ANNUAL REPORT
2017-2018

Division of Student Affairs
Colorado State University
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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.

- Textbook savings to CSU students increased by over $1,000,000 in FY18 from $4,447,825 in FY17 to $5,497,728 in FY 18 through innovative and cost saving measures.
- For the 2017-2018 academic year, the CSU Bookstore increased its Inclusive Access or Day One Access program to account for one-third of course materials sales. This program ensures students have access to needed course materials beginning the first day of class and provides these materials at substantial discounts. Initial studies indicate students who use Inclusive Access programs perform better 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.

- The LSC hosted its 16th consecutive LSC Student Employee Graduation Celebration for student employees, recognizing their contributions to serving the campus community. The celebration included 254 graduating student employees, a 41 percent increase over last year’s graduating students. In addition to the departments who regularly attend from the LSC, the Career Center, Campus Life Cluster, and Student Diversity Programs and Services (SDPS) offices from within the LSC were also invited this year. The attendance of the event reached approximately 215 people, which included undergraduate student employees, graduate student employees, and professional staff members who either directly supervise or indirectly advise these student staff members. The celebration emphasized both the importance of the student employment experience contributing to students’ learning at CSU and demonstrated the importance of student employees who work either for or in the LSC.
- During spring semester, no less than 75 percent of survey respondents who attended a program with an educational component reported that the speakers or program encouraged on-going/continuous learning. Some of these included: TEDxCSU, Jose Antonio Vargas lecture, Latinx Heritage Month Keynote, Jennicet Gutierrez, LGBT History Month Keynote Kay Ulanday Barrett, Native American Heritage Month Awake film, and the Black History Month Keynote Angela Davis. Additionally, this year, RamEvents started explicitly assessing programs through the lens of high-impact practices. Around 63 percent of program survey respondents learned...
more about others and their identities, and 33 percent of program survey respondents identified that the program demanded intellectual and personal engagement and effort.

- The Global Leadership Exchange saw a successful pilot year. Working in partnership with the Universidad Autónoma de Baja California Sur (UABCS) and CSU’s Todos Santos Center, 10 CSU and 15 UABCS students cultivated global competencies while exploring leadership through a global lens.
- The Leadership Development Community (LDC) within the President’s Leadership Program officially became a recognized Residential Learning Community. The floor included 35 incoming first-year students who participated in a comprehensive program that included volunteering and making connections to the Fort Collins community in addition to taking a two-credit course, IU 170 and 171 (A Call to Lead) each semester. This partnership included the Living Learning Communities, Residence Life, and the SLiCE Office. 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. The LDC contributed to a 32 percent retention rate of participants continuing to the second year of PLP.

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 LSC’s Training and Development Coordinator provided new student employee orientation for 248 student employees from a wide variety of departments, including the SDPS and Campus Life clusters. A total of 118 students from numerous LSC departments individually attended one of the already pre-scheduled orientations, where another 130 students attended an orientation hosted by their employer, including five students with Student Legal Services, five students with Fraternity and Sorority Life, 14 students with RamEvents, 26 students with Campus Information, 40 students with Environmental Services/LSC Operations, and 40 students with Event Planning Services. The orientation program emphasizes the importance of student employees who serve as experts of their surroundings and taking care of one another. This was communicated through a condensed version of active assailant training and by emphasizing their roles as leaders within the LSC. The impact students have on their community was also communicated, by letting them know about being a “Responsible Employee” and how to utilize the “Tell Someone” resource. Finally, the “Listen, Smile, Care” philosophy of customer service was addressed to build a sense of responsibility within student employees and the entire LSC.
- Involvement Advising: SLiCE implemented Involvement Advising as a brand new program. A total of 331 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.

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

- Through such exhibits as the annual Student Art Exhibition and the biennial Art & Science Exhibit, LSC Arts continued to create a space to highlight the creative achievements of the CSU community, including students, staff, and faculty. The LSC Art Collection, also continued to highlight the historical efforts of the CSU community and inspire future generations of art makers to continue creating through its efforts in providing vast exhibits.
- Thirteen students completed the interdisciplinary minor offered through SLiCE. 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). Ashle’ Tate and Erika Vardaro won top honors and the Social Justice Research awards at CURC. As usual, project topics ranged from looking at the experiences of black women educators of racial battle fatigue, experiences of women in leadership positions in business, leadership styles of science educators, and many more.
Goal 5: Engagement – Collaborate with stakeholders (campus-wide, local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity that increases CSU’s relevance and value to the State of Colorado.

- Lory Dining Services continued to work with many departments and student organizations on campus on the CSU Nutrition Programming and Services Meeting, which continues to build awareness about the nutrition-related services and support available for our students.
- RamEvents continued to excel in this area. This year, they 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 staff and volunteers, as well as participants. RamEvents collaborated with 29 different on- and off-campus partners that reached approximately 13,600 students through 67 programs.
- SLiCE collaborated with the Food Bank for Larimer County to bring a mobile food pantry to CSU one time per month during September – July. There were 2,264 unique visitors to the food pantry this year. The food pantry served approximately 7.3 percent of CSU students and 1.3 percent of CSU employees. On average, 615 people visited the food pantry each month. An average of 40 volunteers ran each pantry.
- SLiCE hosted the 31st annual Cans Around the Oval. This single-day food drive, benefitting the Food Bank for Larimer County, brought in $56,349 and 42,293 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.

- Lory Dining Services worked with Environmental Health Services to certify several more career staff members with ServSafe Food Safety Protection Manager Certifications. This certification stays current for five years and provides food service professionals in the department the tools and awareness to help prevent the spread of foodborne illness while promoting best practices in food safety.

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 LSC marketing department (Colab) had an outstanding year, winning 22 awards and continuing its tradition of outstanding partnership with community, collegiate, business, and students. Colab exceeded goals for diversity among student staff, and achieved 100 percent student staff placement rates in positions after graduation. 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 the unit’s role at the LSC and CSU.

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.

- 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. This year RAH provided a total of 422 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). The RAH 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 RAH with hundreds of donors contributing $16,616 to the fund in just one day!

- SLiCE registered 479 student organizations, an increase from the previous academic year.
- During the 2018 session of Campus Step Up, 70 student participants engaged in meaningful dialogue and learned about identity and social justice issues. Important highlights include: 98 percent of individuals selected Strongly Agree or Agree on feeling better equipped to understand the perspectives of those who are different from them and 94 percent of respondents selected Strongly Agree or Agree to feeling better prepared to take action to create social change from having attended Campus Step Up.

**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).

- FY18 total year-end revenues for the LSC were $36,768,617, while expenditures totaled $36,954,522, including a $1m transfer to facility reserves. The LSC remains fiscally healthy, with a fund balance of $4,555,650 and a facility reserve balance of $4,315,043. The contribution to the reserve account is budgeted at $835,000 in FY19.
- Lory Dining Services created a Gameday tailgating atmosphere prior to kickoff for football games by opening up retail food locations, introducing a Biergarten, and serving appropriate food items to guests inside and in areas outside to the west of the Lory Student Center.

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

- Lory Dining Services started to compost back-of-house in as many retail locations as possible with collaboration efforts from the Department of Soil and Crop Sciences, LSC Operations, and CSU Facilities.
- Lory Dining Services utilized local vendors and supported local farms and adjusted our menu each semester in order to purchase Colorado products as well as maintain our certification with the Green Restaurant Association.
- The Lory Student Center Satisfaction survey was conducted during FY17/18. On a scale of 1 to 5 with 5 being very satisfied, the Lory Student Center was ranked highest with customers being very satisfied in cleanliness of entrances, restrooms, and hallways.

**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.

- During the Spring 2018, the Lory Student Center’s Assessment, Planning, and Effectiveness (APE) Committee was instrumental in the development and administration of the LSC Satisfaction Survey. The survey assessed students’ satisfaction with aspects of LSC programs and services, facility cleanliness, and social environment. The survey was sent to a random sample 3500 students, yielding a 16.7% response rate. Overall, results suggested over 86% of students responded as being satisfied or very satisfied with the LSC in 2018. At a rate of over 60%, students indicated a willingness to recommend programs and services in the LSC, with 44.7% agreeing and 18.8% strongly agreeing with this sentiment. An executive summary with detailed results as well as areas for growth are included in the annual assessment report. Furthermore, the new tool is a part of the LSC Assessment Strategy. The APE committee is testing and implementing new strategies and systems to collect and maintain consistent data from various programs and services throughout the LSC. These measures include processes for assessment tool review, development of building-wide assessment timeline, and implementation of universal reporting structures to align with the division and institution. The APE committee will publish its annual summary on the LSC website in Fall 2018. Lastly, the committee has added a member from Off-Campus Life as well as a member from Fraternity and Sorority Life.
The Aspen Grille continued to gather data from students in the form of instructor/class reviews. In addition, a reservation system (Open Table) allowed them to receive feedback and reviews from the public. Lastly, we used mystery shopper reports to give instructors and students valuable feedback and criticism of service and food quality.

Other interesting highlights that are not included in the Strategic Plan
- **Presentations**
  - The Director of Campus Activities facilitated the Man Educate Yourself (MEY) program in the Fall 2017 and Spring 2018 semesters.

- **Publications**
  - Colab awards and entries displayed in ACUI’s “The Bulletin,” Summer 2018, Volume 86 | Issue IV.

- **Honors and recognitions**
  - The LSC marketing department (Colab) had an outstanding year, winning 22 awards through the Association of College Unions International (ACUI).
**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 who serve on the LSC Governing Board continue to provide leadership and guidance related to LSC operations. Board members’ experiences during the year included sending three members to the 2017 Association of College Unions International (ACUI-IV) Regional Conference in Salt Lake City, Utah, during fall semester. During the spring semester, eight board officers participated in an all-day retreat designed and facilitated by officers themselves. Governing board members celebrated LSC’s 56th birthday in April on the LSC plaza by handing out 12 full sheet cakes while collecting feedback regarding students’ experiences in the LSC. Further accomplishments include approval of three out of five LSC Policy Exemption Requests, providing feedback related to the Principles of Community Wall design in the LSC, and redesign of the Lunch On Us assessment tool for implementation in 2018-2019.
- The LSC hosted its 16th consecutive LSC Student Employee Graduation Celebration for student employees, recognizing their contributions to serving the campus community. The celebration included 254 graduating student employees, a 41 percent increase over last year’s graduating students. In addition to the departments who regularly attend from the LSC, the Career Center, Campus Life Cluster, and Student Diversity Programs and Services (SDPS) offices from within the LSC were also invited this year. The attendance of the event reached approximately 215 people, which included undergraduate student employees, graduate student employees, and professional staff members who either directly supervise or indirectly advise these student staff members. The celebration emphasized both the importance of the student employment experience contributing to students’ learning at CSU and demonstrated the importance of student employees who work either for or in the LSC.
- Collaborative relationships continue to be emphasized for all within the LSC. Solid examples this year include the LSC’s involvement in Gameday football Saturdays, financial support and leadership provided for Ram Welcome, and support and leadership for major campus diversity programs and initiatives.

**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 Coordinator provided new student employee orientation for 248 student employees from a wide variety of departments, including the SDPS and Campus Life clusters. A total of 118 students from numerous LSC departments individually attended one of the already pre-scheduled orientations, where another 130 students attended an orientation hosted by their employer, including 5 students with Student Legal Services, 5 students with Fraternity and Sorority Life, 14 students with RamEvents, 26 students with Campus Information, 40 students with Environmental Services/LSC Operations, and 40 students with Event Planning Services. The orientation program emphasizes the importance of student employees who serve as experts of their surroundings and taking care of one another. This was communicated through a condensed version of active assailant training and by emphasizing their roles as leaders within the LSC. The impact students have on their community was also communicated, by letting them know about being a “Responsible Employee” and how to utilize the “Tell Someone” resource. Finally, the “Listen, Smile, Care” philosophy of customer service was addressed 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.
   • 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.
   • 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).
   • FY18 total year-end revenues for the LSC were $36,768,617, while expenditures totaled $36,954,522, including a $1m transfer to facility reserves. The LSC remains fiscally healthy, with a fund balance of $4,555,650 and a facility reserve balance of $4,315,043. The contribution to the reserve account is budgeted at $835,000 in FY19.

Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.
   • From July 1, 2017, through June 30, 2018, the LSC traffic count included 4,495,986 entries, compared to the previous fiscal year total of 4,520,419 entries. The new daily average during fall and spring semesters is 20,545. During fall and spring semesters, the LSC experienced several peak days during the first week of classes totaling 40,000 entries per day.
   • Of the Phase II LSC Master Plan funds ($72m total cost), approximately $100,000 remains to be redirected to the Phase III Master Plan revitalization project, completing the LSC 20-year facility master plan developed in 2002. In addition, the Student Fee Review Board recommended the approval of the LSC to proceed with funding Phase III at a targeted cost of $15.5 million, with $12.5 million for bonds and $3 million from LSC reserves. The University Operations Committee approved the project in February 2018.
• The LSC Capital R&R plan is updated regularly, with $394,557 expended in FY18 and $395,000 budgeted for FY19. It is critical that the LSC continues to grow contributions here and to the facility reserves given the significant building appearance and infrastructure needs associated with north-end improvements.

• The Lory Student Center Special Projects Coordinator coordinated the installation of the Ram Clock on the north wall of the Food Court seating area. The clock chimes three times at the top of the hour, featuring a recording of the ringing of the Old Main Bell provided courtesy of the Alumni Center. Other projects in the design phase include the Principles of Community and Leadership and Governance branded elements. Installation of the Principles of Community element is estimated to conclude in early fall semester 2018, and the Leadership wall design for the west wall of the SLiCE and ASCSU Offices is in the design phase.

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.

• During the spring 2018, the Lory Student Center’s Assessment, Planning, and Effectiveness (APE) Committee was instrumental in the development and administration of the LSC Satisfaction Survey. The survey assessed student’s satisfaction with aspects of LSC programs and services, facility cleanliness, and social environment. The survey was sent to a random sample 3500 students, yielding a 16.7% response rate. Overall, results suggested over 86% of students responded as being satisfied or very satisfied with the LSC in 2018. At a rate of over 60%, students indicated a willingness to recommend programs and services in the LSC, with 44.7% agreeing and 18.8% strongly agreeing with this sentiment. An executive summary with detailed results as well as areas for growth are included in the annual assessment report. Furthermore, the new tool is a part of the LSC Assessment Strategy. The APE committee is testing and implementing new strategies and systems to collect and maintain consistent data from various programs and services throughout the LSC. These measures include processes for assessment tool review, development of building-wide assessment timeline, and implementation of universal reporting structures to align with the division and institution. The APE committee will publish its annual summary on the LSC website in fall 2018. Lastly, the committee has added a member from Off-Campus Life as well as a member from Fraternity and Sorority Life.

• Other interesting highlights that are not included in the Strategic Plan
  • Presentations
    o n/a
  
  • Publications
    o n/a
  
  • Honors and recognitions
    o The AVP for Student Affairs / Executive Director of the LSC served as the Dean of Student Life on Semester at Sea’s Spring 2018 Voyage. He is incredibly grateful for the support of both the VPSA and his colleagues within the Lory Student Center in supporting this professional and personal development opportunity. The Voyage was deemed a success, with all 535 students returning home safely.
Bookstore:

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
   • For the 2017-2018 academic year, the CSU Bookstore increased its Inclusive Access or Day One Access program to account for one-third of course materials sales. This program ensures students have access to needed course materials beginning the first day of class and provides these materials at substantial discounts. Initial studies indicate students who use Inclusive Access programs perform better 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 opportunities to student staff to have hands-on business opportunities, to learn interpersonal communication skills, and to learn specific skills associated with the departments in which they work (accounting skills, merchandising skills, etc).

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 campus and community entities on strategic partnerships (Alumni, Athletics, Orientation and Transition Programs, Ram Welcome, ASCSU, Admissions, Fort Collins Chamber of Commerce, etc.). These partnerships and programs are beneficial to the Bookstore and the other community entities in service to the CSU community and in providing revenues to CSU.

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 Bookstore continues to provide support to various community organizations in support of diversity and inclusivity. The Bookstore is currently working with the Pride Resource Center to provide a fundraiser similar to the ones for BAACC and NACC offices from previous years.

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

- n/a

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

- n/a

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

- n/a

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

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

University Strategic Goals

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

- Event Services provided a high level of service to all programs at the LSC including Admissions, OTP, and other organizations that represent the University and the community; providing best experience for current and prospective students of all backgrounds.
- Event Services worked closely with SDPS offices and departments to guide them in the planning process to ensure that their event showcases their culture and purpose (Luau, Drag Show, World Unity Fair, and Chinese New Year).
- Event Services made certain all events in the Lory Student Center were accessible for all guests and proactively found solutions for guests to ensure guests from all backgrounds could attend events or enjoy common spaces within the LSC.

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 certify (student) servers of alcoholic beverages in the department as well as students and faculty of Food Science & Human Nutrition (FSHN) 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.
- Lory Dining Services student staff took advantage of the opportunity to do formal operational job and product trainings with Starbucks, Allegro, Café Richesse, New Belgium, Odell Brewing, and Gib’s Bagels.
- Event Services encouraged students to participate in the existing development training that is available to them such as LeaderShape and REAL, and continue to provide them with training within our department to strengthen their career skills.
- Event Services implemented a leadership development program with the Building Manager staff to focus on leadership, communication, and relationship building 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.

- The Ramskeller, 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.
- Lory Dining Services retail student managers collaborated and met regularly to discuss ideas and challenges that venues may be encountering.
- Lory Dining Services worked 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 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 brewing process, as well as what other aspects the breweries have to offer.

• The Aspen Grille gave their students restaurant management experience in a classroom setting.

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

• Lory Dining Services gave student staff the opportunity to attend the REAL Workshops to align with the eight leadership competencies: Community Engagement, Ethics, Intellectual Development, Interpersonal Competence, Intrapersonal Development, Leadership, Multicultural, and Practical Competence.

• Lory Dining Services had student managers participate in the SHAPE pilot program with SLICE. They attended sessions throughout the year and gave feedback to the administrators as the program was being developed.

• Event Services provided learning opportunities to student reservationists for future employment including basic skills such as phone/email etiquette, customer communication, and more complex skills such as time management, problem solving, and leadership.

• Event Services provided flexibility in schedules to allow students to attend their regular classes, but also providing them with the flexibility to attend conferences and events on campus during the day and evenings such as Angela Davis and the Diversity Symposium.

• 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.

• Event Services takes pride in working closely with campus partners that display their research and engagement each year, ensuring each event accurately reflects the accomplishments of the student body.

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

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

• The Ramskeller worked with numerous student and campus organizations to co-host very popular events. Some organizations they worked with include Housing and Dining Services, ALVS, KCSU, Graduate Student Council, Student Sustainability Center, Women and Gender Advocacy Center, College of Business, Students United for Reproductive Justice, and Admissions.

• 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 to campus.

• 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 and offered great discounts on food to meet the needs of students studying late on campus. The program is called LSC Late Nite.

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

• The Ramskeller and LSC Catering worked with Code 4 Security to help meet the security needs during the six Gameday Experience football events in the fall semester when CSU hosts home games in the new football stadium.
• Lory Dining Services continued to work with many departments and student organizations on campus on the CSU Nutrition Programming and Services meeting, which continues to build awareness about the amazing level of nutrition-related services and support available for our students.
• Lory Dining Services worked with ASCSU on a collaboration to encourage guests in our coffee shops to bring their own cups. Lory Dining Services offered a discount on freshly brewed coffee and specialty drinks all year long if guests bring their own cups to the coffee shop.
• Lake Street Market collaborated with the Bookstore to make Gameday t-shirts available to sell leading up to CSU football home games.
• Lory Dining Services partnered with the Bookstore to support the faculty and staff appreciation night by donating ice cream and creating coupons redeemable in the two convenience stores.
• The Ramskeller collaborated with KCSU on an open mic comedy show.
• Lake Street Market worked with the new Aggie Village housing complex to sponsor events and work with its residents to identify their products needs that can be made available in the convenience store.
• By exposing students and staff to the University’s offerings, and holding all-department meetings outside of the LSC, but on the CSU campus, we exchanged knowledge of CSU’s relevance and value to the state of Colorado. Arrangements are currently made for meeting space at Smith Alumni Center for our next all-department meeting.
• Event Services supported Rams Against Hunger which serves both the campus and community by providing support to individuals that are food insecure.
• Student Building Managers and professional staff in Event Services focused on further developing relationships with guests and staff of the LSC by greeting and assisting clients prior to their event as well as contacting offices within the LSC weekly to determine how to best support them.
• Event Services provided production services to the Science Olympiad National Tournament for opening and closing ceremonies, creating a lasting impression of CSU to the attendees on campus and families watching the webcast worldwide.

**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 2018 NCAA Men’s basketball championship.
• 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 Services worked with Environmental Health Services to certify several more career staff members with ServSafe Food Safety Protection Manager Certifications. This certification stays current for five years and gives food service professionals in the department the tools and awareness to help prevent the spread of foodborne illness and promotes good practices in food safety.
• Cam’s Lobby Shop worked with CSU Athletics to sponsor Gameday drinks for the Cheer Team.
• Event Services worked closely with community education events such as “Stop the Bleed Initiative” in partnership with UC Health, various author presentations in partnership with the Morgan Library, and many community fundraising events that strengthen CSU’s presence in the community.
• Event Services continued to foster strong partnerships with youth programs such as DECA, Science & Engineering Fair, and various Poudre School District organizations to engage young learners and potential future students.
• Event Services participated in each football Gameday, providing additional opportunities for Gameday attendees to experience campus prior to heading to the stadium.

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

- Lory Dining Services hired a Food Service Production Assistant to assist in the lower-level food production kitchen.
- Lory Dining Services hired a new Retail Coffee Service Manager.
- Lory Dining nominated a few deserving student employees for Colorado State University Student Employee of the Year.
- Several student employees within Lory Dining received LSC employee of the month recognition.
- A couple of members of our Lory Dining staff received their Creating Inclusive Excellence Program certificate.
- 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 promoted a Dining Services I staff member to a Dining Services II.
- Lory Dining Services promoted a Materials Handler I staff member to a Materials Handler II.
- Lory Dining services promoted a Technician II staff member to a Technician III.
- Lory Dining Services supported career staff with their on-going goals in higher education, and by promoting the employee study privilege by creating awareness throughout the department.
- Lory Dining Services committed to excellence in employee supervision and leadership through self-discovery, interpersonal team skills, team effectiveness, and systems thinking via the Supervisor Development Training Program.
- Professional staff in Event Services are engaged in Supervisor Development Training, Certified Meeting Professional designation, Disney Management Training, and are enrolled in classes utilizing their Employee Study Privilege. Some staff are on track to complete the Supervisor Development Program this year.
- Event Services trained the Lead Front Desk staff to plan larger events, allowing them to develop their skills in customer communication and accountability.
- Student Building Managers in Event Services were all required to attend the REAL workshops and well as be CPR and First Aid certified to further their professional development.
- Three student staff members were promoted from the Events Setup staff to the Building Manager staff, providing them an opportunity to grow by developing leadership and communication skills and better prepare them for their post-graduate careers.

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 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.
- Aspen Grille participated in Native American Heritage month, Asian Pacific Islander month, and Black History month to highlight culturally significant cuisine in conjunction with the cultural centers here in the Lory Student Center.
- Lory Dining Services closed all of their retail operations to allow their student staffs to attend the CSUnite, No Place for Hate, walk on campus.
- Event Services promoted and maintained a culture of inclusion and equality during both the hiring process for students and during their course of employment.
- Full time staff in Event Services attended at least one session during the Diversity Symposium while student staff were encouraged to attend if possible.
• Both professional and student staff in Event Services attended trainings on CSU policies regarding free speech and services animals to learn best practices when interacting with guests of the LSC and how we can promote an inclusive, accessible, and welcoming 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).
• Aspen Grille and Hospitality Management held a wine pairing dinner to raise funds for their club.
• Lory Dining Services created a Gameday tailgating atmosphere prior to kickoff for football games by opening up retail food locations, introducing a Biergarten, and serving appropriate food items to guests inside and in areas outside to the west of the Lory Student Center.
• The new website generated 10 percent more revenue YTD for LSC Catering, and with the addition of the on-campus stadium and the role dining has taken to enhance the Gameday experience on the campus, more revenue resources were generated to support high-quality programs and operations.
• The Aspen Grille continued to be proactive with student enrollment in RRM 340 and encouraged students who would like to return as trainers to enroll in FSHN 495B (independent study for food operations).
• Event Setup department continued to offer new services, including providing table cloth rentals for events.
• Event Services continued to grow our inventory of audiovisual equipment, including a state-of-the-art LED wall to be used for events including Commencement, Drag Show, conferences, etc. This allowed for creative branding and opportunities to show video and graphic content. Also purchased additional equipment for an outdoor truss stage tent system.

Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.
• Lory Dining Services utilized local vendors and supported local farms and adjusted our menu each semester in order to purchase Colorado products as well as maintain our certification with the Green Restaurant Association.
• Lory Dining Services began to compost back-of-house in as many retail locations as possible with collaboration efforts from the Department of Soil and Crop Sciences, LSC Operations, and CSU Facilities.
• Event Services is consistently going through the LSC and finding areas that need repaired or replaced through our maintenance request system which results in increased beautification of the LSC and keeping the facility in good shape.
• Event Services assisted LSC Operations and Environmental Services in repairing furniture in the LSC, cleaning spaces, and taking care of the plants in the LSC.
• Event Services installed new digital signage around the LSC to post the event schedule, directional signage, as well as posting signage for events happening in the building. This adds to the professional and sleek look of the building and eliminates the need for paper signage that was being printed on a daily basis.
• Event Services displayed the Principles of Community in our office.

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.
• Lory Dining Services had more cameras installed in its safe food handling areas back-of-house.
• The Ramskeller became a member of UnTappd, an app that guests can use to gain more information about the beer products they serve and let other members know where to find certain products.
• Lory Dining Services launched HotSchedules, a video training supplement that managers and staff can use to train and develop staff more quickly and efficiently.
• LSC Catering utilized a wireless handheld point-of-sale system in the Biergarten.
• The use of 7 Point Operations, and new change logs in EMS have been implemented to maintain a robust information system within the department.
• The Aspen Grille continued to gather data from students in the form of instructor/class reviews. In addition, a reservation system (Open Table) allowed them to receive feedback and reviews from the public. Lastly, we used mystery shopper reports to give instructors and students valuable feedback and criticism of service and food quality.
• Met with the Event Services team at CU Boulder to discuss best practices.
• Event Services continued to improve the planning process within EMS to provide a consistently efficient process for each event.
• Event Services have implemented new forms and checklists to further streamline processes for our Building Manager staff which increases the security of the LSC and the efficiency of our processes.
• Event Services continued to work with 7 Point Solutions to continue to grow and improve our event management tool (7 Point Ops) as well as implementing new resources in the program to guide employees and increase efficiency and effectiveness in job duties.
• Event Services continued to utilize the Fiix system to manage routine maintenance and repair of equipment.
• Event Services collaborated to create an event report sheet to create a process for student AV technicians to communicate event changes and client satisfaction to planning staff.
• Event Services continued to receive positive feedback from clients via post-event survey.
• LSC IT has recently completed a year-long effort to implement a new, secure shopping cart site for the CSU Bookstore’s RamZone brand. This site, leveraging the new CSU standard Nelnet eStore platform, provides a streamlined checkout experience, integrates with existing Bookstore backend systems, and allows the Bookstore to present a brand-differentiated web presence focused on merchandise, exclusive of textbooks.

• Other interesting highlights that are not included in the Strategic Plan
  • Presentations
    o n/a
  • Publications
    o n/a
  • Honors and recognitions
    o Bridges Award – Rams Against Hunger – Event Services provided equipment, space, and support for the on-campus mobile food pantry.
**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. RamEvents worked hard to get into spaces that they are not always in to advertise during their training as well as formed a committee to make hiring a more equitable process for all applicants.
- 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.
- 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.
- Campus Information, Box Office, and Flea Market worked to provide exceptional resources and service to CSU students, faculty, staff, families, members of the Fort Collins community, and other guests who visit the Lory Student Center, creating an atmosphere of inclusivity.

**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.
- This year, Campus Activities entered with a focus to produce high-quality events and services that are open to and serve all students that address the needs of our global society.
- During spring semester, no less than 75 percent of survey respondents who attended a program with an educational component reported that the speakers or program encouraged on-going/continuous learning. Some of these included: TEDxCSU, Jose Antonio Vargas lecture, Latinx Heritage Month Keynote, Jennicet Gutierrez, LGBT History Month Keynote Kay Ulanday Barrett, Native American Heritage Month Awake film, and the Black History Month Keynote Angela Davis. Additionally, this year, RamEvents started explicitly assessing programs through the lens of high-impact practices. Around 63 percent of program survey respondents learned more about others and their identities, and 33 percent of program survey respondents identified that the program demanded intellectual and personal engagement and effort.
- Campus Information and Box Office encouraged co-curricular learning for staff by encouraging them to attend workshops and participate in leadership development, including but not limited to: REAL workshops, Campus Step Up, and campus-wide educational programs or events.

**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.
- Student employees of Campus Activities engaged in deeper learning through intentional student employee learning outcomes. A few students from the office participated in the LSC pilot program, SHAPE. The entire Campus Activities student staff engaged in leadership though teamwork in their role as a student employee resulting in a deeper sense of connection to their job. In addition, the student employees in Campus Activities each learned about leadership styles and were encouraged to explore their own style in a way that encouraged them to practice and learn more about themselves in the process.
- During both semesters, RamEvents student staff participated in workshops with topics including career preparation, leadership styles, diversity and inclusion, and conflict management, facilitating opportunities for them to build their program planning skills as well as prepare for life after graduation. All graduating RamEvents student staff self-reported that RamEvents contributed to their career goals.
• LSC Arts Program provided its staff with opportunities to work and learn in areas of art administration and presentation including curation, installation, preparation, conservation, collection management, leadership, marketing, and general physical practical skills. In addition, there was space for students to experience the non-linear learning experience that art can provide, including a space for contemplation of current events and culture. Finally, by providing The Hallery, the student art space, it allowed students to experience the many different facets of creating an art exhibition from conception to marketing to installation.

• Campus Information and Box Office revamped the staff selection processes to allow for more student staff involvement as well as worked to create deeper learning for its staff members and worked closely with its management team to develop leadership skills.

• Campus Information, Box Office, and Flea Market student employees were provided more than a dozen workshops throughout the academic year aiming to increase knowledge, gain information, and pursue personal and professional development.

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

• Through such exhibits as the annual Student Art Exhibition and the biennial Art & Science Exhibit, LSC Arts continued to create a space to highlight the creative achievements of the CSU community, including students, staff, and faculty. The LSC Art Collection, also continued to highlight the historical efforts of the CSU community and inspire future generations of art makers to continue creating through its efforts in providing vast exhibits.

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.

• Campus Activities staff looked for intentional opportunities to collaborate with stakeholders that are mutually beneficial to exchange knowledge and resources to increase the value of its programs and services.

• RamEvents continued to excel in this area. This year, they 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 staff and volunteers, as well as participants. RamEvents collaborated with 29 different on- and off-campus partners that reached approximately 13,600 students through 67 programs.

• RamEvents staff traveled to NACA and White Privilege Conference to help increase their knowledge of resources, current research, and pertinent information within the field of Student Affairs in order to do their jobs to the best of their ability.

• Since Campus Information, Box Office, and Flea Market serve as one of the first points of contact between CSU and its on-campus constituents as well as the greater local and national community, they continued to successfully serve a large population at a high level as well as work to build partnerships that uniquely help them to provide great services.

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

• Campus Information, Box Office, and Flea Market provided 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, utilization of the Flea Market space for off-campus vendors to connect to CSU community, and more.

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.

• 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. This year, RamEvents found ways to collaborate with Athletics on programs that provided entertainment during home football games. The MOB was a program series that RamEvents, in conjunction with Athletics, the Lory Student Center, Bohemian Foundation talent booking agents, and many other entities, provided before every CSU home football game that enhanced the Gameday experience on campus and brought in local bands.

- Through collaboration with LSC Arts, RamEvents sponsored gallery openings and affiliated events such as artist Shoga Otta whose event was centered on community art.
- RamEvents hosted Jhené Aiko for RamFest this year after filling a void that students identified through their market research.
- Campus Information, Box Office, and Flea Market student staff engaged in wide-ranging interaction and partnership with the Lory Student Center, Colorado State University, and Fort Collins community by providing daily services and gaining a greater understanding of campus and community events and served as the first point of contact for guests entering the Lory Student Center.

**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 recruited and retained 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 staff will impart lifelong learning, leadership, problem solving, and taking the initiative for its student staff.
- RamEvents will continue to modify its recruitment plans as well as work to create a retention plan for its staff.
- Campus Information and Box Office aimed to advance the student staff academic experience through its employment opportunities.
- Created opportunities for student staff in Campus Information, Box Office, and Flea Market to utilize learned concepts from academic coursework to job at hand through further meaning-making and workshops during staff meetings.
- Provided a tiered leadership structure among student staff in Campus Information and Box Office, whereby peer mentorship and leadership is fostered throughout student staff.
- Communicated that employment within Campus Information and Box Office also serves as a leadership development opportunity by providing students the opportunity to serve in tiered leadership roles within the greater student staff.
- Campus Information and Box Office staff meetings were utilized to provide opportunities for personal and professional development, share information, and foster community that is translated into their work life, outside of work life, and beyond their time at Colorado State University.
- Coordinator for Campus Information and Box Office participated in Leadership Fort Collins and received a certificate of completion. The program is sponsored by the Fort Collins Area Chamber of Commerce.

**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.

- Campus Activities worked to promote an inclusive, diverse, and equitable campus through its programs and services that affirms all members of the CSU community.
- 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. During fall semester, students experienced workshops on social identities, privilege and oppression, inclusive language, cultural appropriation, and the importance of collaborating for CSU's history/heritage/awareness month programming. Spring semester topics included programming with/for international student populations, social identities and dialoguing across difference, cultural appropriation (part 2), and bystander intervention with specific attention to gender violence. Students generally responded more to topics directly related to CSU and/or speakers/performers brought to CSU.

- LSC Arts continued to develop discourse over the visual art in the Lory Student Center, both in the artists that are curated (by student staff) to exhibits in the spaces and the works that are displayed throughout the building.
- Campus Information and Box Office worked to promote an inclusive, diverse, and equitable space for its employees and those it serves.

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.
- LSC Arts, Campus Information, and Box Office continued to consider its physical space to support sustainability of their areas. They worked to keep spaces accessible, clean, and intentional for use by guests.
- Through exhibitions, the Curfman and Duhesa Galleries continued to provide innovative exhibits that highlighted the space well and there is an opportunity to further explore possibilities for the display of art in the Lory Student Center, focusing on both the expansion of the art collection and finding new ways to exhibit portions of the collection that are in storage. In addition, the Duhesa Gallery added new signage to the space that allows visitors to see information about the exhibit and provides a good aesthetic to the space.

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, Box Office, and Flea Market served as the central focal point whereby students, faculty, staff, guests, and members of the community were provided with excellent customer service and resources in person and over the phone to the more than 22,000+ people who enter the Lory Student Center daily.
- Campus Information and Box Office will safely secure 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
    - The Director of Campus Activities facilitated the Man Educate Yourself (MEY) program in the Fall 2017 and Spring 2018 semesters.
    - The Director facilitated the Creating Inclusive Excellence Program (CIEP) for the Vice President for Diversity in the Spring 2018 semester.
    - The Coordinator for Campus Information and Box Office facilitated the Men in the Movement program in conjunction with the Women and Gender Advocacy Center during the Spring 2018 semester.

- Publications
  - n/a
Marketing (Colab):

University Strategic Goals

Goal 1: Access – Deliver on the commitment to inclusive access.
- Continued to hire and maintain a diverse staff in under-represented populations, in a variety of non-traditional majors for creative staff, and a variety of backgrounds including urban, suburban, rural, and international.
- Updated message of safety around building signage, including re-distribution of signage toolkit, and updating web pages dedicated to safety around building signage.

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.
- Continued to upgrade Colab’s award-winning recruitment and retention program; revamping to make more accessible to a variety of learning styles and abilities.
- Implemented high-level training, including speakers and exercises focused on leadership, vulnerability in business, and strategic thinking.

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 a Colab student toward completion and receipt of the REAL certification program and subsequent application of learning in their positions at Colab.
- One hundred percent placement rate in career positions after graduation after implementation of updated marketing programs to recruit, retain, train, and enhance student learning experiences while preparing students for career opportunities 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.
- Provided focus groups for ads produced by the Student Resolution Canter to vet upcoming material and messaging.
-Began work to implement surveys and focus groups for women’s apparel for the CSU Bookstore.
- Worked with the LSC Assessment, Planning, and Effectiveness (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.
- Worked with Division of Student Affairs to develop new diversity statement for DSA recruitment and hiring.
- Colab worked with campus partners to help support CSUnity activities on campus, which helped to bring the CSU community closer.
- Worked with the Student Resolution Center to ensure properly-branded CSU ads and provided focus groups for ads produced by the Student Resolution Center to vet upcoming material and messaging.
- Partnered with Athletics to deliver sports messaging to students in the LSC via digital screens.
- Developed and presented workshops for the Association of College Union International regional and international conferences.
- Partnered with Pride Resource Center to create new collateral, develop a new look and feel for materials, and promote its milestone anniversary.
- Worked with External Relations to revamp CSU Bookstore enterprise logo.
• Worked with External Relations, Campus Activities, Athletics, and Event Planning to ensure heavy marketing of Gameday activities, including newspaper inserts, video, and web presence.
• Sponsored two intern-athletes in the Vice President for Student Affairs summer athletic internship program.
• 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.
• Continued to partner with Event Planning on LSC Building Signage.
• Director worked on committee for LSC Program Review and traveled to five universities to garner information for project.
• Director worked on LSC Program Review sub-committee and with varied LSC departments to refine and complete report for final program review report.
• Partnered with Coke on campus to enhance social media and garner give-aways for LSC marketing.

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.
• Continued work with President’s Office to maintain Board of Governors wall and digital presence in the LSC.
• Partnered with External Relations, Orientation and Transition Programs, Athletics, and more to develop promotions for Lagoon Concert Series, Community Social, RamWelcome, Street Fair, Ramapalooza, and more.
• Partnered with varied committees around campus including DSA Image Committee, President’s Advisory Committee, Campus Communicators, and more.
• Partnered with Division LSC IT and the CSU Bookstore to create a Nelnet University-branded web presence and e-commerce marketing initiative for the University.
• Worked with Four Winds Interactive to enhance digital presence at the LSC and work with universities around the nation to discuss digital signage use.
• Director worked with Association of College Unions International to assist with Region IV conference in Salt Lake City at University of Utah.
• Created a robust social media and e-commerce plan for the CSU Bookstore.
• Partnered with Athletics to deliver sports messaging to students with promotions of the LSC at athletic events and on football and basketball Jumbotron.
• Worked with External Relations and Athletics to participate in media interviews, Facebook Live, Stadium Sessions, distribution of Stadium Sessions Signs on Gameday, and distribution of Stadium Sessions signs to students.
• Director worked with Association of College Unions International to serve as Region IV Conference Coordinator in Spokane Washington at Gonzaga University
• Director worked with a number of universities around the country – including University of Nebraska, University of Virginia, California State University Long Beach, Doane University, Rutgers, and more to assist with digital signage, social media marketing, union marketing agency development, student recruiting, and more.
• Director worked with Virginia Convention and Visitor’s Bureau to provide information on strategizing and implementing a self-sustaining digital signage management program.
• Director served on high school journalism week-long training in photography, web, writing, social media, and marketing.

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.

- All pro staff members continued education with CSU supervisor training.
- Communications Coordinator completed foundational Supervisor Training classes, with full certificate completion planned for Fall 2018.
- Communications Coordinator continued to deepen professional connection with ACUI by serving as Marketing Community of Practice Lead and Region IV Conference Planning Team member, in addition to attending both regional and annual conferences.
- Through selective hiring and comprehensive onboarding training, Colab brings the highest quality students onboard each year.
- Colab has formal training for student and professional staff twice each year; training includes speakers, group work, and collaborative projects with service partners.
- Conducted LSC director retreat along with Colab staff retreat with executive coach speaker last Fall.
- Conducted a Colab Supervisor Retreat, Spring 2018.
- Conducted LSC Strategic Marketing Planning retreat, Summer 2018.
- Director completed Supervisor Training classes, with Supervisor certification forthcoming.
- Director received certificate in Masterful Training and Facilitation.
- Director earned teaching certificate from Arizona State University.
- Sent two professional staff members to the international conference for the Association of College Unions International.
- Sent two professional staff to ACUI Region IV Conference in Salt Lake City.
- Director accepted ACUI 50+ years plaque at international conference in Anaheim, Calif.

**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.

- Communications Coordinator is a member of the Inclusive Communications Task Force to help establish resources and best practices for the division and greater campus community.
- Director is a member of Division of Student Affairs Values Work Group.
- Colab strives to build a diverse staff and focuses on collaborative efforts to complete hundreds of projects each month.
- Spring 2018, student creatives attended “Step Up” inclusivity training, and pro-staff took part in a workshop led by the Rev. Dr. Jamie Washington.
- Director served on “Team Illuminati” through the Assistant 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 assist, create, and disseminate messages of diversity to the CSU community. Also trained Colab staff on this new media information dissemination.
- Continued management of 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 to supplement departmental budget.
- Created additional advertising avenues to continue revenue growth.
- Developed enhanced signage and collateral avenue system to continue development of revenue to meet departmental needs.
Goal 10: Physical Resources – Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.
- Continued work with LSC signage committee to approve branded signage, eliminate clutter, and increase safety for University signage systems.

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.
- Continued to audit and update Function Point project management system to ensure processes, templates, etc. reflect correct procedures, utilize new tools, and serve the office and our clients in the best way possible.
- Audited Function Point project management system to revamp existing processes to reflect correct procedures, utilize new tools, and better serve the LSC.
- Continued to build new tools to showcase data in 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.
- Continued revamp of 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.
- Strategic planning for implementation of Photoboxx to enhance social media engagement, increase building traffic, and increase departmental revenues.

Other interesting highlights that are not included in the Strategic Plan

- Presentations
  - Continued to improve annual Campus Activities and SLiCE trainings based on feedback and best practices to enhance efficiency and effectiveness for all parties.
  - Director presented on web communications and message implementation to high school students around the state.
  - Director served on high school journalism week-long training in photography, web, writing, social media, and marketing.
  - Director teaches “media and global culture identity” in the Department of Journalism.
  - Director presented on union use of digital signage systems at Four Winds Interactive’s Forward conference and received an ovation. Was asked to keynote at the Fall 2018 Forward Conference.
  - Communications Coordinator presented at ACUI Region IV Conference on Preventing Fires – Planning, Workflow, and Execution for Marketing Projects in Salt Lake City, Utah.
  - Director presented at ACUI Region IV Conference on Diversity and Inclusion in the New World Order with five-star reviews in Salt Lake City, Utah.
  - Director presented at ACUI International Conference in Anaheim, Calif. More than one hundred attendees on Redesign, Organization, and Storage for small spaces.
  - Director represented LSC and Colorado state presenting to entire conference of award-winners, including International “Steal this Idea” best of show in Anaheim, Calif.
  - Director Poster Presentation on Dimensionality in Cross Cultural Populations at the Families in Global Transition Conference in The Hague, Netherlands.

- Publications
  - Colab awards and entries displayed in ACUI’s “The Bulletin,” Summer 2018, Volume 86 | Issue IV.

- Honors and recognitions
  - Director nominated for DSA annual awards.
- Director received “superior” in teaching for Department of Journalism class layout, projects, objectives, and student feedback
- Department received a number of awards:
  - Horton Award for LSC Catering Website
  - Swept ACUI, Region IV “Steal This Idea” contest, winning 80 percent of awards and both Best Of Show slots:
    - Student staff: Winner, single page print – Do Something CSU Coloring Sheet
    - Student staff: Winner, multiple page print – LSC Milestones Coloring Book
    - Pro staff: Winner, multiple page print – 3D multi-layer print award entry – 1870 Dinner
    - Student staff: Winner, single page – Queer Prom animated LCD ad
    - Professional staff: Winner, video – Spring Break Video
    - Student staff: Winner, promotional campaign – National Latinx Heritage Month
    - Professional staff: Winner, logo and brand identity – Fifty30 Restaurant Logo
    - Professional staff: Winner, swag & promotional premiums – New Student Employee Orientation Swag
    - Student staff: Winner, swag & promotional premiums – Colab “Chart” T-shirt
    - Student staff: Winner, interior/wall art & signage – Lory Student Center Governing Board Wall
    - Best Of Show: Professional staff, video – Spring Break Video
    - Best Of Show: Student staff, swag & promotional premiums – Colab “Chart” T-shirt
  - Won eight awards out of ten LSC entries and 350 overall projects at International ACUI “Steal This Idea” contest:
    - First Place, Professional Calendar/Schedule: LSC Marketing Calendar Doodle Pad
    - First Place, Miscellaneous Professional/Student: LSC Milestones Coloring Book
    - First Place, Student Brochure: SLiCE
    - Second Place, Professional Social Media Campaign: LSC Late Nite
    - Second Place, Professional T-shirt: Colab “Chart” Tee
    - Second Place, Professional Website: Lory Catering
    - Third Place, Student Website and Social Media: CSU Bookstore Ramzone
    - Honorable Mention, Professional Brochure: LSC VIP Advertising Packet
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.
  • One student employee participated in the SHAPE pilot program for student employees.

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.
  • Two new positions were created and searches completed for our Environmental Services team: a Night Supervisor and a Weekend Supervisor.

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 with a focus to increase diversity among our staff (students and career); in doing so, we continue to create a community in which every individual within the department is respected. The department made contributions to the learning environment of the Student Diversity Programs and Services offices through cleanings and maintenance for their study/work spaces.
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).

- Converted wall-mounted hand soap dispensers to a more efficient model. Hand soap waste has decreased since this change. This conversion also gave the Lory Student Center more aesthetic continuity throughout the building by installing the same dispenser in each restroom and hand sink area.
- Purchased ten 50-gallon trash receptacles and ten 40-gallon recycling receptacles to enable better customer service during Gameday events. We recovered our cost of these cans in two Gamedays by not renting cans from Waste Management. The Lory Student Center now uses these cans for every large event within the building.
- Staff and students have taken on additional cleaning of the carpets and windows rather than hiring contracted vendors. This change not only saves the Lory Student Center money, but also enables the Operations department better control over when and how often these cleanings take place, keeping our building maintained and looking clean and fresh. It also allows training and experience for staff and students.
- Consolidated custodial supply vendors over the past two years. During FY18, our main supplier was Hillyard. The value added from their customer service has saved the Lory Student Center in repairs, training on machinery, and training on cleaning techniques. The streamlined ordering process has saved time and money throughout the year.
- The Lory Student Center Operations department collaborated with Facilities Management to become a pilot site for Big Belly compacting waste receptacles. The Lory Student Center will replace 12 current receptacles with eight from Big Belly: four for compacting trash and four used for compacting recycling.
  - The goal for this program is:
    - A more convenient means of disposal for customers.
    - Savings in labor – the Big Belly cans will need to be emptied two to four times a month instead of three times a day, which we do currently.

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 for our students, employees, and guests. The Lory Student Center Satisfaction survey was conducted during FY17/18. On a scale of 1 to 5 with 5 being very satisfied, the Lory Student Center was ranked highest with customers being very satisfied in cleanliness of entrances, restrooms, and hallways.
- Prioritized, monitored, and completed projects listed on the five-year building improvement plan totaling $394,557 including the carpet replacement in the Business Office; installation of the Lory Student Center clock in the Food Court; updates to our HVAC system, electrical vault, and floors; installation of wall protection in Green rooms and meeting rooms; and added microwaves in the Food Court.
- Continued to work on the composting program for the Lory Student Center back-of-house and retail operations.

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 Lory Student Center Director of Operations accepted a co-chair volunteer position with ACUI Communities of Practice for Facilities and Operations.

Publications
- n/a
• Honors and recognitions
  o Bradley White from our Environmental Services team received two recognitions during FY18:
    ▪ Bradley was among the first participants to receive the Supervisor Training Certificate in May 2018.
    ▪ Bradley received the Every Day Hero Award in June 2018.
  o Three students from the Environmental Services team received recognition for Outstanding Lory Student Center Student Employees
Student Leadership, Involvement and Community Engagement (SLiCE):

Total service hours contributed from SLiCE programs (including student organizations): ~ 74,000
Total leadership/personal development training hours through SLiCE program/services: ~ 30,000

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 Leadership Networking in partnership with the Provost Office and the Career Center. The SLiCE lead accountant, Michele Frick, retired after serving 18 years in the Lory Student Center and nearly 29 years of overall service to CSU. SLiCE further developed partnerships with campus and community agencies like ASCEND and the development of President’s Leadership Program Leadership Field Experiences (LFE). SLiCE also collaborated with Campus Activities and the Assistant Vice President for Student Affairs overseeing the Student Diversity and Program Services offices in the creation of the Students Empowering and Engaging in Dialogue (SEED) Program. This committee developed the structure and initial training of students for an inclusion and social justice based peer education/facilitation program.

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.

- The 2017-2018 cohort of 31 Alternative Break (AB) Site Leaders included 26 individuals who identify as female and five as male. Seventeen of the Site Leaders identify as people of color and four identify as part of the LGBTQ community. AB participant surveys indicate that 50 percent of participants who took the survey are from under-represented groups.
- The AB Program is limited by cost of the program to students. In fact, 55 percent of post-survey respondents stated that the opportunity for a grant “influenced (their) decision to apply for the Alt Break Program.” To this end, we have sought to increase accessibility by:
  - Growing our Alumni Scholarship fund through a spring giving campaign, and
  - Increasing the number of lower-cost trips on the Alt Break menu

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: PLP officially became a recognized Residential Learning Community. 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 two-credit course, IU 170 and 171 (A Call to Lead) each semester. This partnership includes the Living Learning Communities, Residence Life, and the SLiCE Office. 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. The Leadership Development Community contributed to a 32 percent retention rate of LDC participants continuing to the second year of PLP.

- **Involvement Advising:** The SLiCE office implemented Involvement Advising as one of the newest department programs now in its second year. A total of 331 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 co-leads were 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, Residence Life, Collaborative Student Achievement, Pride Resource Center, Orientation and Transition Programs, Warner College of Natural Resources, Mountain Campus, College of Liberal Arts, and the Office of Admissions. Attendance: 70 students and 14 staff members attended, with a total of 2,800 hours spent in training.

- **REAL Experience:** The REAL (Rams Engaging in Active Leadership) Experience in its current program structure completed its third 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, 150 students participated in REAL with 19 students receiving a LPC and a total of 720 hours in leadership training.

- **Alternative Breaks**: SLiCE offered 17 Alternative Break experiences over winter and spring breaks, including two international trips. The sum of multiple data points taken from a post-trip survey clearly indicates that the AB experience is indeed a transformative one for participants in broadening perspectives and encouraging increased participation in the realms of social justice and community building.

- **The Global Leadership Exchange** saw a successful pilot year. Working in partnership with the Universidad Autónoma de Baja California Sur (UABCS) and our own Todos Santos Center, 10 CSU and 15 UABCS students cultivated global competencies while exploring leadership through a global lens.

- **Project Homeless Connect (PHC)**: SLiCE coordinated volunteer recruitment and management for this annual event. PHC engaged 350 CSU volunteers (including students, staff, and faculty) who completed 2,475 volunteer hours.

- **CSUnity** provided mutually beneficial service for 2,471 volunteers representing 87 student groups. A total of 33 agency projects and 248 neighbor projects were completed. A total of 6,820 hours of volunteer service were completed.

- **CSU Serves/Service Saturdays** engaged 772 students in 3,088 hours of meaningful community service through 42 projects.

- Through **RamServe**, matched eight learning communities with service projects in the fall that kick off their year of service. A total of eight projects were completed by 160 students who volunteered for a total for 320 hours.

- A total of 36 CSU student volunteers completed a total of 1,368 hours of volunteer service through the **SLiCE Adaptive Swim** program. They worked with 39 community participants/swimmers with disabilities, meeting weekly at EPIC swimming pool throughout the academic school year.

- A total of 36 CSU student volunteers completed a total of 828 hours of volunteer service through the **TGIF** program. They worked with 20 teens with disabilities, meeting monthly for social events on Fridays throughout the academic school year.

**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, PLP continued connections to the already established A Call to Lead Spring Service Retreat Weekends to Wellington, Greeley, and Fort Collins, Colo. Trips focused on the complexities of homelessness and the prison system partnering with Project Homeless Connect, Larimer County Corrections, and local lawyers. PLP staff redeveloped a former A Call to Lead Service Weekend trip into an Effective Leadership Service Weekend to Chimayo, N.M. While there, PLP students engaged in deep conversations about intercultural communication/conflict, spirituality, and community/political activism.

- PLP staff continues to improve the “internship” program 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 observe leadership, organizational culture, and an organization’s commitment to service through a 10-week field experience. 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. In Spring 2018, PLP partnered with 29 sites. In addition to providing students with the tools to network, obtain an LFE, and successfully complete an LFE, we took steps to better educate site supervisors on the President’s Leadership Program and the LFE process through a mid-semester check-in meeting, which was attended by about 20 of our partners. Staff also cultivated new partnerships with the Budweiser Events Center and Big Bear Bat Company for future LFE opportunities.

- SLiCE registered 479 student organizations. The RSO Team continuously made improvements to the registration process and communication with student organizations.
  - RSO Category Breakdown: (disclaimer: 17 RSOs are in more than one category)
    - Academic/Pre-Professional: 151
    - Competitive Sport Club: 29
    - Diversity/International: 63
    - Fraternity/Sorority Life: 55
    - Honorary: 23
    - Political: 15
    - Programming/Service: 39
    - Religious/Spiritual: 34
    - Representative: 33
    - Social/Recreational: 54

- **Online Officer Orientation:** Online Officer Orientation was completed by 989 student officers by watching nine video modules and passing the Online Officer Orientation Quiz with a 100 percent.

- **RSO Officer Retreats:**
  - The Fall 2017 RSO Officer Retreat: was attended by 34 students: 15 attendees were first-time student officers, nine were returning officers, and seven were aspiring officers and current members. The fall retreat included the following workshops along with informal socializing: “Membership Recruitment, Motivation, + Recognition,” “Mindful Leadership + Effective Facilitation,” “Healthy Organizations: Traditions + To Belong,” “Debriefing 101,” and “Retreat Planning + Priming 101.”
  - The new Spring 2018 RSO Officer Retreat: was attended by 26 students: 12 attendees were first-time student officers, 10 were returning officers, and four were aspiring officers and current members. The retreat included the following workshops along with informal socializing: “10 Best Tips for Successful RSO Transitions Between Spring + Fall Semesters,” “Best Practices for How to Recognize + Appreciate RSO Officers, Members, and Advisors,” “Event Planning + Project Management 101,” and “Career Development for Involved Students Like You!”

- **RSO Officer Workshops:** Eight workshops for student organization officers, members, and advisors were offered. The workshops with the highest attendance regularly had 15-25 attendees. Each workshop was offered twice. A mini-RSO Workshop series was offered in the early fall in conjunction with the SOC Open House, it featured topics about the Student Organization Center, RamLink 101, Financial Management and Fundraising, and Marketing/Branding. Beyond the mini-series, four other RSO Workshops were offered throughout the year, including: “How to Advise RSOs: the Good, the Bad, and the Ugly” (available to RSO Advisors and also through the Professional Development Institute or PDI), “New Year, New You – Using Situational Leadership to Your Advantage,” “Catalyst for Change: Successful Managing RSO Conflict,” and “Finishing Ram Strong: A Time Management Workshop Like No Other.”

- **RSO Advisor Luncheon:** A total of 52 advisors attended the fall luncheons, and in the spring a total of 21 advisors attended. The following topics at the luncheons included an overview of SLiCE resources and supporting personnel, advising best practices, pertinent policies and procedures, funding sources, and registration and recognition reminders; generally, advisor luncheons cover a condensed version of the topics shared at the RSO Officer Retreat preceding them.
- **Student Leadership Awards**: This program celebrates formal and informal experiences of student leadership, involvement, and community engagement both at CSU and in the greater Fort Collins community. Over 340 students (officers, participants, and volunteers), advisors, and facilitators of SLiCE programs and RSOs attended.

- **Involvement Advising**: SLiCE implemented Involvement Advising as a brand new program. A total of 331 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 158 registered student organizations, community agencies, and University departments. The Spring Involvement Expo took place in the LSC Ballroom and featured 127 student organizations.

- **Alternative Breaks**: The Alternative Break Program combines the high impact practices of teaching for Diversity, Global Learning, Service Learning, and Community Based Learning. Site leaders and participants explore diverse life experiences and worldviews; address cultural valuation of differences that lead to racial, ethnic, and gender inequality; and examine inequities first-hand in communities outside their own, all with an end goal of cultivating a more active and informed citizenry.

- Participants in the **UABCS/CSU Global Leadership Exchange** created and facilitated workshops, panels, and conversations that offered genuine and impactful learning outcomes, demonstrating that institutions of higher education – and the students that attend – remain dedicated to the possibilities that strong global relationships offer.

- Both the Alt Break and the CSU/UABCS Global Leadership Exchange are forms of deep and transformational education, whereby student learning takes place within real world situations and is infused with critical inquiry.

- **Rams Against Hunger**: With continued donation commitments from our students, staff, faculty, and alumni, 422 students were provided with 18,364 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: El Pomar Scholars, Yates Scholars (PLP & ASCSU Pacesetters), Barb Kistler Scholar, Bill Neal Scholar, and Keith Miser ASCSU Student Leader Scholar. Additionally, SLiCE staff serve on the Puksta Scholar Advisory Board and selection committee.

- **SHAPE**: In collaboration with many LSC supervisors, a student employee training program was developed for all students working in the LSC. The program’s name is SHAPE and was piloted during the 2017-18 academic year with 15 student employees participating. The goal for SHAPE is that the LSC will provide intentional student employment experiences that maximize student potential and prepare students with the skills today’s employers seek. Benefits for offering this program include skill building, increase readiness in current role, recruitment and retention of employees, and creating a community experience. An LSC supervisor advisory committee was created to provide guidance for the program. An Assistant Director for Training and Development was hired to lead the SHAPE program. RamLink will provide the on-line management of inviting employees to participate, tracking their participation, and assessing their experience through surveys and reflections. The SHAPE program includes four levels:
  1. **Orientation and Capacity Building**: learning outcomes include leadership and teamwork, decision-making, and problem solving
    - New Student Employee Orientation
    - LSC Organizational Culture
    - Sexual Harassment Awareness Training
    - Interpersonal Competence
  2. **Global/Intercultural Competence**: learning outcomes include intercultural fluency and community
    - Principles of Community
    - Students Empowering & Engaging in Dialogue (SEED) workshop
• Workshop/Activity of Students’ Choice

301: Leadership & Community Engagement: learning outcomes include leadership and teamwork
  • Intrapersonal Competence
  • LSC Day-long Conference
  • Workshop/Activity of Students’ Choice

401: Capstone: Professional Foundations: learning outcomes include workflow planning and career specific knowledge
  • Career Coaching: resume, cover letter and interviewing skills
  • Etiquette and Networking Dinner
  • Workshop/Activity of Students’ Choice

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: Thirteen students completed the interdisciplinary minor. 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). Ashle’ Tate and Erika Vardaro won top honors and the Social Justice Research awards at CURC. As usual, project topics ranged from looking at the experiences of black women educators of racial battle fatigue, experiences of women in leadership positions in business, leadership styles of science educators, and many more.
  • Due to demand and a desire to provide a quality mentoring experience, we increased our number of instructors mentoring students in the Leadership Minor.
  • SLiCE collaborated with Institutional Research to gather accurate demographic data to assess who participated in Mobile Food Pantry initiative.
  • Multi-Institutional Study of Leadership: SLiCE facilitated the 2018 Multi-Institutional Study of Leadership during Spring 2018. With a response rate of 21.1 percent and completion rates of 70.2 percent a sample of 5,437 students ranked commitment, controversy with civility, and congruence as the three highest key measures.

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: Alternative Breaks offered our 143 participants and 31 site leaders the opportunity to collaborate with community members, nonprofits, and governmental agencies across the country and around the world to engage with social issues at the ground level. Alt Breaks provided approximately 3,400 hours of direct service to the 16+ non-profit and community partners in our host communities. Site leaders and participants completed a combined total of 1,500 hours of service/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 42,293 pounds of food and raised $56,349 in monetary donations for the Food Bank for Larimer County during the 31st 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 114 campus and community groups
participated in the event. Overall, there were approximately 11,233 individual participants who contributed approximately 30,000 service hours to make this a successful event.

- **CSUnity**: With 2,471 student volunteers participating, an estimated 6,820 hours of service with 248 neighbor projects and 33 non-profit and government agency projects were completed this year. Due to inclement weather conditions that day, many projects were rescheduled or cancelled.

- **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 19 projects with 292 volunteers who completed 1,168 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, 350 student volunteers were paired in a one-on-one setting with a community member who was homeless or nearly homeless. Approximately 440 community members benefited from the resources provided at PHC. In total, student volunteers spent 350 hours in training and 2,475 hours providing direct community service.

- **SLiCE Adaptive Swim (SAS)**: SAS continued to offer two swim sections throughout the fall and spring semesters (Thursdays and Sundays). This year, 36 student volunteers completed 1,368 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 individuals in the Fort Collins community who have some type of disability. This program helps normalize social experiences for participants on Friday nights throughout the academic year. This year there were 36 student volunteers. The students completed 828 hours of direct service and 72 hours of leadership training.

- **Ram Serve**: This program matched eight learning communities with service projects in the fall to kick-off the learning communities’ year of service. A total of eight projects were completed by 160 students who volunteered for a total for 320 hours.

- **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, nine students submitted interest forms and five agencies submitted information regarding service events. A total of 36 hours of service occurred with nine hours of leadership training.

- **Public Achievement**: SLiCE trained eight Public Achievement student coaches who worked with high school students from three unique classrooms at Fort Collins High School throughout the year and completed 168 hours of community service/leadership hours.

- **Mobile Food Pantry**: SLiCE collaborated with the Food Bank for Larimer County to bring a mobile food pantry to CSU one time per month during September – July. There were 2,264 unique visitors to the food pantry this year and 1,094 people visited the pantry once. The food pantry served approximately 7.3 percent of CSU students and 1.3 percent of CSU employees. On average, 615 people visited the food pantry each month and the March food pantry had the highest attendance with 816 shoppers. An average of 40 volunteers ran the mobile food pantries each month, which included a brief orientation, providing a total of 800 total hours of service.

- **CSU/UABCS Student Leadership Exchange pilot**: The UABCS/CSU Global Leadership Exchange leverages our Todos Santos Center to cultivate ongoing relationships with the Baja California Sur region of Mexico, and the community of students at the Universidad Autónoma de Baja California Sur (UABCS). Such relationships increase participating students’ global competencies, while positioning them as ambassadors for CSU and the State of Colorado on an international stage.

**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 for the Alternative Break program include:
o **International Rescue Committee:** (Atlanta, GA) This organization facilitates opportunities for refugees to thrive in America. For example, they help refugees re-orient their lives by providing housing, childcare, and English as Second Language (ESL) training.

o **CEASPA:** (Achiote, Panama) La Asociación Centro de Estudios y Acción Social Panameño. They strive for social justice by creating an economy formed by ecotourism, in order to alleviate poverty and preserve the environment.

o **Catalina Island Camps:** (Catalina, CA) Catalina Island Camps strives to be an environmentally sustainable environment that allows youth to come and learn about environmental stewardship.

o **YMCA Camp Campbell:** (Boulder Creek, CA) This camp is a quirky, cool outdoor education camp set within the heart of the Redwood forest. Participants will serve as cabin counselors to a group of fifth and sixth grade students from schools all over Northern California. As counselors, alternative breakers will partake in nature hikes, camp songs and activities, and overall engagement in outdoor youth education.

o **Downtown Women’s Center & LA LGBT Center:** (Los Angeles, CA) These non-profits support women and children who are survivors of domestic violence, as well as strive to provide permanent housing in a safe and healthy community for homeless women in Los Angeles, Calif.

o **Zenger Farms, Groundwork Portland, & Dignity Village:** (Portland, OR) All of these organizations strive to provide fresh, nutritious food to people of low income in the Portland area. They also engage in the educational aspect of sustainable farming and healthy gardening practices for people in urban areas and children.

o **Breakthrough, Austin, A Community for Education:** (Austin, TX) These organizations work with the city of Austin to provide spaces for educational success from elementary school students to students applying for colleges.

o **Chicago Public Schools and The New Chance Arts & Literature Fund:** (Chicago, IL) Working in collaboration with 20 underserved schools in Chicago, this initiative seeks to ensure more students have access to arts enrichment education. The fund will bring arts programs and materials to schools that have experienced a decrease in five-year graduation rates, addressing their budgets, textbooks, and music programs.

o **The Children’s Place:** (Kansas City, MO) This organization provides care for young children who have experienced abuse in the home, homelessness, and/or poverty. Alt breakers get to work hands-on with these children in an enriching way while they learn about systems of education and children.

o **Grow Dat Farm Youth Farm:** (New Orleans, LA) At Grow Dat, people from different backgrounds come together to create a more just and sustainable food system. The farm works collaboratively to grow food, educate and inspire youth and adults, and build power to create personal, social, and environmental change.

o **GLIDE:** (San Francisco, CA) GLIDE is a non-profit organization that serves to create an inclusive community and alleviate suffering and break the cycle of poverty and marginalization. They stand with the 800,000 DACA Dreamers who are our neighbors, friends, colleagues, loved ones, and fellow Americans, including the 220,000 throughout California and in the Bay Area.

o **Windwood Farms & Carolina Youth Development Center:** (Charleston, SC) The Windwood Farm houses provide a safe space for young boys who have experienced abuse and neglect. They offer schooling, counseling, health, housing, and community for them during a time of transition.

o **Earthship Biotecture:** (Taos, NM) Earthship Biotecture is a community of fully sustainable living. They build and educate around the impacts of earth ships as an off-the-grid alternative living style.

o **Opportunity, Community, Ability, and Freedom Riders:** (Orlando, FL) These organizations provide hands-on experiences engaging in classroom and after-school youth programs, building relationships and spending time with those in the special needs community. They provide volunteers to observe best learning practices and provide physical labor to those who are in need of assisted living arrangements.

o **StoryCenter:** (Grand Junction, CO) This collaboration explored the healing power of digital storytelling with StoryCenter. Specifically, the group worked towards ending the silence around interpersonal violence by supporting participants in creating a digital short of their experiences of violence and/or how they heal and cope with the impact of violence.
- **Red Cloud Renewable Energy Center & Trees Water People**: (Pine Ridge, SD) The renewable energy center is dedicated to growing a wide variety of native and heirloom fruits and vegetables. Trees Water People provides a functional and educational example of sustainable food production for tribal communities. Both programs serve Native communities that want to grow nutritious and traditional foods by reclaiming indigenous knowledge, an important step toward tribal food independence.

- **Unity Women’s Village, Lorubae Primary School, Samburu Youth Education Fund**: (Kenya) Unity Women’s Village is comprised of females who left their homes following violence, abuse, early pregnancy, etc. Lorubae Primary School is typically under-resourced in teachers, supplies, and materials. Samburu Youth Education Fund focuses on improving access to secondary schools for Samburu youth.

Below lists campus departments, agencies/local residents, internship sites, and businesses that SLiCE partnered with:

- **CSUnity Partners:**
  - Fort Collins Special Olympics
  - Fort Collins Municipal Railway Society
  - Larimer County Natural Resources
  - High Plains Environmental Center
  - Loveland Housing Authority
  - CSU Environmental Learning Center
  - City of Fort Collins
  - Respite Care
  - City of Fort Collins Parks
  - River Rock Cohousing
  - Food Bank for Larimer County
  - Poudre Landmarks Foundation / Friends of the Water Works
  - Plenty Heirloom Farms
  - Loveland Habitat for Humanity ReStore
  - CSU Water Center
  - American Red Cross
  - Off-Campus Life
  - RHA
  - ASCSU
  - Cam’s Lobby Shop
  - Burt’s Logo Apparel
  - Pizza Casbah
  - Pickle Barrel
  - Fuzzy’s Taco Shop
  - Chipotle Mexican Grill

- **Cans Around the Oval Partners:**
  - Food Bank for Larimer County
  - Housing and Dining Services
  - Lory Student Center
  - Greek Life
  - Clay’s Ace Hardware
  - Pizza Casbah
  - Poudre School District
  - CSU Public Relations Office
- Collegian
- Exodus Moving
- Motor Pool

- RamServe Partners
  - The Farm
  - City of Fort Collins Natural Areas
  - CSU Environmental Learning Center
  - Rolland Moore Neighborhood Network
  - Hearts and Horses Therapeutic Riding Center
  - Food Bank for Larimer County
  - Respite Care
  - River Rock Cohousing Community

- Public Achievement Partners:
  - Fort Collins High School

**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>American Red Cross</th>
<th>Fort Collins Country Club</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 School at a Time</td>
<td>Easter Seals Colorado</td>
</tr>
<tr>
<td>Audubon of the Rockies</td>
<td>FoCo Café</td>
</tr>
<tr>
<td>Boettcher Foundation</td>
<td>Budweiser Events Center</td>
</tr>
<tr>
<td>Boys and Girls Club of Larimer County</td>
<td>Boys and Girls Club – West Loveland Unit</td>
</tr>
<tr>
<td>City of Fort Collins – City Planning</td>
<td>Fort Collins Rescue Mission/Harvest Farm</td>
</tr>
<tr>
<td>City of Fort Collins – Social Sustainability</td>
<td>Hillel</td>
</tr>
<tr>
<td>CSU – College of Agricultural Sciences</td>
<td>Homeless Gear</td>
</tr>
<tr>
<td>CSU – College of Engineering</td>
<td>Institute of Religion</td>
</tr>
<tr>
<td>Colorado Leadership Alliance (CLA)</td>
<td>Kaiser Permanente</td>
</tr>
<tr>
<td>Columbine Health Systems</td>
<td>CSU – Lory Student Center</td>
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<tr>
<td>Come Let's Dance</td>
<td>Matthews House</td>
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<tr>
<td>CSU – Apartment Life</td>
<td>Merrill Lynch</td>
</tr>
<tr>
<td>CSU – Alliance Partnerships</td>
<td>Office Depot/Office Max</td>
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<tr>
<td>CSU – ASCEND</td>
<td>CSU – Office of the President</td>
</tr>
<tr>
<td>CSU – Athletics</td>
<td>CSU – Office of the Provost</td>
</tr>
<tr>
<td>CSU – Biochemistry &amp; Molecular Biology Lab</td>
<td>Open Stage Theatre</td>
</tr>
<tr>
<td>CSU – Career Center</td>
<td>Poudre School District</td>
</tr>
<tr>
<td>CSU – Communication Studies</td>
<td>Poudre Valley Health Systems/Poudre Valley Hospital</td>
</tr>
<tr>
<td>CSU – Computer Science EEG Lab</td>
<td>Respite Care</td>
</tr>
<tr>
<td>CSU – Division of Student Affairs</td>
<td>Sexual Assault Victim Advocate (SAVA) Center</td>
</tr>
</tbody>
</table>
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-progress, opportunity, problem solving, and taking the initiative.

- In mid-October 2017, we hired Kacee Collard Jarnot as our Program Coordinator for Leadership Networking to help manage the Leadership Styles LFE process for students and site supervisors.
- In cooperation with the Student Affairs in Higher Education graduate program, SLiCE hosted one graduate assistantship working with our community engagement programs.
- 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, Campus Compact, Clifton Strengths Coaching, workshops offered by Dr. Kathy Obear, Social Justice Training Institute, Warriors of Human Spirit, and CollegiateLink National Conference.
- Several SLiCE staff members are trained as search chairs and two staff members are trained to serve as Equal Opportunity Coordinators. Staff served on searches inside and outside of SLiCE, including: El Centro, Campus Recreation, Campus Activities, 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.

- **Mobile Food Pantries:** Partnered with the Food Bank for Larimer County to host monthly mobile food pantries on campus. A total of eight pantries occurred during the FA17/SP18 school year (plus two summer pantries SU18). A total of 2,264 unique visitors came to the pantries during FA17/SP18 representing 7.3 percent of CSU students and 1.3 percent of CSU employees. On average, 615 people visited the pantry each month. The March pantry had the highest attendance with 816 people visiting; 77 percent of student visitors were undergraduates; 22 percent were graduates. Racially minoritized, female, and first-generation students are overrepresented among the visitors.

- **Rams Against Hunger:** Enrolled 422 students in the RAH meal swipe program. These students consumed a total of 18,364 free meals (each student received 75 meals; we are billed for what is actually eaten). Worked collaboratively with Housing and Dining Services to host two fundraising events (one FA17; one SP18) in which students could donate up to two unused meal swipes for RAH. A total of 3,291 meals (=23,037) were donated. SLiCE collaborated with the CSU Development office to raise a total of $152,704.45.

- **President’s Leadership Program:** Staff worked intentionally with the Office of Admissions in the recruitment process to make sure PLP staff members 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.

**PLP Students of 2017-2018**

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

CSU Applicant Demographics: 55 students
Female: 69.3.7%
Minority (Students of Color): 40.4%
No Prior PLP Experience: 74.1%

**Recruitment and Selection of Students for 2018-2019:**

152 selected students
HS Applicant Demographics: 98 students accepted
Female: 71.4%
Minority (Students of Color): 32.6%
CSU Applicant Demographics: 54 students
Female: 77.7%
Minority (Students of Color): 27.7%

Enrollment year at CSU - First Year: 64.4 Second Year: 19.0%; Third Year: 15.1%; Fourth Year: 0.1%

- 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 Gina McCarthy, former head of the Environmental Protection Agency. During her visit to CSU, McCarthy met with student and University leadership representatives. Many PLP students attended this event as well as
additional CSU students, campus partners, and a variety of community members totaling approximately 1,500 people.

- **Campus Step Up: A Social Justice Retreat**: During the 2018 session of Campus Step Up, 70 student participants engaged in meaningful dialogue and learned about identity and social justice issues. 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. Several important highlights include: 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, 98 percent of individuals selected Strongly Agree or Agree on feeling better equipped to understand the perspectives of those who are different from them, and 94 percent of respondents selected Strongly Agree or Agree to feeling better prepared to take action to create social change by having attended Campus Step Up.

- **Students Empowering and Engaging in Dialogue (SEED)**: In collaboration with the AVP for Diversity, members of the SDPS cluster, Campus Activities, and SLiCE worked together to develop the structure and initial training of students for an inclusion and social justice based peer education/facilitation program. Through deep and engaging conversations on inclusion and diversity, the SEED program facilitated 18 workshops.

- **Student Organization Registration and Recognition**: The student organization registration and recognition process enables interested students to form and join organizations to promote common interests and be among similar and different identities. This year, 479 student organizations registered with and were recognized by the SLiCE office. A total of 63 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.

- **Student Organizations**: 22,403 approved service hours were registered in RamLink.

- **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:

<table>
<thead>
<tr>
<th>Location</th>
<th>Issue of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achiote, Panama</td>
<td>Ecotourism</td>
</tr>
<tr>
<td>Atlanta, GA</td>
<td>Refugees</td>
</tr>
<tr>
<td>Austin, TX</td>
<td>Education</td>
</tr>
<tr>
<td>Boulder Creek, CA</td>
<td>Youth</td>
</tr>
<tr>
<td>Catalina, CA</td>
<td>Environment</td>
</tr>
<tr>
<td>Charleston, SC</td>
<td>Youth Abuse</td>
</tr>
<tr>
<td>Chicago, IL</td>
<td>Urban Youth, Art</td>
</tr>
<tr>
<td>Grand Junction, CO</td>
<td>Interpersonal Violence Healing</td>
</tr>
<tr>
<td>Kansas City, MO</td>
<td>Urban Youth</td>
</tr>
<tr>
<td>Los Angeles, CA</td>
<td>Gender</td>
</tr>
<tr>
<td>New Orleans, LA</td>
<td>Social Justice/ Food/Sustainability</td>
</tr>
<tr>
<td>Orlando, FL</td>
<td>Youth, Special Needs, Assisted Living</td>
</tr>
</tbody>
</table>
• **Project Homeless Connect**: SLiCE partnered with Homeward 2020 and the Bohemian Foundation to sponsor Project Homeless Connect. This event raised students’ awareness of homelessness in the Fort Collins community while providing fundamental resources to the homeless and nearly homeless population. Student volunteers paired one-to-one with community members seeking resources. Student volunteers thoughtfully prepared for this service by reading about and researching this social issue prior to the event. Participating volunteers mentioned that they experienced an increased knowledge of homelessness/poverty and had the opportunity to foster a personal one-on-one connection with people experiencing homelessness.

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

- **Individual and Registered Student Organization Travel Grant**: Funded and administered by ASCSU and the VPSA Parents Fund, and advised by a SLiCE staff member, 33 grants were awarded for leadership and/or academic conference travel, totaling 26 individuals, and seven registered student organizations. A total of $12,187 was awarded this year.
- **Rams Against Hunger**: This program has been featured on a couple of CSU Giving Days with great success. Between FY17-FY18, $152,704.45 was raised for this program from CSU faculty, staff, students, alumni, and numerous community members.
- **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, $11.81 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.
- **SLiCE raised $2,715 for the Alternative Break Alumni Scholarship through a spring giving campaign.**
- **SLiCE raised $750 for the Victoria Keller Scholarship fund.**
- The UABCS/CSU Global Leadership Exchange relied on initial funding from PSFAC, ASCSU, and SLiCE in order to actualize this pilot year of the program. A total of $29,500 was allocated to the program, of which $13,494.03 was utilized. This leaves us $16,005, which is sufficient for continuation of the program in 2018-2019.
- **President’s Leadership Program**: The President’s Leadership Program received $11,500 from the Coca-Cola campus contract. The SLiCE staff worked closely with the Office of the President, Provost, Vice President for Student Affairs, and the Lory Student Center Executive Director to coordinate funding for the President’s Leadership Program. While participating in the Provost’s BARC process, PLP received additional funding to increase instructor pay.

**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 office space, an open lounge area, 65 multi-use and multi-sized rentable lockers, a small conference room – only able to be reserved by RSOs, a variety of art supplies, colored printer paper and “butcher” paper, construction paper, paints, markers, a button maker and supplies, a die-cut machine, a laminator – and now a new Cricut machine.
The SOC is a space available to all members and advisors of RSO 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 by ASCSU and SLiCE through use of student fees.

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 2017-2018 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
  - Internal Student Exit Review

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 “Cares about the students and helps in whatever way he can” and “Challenges us with deeper thinking questions.”

<table>
<thead>
<tr>
<th>2017-2018 Instructor Average</th>
<th>2017/2018</th>
<th>2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Is prepared for in-class sessions, retreats, and one-on-one’s</td>
<td>4.52</td>
<td>(4.77/4.66)</td>
</tr>
<tr>
<td>b) Demonstrates investment in the class community</td>
<td>4.56</td>
<td>(4.89/4.77)</td>
</tr>
<tr>
<td>c) Creates an inclusive and supportive learning environment</td>
<td>4.45</td>
<td>(4.87/4.82)</td>
</tr>
<tr>
<td>d) Connects class material to everyday life</td>
<td>4.40</td>
<td>(4.73/4.65)</td>
</tr>
<tr>
<td>e) Uses activities in class to enhance my understanding of the content</td>
<td>4.51</td>
<td>(4.72/4.67)</td>
</tr>
<tr>
<td>f) Encourages the exploration of leadership styles and theories</td>
<td>4.34</td>
<td>(4.78/4.66)</td>
</tr>
<tr>
<td>g) Challenges me to grow as an individual</td>
<td>4.29</td>
<td>(4.75/4.67)</td>
</tr>
<tr>
<td>h) Is available and supportive of my education and experiences outside of class</td>
<td>4.32</td>
<td>(4.75/4.69)</td>
</tr>
</tbody>
</table>

PLP students completed a survey based on the CAS1 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>December 2017</th>
<th>May 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>...to communicate effectively with others</td>
<td>3.88</td>
</tr>
<tr>
<td>...understand their personal values</td>
<td>4.19</td>
</tr>
<tr>
<td>...understand the importance of ethics in leadership</td>
<td>4.12</td>
</tr>
<tr>
<td>...have confidence as a leader</td>
<td>3.70</td>
</tr>
<tr>
<td>...work collaboratively with others</td>
<td>3.77</td>
</tr>
<tr>
<td>...value social responsibility and community involvement</td>
<td>4.07</td>
</tr>
<tr>
<td>...understand the advantages and challenges of a diverse society</td>
<td>4.32</td>
</tr>
<tr>
<td>...have critical thinking and problem solving skills</td>
<td>3.81</td>
</tr>
<tr>
<td>Average</td>
<td>3.98</td>
</tr>
</tbody>
</table>
• **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 48,088 users during the 2017-2018 academic year. Additionally, there were 104,476 sessions during the 2017-2018 academic year, which is an increase of 4 percent compared to the previous year.

• **Other interesting highlights that are not included in the Strategic Plan**
  • **Presentations**
    o “Art of the Oppressed” Pride Resource Center Retreat by Stephanie Moreira
    o “Social Justice Training” ASCSU by Stephanie Moreira
    o “Entering Mentoring” TILT by Stephanie Moreira
    o “Safe Zone Training” by Stephanie Moreira
    o “Agricultural Ambassador Retreat” by Jess Dyrdahl
    o “The Reinvention Collaborative Strengths Training” by Jess Dyrdahl
    o “Presidential Ambassador Low Ropes Course Training” by Jess Dyrdahl
    o “Journey Around the World and Back to CSU” by Jess Dyrdahl
    o Multiple “Learning Outcomes” sessions by Kacee Collard Jarnot
    o “Generational Differences and Fraternal Relevance” by Kacee Collard Jarnot
    o Phi Delta Theta Judicial Board Training by Kacee Collard Jarnot
    o Women’s Studies 200 “Parenting Panel” by Kacee Collard Jarnot
    o Student Organization Investigator by Kacee Collard Jarnot
    o Fraternity and Sorority Alumni Panelist by Kacee Collard Jarnot
    o Multiple “HDS Culture and Customer Service” sessions by Kacee Collard Jarnot
    o “Developing Attitudes for Leadership” presented by Michael Buttram for the REAL Program
    o Various community building and social justice related sessions presented by Michael Buttram for Alt Break Program participants
    o UABCS/CSU Global Leadership Exchange participants reported back on their experience with a group presentation given to the program’s funding sources: ASCSU, PSFAC, and SLiCE.
    o “10 Best Tips for Successful RSO Transitions Between Spring + Fall Semesters” workshop facilitated by Sarah Stephens for Spring RSO Officer Retreat
    o “Event Planning + Project Management 101” workshop facilitated by Sarah Stephens for Spring RSO Officer Retreat
    o “Healthy Organizations: Traditions + To Belong” workshop facilitated by Sarah Stephens for Fall RSO Officer Retreat
    o “How to Advise RSOs: the Good, the Bad, and the Ugly” workshop facilitated by Sarah Stephens and Hermen Diaz as a RSO Advisor Workshop and for the Professional Development Institute (PDI)
    o “LSC Student Employee Graduation Celebration” coordinated by Sarah Stephens for the LSC Executive Director’s Office
    o “Managing and Adapting to Change” workshop facilitated by Sarah Stephens for The REAL Experience
    o “New Student Employee Orientation” facilitated by Sarah Stephens for the LSC Executive Director’s Office
    o “Online Officer Orientation” scripted, filmed, and managed by Sarah Stephens for presidents and financial officers of RSOs
    o “The Feedback Toolkit” workshop facilitated by Sarah Stephens for The REAL Experience
    o “Mindful Neighboring” workshop facilitated by Sarah Stephens as a Core Instructor for the City of Fort Collins’ Neighborhood Connections program
    o “Mindful Leadership + Effective Facilitation” workshop facilitated by Sarah Stephens for Fall RSO Officer Retreat
• “Myers Briggs Type Indicator Step II” 11 individual assessment coaching sessions and spring retreat facilitated by Sarah Stephens for SLiCE Involvement Team staff members
• “New Year, New You – Using Situational Leadership to Your Advantage” workshop facilitated by Sarah Stephens as a RSO Workshop
• “RamLink 101” session facilitated by Sarah Stephens for various campus partners and Competitive Sport Club officers recognized by Campus Recreation
• “Retreat Planning + Priming 101” workshop facilitated by Sarah Stephens for Fall RSO Officer Retreat
• CoLab Staff training on Situational Leadership by Jen Johnson
• Experiential Learning Opportunities: Alternative Breaks and Education Abroad; Parent and Family Weekend by Jen Johnson
• Peace Corps the Gambia; International Programs/Peace Corps presentation by Jen Johnson
• Professionalism workshop facilitated by Pamela Norris for ASCSU Fall Retreat

• Publications
  o Rams Against Hunger (in collaboration with Institutional Research, Planning, and Effectiveness)

• Honors and recognitions
  o 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.”
  o Rainbow Inspiration Award – Stephanie Moreira
  o Everyday Hero Award – Stephanie Moreira
  o ASCSU Denke Award: Andrea Purdy, Asst. Professor Languages, Literatures and Cultures
  o Rams Against Hunger received Division of Student Affairs Bridges Award
  o SLiCE Leadership Award Winners included:
    ▪ Outstanding Organization of the Year – Indian Students Association
    ▪ Outstanding New Organization of the Year – Zero Waste Team @ CSU
    ▪ Outstanding Cultural/Diversity Program of the Year – “World Unity Fair” (Council of International Student Affairs)
    ▪ Outstanding Educational Program of the Year – “Introduce a Girl to Engineering Day” (by Society of Women Engineers)
    ▪ Outstanding New Program of the Year – “Zero Waste Games” (by Zero Waste Team @ CSU)
    ▪ Outstanding Social Program of the Year – “India Culture Night” (by Indian Students Association)
    ▪ Outstanding Officer of the Year – Katie Key (Financial Officer of Colorado School of Public Health)
    ▪ Outstanding Emerging Leader of the Year – Natalie Rios (Outreach Coordinator of Society of Women Engineers)
    ▪ Outstanding Member of the Year – Matthew Mason (of Beta Gamma Nu Fraternity Incorporated)
    ▪ Outstanding Advisor of the Year – Rabbi Yerachmiel Gorelik (of Alpha Epsilon Pi International Fraternity, Chabad Jewish Student Organization, Sigma Alpha Epsilon Pi, and Students for Holocaust Awareness)
    ▪ Sport Club Awards (Recognized by Campus Recreation)
    ▪ Bill Hill Sport Club of the Year – Women’s Ice Hockey
    ▪ Most Improved Sport Club of the Year – Rodeo Club AND Logging Sports Club
- Carole Becker Sport Clubs Officer of the Year – Cierra Carrigan (of Women’s Volleyball)
- Sport Clubs New Officer of the Year – Carter Fortuin (of Triathlon Team)
- Sport Clubs Volunteer of the Year – Kelsey Post (of Climbing Team)
- Sport Clubs Coach/Advisor of the Year – Yaron “Saf” Weinberg (of Women’s Rugby)