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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.

Values:
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 successfully implemented an inclusive access textbook program (online course materials) to help decrease course materials costs while providing improved access to course materials for all students.
- The LSC Arts Program provided eight high-quality art exhibitions in the Curfman Gallery, the Duhesa Gallery, and The Hallery. Most provided students and the community to engage with working artists to enhance understanding of contemporary visual art and/or Native American cultural awareness.

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 marketing department (Colab) experienced many positive outcomes in the areas of partnership, revenue building, data management, and receipt of awards and recognition in the LSC, CSU, and the field of marketing domestically and internationally. Colab increased the scope of its offerings while revamping its work environment, increasing staff morale, supplementing professional staff, and upgrading professional quality work output. Lessons learned and programs enhanced included the honor of assisting other departments and universities seeking additional knowledge to enhance their programs in project management, signage management, grand opening management, policy creation, recruitment/retention, onboarding development, and marketing program management. While Colab’s awards and recognition are a source of pride, the day-to-day developments to enhance and promote LSC activity, programs, revenue-generation, and student and community experiences at the University bring great satisfaction in their role at the LSC and CSU.
- SLiCE implemented the first year of Involvement Advising with student staff advising 412 students on involvement opportunities both at CSU and in the Fort Collins community.

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 partnered with Fermentation Science and Technology to develop a new craft brewery operation in the Lory Student Center.

• SLiCE 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 212 students with meals via their RamCard. Each student received 75 meals on their RamCard (or a prorated amount based on when they applied for the program). Throughout FY17, the Rams Against Hunger fund received significant support from CSU faculty, staff, students, alumni, and numerous community members who contributed a total of $52,177.60 to the program. CSU’s Annual Day of Giving in April featured Rams Against Hunger with hundreds of donors contributing $16,616 to the fund.

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.

• The Aspen Grille worked with the Health and Human Sciences department in a food study to determine effectiveness of techniques used to increase nutrient intake of children in a restaurant setting.

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.

• The Ramskeller worked with RamEvents and FOCOMA to co-host the FOCOMX kickoff show. This program showcases over 200 local bands in 20 venues around Fort Collins every April.

• Cam’s Lobby Shop worked with Parking and Transportation Services on a coupon that rewarded and encouraged the campus community to take advantage of riding the bus onto campus.

• For the 16/17 year, Event Services had 4,769 reservations, which resulted in about 13,675 event bookings.

• Using funds provided by a generous donor, the LSC Arts Program was able to add two pieces of art made by local artists to the Experiencing Colorado exhibit on Level 100 of the Lory Student Center.

• RamEvents collaborated with student organizations, offices, and departments, which enhanced programming by having multiple perspectives in the planning process and resulted in significant learning experiences for the staff and volunteers, as well as participants. Approximately 25,000 participants were served by 71 RamEvents programs this year.

• SLiCE hosted the first-ever Mobile Food Pantry on campus for three dates as a trial project. The number of students, faculty, and campus community that benefitted from the mobile food pantry resulted in 900 individuals in attendance. There were 75 total volunteers from these three dates resulting in 150 hours of total service and leadership. In all, 25,000 pounds of food was distributed as a result of these events.

• SLiCE hosted the 30th annual Cans Around the Oval. This single-day food drive, benefitting the Food Bank for Larimer County, brought in $57,714 and 41,670 pounds of non-perishable food items.

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 CSU Bookstore partnered with Athletics to operate a new on-campus stadium retail store.

• The CSU Bookstore supplied materials and merchandise to three Semester at Sea voyages.

• Lory Dining Services began working with leadership from the department of Soil and Crop Sciences as well as CSU Facilities on a pilot program for composting food waste in kitchen areas.

• Lory Dining Services worked with the Spirit Crossing Clubhouse on opportunities for transitional employment for adults with mental health disorders as they pursue personal recovery and wellness goals.

• RamEvents hosted The Head and the Heart for RamFest 2016 and 5,771 people attended the show.

• This was the first year that SLiCE organized Homelessness Awareness and Action Month (HAAM). HAAM included a total of 16 events during the month of November including social justice conversations, street
outreach, documentaries, community meals, and guest speakers. A total of 321 participants attended the various events.

**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 hired two new professional staff members; both are people of color and have added diverse perspectives to the Campus Activities team.

**Goal 8: Inclusive Excellence: Diversity, Equity, and Campus 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.

- Event Services trained student staff how to provide inclusive customer service, including language barriers, and cultural and belief differences.
- Campus Step Up: A Social Justice Retreat sponsored by SLiCE had 61 student participants who completed a pre- and post-program assessment with 17 shared Likert scale (1-5) questions about participants’ comfort in engaging with categories of identity and their level of understanding around social justice concepts. Results highlights included: 100 percent of respondents selected Strongly Agree or Agree to their experiences to create a safe environment for all people within their community, 100 percent of respondents selected Strongly Agree or Agree to recommending this retreat to other CSU students, and 96 percent of individuals selected Strongly Agree or Agree on feeling better equipped to understand the perspectives of those who are different from them.

**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).

- SLiCE accountants opened 42 new Student Organization Financial Accounts (SOFAs) which increased the total number of SOFAs to 457.

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

- A Skyfactor survey conducted during the fiscal year 2015/2016 showed a building cleanliness score of 6.21 and a building atmosphere score of 6.17. For the second year in a row, both scores were the highest student satisfaction indicators among the six peer institutions who completed the survey.

**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 completed in 2016, publishing a committee report during spring 2017. During 2016, three nationally normed surveys were administered to a total of 7,896 CSU students resulting in a 14.87 percent response rate, in addition to the Quality of Work Life Survey assessing job satisfaction in the Division of Student Affairs at CSU. Surveys offering national normed comparisons included the National Association of College Stores (NACS) student survey, the Skyfactor Student Organizations Assessment, the Skyfactor College Unions survey. Summary results are extensive and can be found in the 2016 APE Committee Report on the LSC website.
• Other interesting highlights that are not included in the Strategic Plan
  • Presentations
    o The LSC served as the host site for ACUI’s 2017 national “Essentials of Facilities Management” training seminar, featuring the LSC renovation along with a variety of facility experts from across campus.
    o The LSC Director of Operations presented a session titled “HVAC Systems: A Primer” at the ACUI Essentials of Facilities Management Conference.
    o The AVP for Student Affairs / Executive Director of the LSC served as a panel member for ACUI’s Experienced Leaders annual preconference institute.
    o Event Services presented “Event Management Tools” at the ACUI Regional Conference in Boulder, Colo.
    o “Do Something CSU!” presented by Hermen Diaz for Orientation and Transitions Programs – Transfer Students, Biomedical Sciences First-Year Seminar, CSU Admission Ambassadors, Front Range Community College, Admissions, TILT
  • Publications
    • Students Against Hunger: An approach to food insecurity at a Large Public Land Grant University by Dr. Heather Novak and Dr. Jennifer J. Johnson
  • Honors and recognitions
    • The CSU Bookstore was recognized as Collegiate Retailer of the Year by the National Association of College stores.
    • Lory Catering received a bronze award for the online menu from the National Association of College and University Food Services (NACUFS).
    • The Aspen Grille received a level one Green Restaurant Certification.
  • Miscellaneous
    • n/a
**Lory Student Center—Administration:**
(Administration, Budget, Development, and Governing Board)

**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 Spring, hosting the LSC’s 55th birthday celebration on the plaza, and review and support for the LSC’s student fee request. Additionally, multiple executive members of the Board attended leadership retreats including the 2017 I-Lead conference and CSU’s Leadershape.
- The LSC hosted its 15th consecutive graduation celebration for student employees, recognizing their contributions to serving the campus community. The celebration included 180 graduating student employees, a 20 percent increase from last year’s graduating students. The celebration emphasized both the importance of the student employment experience in contributing to students’ learning at CSU and demonstrated the importance of student employees in the 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, and planning for the LSC’s involvement in game day football Saturdays.

**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, including the Student Diversity Programs and Services. 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.

**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.
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.

Goal 8: Inclusive Excellence: Diversity, Equity, and Campus 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).

• n/a

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

• From July 1, 2016, through June 30, 2017, the LSC traffic count included 4,520,419 entries, compared to roughly 4.1 m entries last fiscal year. In addition, the new daily average during fall and spring semesters is approximately 21,300 entries per day. During fall and spring semesters, the LSC experienced several peak days during the first week of classes that total more than 40,000 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 stage addition, installation of microbrew equipment, branding, and possible Engineering Building bridge reparations/replacement.

• The LSC Capital R&R plan is updated regularly, with approximately $400,000 expended in FY17 and $395,000 budgeted for FY18. It is critical that the LSC continues to grow contributions here given the significant building appearance and infrastructure needs associated with north-end improvements. Branding elements completed this past year include: quotes from prior ASCSU presidents inside the Senate meeting room and chamber; 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 completed in 2016, publishing a committee report during spring 2017. During 2016, three nationally normed surveys were administered to a total of 7,896 CSU students resulting in a 14.87 percent response rate, in addition to the Quality of Work Life Survey assessing job satisfaction in the Division of Student Affairs at CSU. Surveys offering
national normed comparisons included the National Association of College Stores (NACS) student survey, the Skyfactor Student Organizations Assessment, the Skyfactor College Unions survey. Summary results are extensive and can be found in the 2016 APE Committee Report on the LSC website.

- **Other interesting highlights that are not included in the Strategic Plan**
  - **Presentations**
    - The AVP for Student Affairs / Executive Director of the LSC served as a panel member for ACUI’s Experienced Leaders annual preconference institute.
    - The LSC served as the host site for ACUI’s 2017 national “Essentials of Facilities Management” training seminar, featuring the LSC renovation along with a variety of facility experts from across campus.
  - **Publications**
    - n/a

- **Honors and recognitions**
  - The AVP for Student Affairs / Executive Director of the LSC completed his role as the NACAS West representative on the Education Foundation Board and was selected to serve as the Vice President of NACAS for 2016-17.
Bookstore:

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.

- The CSU Bookstore continues to provide educational materials to the CSU community at the lowest costs possible, including electronic access, book rental, and used books, and with the greatest number of customer-focused programs possible. Lower cost, more conveniently accessed course materials help ensure students have the tools they need to succeed in class.

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.

- The CSU Bookstore provides and supports real-life opportunities for students through student employment programs. Employees learn customer service, interpersonal communications, accounting, leadership, and other skills through training sessions and in-person interactions with the CSU community. The Bookstore also has a student manager program that provides additional opportunities to learn and strengthen supervision and management skills.

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.

- The CSU Bookstore works with numerous campus entities to create and strengthen strategic partnerships (Alumni, Orientation Programs, Admissions, etc.). This past year, the Bookstore has strengthened its relationship with Athletics to include operations of the gift and merchandise store in the new on-campus stadium (Ram Zone). This will include daily operations of the main store and game day sales. This arrangement is a true partnership with Athletics and the CSU Bookstore sharing revenue and expenses.

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, and Campus 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 continues to provide support to the CSU community as a whole. Building on the success of the BAACC hat fundraiser from 2016-2017, the Bookstore collaborated with NACC to create a hat to support their programs. Revenues for the sale from this hat were returned to the NACC offices to support the programs they participate in on campus.

**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**
    - The CSU Bookstore was recognized as the Collegiate Retailer of the Year by the National Association of College stores. This honor is given every other year to a college store that demonstrates excellence in operations, support, creativity, leadership, and overall operations.
Business & Dining Services:

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.

- Event Services provided opportunities and encouraged staff (student and professional) to attend diversity trainings.
- Event Services worked closely with clients from varying backgrounds such as the Student Diversity Programs and Services offices, Admissions, and other campus partners to support a diverse selection of events for students, staff, and campus guests to attend.
- Event Services continued to ensure inclusive access to events for disabled attendees.
- Event Services worked with campus facilities to provide public spaces (i.e., restrooms, reflections rooms) that are open and easily accessible to a diverse 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.

- Lory Dining Services gave student employees management opportunities and experience.
- All Lory Dining Service areas were able to accommodate student class schedules by allowing great flexibility in work hours.
- 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 Lory Student Center. 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.
- 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, Allegro and the Café Richesse.
- 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. Lory Dining also certified three new TIPS trainers in the department to teach the classes.
- 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. Multiple students completed the REAL program.
- Event Services utilized staff meetings to provide student employees additional training and created engaging programs to make training more effective while increasing retention of skills.

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.

- Intermissions, Fifty30, 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.
• The Ramskeller worked with Fermentation Science and Technology to develop a new craft brewery operation in the Lory Student Center.
• 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 has added student employees to the program review committee that will contribute to this updated reflective document completed every seven years.
• Lory Dining Services continued to work with Environmental Health Services and co-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. Both level 1 and 2 Safe Food Handler’s training was taught for certificates after completing the class and passing a test.
• Lory Dining Services student managers gained experience in opening up a new food/beverage retail location in the Lory Student Center (Fifty30).
• 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.
• The Aspen Grille will give their students restaurant management experience in a classroom setting.
• Lory Dining Services continued to educate student organizations that utilize the space within in the Lory Student Center on food safety.
• Lory Dining Services hired a new chef for the Aspen Grille.
• Lory Dining Services hired a new Chef Grade Manager for LSC Catering.
• Event Services offered advanced trainings to staff pertaining to leadership, conflict resolution, and customer service. Provided opportunities for advanced student employees to further develop professional skills in preparation for future careers.
• Event Services provided an environment that allowed students to be both employed and be able to focus on academic success.
• LSC IT continues to focus on knowledge building and skill development in basic IT concepts for our student employees – employable skills that will translate to the academic and career work that our technically-focused students are pursuing.

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.
• Lory Dining Services designed a new food concept on the lower level of the LSC using survey data, taste testing, and feedback from the LSC Governing Board and current industry trends.
• Lory Dining Services developed a new street taco product line that will be implemented into That’s a Wrap this upcoming academic year.
• Aspen Grille worked with the Health and Human Sciences department in a food study to determine effectiveness of techniques used to increase nutrient intake of children in a restaurant setting.
• Event Services supported many events that are related to research happening on campus.
• Event Services worked closely with the office of VP of Research along with other campus partners to showcase undergraduate and graduate research and scholarly accomplishments.
• Event Services provided necessary support for the LSC Curfman Gallery to showcase student artistry around the student center.

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.
• The Ramskeller worked with RamEvents and FOCOMA to co-host the FOCOMX kickoff show. This program showcases over 200 local bands in 20 venues around Fort Collins every April.
• Lory Dining Services retail locations worked with Campus Activities to participate in Ramapalooza last August. This event showcases the Lory Student Center’s offices and services to incoming freshmen and transfer students. Retail locations offer up free food samples of highlighted products that are available to them while on campus.

• Lory Dining Services continued to work with Environmental Health Services and co-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. Both level 1 and 2 Safe Food Handler’s training was taught for certificates after completing the class and passing a test.

• The Ramskeller worked with several student and campus organizations to co-host very popular trivia events. Some organizations include Housing and Dining, ALVS, Graduate Student Council, Warner College of Natural Resources, Students United for Reproductive Justice and CREWS.

• Cam’s Lobby Shop worked with Parking and Transportation Services on a coupon that rewarded and encouraged the campus community to take advantage of riding the bus onto campus.

• Lory Dining Services worked with the Spirit Crossing Clubhouse on opportunities for transitional employment for adults with mental health disorders as they pursue personal recovery and wellness goals.

• Lory Dining Services worked with their food partners, Campus Activities and Colab to open the food court late during finals week in both the fall and spring semester to meet the needs of students studying late on campus. The program is called LSC Late Nite.

• Lory Dining Services continued to educate student organizations that utilize the space within the Lory Student Center on food safety.

• 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.

• Aspen Grille has made it a priority to buy local and sustainable ingredients. Collaborating with local producers and distributors such as Tenderbelly, Aspen Baking, Red Bird Farms, Seattle Fish and the Welsh Rabbit in order to get over 50 percent of our total food purchases from local sources.

• Event Services supported many events that are related to constituent engagement including President’s Gala, 1870’s Dinner, and Distinguished Alumni Awards.

• Event Services continued to maintain and develop relationships with campus partners such as CES, CSU Events, Facilities, Admissions, and academic departments. Reached out to different stakeholders to find ways to better meet their needs.

• For the 16/17 year, Event Services had 4,769 reservations, which resulted in about 13,675 event bookings.

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 collaborated with the Rocky Mountain Collegian to co-host a viewing of the 2017 NCAA Men’s basketball championship.

• Lory Dining Services began working with leadership from the department of Soil and Crop Sciences as well as CSU Facilities on a pilot program for composting food waste in kitchen areas.

• Lory Dining worked with ASCSU on a reusable cup program in the coffee shops in order to reduce waste.

• The Ramskeller worked with Ram Events and FOCOMA to co-host the FOCOMX kickoff show. This program showcases over 200 local bands in 20 venues around Fort Collins every April.

• Lory Dining retail locations worked with Campus Activities to participate in Ramapalooza last August. This event showcases the Lory Student Center’s offices and services to incoming freshmen and transfer students. Retail locations offer up free food samples of highlighted products that are available to them while on campus.

• Lory Dining continued to work with Environmental Health Services and co-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. Both level 1 and 2 Safe Food Handler’s training was taught for certificates after completing the class and passing a test.
• The Ramskeller worked with several student and campus organizations to co-host very popular trivia events. Some organizations they worked with include Housing and Dining Services, ALVS, Graduate Student Council, Warner College of Natural Resources, Students United for Reproductive Justice and CREWS.
• Cam’s Lobby Shop worked with Parking and Transportation Services on a coupon that rewarded and encouraged the campus community to take advantage of riding the bus onto campus.
• Lory Dining worked with the Spirit Crossing Clubhouse on opportunities for transitional employment for adults with mental health disorders as they pursue personal recovery and wellness goals.
• Lory Dining Services worked with their food partners, Campus Activities and Colab to open the food court late during finals week in both the fall and spring semester to meet the needs of students studying late on campus. The program is called LSC Late Nite.
• Lory Dining Services continued to educate student organizations that utilize the space within the Lory Student Center on food safety.
• 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 different types of identification.
• Lory Dining Services sent student staff to the REAL Workshop series to align with the eight leadership competencies: Community Engagement, Ethics, Intellectual Development, Interpersonal Competence, Intrapersonal Development, Leadership, Multicultural, and Practical Competence.
• Event Services supported many events for the community, both in the LSC and on campus, including events focused on spreading the knowledge of different cultures, showcasing undergraduate and graduate artistic and/or scholarly accomplishments, and celebrating intercollegiate athletic success.
• Event Services supported the facilitation of campus discussions in regards to the current social-political climate.
• Event Services worked with local Colorado businesses, such as New Belgium Brewery, to provide resources and spaces that increased CSU’s relevance with the local community.

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 Lory Student Center Business Office employs and trains students in accounting and money handling for the food venues, as well as in the business office operations. They are not limited to only certain procedures, but are taught the entire process to prepare them for their future endeavors, welcoming any and all questions to help their personal development and self-esteem.
• Lory Dining hired a new Convenience Stores Manager.
• Lory Dining hired a new position for a dock supervisor to help with the added responsibilities and LSC dock volume since coming out of the LSC renovation.
• Lory Dining hired a new position for a delivery driver to get product and deliveries to retail venues outside of the LSC.
• Lory Dining Services hired a new chef for the Aspen Grille.
• Lory Dining Services hired a new Chef Grade Manager for LSC Catering.
• Lory Dining nominated two student employees for Colorado State University Student Employee of the Year.
• Several student employees within Lory Dining received LSC employee of the month recognition.
• Several Lory Dining full time employees attended a training with the Effectiveness Institute on People Skills in the LSC.
• One member of our Lory Dining staff received her Creating Inclusive Excellence Program certificate.
• One member of our Lory Dining staff took a CSU class over the summer (JTEC 300) in order to help with her written communication.
• All Lory Dining retail areas have moved to using Job X to hire student staff in their locations to ensure equal access by all CSU students to apply for open positions.
• Two Lory Dining full time staff members went to the National Restaurant Show in Chicago to identify new industry trends, attend classes and evaluate new equipment and processes.
• Lory Dining worked with the Spirit Crossing Clubhouse on opportunities for transitional employment for adults with mental health disorders as they pursue personal recovery and wellness goals.
• Aspen Grille Managers and the Hospitality Management Faculty worked with the New Belgium Brewery during the development of a series of paid tours, giving feedback on marketing, pricing, organization, and engagement of their staff and clientele.
• Event Services created a new state-classified position, Production Manager, to provide a better service to clients, create a more positive work-life balance for existing staff, and be able to offer more services to the campus as a whole.
• Event Services filled an open state-classified event planning position to provide better and faster service to our clients, create a more positive work-life balance for existing staff, and the employee brought invaluable experience and perspectives.
• Event Planning and Event Services was reorganized to create a new Administrative Professional position by merging the two departments into a single department with one Assistant Director, thus creating future opportunities for advancement within the department.
• Event Services developed and implemented a recognition and reward program for student employees to both incentivize hard work as well as reward those that go above and beyond in their job capacities.
• Various professional staff members from Event Services attended professional development trainings such as the Mindset for Supervisors, Emerging Leaders, Disney Institute, and International Association of Venue Management trainings.
• 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. Utilized information sheets specific to our student employees informing them of services on campus.

Goal 8: Inclusive Excellence: Diversity, Equity, and Campus 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.
• All Lory Dining retail areas have moved to using Job X to hire student staff in their locations to ensure equal access by all CSU students to apply for open positions.
• Lory Dining works with the Spirit Crossing Clubhouse on opportunities for transitional employment for adults with mental health disorders as they pursue personal recovery and wellness goals.
• The INTO Café continued to expose Lory Dining student employees to a diverse and international student body by meeting their dining and service needs at Alder Hall, home of the INTO program. The INTO Café also hired students from the INTO program.
• Aspen Grille participated in Native American Heritage month, Asian Pacific Islander month, and Black History month highlighting culturally significant cuisine in conjunction with the cultural centers here in the Lory Student Center.
• Event Services provided and encouraged staff (student and professional) to attend diversity trainings. All professional staff members attended at least one portion of the Diversity Conference.
• Event Services trained student staff how to provide inclusive customer service, including how to handle language barriers, 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).

- Aspen Grille and Hospitality Management held a successful wine pairing dinner, in which all profits helped to send hospitality management students to the National Restaurant Association show in Chicago. This is an attempt to expose the students to the cutting edge of development in the restaurant industry.
- Event Services expanded staff size to be able to accommodate the higher demand of our services thus increasing revenue.

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

- Both Bagel Place and Bagel Place 2 were updated and remodeled with new facilities and equipment.
- Lory Dining Services began working with leadership from the department of Soil and Crop Sciences as well as CSU Facilities on a pilot program for composting food waste in kitchen areas.
- Aspen Grille, University Club and the main Lory Catering Kitchen successfully implemented a composting program with the help of the Colorado State University composting committee.
- Aspen Grille purchased new tables and chairs for our dining room in order to create a better experience for our guests as well as members of the University Club.
- Worked with Event Services staff to maintain storage rooms and equipment.
- Event Services trained staff to follow correct procedures to keep rooms clean and in good order as well as to work with equipment safely.
- Event Services installed chair rails in meeting room spaces to preserve the integrity of the walls.
- Event Services installed classy glass white-boards in meeting rooms.

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 analyzed financial and inventory data through multiple interconnected software platforms in order to increase efficiency of operations as well as reduce costs to provide the best possible value and price for the campus community.
- Event Services started using an online equipment management software to track and schedule equipment maintenance to better preserve assets.
- Event Services continued developing and implementing across departments the online application, 7-Point Ops, to increase efficiency of event operations and further facilitate communication between departments.
- Event Services implemented new methods and utilized existing equipment to provide better directional signage as well as better event signage through the LSC to assist guests of the LSC in finding the information they need.
- LSC IT has recently completed a year-long effort to refresh and bolster the security technology that protects the commerce environment supporting LSC businesses, and those of our internal business partners such as RAMtech, FastPrint, and RamCard. This enhanced security posture provides a modern, redundant, and flexible platform with which to secure payment transactions in compliance with Payment Card Industry Data Security Standards.

• Other interesting highlights that are not included in the Strategic Plan
  • Presentations
    o Event Services presented “Event Management Tools” at ACUI Regional Conference in Boulder, Colo.

  • Publications
    o Event Services developed and maintained a system (Daily Event Briefing) to inform various internal and external stakeholders of the LSC of the daily operations taking place within the LSC.
• **Honors and recognitions**
  - Lory Catering received a bronze award for the online menu from NACUFS.
  - The Aspen Grille received a level one Green Restaurant Certification.
Campus Activities:

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- Campus Activities continued to focus on hiring a diverse professional and student staff to serve the diverse needs of the CSU student body.
- Student employment in Campus Activities provided many opportunities for students to work on campus and be close to classes while creating an inclusive work environment.
- The LSC Arts Program provided eight high-quality art exhibitions in the Curfman Gallery, the Duhsesa Gallery, and The Hallery. Most provided students and the community to engage with working artists to enhance understanding of contemporary visual art and/or Native American cultural awareness.
- 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 further enhance the diversity of the RamEvents staff and reach all students on campus, the RamEvents Recruitment has changed their approach and will continue to evolve over the next few years. The RamEvents hiring process reached students and areas of campus it never has before.

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 Activities employees were paid to attend REAL works on campus that benefit their personal and professional development.
- The schedules for Campus Activities student employees were adjusted and updated during finals week to support student success while still maintaining the necessary functions of each area.
- Campus Activities units worked to create events and services that are open to all students to attend where they can feel as though they are having shared experiences and can create community at CSU and that address the needs of our global society. Campus Activities student employees took a department survey where 100 percent of the students that took the survey indicated that “in their work they feel as though they have shared experienced and can create community at CSU.”

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.
- Through the LSC Arts Program, student employees were given opportunities to learn specific skills related to storage, installation, and handling of art.
- Campus Information, Box Office, and Flea Market student employees are provided more than a dozen workshops throughout the academic year aiming to increase knowledge, gain information, and personal and professional development.
- Campus Activities has identified a desire 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. Campus Activities identified that: student employees should be able to engage in deep learning of awareness of self and others, effectively increase communication across differences, and provide excellent customer service to all members of the greater Colorado State University Community. Student employees should be able to exercise these skills during their employment in Campus Activities, resulting in a deeper sense of connection and success-rate at Colorado State University as well as in future roles post-graduation. Communication [Navigating Difference, Emotional
Intelligence, and Adaptability] and Customer Service [Navigating Difference, Emotional Intelligence, and Communication] were identified as the two learning outcomes for this past year.

- As a student-driven organization, RamEvents programmers, liaisons, coordinators, and volunteers gained hands-on event planning, budgeting, marketing, and recruitment experience working with each other and professionals, both on and off-campus.

**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.

  - The Hallery is a space coordinated by the LSC Arts Program, which is used for student art exhibits. Students have the opportunity to properly prepare work for hanging and the opportunity be involved in the installation of the art.

**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.

  - Using funds provided by a generous donor, two pieces of art, made by local artists, were added to the Experiencing Colorado exhibit on Level 100 of the Lory Student Center.
  - RamEvents collaborated with student organizations, offices, and departments, which enhanced programming by having multiple perspectives in the planning process and resulted in significant learning experiences for the staff and volunteers, as well as participants. About 24,995 participants were served by 71 RamEvents programs this year.

**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 services utilized by campus and off-campus community through: in-person face-to-face contact, telephone calls, utilization of Box Office services for selling and distributing event tickets, lost and found, and utilization of the Flea Market space for off-campus vendors to connect to CSU community.
  - Campus Information and Box Office staff served as the first point-of-contact for guests entering the Lory Student Center.
  - Box Office sold or distributed more than 24,000 tickets for 24 major events as well as all home football, basketball, and volleyball games.
  - The RamEvents brand has been in development and needed more structure and oversight. Therefore, branding and organization structure was a point of focus 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.
  - RamEvents finds ways to collaborate with intercollegiate athletics on programs that have brought former CSU athletes to speak or programs that provide entertainment during games. New this year, RamEvents sought a partnership with the Bohemian Foundation and Athletics as they prepare to support the Game Day Experience for students.
  - Program Coordinator served on the ACUI Region 4 Conference Planning Team.
  - Program Coordinator was a NASPA Consortium member for new professionals and graduate students and an ACPA ambassador.
  - RamEvents hosted The Head and the Heart for RamFest 2016 and 5,771 people attended the show.

**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.

- 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 Campus Information and Box Office staff meetings to provide opportunities for personal and professional development, to share information, and to foster community that is translated into their work life, outside of work life, and beyond their time at Colorado State University.
- Updated student employee on-boarding and off-boarding policies in Campus Information and Box Office to facilitate transitioning new and returning staff as well as gather meaningful information from departing employees.
- Campus Activities staff engaged in on-campus development opportunities and attended conferences and trainings off-campus as well.
- Campus Activities staff worked to recruit and retain the highest quality students that meet the needs of programs and are representative of the diversity of society. Utilizing Goals 2 and 3, Campus Activities will also focus on themes of lifelong learning, core competency, leadership, promotion-advancement-progression, opportunity, problem solving, and taking the initiative.
- 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 workshops; and participate in staff workshops/discussions on panning, stereotypes, inclusive language, and dealing with conflict and/or feedback. In addition, RamEvents staff and volunteers attended the National Association for Campus Activities (NACA) National Conference, the White Privilege Conference (WPC), TEDxMileHigh Women, TEDxBoulder, TEDxMileHigh, and the Midwest Institute for Sexuality and Gender Diversity as professional development and to encourage lifelong learning.
- Campus Activities professional staff approach supervision with an emphasis on personal and professional development for the staff, encourage staff to enter into leadership roles, all while checking in weekly on the well-being and safety of each student staff member.
- Campus Activities staff members served on multiple search committees this past year to support other offices in hiring the highest quality employees possible.

**Goal 8: Inclusive Excellence: Diversity, Equity, and Campus 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.

- 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.
- All Campus Activities employees were provided trainings related to social justice, inclusivity, diversity, and equity.
- Diversity and social justice were regular topics discussed at the Campus Activities staff meeting for professional staff and graduate students.
- 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. This year, RamEvents produced two comedies, five concerts, 16 films, 11 lectures, six performing arts, 22 special events, nine passive special events, and served 24,995 participants.

**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.

- The LSC Arts manager served on 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 expression.

**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 and Box Office safely secured information received through services offered by being PCI compliant, having a separate domain for ticket purchases made on-site, and logging specific items for lost and found purposes.

- Other interesting highlights that are not included in the Strategic Plan
  - Presentations
    - Director of Campus Activities served as a creator and facilitator for the first semester of MEY: Man Engage Yourself. MEY was a semester-long training opportunity for male identifying staff and faculty at CSU.
    - Director of Campus Activities did multiple trainings for the Vice President for Diversity across campus.
    - Program Coordinator presented at the University of Northern Colorado regarding issues of diversity and social justice.

- Publications
  - n/a

- Honors and recognitions
  - n/a
Marketing (Colab):

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- Colab worked with varied groups around campus to develop and maintain accessibility standards for LSC signage including kiosks, wayfinding signs, and LCD digital screens.
- Colab worked to convey a message of safety around building signage, including distribution of a signage toolkit, a web page dedicated to safety around building signage, and oversight of the LSC signage committee.
- Digital team working to continue implementation of ADA standards in all instances of online presence and video.
- Continued work to create ADA-compliant LCD screens in physical presence and screen content accessibility.
- Met goal of increasing staff diversity to 50 percent under-represented populations, in a variety of non-traditional majors for creative staff, and a variety of backgrounds including urban, suburban, rural, and international.

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.
- Upgrade of Colab’s award-winning recruitment and retention program, re-vamping to make more accessible to a variety of learning styles and abilities.
- Implementation of high-level training, including speakers and exercises focused on empathy, purpose, introspection, digital acuity, and business practices.
- Continued development of an online learning system and resource portal to assist in ongoing real-world training and development of student skills and business acumen.
- Solidification of Colab Student Career Wheel with milestones and specific learning outcomes to further student skills, business acumen, and foster creative growth in preparation for careers after graduation.

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.
- Supported four Colab students toward completion and receipt of REAL certificates and subsequent application of learning in their positions at Colab.
- Continued solidification and promotion of the new Campus Activities brand, along with its sub-brands, to clearly communicate the value of their programs and services to students.
- Conducted student portfolio reviews and fostering student development through oversight of training presentations to staff.
- Updated and re-implemented Colab-U’s award-winning student recruitment program, as well as retention program – which includes training, community building activities, and semester-long learning initiatives to enhance skills learned in day-to-day work.
- Implementation of special marketing programs to recruit, retain, train, and enhance student learning experiences while preparing students for career opportunities after graduation, have led to a 100 percent marketing creative placement rate and ~80 percent graphic design creative placement rate in career positions 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.
- Conducted surveys and focus groups for Adult Learner and Veteran Services and interpreted results as part of an overall brand re-development and constituent engagement campaign for the office.
- Worked with the LSC APE committee to disseminate results of assessments throughout the building so deeper understanding and use of findings can propel departments and their activity.
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.

- Assisted RamEvents in promoting The Mob and connect with the larger game day experience.
- Web team worked with IT and others to seek out digital solutions that create cost-effectiveness and efficiency.
- Helped increase Student Resolution Services’ use of services from its target population by 61 percent through a regular campaign to disseminate office offerings.
- Worked with Student Media to create videos at no charge to LSC departments and partners that highlight, elevate, and disseminate the message of what we do in the LSC.
- Partnered with Athletics to deliver the message of athletic ticket availability at the LSC Info Desk and create digital programs to increase attendance at varied athletic events to CSU students.
- Developed presentations for the Association of College Union International conference on effective building signage and the union marketing agency, which catered to standing-room-only audiences and subsequent meetings and sharing additional information to Union marketing departments at 20 different Universities around the country.
- Pro-bono work with the Black/African-American Cultural Center and El Centro to promote their 40th anniversaries, and to help increase attendance at their homecoming events and to distribute the message in the LSC that celebrates this milestone.
- Sponsored athletes and helped other departments with their intern-athletes in the Vice President for Student Affairs summer athletic internship program.
- Partnered with the Department of Journalism, Lory Student Center Arts, and Culturs Global Multicultural Magazine to put on an educational, multi-cultural art show tied in with current events.
- Partnered with Orientation and Transition Programs and Parent and Family Programs to develop an app via guidebook to help first-year students, transfer students, parents, and families navigate summer orientation, move-in, Ram Welcome, and beyond.
- Partnered with Event Planning and developed an LSC Signage committee to develop, implement, and maintain signage kiosks in the building that are attractive, helpful, easy-to-use, and promote the University brand while helping constituents navigate events in the LSC.
- Worked with External Relations on CSU advertising policies, CSU signage policies and design, marketing, and branding for Student Affairs and the LSC.
- Worked with Athletics to promote the Colorado Rockies coming to campus, and promotions of the LSC at varied athletic events throughout the semester.
- Partnered with SLiCE and Campus Activities to provide specific attention geared toward enhancement of marketing, branding, and public relations activity to their programs.
- Partnered with Division of External Relations, Creative Services, IT, and the CSU Bookstore to create a csuramzone.com University-branded web presence and fully enhanced e-commerce marketing initiative for the University.
- Partnered with LSC departments, External Relations, and Athletics to develop messaging and create marketing for the LSC’s student and building activities for game day in the new on-campus football stadium.
- Met with Alumni Relations marketing professionals and provided materials to assist with implementation of digital screens in their new stadium location.
- Met with Health Center marketing professionals and provided materials to assist in development of the grand opening of their new on-campus Health Center.
- Met with Development marketing professionals and provided information to assist with re-vamp of their internal marketing processes, development of workflow, and creation of client project decision-making hierarchies.
- Met with Admissions to discuss and provide materials for creating on-boarding processes and resources.
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.

- Worked with the President’s Office to re-configure the Board of Governors wall in a more prominent space in the LSC, and digitize and maintain updated detail for that space on a regular basis.
- Worked with the Fort Collins Elections office to create proper advertising and signage throughout the LSC during election season.
- Worked with the Event Planning Office to switch all digital screens as necessary for a full-building engagement for important events like the 1870s dinner.
- Created free and low-cost advertising avenues for LSC kiosks, including free design templates and other free advertising avenues throughout the building.

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.

- Hired three new professional team members to the Colab staff – one permanent, and two temporary hires.
- Developed, designed, and implemented a new office layout and structure per the input of Colab’s entire staff and implemented all suggestions from the quality of work/life survey.
- Rewarded two student staff members with LSC Outstanding Student Employee awards.
- Sent two professional staff members to the national conference for the Association of College Unions International.
- Had two professional staff complete supervisor training in the first month of its implementation.
- Provided high-level training for professional staff by bringing in speakers, and followed up with implementation of lessons learned by applying learnings and training student staff.
- Increased professional staff salary to exceed FLSA minimum requirements.
- Updated all professional staff position descriptions, requirements, and responsibilities in the CSU Talent Management System.

Goal 8: Inclusive Excellence: Diversity, Equity, and Campus 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.

- Two professional staff completed the Creating Inclusive Excellence workshop series during the Fall 2016 semester.
- Continued assistance to SLiCE in their goal of increasing diversity among staff and participants by 20 percent.
- Focused on and increased Colab staff to 50 percent diversity to include under-represented populations and provide a well-represented voice to create marketing promotions for campus.
- One staff member served on “Team Illuminati” through the Assistance Vice President for Student Affairs to discuss moving the needle on diversity issues on campus.
- Sponsored student interns from the Journalism Department who develop content for Culturs Global Multicultural Magazine with a computer and desk to help create and disseminate messages of diversity to the CSU community.
- Developed a program to provide free advertising and LCD screen management on a digital screen for the SDPS neighborhood.
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).
• Continued enhancement of advertising revenue sources representing a 20 percent increase in advertising revenues this year (~$45,000).
• Supported the LSC’s development efforts by sponsoring a “leave a legacy” full-page ad in Colorado State Magazine.
• Worked to support the LSC’s funding development efforts through creation of an online web presence.
• Created additional advertising avenues to continue revenue growth.

Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.
• Worked to enhance building environment, decrease clutter, and heighten branding through work of the LSC Signage Committee.
• Worked with CSU signage committee to develop policies around on-campus 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.
• Audited Function Point project management system to revamp existing processes to reflect correct procedures, utilize new tools, and better serve the LSC.
• Implemented Domo – a visual data mining and management system to help better implement project management and social media analytics and financial reports to increase efficiency and use reports to better manage day-to-day operations.
• Revamped TrackMaven social media visualization data management system for quicker and clearer decision making that benefits all LSC Departments and tracks all LSC Department and partner social accounts.
• Instituted new server file management system to streamline marketing file archive, increase ease of use, and create more intuitive process to find archived and live files.

• Other interesting highlights that are not included in the Strategic Plan
  • Presentations
    o Continued and improved annual Campus Activities trainings based on feedback and best practices.
    o Worked to develop an LSC Directors’ retreat to provide high-level training opportunities and input on upcoming marketing activities that affect individual departments and the building as a whole.
    o Professional staff member working on the LSC Program Review.
    o Professional Staff Member on the APE Committee.
  
  • Publications
    o n/a

• Honors and recognitions
  • Best in Show: Association of College Unions International (ACUI), Region IV “Steal This Idea” award for RamFest Tee
  • Best in Show: Association of College Unions International (ACUI), Region IV “Steal This Idea” award for Cans Around the Oval Banner
  • Best in Show: Association of College Unions International (ACUI), Region IV “Steal This Idea” award for Lory Student Center Marketing Calendar
  • National Association of College and University Food Services (NACUFS) Loyal E. Horton Dining Award Bronze for Catering Website: Residential Dining – Special Event.
• Adult Learner and Veteran Services Outstanding Campus Partner Award
• Contributed actions resulting in Colorado State University Bookstore award for Collegiate Retailer of the Year
• Nick Eppley appointed to Association of College Unions International (ACUI) Marketing Community of Practice Committee
• Donnyale Ambrosine appointed to Association of College Unions International (ACUI), Region IV, Regional Leadership Team
• Donnyale Ambrosine appointed to Association of College Unions International (ACUI), Region IV, 2018 Regional Conference Chairperson

Additionally, please submit an Executive Summary that lists those items you would like to highlight for the DSA Annual Report.

• The LSC marketing department (Colab) experienced many positive outcomes in the areas of partnership, revenue building, data management, and receipt of awards and recognition in the LSC, CSU, and the field of marketing domestically and internationally. Colab increased the scope of its offerings while revamping its work environment, increasing staff morale, supplementing professional staff, and upgrading professional quality work output. Lessons learned and programs enhanced included the honor of assisting other departments and universities seeking additional knowledge to enhance their programs in project management, signage management, grand opening management, policy creation, recruitment/retention, onboarding development, and marketing program management. While Colab’s awards and recognition are a source of pride, the day-to-day developments to enhance and promote LSC activity, programs, revenue-generation, and student and community experiences at the University bring great satisfaction in their role at the LSC and CSU.
**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, and Campus 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).
- The Operations department made fiscal responsibility a priority and made the following changes: we no longer throw away partially empty toilet paper rolls, paper towel rolls, and hand soap cartridges; staff have discontinued removing can liners if they are not at half or more capacity; cleaning chemicals were changed to a
closed metered system, eliminating the need to use a measuring cup; and a scheduling software was implemented for hourly staff and use of the software freed up approximately two hours a day for the supervisory, making scheduling around classes more friendly to the student staff.

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

- Maintained a clean and comfortable facility that enhances learning.
- Prioritized, monitored, and completed projects listed on the five-year building improvement plan totaling $364,000 including the completion of the Theatre connector re-roof project; remodeling of meeting room 382, Bagel Place 2, and Morgan’s Grind; and replacement of the flooring in the Theatre green room.
- Implemented a composting program for the LSC back-of-the-house and retail operations.
- A Skyfactor survey conducted during the fiscal year 2015-2016 showed a building cleanliness score of 6.21 and a building atmosphere score of 6.17. For the second year in a row, both scores were the highest student satisfaction indicators among the six peer institutions who completed the survey.

**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**
  - The LSC Director of Operations presented a session titled “HVAC Systems: A Primer” at the ACUI Essentials of Facilities Management Conference.

- **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): ~ 74,772  
Total leadership/personal development training hours through SLiCE program/services: ~ 31,060

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 $24.14 established by the Corporation for National and Community Service. From the perspective of student leadership development, involvement, and community engagement: priceless!

Striving towards 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 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: a Program Coordinator of Community Engagement and a Program Coordinator for Co-Curricular Leadership. SLiCE further developed partnerships with the Lory Student Center, Colab, and Campus Activities to foster an affirming and creative space for a full-time Communications Coordinator and with the Career Center and ASCEND with Leadership Field Experiences for PLP students.

Program highlights include:

- **Rams Against Hunger:** SLiCE 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 212 students with meals via their RamCard. Each student received 75 meals on their RamCard (or a prorated amount based on when they applied for the program). Throughout FY17, the Rams Against Hunger fund received significant support from CSU faculty, staff, students, alumni, and numerous community members who contributed a total of $52,177.60 to the program. CSU’s Annual Day of Giving in April featured Rams Against Hunger with hundreds of donors contributing $16,616 to the fund.

- **Mobile Food Pantry:** SLiCE hosted the first-ever Mobile Food Pantry on campus for three dates as a trial project. The number of students, faculty, and campus community that benefitted from the mobile food pantry resulted in 900 individuals in attendance. There were 75 total volunteers from these three dates resulting in 150 hours of total service and leadership. In all, 25,000 pounds of food was distributed as a result of these events.

- **Cans Around the Oval:** SLiCE hosted the 30th annual Cans Around the Oval. This single-day food drive, benefitting the Food Bank for Larimer County, brought in $57,714 and 41,670 pounds of non-perishable food items.

- **Involvement:** SLiCE registered 476 student organizations, an increase from the previous academic year.

- **Involvement Advising:** SLiCE implemented the first year of Involvement Advising with student staff advising 412 students on involvement opportunities both at CSU and in the Fort Collins community.

- **President’s Leadership Program:** Because of increased intentional recruitment efforts on behalf of SLiCE staff, 43 percent of the 2016-17 class of PLP students are Students of Color. That was nearly a 19 percent increase from the 2015-16 class.

- **Campus Step Up: A Social Justice Retreat:** Sixty-one student participants completed a pre- and post- program assessment with 17 shared Likert scale (1-5) questions about participants’ comfort in engaging with categories of identity and their level of understanding around social justice concepts. Results highlights included: 100 percent of respondents selected Strongly Agree or Agree to their experiences to create a safe environment for all people within their community, 100 percent of respondents selected Strongly Agree or Agree to recommending this retreat to other CSU students, and 96 percent of individuals selected Strongly Agree or Agree on feeling better equipped to understand the perspectives of those who are different from them.
• **Homelessness Awareness and Action Month (HAAM):** This was the first year that SLiCE organized HAAM. HAAM included a total of 16 events during the month of November including social justice conversations, street outreach, documentaries, community meals, and guest speakers. A total of 321 participants attended the various events.

• **SLiCE Accounting:** SLiCE accountants opened 42 new Student Organization Financial Accounts (SOFAs) which increased the total number of SOFAs to 457.

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.

**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:** Led the President’s Leadership Program (PLP) to support program growth and student demand for leadership development. Changes and updates to curriculum, intentional design of instructor development, and future development of the Interdisciplinary Leadership Studies Minor characterized this year’s growth of the program. This year, 109 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)

The President’s Leadership Program 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
• **Leadership Development Community:** Academically, PLP partnered with the Living Learning Communities, Residence Life, and the SLiCE Office to link the Leadership Development Community (LDC) in Durward Hall to the President’s Leadership Program’s “A Call to Lead” course. The floor included 35 incoming first-year students that participated in a comprehensive program that included volunteering and making connections to the Fort Collins community, in addition to taking a 2-credit course together each semester. The LDC contributed to a 74 percent retention rate of LDC participants continuing to the second year of PLP. With advising from the Student Leadership Coordinator, the LDC participants completed 1,200 community service hours using the Public Achievement model of community and service engagement.

In terms of a co-curricular program, 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 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.

• **Involvement Advising:** The Student Leadership, Involvement and Community Engagement office implemented Involvement Advising as a brand new program. A total of 412 students were advised on involvement opportunities that aligned with their personal passions, curiosities, and interests. This individualized program allows for students to meet one-on-one with a peer advisor who identifies involvement opportunities specific to the student participant. Each participant leaves with an individualized involvement action plan.

• **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. Campus Activities and Residence Life served as financial partners this year. Campus Step Up selected two new co-leads for this year’s retreat representing offices from the Native American Cultural Center and Collaborative Student Achievement. Campus Step Up also had 14 onsite cluster facilitators representing various departments and offices across the campus community, including: Campus Activities, Campus Recreation, Health Network, Residence Life, Mechanical Engineering, Collaborative Student Achievement, Continuing Education, the CSU Police Department, and one faculty member from University Libraries. There was one undergraduate student and two graduate students from the Student Affairs in Higher Education (SAHE) Program and the Colorado School of Public Health who also served in cluster facilitator roles. With 61 students and 16 staff and faculty members attending the retreat, a total of 2,563 hours was spent in training.

• **LeaderShape Institute:** SLiCE hosted the 12th annual six-day LeaderShape Institute for 31 CSU students and 8 University of Colorado Denver students. There were five cluster facilitators representing offices from the Department of Biology, Academic Advancement Center, Campus Activities, Admissions, and Alumni Relations. Staff and student participants spent a total of 2,980 hours in training.

• **REAL Experience:** The REAL (Rams Engaging in Active Leadership) Experience in its current program structure completed its second school year. REAL aims to be an accessible, straight-forward approach to leadership skill development, identity understanding, and exposure to necessary learning competencies emphasized throughout the Lory Student Center. REAL provides all interested students and Lory Student Center student employees the opportunity to develop and enhance a personal philosophy of leadership. REAL also provides Lory Student Center student employees the opportunity to fulfill employer requirements when seeking promotions for their on-campus positions. Students can either choose to participate and earn a Leadership Preparation Certificate (LPC) or can participate by attending any drop-in workshops that interest them. Throughout the fall and spring semesters, a total of 44 workshops presented on 11 topics were available to the
general CSU student population. Overall, 153 students participated in REAL with 23 students receiving an LPC and a total of 636 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**: 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.

This year, two more locations and connections were added to the already established “A Call to Lead” Spring Service Retreat Weekends to Wellington, Colorado, and Chimayo, New Mexico. A new trip to Greeley, Colorado, focused on the complexities of food distribution partnering with the Weld County Food Bank, JBS Meat Packing Plant, and CSU’s Meat and Safety Department. Another trip to Denver, Colorado, explored homelessness in the area and partnered with the non-profit organization Denver Urban Matters.

The Leadership Styles “internship” program established Leadership Field Experiences in partnership with ASCEND.

The vision of the Professional Leadership Field Experience is to extend the mission and curriculum of the PLP program to include an onsite experience for student leaders to become “investigators” inside local for-profit and non-profit organizations which are affiliated with ASCEND through CSU. The purpose of the student investigator is to connect PLP curriculum to professional environments by collecting data, artifacts, and testimonials, which tell the story of the organization’s culture, leadership, and service. The data is documented in a final project that the student investigator presents at the end of the semester with their peers and the organization.

- **Registered Student Organization (RSO) Registration Process**: SLiCE registered 465 student organizations. The SLiCE Involvement Team continuously made improvements to the registration process and communication with student organizations.

  **RSO Category Breakdown**: (disclaimer: 28 RSOs are in more than one category)
  - Academic/Pre-Professional: 140
  - Competitive Sport Club: 29
  - Diversity/International: 62
  - Fraternity/Sorority Life: 42
  - Honorary: 22
  - Political: 17
  - Programming/Service: 55
  - Religious/Spiritual: 36
  - Representative: 36
  - Social/Recreational: 54

- **Officer Orientations**: This year, 949 student officers completed officer orientation with 460 of those attending one of the 19 scheduled officer orientations offered in the 2016 Fall Semester. A total of 489 completed the online officer orientation and passed the associated quiz both in the 2016 Fall and 2017 Spring Semesters.

- **Student Organization Officer Retreat**: The 2016 Fall Student Organization Officer Retreat was attended by 30 students. Seventeen attendees were first-time student officers, eight were returning officers, and five were hopeful future officers. The retreat included informal socializing, a Student Organization Center (SOC) tour, and workshops which included “Membership Recruitment, Retention and Morale,” “RamLink 101,” “Scrap the Board Meetings & Engage them Already!” and “Smart Financial Management and Savvy Fundraising.”
**Student Organization Officer Workshops:** A series of student organization workshops were piloted for the 2016-2017 academic year. The workshops were available to student organization officers, members, and advisors. Each workshop was offered twice. The workshops included “Facilitate like a Leader, Not a Boss!” (Facilitation 101), “Human Knot, Again!” (Icebreakers 101), “Think Outside the Gender Box” (co-designed and facilitated with the Red Whistle Brigade), “Advice You Can Bank On!” (co-designed and facilitated with the SLiCE Accounting team), and “RSOs, Are You Resume Ready?” (co-designed and facilitated with the CSU Career Center).

**Student Organization Advisor Luncheon:** Offered in the 2016 Fall Semester, the Student Organization Advisor Luncheon was offered on two days to better accommodate the schedules of CSU faculty and staff members. A total of 61 advisors attended the events. The following topics at the luncheon included an overview of SLiCE resources and supporting personnel, advising best practices, pertinent policies and procedures, funding sources, and registration and recognition reminders.

**CSU Student Leadership Awards:** Formerly known as Student Organization and Advisor Recognition (SOAR), the CSU Student Leadership Awards materialized over the course of two years to include communities and recognition beyond registered student organizations. This program celebrates formal and informal experiences of student leadership, involvement, and community engagement both at CSU and in the greater Fort Collins community. Therefore, 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 468 students (officers, participants, and volunteers), advisors, and facilitators of SLiCE programs and RSOs attended.

**Involvement Advising:** The Student Leadership, Involvement & Community Engagement office implemented Involvement Advising as a brand new program. During the 2016-2017 academic year, a total of 412 students were advised on involvement opportunities that aligned with their personal passions, curiosities, and interests. This individualized program allows for students to meet one-on-one with a peer advisor who identifies involvement opportunities specific to the student participant. Each participant leaves with an individualized involvement 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 provide CSU students a concentrated service experience over winter or spring break. This year, there were 17 alternative break trips, including two international trips (Kenya and Panama). 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.

**Rams Against Hunger:** With continued donation commitments from our students, staff, faculty, and alumni, 212 students were provided with 7,547 meals during the academic calendar year. Research completed by Dr. Jen Johnson and Dr. Heather Novak indicated that students participating in the program were retained at higher levels and had higher GPAs than students with similar indexes who did not receive meals.

**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:** Six students completed the interdisciplinary minor for the 2016-2017 academic year, while four are in the process of completing it. The Leadership Minor showcase was continued, while minor recipients also showcased their work at the Celebrate Undergraduate Research and Creativity (CURC) Showcase and the Multicultural Undergraduate Research, Art, and Leadership Symposium (MURALS). Sarah Bibbey and Ashley Brown won top honors and the Social Justice Research awards at CURC. As usual, project topics ranged from understanding climate refugees, exploring disability rights in Ghana, reflecting on gender non-binary inclusive classrooms in statistics, asking about perceived leadership roles in changing organizational culture, and uncovering the experiences of ethnically diverse employees at a health center.

Due to demand and a desire to provide a quality mentoring experience, the number of instructors mentoring students in the Leadership Minor will increase from two to three.

- **Rams Against Hunger:** One institutional research brief and one article were written and published this academic year. These are attached.

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 17 (15 domestic and two international) service trips over spring break. There were a total of 157 student participants who provided 4,710 hours of direct community service to 15+ non-profit agencies both nationally and internationally. There were 32 student site leaders who spent a total of 1,600 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 1,562 hours completing leadership training.

- **ASCSU Advising:** SLiCE staff provided advising to the Associated Students of Colorado State University, 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

- **Cans Around the Oval:** This event collected 41,670 pounds of food and raised $57,714 in monetary donations for the Food Bank for Larimer County during the 30th 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 total of 104 campus and community groups participated in the event. Overall, there were approximately 12,723 individual participants who contributed 30,110 service hours to make this a successful event.

- **CSUnity:** With 1,705 student volunteers participating, an estimated 6,820 hours of service with 246 neighbor projects and 38 non-profit and government agency projects were completed this year. In reviewing survey results, 93 percent of projects were completed as assigned, 80 percent of project hosts reported that they were “very satisfied,” and 100 percent of agency respondents are interested in having students come back next year for CSUnity.

- **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 53 projects with 517 volunteers who completed 2,068 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, 280 student volunteers were paired in a one-on-one setting with a community member who was homeless or nearly homeless. Approximately 350 community members benefitted from the resources provided at PHC. In total, student volunteers spent 280 hours in training and 1,400 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 one social change program: The Blank Monologues. The Blank Monologues was a theatrical performance focused on social justice issues at CSU and was performed at the Lory Student Center with three showings. Over 400 people attended the event.

- **SLICE Adaptive Swim (SAS)**: SLICE Adaptive Swim continued to offer two swim sections throughout the fall and spring semesters (Thursdays and Sundays). This year, 54 student volunteers completed 1,584 hours of service. The program partnered with the Gateway Center, Respite Care, and the City of Fort Collins Edora Pool and Ice Center.

- **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 30 student volunteers paired with 28 teens. The students completed 480 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 Co-housing, 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. This year, 43 students submitted interest forms and 26 agencies submitted information regarding service events.

- **Public Achievement**: Public Achievement involved six student coaches in three Poudre School District classroom locations (Poudre High School – 1 class; Fort Collins High School – 2 classes). Coaches completed a total of 60 hours of training and contributed 84 hours of volunteer service.

- **Mobile Food Pantry**: For the first time ever, SLICE Collaborated with the Food Bank for Larimer County to bring a mobile food pantry to CSU three times during Spring Semester 2017. Approximately 900 students, staff, and faculty were shoppers with us and we welcomed the support of 75 volunteers. In total, we moved approximately 25,000 pounds of food to our community members.

- **CSU/UABCS Student Leadership Exchange pilot**: SLICE and ASCSU hosted a trip to Todos Santos and La Paz, Mexico, to explore the possibility of creating a student leadership exchange program with the Universidad Autonoma de Baja California Sur. Travelers included SLICE Director Pamela Norris, ASCSU President Daniela Pineda-Soraca, and faculty member Andrea Purdy. After meeting with administrators fromTodos Santos and UABCS, a pilot exchange program will be hosted in 2017-2018 with financial support from the President’s Student Financial Advisory Council, ASCSU, SLICE, and individual traveler contributions.

**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 lists campus departments, agencies/local residents, and businesses that SLICE partnered with:

<table>
<thead>
<tr>
<th>Ace Hardware</th>
<th>Home Depot on JFK Parkway</th>
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</thead>
</table>

34
<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE: A Community for Education</td>
<td>Housing and Dining Services</td>
</tr>
<tr>
<td>Adaptive Recreation Opportunities (ARO)</td>
<td>IM' Unique</td>
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<tr>
<td>Adoption Dreams Come True</td>
<td>Innately U</td>
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<tr>
<td>Adoption Speaks</td>
<td>International Programs</td>
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<td>Alexa’s Hugs</td>
<td>International Rescue Committee</td>
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<td>Alliance for Suicide Prevention</td>
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<td>KCSU</td>
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<td>Arms of Love International</td>
<td>Lakota Solar Enterprises</td>
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<td>Arthritis Foundation</td>
<td>Larimer County Child Advocacy Center</td>
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<td>Larimer County Department of Human Services, Volunteer Program at Children, Youth &amp; Families Division</td>
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<td>Larimer County Natural Resources</td>
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<td>Lighthouse Central Florida</td>
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<td>Bee Family Centennial Farm Museum</td>
<td>Loveland Housing Authority / Silver Leaf I &amp; II Apartments</td>
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<td>Bohemian Nights</td>
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<td>Breakthrough, Austin</td>
<td>Motor City Blight Busters</td>
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<td>Motor Pool</td>
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<td>Cam’s Lobby Shop</td>
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<td>CARE Housing Provincetown</td>
<td>No More Deaths</td>
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<td>CARE Housing Swallow</td>
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<td>Northern Colorado Shares</td>
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<td>PFLAG Fort Collins/Northern Colorado</td>
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<td>Poudre River Public Library District</td>
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<td>City of Fort Collins, The Farm</td>
<td>Poudre School District</td>
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<tr>
<td>City of Loveland</td>
<td>Project Self-Sufficiency</td>
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<tr>
<td>Clay’s Ace Hardware</td>
<td>RamCard Office</td>
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<td>Collegian</td>
<td>Realities For Children</td>
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<td>Colorado 4-H</td>
<td>Redtail Ponds Permanent Supportive Housing</td>
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<td>Respite Care</td>
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<td>ColoradoCareYES</td>
<td>RHA</td>
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<td>Crossroads Safehouse</td>
<td>River Rock Co-housing</td>
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<td>River Song Waldorf School</td>
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<td>Denver Rescue Mission</td>
<td>SAINT Volunteer Transportation</td>
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<td>SAVA Center</td>
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<td>Easter Seals Colorado</td>
<td>Spoons Soups and Salads</td>
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<td>Easter Seals Daybreak</td>
<td>St. Bernard Project</td>
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<td>Elderhaus Adult Day Program</td>
<td>Sunflower Active Adult Community-American Retirement Properties</td>
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<td>Event Planning Office</td>
<td>The Arc of Larimer County</td>
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<td>Exodus Moving</td>
<td>The Beat Within</td>
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<tr>
<td>Food Bank for Larimer County</td>
<td>The Center for Family Outreach</td>
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<tr>
<td>Fort Collins Cat Rescue &amp; Spay/Neuter Clinic</td>
<td>The Children’s Place</td>
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<tr>
<td>Fort Collins Food Co-op</td>
<td>The Family Center/La Familia</td>
</tr>
<tr>
<td>Fort Collins Habitat for Humanity</td>
<td>The Farm at Lee Martinez Park- City of Fort Collins</td>
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<tr>
<td>Fort Collins Municipal Railway Society</td>
<td>The Gardens on Spring Creek</td>
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<tr>
<td>Fort Collins Natural Areas</td>
<td>The Geller Center</td>
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<tr>
<td>Fort Collins Read Aloud</td>
<td>The Matthews House</td>
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<td>Fort Collins Special Olympics</td>
<td>The Salvation Army Loveland</td>
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<td>Fraternity and Sorority Life</td>
<td>The Villages</td>
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<td>Friends of Happy Heart Farm</td>
<td>Town of Estes Park</td>
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<td>Friends of L’Arche Fort Collins</td>
<td>United Way of Larimer County</td>
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<tr>
<td>Fuzzy’s Taco Shop</td>
<td>Volunteers of America</td>
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<td>Gift of Life Bone Marrow Foundation</td>
<td>YMCA Camp Campbell</td>
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<td>Growing Gardens</td>
<td>Wildlands Restoration Volunteers</td>
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<td>Halcyon Hospice and Palliative Care</td>
<td>Zenger Farms</td>
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<tr>
<td>Hearts and Horses Therapeutic Riding Center</td>
<td></td>
</tr>
<tr>
<td>High Plains Environmental Center</td>
<td></td>
</tr>
</tbody>
</table>

- **President’s Leadership Program**: With the reassessment of the connection between Sports Management Minor and the Leadership Minor, PLP entered into an exciting and beneficial relationship with ASCEND and the Career Center. This partnership allowed for an engaging networking opportunity for students to practice interacting in a professional environment.

Below lists campus departments, agencies/local residents, internship sites, and businesses that PLP partnered with:
<table>
<thead>
<tr>
<th>Office Max</th>
<th>Easter Seals Colorado</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 School at a Time</td>
<td>FoCo Café</td>
</tr>
<tr>
<td>Audubon of the Rockies</td>
<td>Fort Collins Cat Rescue</td>
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<tr>
<td>Boettcher Foundation</td>
<td>Fort Collins Country Club</td>
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<td>Boys and Girls Club of Larimer County</td>
<td>Fort Collins Rescue Mission/Harvest Farm</td>
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<tr>
<td>City of Fort Collins – City Planning</td>
<td>Hillel</td>
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<td>City of Fort Collins – Social Sustainability</td>
<td>Homeless Gear</td>
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<tr>
<td>College of Agricultural Sciences</td>
<td>Institute of Religion</td>
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<tr>
<td>College of Engineering</td>
<td>Kaiser Permanente</td>
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<td>Colorado Leadership Alliance (CLA)</td>
<td>Lory Student Center</td>
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<tr>
<td>Columbine Health Systems</td>
<td>Matthews House</td>
</tr>
<tr>
<td>Come Let’s Dance</td>
<td>Merrill Lynch</td>
</tr>
<tr>
<td>CSU – Apartment Life</td>
<td>Office Depot</td>
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<td>CSU – Alliance Partnerships</td>
<td>Office of the President</td>
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<tr>
<td>CSU – ASCEND</td>
<td>Office of the Provost</td>
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<td>CSU – Athletics</td>
<td>Open Stage Theatre</td>
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<tr>
<td>CSU – Biochemistry and Molecular Biology Lab</td>
<td>Poudre School District</td>
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<td>CSU – Career Center</td>
<td>Poudre Valley Health Systems/Poudre Valley Hospital</td>
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<td>CSU – Communication Studies</td>
<td>Respite Care</td>
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<td>CSU – Computer Science EEG Lab</td>
<td>Sexual Assault Victim Advocate (SAVA) Center</td>
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<td>CSU – Division of Student Affairs</td>
<td>Target</td>
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<td>CSU – Housing and Dining Services</td>
<td>The Human Bean</td>
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<tr>
<td>CSU – Orientation and Transition Programs</td>
<td>Thrivent Financial</td>
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<tr>
<td>CSU – Police Department</td>
<td>Tortle</td>
</tr>
<tr>
<td>CSU – Student Case Management</td>
<td>Velocity Real Estate and Investments</td>
</tr>
<tr>
<td>CSU – TILT</td>
<td>Zach Mercurio</td>
</tr>
<tr>
<td>Dean of Students</td>
<td></td>
</tr>
</tbody>
</table>

- **CSUnity:** This was the 10th 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 US including: Boulder, Chicago, Colorado Springs, Denver, Kansas City, Las Vegas, Minneapolis, Los Angeles, San Diego, San Francisco, and Washington, D.C.

- **Homelessness Awareness and Action Month (HAAM):** This was the first year that SLiCE organized HAAM. HAAM included a total of 16 events during the month of November including social justice conversations, street outreach, documentaries, community meals, and guest speakers. A total of 321 participants attended the various events.

**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 a national search to hire for a new position, the Program Coordinator for Community Engagement. Mike Buttram started in July 2017 and will be working primarily with the Alternative Break program and leading the CSU/UABCS Student Leadership Exchange.
- SLiCE successfully hired Dexter Artienda for a temporary full-time Program Coordinator for Co-Curricular Leadership. This was Dexter’s SAHE graduate assistantship for the previous two years.
- 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 Lory Student Center 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, Supporting Transgender Students and Staff, VP of Diversity workshops and updates; Local: Leadership Fort Collins; National: NASPA, Myers Briggs Type Indicator Practitioner Training and Certification, and CollegiateLink National Conference.
- 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: El Centro, Off-Campus Life, CSU Events and Constituent Engagement, and CSU Mountain Campus.
- SLiCE provided employment for 30 undergraduate students offering a substantial on-boarding/training program.

**Goal 8: Inclusive Excellence: Diversity, Equity 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**: Staff worked intentionally with the Office of Admissions in the recruitment process to make sure we were reaching out to counselors and on-campus partners to continue the efforts of last year’s staff in increasing the percentage of Students of Color in the program. This year, the staff decided to try and better align the recruitment deadlines to those of the Office of Admissions. Therefore, the applications dates were moved forward to March 1 for incoming students and March 15 for current/transfer students. PLP received 191 applications from incoming students and 110 from current/transfer students. To better accommodate for instructor schedules, the interview process occurred over three weeks in March.

**PLP Students of 2016-2017**
- Female: 70.4%
- Minority (Students of Color): 35.3%
- Residential: 54.0%
- Pell Recipient: 27.5%
- First Generation: 25.2%

**Recruitment and Selection of Students for 2017 - 2018**: 170 selected students

- HS Applicant Demographics: 115 students
  - Female: 75.4%
  - Minority (Students of Color): 35.4%

- CSU Applicant Demographics: 55 students
  - Female: 69.7%
  - Minority (Students of Color): 40.4%
  - No Prior PLP Experience: 74.1%
In March, SLiCE and PLP partnered with the Office of International Programs, the Office of the President, Colorado School of Public Health, Associated Students of Colorado State University, Residence Life, First National Bank, the Vice President for University Operations, and the School of Global Environmental Sustainability to host Leymah Gbowee, a Nobel Peace Prize Winner and women’s rights advocate. During her visit to CSU, Leymah met with student and University leadership representatives. Her featured presentation for the evening discussed gender-based violence and women-led peacebuilding in conflict countries. Many PLP students 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. The May 2017 session of the LeaderShape Institute had a total of 47.5 percent of student participants and two-fifths of cluster facilitators identifying as people of color, and a broad range of marginalized and minoritized identities present in the space. The 31 participants from CSU consisted of eight first-years, nine sophomores, six juniors, four seniors, and four graduate students.

- **Campus Step Up: A Social Justice Retreat**: During the 2017 session of Campus Step Up, 61 student participants (17 first-years, 13 sophomores, 13 juniors, 14 seniors, and 4 graduate students) engaged in meaningful dialogue and learning about identity and social justice issues. Of those that participated: 26.3 percent identified as LGBTQ, 38.5 percent identified as students of color, nine were international students, and all represented a wide range of religious and socio-economic identities.

  Pre- and post-assessments were conducted with 17 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 about social justice concepts improved across the board from the pre- to the post-assessment. Three important highlights includes: 100 percent of respondents selected Strongly Agree or Agree to their experiences to create a safe environment for all people within their community, 100 percent of respondents selected Strongly Agree or Agree to recommending this retreat to other CSU students, and 96 percent of individuals selected Strongly Agree or Agree on feeling better equipped to understand the perspectives of those who are different from them.

- **Soft launch of peer educator program**: In collaboration with the AVP for Diversity, members of the SDPS cluster, and Campus Activities, co-curricular leadership in SLiCE worked to develop the structure and initial training of students for an inclusion and social justice based peer education/facilitation program. Over the past year, work on the project has included theoretical grounding; one-, three-, and five-year planning; budget development; peer educator recruitment and training (Spring 17); and workshop design and development. This upcoming fall will see a pilot rollout of the workshops with the goal of increasing offerings in the Spring.

- **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, 465 student organizations registered with and were recognized by the SLiCE office. A total of 62 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, and social justice/social change.

- **Alternative Breaks**: 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.

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

- **Social Justice Conversations**: SLiCE collaborated with the SDPS offices and the Ethnic Studies department to host a series of social justice conversations. Each discussion was focused on a timely/relevant social justice topic and facilitated by a campus/community expert. A total of 21 conversations were held during the school year with 255 people in attendance.

**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 the VPSA Parents Fund, and advised by a SLiCE staff member, 33 grants were awarded for leadership and/or academic conference travel, totaling nine individuals, and 24 registered student organizations. The allotted amount for grant spending for the 2016-2017 year was $33,525. A total of $29,240 was awarded during the 2016-2017 academic year.

- **Rams Against Hunger**: This program has been featured on a couple of CSU giving days with great success. Between FY16-FY17, $82,667.14 was raised for this program.

- **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 Ram Card. Each student received 75 meals on their Ram Card (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 in April, 2017, featured Rams Against Hunger with over 600 people contributing $16,616 to the fund.

- **SLiCE Staff:** SLiCE worked with the University Technology Fee Advisory Board to obtain $15,180 in funding. The funding covered the annual CollegiateLink/RamLink contract and student staff employees.
- **Student Fee Review Board:** SLiCE staff 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: FTE $18.16 for fall/spring and $11.80 for summer, and PT $7.63 for fall/spring and $4.96 for summer. This was the first fiscal year that SLiCE collected part-time student fees.
- **President’s Leadership Program:** PLP received $11,500 from the Coca-Cola campus contract and $10,000 from the Bohemian Foundation for service trips.
- **President’s Leadership Program:** The SLiCE staff worked closely with the Office of the President, Provost, Vice President for Student Affairs, and the Lory Student Center Executive Director to coordinate funding for the President’s Leadership Program. While participating in the Provost’s BARC process, SLiCE was able to secure increased funding for changes in instructor pay that allow us to be competitive for talented instructors.

**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. This space includes four computer-desk work stations, secluded office space, an open lounge area, 65 multi-use and sized rentable lockers, a small conference room – only able to be reserved by RSOs, a black and white printer, a variety of art supplies, colored printer paper and “butcher” paper, construction paper, paints, markers, a button maker and supplies, a die-cut machine, and a laminator and supplies. The SOC is a space available to all members and advisors of registered student organizations 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 through use of student fees.
- **Student Organization Center Open Houses:** There were two open houses in the SOC this year, one each semester. A total of 75 RSO members attended. The SOC Open Houses created a welcoming atmosphere, aimed to build community, oriented students to the SOC, and facilitated connections between SLiCE and RSO members and offered informal guidance with RamLink.

**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:** The following assessment tools were utilized during the 2016-2017 year for PLP:
  - PLP Fall Welcome and Retreat Assessment
  - Budget Review and Fiscal Management
  - Incoming PLP Students and Recruitment data
  - Internal CAS Assessment
  - Instructor 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 and students answered them on a 1-5 scale (5 – being strongly agree). On average, PLP students reported they either “agree” or “strongly agree.”
Qualitative information regarding instructor strengths included “her ability to be completely honest and tell me exactly what she sees in me to be able to change” and “he wants us to challenge himself and ourselves.”

**2016-2017 Instructor Average**

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Average</th>
<th>Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Is prepared for in-class sessions, retreats, and one-on-one’s</td>
<td>4.77</td>
<td>(4.66)*</td>
</tr>
<tr>
<td>b</td>
<td>Demonstrates investment in the class community</td>
<td>4.89</td>
<td>(4.77)</td>
</tr>
<tr>
<td>c</td>
<td>Creates an inclusive and supportive learning environment</td>
<td>4.87</td>
<td>(4.82)</td>
</tr>
<tr>
<td>d</td>
<td>Connects class material to everyday life</td>
<td>4.73</td>
<td>(4.65)</td>
</tr>
<tr>
<td>e</td>
<td>Uses activities in class to enhance my understanding of the content</td>
<td>4.72</td>
<td>(4.67)</td>
</tr>
<tr>
<td>f</td>
<td>Encourages the exploration of leadership styles and theories</td>
<td>4.78</td>
<td>(4.66)</td>
</tr>
<tr>
<td>g</td>
<td>Challenges me to grow as an individual</td>
<td>4.75</td>
<td>(4.67)</td>
</tr>
<tr>
<td>h</td>
<td>Is available and supportive of my education and experiences outside of class</td>
<td>4.75</td>
<td>(4.69)</td>
</tr>
</tbody>
</table>

*averages shown in parenthesis are from the 2015-2016 school year*

PLP students completed a survey based on the CAS 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 mid-year 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. On average, students increased in all areas of skill and awareness by .23 from December to May, an average increase of 12 percent.

<table>
<thead>
<tr>
<th></th>
<th>December 2016</th>
<th>May 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>...to communicate effectively with others</td>
<td>4.23</td>
<td>4.51</td>
</tr>
<tr>
<td>...understand their personal values</td>
<td>4.44</td>
<td>4.73</td>
</tr>
<tr>
<td>...understand the importance of ethics in leadership</td>
<td>4.26</td>
<td>4.56</td>
</tr>
<tr>
<td>...have confidence as a leader</td>
<td>4.11</td>
<td>4.37</td>
</tr>
<tr>
<td>...work collaboratively with others</td>
<td>4.25</td>
<td>4.45</td>
</tr>
<tr>
<td>...value social responsibility and community involvement</td>
<td>4.35</td>
<td>4.60</td>
</tr>
<tr>
<td>...understand the advantages and challenges of a diverse society</td>
<td>4.63</td>
<td>4.60</td>
</tr>
<tr>
<td>...have critical thinking and problem solving skills</td>
<td>4.07</td>
<td>4.34</td>
</tr>
</tbody>
</table>

Average 4.29 4.52

**RamLink:** SLiCE utilizes RamLink, the CSU involvement hub for students. Students can 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, campus events, and university departments. There was a total of 53,660 users during the 2016-2017 academic year. This is a 52 percent increase from the prior year. Additionally, there were 100,473 sessions during the 2016-2017 academic year, which is an increase of 61 percent compared to the previous year.

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

**Presentations**

- “Agricultural Ambassador Retreat” by Jess Dyrdahl
- “AmeriCorps Volunteer Training” by Jess Dyrdahl
- “Art of the Oppressed” Pride Resource Center Retreat by Stephanie Moreira
- “Human, Knot Again!” (Icebreakers 101) and “Facilitate Like a Leader, Not a Boss!” (Facilitation 101) facilitated by Sarah Stephens for the student organization workshop series
- “RamLink 101” facilitated by Sarah Stephens for various campus partners and Sport Club officers recognized by Campus Recreation
- “Entering Mentoring” TILT by Stephanie Moreira
“Excels Course” by Jess Dyrdahl
“Officer Orientation” presented by Sarah Stephens for registered student organization officers
“Cycle of Socialization” (two presentations) undergraduate social work diversity class (one fall semester, one spring semester) 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 for CSUnity Team Leaders
“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, CSU Admission Ambassadors, Front Range Community College, Admissions, TILT
“SLiCE Involvement” presented by Hermen Diaz for College of Liberal Arts Advisors
Campus Step Up Facilitator Training presented by Hermen Diaz
“Research Experience for Undergraduates” Departments of Microbiology, and Atmospheric Science by Stephanie Moreira
“Safe Zone Training” by Stephanie Moreira
“STEM Outreach LLC Retreat” by Stephanie Moreira
“The Art of Being Presidential” by Jess Dyrdahl
“What is Leadership?” presented by Dexter Artienda for the REAL program
Woodrow Wilson Leadership School Facilitator by Bruce Mann
Various social justice sessions, professionalism by Bruce Mann

• Publications
  • Students Against Hunger: An approach to food insecurity at a Large Public Land Grant University by Dr. Heather Novak and Dr. Jennifer J. Johnson
  • Rams Against Hunger (in collaboration with Institutional Research, Planning and Effectiveness)

• Honors and recognitions
  • President’s Leadership Program: 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 Provost and Executive Vice President Dr. Rick Miranda 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: Erika Vardaro
  PLP Graduates: Claire Andrues, Geoffrey Begler, Maria Brock, Douglas Gaillard, Margaret Hancock, Dylan Johnson, Monica Porras, Hannah Pur hymun, Ernan Torrez, Erika Vardaro
  Interdisciplinary Leadership Studies Minor Graduates: Claire Andrues, Ashley Brown, Sean Rogers, Avery Rothe
  APC Star Award: Stephanie Moreira
  Leadership Fort Collins Graduate: Jess Dyrdahl

Keynote Speaker – ASCSU Reunion: Jess Dyrdahl
HERS program graduates: Stephanie Moreira and Jess Dyrdahl
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 Denke Award**: Bruce Mann, SLiCE Assistant Director
- **ASCSU Advisor of the Year**: Pamela Norris, SLiCE Director
- **SLiCE Leadership Award**: Winners included:
  - **Outstanding Organization of the Year**: United Men of Color
  - **Outstanding New Organization of the Year**: Rams for Refugees
  - **Outstanding New Program of the Year**: Student Veterans Organization’s “Operation Bear Hug”
  - **Outstanding Community Service Program of the Year**: Fort Collins Rotaract’s “Breakfast Bingo”
  - **Outstanding Social Program of the Year**: Beta Gamma Nu’s “Fall Ball”
  - **Outstanding Educational Program of the Year**: Society of Women Engineers’ “Introduce a Girl to Engineering”
  - **Outstanding Cultural Program of the Year**: Indian Student Association’s “India Nite”
  - **Outstanding Officer of the Year**: Hannah Ramirez of Sigma Alpha Iota Colony at Colorado State University
  - **Outstanding Emerging Leader of the Year**: Alyssa Breda of Field Ornithologists at Colorado State University
  - **Outstanding New Member of the Year**: Eeswar Atluri of Indian Student Association
  - **Sport Clubs Coach/Faculty Advisor of the Year**: Rod Hartley of Men’s Rugby
  - **Carole Becker Sport Clubs Officer of the Year**: KaMele Sanchez of Wrestling
  - **Sport Clubs New Officer of the Year**: Zac Strande of Men’s Lacrosse
  - **Most Improved Sport Club of the Year**: Alpine Ski Team
  - **Bill Hill Sport Club of the Year**: Women’s Lacrosse
  - **Sport Clubs Volunteer of the Year**: Julia Young of Women’s Ultimate Frisbee