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*Colorado State University is an equal access and equal opportunity university.*
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.

Philosophy
The LSC is proud to foster an environment that honors and respects all members of the University community, and creates a friendly, inviting destination for students, faculty, staff, alumni and guests.

We value the provision of stable, yet flexible employment that embraces enthusiastic teamwork, development of employees, and superior customer service for both internal and external customers.

We are proud to be the gathering place for the campus community offering vibrant social, educational, recreational, and cultural activities that stimulate discussion and debate.

We believe in the mutual respect that develops through positive, collaborative relationships among individuals. Learning about one another and celebrating the rich diversity of people and ideas within our community is at the core of what we value.

Selected highlights from departments/areas within the LSC include the following:

University Strategic Goals
Goal 1: Access – Deliver on the commitment to inclusive access.
  • The CSU Bookstore piloted several classes where class materials were delivered directly to students digitally or through CSU’s Learning Management System (LMS). These materials were provided at a cost below traditional print media costs, and were made available at the beginning of classes, ensuring that all students had immediate access to course materials at favorable pricing.
  • The Student Leadership, Involvement and Community Engagement office is home to Rams Against Hunger which provides emergency food relief to students who have no idea where their next meal is coming from or how to pay for it. During the fall and spring semesters, Rams Against Hunger provided a total of 172 students with meals via their RamCard. Each student received 75 meals on their RamCard (or a pro-rated amount based on when they applied for the program). Throughout FY16, the Rams Against Hunger fund received significant support from CSU faculty, staff, students, alumni, and numerous community members who contributed a total of $50,408 to the program. CSU’s Annual Day of Giving on April 21, 2016, featured Rams Against Hunger with over 600 people contributing $14,294 to the fund.

Goal 2: High Quality Academic and Co-Curricular Programs – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
  • The LSC hosted its 14th consecutive graduation celebration for student employees, recognizing their contributions to serving the campus community. The celebration included 150 graduating student employees and both emphasized the importance of the student employment experience in contributing to students’ learning at CSU and demonstrated the importance of student employees in operation of the LSC.
  • The Aspen Grille continued to operate as a classroom/laboratory within the LSC. This partnership with the College of Health and Human Sciences and Hospitality Management faculty provides students with hands-on experience in operating a restaurant, as well as offering the campus community a unique dining experience.
Goal 3: Student Learning Success – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.

- The Training and Development Graduate Assistant provided new student employee orientation for over 150 student employees from a wide variety of departments. The orientation program emphasizes the importance student employees serve as experts of their surroundings and taking care of one another. This was communicated through active shooter training and emphasizing their roles as leaders within the LSC. Staff also communicated the impact students have on their community, letting them know about the Conflict Resolution & Student Conduct Services office as well as the Counseling Center and “Tell Someone” phone line. The Listen, Smile, Care philosophy of customer service also works to build a sense of responsibility within student employees and the entire LSC.
- Support for a capstone level engineering course student project was provided by the Executive Director for review and redesign of the bridge connection between the LSC and the Engineering building. The final report for the project has been forwarded to Facilities Management for their consideration.
- The CSU Bookstore took over the process of supplying materials to Semester at Sea students. Although this will be ongoing, and is in its infancy, the work to this point has been significant and many improvements to prior procedures have been identified and implemented.
- The Student Leadership, Involvement and Community Engagement office registered 476 student organizations, which is a 30 percent increase from the previous academic year. SLiCE staff continuously made improvements to the registration process and communication with student organizations by making the process easier and more efficient.
- Since the spring semester of 2015, Colab has partnered with Campus Activities and Lory Dining Services to promote LSC Late Nite During Finals, giving students extra space to study during extended building hours, as well as activities to de-stress and a variety of discounted food options. This initiative has continued to adapt and evolve based on student feedback and lessons learned by each area along the way in order to better serve the student body.
- Colab developed the student career wheel to provide students with educational and professional goals that enhance their learning and prepare them for professional careers after graduation. The program also includes a “Passport” rewards program that serves as a collection of their skills, achievements, and awards while in these positions. A new online training system was also developed that increases the consistency and quality of staff training, while also including daily interaction with professional staff. The training was widely lauded by new recruits and current student and professional staff. Overall, Colab students have a 90% placement rate in career positions in the students’ specified fields after graduation.

Goal 4: Research and Discovery – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.

- n/a

Goal 5: Engagement – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.

- RamEvents collaborated with student organizations, offices, and departments which enhanced programs by having multiple perspectives in the planning process and resulted in significant learning experiences for the staff and volunteers, as well as participants. Over 27,000 students were reached by 115 RamEvents programs this year.
- The Student Leadership, Involvement and Community Engagement office hosted the 29th annual Cans Around the Oval. This single-day food drive, benefitting the Food Bank for Larimer County, brought in $57,030 and 60,364 pounds of non-perishable food items; the most ever recorded!
Event Planning hosted 12,840 events in 2015-2016 (a 30 percent increase from 2014-2015 bookings), including 780 ballroom and 231 Theatre events. Event Planning also hosted 134 Tamasag and 47 University House on Remington events at off-campus locations. Colab developed and implemented focus groups and assessment surveys for ALVS as part of their year-long rebranding process. The process provided student and professional staff time to conduct real-world research, while giving a key University office valuable information to enhance their services for students.

Goal 6: Public Interaction / Strategic Partnerships – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.

- The Ramskeller worked with RAR (Responsible Alcohol Retailers), as well as the Fort Collins Police Department, on a series of trainings for responsible alcohol service practices as well as training on IDs.
- The Aspen Grille invited a guest chef into the kitchen for a day. The Aspen Grille restaurant values chefs with different backgrounds and different cuisines teaching students beyond what the Grille offers on a day-to-day basis.
- The Student Leadership, Involvement and Community Engagement office hosted the President’s Leadership Program’s second international leadership experience. This year, in partnership with the Global Livingston Institute and Entusi Center, seven PLP Scholars and two PLP staff members traveled to East Africa for two weeks. The trip and curriculum expanded student experiences related to international and global perspectives on leadership.
- The LSC enhanced its social presence this year, using new tools to manage, monitor, and analyze performance against industry peers and to ensure dissemination of key messages. The initiative led to consolidation of three previously-initiated YouTube accounts, revived an Instagram account, and grew social engagement on platforms including Google+, Facebook, and Twitter by 33 percent. Also, the LSC digital screen advertising program offers low-cost ways for campus to reach a highly-engaged audience in the building each day. Student groups and LSC departments and partners receive a 50 percent discount on advertising, and a screen outside of SDPS displays content for these offices and initiatives free of charge.

Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement – CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.

- The CSU Bookstore continued to provide superior levels of service to the CSU community in a profitable and efficient manner, ranking number one in customer service among six peer institutions selected for the 2015-2016 Skyfactor survey.
- Lory Dining Services continued to hire and employ merit-based work-study students. This program directly relates the tools they will receive with this work experience to their future career endeavors. Lory Dining Services also continued to certify student servers of alcoholic beverages in the department in TIPS, a program that teaches the effects of alcohol as well as responsible serving practices.
- Lory Dining Services hired a Retail Food Service Production Assistant, an Operations Assistant to oversee the new inventory management system, a Cold Food Production Cook, and an Assistant Director for Catering.
- Campus Activities successfully recruited and hired two new staff members and two new graduate students; ability to address the diverse needs of our student population was a key value.

Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that
further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- Lory Dining Services administration accommodated diverse student groups in hosting special cultural events involving food, while upholding Federal, State, and Environmental Health Services regulations.
- The INTO Café continued to expose our student employees to a diverse international student body by meeting their dining needs and serving at Alder Hall, home of the INTO program.
- In conjunction with the Native American Cultural Center, the Duhesa Gallery hosted two innovative exhibits featuring Native American artists.
- Because of increased intentional recruitment efforts on behalf of Student Leadership, Involvement and Community Engagement staff, 43 percent of the 2016-17 class of the President’s Leadership Program participants are students of color. That is nearly a 19 percent increase from the 2015-16 class.
- The Campus Step Up: A Social Justice Retreat included 57 student participants who completed a pre- and post-program assessment with 16 shared Likert scale (1-5) questions about participants’ comfort in engaging with categories of identity and their level of understanding around social justice concepts. Result highlights included: 98 percent of respondents selected Strongly Agree or Agree to their experiences at the retreat having inspired them to create a safe environment for all people within their community, and 92 percent of respondents selected Strongly Agree or Agree to being better prepared to take action to create change. In addition, participants self-identified their demographics in open-ended responses and there was a significant shift to using more inclusive language and terms.
- The CSU Bookstore continued to promote and support a wide variety of programs and activities that support the diverse communities and the CSU community as a whole. Of particular note for the year, the Bookstore partnered with the BAACC office to design and deliver a custom CSU hat that supports the BAACC communities and provided over $1,000 from sales of the hat to the BAACC office for programming for their students.

Goal 9: Financial Resources – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- The LSC fund balance was $4,698,155 at FY 16 year-end. The LSC should contribute roughly $1,000,000 to reserves in FY17, with the end result a total of $3.2 million in reserves. Such reserves are critical for future improvements given a goal of not increasing student fees for Phase III renovations.
- While Bookstore gross revenues have decreased, net revenues of $1.4m are roughly equal to last year’s. The Bookstore realized savings in personnel as well as general expenses in FY16. Revenue in LSC Dining Services is up by approximately $1.2 million with an increase of roughly $450k in net revenues. The addition of Intermissions Café created positive results for Dining Services along with continued success among the existing revenue centers.
- Campus Activities secured donor funding to commission four new pieces of art in the Commons area that are done by local Northern Colorado artists and focus on life in Northern Colorado.
- The Student Leadership, Involvement and Community Engagement office accountants opened 69 new Student Organization Financial Accounts (SOFAs) which increased the total number of SOFAs to 415.
- Colab applied for, and received, merit work-study grants for its entire student staff in spring semester 2015 to apply to the 2015-2016 school year. This resulted in a $33,000 increase in funding to the department.

Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- From July 1, 2015 through June 30, 2016, the LSC traffic count included 4,094,710 entries, compared to roughly 3.2 million entries last fiscal year. In addition, the new daily average now exceeds 21,600 entries per day, compared to the previous year figure of 18,500 entries per day. During fall and spring semesters, the LSC experienced several peak days during the first week of classes that total more than 30,000 entries per day. The number is expected to continue to grow this next year.
The Ramskeller continued work with the Fermentation Science and Technology program to develop a new craft brewery operation in the LSC.

Campus Activities installed the first commissioned artwork in the Commons that was done by a Northern Colorado artist and focuses on living in Northern Colorado.

The LSC manages an art collection of over 300 artworks. This year, an additional 19 works were added to the collection: two student works, purchased from student artists; 16 posters from the Colorado Invitational International Poster Exhibit (CIPE) 19, featuring Mexican artist Alejandro Magallanes; and one piece from a Duhesa Gallery exhibition to increase the quality of our Native American art collection.

A survey (Skyfactor) of CSU student satisfaction was conducted and the results of the survey showed the LSC Operations Department achieved a cleanliness score of 6.15, which is the highest among six peer institutions. The Operations Department also achieved the highest score of 5.91 among six peer institutions in the area of atmosphere.

Colab developed, established, and implemented a day-of directional signage system with the LSC, including structural considerations (kiosk selection and design), web development (reservation page), and internal procedures in conjunction with the LSC Signage Committee. Day-of directional signage is free to use and helps participants find their way in the LSC.

**Goal 11: Information Management** – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- The LSC’s Assessment, Planning, and Effectiveness (APE) committee summarized assessment efforts in 2015, publishing a committee report on the LSC website early spring 2016. During 2015, the Quality of Work Life survey was administered to professional staff and student employees. Results of these surveys are currently being processed and will be added to the 2016 APE Committee Report. The LSC also administered two Skyfactor benchmarking surveys for 2016, allowing for comparisons with peer institutions. The first concerns student organizations, while the second encompasses many functions of the LSC, including services, programs, and facilities. These surveys were completed during spring semester, with analysis and benchmarking results available late summer. In spring 2016 the CSU Bookstore administered the National Association of College Stores’ Faculty Satisfaction survey. The purpose of this survey is to identify and measure factors essential for serving faculty and pinpoint areas for improvement.

- Lory Dining Services purchased and implemented an inventory management system to track sales and purchases, resulting in bottom-line increases.

- The Box Office sold 22,000 tickets for more than 32 major events that generated more than $275,000 in ticket sales.

**Honors and recognitions**

- The LSC received the Association of College Unions International (ACUI) 2015 Facility Design Award of Excellence, the association’s highest facility design award.

**Miscellaneous**

- Campus Activities created a new image to help brand the department, acknowledging the different areas that exist within Campus Activities.
University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- n/a

Goal 2: High Quality Academic and Co-Curricular Programs – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
- Students on the LSC Governing Board continue to be integral in providing leadership and guidance for operation of the LSC. Board accomplishments this year include support for a printing station on the lower level of the LSC, planning and implementation of a board leadership retreat in the Fall, review of numerous policy exceptions, hosting the LSC’s 54th birthday celebration on the plaza, review and support for the LSC’s student fee request, and the Chair’s participation within NASPA’s Undergraduate Fellows Program (NUFP).
- The LSC hosted its 14th consecutive graduation celebration for student employees, recognizing their contributions to serving the campus community. The celebration included 150 graduating student employees and both emphasized the importance of the student employment experience in contributing to students’ learning at CSU and demonstrated the importance of student employees in operation of the LSC.
- 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, operation of the Aspen Grille in partnership with the Hospitality Management program, and continuation of planning for a new microbrew with the College of Health and Human Sciences in support of the academic program in fermentation science.

Goal 3: Student Learning Success – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.
- The Training and Development Graduate Assistant provided new student employee orientation for over 150 student employees from a wide variety of departments. The orientation program emphasizes the importance student employees serve as experts of their surroundings and taking care of one another. This was communicated through active shooter training and emphasizing their roles as leaders within the LSC. Staff also communicated the impact students have on their community, letting them know about the Conflict Resolution & Student Conduct Services office as well as the Counseling Center and “Tell Someone” phone line. The Listen, Smile, Care philosophy of customer service also works to build a sense of responsibility within student employees and the entire LSC.
- Support for a capstone-level engineering course student project was provided by the Executive Director for review and redesign of the bridge connection between the LSC and the Engineering building. The final report for the project has been forwarded to Facilities Management for their consideration.

Goal 4: Research and Discovery – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.
- n/a

Goal 5: Engagement – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.
- n/a
Goal 6: Public Interaction / Strategic Partnerships – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.

- n/a

Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement – CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.

- n/a

Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- The LSC continued to partner with the University and Fort Collins community to serve as a key sponsor and host site for the University Diversity Symposium, and all career staff were encouraged and supported to attend sessions.

Goal 9: Financial Resources – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- The LSC fund balance was $4,698,155 at FY16 year-end. The LSC should contribute roughly $1,000,000 to reserves in FY17, with the end result a total of $3.2m in reserves. While the LSC is building its fund balance and reserves faster than budgeted, such reserves are critical for future improvements given a goal of not increasing student fees for Phase III renovations.

- A new Assistant Director for Development was hired last summer, who brought with her significant experience in the LSC as an undergraduate and professional experience with Alumni Relations. She has already added greatly to the DSA development team and the fundraising for all offices throughout the LSC, including the SDPS and Campus Life cluster offices.

- While Bookstore gross revenues have decreased, net revenues of $1.4m are roughly equal to last year’s. The Bookstore realized savings in personnel as well as general expenses in FY16. Revenue in LSC Dining Services is up by approximately $1.2m with an increase of roughly $450k in net revenues. The addition of Intermissions Café created positive results for Dining Services along with continued success among the existing revenue centers. The opening of Garbanzo Express next year will continue to increase revenues while also decreasing wait times in the Food Court.

- The Student Fee Review Board proposed the following student fee increases for FY17:
  - $3.76 ASCSU increase for RMSMC ($ .88) and one new Transfort route ($2.88)
  - $35.03 Health Network Facilities Construction
  - $.61 RamRide (additional ½ time staff member support)
  - All other fees remain the same

  $39.40 total increase, or 3.49% increase in student fees

In addition, the SFRB voted to separate and itemize the current contract amount with Transfort into a new fee area, under the Alternative Transportation Fee Advisory Board (ATFAB), similar to the UTFAB and UFFAB fee areas and approval processes. SFRB also endorsed fee package changes for part-time and off-campus students, which better aligns and extends fee services to these categories of students.
Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- From July 1, 2015, through June 30, 2016, the LSC traffic count included 4,094,710 entries, compared to roughly 3.2m entries last fiscal year. In addition, the new daily average now exceeds 21,600 entries per day, compared to the previous year figure of 18,500 entries per day. During fall and spring semesters, the LSC experienced several peak days during the first week of classes that total more than 30,000 entries per day. The number is expected to continue to grow this next year.
- For Phase II of the LSC Master Plan ($72m total cost), approximately $400,000 remains to address project alternates including the Sutherland Community Garden pergola and lawn extension, installation of microbrew equipment, branding, and possible Engineering Building bridge replacement.
- The LSC Capital R&R plan is updated regularly, with approximately $350,000 to be spent for FY16 and $400,000 anticipated to be budgeted in FY17. It is critical that the LSC continues to grow contributions here given the significant building appearance and infrastructure needs associated with north-end improvements.
- Additional common area furnishings were added to the Student Diversity Programs and Services area of the building. Brightly colored and patterned contemporary modular seating was selected that is versatile and can be placed adjacent the offices or centered in the middle of the hallway for flexibility around programs.
- Several branding elements were added to the LSC this past year through donations from alumni and friends. “Aggies to Rams” celebrates multi-generations of the Weinland, Brown, Henry, and Zimlich families and their support of Colorado State University. The Brown family’s element theme is “From A Seed A Legacy Grows.” The family lived in Johnstown and grew barley for Coors and was supportive of having the element installed in the classroom space designed for the future brewery. Other branding elements that will be completed in the coming year include: Shared Governance and Leadership, Celebrating the Landmark ASCSU Past Presidents with the inclusion of their quotes on the Leadership element and inside the ASCSU Senate Chamber and Senate meeting room; the Sutherland Community Garden Sign which expresses the Sutherland’s gratitude to the University and community for the support they received during the time Dr. Tom Sutherland was taken hostage in Beirut and held in captivity for more than six years; and an element recognizing James M. Hunter, the Architect of the LSC and Theatre in 1960, whose innovative designs have served many students, faculty, and staff for the past 50 years.

Goal 11: Information Management – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- The LSC’s Assessment, Planning, and Effectiveness (APE) committee summarized assessment efforts in 2015, publishing a committee report on the LSC website in early spring 2016. During 2015, the Quality of Work Life survey was administered to professional staff and student employees. Results of these surveys are currently being processed and will be added to the 2016 APE Committee Report. The LSC also administered two Skyfactor benchmarking surveys for 2016, allowing for comparisons with peer institutions. The first concerns student organizations, while the second encompasses many functions of the LSC, including services, programs, and facilities. These surveys were completed during the spring semester, with analysis and benchmarking results available late summer. In Spring 2016, the CSU Bookstore administered the National Association of College Stores’ Faculty Satisfaction survey. The purpose of this survey is to identify and measure factors essential for serving faculty and pinpoint areas for improvement.

- Other interesting highlights that are not included in the Strategic Plan
  - Presentations
    - n/a
  - Publications
• n/a

• **Honors and recognitions**
  • The LSC received the Association of College Unions International (ACUI) 2015 Facility Design Award of Excellence, the association’s highest facility design award.
Bookstore:

University Strategic Goals
\textbf{Goal 1: Access} – Deliver on the commitment to inclusive access.
- The CSU Bookstore continued to implement time- and money-saving options to meet course material needs. By providing low-cost course materials and direct-delivery options, CSU students are better able to acquire needed materials, improving classroom participation and academic success.
- The CSU Bookstore piloted several classes where class materials were delivered directly to students digitally or through CSU’s Learning Management System (LMS). These materials were provided at a cost below traditional print media costs, and were made available at the beginning of classes, ensuring that all students had immediate access to course materials at favorable pricing.

\textbf{Goal 2: High Quality Academic and Co-Curricular Programs} – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
- n/a

\textbf{Goal 3: Student Learning Success} – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.
- The CSU Bookstore provided real-life learning opportunities, both formally and informally to the large number of students employed in the store. Included in these opportunities is the Bookstore’s student manager program, where lead students are trained and empowered to operate as student managers. This program provides real-life experience in management/supervision, interpersonal relationships, communications, scheduling, leadership, and other desirable characteristics.
- The CSU Bookstore continued to work with student groups and others for class projects and other opportunities that provide real work experiences.
- The CSU Bookstore took over the process of supplying materials to Semester at Sea students. Although this will be ongoing, and is in its infancy, the work to this point has been significant and many improvements to prior procedures have been identified and implemented.

\textbf{Goal 4: Research and Discovery} – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.
- n/a

\textbf{Goal 5: Engagement} – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.
- n/a

\textbf{Goal 6: Public Interaction / Strategic Partnerships} – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.
- n/a

\textbf{Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement} – CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to
professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.

- The CSU Bookstore continued to provide superior levels of service to the CSU community in a profitable and efficient manner.

**Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate** – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- The CSU Bookstore continued to promote and support a wide variety of programs and activities that support the diverse communities and the CSU community as a whole. Of particular note for the year, the Bookstore partnered with the BAACC office to design and deliver a custom CSU hat that supports the BAACC communities and provided over $1,000 from sales of the hat to the BAACC office for programming for their students.

**Goal 9: Financial Resources** – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- n/a

**Goal 10: Physical Resources** – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- n/a

**Goal 11: Information Management** – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- n/a

- Other interesting highlights that are not included in the Strategic Plan
  - Presentations
    - n/a
  - Publications
    - n/a

- Honors and recognitions
  - n/a
Business & Dining Services:

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- Event Planning recruited diverse students for positions in building management and reservations.
- Event Planning worked with a wide variety of diverse student organizations, cultural centers, and International Programs to host events in the LSC.
- Event Services continued to work closely with clients such as diversity offices and the annual diversity forum to ensure successful events.
- Event Services developed new standards for room set-ups to ensure inclusive access to events for disabled attendees.
- Event Services created a process for captioning all video productions for the hearing impaired that adheres to CSU Accessibility Policy.

Goal 2: High Quality Academic and Co-Curricular Programs – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
- Lory Dining Services continued to work with Environmental Health Services and hosted a series of classes offered to both career staff and student staff in order to promote good food service practices and food safety in its areas. The class topics this year were norovirus, Intro to Microbiology, and both level 1 & 2 Safe Food Handler's training for certificates.
- Lory Dining Services encouraged 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.
- Lory Dining Services continued to hire and employ merit-based work-study students. This program directly relates the tools they will receive with this work experience to their future career endeavors.
- Lory Dining Services continued to certify student servers of alcoholic beverages in the department in TIPS, a program that teaches the effects of alcohol as well as responsible serving practices.
- The Aspen Grille continued to operate as a classroom/laboratory within the LSC. This partnership with the College of Health and Human Sciences and Hospitality Management faculty provides students with hands-on experience in operating a restaurant, as well as offering the campus community a unique dining experience.
- Lory Dining Services student staff took advantage of the opportunity to do formal operational job trainings with Starbucks, Freshens, Allegro and the Bean Cycle.
- Event Services continued to promote student employee participation in REAL workshops, LeaderShape, and other development/leadership opportunities. Provided flexibility in scheduling so that staff are available for these trainings.
- Event Services utilized staff meeting to give student employees additional training and created fun training programs to make the training more effective.

Goal 3: Student Learning Success – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.
- The Ramskeller worked with RAR (Responsible Alcohol Retailers), as well as the Fort Collins Police Department, on a series of trainings for responsible alcohol service practices as well as training on IDs.
- Intermissions, Cache La Crepes, and LSC Catering provided learning opportunities for employees with an interest in pursuing careers in the hospitality and restaurant industry after college. It is the goal of these operations to increase the number of Hospitality Management student staff.
- Lory Dining Services retail student managers continued to collaborate and meet regularly to discuss ideas and challenges that venues may be encountering.
Lory Dining Services continued to work with Environmental Health Services and hosted a series of classes offered to both career staff and student staff in order to promote good food service practices and food safety in its areas. The class topics this year were norovirus, Intro to Microbiology, and both level 1 & 2 Safe Food Handler’s training for certificates.

Lory Dining Services student managers gained the experience of opening up new food/beverage retail locations in the LSC (Cache La Crepes and Intermissions).

The Aspen Grille had a guest chef come in and take over the kitchen for a day. The Aspen Grille restaurant likes to have chefs with different backgrounds and different cuisines come in to teach so that the students can experience more than just what the Grille has to offer.

Lory Dining Services continued to educate student organizations that utilize the space within in the LSC on food safety.

The Aspen Grille continued to operate as a classroom/laboratory within the LSC. This partnership with the College of Health and Human Sciences and Hospitality Management faculty provides students with hands-on experience in operating a restaurant, and also offers the campus community a unique dining experience.

The INTØ Café provided interaction and learning opportunities for our new INTO student body.

The Aspen Grille had special lectures given by Jeannine Riess, Colorado State University’s own Public Health Administrator, to demonstrate proper food handling techniques to be used by the Aspen Grille students.

Event Services offered advanced training to staff such as leadership, conflict resolution, and customer service trainings. Encouraged advanced student employees to develop further and prepare themselves for future careers.

**Goal 4: Research and Discovery** – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.

- Event Services supported many events that are related to research happening on campus.

**Goal 5: Engagement** – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.

- Lory Dining Services had two career staff members audit the Brewing Science and Technology class (FTEC460) during the spring semester. This further strengthened the partnership with the Hospitality program as well as helped educate the career staff members about the brewing process that they will soon be a part of in the Ramskeller.
- The Aspen Grille students were given a private tour of Zwei Brewing. The Aspen Grille sells only Zwei Brewing products during their lunch operating hours, so it will be an opportunity for the students to better understand the science behind producing beer as well as why we serve and showcase Zwei Brewery products instead of the other local breweries.
- The Ramskeller student staff was given a private tour of both Odell’s and New Belgium Brewing locations. This gave the student staff the opportunity to learn more about the products and the opportunity to ask questions about the process, as well as what other aspects the breweries have to offer.
- Lory Dining Services opened retail locations late and showcased products for Ramapalooza, a showcase of offices and services that the LSC has to offer to incoming freshman and transfer students.
- Lory Dining Services worked with their business partners to open the food court late during finals week in both the fall and spring semesters to meet the needs of students studying late on campus. The program was called LSC Late Night.
- LSC Catering continued to provide alternatives to the regular catering menu to meet the needs of customers with special dietary requirements.
- The Aspen Grille had special lectures given by Jeannine Riess, Colorado State University’s own Public Health Administrator, to demonstrate proper food handling techniques to be used by the Aspen Grille students.
• Lory Dining Services student and career staff began using illness logs. These logs were recommended by Environmental Health Services to track illness as a tool to help prevent the spread of foodborne illness.

• Lory Dining Services career staff certified eight people in Servsafe Food Protection Manager training. This certification lasts for five years and goes into detail on foodborne illness, food safety, and standards outlined by the numerous regulatory agencies in the U.S.

• Event Planning hosted 12,840 events in 2015-2016 (a 30 percent increase from 2014-2015 bookings), including 780 ballroom and 231 Theatre events. Event Planning also hosted 134 Tamasag and 47 University House on Remington events at off-campus locations. Event Planning has increased bookings this past year from prior to LSC renovation projects.

• Event Planning hosted 30 academic conferences during the academic year (an increase of 25 percent over last year).

• Event Services supported many events that are related to constituent engagement.

• Event Services continued to maintain and develop relationships with campus partners such as Conference & Event Services, CSU Events, Facilities, and academic departments.

Goal 6: Public Interaction / Strategic Partnerships – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.

• The Ramskeller worked with RAR (Responsible Alcohol Retailers), as well as the Fort Collins Police Department, on a series of trainings for responsible alcohol service practices as well as training on IDs.

• The Ramskeller worked with Fermentation Science and Technology to develop a new craft brewery operation in the LSC.

• The Aspen Grille had a guest chef come in and take over the kitchen for a day. The Aspen Grille restaurant likes to have chefs with different backgrounds and different cuisines come in to teach so that the students can experience more than just what the Grille has to offer.

• Lory Dining Services continued to use local vendors whenever possible in order to do their part in reducing their carbon footprint.

• Event Services supported many events for the community, both in the LSC and on campus. Also supported athletic events in Moby Arena and outdoors.

Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement – CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.

• Lory Dining Services encouraged 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.

• Lory Dining Services continued to hire and employ merit-based work-study students. This program directly relates the tools they will receive with this work experience to their future career endeavors.

• Lory Dining Services continued to certify student servers of alcoholic beverages in the department in TIPS, a program that teaches the effects of alcohol as well as responsible serving practices.

• The Ramskeller worked with RAR (Responsible Alcohol Retailers), as well as the Fort Collins Police Department, on a series of trainings for responsible alcohol service practices as well as training on IDs.

• Lory Dining Services student staff took advantage of the opportunity to do formal operational job trainings with Starbucks, Freshens, Allegro, and the Bean Cycle.

• Lory Dining Services retail student managers continued to collaborate and meet regularly to discuss ideas and challenges that venues may be encountering.
- Lory Dining Services continued to work with Environmental Health Services and hosted a series of classes offered to both career staff and student staff in order to promote good food service practices and food safety in its areas. The class topics this year were norovirus, Intro to Microbiology, and both level 1 & 2 Safe Food Handler’s training for certificates.
- Lory Dining Services student managers gained the experience of opening up new food/beverage retail locations in the LSC (Cache La Crepes and Intermissions).
- The Aspen Grille had a guest chef come in and take over the kitchen for a day. The Aspen Grille restaurant likes to have chefs with different backgrounds and different cuisines come in to teach so that the students can experience more than just what the Grille has to offer.
- Lory Dining Services had two career staff members audit the Brewing Science and Technology class (FTEC460) during the spring semester. This further strengthened the partnership with the Hospitality program as well as helped educate the career staff members about the brewing process that they will soon be a part of in the Ramskeller.
- Lory Dining Services hired a Retail Food Service Production Assistant, an Operations Assistant to oversee the new inventory management system, a Cold Food Production Cook, and an Assistant Director for Catering.
- Morgan’s Grind extended their operating hours during dead and finals week to accommodate students on campus that were studying late.
- The Ramskeller and Cam’s Lobby Shop had panic/intrusion buttons installed in their locations and staff attended training and opened a dialogue with both Facilities and CSUPD on proper use of this safety tool.
- The Aspen Grille had special lectures given by Jeannine Riess, Colorado State University’s own Public Health Administrator, to demonstrate proper food handling techniques to be used by the Aspen Grille students.
- Lory Dining Services career staff certified eight people in Servsafe Food Protection Manager training. This certification lasts for five years and goes into detail on foodborne illness, food safety, and standards outlined by the numerous regulatory agencies in the U.S.
- Event Planning’s student employees are in key leadership roles including Building Managers, Reservationists, and Event Coordinators. They plan and work events in the LSC. They are trained in customer service, logistical planning, problem solving, and marketing of equipment and services.
- Event Planning continues to provide a Senior Building Manager and Senior Reservationist position to enhance leadership, supervision, and training skills.
- Event Planning continues to train student reservationist positions to coordinate larger events, including summer conferences and ballroom events to give them experience with extensive event planning before they graduate and possibly continue to graduate school and work in an event planning career.
- Event Services provided student employees with information regarding services available to them. We are flexible in their scheduling so that they can take advantage of services. Created information sheets specific to our student employees informing them of services on campus.
- Event Services filled an open state-classified set-up supervisor position to provide better service to clients, more positive work-life balance, and the employee brought in new experiences and new perspectives on our operations.
- Event Services continued to work on creating an employee reward system and customer service training.
- Event Services professional staff and some student staff completed First Aid/AED training.
- Various Event Services professional staff attended trainings/school (Disney Institute, Venue Management School, Effectiveness Institute, Employee Study Privilege).
- Event Services created a guidebook for student staff and new training manuals for AV Techs and Set-up staff.
- LSC IT saw one of our long-time student employees draw upon experience in our department to acquire a full time position at CU-Boulder in this career field. We also had a student employee graduate and successfully move into a full time position in the LSC. Both of these students demonstrate our commitment to learning outcomes that enable professional pursuits post-graduation.
Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- LSC Catering continued to provide alternatives to the regular catering menu to meet the needs of customers with special dietary requirements.
- Lory Dining Services administration accommodated diverse student groups in hosting special cultural events involving food, while upholding Federal, State, and Environmental Health Services regulations.
- The INTO Café continued to expose our student employees to a new diverse international student body by meeting their dining needs and serving at Alder Hall, home of the INTO program.
- LSC Catering helped meet the needs of attendees for the annual Diversity Conference in the fall.
- The Aspen Grille participated in Native American Heritage month by showcasing Native American foods.
- The Aspen Grille participated in Asian and Pacific Islander Awareness Month by showcasing Asian and Pacific Island foods.
- The Aspen Grille participated in Black History Month by showcasing African foods.
- Event Services provided and encouraged staff (student and professional) to attend diversity trainings.
- Event Services trained student staff how to provide inclusive customer service, including how to handle language barriers, and cultural and belief differences.

Goal 9: Financial Resources – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- Two new venues opened during FY16, a café between the Curfman Gallery and the LSC Theatre called Intermissions and a crepes and smoothies concept on the first level of the LSC called Cache la Crepes.
- Lory Dining Services debuted a sandwich and salad production program in the kitchen space on the lower level.
- The Aspen Grille updated their kitchen equipment to ensure a safe environment and to add equipment that was energy star certified.
- Event Services re-evaluated their pricing structure and made changes to increase revenue while making the structure more consistent and fair.
- Event Services created new revenue streams through off-campus partners.
- Event Services increased inventory so that revenue can be shifted from rental sources to in-house and allow for better accessibility to quality equipment at a more affordable price to campus clients.
- Event Services staff and event planners were encouraged to promote audiovisual services and ways to enhance client’s events, thus enhancing the experience and increasing revenue.

Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- The Ramskeller worked with Fermentation Science and Technology to develop a new craft brewery operation in the LSC.
- Lory Dining Services continued to professionally operate the following food service venues with mainly student staff and student managers:
  - Aspen Grille
  - Bagel Place 1
  - Bagel Place 2
  - Cache La Crepes
  - Cam’s Lobby Shop
  - Intermissions
  - Ramskeller
  - Sweet Sinsations
That’s a Wrap
University Club
Campus Dining and Retail Locations:
  o Bean Counter
  o INTO Café
  o Lake Street Market
  o Morgan’s Grind
  o Sweet Temptations

- Event Planning continued to purchase indoor landscaping for the south end of the LSC to enhance lounge space.
- Event Services staff worked to maintain storage rooms and equipment. Created new standards and methods to organize and protect equipment.
- Event Services staff were trained to follow correct procedures to keep rooms clean and in good order, as well as how to work with equipment safely.
- Event Services upgraded AV systems in the north end of the building.
- Event Services upgraded chairs in conference rooms.
- Event Services developed a new software application to include a system for reporting maintenance issues.
- Event Services purchased new podiums and new podium signage.

**Goal 11: Information Management** – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- Lory Dining Services purchased and implemented an inventory management system to track sales and purchases, resulting in bottom-line increases.
- Event Services developed a software application to more effectively utilize information from EMS. The new application allows for real-time progress tracking, sharing of information between departments, and real-time data updates/changes.

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

- **Presentations**
  o n/a

- **Publications**
  o n/a

- **Honors and recognitions**
  - Jason Rogien from Event Services completed Venue Management School and will soon be a Certified Venue Professional with the International Association of Venue Managers (IAVM).
Campus Activities:

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- Campus Activities employs over 35 students who represent many diverse identities. Inclusivity is a significant emphasis throughout Campus Activities.
- RamEvents students were consistently challenged to intentionally create inclusive spaces for all students through programming and in our office environment, consider the social identities of the students at CSU as well as the members of the Fort Collins community, and reflect upon their role as a privileged campus organization in validating the experiences of all students and educating the campus about those experiences to create a more supportive campus climate.
- To uphold the mission and vision of Campus Activities and the organization, RamEvents has continued to develop and improve event and organization assessment. The Market Research Coordinator utilized various assessment techniques in an effort to cater to underrepresented student populations and include the student voice in organizational and programming decisions.
- To reach all students on campus, RamEvents students collaborated with on- and off-campus departments, offices, and organizations on programs, such as TEDxCSU 2016 and the Human Rights Film Festival. Additionally, RamEvents student staff members participated in educational and professional development regarding social justice issues. For example, RamEvents students were encouraged to attend the Diversity Symposium; attend REAL workshop; and participate in staff workshops/discussions on PANing, stereotypes, inclusive language, dealing with conflict and/or feedback, and current events. In addition, RamEvents staff and volunteers attended the National Association for Campus Activities (NACA) and the National Conference and the National Conference on Race and Ethnicity (NCORE).

Goal 2: High Quality Academic and Co-Curricular Programs – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
- Campus Information, Box Office, and Flea Market employees could be paid for up to two hours of attending workshops on campus that further benefit their personal and/or professional development.
- RamEvents again served as a co-sponsor for the Diversity Symposium keynote speaker.
- The LSC Arts Program provided nine high-quality art exhibitions in the Curfman and Duhesa Galleries. Most provided students and the community to engage with working artists to enhance understanding contemporary visual art and/or Native American cultural awareness.

Goal 3: Student Learning Success – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.
- Campus Activities has committed to better assess student learning and performance through setting learning outcomes for student employees. Utilizing pre- and post-tests, the student employee learning experience within Campus Activities has been and will continue to be assessed.
- As RamEvents is a newly formed organization, the RamEvents brand has been in development and needed more structure and oversight over the past two years. During the spring semester, our Marketing Coordinator, External Relations/Public Relations Coordinator, and Recruitment Coordinator had the opportunity to establish and further develop the RamEvents brand, as well as establish a structure for consistency moving forward. For example, Aggie orange has been identified as the organization’s color and will be included on all marketing; specific branding guidelines for all programs have been established; and communication of RamEvents as a brand, who we are and why we do what we do, has also been outlined. Student staff members had the unique opportunity to take a lead role in all of these branding decisions.
• As a student-driven organization, RamEvents programmers, liaisons, coordinators, and volunteers gained hands-on event planning, budgeting, marketing, and recruitment experiences working with each other and professionals, both on- and off-campus.

• LSC Arts employed 10 employees throughout the year in positions such as gallery docent, art collections manager, exhibitions installer, and marketing coordinator. These opportunities allow students to learn about a chosen field of study or interest in an in-depth and experiential manner.

Goal 4: Research and Discovery – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.

• Through the Colorado Invitational International Poster Exhibit (CIIPE), Annual Student Art Exhibit, and three Hallery (student art space) exhibitions, the Arts Program provided a platform for CSU faculty, staff, and students to exhibit their artistic research.

Goal 5: Engagement – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.

• Communicated that employment within Campus Information and Box Office also serves as a leadership development opportunity, providing students the opportunity to serve in tiered leadership roles within the greater student staff.

• Students employed within Campus Information and Box Office became exposed to and informed about various leadership, civic involvement, intercollegiate, and cultural opportunities through cross-campus collaboration.

• Served the CSU and greater Fort Collins community as the first-point of contact disseminating valuable information.

• RamEvents collaborated with student organizations, offices, and departments which enhanced our programs by having multiple perspectives in the planning process and resulted in significant learning experiences for the staff and volunteers, as well as participants. Over 27,000 students were reached by 115 RamEvents programs this year.

• By collaborating with many departments, offices, and organizations, both on- and off-campus, RamEvents provided CSU students with opportunities to learn about and get engaged with the campus, Fort Collins community, and Northern Colorado area.

• Engaging the Downtown Artery, the Arts Program created an experimental exhibition platform. This artistic experiment forged a relationship with one of Fort Collin’s most active contemporary art venues that will continue to benefit both partners.

Goal 6: Public Interaction / Strategic Partnerships – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.

• Campus Information, Box Office, and Flea Market student staff engaged in wide-ranging interaction and partnership with the LSC, Colorado State University, and Fort Collins community through daily services.

• Campus Information, Box Office, and Flea Market staff become aware of campus and community events and served as partners in disseminating accurate information to members of the campus and the greater Fort Collins community.

• RamEvents has continued to support programs that relate to the arts through local live music with LSC Live every Wednesday and through collaborations with FoCoMX to support an annual community event to get students a lower-priced ticket and bring these opportunities to campus.

• Annually, RamEvents finds ways to collaborate with Athletics on programs that have brought former CSU athletes to speak or programs that provide entertainment during games.

• Hosting an impressive lineup of 11 exhibitions this year, the LSC Arts Program brought visual art to over 5,500 art viewers in the venues we are able to track.
Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement — CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.

- Campus Activities has hired and promoted a diverse full-time and graduate student staff.
- Campus Activities successfully recruited and hired a wide-ranging and diverse student staff.
- Provided a tiered leadership structure among student staff in Campus Information and Box Office, whereby peer mentorship and leadership is fostered throughout student staff.
- Utilized staff meetings for staff and student staff to provide opportunities for personal and professional development, share information, and develop community.
- Created the Campus Information and Box Office Total Handbook that highlights all student employee job descriptions, procedures, and additional responsibilities.
- Student employees in Campus Activities were given the option to not work during Finals Week in order to practice self-care, focus on their academics, and manage stress levels.
- To further enhance the diversity of the RamEvents staff and reach all students on campus, the RamEvents Recruitment area has undergone a number of changes this year and will continue to do so over the next few years. The RamEvents hiring process reached students and areas of campus it never has before and, for the first time, a student hiring committee was assembled to assist the Recruitment Coordinator with the hiring process. Additionally, the RamEvents Recruitment Coordinator has aims to further engage the CSU community with the RamEvents volunteer program by developing a Marketing Street Team, developing a brand for the Ambassador and Street Team programs, and incentivizing the program, making it accessible and fun for all.
- RamEvents provided professional development opportunities for student staff members, as well as student volunteers, by bringing presentations and workshops to staff meetings and sending students to campus and professional conferences, such as Campus Step Up, LeaderShape, Creating Change, ACPA Institute on Social Justice, National Association of Campus Activities, and the Student Social Justice Training Institute.
- As a student-driven organization, RamEvents provided unique student leadership experiences for CSU students, such as mentorship, para-professionalism, teamwork, and collaboration throughout event coordination, leading through conflict, and cross-cultural communication.
- The RamEvents mission is to provide diverse and affordable events that both entertain and enrich the Colorado State University experience. RamEvents provided a variety of opportunities for students to engage with social justice issues, acknowledging that students are entering the events at different levels of experience and background knowledge. By providing programs with different levels of risk for participants, RamEvents has aimed to educate students about current events, social justice, and historically marginalized identities, so that the campus community became more aware and sensitive to these issues. The programs validated the experiences of marginalized community members by bringing performers and speakers with those identities, as well as films featuring people with underrepresented identities, with the intention of everyone being able to see themselves reflected in the programming on campus and see that their identities are valued. Examples of these programs include:
  - Daisy Hernandez
  - Cameron Esposito
  - Matthew Shepard is a Friend of Mine
  - Maysoon Zayid
  - Hari Kondabolu
  - Breaking the Silence
  - AB Quintanilla
  - Frank Waln and the Sampson Brothers
Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- Created a culture that fosters and promotes inclusivity, including reiterating concepts from training and having on-going conversations with staff.
- Provided staff training on concepts as they relate to social justice, inclusivity, and diversity.
- By hosting two exhibitions in the Duhesa Gallery, which exhibits exclusively Native American artists, we continued to raise cultural awareness of an underrepresented population. Both artists visited campus to discuss their experiences and provide a forum for issues raised in their artworks.

Goal 9: Financial Resources – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- Secured donor funding to commission four new pieces of art in the Commons area that are done by local Northern Colorado artists and focus on life in Northern Colorado.

Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- The LSC manages an art collection of over 300 artworks. This year, we added 19 works to the collection: two student works, purchased from student artists; 16 posters from CIIPE 19, featuring Mexican artist Alejandro Magallanes; and one piece from a Duhesa Gallery exhibition to increase the quality of our Native American art collection.
- The LSC Arts also provided a representative to the public art committee for the CSU campus in an effort to ensure that the University is acquiring artworks that meet the mission of the University and exemplify high-quality creative expression.
- Installed the first commissioned artwork in the Commons that was done by a Northern Colorado artist and focuses on living in Northern Colorado.

Goal 11: Information Management – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- Campus Information, the Box Office, and the Flea Market served as the central focal point whereby students, faculty, staff, guests, and members of the community are provided excellent customer service and resources.
- Campus Information and Box Office served as first-point of access to the 20,000+ daily interactions CSU and Fort Collins community has with the LSC.
- Campus Information and Box Office student staff provided first-class customer service, knowledge, and information to students, faculty, staff, and members of the greater Fort Collins community.
- The Box Office sold 22,000 tickets for more than 32 major events that generated more than $275,000 in ticket sales.
- RamEvents has continued to develop its assessment area, called Market Research, to determine:
  - What kind of programming do CSU students want to see?
• What do students gain from the programs they attend?
• Who is attending RamEvents programs?
• Are students satisfied with RamEvents programs they attend?
• What marketing techniques are most effective?
• Is the organization upholding its values successfully?

Through various assessment techniques and the SDPS liaison program, RamEvents worked to provide a venue for historically marginalized student voices that are often silenced or overpowered and utilized these voices when making decisions.

• Other interesting highlights that are not included in the Strategic Plan
  • Presentations
    o n/a.
  • Publications
    o n/a

• Honors and recognitions
  • n/a

• Miscellaneous
  • Campus Activities created a new image to help brand the entire department, while acknowledging the different areas that exist within Campus Activities.
  • RamEvents successfully built on their brand and is known across campus.
Marketing (Colab):

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- The new LSC website has not just increased the number of visitors to the website by an average of 20 percent, but has also increased engagement. Visitors are now spending nearly 4 minutes per session — an increase of more than 250 percent from the previous website. We know that this is quality time being spent on the rate at which visitors navigate away from the site after visiting a single page has been reduced by 54 percent and our visitor’s reliance on using the search feature to find the information they are seeking has dropped more than 42 percent. This creates greater access to resources and information for our University community.

Goal 2: High Quality Academic and Co-Curricular Programs – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
- During the fall semester of 2015, Colab worked with Campus Activities to develop a new concrete brand position and graphic to promote their office as a house of brands, uniting RamEvents, Campus Information & Box Office, Flea Market, and LSC Arts under the larger umbrella of Campus Activities. This initial planning has helped solidify Campus Activities’ position at the University as a key resource for co-curricular programs and services for the student body, and helps fulfill Campus Activities’ mission to “create incredible experiences that reach all students through programming and services.” A full roll-out and marketing plan is scheduled for FY 16-17.

Goal 3: Student Learning Success – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.
- Created a year-long social media strategy that shows best practices for student staff in marketing, video, photography, graphic design, and client-relationship building. Social media management is one of the most sought-after areas in the marketing arena and one of today’s hottest jobs overall. Colab students are well-prepared with the training received, so far achieving a 100% placement rate in permanent career positions upon graduation.
- Since the spring semester of 2015, Colab has partnered with Campus Activities and Lory Dining Services to promote LSC Late Nite During Finals, giving students extra space to study during extended building hours, as well as activities to de-stress and a variety of discounted food options. This initiative has continued to adapt and evolve based on student feedback and lessons learned by each area along the way in order to better serve the student body.
- Colab developed the student career wheel to provide students with educational and professional goals that enhance their learning and prepare them for professional careers after graduation. The program also includes a “Passport” rewards program that serves as a collection of their skills, achievements, and awards while in these positions – information they can use during interviews or to include on resumes. Colab students have a 90% overall placement rate in career positions in the students’ specified fields after graduation.
- Development and implementation of the LSC “Outstanding Student Employee Award” that celebrates student achievement and dedication as Stalwart Rams during their work in the building’s departments.

Goal 4: Research and Discovery – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.
- This spring, Colab developed and implemented focus groups and assessment surveys for ALVS as part of a year-long rebranding process for the organization. Overall coordination including initial marketing meetings, methods and focus group initiation, planning meetings, and moderator communication throughout the entire process were completed. This provided student and professional staff time to conduct real-world research, while giving a key University office valuable information to enhance their services for students.
**Goal 5: Engagement** – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.

- Developed, established, and implemented a day-of directional signage system within the LSC. Includes structural considerations (kiosk selection and design), web development (reservation page), and internal procedures in conjunction with the LSC Signage Committee. Day-of directional signage is free to use and helps participants find their way in the LSC.
- Beginning September 2015, Colab partnered more closely with SLiCE in the form of an all-inclusive marketing effort for its office and programs, as well as 19 hours per week of professional staff coordination and marketing consultation via a newly-created Administrative Professional Communications Coordinator position that also replaces a graduate assistant for Campus Activities. This has led to a deeper collaborative relationship and helped SLiCE achieve more in-depth marketing efforts for its office, including the Do Something CSU campaign, which is a campus-wide initiative to expand the definition of involvement for students and to reach a broader audience than ever before. This campaign will be fully implemented in the fall semester of 2016.
- A partnership was created with Rocky Mountain Student Media Corporation to create videos for use throughout the building and campus to disseminate as necessary to groups outside of campus. These videos focus on outstanding events, activities, initiatives, and people working with the LSC who also increase CSU’s relevance.
- Colab upgraded and began promoting LSC Milestones Tours intended to promote education on the history of the building and the University. LSC provides all materials needed for visitors and constituents to tour the recently renovated LSC, enhance their knowledge of Colorado State history, visit partners, and learn about services and offerings in the building and its grounds.

**Goal 6: Public Interaction / Strategic Partnerships** – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.

- The LSC partnered with Athletics to provide more interactions with students, advertises upcoming sporting events, make sporting event tickets easily available to students, and create community between Athletics and the CSU community with promotions, advertisements, meet-and-greets, and social media interaction.
- Partnering with Rocky Mountain Student Media Corporation, the LSC provided “CTV Live Thursdays” in the building each semester, allowing the campus community to meet and interact with University student broadcasters and re-broadcasting CTV newscasts from the previous evening on the 90” digital screen in the Commons during lunch on Thursdays.
- The LSC began making weekly videos during fall and spring semesters, including four for LSC arts programs, and other events and activities enhancing community and cultural quality of life through the building’s offerings. These productions are disseminated widely through building and campus media.
- The LSC also worked with Student Affairs Advancement to create a video for day of giving; enhance State of Purpose campaign on the LSC website and on digital screens in the building; create, design, and display Advancement information on a special screen in the Legacy Lounge and create art wall for the Legacy Lounge; Design and advertise for LSC giving in CSU’s alumni magazine; and mentor a student athlete through a media internship during the summer.
- Partnered with SDPS offices to make marketing available as necessary, create advertisements, and provide digital space to inform the campus community about varied SDPS programs.
- Colab partnered with CSU Social in the Department of External Relations this year to implement and use a social media information monitoring platform that helps better analyze social media performance against our academic peer institutions.
- Coca Cola partnered with Colab to provide social media prizes to the campus and bring awareness to high-profile events in the building. For example, during Homecoming, a social media contest provided visitors and alumni engagement with LSC milestones and offered a vintage metal cooler containing drink products; and during the Superbowl, a selfie contest in the building offered a Denver Bronco signed helmet to the winner.
**Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement** — CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.

- During the spring semester of 2016, Colab created a new extensive project management training designed to connect office processes with the concept of planning a trip abroad. This training reinforced essential concepts and skills needed in the strategic planning process, enhanced collaboration and teamwork within the office, and gave all staff the opportunity to present the plans they created in front of the entire office. Fourteen staff members participated in the initial implementation of this training, and Colab plans to include it as a regular part of staff training each year.

- Colab developed a new online training system that increases the consistency and quality of staff training, while also including daily interaction with professional staff. The training was widely-lauded by new recruits and current student and professional staff alike. The system not only provides a strong foundation for staff to provide professional work to LSC clients, the site also provides resources for staff to use throughout their time at Colab, allowing for efficient use of time.

**Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate** — Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- The LSC updated gender-inclusive bathroom iconography on day-of directional signage kiosks and all LSC wayfinding. The LSC integrated the newly-created CSU standard symbol for general and all-gender restrooms and created additional iconography used to direct people to all restrooms available in the building and removing all binary restroom symbols symbols.

- Colab developed an upgraded recruiting program, specifically to ensure diversity of staff within its department. The result was a 300 percent increase in underrepresented populations hired in the department. Underrepresented populations now represent 60 percent of the department’s staff.

**Goal 9: Financial Resources** — Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- Colab applied for, and received, merit work-study grants for its entire student staff in spring semester 2015 to apply to the 2015-2016 school year. This resulted in a $33,000 increase in funding to the department.

- The LSC digital screen advertising program offers low cost ways for campus to reach a highly-engaged audience in the building each day. This increased building revenue by $25,000 this year. Student groups and LSC departments and partners receive a 50 percent discount on advertising, and a screen outside of SDPS displays content for offices and initiatives free of charge to those in the SDPS neighborhood.

**Goal 10: Physical Resources** — Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- This year, we created the LSC Signage Committee to enhance the LSC physical environment. The committee is charged with 1) considering how to indicate where to locate meeting rooms for day-of events held in the building, 2) providing advertising options around the LSC in the absence of places to hang posters, 3) creating alternatives to outdoor A-frame signs that pose safety hazards within the building, and 4) creating suggestions and signage tools for LSC departments to use to keep the building clean and uncluttered.
• As a result of the quality of work life survey, Colab implemented an office redesign that maximizes ergonomics, client interaction, employee working conditions, and ADA guidelines. The plan included input from all department staff and some building staff, including Colab clients and partners. The result is a highly-engaged staff and increased productivity.

**Goal 11: Information Management** – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

• The LSC has 20 large-format liquid crystal displays mounted throughout the building to disseminate timely information to building visitors. Many of the displays provide a touch-screen experience that enables users to interact with various types of content including news, weather, events, and maps through a simple user interface that users can access by touching the digital screen. Advertising content, University messaging, photos, and video also rotate continuously rotate through the screens.

• The LSC revived its building blog this year through the updated LSC website, which is powered by a Wordpress platform. Each week, campus is provided information regarding CSU and LSC events, and about the people, awards, and other happenings.

• The LSC enhanced its social presence this year, using new tools to manage, monitor and analyze performance against industry peers and to ensure dissemination of key messages. The initiative led to consolidation of three previously-initiated YouTube accounts, revived an Instagram account, and grew social engagement on platforms including Google+, Facebook, and Twitter by 33 percent.

• Over winter break, Colab rolled out interactive wayfinding on select digital displays throughout the LSC. These digital displays continue to rotate through various content including advertising until the display detects some form of gesturing such as a touch or swipe – similar to how most interactions work on a smartphone. Once interaction has been detected, wayfinding content is immediately displayed and features a map, map key, a menu of various rooms, and an animated route that guides visitors to their destinations.

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

• **Presentations**
  o Colab has hosted an annual training presentation for some of the Campus Activities student staff at the beginning of each fall semester for the last four years to help reinforce marketing best practices and better understand the processes and procedures Colab uses to design various collateral (print and digital), to strategize for more effective marketing efforts, and to continue to improve efficiency and effectiveness in communication.

• **Publications**

• **Honors and recognitions**
  o Recognition by the Conflict Resolution & Student Conduct Services office for creating a marketing program that increased use of their services by 30 percent.
  o Recognition by the Adult Learner and Veteran Services and Dean of Students offices for assessment services and marketing leadership offered to the ALVS office.

**Additionally, please submit an Executive Summary that lists those items you would like to highlight for the DSA Annual Report.**
The LSC showcased its continually evolving building by highlighting building offerings through regular marketing and promotion of its events, programs, and people. This included enhanced communication through an updated website, digital screens with door-to-door navigation, increased social media presence, and digital tools that enhance user experience. It also included placement of advertisements and media stories featured in print, on the web and in broadcast; as well as promotional activity highlighting building happenings. Results of this communication include increased revenue through digital signage ($25K), grants for student learning ($33K), and other revenue-generating areas benefiting from traffic counts averaging 21,000 visitors per day. These communication enhancements also increased student skill-building in LSC Marketing as evidenced by 90 percent in-field career placement after graduation and stellar student recruiting efforts evidenced by a 300 percent increase in office staff diversity.
**Operations:**

**University Strategic Goals**

Goal 1: Access – Deliver on the commitment to inclusive access.
  - n/a

Goal 2: High Quality Academic and Co-Curricular Programs – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
  - n/a

Goal 3: Student Learning Success – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.
  - n/a

Goal 4: Research and Discovery – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.
  - n/a

Goal 5: Engagement – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.
  - n/a

Goal 6: Public Interaction / Strategic Partnerships – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.
  - n/a

Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement – CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.
  - n/a

Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.
  - Promoted and supported an inclusive and diverse work environment.

Goal 9: Financial Resources – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).
  - n/a
**Goal 10: Physical Resources** – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- Maintained a clean facility and comfortable learning environment.
- Prioritized, monitored, and completed the projects listed on the Building Improvement Plan.
- Continued the maintenance of building systems after the builder warranty period.
- Remodeled the north meeting rooms (372, 374, 376, 378, and 380).
- Painted the interior section of the Transfort office.
- Remodeled the Transfort breakroom.
- Replaced the tile floor in the lower level.
- Purchased and installed exterior furniture (umbrellas) in the Sutherland Community Garden.
- Encouraged and supported the recycling needs of the LSC.
- A survey (Skyfactor) of CSU student satisfaction was conducted and the results of the survey showed the LSC Operations Department achieved a cleanliness score of 6.15, which is the highest among six peer institutions.
- The Operations Department also achieved the highest score of 5.91 among six peer institutions in the area of atmosphere.

**Goal 11: Information Management** – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- n/a

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

- **Presentations**
  - n/a

- **Publications**
  - n/a

- **Honors and recognitions**
  - n/a
Student Leadership, Involvement and Community Engagement (SLiCE):

Total service hours contributed from SLiCE programs (including student organizations): ~78,059
Total leadership/personal development training hours through SLiCE program/services: ~ 28,525

From a sheer economic perspective, the value of service provided by CSU students to our local, regional, national, and international communities equates to approximately $1.8M when calculated using the national figure of $23.29 established by the Corporation for National and Community Service. From the perspective of student leadership development, involvement and community engagement: priceless!

Striving toward realizing goals within the SLiCE Strategic Plan, the SLiCE staff was successful in fostering a campus culture that attracts and supports a diverse student body and promotes a diverse culture in which to grow. This was evident in the recruitment and engagement of CSU students from a wide variety of backgrounds involved in SLiCE curricular and co-curricular programs. In order to best serve students, a significant amount of time and effort was focused in the shaping of the SLiCE professional staff team. Hiring included: an Assistant Director of Curricular Programs, a Program Coordinator of Leadership Development, a Program Coordinator for Interdisciplinary Minors, and a temporary Program Assistant. SLiCE further developed a partnership with the LSC, CoLab, and Campus Activities to foster an affirming and creative space for a full-time Communications Coordinator.

Program highlights include:

- **Rams Against Hunger**: The Student Leadership, Involvement and Community Engagement office is home to Rams Against Hunger which provides emergency food relief to students who have no idea where their next meal is coming from or how to pay for it. During the fall and spring semesters, Rams Against Hunger provided a total of 172 students with meals via their RamCard. Each student received 75 meals on their RamCard (or a pro-rated amount based on when they applied for the program). Throughout FY16, the Rams Against Hunger fund received significant support from CSU faculty, staff, students, alumni, and numerous community members who contributed a total of $50,408 to the program. CSU’s Annual Day of Giving on April 21, 2016, featured Rams Against Hunger with over 600 people contributing $14,294 to the fund.

- **Cans Around the Oval**: The Student Leadership, Involvement and Community Engagement office hosted the 29th annual Cans Around the Oval. This single-day food drive, benefitting the Food Bank for Larimer County, brought in $57,030 and 60,364 pounds of non-perishable food items; the most ever recorded!

- **Involvement**: The Student Leadership, Involvement and Community Engagement office registered 476 student organizations, which is a 30 percent increase from the previous academic year. SLiCE staff continuously made improvements to the registration process and communication with student organizations by making the process easier and more efficient.

- **President’s Leadership Program (PLP)**: The Student Leadership, Involvement and Community Engagement office hosted the PLP’s second international leadership experience. This year, in partnership with the Global Livingston Institute and Entusi Center, seven PLP Scholars and two PLP staff members traveled to East Africa for two weeks. The trip and curriculum expanded student experiences related to international and global perspectives on leadership.

- **President’s Leadership Program**: Because of increased intentional recruitment efforts on behalf of Student Leadership, Involvement and Community Engagement staff, 43 percent of the 2016-17 class are students of color. That is nearly a 19 percent increase from the 2015-16 class.

- **Campus Step Up: A Social Justice Retreat**: Fifty-seven student participants completed a pre- and post-program assessment with 16 shared Likert scale (1-5) questions about participants’ comfort in engaging with categories of identity and their level of understanding around social justice concepts. Result highlights included: 98 percent of respondents selected Strongly Agree or Agree to their experiences at the retreat having inspired them to create a safe environment for all people within their community, and 92 percent of respondents selected Strongly Agree or Agree to being better prepared to take action to create change. In addition, participants self-
identified their demographics in open-ended responses and there was a significant shift to using more inclusive language and terms.

- **SLiCE Accounting**: The Student Leadership, Involvement and Community Engagement office accountants opened 69 new Student Organization Financial Accounts (SOFAs) which increased the total number of SOFAs to 415.

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

**University Strategic Goals**

**Goal 1: Access** – Deliver on the commitment to inclusive access.
- (enter item here)

**Goal 2: High Quality Academic and Co-Curricular Programs** – Provide excellent undergraduate and graduate curricular and co-curricular programs, consistent with the full potential of a residential research university, our land-grant mission, the strengths of our faculty and staff, and the needs of our global society.
- **President’s Leadership Program (PLP)**: Led the second year of the PLP five-year vision to support program growth and student demand for leadership development. One hundred seven students participated in PLP either as students in PLP classes, the Interdisciplinary Leadership Studies Minor, or the PLP Scholars program. PLP aims to reach its mission and objectives through course curriculum, retreats and special events, strategic partnerships, and distinct educational opportunities, which occur throughout the year as follows:
  - **Course Curriculum:**
    - IU 170: A Call to Lead I: Theories and Foundations (2 credits)
    - IU 171: A Call to Lead II: Social Change Model (2 credits)
    - IU 270: Leadership Styles I: Personal Application (2 credits)
    - IU 271: Leadership Styles II: Prominent Leadership (2 credits)
    - IU 470: Effective Leadership I: Success as a Leader (3 credits)
    - IU 471: Effective Leadership II: Vision and Change (3 credits)
    - IU 486, IU 487, and IU 498: Practicum/Internship/Research (variable credits)

PLP strives to develop active, informed citizen leaders who practice ethical, inclusive leadership and embody positive humanitarian characteristics such as optimism, service to others, passion, mindfulness, and fairness. PLP challenges and supports students to develop personal leadership by finding purpose and acting positively in society. As a comprehensive leadership development experience comprised of linked academic and experiential courses, PLP’s primary objective is to develop and educate students through:
  - Leadership theories, styles, and practices
  - Personal development
  - Values and ethics
  - Organizational and group behaviors
  - Communication
  - Global and cultural diversity
  - Service and community
  - Purpose and meaning making

The staff recruited for the 2016-2017 pilot program linking the Leadership Development Community to the PLP’s Program’s “A Call to Lead” course. The community will include 34 incoming first-year students. This partnership includes the Living Learning Communities, Residence Life, and the SLiCE Office.

- **Leadership Development Community (LDC)**: SLiCE staff members, in partnership with Residence Life, are continuing to build a residential learning community in Durward Hall. There were 35 students who were
members of the LDC. This year’s community participated in a retreat at the CSU Mountain Campus, REAL Workshops, a minimum of 40 volunteer hours each, and developed a plan for their future. Members of the LDC participated in a total of 1,200 service hours and 1,440 leadership and personal development training hours through their weekly peer-led facilitations.

- **Campus Step Up: A Social Justice Retreat:** Campus Step Up, a three-day two-night social justice retreat, provides student participants the space and opportunity to develop foundational awareness and knowledge about identity and social justice issues while developing skills to act on the issues and causes about which they are most committed. This year’s financial partners were Campus Activities and Residence Life. Campus Step Up was also supported by on-site cluster facilitators, representing various offices across the campus community, including: Residence Life, Off-Campus Life, SLiCE, Campus Recreation, Asian/Pacific American Cultural Center, Conflict Resolution and Student Conduct Services, the Women and Gender Advocacy Center, International Programs, the College of Business, and Center for Advising and Student Achievement. Three undergraduate students also served in cluster facilitator roles. Sixty students and 15 staff members attended the retreat and spent a total of 2,301 hours in training.

- **LeaderShape:** SLiCE hosted the 12th annual six-day LeaderShape Institute for 48 CSU students. Cluster facilitators represented Fraternity and Sorority Life, INTO CSU, College of Engineering, Office of Financial Aid, and included one graduate student. Student participants spent a total of 3,600 hours in training.

- **REAL Experience:** The REAL (Rams Engaging in Active Leadership) Experience aims to be an accessible, straightforward approach to leadership skill development, identity understanding, and exposure to necessary learning competencies emphasized throughout the LSC. REAL provides all interested CSU students with an accessible opportunity to develop and enhance a personal philosophy of leadership. REAL offers various opportunities for students to reflect upon and develop attitudes, knowledge, and skills related to ethical leadership development and practices. Students can either choose to earn a Leadership Preparation Certificate (LPC) or can participate by attending drop-in workshops. This year, there were 51 total workshops presented on 11 topics, with 10 presented exclusively to the Leadership Development Community residential community and 41 workshops were available to the general CSU student population. Overall, 206 students participated in REAL with 28 students receiving an LPC and a total of 798 hours in leadership training.

**Goal 3: Student Learning Success** – Engage students in educational experiences that provide opportunities for deep learning that students can retain and apply before and after graduation. Increase retention, persistence, and graduation rates while eliminating gaps among student populations and reducing time to degree completion.

- **President’s Leadership Program (PLP):** With the on-going support of CSU’s leadership, coupled with the demand by students to engage in leadership development that strives to build excellence, PLP has grown into a comprehensive leadership experience where students can earn a minor in interdisciplinary leadership studies, engage in service-learning and professional internship experiences, and travel internationally to explore leadership from a global perspective. These students’ service and engagement opportunities include:
  - A Call to Lead Spring Service Retreat Weekends
  - PLP Scholars international trip: seven students and two staff members traveled to East Africa for two weeks over winter break
  - Internships and career exploration in the community (all students in the Leadership Styles course participated)

- **Registered Student Organization (RSO) Registration Process:** SLiCE registered 476 student organizations, which is a 30 percent increase from the previous academic year. Much of the increase is attributable to efforts made by the SLiCE Involvement Team who continuously made appropriate improvements to the registration process and communication with student organizations.

  - **RSO Category Breakdown:** (60 RSOs are in more than one category)
    - Academic/Pre-Professional: 155
    - Competitive Sport Club: 29
    - Diversity/International: 71
Fraternity/Sorority Life: 46
Honorary: 22
Political: 8
Programming/Service: 55
Religious/Spiritual: 33
Representative: 41
Social/Recreational: 76

- **Officer Orientations**: One thousand fourteen student officers attended one of the 31 scheduled officer orientations; an increase of five additional orientations from the year before and a SLiCE record.

- **CSU Student Leadership Awards**: Formerly known as Student Organization and Advisor Recognition (SOAR), the CSU Student Leadership Awards materialized over the course of the year to include communities and recognition beyond registered student organizations. This program celebrates formal and informal experiences of student leadership and community engagement both at CSU and in the greater Fort Collins community. To honor and recognize more forms of student leadership and campus and community involvement, the name changed and the celebration reached a broader audience. Nearly 300 students (officers, participants, and volunteers), advisors, and facilitators of SLiCE programs and RSOs attended.

- **Involvement Advising**: SLiCE implemented a pilot program called Involvement Advising in partnership with Residence Life. The Involvement Advising program aims to promote student involvement in a variety of areas. Each 30-minute involvement coaching session focuses on assisting a student in finding involvement opportunities at CSU that fits their interests and passions. Involvement Advising sessions allow students to learn of the diverse and vast amount of involvement opportunities that exist on campus, and yet can still be catered to their indicated interests. Involvement Advising provides a structure for students to create their own idea of involvement and a personalized action plan.

- **Involvement Expo (Fall & Spring)**: The Fall Involvement Expo took place on the LSC Plaza and featured 194 registered student organizations, community agencies, and university departments. The Spring Involvement Expo took place in the LSC Ballroom and featured 106 student organizations.

- **Alternative Breaks**: Alternative Breaks provides CSU students a concentrated service experience over winter or spring break. This year, there were 15 alternative break trips, including one international trip to Panama (note: the alternative break to Kenya was cancelled due to travel warnings). These trips allow students the opportunity to learn about cultures and communities that differ from their own. Students learned about community needs and issues and provided hands-on service to the community in which they were volunteering.

- **30-Day Challenge**: This program emphasizes the mantra that 30 days can change a person’s life and provides a structure for people to engage in personal change on a small scale. Participants do not need to register. Documented challenges ranged from changing diet/nutrition, random acts of kindness, not spending money outside of essentials, and 30 days of exercise.

- **Scholarships**: SLiCE coordinated the following scholarships including applications, selection, and University reporting:
  - 4 El Pomar Scholars
  - 10 Yates Scholars (PLP & ASCSU Pacesetters)
  - 1 Barb Kistler Scholar
  - 1 Bill Neal Scholar
  - 1 Keith Miser ASCSU Student Leader Scholar

  Additionally, SLiCE staff serve on the Puksta Scholar Advisory Board and selection committee.

**Goal 4: Research and Discovery** – Foster and disseminate research, creative artistry, and scholarly accomplishments. Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.

- **Leadership Minor**: Four students completed the interdisciplinary minor for FY15. The inaugural leadership minor forum was offered to provide students with a forum to present their final leadership minor projects to
CSU community members and future minor students. Project topics ranged from assessing the level of graduation preparation of a cultural center, how cultural incompetence can perpetuate health disparities in the U.S., effective leadership approaches in conservation organizations, and the transitional needs of college seniors entering the workforce.

**Goal 5: Engagement** – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.

- **Alternative Breaks**: This year, the Alternative Break program successfully hosted 15 (14 domestic and 1 international) service trips over spring break. There were a total of 164 student participants who provided 4,920 hours of direct community service to 15+ non-profit agencies, both nationally and internationally. There were 30 student site leaders who spent a total of 1,500 hours completing leadership training in the Alternative Break site leader school and during trip meetings in order to successfully execute trips. Remaining participants spent a total of 1,675 hours completing leadership training.

- **Associated Students of Colorado State University (ASCSU) Advising**: SLiCE staff provided advising to ASCSU, as well as supported other staff members across the University that served in advising capacities. SLiCE staff direct advising roles included:
  - **Cabinet**: President, Vice President, Chief of Staff, Deputy Chief of Staff, Director of Finance & Controller, Board of Student Organization Funding, Department of Traditions: Homecoming Alumni Reunion, Pacesetters with Yates Scholarships, Keith Miser Leadership Scholarship, Elections Manager
  - **Legislative**: Senate Chair, Recruitment Officer, General Senators
  - **Judicial**: Chief Justice

- **AmeriCorps**: Completed 13th year in the federal AmeriCorps Education Award Program. AmeriCorps lost its funding nationally and SLiCE staff members audited all files for program completion. The program is expected to completely close in August 2016.

- **Cans Around the Oval**: This event collected 60,364 pounds of food and raised $57,030 in monetary donations for the Food Bank for Larimer County during the 29th annual Cans Around the Oval. Consecutive events including Supply Distribution Day, CANstruction, and Collection day were successful and helped the campus community gain a better understanding about hunger awareness. A collaborative partnership was also created between the Food Bank’s public relations staff and CSU’s Office of External Relations. This intentional effort reflected several articles featured in local news outlets. A total of 157 campus and community groups participated in the event. Overall, there were approximately 15,055 individual participants who contributed 28,966 service hours to make this a successful event.

- **CSUnity**: One thousand thirty-nine student volunteers completed an estimated 8,380 hours of service with 203 neighbor projects and 59 non-profit and government agency projects. In reviewing survey results, 90 percent of long-term residents reported that they were satisfied with the service they received and 81 percent reported that because of the program they had a greater appreciation for having CSU students in their community. In regards to the volunteer work done by CSU students, 77 percent of participating agencies indicated that they were very satisfied and 11 percent reported they were satisfied.

- **CSU Serves**: CSU Serves is an opportunity for Registered Student Organizations to participate in community service on Saturdays throughout the academic year in exchange for funding for their organization. SLiCE partners with United Way’s 2-1-1 Program to meet the needs of the community. This year, there were 623 volunteers who completed 1,869 hours of direct community service.

- **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 fifth annual Project Homeless Connect (PHC) event. This event brought awareness to the issue and provided support to the homeless and nearly homeless population in Fort Collins. This year, 450 student volunteers were paired in a one-on-one setting with a community member who was homeless or nearly
homeless. Approximately 350 community members benefited from the resources provided at PHC. In total, student volunteers spent 450 hours in training and 2,475 hours providing direct community service.

- **PRAXIS**: PRAXIS is a program where students design their own community service project and are given a grant to make the project happen. PRAXIS successfully funded two social change programs including The Blank Monologues and Swipe Out Hunger. The Blank Monologues was a theatrical performance focused on social justice issues at CSU and was performed at the LSC with three showroomgs. Over 400 people attended the event and money raised from ticket sales resulted in a $2,040 donation benefiting iEmpathize and Crossroads Safehouse. Swipe Out Hunger was a food-drive event hosted in the residence halls in which students could purchase pre-packaged items and donate them directly in the dining center. Over 800 pounds of food was donated to the Food Bank for Larimer County from this program and the organizer estimates just over 1,000 students participated in donating food items.

- **SLiCE Adaptive Swim (SAS)**: SLiCE Adaptive Swim continued to offer two swim sections throughout the fall and spring semesters (Thursdays and Sundays). This year, 49 student volunteers completed 2,295 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 686 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 teens on Friday nights throughout the academic year. This year, there were 34 student volunteers paired with 28 teens. The students completed 272 hours in training and personal development and 808 hours of direct service.

- **Ram Serve**: Held a successful Ram Serve project for 160 new CSU Key students who completed 320 hours of community service and four hours of leadership training for team leaders. Community partners for these projects included River Rock Cohousing, Food Bank for Larimer County, Respite Care, The Gardens at Spring Creek, The Farm, Sustainable Living Fair, and Elderhaus.

- **Volunteer Project Matching**: This program is in place to support students who are looking to find more long-term volunteer experiences in the Fort Collins Community. SLiCE also utilizes this program to promote service opportunities to interested students through the SLiCE Service Central Newsletter. Two hundred fifty-nine students submitted interest forms and 52 agencies submitted information regarding service events.

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**Goal 6: Public Interaction / Strategic Partnerships** – Enhance community and cultural quality of life through sharing the intellectual life of the university, the arts, and intercollegiate athletics.

- **Community Partners**: Below are the campus departments, agencies/local residents, and businesses that SLiCE partnered with:

<table>
<thead>
<tr>
<th>Ace Hardware</th>
<th>High Plains Environmental Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE: A Community for Education</td>
<td>Home Depot</td>
</tr>
<tr>
<td>Adaptive Recreation Opportunities (ARO)</td>
<td>Housing and Dining Services</td>
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<tr>
<td>Adoption Dreams Come True</td>
<td>IM’ Unique</td>
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<tr>
<td>Adoption Speaks</td>
<td>Innately U</td>
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<tr>
<td>Alexa’s Hugs</td>
<td>International Programs</td>
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<tr>
<td>Alliance for Suicide Prevention</td>
<td>International Rescue Committee</td>
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<tr>
<td>Alpha Center</td>
<td>Invictus Initiative</td>
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<tr>
<td>Alternatives to Violence</td>
<td>Joseph’s Hardware</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>Junior Achievement Rocky Mountain Inc.</td>
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<tr>
<td>AmeriCorps NCCC</td>
<td>Justice Now</td>
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<tr>
<td>Arc Thrift Stores</td>
<td>KCSU</td>
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<tr>
<td>Arms of Love International</td>
<td>Kids at Heart</td>
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<tr>
<td>Arthritis Foundation</td>
<td>Lakota Solar Enterprises</td>
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<tr>
<td>ASCSU</td>
<td>Larimer County Child Advocacy Center</td>
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<tr>
<td>Asian Pacific Women’s Center</td>
<td>Larimer County Department of Human Services, Volunteer Program at Children, Youth &amp; Families Division</td>
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<tr>
<td>ATA Family Martial Arts</td>
<td>Larimer County Natural Resources</td>
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<tr>
<td>Athletics</td>
<td>Lighthouse Central Florida</td>
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<tr>
<td>Bee Family Centennial Farm Museum</td>
<td>Lory Student Center</td>
</tr>
<tr>
<td>Bohemian Nights</td>
<td>Loveland Housing Authority / Silver Leaf I &amp; II Apartments</td>
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<tr>
<td>Boys &amp; Girls Clubs of Larimer County</td>
<td>Loveland Youth Gardeners</td>
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<tr>
<td>Breakthrough</td>
<td>March of Dimes</td>
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<tr>
<td>Burt’s Logo Apparel</td>
<td>Motor City Blight Busters</td>
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<tr>
<td>Cam’s Lobby Shop</td>
<td>Motor Pool</td>
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<tr>
<td>Campus Rec</td>
<td>Muscular Dystrophy Association</td>
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<tr>
<td>Canyon Lakes Ranger District – U.S. Forest Service</td>
<td>National Coalition for the Homeless</td>
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<tr>
<td>CARE Housing Greenbriar</td>
<td>National MS Society Colorado – Wyoming Chapter</td>
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<td>CARE Housing Provincetown</td>
<td>Neighbor to Neighbor</td>
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<tr>
<td>CARE Housing Swallow</td>
<td>No More Deaths</td>
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<tr>
<td>CARE Housing Windtrail</td>
<td>Northern Colorado AIDS Project</td>
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<tr>
<td>Catalina Island Campus</td>
<td>Northern Colorado Shares</td>
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<tr>
<td>Catholic Charities</td>
<td>Off-Campus Life</td>
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<tr>
<td>CEASPA</td>
<td>Oregon Food Bank</td>
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<tr>
<td>Center for Independent Living</td>
<td>PFLAG Fort Collins/Northern Colorado</td>
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<tr>
<td>ChildSafe</td>
<td>Pickle Barrel</td>
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<tr>
<td>Chipotle Mexican Grill</td>
<td>Pine Ridge Reservation</td>
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<tr>
<td>City of Fort Collins Parks</td>
<td>Pizza Casbah</td>
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<tr>
<td>City of Fort Collins Sports Program</td>
<td>Plenty Heirloom Farms</td>
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<tr>
<td>City of Fort Collins Utilities</td>
<td>Portland Fruit Tree Project</td>
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<tr>
<td>City of Fort Collins, Natural Areas Department</td>
<td>Poudre Landmarks Foundation</td>
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<tr>
<td>City of Fort Collins, The Farm</td>
<td>Poudre River Public Library District</td>
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<td>City of Loveland</td>
<td>Poudre School District</td>
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<tr>
<td>Clay’s Ace Hardware</td>
<td>Project Self-Sufficiency</td>
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<tr>
<td>Collegian</td>
<td>Ram Card Office</td>
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<td>Colorado 4-H</td>
<td>Realities For Children</td>
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<td>Colorado Dance Collective</td>
<td>Redtail Ponds Permanent Supportive Housing</td>
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<tr>
<td>ColoradoCareYES</td>
<td>Respite Care</td>
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<tr>
<td>Community for Creative Nonviolence</td>
<td>Residence Hall Association</td>
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<tr>
<td>Crossroads Safehouse</td>
<td>Rivendell School</td>
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<tr>
<td>CSU Environmental Learning Center</td>
<td>River Rock Cohousing</td>
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<td>CSU Public Relations Office</td>
<td>River Song Waldorf School</td>
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<tr>
<td>Denver Rescue Mission</td>
<td>Rocky Mountain Raptor Program</td>
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<tr>
<td>Downtown Women’s Center</td>
<td>SAINT Volunteer Transportation</td>
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<tr>
<td>Easter Seals Colorado</td>
<td>SAVA Center</td>
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<tr>
<td>Easter Seals Daybreak</td>
<td>Spoons, Soups, and Salads</td>
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<tr>
<td>Elderhaus Adult Day Program</td>
<td>St. Bernard Project</td>
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<tr>
<td>Event Planning Office</td>
<td>Sunflower Active Adult Community-American Retirement Properties</td>
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<tr>
<td>Exodus Moving</td>
<td>The Arc of Larimer County</td>
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<tr>
<td>Food Bank for Larimer County</td>
<td>The Beat Within</td>
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<tr>
<td>Fort Collins Cat Rescue &amp; Spay/Neuter Clinic</td>
<td>The Center for Family Outreach</td>
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<tr>
<td>Fort Collins Food Co-op</td>
<td>The Children's Place</td>
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<tr>
<td>Fort Collins Habitat for Humanity</td>
<td>The Family Center/La Familia</td>
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<tr>
<td>Fort Collins Municipal Railway Society</td>
<td>The Farm at Lee Martinez Park- City of Fort Collins</td>
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<tr>
<td>Fort Collins Natural Areas</td>
<td>The Gardens on Spring Creek</td>
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<tr>
<td>Fort Collins Read Aloud</td>
<td>The Geller Center</td>
</tr>
<tr>
<td>Fort Collins Special Olympics</td>
<td>The Matthews House</td>
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<tr>
<td>Fraternity and Sorority Life</td>
<td>The Salvation Army Loveland</td>
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<tr>
<td>Friends of Happy Heart Farm</td>
<td>The Villages</td>
</tr>
<tr>
<td>Friends of L'Arche Fort Collins</td>
<td>Town of Estes Park</td>
</tr>
<tr>
<td>Fuzzy's Taco Shop</td>
<td>United Way of Larimer County</td>
</tr>
<tr>
<td>Gift of Life Bone Marrow Foundation</td>
<td>Volunteers of America</td>
</tr>
<tr>
<td>Growing Gardens</td>
<td>Wildlands Restoration Volunteers</td>
</tr>
<tr>
<td>Halcyon Hospice and Palliative Care</td>
<td>YMCA Camp Campbell</td>
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<tr>
<td>Hearts and Horses Therapeutic Riding Center</td>
<td>Zenger Farms</td>
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</tbody>
</table>

- **President’s Leadership Program (PLP):** SLiCE, in partnership with the Office of the Provost and the Sports Management Minor, welcomed Lupe Lemos-Sigward as the Program Coordinator of Interdisciplinary Minors.

  In January, the established partnership with the Global Livingston Institute and Entusi Center resulted in the second international leadership experience when PLP Scholars traveled to East Africa. The trip and curriculum leading up to the experience expanded student experiences related to international and global perspectives on leadership.

  Below are the campus departments, agencies/local residents, internship sites, and businesses that PLP partnered with:

<table>
<thead>
<tr>
<th>Boettcher Foundation</th>
<th>Entusi Center</th>
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<tbody>
<tr>
<td>Burns Marketing</td>
<td>FoCo Café</td>
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<tr>
<td>Canine Learning Center</td>
<td>Foresters Financial Services</td>
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<tr>
<td>College of Engineering</td>
<td>Fort Collins Cat Rescue</td>
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<tr>
<td>Colorado Leadership Alliance (CLA)</td>
<td>Global Livingston Institute</td>
</tr>
<tr>
<td>Columbine Health Systems</td>
<td>Lincoln University</td>
</tr>
<tr>
<td>Come, Let's Dance</td>
<td>Lory Student Center</td>
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<tr>
<td>CSU – Alliance Partnerships</td>
<td>Office of Senator Michael Bennet</td>
</tr>
<tr>
<td>CSU – ASCEND</td>
<td>Office of the President</td>
</tr>
<tr>
<td>CSU – Biochemistry and Molecular Biology Lab</td>
<td>Office of the Provost</td>
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<tr>
<td>CSU – Communication Studies</td>
<td>Open Stage Theatre</td>
</tr>
</tbody>
</table>
• **CSUnity**: This was the 9th year that SLiCE partnered with the Alumni Association to host CSUnity. Students participated in service projects in the Fort Collins and Loveland community, while alumni hosted service projects in other cities around the U.S. including: Boulder, Chicago, Colorado Springs, Denver, Kansas City, Las Vegas, Minneapolis, Los Angeles, San Diego, San Francisco, and Washington D.C.

• **SLiCE Adaptive Swim**: The Fort Collins’ Commission on Disability selected Colorado State University’s Student Leadership, Involvement & Community Engagement (SLiCE) Adaptive Swim as “Service Provider of the Year” during the annual Mayor’s Awards 2015, held Thursday, October 15. This year’s nomination came from Darrick and Hettie Hueber, parents of an Adaptive Swim participant.

**Goal 7: Excellence in Staffing: Hiring, Professional Development, Employee Engagement** – CSU will recruit and retain the highest quality Faculty, Administrative Professionals, State Classified personnel, and students at appropriate levels that meet the needs of programs and represent the diversity of society. Support with competitive compensation and benefits. Focus on positive work-life balance for all employees and consider the impact decisions have on employee health, wellness, safety, and security. Recognize and reward outstanding performance at all levels. Provide access to professional and personal development for all employees. Focus on themes of lifelong learning, core competency, leadership, promotion‐advancement‐progression, opportunity, problem solving, and taking the initiative.

• SLiCE successfully conducted two national searches: Assistant Director for Curricular Leadership (hired Stephanie “Mo” Moreira), the Program Coordinator for Leadership Development (hired Jess Dyrdahl), and one regional search (hired Lupe Lemos-Sigward).

• SLiCE created a temporary Program Assistant position to assist with the President’s Leadership Program and the Alternative Break Program (hired Kelsey Baun).

• In cooperation with the Student Affairs in Higher Education graduate program, SLiCE hosted two graduate assistantships working with our co-curricular leadership programs and volunteer programs. Additionally, SLiCE worked in collaboration with the LSC and Campus Activities to host a shared graduate assistant whose primary focus was assessment.

• SLiCE staff members value professional development and participated in a variety of campus, local, and national trainings, conferences, and institutes. Some examples include: Campus: Diversity Symposium, Professional Development Institute, Safe Zone training and supporting transgender students and staff webinar, VP of Diversity workshops and updates; Local: Leadership Fort Collins; National: NASPA, University of Michigan Intergroup Dialogue.

• Several SLiCE staff members are trained as search chairs and one staff member is a trained equal opportunity coordinator. Staff served on searches inside and outside of SLiCE, including: Residence Life, El Centro, LSC Dining Services, and Campus Activities.

• SLiCE provided employment for 30 undergraduate students and offered a substantial on-boarding/training program.

**Goal 8: Inclusive Excellence: Diversity, Equity (Fairness?) and Climate** – Promote an inclusive, diverse, and equitable campus climate which welcomes, values, and affirms all members of the CSU community; provide opportunities that
further develop awareness, knowledge, and skills in relation to diversity and equity; support inclusion best practices that promote accountability; and promote and advocate for equitable and inclusive University policies.

- **President’s Leadership Program (PLP):** Staff worked intentionally and extensively to increase the percentage of students of color in the program, while program administration and instructors continue to work diligently to ensure the necessary support is offered to retain these students. In the spring, there was an emphasis placed on recruiting students from Denver Public Schools and partnering with other CSU retention and involvement programs (Key Communities and Colorado Challenge) in order to visit high schools and present to admitted CSU students and scholars. Through this, SLiCE built additional on-campus relationships in the Office of Admissions and the First-Year Learning Programs. The Office of Admissions also highlighted PLP in some of their monthly emails as well as posted the PLP application onto the *SchoolsApp*, where admitted students are able to see how to become engaged prior to arriving on campus. Because of these efforts, 43 percent of the 2016 – 2017 class of PLP students are students of color. That is nearly a 19 percent increase from last year’s class.

**PLP Students of 2015 - 2016: 107 Students**
- Female: 69.8%
- Minority (students of color): 23.4%
- Residential: 82.2%
- Pell Recipient: 23.6%
- First Generation: 22.4%

**Recruitment and Selection of Students for 2016 - 2017: 172 selected students**
- HS Applicant Demographics: 100 students
  - Female: 68.27%
  - Minority (students of color): 42.31%
- CSU Applicant Demographics: 72 students
  - Female: 66.67%
  - Minority (students of color): 44.7%
  - No Prior PLP Experience: 66.67%

Enrollment year at CSU - First Year: 44.31%; Second Year: 27.78%; Third Year: 11.11%; Fourth Year: 15.3%, Non-traditional Students: 0.5%

In April, SLiCE and PLP partnered with the Office of International Programs, the GLBTQQA Resource Center, RamEvents, the Black/African American Cultural Center, and the Women and Gender Advocacy Center to host Clare Byarugaba, a Human Rights & LGBT activist and feminist based in Uganda. During her visit to CSU, Clare met with student and University leadership representatives. Her featured presentation for the evening was called “Leadership through Activism: A Ugandan/LGBT Perspective.” All PLP students and affiliates attended this event as well as additional CSU students, campus partners, and a variety of community members.

- **LeaderShape Institute:** This six-day retreat 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; and produce extraordinary results. This year, there was a concerted effort in the recruiting and selection processes to increase the inclusion of students with minoritized and marginalized identities leading to a 26.5 percent increase in proportion of students of color (45.8 percent of the total participants), participation of seven international students and one student athlete, two-thirds of cluster facilitators identifying as people of color, and a broad range of other marginalized identities present in the space.

- **Campus Step Up: A Social Justice Retreat:** During the January 2016 session of Campus Step Up, 57 student participants (16-First years, 8-Sophomores, 15-Juniors, 16-Seniors, 2-Graduate Students) engaged in learning and dialogue around identity and social justice issues. Of those that participated, 40.5 percent identified as
students of color, 36.8 percent identified as LGBTQ, and represented a wide range of religious and socio-economic identities.

Pre- and post-assessments were conducted with 16 shared Likert scale (1-5) questions about participants’ comfort in engaging with categories of identity and their level of understanding around social justice concepts. The aggregated responses improved across the board from the pre- to the post- assessment. Two important highlights: Q9: My experiences at the retreat have inspired me to create a safe environment for all people within my community – 98 percent of respondents selected Strongly Agree or Agree, and Q11: I am better prepared to take action to create change – 92 percent of respondents selected Strongly Agree or Agree.

- **Student Organization Registration and Recognition:** The student organization registration and recognition process enables interested students to form and join organizations to promote common interests. This year, 476 student organizations registered with and were recognized by the SLiCE office. A total of 71 Registered Student Organizations (RSOs) identified themselves as fostering a campus culture supporting diverse students. These organizations were identified as actively enhancing campus diversity because their mission focused on one or more of the following aspects of diversity: racial/ethnic identity, country of origin, multiculturalism, religion, ability, foreign language, or social justice/social change.

- **Alternative Breaks:** Staff members worked closely with the International Programs Office to offer one international break (Panama). Students attending the Panama trip worked 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. Alternative Break students reported greater knowledge of social issues and environments outside of CSU/Fort Collins, greater community connections/friendships, and greater commitment to civic involvement. Alternative Break students also demonstrated statistically a significant reduction in color-blind racial attitudes after participating in an Alternative Break compared to before the Alternative Break program (and compared to a control group). Color-blind racial attitudes are beliefs that race is unimportant and has no impact on people’s lives.

Below is this year’s list of Alternative Break trips and the corresponding issues that each trip focused on:

<table>
<thead>
<tr>
<th>Location</th>
<th>Issue of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achiote, Panama</td>
<td>Ecotourism</td>
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<tr>
<td>Atlanta, GA</td>
<td>Refugees</td>
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<tr>
<td>Austin, TX</td>
<td>Education</td>
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<tr>
<td>Boulder Creek, CA</td>
<td>Sophomore/Year 2/Youth</td>
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<tr>
<td>Catalina, CA</td>
<td>Environment</td>
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<tr>
<td>Detroit, MI</td>
<td>Social Justice/Art Revitalization</td>
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<tr>
<td>Kansas City, MO</td>
<td>Urban Youth</td>
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<tr>
<td>Los Angeles, CA</td>
<td>Gender</td>
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<tr>
<td>New Orleans, LA</td>
<td>Disaster Relief</td>
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<tr>
<td>Nogales, AZ</td>
<td>Immigration</td>
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<tr>
<td>Orlando, FL</td>
<td>Youth/Ability</td>
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<tr>
<td>Pine Ridge, SD</td>
<td>Sustainability</td>
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<tr>
<td>Portland, OR</td>
<td>Food Justice</td>
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<tr>
<td>San Francisco, CA</td>
<td>Criminal Justice</td>
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<tr>
<td>Washington, DC</td>
<td>Homelessness/Poverty</td>
</tr>
</tbody>
</table>

- **Project Homeless Connect:** SLiCE partnered with Homeward 2020 and the Bohemian Foundation to sponsor Project Homeless Connect. This event raised students’ awareness of homelessness in the Fort Collins
community while providing fundamental resources to the homeless and nearly homeless population. Student volunteers paired one-to-one with community members seeking resources. Student volunteers thoughtfully prepared for this service by reading about and researching this social issue prior to the event. Participating volunteers mentioned that they experienced an increased knowledge of homelessness/poverty and had the opportunity to foster a personal one-on-one connection with people experiencing homelessness.

**Goal 9: Financial Resources** – Develop enhanced revenue resources to support high quality programs and operations through enrollment management, capital campaigns, and grants, contracts, and fees for service (includes auxiliaries).

- **Individual and Registered Student Organization Travel Grant**: Funded and administered by ASCSU, and advised by a SLiCE staff member, 22 grants were awarded for leadership and/or academic conference travel, totaling four individuals, and 18 registered student organizations. The allotted amount for grant spending for the 2015-2016 year was $12,000, which was fully awarded by the December funding session.

- **Food Insecurities Committee**: SLiCE led in the coordination of this campus committee, working in close collaboration with the Food Bank for Larimer County. This committee is tasked with how to best address the food insecurity needs of our campus community. The committee’s current priority is providing free/reduced meal swipes at Residence Hall dining facilities along with coordinating a marketing plan to inform the CSU community about resources available to them. Additionally, the committee strives to identify more resources to support the campus community. During the fall and spring semesters, Rams Against Hunger provided a total of 172 students with meals via their RamCard. Each student received 75 meals on their RamCard (or a pro-rated amount based on when they applied for the program). Throughout FY16, the Rams Against Hunger fund received significant support from CSU faculty, staff, students, alumni, and numerous community members who contributed a total of $50,408 to the program. CSU’s Annual Day of Giving on April 21, 2016, featured Rams Against Hunger with over 600 people contributing $14,294 to the fund.

- **SLiCE Staff**: SLiCE worked with the University Technology Fee Advisory Board for $15,180 in funding. The funding covered the annual CollegiateLink/RamLink contract and student staff employees. SLiCE staff also worked closely with the Student Fee Review Board (SFRB) and student liaison to review budgets and assess programs and student participation to ensure the fee assessed is maximized. The SLiCE staff hosted a fall tour and overview for SFRB members and a spring budget review. The current SLiCE fee is: $18.16 for fall/spring, and $11.81 for summer. Starting next fiscal year, SLiCE will collect fees from part-time students.

- **President’s Leadership Program (PLP)**: PLP received $2,000 through a Target grant to benefit the student service learning trips during the spring semester. PLP also received $11,500 from the Coca-Cola campus contract. The SLiCE staff worked closely with the Office of the President, Provost, Vice President for Student Affairs, and the LSC Executive Director to coordinate funding for the President’s Leadership Program.

- **SLiCE Accounting**: The Student Leadership, Involvement and Community Engagement office accountants opened 69 new Student Organization Financial Accounts (SOFAs) which increased the total number of SOFAs to 415.

**Goal 10: Physical Resources** – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

- **Student Organization Center (SOC)**: The SOC is located on the first floor of the LSC. The resource room and community gathering space contains four computer-desk workstations, office space, an open lounge area, 65 multi-use and sized rentable lockers, a small conference room – only able to be reserved by Registered Student Organizations (RSOs), a black and white printer, a variety of art supplies, colored printer paper, a die-cut machine, and a laminator. The SOC is a space available to all members and advisors of RSOs to utilize for organizational purposes. This space was designed to help supplement the necessary resources for enhancing activities and increasing the success of RSO programs and events. General use of the room is free of charge as the cost is paid for through ASCSU and SLiCE from student fees.

- **Student Organization Center Open Houses**: There were two open houses in the SOC this year, one each semester. Both open houses had approximately 40 RSO members attend. The fall open house sought to create a welcoming atmosphere, and aimed to build community, orient students to the SOC, and facilitate connections.
between SLiCE and RSO members. The spring open house focused more on RSO officers, offering them informal guidance with RamLink troubleshooting and being mindful of their officer transition at the end of the academic year. Food and activities were involved in each open house.

**Goal 11: Information Management** – Implement, operate, and maintain robust information management systems and processes to meet campus needs for security, flexibility, and efficiency of operations; and capture data to facilitate assessment of institutional and program effectiveness to inform continuous improvement.

- **President’s Leadership Program (PLP):** The following assessment tools were utilized during the 2015-2016 year for PLP:
  - Institutional Research, Planning, and Effectiveness
  - Retention Assessment
  - Instructor Assessment
  - Budget Review and Fiscal Management
  - Incoming PLP Students and Recruitment Data
  - Internal CAS Assessment

PLP students completed the supplemental instructor questionnaire. This year’s questions were designed to directly relate to the learning outcomes and objectives of the course. On average, PLP students reported they either “agree” or “strongly agree” instructors...

**2015-2016 Instructor Average:**

<table>
<thead>
<tr>
<th>Statement</th>
<th>August 2015</th>
<th>May 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>...prepare for class sessions, retreats, and one-on-one meetings</td>
<td>(4.66)</td>
<td></td>
</tr>
<tr>
<td>...demonstrate investment in class community</td>
<td>(4.77)</td>
<td></td>
</tr>
<tr>
<td>...create an inclusive and supportive learning environment</td>
<td>(4.82)</td>
<td></td>
</tr>
<tr>
<td>...connect class material to everyday life</td>
<td>(4.65)</td>
<td></td>
</tr>
<tr>
<td>...use class activities to enhance student’s understanding of course content</td>
<td>(4.67)</td>
<td></td>
</tr>
<tr>
<td>...encourage the exploration of leadership styles and theories</td>
<td>(4.66)</td>
<td></td>
</tr>
<tr>
<td>...challenge students to grow as individuals</td>
<td>(4.67)</td>
<td></td>
</tr>
<tr>
<td>...are available and supportive of education and experiences outside of class</td>
<td>(4.69)</td>
<td></td>
</tr>
</tbody>
</table>

PLP students completed a survey based on the Council for the Advancement of Standards in Higher Education standards for leadership education programs. Using a scale of 1 (Strongly Disagree) - 5 (Strongly Agree), students responded to statements regarding varying skills and areas of awareness. A pre-test, post-test model was implemented to capture changes in perceptions and potential impact of PLP. Students reported higher average scores in all eight areas of skills and awareness after taking PLP than prior. On average, students increased in all areas of skill and awareness by .71 from August to May (the duration of the class); an average increase of 14 percent.

<table>
<thead>
<tr>
<th>Area</th>
<th>August 2015</th>
<th>May 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>...to communicate effectively with others</td>
<td>3.80</td>
<td>4.49</td>
</tr>
<tr>
<td>...understand their personal values</td>
<td>3.83</td>
<td>4.67</td>
</tr>
<tr>
<td>...understand the importance of ethics in leadership</td>
<td>3.82</td>
<td>4.51</td>
</tr>
<tr>
<td>...have confidence as a leader</td>
<td>3.68</td>
<td>4.53</td>
</tr>
<tr>
<td>...work collaboratively with others</td>
<td>3.85</td>
<td>4.54</td>
</tr>
<tr>
<td>...value social responsibility and community involvement</td>
<td>3.90</td>
<td>4.58</td>
</tr>
<tr>
<td>...understand the advantages and challenges of a diverse society</td>
<td>3.87</td>
<td>4.58</td>
</tr>
<tr>
<td>...have critical thinking and problem solving skills</td>
<td>3.75</td>
<td>4.28</td>
</tr>
</tbody>
</table>

- **RamLink:** SLiCE utilizes RamLink, the CSU involvement hub for students. Students are able to register their organization and communicate with current and potential new members. Additionally, students utilize RamLink to identify potential involvement opportunities which include but are not limited to, student organizations,
Other interesting highlights that are not included in the Strategic Plan

- Presentations
  - Agricultural Ambassadors Fall Retreat facilitated by Sarah Stephens for the College of Agriculture and the registered student organization, Agricultural Ambassadors
  - “Human, Knot Again” (as in, Facilitation 101) and “Social Excellence” facilitated by Sarah Stephens for registered student organization officers at the Officer Retreat
  - “Officer Orientation” presented by Sarah Stephens for registered student organization officers
  - “Cycle of Socialization” (2 presentations) undergraduate social work diversity class (one fall semester, one spring semester) by Jen Johnson
  - “Cans Around the Oval” Polaris School October 2015 by Jen Johnson
  - “Mixed Methods” PhD Course April 2016 by Jen Johnson
  - “Praxis Info Session” presented by Jenn Rieskamp for Puksta Scholars
  - “Leading Through Service” presented by Jenn Rieskamp for the REAL program
  - “CSUnity Team Leader Training” presented by Jenn Rieskamp
  - “Cans Around the Oval” for Plymouth Congregational Church by Jenn Rieskamp
  - “Do Something CSU!” presented by Hermen Diaz for Orientation and Transitions Programs – Transfer Students, BioMedical Sciences First Year Seminar, Residence Life, Front Range Community College, Admissions, TILT, Upward Bound
  - “SLiCE Involvement” presented by Hermen Diaz for BAACC Resource Fair
  - Investigation Team Training presented by Hermen Diaz for Conduct and Conflict Resolution
  - Campus Step Up Facilitator Training presented by Hermen Diaz
  - “Situational Leadership” presented by Patton Lowell for the REAL Program
  - “Teamwork Makes the Dream Work” presented by Kelsey Baun for REAL program

- Publications
  - n/a

- Honors and recognitions
  - President’s Leadership Program (PLP): The PLP Spring Celebration and Closing Banquet brought closure to the school year and the PLP classes by recognizing students, staff, instructors, donors, internship supervisors, and other individuals associated with the President’s Leadership Program. CSU President Dr. Tony Frank and Vice President for Student Affairs Dr. Blanche Hughes awarded certificates and medals to students who completed the three-year program. Students completing the minor in leadership studies received a pin. Additionally, the prestigious Barb Kistler Award for Ethical and Mindful Leadership was awarded to one Effective Leadership student, at the end of the program. Throughout the program, students spoke about their involvement with the PLP program regarding scholarship and engagement. Additionally, every PLP student received a certificate from their instructors for completing the year in either “A Call to Lead,” “Leadership Styles,” or “Effective Leadership.”

  Barb Kistler Award for Ethical and Mindful Leadership: Aubriel Jones
  PLP Graduates: Sarah Bibbey, Ashley Brown, Marissa Hodak, Sean Rogers, Avery Rothe
  Interdisciplinary Leadership Studies Minor Graduates: Ousman Ba, Lucas Suazo, Nakayla Lestina, Kellyn Davis
  Special Engagement Recognition: Kevin Westhoff
PLP was recognized as a Top 10 Finalist in the *Degree Program with Emphasis on Leadership Development/Organizational Development* category by Leadership Excellence (a partner of HR.com). For over 33 years, Leadership Excellence has identified and recognized the top leadership organizations, programs, and individuals.

- **ASCSU Advisor of the Year**: Bruce Mann, SLiCE Assistant Director for Co-Curricular Leadership
- **SLiCE Leadership Award**: winners included:
  - *Outstanding Student Organization of the Year*: Fort Collins Rotaract
  - *Outstanding New Student Organization of the Year*: Generation Outreach
  - *Best Student Organization New Program of the Year*: Chinese Student and Scholars Organization’s Welcome Reception
  - *Student Organization Community Service Program*: Africans United’s “Lose-a-Watt PorchLight”
  - *Student Organization Social Program of the Year*: Indian Student Association’s “Ganesh Chaturthi”
  - *Student Organization Academic/Educational Program of the Year*: No More Injustice’s “Enslaved”
  - *Student Organization Cultural Program of the Year*: Latin American Students and Scholars Organization’s “Racias Latinas”
  - *Outstanding Student Organization Officer of the Year*: Alexandra Orahovats of Fort Collins Rotaract
  - *Outstanding Student Organization New Member of the Year*: Holland Schellhase of National Residence Hall Honorary
  - *Student Organization Emerging Leader*: Haylee Rodgers of Pi Beta Phi
  - *Sport Club Coach/Faculty Advisor of the Year*: Brent McKim
  - *Sport Club Carole Becker Officer of the Year*: Kenzie Baer
  - *Sport Club New Officer of the Year*: Laura Schreck
  - *Most Improved Sport Club of the Year*: Women’s Soccer
  - *Bill Hill Sport Club of the Year*: Women’s Lacrosse
  - *Sport Club Volunteer of the Year*: Hanna Brown
  - *Outstanding PRAXIS Award*: Bailey Cross and Lindsey Paricio
  - *Overall Student Organizations Advisor of the Year*: Lauren Ankarlo of Up ’Til Dawn