center—Administration:
(Administration, Budget, & Information Technology)

DSA Strategic Goals

- Assure excellence in academic programs (access and success, learning outcomes)
  - N/A

- Create distinctive undergraduate experiences (active and experiential learning)
  - N/A

- Expose students to diverse cultures (campus diversity)
  - The LSC continues to partner with the University and Fort Collins community to serve as a key sponsor and host site for the University Diversity Conference.
  - The LSC IT department continues to support the six Diversity Offices plus ASCSU. This includes ensuring their hardware and software are updated as well as general troubleshooting. A student employee works 20 hours a week to assist in this support. We assisted in the purchase and installation of 32 new computers and also rebuilt 18 machines for them to upgrade existing computers.

- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, assessment systems)
  - The students on LSC Governing Board continue to be a delight to work with, and they solidly reflect the diversity of the campus. Board accomplishments this year include an analysis of the Student Employee Quality of Work Life Survey, representation at the ACUI regional and annual conferences, and creation of the “Our LSC, Our Choice” campaign in support of the LSC Master Plan Phase 2 renovations. We’re also very pleased that Tony Pang was selected to receive the Advisor Gratitude award from SLiCE in acknowledgment of his advising support for the Board.
  - The LSC Graduate Assistant developed and delivered the New Student Employee orientation for over 160 LSC student employees. This orientation continues to be a critical point of contact for our student employees and is an essential tool in continuing to improve our customer service to users of the LSC.
  - For nine consecutive years, the Lory Student Center sponsored a graduation celebration for its student employees, recognizing their contributions to serving the campus community. This year’s celebration recognized 109 graduating student staff members from all areas and departments of the LSC.

- Provide quality venues and related services that support learning
  - A video presenting the vision for Phase II of the LSC Master Plan was produced and more than 800 students attended presentations and provided survey feedback. The data was summarized and presented to the Student Fee Review Board (SFRB) and the ASCSU Senate, both of which supported proceeding with the entire scope of the proposed renovations (estimated costs of $65 million). Given sufficient reserves in the LSC, the SFRB recommended a fee increase of up to $70 per student/semester to cover $60 million of the total project costs. Continued input into this planning process will be critical over the next few years, with a goal of completing the project in Fall 2015.
- The Lory Student Center serves as the “Center of Campus Life” with approximately 3,260,000 people entering the building during a twelve month period. Approximately 29,700 people entered the LSC on the first day of Fall classes, August 23, 2009. (verify numbers with Karen/Ken)
- Approval to proceed with design of the Theatre was provided by the BOG at their May 2010 meeting. Construction began in June of 2011 and is slated for completion in May 2012 (which sets the stage for Phase 2B of the LSC Master Plan along with celebration of the LSC’s 50th anniversary). Approval for the project was provided by both SFRB and the ASCSU, with no student fee increase.
- LSC Dining Services expanded venues in the new Behavioral Sciences Building, Rockwell West (a contracted vendor), the Morgan Library (Morgan’s Grind) and the new Lake Street Market located in the parking garage.
- 28 new computers were purchased and distributed throughout the Student Center (3 of which were unplanned). Some of the replaced machines were redistributed to others resulting in 34 additional users acquiring improved machines this year. A total of 62 users received either new or upgraded computers. Each of these requires a considerable investment in the time needed to work with the users to make sure all the proper files and software are transferred to the new machine. Without adequate computer resources, staff would be severely limited in their ability to perform their tasks.
- LSC IT supports 13 email kiosk machines that allow students to access the Internet, including University resources.
- LSC IT continued to provide support for ASCSU. This includes managing their server, setting up new users and assisting them with updating their hardware and software.
- LSC IT continued to work with ACNS to ensure that the building network resources are up to campus standards and can accommodate future growth. This supports all departments with the LSC as well as conferences and workshops offered in our meeting rooms that allow web casts and presentations from areas inside and outside of CSU.
- LSC IT responded to an average of 6-12 trouble calls per day. This amounts to approximately 1500 to 2000 trouble calls per year. Some are answered on the phone and some require a visit to a user. Several times computers crashed which took many hours to rebuild and restore.
- LSC IT supported buyback and rush for the Bookstore. This required an extensive investment of time and resources from the IT Department in terms of preparation and hardware set up.

**DSA Areas of Emphasis (2010-2011)**

- Enrichment of DSA Human Resources
  - 211 student employees participated in DSA Quality of Work Life Survey, and response plans to results are being developed for implementation this next year. Highlights from survey results include:
    - The LSC comprised 38.57% of student participants in the Quality of Work Life Survey for the DSA.
    - The LSC increased its participation from 174 students to 211 students between the Spring 2009 survey and the Spring 2011 survey.
The LSC has shown increases in the areas of communication, community development, respect and fairness, departmental change involvement, quality of work and productivity, and empowerment and leadership.

- The LSC promoted the DSA Professional Development program “Fundamental Fridays” to its employees and continued its representation on the Professional Development committee.
- Provided support for three searches: one in the Bookstore and two in CSU Events.
- Coordinated four employee/student appreciation events: summer ice cream social (building-wide), fall staff picnic, winter flannel break (building-wide), and student treat bags for finals week.

**Partnerships, relationships, and development**

- A new Director of LSC Relations was hired to plan and execute a comprehensive program to build relationships and generate support from alumni, parents, friends, students, foundations, and corporations to actualize the vision of the LSC Master Plan renovations and lead new development initiatives for student program areas housed within the LSC organization. She will report to the AVP for Student Affairs/Executive Director and will also be working under the direction of University Advancement who will provide the development leadership for this effort. She begins August 15.
- Collaborative relationships continue to be emphasized for all within the LSC. Solid examples this year include financial support and leadership provided for Ram Welcome, a major coordinating effort for Homecoming/Family weekend, support for major campus diversity programs, participation within the new office supplies strategic partnership with OfficeMax, participation in Athletic’s concessions vendor selection process, and operation of the Aspen Grille in partnership with the Restaurant and Resort Management program.
- IT—worked with other division departments through the VPSA IT committee. This allows IT resources and knowledge to be shared and collaboration with others in various areas are enhanced.
- IT – Various employees within the IT Department are involved with Division and University committees such as the CSU Subnet Managers Group, Windows Security Group, and Windows Server Administrators.

**Student transitions**

- The LSC supports Preview and Ram Welcome activities through room fee waivers (approximately $12,000), staff support, and provision of meals at cost.

**Stewardship**

- Despite the difficult economy, year-end financial reports indicate that all areas of the LSC will exceed budgeted returns to the University. Including money paid to students at buybacks, total savings provided to CSU students for FY11 were approximately $5 million. Financial performance for both Dining Services and the CSU Bookstore will continue to be high priority for the future, along with emphasis on continuing to diversify their respective revenue streams, particularly given electronic and digital e-text influences on the Bookstore.
- The LSC Capital R&R plan is updated regularly, with approximately $300,000 to be spent this year and $300,000 budgeted for FY12. $1.9 million is projected for placement into the reserve “master plan” account, and an additional $600,000 was transferred to the
Theatre construction account (some of which will be redirected to the Master Plan account). The fund balance is projected to remain at $6 million at year-end FY11.

- Auxiliary Council meetings were held regularly throughout the year. Meetings were restructured to include representatives from the University Operations Division. Collaboration and communication with Business and Financial Services, the Budget Office, Facilities Management, Purchasing and Human Resources continue to be a priority.

**Other interesting highlights that are not included in the Strategic Plan**

- **Presentations**
  - The AVP Student Affairs/Executive Director co-presented pre-conference workshops on fiscal management in student affairs with a faculty colleague from Kent State University at both the ACPA and NASPA annual conferences.

- **Publications**
  - The AVP Student Affairs/Executive Director co-wrote “The Ideal Union: Forming a More Perfect College Union through Strategic Planning and Design” for College Services magazine, Fall 2010.

**Honors and recognitions**

- The LSC Training & Development Graduate Assistant received the “Advisor Gratitude” award from SLiCE for his advisory support of the LSC Governing Board.

**Professional and community involvement**

- The LSC served as the host site for a very successful ACUI Region 13 conference last November, with solid attendance despite travel limitations of colleagues.
- The AVP Student Affairs/Executive Director completed his 6th year of serving on the Board of Directors for Partners Mentoring Youth of Larimer County. He also serves on the Rocky Mountain Student Media Corporation’s Board of Directors.
- The AVP Student Affairs/Executive Director serves on the NACAS Educational Foundation Board.
- The AVP Student Affairs/Executive Director co-instructed EDHE670 with 21 students and served on 5 portfolio committees this semester for graduating SAHE students. In addition, the EDHE670 was offered on-line this summer for 9 students enrolled in the new on-line SAHE certificate program.
**Bookstore:**

**DSA Strategic Goals**

- Assure excellence in academic programs (access and success, learning outcomes)
  - The Bookstore had 99% of textbooks received by requisition dates on the shelves on or before the first day of class (where available from the publisher). Having books available at the beginning of class helps students keep up with coursework and reduces the potential of falling behind.
  - The Bookstore was successful in offering course materials in multiple formats and options, including used books, alternately formatted books, by providing discounts on new textbooks which retail for more than $150.00 and by offering books for rent. Including money paid to students at buybacks total savings for CSU students for the FY 11 year were approximately $5,000,000.

- Create distinctive undergraduate experiences (active and experiential learning)
  - N/A

- Expose students to diverse cultures (campus diversity)
  - The Bookstore provided support to various campus constituencies for diverse activities and programs.
  - The Bookstore continued to provide a diverse workforce that represents the diversity that the CSU Community enjoys.

- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, and assessment systems)
  - N/A

- Provide quality venues and related services that support learning
  - The Bookstore provided a clean, well-maintained facility that is aesthetically and functionally appealing. The Bookstore continues to be one of the premier facilities in the region.

**DSA Areas of Emphasis**

- Enrichment of DSA Human Resources

- Partnerships, relationships, and development
  - The Bookstore utilized the resources of several Fashion Design classes to receive feedback on product selection. Additionally, multiple student groups received information about the store and the bookstore industry and trends to be used in class projects and assignments.
  - In addition to the Denver store, Homecoming, and CSU Magazine, the Bookstore partnered with Alumni on modifying the CSU graduation ring program, Alumni outreach programs, and the Lagoon Concert Series.
The Bookstore partnered with Academic departments and individual instructors to provide lower-cost course materials. This included textbook rentals, use of old editions, efforts to increase used books and textbook buyback, and use of lower cost textbook formats (soft cover, three ring punched, digital, etc.), and as mentioned above, these efforts, and others, resulted in approximately $5,000,000 in savings for CSU students.

- Student Transitions
  - N/A

- Stewardship
  - The Bookstore continued to manage resources appropriately and continues to exceed projections on revenues returned for use throughout the LSC.
  - The Bookstore provided marketing support, revenues, or program support to the Homecoming race, parade, and Alumni events; support to the Collegian through newspaper, summer guide, and orientation guide ads; to Orientation by providing Orientation team shirts, printed schedule support, and give-a-ways for Orientation participants; to Club Sports with donations, including sponsorship of the Triathlon Team; and to Student Orgs and student events through support of multiple events throughout the year. The Bookstore also supports many other campus and community events such as School is Cool, the Colorado Combined Campaign, the VPSA RAMFAM Business Directory, and the University Parent and Family Guide.
**Business Services:**

**DSA Strategic Goals**

- Assure excellence in academic programs (access and success, learning outcomes)
  - EPS: Event Planning Services supports program and recruitment events using the Lory Student Center for the Admissions and Orientation & Transition Programs including Preview and Next Step, and other orientation/retention bookings.
  - Tech: Support student employees by ensuring they are scheduled appropriately and offer training and resources to succeed academically.
  - Mktg: Worked with TILT to develop an event for students in academic crisis who have received a “U” from their professor. LSC Marketing recommended the name “U Turn” event emphasizing that the role of the event was to help students turn a “U” into a satisfactory grade. The event was deemed successful by TILT staff.

- Create distinctive undergraduate experiences (active and experiential learning)
  - Dining: Between Cam’s, Lake Street, Sweet Sinsations, and Sweet Temptations, eight Restaurant and Resort Management students were hired on this year.
  - Dining: Aspen Grille offers access to Restaurant and Resort Management students to work in this student laboratory.
  - Dining: Catering provides internships to students to complement their studies.
  - Dining: Two student managers at Cam’s Lobby shop assisted with the opening of the new Lake Street Market this spring semester.
  - Dining: The Ramskeller worked with FOCOMA and the Bohemian Foundation to showcase live music in a regularly planned series that was marketed specifically to draw CSU students.
  - Dining: Lory Dining Services worked with a graphic design class to brand, name, and market the new permanent home for Cram-A-Latte (Morgan’s Grind) in the Morgan Library that opened in the spring 2011 semester.
  - Dining: Sweet Sinsations and Sweet Temptations provided learning opportunities for employees with an interest in pursuing the hospitality and restaurant industry after college. It was the goal of these operations to increase the number of Restaurant and Resort Management student staff from 11% to 20%. The actual percentage came to 18%.
  - Dining: All Dining Service areas offered management positions to students to assist them in obtaining professional experience in their chosen field of study. These positions provide students with hands-on experience in the financial, operational, and customer service aspects of running a business as well as giving students confidence in their ability to make decisions.
  - EPS: Event Planning Services student employees are in key leadership roles including Building Managers, Reservationists, and Event Coordinators. Student employees plan and service events in the Lory Student Center and other off-campus venues and are trained in customer service, logistical planning, problem solving, and marketing equipment and services.
  - EPS: Provided undergraduate internships to students with a focus on event planning of large events from meeting initially with customers for planning to coordinating services.
on the day of the event. Student interns planned 25% of ballroom events during the Fall and Spring semesters.

- EPS: Provided an undergraduate internship for a Senior Building Manager to coordinate building manager training for new and returning employees and updating of staff manuals/procedures.
- EPS: Cross-trained Event Planning staff to provide immediate service to clients
- Tech: Employees gain a wide range of experience at work. This experience can be applied to future careers.
- Mktg: Provided an internship opportunity for an undergraduate web development student.
- Mktg: Provided internship opportunities for two undergraduate marketing/technical journalism students.
- Mktg: Provided internship opportunities for three undergraduate graphic design students.
- Mktg: Collaborated with a graphic design class to solicit more than 40 concepts for the new coffee shop in the Morgan Library. The assignment included logo design, advertising ideas, and overall campaign/theme.
- Mktg: Served on interview committee for student staff in ASAP.

- Expose students to diverse cultures (campus diversity)
  - Bus Ofc: Lory Student Center Dining Services employs a diverse mix of students, working and learning together, sharing differences in cultures.
  - Bus. Ofc: Serving diverse customers daily also promotes cultural growth.
  - Dining: Catering allows all student groups to be able to expose campus to diverse cultures. These events include: World Unity Fair, African Night, Luau, Passover, and Shabbat. These events are open to the public.
  - Dining: Ramskeller held events for Gateway to Asia, Mardi Gras, and Karaoke for Japan club.
  - Dining: LSC catering accommodates special need diets with a variety of foods.
  - Dining: Catering provides students with the experience to be educated on kosher cooking.
  - Dining: The Ramskeller, in conjunction with ASAP and campus diversity groups, hosted a wide variety of programs throughout the school year.
  - Dining: Lory Dining Services continued to provide staff support and use of kitchen facilities to student organizations and advocacy offices who want to showcase their culture and food to the CSU and Fort Collins communities.
  - Dining: LSC Catering offers a diverse menu that is sensitive to the cultural preferences of its customers.
  - EPS: Event Planning Services recruited diverse students for positions in building management and reservations.
  - EPS: Event Planning Services working with a wide variety of diverse student organizations, cultural centers, and the Office of International Programs to coordinate services for programs, trainings, focus weeks, and international festivals and cultural nights.
  - Tech: Support a wide range of diverse events allowing students to be exposed to diverse cultures, entertainment, and ideas.
  - Tech: Continue to work closely with advocacy offices to support events.
- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, assessment systems)
  - Dining: Dining Services gives students the opportunity to gain management positions and experiences.
  - Dining: Sweet Sinsations and Sweet Temptations work with students to compost coffee grinds.
  - Dining: LSC dining services works with and donates food to the Larimer County Food Bank.
  - Dining: Dining Services contributed to Cans Around the Oval in fall 2010.
  - Dining: Ramskeller increased student participation through partnership with working with the Bohemian Foundation, ASAP, and Fort Collins Music Association.
  - Dining: Dining Services works with Taste of Fort Collins and provides volunteers that are TIPS-certified for events like Brewfest.
  - Dining: Aspen Grille students have the opportunity to be TIPS-certified for free.
  - Dining: Lory Dining Services used its wholesale purchasing contracts to offer students affordable and nutritious meals and snacks and will work with LSC Marketing to inform students of how to get the most value from their food dollars.
  - Dining: All Dining Service areas accommodate student class schedules by allowing great flexibility in work hours.
  - Dining: Lory Dining Services encourages student employees to continue their “life-long learning” by paying for them to attend workshops, seminars, and classes that enhance their professional and personal lives.
  - Dining: Lory Dining Services continues to retain student employees who become merit-based work-study students. The Merit Work-Study program provides students with an opportunity to work in jobs which will provide experience for future careers.
  - Dining: Lory Dining Services continues to certify servers of alcoholic beverages in the department in TIPS, a program that teaches the effects of alcohol as well as responsible serving practices.
  - Dining: Sweet Sinsations and Sweet Temptations provide semester training sessions for Sweets employees on Allegro’s global mission statement, beliefs, and local coffee growers.
  - Dining: Sweet Sinsations and Sweet Temptations accommodate Interior Design classes to the Sweet Sinsations facilities for lighting projects.
  - EPS: Event Planning Services worked with DSA departments to host a variety of co-curricular programs and activities last year.
  - EPS: Encouraged student staff to attend trainings and campus conferences to enhance leadership abilities.
  - Tech: Encouraged employees to participate in SliCE and REAL workshops.
  - Mktg: Worked with SLICE, Campus Activities, ASAP to promote participation activities and events that provide leadership and other involvement opportunities.
  - Mktg: Volunteered as a judge for Greek awards.
  - Mktg: Volunteered as a judge for SOAR awards.
• Dining: Dining Services offers food variety accommodating for special need diets. We offer ingredient files with calorie counts and nutritional information.
• Dining: Ramskeller provides positive student employee interaction with CSU Police both at special events and on a regular operating basis.
• Dining: Dining Services worked regularly Environmental Health Services (EHS) to continue to help ensure guest safety through good practices.
• Tech: Provide students with safety training and an environment that allows for open communication.
• Mktg: Worked with the CSU Health Network to provide alcohol education to CSU students.
• Mktg: Implemented the EBI survey to assess student satisfaction with LSC programs and services.
• Mktg: Utilized a variety of survey tools (focus groups, web surveys, paper-based surveys) to determine student interest in a renovation of the LSC which would include improved access to programs and services.
• Mktg: Shared survey results on the web, on bulletin boards, and in focus groups to ensure transparency.

• Provide quality venues and related services that support learning
  • Dining: Dining Services helps put on Late Night Breakfast and Grill the Buffs.
  • Dining: Dining Services assisted with Ramapalooza and Ram Welcome which contribute to freshmen’s awareness of services and support available.
  • Dining: Sweet Sinsations and Sweet Temptations are taking a green initiative to reduce our impact on the planet. All milk cartons, glass, and paper are recycled and customers are provided with recyclable compostable cups from post-consumer recycled paper. Cup discounts are offered to customers who provide their own cup. Both coffee shops also use Organic and/or Fair Trade coffee, tea, and organic-flavored syrup. Staff are outfitted with 100% organic cotton shirts.
  • Dining: Lory Dining Services is exploring the opportunity to partner with CSU, or another organization, to implement compost pick up of used coffee grounds.
  • Dining: Lory Dining Services explored the promotion of proper recycling during the 10-week RecycleMania project in spring 2011.
  • EPS: Hosted over 12,500 events in the Lory Student Center, 130 events at Tamasag Retreat Center, and 30 events at the University House at Remington.
  • Tech: Support events from departments and areas on campus.
  • Mktg: Developed and utilized an automated email system which promoted buyback at the CSU Bookstore.
  • Mktg: Began development of a marketing plan to support the 50th anniversary of the LSC.
  • Mktg: Developed materials for use during constituent focus groups regarding the renovations.

**DSA Areas of Emphasis (2010-2011)**

• Enrichment of DSA Human Resources
  • Dining: Dining Services underwent major organizational changes in the department.
- **Partnerships, relationships, and development**
  - **Dining:** Cam’s partnered with Coke to put on “Honest Campus” and proceeds went to a chosen organization.
  - **Dining:** Catering worked with Ovations for concessions at athletic events.
  - **Dining:** Dining Services partners with EHS to teach food safety and sanitation classes.
  - **Dining:** Ramskeller worked with natural resource club on campus to put on an Eco-safe glass event.
  - **Dining:** Ramskeller hosted student/ coach mixer.
  - **Dining:** Catering partnered with ASCSU to present Grill the Buffs.
  - **Dining:** All Dining Service areas utilize local vendors when possible in order to provide customers with the freshest products available and to minimize the carbon footprint.
  - **Dining:** Local vendors include New Belgium, Odells, CB& Potts, Coors, Café Richesse, Jackie’s Java, Consuelo’s, Yum Yum, Gibs, Eileen’s, Alsalam. Allegro Coffee, BluePoint Bakery.
  - **EPS:** Event Planning Services worked with over 220 registered student organizations and 230 University departments booking space for events held in the Lory Student Center last year.
  - **EPS:** Continued to work in collaboration with other CSU Departments to unify scheduling of campus facilities by exploring the use of one reservation system for multiple buildings on campus.
  - **Tech:** Developed close relationships with departments and clients such as OCS, CSU Events, EPS.
  - **Mktg:** Collaborated with Housing & Dining Services (HDS) and RamCard to determine new marketing strategy for RamCard for fall 2011.
  - **Mktg:** Collaborated with CASA to promote LSC entities during Preview.
  - **Mktg:** Participated on the Census committee to ensure student representation on the 2010 US Census.

- **Student transitions**
  - N/A

- **Stewardship**
  - **Tech:** Cognizant of budgets, facilities, and take pride in our area.

**Other interesting highlights that are not included in the Strategic Plan**

- **Presentations**
  - **Dining:** EHS began certification with Homeland Security to access security vulnerability.
  - **Mktg:** Coordinated series of Adobe CS5 trainings for Division staff.

- **Publications**
  - N/A

**Honors and recognitions**
• EPS: Event Planning Services was awarded Honorary Membership in The National Society of Leadership and Success by exemplifying a commitment to excellence in developing leadership in students.
• Mktg: 2010 Homecoming parade float – 3rd place Novelty Division.
• Mktg: Two students, Abby Barry and Grant Johnson, earned placement in the Undergraduate Student Art Exhibit that was shown in the Curfman Gallery.
**Campus Activities:**

**DSA Strategic Goals**

- **Assure excellence in academic programs (access and success, learning outcomes)**
  - The Curfman Gallery exhibited student artworks in the 2011 Undergraduate Exhibition. Artworks were juried by Dan Jacobs, Director of the Myhren Gallery at Denver University and Tricia Robson, Curatorial Assistant at the MCA Denver. Art students received feedback on their works and jurors gave comments at the closing reception and awards ceremony.

- **Create distinctive undergraduate experiences (active and experiential learning)**
  - Through exhibitions, artist talks, and hands-on workshops, hosted by the Curfman Gallery, students were able to participate in active learning events that focused on direct experience and application of learned art theory.
  - The Duhsa Lounge exhibited artworks and brought visiting Native American artists from Taos, New Mexico, who work within a thriving commercial arts community. Students had the opportunity to see artworks from the Native American community as well as speak with working artists and artisans.
  - By re-creating a space that is dedicated exclusively to the exhibition of student artworks, the Arts Program provides student artists the opportunity to experience everything from proposal writing to exhibition design to the marketing of their own artwork.
  - The students and other community members who attended Diversity and Social Justice (DSJP) programs learned about issues of privilege and oppression, race, culture, gender, ability, sexual orientation, and gender identity.

- **Expose students to diverse cultures (campus diversity)**
  - The Arts program engages the local Native American community (encompassing the University, Fort Collins, Northern Colorado, and the Western United States) in its effort to showcase the artworks of living Native American artists.
  - Frequent visits by artists have helped to foster an atmosphere which includes the diversity of ideas as well as an investigation of the means by which an idea can be pursued. Students were afforded the opportunity to discuss issues such as the recent economic downturn and collapse of the housing bubble, questions about physical and emotional perception, and the value of living within a culture that is not your own.
  - DSJP was involved in planning and implementing over 35 diversity-related programs including programming as part of the ethnic and GLBTQ History/Heritage Months and Sexual Assault Awareness Month.
  - DSJP once again collaborated with every SDPS office this year as well as a variety of diversity-related student organizations, committees, and other offices. We continue to work to build connections to help underrepresented students see that Campus Activities is for them, not just for majority students.
  - DSJP and ASAP built a stronger connection this year through the Collaborative Committee and are working on improving our process and communication to make this more effective. However, there was clear evidence that we are able to do more and larger diversity-related events and provide more resources in support of this effort. Over 40 programs were supported by this collaborative model.
- Campus Activities administered the Diversity Grant this year.
- Campus Activities again played a critical role in the annual Martin Luther King Jr. Celebration and Cesar Chavez Celebration.

- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, assessment systems)
  - I-Box Staff worked to establish a professional development series for I-Box staff, this will continue to be a focus in 2011-2012.
  - Students participated in the International World Aids Day Event through the tradition of A Day With(out) Art by covering significant art displays in the LSC.
  - ASAP developed a strong marketing internship program that meets approval for upper-division internship credit.
  - We nurture student well-being by providing programming geared towards students who are often overlooked and marginalized. We provide opportunities for these students to let their guard down and enjoy a comedian or lecture that is rooted in the beliefs and culture they were raised with or who shares their sexual orientation or experience as a person with a disability. Having to constantly perform their identities in ways that are socially acceptable at CSU can create a lot of stress for these students, so we create experiences where they don’t feel as much pressure to do that, at least for a short time. This also helps other students to learn more about their experiences and change their expectations of behavior to reduce this pressure on campus in general.

- Provide quality venues and related services that support learning
  - The I-Box has continued to assess student interest in ticket sales of off-campus events. Tickets for several different events were sold at the I-Box.
  - The LSC Arts Program continues to provide both the Curfman Gallery and the Duhesa Lounge as fixtures within the Student Center that focus on education through exposure to art that investigates questions of contemporary relevance. This year a space was added to highlight student art work.

**DSA Areas of Emphasis (2010-2011)**

- Enrichment of DSA Human Resources
  - Fundamentals of Supervision training (Vani Narayana)
  - Search chair training for search committees (Vani Narayana)
  - Women Leading for Change: Cultural Identity as a Tool for Empowerment (Bethel Nathan and Helen Kang)

- Partnerships, relationships, and development
  - The I-Box continues to partner with the City of Fort Collins Bike Library to offer bikes on campus. This is a difficult program to run and the I-Box staff continually looks for efficiencies and quality improvement with the program.
  - The Assistant Director’s collateral assignment with APACC has provided many opportunities for partnership not only with APACC, but with all of the SDPS offices. It has been a great experience so far that has benefited both offices in many ways, particularly around the improved communication between the offices and the sharing of knowledge that each office has different access to. It has also brought students into
each office who may never have gone there otherwise, as well as increasing traffic of staff from each office in the other one. Many creative partnerships have formed as a result of this and decision processes have been more effective due to the increase in information informing these processes.

- DSJP has strong relationships with each of the SDPS offices, with the Diversity and Outreach department of ASCSU, and several student organizations such as Black Definition, Shades of CSU, Pi Lambda Chi, and others.

- Student transitions
  - Campus Activities staff, with the support of the entire Lory Student Center, programmed the annual Ramapalooza event. This a key event in Ram Welcome and helps students transition to their first year at CSU.

- Stewardship
  - Throughout Campus Activities, we have worked to maintain high staff morale with employee recognition, teambuilding, and professional development.
  - The collaboration between DSJP and ASAP has allowed us to combine some resources instead of having to spend money recreating them in our area and this benefits both ASAP and DSJP by providing access to resources and expertise we wouldn’t otherwise have. All of our programming benefits from this.
  - Campus Activities continues to assess and focus on the best use of our most valuable resource, our staff. In light of Vani Narayana’s collateral assignment, other staff took on new assignments. After many lessons learned, we will be reorganizing again for the 2011-2012 academic year.

Other interesting highlights that are not included in the Strategic Plan

- Presentations
  - Exploring Identities: Training for Res Life Professional Staff (Vani Narayana)
  - Diversity Conference: A Collaborative Response to Decreasing Resources (Vani Narayana, Bethel Nathan and Helen Kang)
  - A/PACC/NACC All Nations Leadership Retreat: Leadership Workshop (Vani Narayana)
  - RMACAC Regional Conference: Work Smarter, Not Harder (Vani Narayana and Michael Crook)
  - Engineering PLI: Keys to Effective Communication (Vani Narayana and Karin Bright)
  - Engineering PLI: Privilege (JoAnn Cornell, Sagarika Sarma, Vani Narayana, and Monica Collins)
  - Engineering PLI: Gender Workshop (Lance Wright and Monica Collins)
  - Autism Symposium Session - Own Your Fear – Having Dialogue around Differences (Bethel Nathan, Helen Kang, and Jennifer Nival)
  - NASPA Presentation - Unpacking Our Knapsacks: Exploring Dominant Identities for Change (Lance Wright and Craig Elliott, Samuel Merritt University)

- Publications
  - N/A
Honors and recognitions

- N/A
Operations:

DSA Strategic Goals

- Assure excellence in academic programs (access and success, learning outcomes)
  - N/A

- Create distinctive undergraduate experiences (active and experiential learning)
  - N/A

- Expose students to diverse cultures (campus diversity)
  - Supported and encouraged student employment where students of diverse backgrounds are employed and given the opportunity to work together as well as learn from each other.

- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, assessment systems)
  - We implemented a new policy manual, created student lead positions, began training in biohazard safe work habits and procedures, and purchased lockers for the student employees.
  - Completed the 2004-2010 Operations Program Review.
  - Continued to make use of the EBI customer satisfaction survey.
  - Completed the Student Quality of Work Life survey.
  - Continued to assess traffic patterns using the people counter system.

- Provide quality venues and related services that support learning
  - Participated in the design and selection of general contractor for the Theatre project.
  - Completed building repair and replacement projects totaling $160,000.
  - Reconfigured a wall in the Bookstore.
  - Installed carpet in Student Media, the registration booth, and women’s restroom.
  - Replaced the cooling and heating coils in First National Bank and the East Atrium room.
  - Installed a storage cabinet in GLBT.
  - Purchased and installed refrigerator for Sweet Sinsations and a condensing unit for the walk-in located in the main kitchen.
  - Assisted with the replacement of the sound system in the Senate Chambers.
  - Installed RamCard reader for Student Media.
  - Installed stainless steel back splash in the main dish room.
  - Completed the Carl’s Jr. water leak restoration project.
  - Replaced the circuit board in the main fire alarm panel.
  - Installed new automatic door openers for the food court restroom doors.
  - Upgraded light bulb and ballast throughout the building.
  - Repaired the wallpaper in the men’s restroom.
  - Installed Clean-Sweep in the Transit Center.
  - Repaired west balcony.
  - Purchased chairs for outside of Grey Rock sitting area.
  - Completed kitchenette remodel in room 195.
Acted upon consultant’s report regarding the Custodial Department student employees. We implemented a new policy manual, created student lead positions, began training in biohazard safe work habits and procedures, and purchased lockers for the student employees.

Continued to spend more time with day shift and night custodial staff.

Continued to keep updated information on the VIP events to make myself visible and available.

**DSA Areas of Emphasis (2010-2011)**

- Enrichment of DSA Human Resources
  - N/A

- Partnerships, relationships, and development
  - N/A

- Student transitions
  - N/A

- Stewardship
  - N/A

**Other interesting highlights that are not included in the Strategic Plan**

- Presentations
  - N/A

- Publications
  - N/A

**Honors and recognitions**

- N/A
**SLiCE:**

Total service hours contributed from SLiCE programs (including student organizations): ~319,013  
Total leadership/personal development training hours through SLiCE program/services: ~41,766  
Students directly served through SLiCE programs/services: ~29,555

From a sheer economic perspective, the value of service provided by CSU students to our local, regional, national, and international community’s equates to approximately $6,897,061.10, when calculated using the national figure of $21.62 established by the Corporation for National and Community Service. From the perspective of student leadership development, involvement and community engagement: priceless!

Programmatically, FY2011 was an exceptional year. We maintained or increased participation in every program we offered! In addition to successfully delivering our “legacy” programs and services, the SLiCE staff introduced four new programs:

- 30 Day Challenge
- Student Orgs Advisor Retreat
- PLP Scholars
- Johnson Foundation Scholarships

We enjoy our continued program successes because of the meaningful and sustaining relationships with campus and community partners that we have developed and continue to foster. We extend our gratitude to the many individuals that work alongside of us to deliver exceptional involvement opportunities to CSU students. It truly is a team effort!

**DSA Strategic Goals**

- Assure excellence in academic programs (access and success, learning outcomes)
  - **President’s Leadership Program:** PLP assisted CSU recruitment efforts with 60% of first-year PLP students (24 of 40 students) citing the program as “important” or “very important” to their decision to attend Colorado State. Supporting the Division’s goal of academic access and success, 25% of PLP students identified as first-generation.
  - **President’s Leadership Program:** PLP utilizes a number of assessment systems to ensure program excellence; specifically:
    - **Learning outcomes survey:** PLP students “Agreed” or “Strongly Agreed” that the program developed their communication skills (93%), ability to collaborate (90%), understanding of ethical leadership (96%), commitment to social responsibility (97%), clarification of personal values (94%), critical thinking skills (87%), understanding of diversity (93%), and leadership efficacy (91%).
    - **Teaching and course evaluations:** All 10 PLP instructors received exemplary feedback; on a 1-5 scale (with 1=strongly disagree and 5=strongly agree) every instructor received an average of at least a “4” for class preparedness, effective use of class activities, creating an inclusive and supportive learning environment, enhancing students’ understanding of the subject matter, and connecting class material to everyday experiences. Moreover, all PLP instructors were recommended for the following year by their students.
• **Service weekend survey:** 78% of PLP year 1 students (42 of 54 students) agreed or strongly agreed that the service weekends increased their awareness of social issues, understanding of their responsibility to address social issues, and commitment to serve their communities in the future.

• **Community internship survey:** 91% of PLP year 2 students (21 of 23 students) evaluated their internship site as an environment conducive to their leadership development. Similarly, 91% of the PLP internship supervisors were satisfied with their PLP student intern experience.

• Create distinctive undergraduate experiences (active and experiential learning)

  **Leadership**

  o **Campus Step Up: A Social Justice Retreat:** Campus Step Up’s ultimate goal is to give students the skills to act on the issues and causes that they are most passionate about. This year’s financial partners were SLiCE, Campus Activities, and GUIDE. The planning committee included Access Center, Campus Activities, GUIDE, Residence Life, Parent and Family Programs, CASA Advising, Orientation, College of Business, Key Communities, Ethnic Studies, Office of Women and Gender Advocacy, and Vice President of Student Affairs SDPS Office. 68 students and 16 staff members attended the retreat and spent 2,688 hours in training.

  o **LeaderShape:** SLiCE hosted the 7th annual 6-day LeaderShape institute for 59 CSU students. Student participants spent a total of 3,540 hours in training.

  o **President’s Leadership Program:** PLP students participated in extensive service-learning and experiential-learning activities including alternative weekend trips, leadership retreats, community internships with local non-profits and businesses, and Project Homeless Connect. In total, PLP students participated in 2,340 hours of service and 1,175 hours of leadership training outside of their classroom experience. PLP implemented PLP Scholars, a select group of students who participate in enriched leadership development experiences throughout their four years at CSU. For its inaugural year, PLP scholars attended small group discussions with the CSU President and top faculty, met bimonthly with a peer mentor and the PLP program director, attended a meeting with the President’s Cabinet, and implemented service projects with the Matthews House and Respite Care.

  o **REAL Experience:** The Rams Engaging in Active Leadership (REAL) Certificate program completed its third year. The REAL Experience allows participants to advance their own knowledge with regard to effective, intellectual, and cultural leadership. REAL provides all interested CSU students with an accessible opportunity to develop and enhance a personal philosophy of leadership that includes an understanding of self, groups, and their community. REAL offers various opportunities for students to reflect upon and develop attitudes, knowledge, and skills related to ethical leadership development and practices. SLiCE partnered with many campus offices to create this experience. This year there were 225 workshops for 1,909 participants, who completed 2,400 service hours.

  o **Distinguished Speakers Series:** This year the SLiCE office sponsored four distinguished speakers to come speak on campus. SLiCE was the primary sponsor for two of the speakers, secondary partner for one, and a participating partner in another. The two primary sponsorships were for Lee Daniels and Dustin Lance Black. Lee Daniels, Academy Award Nominated Director of Precious & Monster’s Ball, discussed his experience as a person of color and gay man in Hollywood (100 people attended this
event). Dustin Lance Black, Academy Award Winning Screenwriter for MILK, discussed how his work impacted him as a social justice activist and how students can do the same (150 people attended this event). A secondary partner to Campus Activities, SLiCE helped bring Tim Wise, who led a campus discussion of white privilege (400 people attended this event). Also, SLiCE helped partner to bring Condoleezza Rice (5,000 people attended this event).

Involvement

- **Student Organization Officer Retreat:** This retreat provided a unique, active, experiential learning opportunity to students by building a community among registered student organizations. 20 participants attended the 2<sup>nd</sup> Annual Officer Retreat in Estes Park. Participants actively engaged in experiential learning activities around event planning, leadership development, organizational management, and officer transitions.

- **Registered Student Organizations:** SLiCE registered 372 student organizations (an increase of 15 over last year): approximately 1,000 student organization leaders attended one of 13 officer orientations.
  - Social/Recreational: 53
  - Representative: 21
  - Religious/Spiritual: 37
  - Programming/Service: 28
  - Political: 9
  - Honorary: 19
  - Greek Organizations: 40
  - Diversity/International: 34
  - Academic/Pre-professional: 104
  - Competitive Sport Clubs: 27

- **Student Organization and Advisor Recognition (SOAR):** The 9<sup>th</sup> annual Student Organizations and Advisors Recognition (SOAR) program was hosted by SLiCE with approximately 360 attendees. There were 30 awards and 122 applications were submitted.

- **Travel Grant:** 32 grants were awarded for leaderships or academic conferences (10 individual and 22 student organizations). Grants totaled $17,000 (10 hours of leadership training).

- **Homecoming:** SLiCE staff members served on the Homecoming Steering Committee and Student Involvement and Parade Committees. SLiCE staff worked diligently to get student organizations and students in general interested, informed and involved in Homecoming.

- **ASCSU:** SLiCE staff members served in an advisory capacity with several ASCSU branched/departments, including: Cabinet, Leadership Development, Student Funding Board, and Controller/Director of Finance.

- **Involvement Expo:** The Student Involvement Expo featured 167 Registered Student Organizations and 38 Community Agencies. Agencies and student organizations were able to meet with students on the Lory Student Center Plaza, where students were able to find valuable volunteering opportunities with community agencies and student organizations they could join.

**Community Engagement**

- **30 Day Challenges:** This program emphasizes the mantra that 30 days can change a person’s life. This year 77 students and staff participated in the challenge. During the
30 days of their challenge, they would blog about their experiences and support others who were experiencing their own challenge.

- **Alternative Break**: This year alternative breaks successfully completed 19 (17 domestic and 2 international) service trips over winter, spring, and summer breaks. There were a total of 210 student participants who provided 10,906 hours of direct community service to 16 non-profit agencies both nationally and internationally. There were 34 student site leaders who spent a total of 1,768 hours completing leadership training in the alternative break site leader school in order to successfully execute one of the 19 alternative break trips.

- **AmeriCorps**: Completed its 8th year in the federal AmeriCorps Education Award Program. This year, 301 CSU students were enrolled in the AmeriCorps program during the 2010-2011 school year. Together, these 301 students served 137,700 hours in the community valued at $2,977,074 (2011 National Volunteer Hourly Rate= $21.62) and completed 27,540 member development hours. They will be awarded $465,635 in scholarship support. SLiCE worked with the college of Applied Human Science, Division of Student Affairs, College of Veterinary Medicine and Biomedical Sciences, College of Natural Sciences, and the College of Liberal Arts.

- **Cans Around the Oval**: This event collected 66,900 pounds of food and raised $39,600 in monetary donations for the Larimer County Food Bank during the 23rd annual Cans Around Oval. Cans worked closely with many departments and agencies to sponsor several hunger awareness programs: Spoons Stone Soup, Oxfam Hunger Banquet, Construction, etc. A total of 142 campus and community groups participated in the event. Overall there were 16,000 individual participants who contributed 32,000 of service hours to make this a successful event.

- **CSUnity**: 2,000 student volunteers completed 8,000 hours of service with 128 neighbors and 54 non-profit and government agencies.

- **Project Homeless Connect**: SLiCE partnered with Homeward 2020 (an initiative of the Community Foundation of Northern Colorado that seeks to end homelessness in Fort Collins by 2020) and the Bohemian Foundation to complete the 2nd annual PHC event. This event not only brought awareness to the area but also provided support to the homeless and nearly homeless population in Fort Collins. This year, there were 245 student volunteers, who were paired in a one-on-one setting with a community member who was homeless or nearly homeless. Over 600 community members benefited from the resources provided at PHC. In total, the student volunteers spent 565 hours in training and 1,545 hours providing direct community service.

- **Praxis**: This year there were five new PRAXIS projects which are student-initiated service projects. CSU team leaders provided 275 hours of service to the community. This year’s projects included: Ram Cycle, Self-Image Project, OPEN, Single Parent Nutrition Assistance, and Kid Connection.

- **Special Needs Swim**: Special Needs Swim continued to offer two swim sections throughout the fall and spring semesters (Thursdays and Sundays). This year 69 student volunteers completed 1,039 hours of service. The program partnered with the Gateway Center, Respite Care, and the City of Fort Collins Edora Pool and Ice Center. Student volunteers completed a total of 1,035 hours of training and personal reflection.

- **TGIF**: TGIF (Thank Golly It’s Friday) is a program that pairs CSU student volunteers with teens in the Fort Collins community who have some type of disability. This program helps normalize social experiences for the teens on Friday nights throughout the academic year. This year, there were 35 student volunteers paired with 31 teens. The
students completed 70 hours in training and personal development and 770 hours of direct service.

- **Ram Welcome:** Held a successful Ram Serve project for 651 new CSU students who completed 1,953 hours of community service and 25 hours of training.

- **Expose students to diverse cultures (campus diversity)**
  - **Leadership**
    - **CSU/UADY Student Leadership Exchange:** This program is an exchange between CSU and UADY which includes a trip to Merida, Mexico, and hosting a UADY student delegation at CSU. The mission of this program is to bring together students from CSU and UADY for a meaningful leadership, service, and language exchange. SLiCE partners with the Office of International Programs to host this event. The goals of the exchange include the following: engage students in experiences of domestic and international diversity; explore and apply the concepts of leadership and service to practical projects; strengthen Spanish language skills; meet authentic community needs in Fort Collins and the Yucatan; and create a sustainable, long-term student exchange between CSU and UADY students. This year, there were nine CSU students participating with two staff members supporting the exchange with a total of 300 hours of leadership/personal development training.
    - **LeaderShape:** This program focuses on helping student leaders to: act consistently with core, ethical, personal values and convictions; develop and enrich relationships; respect the dignity and contributions of all people; believe in a healthy disregard for the impossible; produce extraordinary results.
    - **President’s Leadership Program:** The number of PLP students of color increased dramatically this year. 28% of PLP students who completed both semesters of the program in 2010-11 identified as students of color compared to 13% in 2009-10. For the upcoming academic year, 26% of students admitted to the program identified as students of color.
    - **REAL Experience:** The REAL (Rams Engaging in Active Leadership) Certificate program gives students the opportunity to advance their own knowledge with regard to effective, intellectual, and cultural leadership. Many of the workshops offered this year focused on issues of social justice and diversity.

- **Involvement**
  - **Student Organization Registration and Recognition:** The student organization registration and recognition process enables interested students to form and join organizations to promote common interests. Student organizations form for a variety of reasons. This year, 372 student organizations registered and were recognized by the SLiCE Office of which 81 were identified as fostering a campus culture that supports diverse students. These organizations were identified as actively enhancing campus diversity because their mission focused on one or more of the following aspect of diversity: racial/ethnic identity, country of origin, multiculturalism, religion, ability, or social justice/social change.

- **Community Engagement**
  - **Alternative Breaks:** Works closely with the International Programs Office to offer two international breaks (Kenya and Panama). Students on the Panama trip were able to work with CEASPA: La Asociación Centro de Estudios y Acción Social Panameño. They strive for social justice by creating an economy formed by ecotourism, in order to alleviate poverty and preserve the environment. Students on the Kenya trip were able
to work with Save the Elephants, Umoja, and Gir Gir Primary and Muslim Primary Schools. Save the Elephants is a conservation based NGO that studies the habitat and conservation of the African Elephant. Gir Gir and Muslim are two of three primary schools in the community of Archer’s Post in the Samburu region. Gir Gir is the largest school with more than 400 students, and both schools are traditionally under-resourced in terms of teachers, supplies, and materials. Umoja is a Manyatta community of approximately 25 women located within the larger town of Archer’s Post, a "gateway" community to Samburu National Reserve. Many of the women left their previous homes following violence, abuse, early pregnancy, or a similar circumstance. The women operate a co-op, producing beaded necklaces and bracelets primarily for purchase by tourists who visit the women’s Manyatta to learn about local culture. Umoja also has a small volunteer-based on-site preschool.

- **Project Homeless Connect**: Homeward 2020, the Bohemian Foundation and the SLICE office sponsored Project Homeless Connect. This event brought awareness to homelessness in the community while providing fundamental resources to the homeless and nearly homeless population in Fort Collins. Student volunteers paired one-to-one with community members seeking resources. Student volunteers thoughtfully prepared for this service by reading and researching this social issue prior to the event.

- Integrate academic and co-curricular experiences (learning communities, student engagement, student well-being, assessment systems)
  - **Leadership Development Learning Community**: SLICE staff members in partnership with Residence Life are continuing to build a residential learning community in Durward Hall. There were 36 students who were members of the Leadership Development Community. This year’s community participated in a retreat at Pingree Park, REAL Workshops, minimum of 40 volunteer hours, and developed a plan for their future engagement for the remainder of their time at CSU. This year’s community has been the most successful interaction between Residence Life and SLICE in this capacity and we look forward to continuing to grow and enhance the experience for this community.
  - **President’s Leadership Program**: PLP is a three-year learning community comprised of two linked courses/year. PLP students meet weekly for 2-3 hours in an academic setting, participate in co-curricular leadership development experiences focused on service and social change leadership, and have the opportunity to engage in leadership experiences at the local and statewide level.
  - **REAL Experience**: The Rams Engaging in Active Leadership (REAL) Program provided 225 on campus workshops throughout the past academic year. Students could earn up to seven different leadership certificates, and this year there were 1,909 students who participated in these workshops. Students were able to learn about practical leadership skills on campus, and learn how to use these skills both on campus and in the community.
  - **LeaderShape**: LeaderShape is a program designed to help strengthen student’s ability to lead with integrity. The institute is designed to be a week-long experience that fortifies participant’s abilities to take on leadership roles on our campus and within our community.
  - **Alternative Breaks**: Alternative Breaks is a program where CSU students complete a week of service over winter, spring, and summer breaks. This year there were 19 alternative break trips, including 2 international trips to Kenya and Panama. These trips give students the opportunity to learn about cultures and communities that differ from
their own. They are able to learn about community needs and issues and are able to provide hands-on service to the community in which they are volunteering.

- **Campus Step Up: A Social Justice Retreat:** Campus Step Up is a retreat where CSU students are able to participate in meaningful dialogue about issues of social justice and diversity. This is a three-day, overnight event that brings together students, faculty, and staff from diverse backgrounds.

- **Registered Student Organizations:** Participation in all areas of student organization programs and services increased this year. This includes increased participation in the Fall Involvement Expo, Student Organization Officer Retreat, total number of Registered Student Organizations, and attendees at the Student Organization and Advisor Recognition (SOAR) event.

- **PRAXIS:** PRAXIS is a program where students design their own community service project and are given grants to make the project happen. This year, projects focused on self-image, being a single parent, and environmental sustainability. Students are designing projects around health and wellness, while bringing awareness to these issues on campus.

- **Student Voice:** SLiCE utilizes Student Voice to survey student employees and student participants. This information is used to adjust and better the programs SLiCE offers. All of the data received shows high satisfaction with programs and opportunities.

- **Provide quality venues and related services that support learning**
  - **RamLink:** SLiCE utilizes RamLink which is an online portal for student organizations. Here they are able to register their organization and communicate with current and potential new members. This site serves as a social media site for student organizations that are also able to advertise their events and see events that are being hosted by other organizations.

- **Student Organization Resource Room and Student Organizations Suite:** These rooms are available to all registered student organizations during the operating hours of the Lory Student Center. The Resource Room has a variety of materials to help student organizations be successful such as printers, die cuts, markers/paint, helium, laminator, button maker, scanner, etc. The Student Organizations Suite has computers, phones, storage units, and meeting spaces. Both rooms are frequently utilized by students.

- **Individual and Student Organization Travel Grant:** The travel grant is a service administered through SLiCE, which provides graduate and undergraduate students a forum to request funds to attend national and regional conferences or leadership development opportunities. A total of 32 grants were awarded this year, totaling $17,000. Funding supported a portion of travel costs for 262 students. The grant is a collaboration between SLiCE, ASCSU, the Office for the Vice President of Student Affairs, and the University President’s Office.

**DSA Areas of Emphasis (2010-2011)**

- **Enrichment of DSA Human Resources**
  - Staff support was allocated for professional development on and off campus from regional to national conferences and from internal workshops to external trainings. Staff members were supported to have flexible work schedules to accommodate their
personal lives. Three staff members continue to work on their doctoral programs and are supported to attend class, partner with SLiCE projects for academic credit, etc.

- **Partnerships, relationships, and development**
  - **President’s Leadership Program:** PLP continued its efforts to engage alumni via the publication of the second edition of the PLP newsletter, a phone bank to all alumni coded in Advance, and an alumni event at the CSU Denver Center (50 guests attended the event, 28 of which were PLP alumni). PLP fundraising efforts resulted in a $10,000 gift from the Governor Bill Ritter re-election fund, a $5,000 grant from Target, and more than $4,000 from PLP friends, alumni, and parents. Smaller gifts were received from the Denver Metro Chamber Leadership Foundation and the Boettcher Foundation via the program’s affiliation with the Colorado Leadership Alliance. PLP received a commitment from the President’s Office for $18,000 in base funding to permanently support the PLP program coordinator position.

- **PLP Partners included:**

<table>
<thead>
<tr>
<th>Alliance Partnership (CSU)</th>
<th>Iasis Christ Fellowship</th>
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<tr>
<td>Association of Fraternal Leadership and Values</td>
<td>Journal of Undergraduate Research and Scholarly Excellence (CSU)</td>
</tr>
<tr>
<td>Be Local Northern Colorado</td>
<td>McGraw Elementary School – Poudre School District</td>
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<tr>
<td>Biology Department (CSU)</td>
<td>Total Benchmark Solution, LLC</td>
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<td>Boyd Lake Veterinary Center</td>
<td>UBS Financial Services, Inc.</td>
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<tr>
<td>Center for Advising and Student Achievement – Key (CSU)</td>
<td>United Way for Larimer County</td>
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<td>Community Foundation of Northern Colorado</td>
<td>University Center for the Arts (CSU)</td>
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<td>Communication and Creative Services (CSU)</td>
<td>Velocity Real Estate &amp; Investments</td>
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<tr>
<td>Hearts and Horses Therapeutic Riding Center</td>
<td>Vice President for Student Affairs (CSU)</td>
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<tr>
<td>Homeless Prevention Initiative</td>
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- **First Annual Advisor Retreat:** In an effort to build relationships and provide professional development opportunities for faculty and staff, SLiCE hosted the 1st Annual Advisor Retreat. This was a three-day retreat held in the Lory Student Center which offered a variety of conference-style workshops including Roles and Responsibilities of Advisors, Funding for RSOs, and Risk Management and Liability.

- **Alternative Break Alumni Reception & Dinners:** Partnered with the Alumni Association to host the third annual Alumni Dinner in two alternative break locations. Also worked closely with the Development Office to obtain alumni contact information.
  - New York City reception (12 students, 2 staff members, 18 alumni)
  - Washington, D.C. reception (12 students, 1 staff member, 100 alumni)

- **CSUnity:** This was the fifth year that SLiCE partnered with the Alumni Association to host CSUnity. Students participated in services projects in the Fort Collins and Loveland community, while alumni hosted service projects in other cities around the US including: Denver, Seattle, Houston, San Diego, Kansas City, Boston, Los Angeles and Orange County, Boston, and the San Francisco Bay Area.

- **Community Partners included:**

<table>
<thead>
<tr>
<th>Alternatives to Violence</th>
<th>Fort Collins Natural Areas Program - Running Deer</th>
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<tbody>
<tr>
<td>American Retirement Properties, LLC</td>
<td>Ft Collins Police Service - Graffiti Abatement Program</td>
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</table>

32
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<thead>
<tr>
<th>Organization</th>
<th>Location/Program</th>
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<tbody>
<tr>
<td>Avery Park - City of Ft. Collins Parks Dept.</td>
<td>Fort Collins Special Olympics Track event</td>
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<tr>
<td>Beattie Park - City of Ft. Collins Parks Dept.</td>
<td>Geller Center for Spiritual Development</td>
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<tr>
<td>CARE Housing</td>
<td>Groundwork Colorado</td>
</tr>
<tr>
<td>Catholic Charities</td>
<td>Hearts and Horses Therapeutic Riding Center</td>
</tr>
<tr>
<td>Center for Justice, Peace, and Environment</td>
<td>Lory State Park</td>
</tr>
<tr>
<td>Center for Neurorehabilitation Services</td>
<td>Martinez Park - Ft. Collins Parks Dept.</td>
</tr>
<tr>
<td>City of Fort Collins NRD Rivendell Recycling Center</td>
<td>McKee Medical Center</td>
</tr>
<tr>
<td>City of Fort Collins Parks Department - Northside Aztlan Project</td>
<td>Mirasol Senior Community</td>
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<tr>
<td>City of Fort Collins Streets Department</td>
<td>Northern Colorado Intertribal Powwow Association</td>
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<td>City of Fort Collins Utilities</td>
<td>Overland Park - City of Fort Collins Parks Dept.</td>
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<tr>
<td>City of Loveland-Chilson Senior Ctr.</td>
<td>Respite Care Inc.</td>
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<tr>
<td>City of Loveland Stormwater Engineering</td>
<td>River Song Waldorf School</td>
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<td>Colorado LifeSharing</td>
<td>Rocky Mountain Raptor Program</td>
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<tr>
<td>CSU Environmental Learning Center</td>
<td>Rossborough Park - City of Ft. Collins Parks Dept.</td>
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<tr>
<td>Downtown Business Association</td>
<td>Spring Canyon Park Project - City of Ft. Collins Parks Dept.</td>
</tr>
<tr>
<td>Elderhaus Day Programs, Inc.</td>
<td>Springfield Court Apartments</td>
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<tr>
<td>Everyday Joe's Coffee House</td>
<td>Sweet Pea; Old Town Child Care</td>
</tr>
<tr>
<td>Farm Labor Housing</td>
<td>The Family Center/La Familia</td>
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<tr>
<td>Food Bank for Larimer County</td>
<td>The Matthews House</td>
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<tr>
<td>Fort Collins Cat Rescue</td>
<td>Turning Point</td>
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<tr>
<td>Fort Collins Municipal Railway Society</td>
<td>Wildlands Restoration Volunteers</td>
</tr>
<tr>
<td>Fort Collins Natural Areas Program - Pelican Marsh Planting</td>
<td>W.O.L.F. Sanctuary</td>
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<tr>
<td>Fort Collins Natural Areas Program - Resridge-Andrijeski</td>
<td>YMCA of the Rockies, Estes Park Center</td>
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- **Student transition**
  - **President's Leadership Program:** 41 percent of PLP students are in their first year at CSU, so efforts are made to assist their transition from high school to college through mentoring and community-building activities. Additionally, students participating in the third year of the program are taught William Bridges’ Transition Model to prepare them for either their senior year of college or life after graduation.

- **Stewardship**
  - **Registered Student Organizations:** The SLiCE office provides financial support for all registered student organizations. SLiCE maintains all Student Organization Financial Accounts (SOFA). Students are therefore able to have assistance with making financial decisions, access to on campus grants, and other financial support.

**Other interesting highlights that are not included in the Strategic Plan**

- **Presentations**
  - **ACUI Conference:** “Meyers Briggs” (Jen Johnson)
Colorado Leadership Alliance Summit: “World Café: Exploring Passion and Leadership” (Alexis Kanda-Olmstead)
- CSU Library Staff: “General SLiCE” (Jen Johnson)
- CSU Professional Development Institute: “How to Parent and Work Without Losing Your....Mind” (Alexis Kanda-Olmstead, Jen Johnson)
- Greek Summit: “Branding Yourself” (Bobby Kunstman)
- Greek Summit: “Building Support for Your Vision” (Bobby Kunstman)
- Housing Training: “One Minute Can Change Your Life (Integrating principals of Kaisen to make personal change)” (Jen Johnson)
- Presidential Ambassadors Training at Estes Park: “Inclusive Leadership” (Bobby Kunstman)
- REAL Experience: “Branding Yourself” (Bobby Kunstman)
- REAL Experience: “Building Support for your Vision” (Bobby Kunstman)
- REAL Experience/International Programs Brown Bag Lunch Series: “Peace Corps the Gambia” (Jen Johnson)
- REAL Experience: “Leading with Your Values” (Emily Ambrose)
- REAL Experience/Campus Recreation Professional Development: “Living and Leading with a Purpose” (Brett Rundle)
- REAL Experience: “Made to Stick: Why Some Ideas Survive and Others Die” (Bobby Kunstman)
- REAL Experience: “Servant as a Leader” (Bobby Kunstman)
- REAL Experience: “Situational Leadership” (Bobby Kunstman)
- REAL Experience: “The Power of One” (Bobby Kunstman)
- REAL Experience: “Tribes – Leadership is a Choice” (Bobby Kunstman)
- REAL Experience: “UZoo: Discover Your Leadership Animal” (Emily Ambrose)
- SOC Class: “Archie Bunkers Neighborhood” (Bobby Kunstman)
- Student Affairs Professional Development Workshop: “30 Days Program” (Jen Johnson)
- UADY Student Exchange: “Social Change Leadership” (Alexis Kanda-Olmstead)

- Publications
  - "Working Mom" Winter 2010 Issue of Get Born Magazine (Jen Johnson)

Honors and Recognitions

- 2011 Mid-Level Professional for NASPA (Bobby Kunstman)
- 2010 Mid-Level Professional for NASPA Region IV-W (Bobby Kunstman)
- 2010 President’s Higher Education Community Service Honor Roll (SLiCE)
- 2010 Spirit of Fort Collins Award to Special Needs Swim (SLiCE)
- Margaret B. Hazaleus Award (Alexis Kanda-Olmstead)
- PLP: Exceptional Achievement in Service and Experiential Learning Award (Alexis Kanda-Olmstead)