



Lory Student Center

**ANNUAL REPORT
2018-2019**

**Division of Student Affairs
Colorado State University**

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Executive Summary

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

Values:

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

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

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

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

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

University Strategic Goals

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

- The CSU Bookstore’s Inclusive Access course materials program saved CSU students \$3.4 million last year and is one of the top five largest Inclusive Access programs in the nation.
- The Lory Student Center’s Skyfactor College Union/Student Center Benchmarking Survey results indicated mean scores of 6.32 and 6.19 out of 7 related to the LSC being a safe environment and a welcoming environment (number one and number three in comparison to our Carnegie class peers, respectively).

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.

- SLiCE piloted the Public Achievement (PA) program in collaboration with the President’s Leadership Program (PLP), to train 22 PA student coaches to work with K-12 aged youth to form PA Teams within Fort Collins High School and Polaris Expeditionary Learning School. The coaches worked with teams of six to 12 young people to address student-selected social issues and local problems; practically enacting their learning from the PLP.
- After piloting a Lory Student Center-wide student employee training and development program last year called SHAPE, resources were established to hire a full-time position to support the development of the program, while also leading the co-curricular leadership area of SLiCE. Notable successes of this program include:
 - The Inaugural SHAPE Employee Leadership Development conference successfully hosted 299 attendees from 22 departments in the LSC.
 - Twenty-three new employee orientations were offered with 295 total attendees.

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 hundred percent of the student staff who left Campus Activities this year were able to identify at least two things they learned during their employment in essay format. Major themes that benefit their future

professions/goals include: communication skills, practical skills for their respective career paths, self-awareness, and the importance of diversity and inclusion.

- The 2018-19 Global Leadership Experience offered PLP students a cross-cultural learning opportunity focused around the issue of water. Partnering with staff from CSU's Todos Santos Center in Baja California Sur, Mexico, a unique learning experience was created called "Water Dialogues/*Dialogós del Agua*." The program challenged students to gain global perspectives while considering the personal and social responsibility of the complexity of water availability and usage.

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.

- The breadth of CSU's food insecurity programs and services under Rams Against Hunger (RAH) continues to grow due to countless volunteers, donors, and campus and community partners. Highlights for RAH include:
 - The monthly mobile food pantries had 2,768 unique visitors, with a total of 6,910 guests served.
 - With \$280,000 raised, RAH served 454 students with 23,949 meals in University Dining facilities.
 - Six pocket pantries offered throughout campus in partnership with the Associated Students of Colorado State University.
 - SLiCE collaborated with University Housing & Dining, CSU IT, and Food Safety to launch the inaugural semester of the Ram Food Recovery Program. This program is intended to reduce waste and support members of the campus community who are experiencing food insecurity by making food leftover from Housing & Dining Services catered events available for pick up.
 - The 32nd annual Cans Around the Oval, the largest single-day food drive in Northern Colorado, celebrated the highest amount of monetary donations collected, raising \$61,459. Additionally, there were 35,456 pounds of food collected to help feed our Larimer County community.

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.

- LSC Arts continues to partner with local arts organizations to leverage their diverse audiences and create otherwise impossible opportunities for both the CSU and Fort Collins communities. These partners include: the Department of Horticulture & Landscape Architecture to host the exhibition *Portraits of Inclusion* in the Curfman Auxiliary gallery; College of Liberal Arts, Department of Art and Art History, and College of Natural Resources who all worked with the LSC Arts Program to create the 2019 Art & Science Exhibition; and LSC Arts supported the opening exhibition in the new gallery located in the Richardson Design Center, *The New American Garden*.
- The CSU Bookstore continues to support the CSU community with programs such as School is Cool.

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

- The Lory Student Center Marketing department (Colab) had another award-winning year with 13 awards from "Best in Show" to second place of varied projects essential to the LSC. These awards are a result of student

energy, consistent training and oversight by professional staff members, and ensuring a diverse atmosphere open to many different ideas, people, and backgrounds.

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

- The CSU Bookstore worked with the Pride Resource Center and APACC to design and sell hats that represent their offices, with revenues returned to the offices for student support.
- Lory Catering continued supporting long-standing events which promote diversity, cultural awareness, and campus engagement including, but not limited to, the 36th Annual Pow Wow hosted by AISES, the 64th Annual World Unity Fair hosted by ISSS, and the Shabbat 200 Dinner & Passover Seder events hosted by the Chabad student organization. Event Planning and Catering worked closely with representatives from these organizations to carefully source, store, prepare, and serve foods for their events.
- RamEvents selected, delivered, and partnered with various offices and student organizations on events that specifically sought to be inclusive and diverse, while providing a platform to further develop student knowledge, awareness, and skills in relation to diversity and equity. Out of the 1000+ surveys collected, 97.19 percent of students said they were very satisfied and satisfied with the inclusiveness of the program. To aid the RamEvents student staff in putting on these programs, they participated in several diversity and inclusion-related trainings to develop their learning and support their capacity to produce outstanding student programs.

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

- The Lory Catering department strived to provide excellence in food service for events held in the LSC and around the CSU campus community. With 11 full-time equivalent (FTE) state classified employees, and a diverse team of student employees, Lory Catering served over 3,000 events, generating roughly \$2.1 million in revenue for the 2018-2019 fiscal year.
- Lory Catering hired a student web designer and launched a new online menu which allows for continual and timely revisions. The new website received the Loyal E. Horton Gold and Grand Prize Awards, with recognition occurring at the National Association of College and University Food Services (NACUFS) annual conference in Denver.
- FY19 total year-end revenues for the LSC were \$35,880,688, while expenditures totaled \$35,781,490, including a \$1.9 million transfer to the reserve account. The LSC remains fiscally healthy, with a fund balance of \$4,668,347 and an ending reserve account balance of \$3,388,275. In addition, \$3 million was transferred from the reserve account to fund the Phase III renovation project on the north end of the LSC, with an additional \$2m to be transferred in FY20. The contribution from the fund balance to the reserve account is budgeted at \$327,200 in FY20.

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

- The Skyfactor user satisfaction survey was conducted during FY19. The survey results indicated the LSC continues to score very highly in the area of cleanliness of the facility. A mean 6.26 performance scale is the highest score attained and ranks the LSC number one in comparison to its selected peers.
- The LSC Capital Repair and Replacement plan is updated regularly, with \$250,000 budgeted for FY20, a planned decrease in anticipation of construction associated with the LSC Phase III Master Plan renovation project. Funding for the Phase III revitalization and associated ALVS program expansion has been established, with \$5 million coming from LSC reserves, \$10 million to be bonded through LSC self-generated revenues, and \$9.2 million coming from a \$12 student fee increase in support of the ALVS expansion as recommended by the Student Fee Review Board and approved by the CSU System Board of Governors.

- Lory Dining Services utilized local vendors, supported local farms, and adjusted the menu each semester in order to purchase Colorado products, as well as maintain certification with the Green Restaurant Association. In addition, Dining Services created and developed the Fifty30 food concept in the lower level of the LSC.

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

- The quality of programs and services offered in the LSC are consistently assessed primarily through national benchmarking surveys. The Skyfactor College Union/Student Center Benchmarking Survey and the Multi-Institutional Survey on Leadership (MSL) were administered during Spring 2019. The results from Skyfactor demonstrated high degrees of satisfaction with union facilities and union staff. For example, among 79 institutions available for benchmarking, the LSC ranked sixth. Moreover, mean scores related to overall satisfaction with the LSC among students placed within the top ten of 79 institutions. Scores related to customer service throughout the LSC, including dining services and bookstore staff, continue to be a highlight of the survey. Means comprising Factor 11, Union Staff, also scored statistically higher across all comparison groups. Executive summaries for both the Skyfactor and MSL assessments are included in the Annual Report for the LSC’s Assessment, Planning, and Effectiveness (APE) Committee.
- **Other interesting highlights that are not included in the Strategic Plan**
 - **Summary of Presentations**
 - The Program Coordinator for Assessment was a co-presenter at the Diversity Symposium for the session “Disabilities and Institutions: A quest for access, equity, and inclusion.”
 - The AVP Student Affairs/Executive Director of the LSC served as a panel member for a pre-conference workshop at the 2019 NASPA Annual Conference in Los Angeles, “Preparing You for Executive Level Leadership: Infusing Best Business Practices into Student Affairs.”
 - The Senior Program Coordinator in Campus Activities appeared on the WGAC Podcast episode of their “We Believe You” podcast, which focused on supporting transgender survivors of interpersonal violence.
 - The Director of Campus Activities facilitated the Man Educate Yourself (MEY) program in the Fall 2017 and Spring 2018 semesters.
 - The Senior Program Coordinator in Campus Activities facilitated the Men in the Movement program in conjunction with the Women and Gender Advocacy Center in the Fall 2018 and Spring 2019 semesters.
 - The RamEvents Senior Coordinator presented Safe Zone curriculum for faculty, staff, and students across campus.
 - The Colab Director made numerous national and local presentations, including: ACUI Conference in Indianapolis, ACUI Regional Conference in Spokane, Forward National Conference on Digital Signage, the High School Journalism conference, and the President’s Commission on Diversity and Inclusion.
 - “Student Leadership and Involvement Programs for the Delegation from Kosovo” by Jen Johnson.
 - “Boosting Belonging” workshops for Well-being Wednesdays (TiLT and the Health Network Collaboration) by Sarah Stephens.
 - “Facilitating Meaningful and Effective Communications” for Alpha Phi Omega’s Leadership Day by Sarah Stephens.
 - “Effective Facilitation #AltBreakMagicStyle” for Alternative Break Site Leaders by Sarah Stephens.
 - “Advocating for Yourself and Others” for the LSC Governing Board by Sarah Stephens
 - “Community Building Among Fellow Leaders” for President’s Leadership Program by Sarah Stephens.
 - Myers Briggs Type Indicator (MBTI) Facilitation for Residence Hall Association (RHA) and National Residence Hall Honorary (NRHH) by Sarah Stephens.
 - MBTI Facilitated Sessions by Sarah Stephens.
 - Clifton Strengths Coaching Sessions by Sarah Stephens, Jess Dyrdaahl, and Kacee Collard Jarrot.
 - Strengths Training Sessions facilitated by Jessica Dyrdaahl:

- Vice President for Research Fellows
- Leadership Northern Colorado
- Reisher Scholars
- Summer Bridge Leadership Institute (with KIPP Schools)
- SLiCE office
- Reinvention Collaborative
- Individual Strengths Coaching both at CSU and outside companies
- Professional Development Institute: “Whoops I Forgot My Visa: Lessons Learned From Abroad,” by Jessica Dyrdaahl.
- Agricultural Ambassador Retreat by Jessica Dyrdaahl.
- Student Government Association Regional Meeting Organizer (June 2019) by Jessica Dyrdaahl
- Current Issues Facing Students: ASCSU Spring Retreat by Jessica Dyrdaahl.
- “What’s Shoes Got to do with it? – Identity & Social Justice 101” SLiCE August 2018 Student Staff Training by Rachel Kiemele, co-facilitated with Emily Ambrose.
- “Facilitation 101” SLiCE August 2018 Student Staff Training co-facilitated with Sarah Stephens.
- “The Meaning of Service: Do we FIX, HELP, or SERVE?” SLiCE Adaptive Swim (SAS) and Thank Golly It’s Friday (TGIF) reflection session(s) by Rachel Kiemele.
- “Building Bridges: Cultural Competence in Service Learning” Alternative Break Site Leader School by Rachel Kiemele.
- “Riding the Gender Unicorn: Using Pronouns in the Workplace,” University Housing January 2019 Conference Style Training by Rachel Kiemele.
- “Inclusive Leadership: Understanding Yourself and Others” REAL Workshop facilitated by Rachel Kiemele.
- “Managing and Adapting to Change” REAL Workshop facilitated by Rachel Kiemele.
- “The Feedback Toolkit” REAL Workshop facilitated by Rachel Kiemele.
- **Publications**
 - Rachel Kiemele, co-author: Garvey, J. C., Richter, E., Payton, S., Kiemele, R., & Sanders, L. A. (in press). Diversity appreciation among white first-year residential students. *Journal of Student Affairs Research and Practice*.
 - Rachel Kiemele, co-author: Garvey, J. C., Matsumura, J., Silvis, J., Kiemele, R., Eagan, H., & Chowdhury, P. (2018). Sexual borderlands: Exploring outness among bisexual, pansexual, and fluid undergraduate students. *Journal of College Student Development*.
- **Honors and recognitions**
 - Dining Services submitted entries of accomplishments to National Association of College & University Food Services (NACUFS) and were presented with the following Loyal E. Horton Dining Awards: Gold Prize for Catering – Online Menu, Grand Prize for Catering – Online Menu, Gold Prize for Catering – Special Event, and Grand Prize for Catering – Special Event.
 - Tyrell Allen was awarded the Rising Star Award by the Division of Student Affairs.
 - Tyrell Allen was awarded the NASPA Region IV-West New Professional Rising Star award.
 - Colab’s 2019 ACUI International Marketing and Design “Steal this Idea” Awards include:
 - First Place: Logos – 20th Anniversary Pride Logo
 - Second Place: Brochures – LSC Milestones
 - Second Place: Promotional Products – LSC Brand Stickers
 - Second Place: Signs/Banners – Fifty30 Restaurant Signage
 - Colab’s Fall 2018 ACUI Marketing and Design Region IV “Steal this Idea” Awards include:
 - Best of Show: Single Page Digital – Engage Your Market With Video
 - First place: Single Page Print – NAHM Poster
 - First Place: Multiple Page Print – Colab Look Book

- First Place: Multiple Page Digital – iPhone App
 - First Place: Promotional Campaign – 35th Annual AISES Pow Wow
 - First Place: Swag/Promotional Premiums – SEED Branding and Collateral
 - First Place: Single Page Digital – Engage Your Market with Video
 - First Place: Logo/Brand Identity – 20th Anniversary Pride Logo
 - First Place: Interior Wall/Art Signage – Period Products
-
- **Miscellaneous**
 - The Assistant Director of Campus Activities co-chaired the Diversity Symposium Planning Committee.
 - The Senior Program Coordinator in Campus Activities co-chaired the Men’s Programming Advisory Committee (MPAC) in conjunction with the Women and Gender Collaborative during the Fall 2018 and Spring 2019 semesters.
 - The Campus Activities RamEvents Senior Coordinator co-wrote the Safe Zone curriculum.

**Lory Student Center—Administration:
(Administration, Assessment, Budget, and Governing Board)**

University Strategic Goals

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

- The Skyfactor College Union/Student Center Benchmarking Survey indicated mean scores of 6.32 and 6.19 out of 7 related to the LSC being a safe environment and a welcoming environment (number one and number three in comparison to our Carnegie class peers, respectively).

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 17th consecutive LSC Student Employee Graduation Celebration for student employees, recognizing their contributions to serving the campus community. The celebration occurred on May 9, 2019, with 288 attendees. The Graduation Event programmatically falls under the LSC SHAPE Training and Development Program, which seeks to encourage a sense of belonging and engagement throughout the lifecycle of an employee.
- The APE Committee continues to act as a conduit to share feedback across the LSC, develop program learning outcomes, and implement assessment strategies demonstrating stated outcomes have been met.
- 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 two members to the 2018 Association of College Unions International (ACUI-IV) Regional Conference in Gonzaga, Washington, during the fall semester. During the spring semester, eight board officers participated in an all-day retreat designed and facilitated by officers. Governing Board members celebrated LSC's 57th 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 serving on the LSC's 2020 mission revision committee, conceptualization and approval of outlet signage around the building encouraging visitors to "Sit down, Recharge," and participation in the selection of the design build team for the LSC's Phase III renovation project.

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 Program Coordinator for Assessment collaborated with SHAPE to develop and implement an assessment strategy for the inaugural student employee conference. The focus of the survey was on identifying which learning outcomes were attained. Further, qualitative data demonstrates a degree of alignment between session takeaways and the stated learning outcomes of the SHAPE program, including Leadership and Teamwork, Communication, and Intercultural Fluency.
- Twenty-three sessions of the Lory Student Center Orientation occurred during Summer, Fall, and Spring 2018-2019. Two hundred ninety-five Lory Student Center employees attended a session, including student, graduate, and career employees. Fourteen sessions were open enrollment; nine sessions were department specific, where the Assistant Director attended a staff meeting or training the department was already hosting.

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.

- The Program Coordinator for Assessment engages with the Association for College Unions International (ACUI) through attending conferences and webinars. The LSC is marking its third year participating in ACUI's national benchmarking exercise via an online tool.
- The SHAPE Advisory Committee was established to inform the continued vision of the Lory Student Center SHAPE Training & Development program. Committee members include staff from the various LSC departments, as well as LSC service partners. An intentional effort has been made to foster inclusion across the Lory Student Center.
- Partnerships with the Career Center and CSU's Talent Development office have been created to plan the implementation of a Student Employee Supervisor Track within the CSU Supervision Training Program.
- A partnership with the DSA Director for Talent Management has been established, working with University Housing and other partners to collectively approach training and development holistically as the Division of Student Affairs.
- LSC Directors' Gatherings seek to communicate and build stronger relationships with entities throughout the Lory Student Center. Communion over a meal, Student Center updates, and sharing of happenings and feedback in different areas occurs. This has improved communication flow and connection, specifically in areas such as Off-Campus Life and Student Legal Services.

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.

- The APE Committee continues to publish its annual report on the LSC website.
- The Program Coordinator for Assessment volunteers through the City of Fort Collins' Commission on Disability and this was the first year in which their annual Community Awards was held in the LSC.
- The Inaugural SHAPE Leadership Development Conference occurred on Sunday, January 27, 2019, including 14 topics ranging from CSU's Principles of Community to Understanding the First Amendment. There were 299 people in attendance: 221 student employees, 64 career/graduate employees, and 14 facilitators/presenters. Twenty-two departments within the Lory Student Center attended, including offices and areas which report directly to the Executive Director, and departments from Campus Life and Student Diversity Programs and Services. The SHAPE conference was a general success in attendance and gathering feedback. The program survey yielded 86 students, approaching a 40 percent response rate. Quantitative data demonstrates positive reception to the conference and various aspects of the day. Further, qualitative data demonstrates a degree of alignment between session takeaways and the stated learning outcomes of the SHAPE program, including Leadership and Teamwork, Communication, and Intercultural Fluency.
- The inaugural SHAPE the Trainer Workshop Series is set to occur in mid-July 2019. The planning consisted of assessment informing which areas needed more information and training, including but not limited to discrimination, harassment, effective communication, active assailant, and five other areas. The workshop series will occur over two days and happen each summer; much of the content will be video recorded and shared for those not able to attend.

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.
- Employee and campus climate are a part of the assessment strategy within the LSC. The Program Coordinator for Assessment collaborated with the Assistant Director for Training and Development in the LSC to analyze and disseminate student employee quality of work life data among units reporting to the LSC.
- The APE Committee included two members from the Campus Life cluster: Lindsay Mason from Off-Campus Life and Amanda Villa from Fraternity & Sorority Life.
- A committee was established to explore and pilot the Ever-Fi Diversity, Equity, and Inclusion online training module for CSU's student employees across the University. The LSC Assistant Director for Training and Development took a prominent role on this committee and worked to begin the pilot in Summer 2019.
- Through the Student Employee Quality of Work Life Survey of Spring 2019, results were compiled by the LSC Assessment Coordinator and reported in meetings with the different areas. The Coordinator and Assistant Director for Training and Development conducted these meetings, identifying areas of growth and opportunity, while also informing upcoming training opportunities.

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).

- FY19 total year-end revenues for the LSC were \$35,880,688, while expenditures totaled \$35,781,490, including a \$1.9 million transfer to the reserve account. The LSC remains fiscally healthy, with a fund balance of \$4,668,347 and a reserve account balance of \$3,388,275. In FY19, \$3 million was transferred from the reserve account to fund the Phase III renovation project on the north end of the LSC, with an additional \$2 million to be transferred in FY20. The contribution from the fund balance to the reserve account is budgeted at \$327,200 in FY20.

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

- From July 1, 2018, through June 30, 2019, the LSC traffic count included 4,274,322 entries, compared to the previous fiscal year total of 4,495,986 entries. The new daily average during fall and spring semesters is 20,100. During fall and spring semesters, the LSC experienced several peak days during the first week of classes totaling 37,000 entries per day.
- The LSC Capital R&R plan is updated regularly, with \$250,000 budgeted for FY20, a planned decrease in anticipation of construction associated with the LSC Phase III Master Plan renovation project. Funding for the Phase III revitalization and associated ALVS program expansion has been established, with \$5 million coming from LSC reserves, \$10 million to be bonded through LSC self-generated revenues, and \$9.2 million coming from a \$12 student fee increase approved by the Student Fee Review Board in support of the ALVS expansion.
- The Skyfactor survey continues to demonstrate high degrees of student satisfaction with many aspects of operations and staffing throughout the LSC. Factor 10, Union Cleanliness, remains the highest scored factor for this assessment and scored a statistically higher mean across all comparison groups (similar scores observed related to dining room cleanliness and atmosphere).

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

- The quality of programs and services offered in the LSC are consistently assessed primarily through national benchmarking surveys. The Skyfactor College Union/Student Center Benchmarking Survey and the Multi-Institutional Survey on Leadership (MSL) were administered during Spring 2019. The results from Skyfactor demonstrated high degrees of satisfaction with union facilities and union staff. For example, among 79

institutions available for benchmarking, the LSC ranked sixth. Moreover, mean scores related to overall satisfaction with the LSC among students placed within the top ten of 79 institutions. Scores related to customer service throughout the LSC, including dining services and bookstore staff, continue to be a highlight of the survey. Means comprising Factor 11, Union Staff, also scored statistically higher across all comparison groups. The MSL assessment framework centers on the Social Change Model of Leadership and surveyed a sample of students involved in student organizations, ASCSU, Key Communities, and Fraternity & Sorority Life. The survey identifies inputs and environment and the relation to leadership outcomes. For example, the survey reinforced high degrees of involvement in student organizations, off-campus groups, and fraternity and sorority life participation have a positive impact on leadership outcomes. Executive summaries for both assessments are included in the Annual Report for the Assessment, Planning, and Effectiveness (APE) Committee.

- The LSC is aligning its delivery of surveys to meet the guidelines set forth by the University Survey Advisory Committee, which include survey timing, methods, and security of student/respondent data.
- The APE Committee continues to be a resource within the LSC for a wide variety of assessment data including student learning, user satisfaction, and qualitative experiences. Information is widely shared with staff, students, stakeholders, and visitors.
- Through a partnership with CSU's Talent Development Office, the Learning Management System "Bridge" has been identified as the resource to capture registration and completion information of the Lory Student Center SHAPE Program. It is anticipated that Bridge will be the identified program for the majority of the University.
- **Other interesting highlights that are not included in the Strategic Plan**
 - **Presentations**
 - The Program Coordinator for Assessment was a co-presenter at the Diversity Symposium for the session "Disabilities and Institutions: A quest for access, equity, and inclusion."
 - The AVP Student Affairs/Executive Director of the LSC served as a panel member for a pre-conference workshop at the 2019 NASPA Annual Conference in Los Angeles, "Preparing You for Executive Level Leadership: Infusing Best Business Practices into Student Affairs."

Bookstore:

University Strategic Goals

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

- The CSU Bookstore continues to grow the Inclusive Access (electronic delivery of course materials) program and continues to be an industry leader in this program. This program delivers both course materials before classes start, ensuring students have materials needed to succeed, and saves students by providing course materials at the lowest costs possible.

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.

- Student employees at the CSU Bookstore are given hands-on business, interpersonal communications, problem solving, and other skills important for many career opportunities.
- Many Inclusive Access course materials provide students with an in-depth learning experience designed to increase student's classroom success.

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 & Transition Programs, Ram Welcome, ASCSU, Admissions, School is Cool, Fort Collins Chamber of Commerce, etc.). These partnerships and programs are beneficial to the CSU Bookstore and the other community entities in service 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 CSU Bookstore proudly supports the CSU community and organizations. Student staff reflect the community population, and many diverse programs are supported with programs and donations. The CSU Bookstore worked with the Pride Resource Center and APACC for fundraising opportunities through a specific hat design and program, and is currently working with El Centro on a similar program.

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

- The CSU Bookstore has a proven track record of being a good steward of campus resources and continues to provide financial resources to CSU and the LSC for student-centered programs and services.

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.

Business & Dining Services:

University Strategic Goals

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

- All Lory Dining retail areas moved to using JobX to hire student staff in their locations to ensure equal access by all CSU students to apply for open positions.
- Event Services provided a high level of service to all programs in the LSC that are quite diverse in both topic, client type, and audience. Conferences and symposiums throughout the year included Jewish- and Christian-based conferences, political, environmental, as well as, academic programs directed at a diverse population.
- Event Services developed standard event setup diagrams that include accessible seating and appropriate layouts to accommodate all guests. Also developed Event Accessibility Guidelines that clients can use during the planning process. A section of the website is currently being built to provide information to clients and guests of the LSC about accessible parking, event access, and accommodations available in 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 FSHN, in TIPS, a program that teaches the effects of alcohol as well as responsible serving practices.
- 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, Happy Lucky's Tea House, and Gib's Bagels.
- Lory Dining Services toured students from Honors Seminar 193 through the production kitchens and outlined industry trends and how Lory Dining Services meets the needs of the campus community to Sustainable Tourism students.
- The Ramskeller Brewhouse provided a state-of-the-art laboratory and classroom for Food Science and Human Nutrition students to learn industry brewing processes on a 10 hectoliter system.
- Event Services professional and student staff attended the LSC SHAPE Conference and received training on multiple topics including diversity, inclusion, and team building.
- Event Services expanded our training program for building managers to include crowd management, active assailant response training, and basic trauma care.
- Event Services continued to provide flexible scheduling for students to attend academic programs, study sessions, and training programs.
- Event Services supported student staff to engage within the LSC through opportunities like the LSC Governing Board. The current chair is also an LSC Building Manager.

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.

- Lory Catering provided student employment opportunities year-round with a flexible schedule to work around classes, allowing students to remain focused on academic success.

- 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 will be 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. Furthermore, students and staff got the opportunity to brew batches in these facilities to showcase for the Ramskeller's 50th Anniversary.
- Lory Dining Services gave student staff the opportunity to attend 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 encouraged student and professional staff to attend the first annual SHAPE Conference. The conference provided an opportunity which sought to address the learning objectives for LSC student employees/managers/supervisors and for CSU professionals who serve as current or future supervisors.
- Event Services provided learning opportunities to student reservationists for future employment including basic skills such as phone/email etiquette and customer communication, as well as, more complex skills such as time management, problem solving, and leadership.
- Event Services provided flexibility in schedules to allow students to attend events that are based on their interests and encourage learning and growth, such as the Diversity Conference and guest speakers.

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 worked closely with clients that are showcasing their work through posters and research symposiums to ensure that each poster and attendee is getting the most exposure possible, and accurately reflecting the accomplishments of CSU's faculty and 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 Catering supported events related to constituent engagement including the 1870s Dinner and the President's Gala.
- Lory Catering strived to purchase food from Colorado producers and suppliers when possible, lending our demand to help drive thoughtful, local sourcing.
- 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 free food samples of highlighted products that are available to them while on campus.
- The Ramskeller worked with several student and campus organizations to co-host very popular events. Some organizations they worked with include Food Science and Human Nutrition, Alumni Association, Housing & Dining services, KCSU, Graduate Student Council, ASCSU, WGAC, Hospitality Management, Philosophy Club, Computer Science, French Club, German Club, Geospatial Centroid, TILT, RamEvents, and FoCoMA/FoCoMX.
- 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, as well as 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.
- 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.
- Lory Dining Services partnered with the Bookstore to support faculty and staff appreciation night by donating ice cream and creating coupons redeemable at Sweet Sensations.
- The Ramskeller collaborated with KCSU on an open mic comedy show.
- Cam's Lobby Shop collaborated with Campus Activities to help feed attendees for the Martin Luther King Jr. Day event in the Lory Student Center.
- Lory Dining Services created discount cards to bring student staff awareness of the other retail locations within the department to increase the mutually beneficial exchange of knowledge and resources.
- Cam's Lobby Shop worked with CSUnity in order to provide snacks for volunteers of this SLICE program.
- Sweet Sensations collaborated with SLICE to create coupons to recognize campus partners for their contributions during the 2018-2019 academic year.
- The Bean Counter collaborated with the College of Business Career Center to provide discount cards on behalf of Enterprise to network and discuss opportunities with business students.
- Event Services participated in campus-wide initiatives such as Cans Around the Oval and the Mobile Food Pantry to support those in our community with food insecurity.
- Event Services provided audio-visual support for numerous ground breakings, ribbon cuttings, and grand openings for new campus buildings.
- Event Services accommodated and supported various campus and community stakeholders on the LSC Plaza to ensure the ability to engage and promote their message.

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.

- LSC Dining Services continued to work with Facilities Management's composting program to collect food waste from food service operations to be processed at CSU's windrow operation.
- Lory Catering started assisting with food procurement for the SLICE pocket pantry, and provided pricing information to inform decisions about procurement for their inventory.
- Lory Catering revitalized their partnership with the Food Bank for Larimer County by repackaging and donating prepared, but unserved food.
- The Ramskeller worked with Ram Events, LSC Event Services, and FOCOMA to co-host the FOCOMX kick-off 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 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 Marketing to sponsor game day snacks for the Spirit Program.
- Event Services has built strong partnerships with organizations such as Poudre School District, Pathways of Northern Colorado, United Way, New Belgium Brewing, ACT Film Festival, and Banff/Reel Rock Films to plan successful events and showcase CSU's campus and the Lory Student Center to community members.

- Event Services participated in each football game day, providing additional opportunities for game day attendees to experience campus prior to heading to the stadium while also allowing events such as Early Voting to occur in the building on game day.
- Event Services provided the stage and production support for the Community Welcome event at Canvas 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 created a new state classified catering position (Dining Services IV) to better support the outlet with increased production.
- 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.
- 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 supported career staff with their ongoing 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.
- Event Planning included current front desk staff in the hiring of new team members by asking them for feedback on the job description and providing input on helpful interview questions.
- Event Services gave senior front desk staff opportunities to plan larger events with supervisor’s guidance to provide more responsibility and accountability.
- Event Services attended trainings as part of the Supervisor Development program and had several staff members complete the full training program.
- Event Services continued to promote customer service and great job performance through the employee recognition program, which rewards staff with food venue coupons when they go above and beyond.
- Event Services built community within the workplace by featuring a student employee slideshow in the office that showcases employee’s interests and passions beyond the work environment.

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.

- Lory Dining supported hosting special cultural and religious events in the LSC by working closely with representatives on custom menus, specific food items, and their careful preparation.
- All Lory Dining retail areas moved to using JobX to hire student staff in their locations to ensure equal access by all CSU students to apply for open positions.
- Lory Dining Services reached out to the Lory Student Center’s new Assistant Director for Training and Development for guidance and education with new challenges pertaining to student staff with goals of promoting diversity and inclusion.

- All Event Services staff are engaged daily with a wide variety of students and staff members of CSU, and are trained in facing conflict and differences of opinion with kindness and knowledge. Front desk staff are regularly approached by students who are vocal about their disapproval of groups on the plaza and the staff are able to assist these students with understanding policies and directing them to resources.
- Event Services prominently displayed the Principles of Community for staff and guests to see at the entrance to our office suite and reinforced with staff the importance of these values.

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).

- Lory Catering hired a student web designer to redesign their online menu, and implement changes in menu options and market reflective pricing.
- The Ramskeller and Cam’s Lobby Shop opened for CSU’s Game Day Experience. Six football games were hosted on campus in the new Canvas Stadium and Lory Dining provided services for campus guests attending games.
- Lory Dining Services opened Fifty30 in October 2018. This new food concept was developed from scratch and in addition to adding revenue resources, will also bring traffic to the lower level of the Lory Student Center.
- Event Services analyzes its pricing structures on an annual basis and increases pricing competitively and fairly.
- Event Services and Catering provided a venue for community partners and conferences to host large events that provide a substantial funding source. While University guests and conferences account for 6 percent of total room bookings, they bring in 26 percent of the LSC room revenue and 17 percent of the catering revenue.
- Event Services provided CSU departments and student organizations with discounted and free room bookings valued at \$1,217,021.
- Event Services developed a new process to report add-on equipment for events to ensure revenue is being collected when appropriate.
- Events summary for FY19:

<u>Client Type</u>	<u># of Bookings</u>	<u>% of Bookings</u>	<u>Total Revenue</u>	<u>% Total Revenue</u>
CSU Departments	8,698	67%	\$2,049,887	70%
Student Organizations	3,109	24%	301,890	10%
Conferences	459	4%	267,996	9%
Guests	321	2%	251,449	9%
Undefined	<u>451</u>	3%	<u>47,088</u>	2%
Total	13,038		\$2,918,309	

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

- LSC Dining Services commenced utilizing an advanced fryer oil management system, allowing for safer oil handling for employees, decreased waste, automated fresh oil delivery and used oil pickup, eliminating grease spills, and better filtration of used oil for more efficient use in biofuel.
- Lory Catering continued to purchase and promote the use of compostable single-use supplies such as plates, cups, and cutlery where reusable china and glass may not be appropriate, as well as providing ongoing training in awareness of compostable and recyclable items for back-of-house employees.
- Lory Dining Services utilized local vendors, 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 & Crop Sciences, LSC Operations, and CSU Facilities.
- Lory Dining Services created and developed a new food concept and opened Fifty30 in the lower level of the LSC.
- Lory Dining Services opened the Ramskeller Brewery, a collaboration with Food Science and Human Nutrition to showcase beer products brewed in the new facility next to the Ramskeller.

- The LSC hosted 13,038 event bookings for the year and Event Services continues to work closely with LSC Operations to ensure the event spaces are well maintained for each booking.
- Event Services is in the middle of the design process to update the north end of the LSC and the completed spaces should allow us to increase our bookings.

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.
- 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 transitioned to a new point-of-sale system, Clover, to provide a quicker, safer, and more efficient customer transaction and experience.
- Lory Dining Services surveyed the campus community at the Bean Counter and Ramskeller to further improve products and services. In addition, surveys were utilized to help identify a new food partner in the LSC Food Court to replace Carl’s Jr.
- Event Services was heavily involved in the EMS merge to the all-campus version of the software and organized frequent meetings with other affected departments on campus to ensure a smooth implementation.
- Event Services implemented new interactive digital event signage/directories at the end of the spring semester. The new signs give guests access to building and campus maps, dining options, and event schedules.
- Event Services utilized the Asset Tiger system to manage assets and necessary repairs to equipment.
- Event Services integrated a new digital signage program for the ballroom and theaters that automatically updated the event names based on EMS. This has greatly reduced labor needed for digital signage and allowed wider access to make corrections.
- Information Technology staff upgraded the point-of-sale system for Lory Dining Services. Implemented a PCI Council-validated Point-to-Point-Encryption payments platform that vastly reduces the University’s PCI compliance footprint and enables Lory Dining to begin accepting chipped payment cards, in addition to NFC-based payment options such as Apple Pay and Google Pay. This cloud-based system also eliminates the need to run on-campus server hardware to facilitate commerce operations in Lory Dining.
- Information Technology staff upgraded the point-of-sale system in the CSU Bookstore. Implemented a PCI Council-validated Point-to-Point-Encryption payments platform that vastly reduces the University’s PCI compliance footprint and enables the CSU Bookstore to begin accepting chipped payment cards, in addition to NFC-based payment options such as Apple Pay and Google Pay. This upgrade also enables electronic signature capture which streamlines back-of-house processing and eliminates storage of paper receipts. In addition to reducing PCI compliance scope, this change vastly reduces the Bookstore’s fraud chargeback liability, potentially saving the Bookstore tens of thousands of dollars down the road.
- These two point-of-sale system upgrades eliminated the need for a dedicated server hardware stack in the University’s primary datacenter, which was near end-of-life and would have required more than \$20,000 of new hardware investment to sustain. The LSC’s firewall infrastructure spend is nearly eliminated as well, saving as much as \$10,000 in bi-annual hardware investment going forward.
- **Other interesting highlights that are not included in the Strategic Plan**
 - **Presentations**
 - n/a.
 - **Publications**
 - n/a.

- **Honors and recognitions**

- Dining Services submitted entries of accomplishments to National Association of College & University Food Services (NACUFS) and were presented with the following Loyal E. Horton Dining Awards: Gold Prize for Catering – Online Menu, Grand Prize for Catering – Online Menu, Gold Prize for Catering – Special Event, and Grand Prize for Catering – Special Event.
- Lory Dining Services nominated Cami Smith for the Division of Student Affairs Ram Award.
- 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.
- The Ramskeller celebrated 50 years of service to Colorado State University.

Campus Activities:

University Strategic Goals

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

- Campus Information, Box Office, and Flea Market students provided exceptional resources and service to CSU students, faculty, staff, families, members of the Fort Collins community, and other guests who visited the Lory Student Center, creating an atmosphere of inclusivity.
- 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 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, in close proximity to classroom buildings while also creating an inclusive work environment. Based on the Student Quality of Work Life survey, student staff scored the department very high (no score lower than four out of five) in each of the categories.

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.

- LSC Arts administered both the Annual Student Art Exhibition and the Biennial Art & Science Exhibitions, allowing students, faculty, and staff the opportunity to participate in exhibitions that are rigorously juried by arts professionals of the region.
- Campus Information and the 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. One hundred percent of new staff members who have worked two semesters or less attended at least two REAL Workshops.
- For programs with learning outcomes, RamEvents completed surveys to measure High Impact Practices. Several questions were asked, but the top responses are as follows: 71 percent of respondents stated they “learned more about others and their identities,” 61 percent said the event “encouraged intellectual and personal engagement and effort,” and 52 percent stated they “learned more about myself and my identities.” Additionally, at least half of the RamEvents staff attended one REAL workshop throughout the year.
- A Campus Activities career staff member served on the SHAPE committee that helped design the student employee learning models and began to implement them throughout all Campus Activities student employees.

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.

- Provided LSC Arts Program student 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 the Curfman, Duhesa, and Hallery Galleries, space was provided for student staff to experience the non-linear learning experience that art can provide, including a space for contemplation of current events and culture.

- By administering The Hallery, the student art space, student staff were allowed to experience the many different facets of creating an art exhibition, from conception to marketing to installation. Included four solo student exhibitions and a curated student exhibition.
- Campus Information, Box Office, and Flea Market revamped the staff selection processes to allow for more student staff involvement as well as worked to create deeper learning for its staff members.
- Career staff worked closely with the graduate assistant and the rest of management team that led to the intentional development of leadership skills, leadership and management theories, facilitation and presentation skills, and an emphasis on strengths-based learning.
- Campus Information, Box Office, and Flea Market student employees were provided with more than a dozen workshops throughout the academic year aimed at increasing knowledge, gaining information, as well as personal and professional development.
- Campus Information, Box Office, and Flea Market student staff attended the inaugural SHAPE Conference.
- RamEvents student staff produced career-related materials (cover letters, resume, etc.) that effectively capture the transferability of their skills to their future career goals. During the fall and spring semesters, the RamEvents teams (Promotions, Liaisons, and Event Programmers) spent at least two staff meetings discussing and crafting job application materials relevant to their respective career paths. The RamEvents professional staff supported in reviewing materials and giving feedback.
- One hundred percent of the student staff who left Campus Activities this year were able to identify at least two things they learned during their employment in essay format. Major themes that benefit their future professions/goals include: communication skills, practical skills for their respective career paths, self-awareness, and the importance of diversity and inclusion.

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, a space was created to highlight the creative achievements of the CSU community, including students, staff, and faculty.
- The LSC Art Collection highlighted the historical efforts of the CSU community and inspired future generations of art makers to continue creating and expanded reach of these efforts through social media efforts to tell the stories of the LSC's art collection.
- LSC Arts worked with the Department of Art and Art History to bring visiting artists into classrooms to discuss timely issues in the contemporary art discourse, hosting Sarah Sense, Morgan Craig, and Rose B. Simpson in this academic year.

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.

- LSC Arts continues to partner with local arts organizations to leverage their diverse audiences and create otherwise impossible opportunities for both the CSU and Fort Collins communities. These partners include: the Department of Horticulture & Landscape Architecture to host the exhibition *Portraits of Inclusion* in the Curfman Auxiliary gallery; College of Liberal Arts, Department of Art and Art History, and College of Natural Resources who all worked with the LSC Arts Program to create the 2019 Art & Science Exhibition; and LSC Arts supported the opening exhibition in the new gallery located in the Richardson Design Center, *The New American Garden*.
- The LSC Arts Program Manager continued to serve on the University Public Art Committee to manage the University's public art collection and new acquisitions.
- Campus Information, Box Office, and the Flea Market continued to serve as one of the first points of contact between Colorado State and its on-campus constituents as well as the greater local and national community.
- Campus Information, Box Office, and Flea Market continued to serve a large population at a high level in the Lory Student Center as well as maintained partnerships that further enhanced its capabilities to serve others.

- 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 services were utilized by campus and off-campus communities through: in-person contact, telephone calls, utilization of Box Office services for selling and distributing event tickets, lost and found, mail and packages, utilization of the Flea Market space for off-campus vendors to connect to CSU community, and more.
- The Flea Market operations saw more than 500 reservations made during the 2018-2019 academic year.
- Campus Information received more than 1,700 packages and more than 2,000 lost and found items during the 2018-2019 academic year.
- The Box Office distributed more than 28,000 tickets for small and large-scale events during the 2018-2019 academic year.

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

- LSC Arts engaged with the local community, through invitations to public events and collaborations with local art organizations and artists.
- Campus Information, Box Office, and Flea Market student staff engaged in multi-faceted interactions and collaborations with the Lory Student Center, Colorado State University, and Fort Collins community through daily services. They also gained a greater understanding of campus and community events and served as the first point-of-contact for guests entering the Lory Student Center.
- By collaborating with 26 different departments, offices, and organizations, both on- and off-campus, RamEvents provided CSU students with opportunities to learn about and get engaged with the campus, Fort Collins community, and Northern Colorado area.
- RamEvents continued its conversations with other partnerships on campus and successfully created a new liaison role with the Student Disability Center to further meet the needs of the CSU student community with an initial program in the spring. RamEvents met with the CSU Athletics Department to discuss potential partnerships for the future that would specifically reach the student athletes.
- RamEvents hosted Tiffany Haddish for RamFest this year after filling a void that students identified through their market research of a desire to host a well-known comedian on campus.

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.

- 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, Box Office, and Flea Market whereby peer mentorship and leadership is fostered throughout student staff as well as opportunities for growth for returning staff members.
- Communicated that employment within Campus Information, Box Office, and Flea Market also serves as a leadership development opportunity, providing students the opportunity to serve in tiered leadership roles within the greater student staff.

- Utilized staff meetings 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.
- Campus Information, Box Office, and Flea Market retained more than 80 percent of staff from the previous year.
- Campus Information, Box Office, and Flea Market staff nominated fellow peers to the following staff recognition awards: New Staff Member of the Year, Returning Staff Member of the Year, Community, Diversity, Education, Collaboration, and Innovation.
- RamEvents continued to modify its recruitment plans by including RamEvents recruitment marketing to SDPS offices and attend the meetings where appropriate to reach a diverse audience of students. RamEvents modified their retention plan for its staff by asking intentions at the end of the fall semester and beginning of the spring semester to encourage dialogue on the future. RamEvents utilized staff exit interviews to inform practices and need to know changes for retention, and created a new liaison role with the Student Disability Center to further meet the needs of the CSU student community with an initial program in the spring. RamEvents met with the CSU Athletics department to discuss potential partnerships for the future that would reach the student athletes.
- By collaborating with 26 different 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.

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.

- 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, Box Office, and Flea Market promoted an inclusive, diverse, and equitable space for its employees and those it serves.
- Staff attended several workshops that focused on diversity, equity, and social justice throughout the year, including the Diversity Symposium, Students Empowering & Engaging in Dialogue (SEED) workshops, Rams Engaging in Active Leadership (REAL) workshops, programs and events through the Student Diversity Programs and Services (SDPS) offices and RamEvents, and more.
- RamEvents selected, delivered, and partnered with various offices and student organizations on events that specifically sought to be inclusive and diverse, while providing a platform to further develop student knowledge, awareness, and skills in relation to diversity and equity. Out of the 1000+ surveys we received back, 97.19 percent of students said they were very satisfied and satisfied with the inclusiveness of the program. To aid the RamEvents student staff in putting on these programs, they participated in several diversity and inclusion-related trainings to develop their learning and support their capacity to produce inclusive programs.

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 worked to consider its physical space to support sustainability of their areas. They sought best practices to keep spaces accessible, clean, and intentional for use by guests.
- Presented exhibitions in the Curfman and Duhesa Galleries in a professional and innovative manner.
- Further explored 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.

- Campus Information, Box Office, and Flea Market continued to consider its physical space to support accessibility, cleanliness, and sustainability.
- Campus Activities staff worked to consider the physical space as it relates to branding and beatification as they chose to repaint the space to give it a conducive look as well as added new vinyl branding to the entrance wall. Additionally, a Campus Activities branded white board was added to each of its three physical spaces to help make the connection for student staff of their belonging to the department and it also allowed for workable space for notes, comments, etc. for the staff.

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.

- LSC Arts refined messaging around the LSC Art Collection through continued research of its objects.
- LSC Arts maintained and updated the database for the LSC Art Collection and developed more secure methods of conservation and preservation.
- 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 excellent customer service and resources in person and over the phone to the more than 20,000+ people who enter the Lory Student Center daily.
- Campus Information and Box Office continued to safely secure information received through services offered by being PCI compliant, having a separate domain for ticket purchases made onsite, 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 Assistant Director co-chaired the Diversity Symposium Planning Committee.
- The Senior Program Coordinator facilitated the Men in the Movement program in conjunction with the Women and Gender Advocacy Center in the Fall 2018 and Spring 2019 semesters.
- The Senior Program Coordinator co-chaired the Men’s Programming Advisory Committee (MPAC) in conjunction with the Women and Gender Collaborative during the Fall 2018 and Spring 2019 semesters.
- The RamEvents Senior Coordinator co-wrote the Safe Zone curriculum.
- The RamEvents Senior Coordinator presented Safe Zone curriculum for faculty, staff, and students across campus.

- **Honors and recognitions**

- Tyrell Allen was awarded the Rising Star Award by the Division of Student Affairs.
- Tyrell Allen was awarded the NASPA Region IV-West New Professional Rising Star award.

OTHER:

Senior Program Coordinator (Tyrell)

- Appeared on WGAC Podcast episode of their “We Believe You” podcast, which focused on supporting transgender survivors of interpersonal violence.
- Supported the WGAC throughout the year as a Victim Assistance Team Hotline volunteer.

Senior Program Coordinator (Ali)

- Served on Association for College Unions International (ACUI) Region IV conference planning committee in the Spring and Fall of 2018.

- Served on the NASPA Closing the Achievement Gap (Student Success) conference planning committee in the Summer and Fall of 2018 and Spring of 2019.
- Served on the NASPA Region IV-W Advisory Board in the Summer and Fall of 2018 and Spring of 2019.
- Served on the Asian Pacific Islander Knowledge Community leadership team with NASPA in the Summer and Fall of 2018 and Spring of 2019.
- Presented at the ACUI Region IV conference in Fall 2018.
- Presented at the NASPA Region IV-W conference in Fall 2018.
- Presented at the NASPA national conference in Spring 2019.
- Presented a workshop on supervising student employees through Training & Organizational Development in Summer 2018.
- Co-taught the Student Affairs in Higher Education (SAHE) online master's capstone course in Spring 2019.
- Served as Victim Assistance Team (VAT) volunteer through the Women and Gender Advocacy Center in Summer and Fall 2018 and Spring 2019.
- Served as an advisor for Sigma Phi Epsilon fraternity in conjunction with Fraternity & Sorority Life in Summer and Fall 2018 and Spring 2019.
- Served on the Leadership Fort Collins steering committee in Summer and Fall 2018 and Spring 2019.
- Served on the CSU Young Professionals board in Summer and Fall 2018 and Spring 2019.
- Served as a board member for the Multicultural Staff and Faculty Network in Summer and Fall 2018 and Spring 2019
- Completed the Creating Inclusive Excellence Program (CIEP) in Spring 2019.
- Completed the Social Justice Leadership Institute (SJLI) in Spring 2019.

Marketing (Colab):

University Strategic Goals

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

- At any time during the year, about 30 percent to 40 percent of Colab student staff were comprised of international students and 70 percent to 80 percent of staff were diverse in some way.
- Colab works diligently to recruit, 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.
- A team member assisted on the committee to update the Lory Student Center Mission Statement, and worked with a diverse team of professionals to craft a statement that reflects the diversity of the LSC community.
- Worked on efficient, updated collateral to continue the message of safety around building signage, including re-distribution of signage toolkit elements 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.

- Continually upgrading Colab's award-winning recruitment and retention program, re-vamping to make more accessible to a variety of learning styles and abilities.
- A team member visited design and marketing classrooms to introduce students to Colab's employment and professional training opportunities; presented examples of Colab's award-winning portfolio and outlined the department's mentoring process.
- Through email and personal visits, team communicated to key stakeholders to reinforce the value for their students in gaining real-world experience as part of the LSC marketing staff.
- Several team members serve on the SHAPE committee to improve LSC student employee training and opportunity.
- Undergraduate and graduate student staff regularly discuss how the education they receive in Colab outpaces that of the classroom and prepares them for the real world.

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.

- Updated training materials to accommodate an array of learning styles and to increase opportunity for student growth and engagement.
- Facilitated a student-to-student mentoring program that helps foster focused engagement and improves communication and work satisfaction.
- Routinely recognized achievement with the awarding of training and skillset visas, and celebrated other staff accomplishments (including national and international awards) at weekly staff meetings.
- Created rubrics to better recognize and assess technical and essential skillsets during the hiring process, and in support of annual 360 reviews.

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.

- Continued Colab's participation in regional, national, and international marketing competitions, encouraging accomplishment and promoting increased creativity and collaboration.
- Provided focus groups for ads produced by the Student Resolution Center to vet upcoming material and messaging.

- Worked with the LSC APE Committee to disseminate results of assessments throughout the building so deeper understanding and use of findings can propel departments and their activity.

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

- Worked with External Relations for activities toward a robust 150th anniversary in the building.
- Worked with the Homecoming Committee to establish stellar events in the LSC during Homecoming and Family Weekend.
- Worked with Campus Activities to deliver social media content during Ramapalooza.
- Continued partnership with CSU Social to acquire and keep Track Maven social data aggregation program.
- Worked with the Student Resolution Center to ensure properly-branded CSU ads and provided focus groups for ads produced by them 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 Unions International (ACUI) regional and international conferences.
- Team members led and participated in the ACUI Regional Conference.
- Partnered with ALVS to continue marketing and research work that led to positive change in their culture.
- Continued partnership with Orientation & Transition Programs and Parent & 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.
- Various team members worked on outcomes for the LSC program review, including diversity and inclusion, town-gown partnership, recruitment and retention, training and on-boarding, mission statement updating, and copyright presentation.
- Continued partnership with Coke on campus to enhance social media and garner giveaways for LSC marketing.
- Continued partnership with the CSU Bookstore for LSC social giveaways and on-campus promotions.

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 & Transition Programs, Athletics, and more to develop promotions for Lagoon Concert Series, 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 CSU Bookstore to develop their social media returns.
- Worked with Four Winds Interactive to enhance digital presence at the LSC and worked with universities around the nation to discuss digital signage use.
- Director worked with ACUI to coordinate the Region IV conference at Gonzaga University in Spokane, Washington.
- Partnered with Athletics to deliver sports messaging to students with promotions of the LSC at athletic events and on football and basketball Jumbotrons.
- Director worked with a number of universities around the country, including Gonzaga and University of Denver, to assist with digital signage, union marketing agency development, student recruiting, and signage policy making.
- Director served on high school journalism week-long training in photography, web, writing, social media, and marketing.
- Working with University Departments (Admissions, Vice President for Diversity, Student Affairs, and others) to share recruiting, on-boarding and training materials, results, and best practices.

- Partnered with First National Bank for their move and re-opening.
- Worked with Canvas Credit Union for their move-in and introduction to campus.
- Worked with Semester at Sea to spread the word across campus
- Partnered with the CSU Bookstore, Semester at Sea, First National, Coke, and Canvas for the 2019 “look back” Sesquicentennial celebration and social media activations.

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.

- Professional staff member obtained supervisor training certificate.
- Director one class short of supervisor training certificate.
- Team member and student served on conference planning team for ACUI Spokane regional conference.
- Sent two professional staff and one student to ACUI Region IV Conference in Spokane.
- Director served as coordinator for ACUI Spokane regional conference.
- Two staff members attended Robin D’Angelo’s talk in Boulder on protecting Whiteness.
- All department professional staff are reading the book “White Fragility.”
- Almost all professional staff attended the inaugural SHAPE conference put on by the LSC.
- Colab’s summer supervisor retreat engaged professional staff with Northern Colorado and Denver businesses and marketers for retail product, food service, restaurants, coffee service, and event planning.
- 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 on-boarding training, Colab brings the highest-quality students on-board each year.
- Colab has formal training for student and professional staff each year; training includes speakers, group work, and collaborative projects with service partners.
- Sent two professional staff members to the international conference for ACUI.

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.

- Team members worked to enhance the viability of each voice within Colab by consistently including, recognizing, listening to, and celebrating each member at staff and weekly supervisor meetings.
- Team members pursued diverse voices, interests, and skillsets to bolster Colab’s impact as the marketing arm of the Lory Student Center.
- Continued professional staff focus on hiring/staffing that better meets Colab’s needs, while supporting balance in the lives of student creatives and professional staff.
- Team member is a member of the Division Inclusive Communications Task Force, helping to create resources and best practices for the Division and greater campus community, working specifically with the Inclusive Communications guide, updated Writers Style Guide, and Inclusive Design guide.
- Director served on President’s Commission on Diversity and Inclusion.
- Director served as chair of Recruitment Materials for Staff of Color Subcommittee for President’s Commission on Diversity and Inclusion.

- Director served on multicultural curriculum update for Department of Journalism.
- 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 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.
- In Spring 2018, student creatives attended “Step Up” inclusivity training, and pro-staff took part in a workshop led by the Rev. Dr. Jamie Washington.
- Four professional staff attended the Rev. Dr. Jamie Washington supplemental diversity training.
- All professional staff attended the SHAPE summer trainings offered by the LSC.
- Colab is designing an inclusive communications guide for the Division to share with the University.

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).

- Team members were assigned budgetary areas to garner fiduciary experience and worked to meet departmental goals through better understanding of budgetary demands.
- Continued to support and facilitate marketing/advertising relationships with major stakeholders.
- Continued enhancement of advertising revenue sources to supplement departmental budget.
- Created additional advertising avenues to continue revenue growth.
- Continued development of 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 building to develop signage and message systems that are efficient, effective, safe, and enhance community.
- Worked with building partners to enhance signage while keeping safety and aesthetics in mind.
- Created social media murals and “lounge” to enhance building look and feel and encourage participation in the 150th anniversary.

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.

- Team member developed data management system to visualize complex data to make it more digestible.
- Team member of the LSC Assessment, Planning and Effectiveness (APE) committee, worked to streamline assessment efforts in the LSC and identify new areas of assessment that will contribute to more data-informed decisions.
- Currently revamping project requests, services, and timelines to facilitate more accurate tracking and easier adoption by student staff and clients.
- Used data management, social media management, and project management tools to streamline departmental workflow, gaining insight into inefficiencies within the workflow process, and to maximize productivity.

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

- **Presentations**
 - Director presented at ACUI Conference in Indianapolis
 - Director presented at ACUI Regional Conference in Spokane.
 - Director presented at Forward National Conference on Digital Signage.
 - Director presented at the High School Journalism conference

- Director presented to the President’s Commission on Diversity and Inclusion
- **Publications**
 - Colab and LSC’s award-winning year highlighted in Source.
- **Honors and recognitions**
 - 2019 NACUFS (National Association of College & University Food Services), Loyal E. Horton Dining Awards
 - Best of Show: Catering – Special Event (Entry Design and Book Publication)
 - First Place: Catering – Special Event (Entry Design and Book Publication)
 - 2019 ACUI International Marketing and Design “Steal this Idea” Awards
 - First Place: Logos – 20th Anniversary Pride Logo
 - Second Place Brochures – LSC Milestones
 - Second Place: Promotional Products – LSC Brand Stickers
 - Second Place: Signs/Banners – Fifty30 Restaurant Signage
 - 2018 ACUI Marketing and Design Region IV “Steal this Idea” Awards
 - Best of Show: Single Page Digital – Engage Your Market With Video
 - First place: Single Page Print – NAHM Poster
 - First Place: Multiple Page Print – Colab Look Book
 - First Place: Multiple Page Digital – iPhone App
 - First Place: Promotional Campaign – 35th Annual AISES Pow Wow
 - First Place: Swag/Promotional Premiums – SEED Branding and Collateral
 - First Place: Single Page Digital – Engage Your Market with Video
 - First Place: Logo/Brand Identity – 20th Anniversary Pride Logo
 - First Place: Interior Wall/Art Signage – Period Products

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.

- We supported and collaborated with other departments to provide opportunities for internships.

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.

- We continued to collaborate with Facilities Management, Housing & Dining Services, and Student Recreation departments to purchase and implement the Asset Works Integrated Work Place Management Systems and create consistent business processes with the guidance of Facility Engineering Associates (FEA). In addition, our staff participated on the following committees: Ombudsman Search, SHAPE Training, LSC Mission 2020, Assessment Planning and Effectiveness, and Classified Personnel Council committees. Nationally, we collaborated with North Texas University to provide cleaning and staffing strategies.

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.

- The Operations Department supported two employees to take advantage of university study privileges. The LSC Electrician completed a re-certification program. The Director of Operations attended a Professional Development Conference at Maropa University. Staff from the Environmental Services Department visited the CSU compost processing site to learn about composting.
- Created a new student position to assist the Operations Department with the IWMS Implementation.

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.

- We continue to promote and support an inclusive and diverse work environment. The Operations department increased the hourly starting pay for the Environmental Services department employees.

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.

- We prioritized, maintained, and completed projects listed on the Repair and Replacement plan totaling \$227,540.
- Installed more period product supply dispensers for better availability.

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.

- Created a more robust preventative maintenance program to monitor equipment more closely which resulted in money savings for equipment and emergency repairs.
 - Maintained more detailed warranty records which saves money if items under warranty are submitted to the manufacturer rather than paid for as a service call.
 - Worked with food partners to collaborate in hood cleanings and inspections which saves time and money for all partners.
 - Performed more in-house maintenance work such as installing carpet, floor transition strips, and repair of dining equipment.
- **Honors and recognitions**
 - One employee completed the Supervisor Training.
 - Three students from the Environmental Services team received Outstanding LSC Employee recognition.

Student Leadership, Involvement and Community Engagement (SLiCE):

Service hours contributed from SLiCE programs (including registered student organizations): 75,364
Leadership/personal development training hours through SLiCE program's/services: 28,783

From a sheer economic perspective, the value of service provided by CSU students to our local, regional, national, and international communities equates to just over \$1.9 million when calculated using the national figure of \$25.43 established by the Corporation for National and Community Service. From the perspective of student leadership development, involvement, and community engagement: priceless!

The **SLiCE professional staff** on-boarded five new hires. Joining the team included Emily Ambrose, Assistant Director for Co-Curricular Leadership and Training; Jessica Dyr Dahl, Assistant Director for Student Government; Keith Lippwe, Accounting Technician III; Larisa Wardlaw, Program Coordinator for Involvement; and Denise Diaz, Senior Program Coordinator for Leadership Development.

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 2018-2019 cohort of 30 **Alternative Break (AB)** Site Leaders included 27 individuals who identify as female and three as male. Twenty of the Site Leaders identify as students of color and three identify as part of the LGBTQ community.
- The **Alternative Break** Program doubled the amount of grant funding available (from \$10,000 to \$20,000) in 2018-2019 to decrease potential financial barriers for students who otherwise may have been unable to participate.
- The **LeaderShape** Institute “challenges participants to lead with integrity while working towards a vision grounded in their deepest values.” The SLiCE office has a long-standing relationship with LeaderShape that has involved hosting the week-long institute for the CSU student community. However, in order to best meet the needs and availability of the student body, this year in collaboration with University Housing and the Community for Excellence, 13 students were funded to attend a pilot four-day national session of the institute in Champaign, Illinois. Through post-interviews, students expressed that the timing of the shortened institute made it possible for them to attend and the funding provided greatly lessened the financial burden attending LeaderShape would have incurred, and possibly prevented them from attending. Participants also shared that it was a “life-changing experience” and one that has “changed the approach I want to take in my future career and life planning.”

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.

- **Involvement Advising**, now in its third year, is one of the newest SLiCE programs. A total of 410 students were advised on involvement opportunities that aligned with their personal passions, curiosities, and interests. This program allows for students to meet one-on-one with a peer advisor who identifies involvement opportunities specific to the student and develops an individualized involvement action plan.
- SLiCE offered 16 **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 a transformative one for participants in broadening perspectives and encouraging increased participation in the realms of social justice and community building.

- SLiCE coordinated volunteer recruitment and management for **Project Homeless Connect (PHC)**, a one-day resource fair for those experiencing homelessness or at risk of homelessness. PHC engaged 320 CSU volunteers (including students, staff, and faculty) who completed 2,000 volunteer hours.
- **CSUnity** provided mutually beneficial services for 1,737 volunteers representing 79 student groups. A total of 33 community agency projects and 221 neighbor projects were completed. A total of 4,200 hours of volunteer service were completed.
- **CSU Serves**, providing the Fort Collins community with student volunteers, engaged 353 students in 1,412 hours of meaningful community service through 27 projects.
- **RamServe** matched students participating in University Housing Learning Communities with service projects in the fall and spring. A total of 11 projects were completed by 260 students who volunteered for a total for 620 hours.
- A total of 29 CSU student volunteers completed a total of 725 hours of volunteer service through the **SLiCE Adaptive Swim** program. They worked with 27 community participants/swimmers with disabilities, meeting weekly at EPIC swimming pool throughout the academic school year.
- A total of 18 CSU student volunteers completed a total of 405 hours of volunteer service through the **TGIF** program. They worked with 15 teens and young adults with disabilities, meeting monthly for social events on Fridays throughout the academic school year.
- **Campus Step Up: A Social Justice Retreat**, a three-day, two-night social justice retreat, provides student participants the space and opportunity to build 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. University Housing was a financial partner this year. Campus Step Up co-leads were from the Native American Cultural Center and Collaborative for Student Achievement. Campus Step Up also hosted 12 onsite cluster facilitators representing various departments and offices across the campus community including: Health Education and Prevention Services, Campus Activities, University Housing, Academic Advancement Center, TRIO Student Support Services, Women and Gender Advocacy Center, College of Natural Sciences, Office for Undergraduate Research and Artistry, TILT, College of Veterinary Medicine and Biomedical Sciences, and the Community for Excellence. A total of 238 hours were spent training facilitators in preparation for the retreat and 1,736 hours student hours were spent in social justice education training, with 56 students and 17 staff members attending.
- The **REAL** (Rams Engaging in Active Leadership) Experience in its current program structure completed its fourth academic 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 (LSC). REAL provides all interested students and LSC student employees the opportunity to develop and enhance a personal philosophy of leadership. REAL also provides LSC student employees the opportunity to fulfill employer requirements when seeking promotions for their on-campus positions. Students can 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 41 workshops presented on 11 topics were available to the general CSU student population. Overall, 169 individual students participated in REAL completing a total of 661 hours devoted to leadership-readiness training and 26 students earned their Leadership Preparation Certification.
- The **Student Leadership Awards** celebrates formal and informal experiences of student leadership, involvement, and community engagement both at CSU and in the greater Fort Collins community. Over 300 students (officers, participants, and volunteers), advisors, and facilitators of SLiCE programs and RSOs attended and 10 formal awards were distributed in recognition of both individual and groups of students who chose to make leadership, in all its forms, their vehicle for involvement during the 2018-2019 academic year.
- The **President's Leadership Program** (PLP) strives to develop active, informed citizen leaders who practice ethical, inclusive leadership and embody positive humanitarian characteristics such as optimism, service to others, passion, mindfulness, and fairness. PLP challenges and supports students to develop personal leadership by finding purpose and acting positively in society. As a comprehensive leadership development experience

comprised of linked academic and experiential courses, PLP’s primary objective is to develop and educate students through:

- Leadership theories, styles, and practices
- Personal development
- Values and ethics
- Organizational and group behaviors
- Communication
- Global and cultural diversity
- Service and community
- Purpose and meaning making
- The **President’s Leadership Program (PLP)**, as in past years, grew through changes and updates to curriculum, intentional design of instructor development, and future development of the Interdisciplinary Leadership Studies Minor. PLP classes had 117 students participating and 20 students participated in coursework to earn the Interdisciplinary Leadership Studies Minor. 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 piloted the **Public Achievement (PA)** program as a means for students to complete the Interdisciplinary Leadership Studies Minor through the Practicum Credit (IU 486). Twenty-four students trained as “coaches” to work with K-12 aged youth to form PA Teams within Fort Collins High School and Polaris Expeditionary Learning School. The coaches worked with teams of six to 12 young people to address student-selected social issues and local problems, practically enacting their learning from PLP. Examples of final projects include:

Classroom	Project
Fort Collins High School US History	Racism Instagram and Artwork and Trash Collection in Fort Collins
Fort Collins High School Gifted and Talented	Addressing the Plastics Crisis
Fort Collins Sophomore AVID	Painting Trashcans with Empowering Messages for Women’s Rights and Showing 13th, a Netflix Documentary about Racism
Fort Collins Junior AVID	Addressing Environmental Concerns, Drug Abuse, and Homelessness
Polaris Expeditionary Learning School 4/5 Grade	Creating Native Colorado Plant Pollination Kits to Attract and Support Bees
Polaris Expeditionary Learning School Freshmen	Addressing Mental Health, Racism, Sexual Assault, Queer Rights, and Pollution

- The **President’s Leadership Program** hosted the Leadership Development Residential Learning Community (LDC). 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 500 community service hours using the Public Achievement model of community

and service engagement. At the beginning of Spring 2019, a decision was made to no longer support a residential learning community and rather emphasize the learning community nature of the larger organization.

- **SHAPE:** 23 sessions of the LSC Orientation occurred during Summer, Fall, and Spring of 2018-2019. Two hundred ninety-five employees attended a session, including student, graduate, and career employees. Fourteen sessions were open enrollment; nine sessions were department specific, where the Assistant Director attended a staff meeting or training the department was already hosting.
- The Inaugural **SHAPE** Leadership Development Conference occurred on Sunday, January 27, 2019, including 14 topics ranging from CSU's Principles of Community to First Amendment. There were 299 people in attendance: 221 student employees, 64 career/graduate employees, 14 facilitators/presenters. Twenty-two departments within the Lory Student Center attended, including offices and areas which report directly to the Executive Director, and departments from Campus Life and Student Diversity Programs and Services.

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.

- SLiCE registered 481 **student organizations**. The Registered Student Organization (RSO) team continuously made improvements to the registration process and communication with student organizations.
- RSO Category Breakdown (disclaimer – 10 RSOs are in more than one category):
 - Academic/Pre-Professional: 167
 - Competitive Sport Club: 28
 - Diversity/International: 59
 - Fraternity/Sorority Life: 48
 - Honorary: 19
 - Political: 17
 - Programming/Service: 36
 - Religious/Spiritual: 35
 - Representative: 28
 - Social/Recreational: 54
- One thousand twenty-nine RSO student officers completed **Online Officer Orientation**, which includes nine video modules and passing the Online Officer Orientation Quiz with a score of 100 percent.
- The Spring 2019 RSO **Officer Retreat** was attended by 15 students: six attendees were first-time student officers, five were returning officers, and four were aspiring officers and current members. The retreat included four workshops, "Career Development", "Transitioning," "Conflict Resolution," and "Leadership Styles," along with lunch and informal socializing.
- **RSO Advisor Appreciation:** Advisors were gifted a small coffee/specialty drink from Sweet Sensations in appreciation for their service to student organizations and the CSU RSO community.
- **Student Leadership Awards** celebrates formal and informal experiences of student leadership, involvement, and community engagement both at CSU and in the greater Fort Collins community. Over 300 students (officers, RSO members, participants, and volunteers), advisors, and facilitators of SLiCE programs attended.
- The **Involvement Expo** (fall and spring) took place on the LSC Plaza, featuring 216 RSOs, community agencies, and University departments in the fall and 75 in the spring.
- 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.
- The **Alternative Break** program is an example of deep and transformational education, whereby student learning takes place within real world situations and is infused with critical inquiry.

- **Rams Against Hunger** continues to grow with continued donation commitments from our students, staff, faculty, and alumni, and 454 students were provided with 23,949 meals during the academic calendar year.
- The **ASCSU Leadership Retreat** for all Cabinet Directors, Executive Leadership Team, Senate Leadership Team, and Supreme Court Chief Justice was expanded to two days in May 2019 to expose students to leadership/skill development, University policy and procedures, and various campus resources.
- **REAL Experience:** This year, 26 students completed the requirements for earning their Leadership Preparation Certification (LPC). The LPC process includes attending 10 REAL workshops, completing two Leadership coaching sessions, and passing a quiz designed to test their retention of the eight identified core competencies: Community Engagement, Ethics, Intellectual Development, Interpersonal Competence, Intrapersonal Development, Leadership, Multicultural Competence, and Practical Competence. During their final Leadership Coaching Session, students were asked to share which areas of their lives they were best able to apply the concepts gained through the LPC process and the REAL workshops. Participants shared numerous anecdotal examples, and several common themes arose, including: the workplace specifically in negotiating with upper management, with groups of friends and peers in both academic and social contexts, and in job interviews or when applying for promotions at work.
- With the ongoing support of CSU's leadership, coupled with the demand by students to engage in leadership development that strives to build excellence, the **President's Leadership Program** 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.
- The **President's Leadership Program** continued connections to the already established A Call to Lead spring service retreat weekends to nearby locations in Wellington, Fort Collins, and Greeley. The trip to Wellington partnered with Harvest Farms and focused on drug dependency and policies. The trip to Greeley partnered with the Wellington County Food Bank and the Immigrant and Refugee Center of Northern Colorado to focus on food insecurity. The Fort Collins experience focused on the complexities of homelessness by partnering with Project Homeless Connect, law enforcement, and local lawyers.
- **President's Leadership Program** reimagined an opportunity for Effective Leadership (EL) students to develop their own trip to Chimayo, New Mexico. Former PLP alumni played a large role in reconnecting current EL students to community partners. Students went through a critical experience of guiding and leading themselves through the trip.
- **President's Leadership Program** staff continues to improve the "internship" program in partnership with ASCEND. The vision of the Leadership Field Experience (LFE) 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 CSU's career competencies through a 10-week field experience. The data is documented in a final project presented by the student investigator at the end of the semester with their peers and instructors. In Spring 2019, PLP partnered with 13 sites. In addition to providing students with the tools to network, obtain an LFE, and successfully complete an LFE, improvements were made to better educate site supervisors on PLP and the LFE process through an on-boarding and orientation meeting, which was attended by all supervisors. Staff also cultivated new partnerships with Bryan Construction, Vineyard Church, Habitat for Humanity, and the United Way through participation in Leadership Fort Collins.
- **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.
- The 2018-19 **Global Leadership Experience** offered 12 PLP students a cross-cultural learning opportunity focused around the issue of water. Preparation for the experience included pre-trip training meetings totaling 72 hours of training with 432 leadership training hours in-country. The program was titled "Water Dialogues/*Dialogós del Agua.*" Specific goals of the exchange included:
 - Analyze and explore global perspectives, practices, and systems.

- Apply concepts learned in the PLP to real world, global experiences.
- Allow students to explore personal and social responsibility in a global context.
- Increase students' awareness of complex global systems.
- Allow students the opportunity to develop real relationships with students from Mexico and, in doing so, to foster individual and societal understanding and empathy.
- Learn about current issues affecting populations on both sides of the border and allowing students to explore and co-create potential solutions.

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.

- SLiCE collaborated with Institutional Research to gather accurate demographic data to assess who participated in the **Mobile Food Pantry (MFP)** initiative. Highlights include:
 - Overall, visits to the MFP were higher in AY19 compared to AY18; 6,910 total visits in AY19 compared to 5,564 in AY18.
 - Visitation tends to be higher in the fall (September through November) and spring (March through May).
 - MFP visitors tend to attend multiple events. In AY18, a total of 2,463 unique visitors averaged 2.3 visits and in AY19 a total of 2,768 unique visitors averaged 2.5 visits.
 - About 20 percent of the overall 4,360 unique visitors attended MFPs in both AY18 and AY19.
 - Each MFP in AY19 averaged about 500 returning visitors and 200 new, first-time visitors.
 - About 9 in 10 food pantry participants were identified as ever having been students and they were more likely to be racially minoritized, first generation, or Pell grant recipients than the overall student population at CSU. (Note that first generation and Pell status is only available for undergraduate students).
 - Graduate masters or Ph.D. students averaged about four visits to the MFP between October 2017 and June 2019, while undergraduates averaged less than three for the same period.
 - Of all employees using the MFP, almost 70 percent were student hourly employees and about 15 percent were graduate assistants; over 100 non-student employees visited the MFP in each academic year.
 - About 15 percent of visitors were salaried employees. The median income salaried employees using the MFP was about \$36,000 in both AY18 and AY19, which is about \$3,000 more than the limit set by the Food Bank for Larimer County for a two-person household to qualify for its Fresh Food Share pantry program.
- Ten students completed the **Interdisciplinary Leadership Studies Minor** for the 2018-19 academic year. 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).

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** offered our 124 participants and 30 site leaders the opportunity to collaborate with community members, non-profits, and governmental agencies across the country and world to engage with social issues at the ground level. Alt Breaks provided approximately 6,330 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 1,442 hours of service/leadership training.
- The 32nd annual **Cans Around the Oval** collected 35,456 pounds of food and raised \$61,459 in monetary donations for the Food Bank for Larimer County. This year's event reached the highest amount of monetary donations collected in one year, to date. Consecutive events including CANS Kick-Off Week, CANstruction, and Collection Day were successful and helped the campus community gain a better understanding about hunger awareness. A total of 130 campus and community groups participated in the event: 48 CSU departments/colleges/offices, 63 CSU student groups, 13 K-12 schools, four local businesses/non-profits, and

two faith/belief organizations participated. Overall, there were approximately 7,694 individual participants who contributed approximately 23,000 service hours.

- PLP hosted the **Global Leadership Exchange** in partnership with the CSU Todos Santos Center in Baja California Sur, Mexico. The Exchange included 12 undergraduate students, one graduate student, and two staff members.
- **CSUnity**: With 1,737 student volunteers participating, 79 unique volunteer teams (including CSU students, staff, faculty, and alumni), reached an estimated 4,200 hours of service completed with 221 neighbor projects and 33 non-profit and government agency projects completed this year. Due to inclement weather conditions the week and day of CSUnity, 81 percent (219) of all registered service projects (271) were completed, either on the day of CSUnity or rescheduled and completed thereafter. Nineteen percent (52) projects were either canceled before CSUnity or on the day of by service site coordinators due to remaining snowfall and outdoor projects.
- **CSU Serves** is an opportunity for Registered Student Organizations to participate in community work on designated Saturdays and Sundays throughout the academic year in exchange for funding for their organization. This year, there were 27 projects with 353 volunteers who completed 1,412 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 sixth 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, 320 student volunteers were paired in a one-on-one setting with a community member who was homeless or nearly homeless. Approximately 500 community members benefited from the resources provided at PHC. In total, student volunteers spent 320 hours in training and 2,000 hours providing direct community service.
- **SLiCE Adaptive Swim** offered swimming on Sundays throughout the fall and spring semesters. This year, 29 student volunteers completed 725 hours of service. The program partnered with the Gateway Center, Respite Care, and the City of Fort Collins Edora Pool and Ice Center.
- **TGIF** (Thank Golly It's Friday) is a program that pairs CSU student volunteers with individuals in the Fort Collins community who have a disability. This program helps normalize social experiences for participants on Friday nights throughout the academic year. This year there were 18 student volunteers. The students completed 405 hours of direct service and 36 hours of leadership training.
- **RamServe** matched eight University Housing Learning Communities with service projects in the fall to kick-off the learning communities' year of service. A total of 11 projects were completed by 260 students who volunteered for a total for 620 hours.
- **Service/Volunteer Matching** supports individual students seeking volunteer experiences in Larimer County. An email newsletter is sent out to students who opt in to be informed about this program. This year, 98 students (a 989 percent increase from the year before) submitted interest forms adding their email to the listserv and 37 community agencies (a 640 percent increase from last year) submitted information regarding service events that were shared in a total of seven newsletters with students.
- **Public Achievement**: SLiCE trained 22 Public Achievement student coaches who worked with 189 elementary and high school students from nine unique classrooms at Fort Collins High School and Polaris Expeditionary Learning School throughout the year and completed 550 hours of community service/leadership hours.
- **Mobile Food Pantry**: SLiCE collaborated with the Food Bank for Larimer County, the Lory Student Center, and the Office of the President, to bring a mobile food pantry to CSU one time per month during September – July. There were 2,768 unique visitors to the food pantry this year, with some visiting multiple times for a total of 6,910 guests served. Three hundred ninety volunteers supported the effort over the year and contributed 780 hours of volunteer service and 35 hours of training.
- SLiCE collaborated with University Housing & Dining, CSU IT, and Food Safety to launch the inaugural semester of the **Ram Food Recovery Program**. This program is intended to reduce waste and support members of the campus community who are experiencing food insecurity by making food leftover from Housing & Dining Services catered events available for pick up. CSU community members can register to participate online and receive text alerts when food is available. During the three-month pilot in Spring 2018, 20 events were held and

824 people signed up to receive texts. Only one event had food left over, and 50 people were the greatest number in attendance at one event.

- SLiCE collaborated with ASCSU, SDPS Offices, Counseling Center, Fostering Success, and Adult Learner and Veteran Services to deliver grab n’ go food to six **Pocket Pantry** locations around campus. ASCSU secured \$50,000 for this program for the next three years.
- The Assistant Director for Student Government 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 directly advise ASCSU roles including:
 - 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, Elections Manager, Miser Student Leadership Scholarship
 - Legislative: Speaker of the Senate, General Senators
 - Judicial: Chief Justice
- SLiCE collaborated with the **Vice President for Diversity Office** to promote the spring “Seeing the Racial Water” Dr. Robin DiAngelo workshop at Naropa University in Boulder. In total, nine students and over 22 career staff attended the event. A follow-up discussion lunch was held two days later to debrief the experience with seven people participating.
- The SLiCE Assistant Director for Training and Development assisted the Vice President for Diversity Office through co-facilitating the **Community for Inclusive Excellence Program** in Spring 2019.

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:
 - International Rescue Committee (Atlanta, GA) 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.
 - 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.
 - Catalina Island Camps (Catalina, CA) strives to be an environmentally sustainable environment that allows youth to come and learn about environmental stewardship.
 - Downtown Women’s Center & LA LGBT Center (Los Angeles, CA) supports women and children who are survivors of domestic violence, as well as strives to provide permanent housing in a safe and healthy community for homeless women in Los Angeles, California.
 - Groundwork Portland & Dignity Village (Portland, OR) strives 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.
 - Breakthrough, Austin & A Community for Education (Austin, TX) works with the city of Austin to provide spaces for educational success from elementary school students to students applying for colleges.
 - Chicago Youth Center & Impact Family Center (Chicago, IL) works to create social change in low socio-economic areas by improving social and emotional well-being of youth and families through educational, technological, mentorship, and arts programs.
 - The Children’s Place (Kansas City, MO) 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.
 - 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.

- GLIDE (San Francisco, CA) 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.
- Earthship Bioteecture (Taos, NM) 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.
- No Mas Muertes and Tucson Samaritans (Tucson AZ). The mission of No More Deaths is to end death and suffering in the Mexico – U.S. borderlands through civil initiative: people of conscience working openly and in community to uphold fundamental human rights. The work of Tucson Samaritans embraces Faith-Based Principles for Immigration Reform as they work toward humane treatment of immigrants at our southern border.
- 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.
- Human Trafficking: (Las Vegas, NV): This alt break will focus on the topic of human trafficking and the implications of the industry within the community of Las Vegas. Participants will be exposed to a diverse group of organizations that work with those who have been impacted by modern day slavery, while being educated on the social and political implications that continue to perpetuate this global issue.
- 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.
- SLiCE partners with Student Diversity Programs and Services and Campus Activities to coordinate the **Students Empowering & Engaging in Dialogue** (SEED) program. Collaboration includes SLiCE staff serving on the coordination committee, assisting with training peer facilitators, workshop preparation, and financial resources of \$20,000 to ensure peer facilitators are compensated. The committee realized a long-term goal on July 1, 2019, of hiring a full-time Senior Program Coordinator dedicated to the Dialogue program and SEED coordination, specifically. Number of students attending SEED sessions: 375 student attendees/participants for the 2018-19 academic year. Twenty five student peer facilitators (10 fall, 15 spring) hosted a total of 27 workshops.
- Community Engagement in SLiCE partnered with the following campus departments, agencies/local residents, internship sites, and businesses:
- **CSUnity:**

A Little Help	ACT Film Festival (CSU Communications Department)
Alternatives to Violence	American Red Cross of Northern Colorado
Arc Thrift Store	BASE Camp
Bee Family Centennial Farm Museum	CARE Housing
City of Fort Collins – Parks Department	City of Fort Collins – Streets Department
City of Fort Collins – Avery Park	City of Fort Collins – Farm at Lee Martinez Park
Colorado Water Center	Compass Community Collaborative School
Crossroads Safehouse	Dance Express
Foothills Gateway, Inc.	Fort Collins Cat Rescue & Spay/Neuter Clinic
Fort Collins Municipal Railway Society	Fort Collins Special Olympics Track Team
Loveland Habitat for Humanity ReStore	Hearts & Horses
High Plains Environmental Center	Loveland Housing Authority

Mulberry Community Gardens	Northern Colorado Intertribal Pow-wow Association
Northwest Neighbors FC	One Community One Family's "Walk A Mile in Their Shoes"
Poudre Landmarks Foundation / Friends of the Water Works	Respite Care, Inc.
River Song Waldorf	Student Veteran Organization's "Operation Bear Hug"
Fraternity & Sorority Life	Off-Campus Life
Clay's Ace Hardware	Cam's Lobby Shop
Burt's Logo Apparel	Pizza Casbah
Pickle Barrel	Krazy Karl's Pizza

- **Cans Around the Oval:**

Food Bank for Larimer County	Poudre School District
CSU Public Relations Office	Rocky Mountain Student Media Corps
Fraternity & Sorority Life	Pizza Casbah
Exodus Moving	CSU Motor Pool

- **RamServe:**

River Rock Cohousing	ARC Thrift
The Farm	Respite Care
ELC	City of Fort Collins Parks
Hearts & Horses	The Winslow

- **Rams Against Hunger:**

University Housing & Dining Services	Financial Aid
ASCSU	Food Bank for Larimer County
Lory Student Center	CSU Counseling Services
Fostering Success	Adult Learner and Veterans Services
Risk Management	SDPS Offices
IT	Marketing
Development Office	Facilities Management

- **Public Achievement:**

Fort Collins High School (5 classrooms)	Polaris Expeditionary Learning School (4 classrooms)
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- The **REAL Experience** relies upon skilled facilitators as the curriculum calls for facilitators to utilize their individualized expertise to illustrate many key concepts and core competencies. Thus, it is essential that facilitators represent both a wide range of social identities and a variety of departments from the campus community, so that students may more easily see themselves and/or their career aspirations materialize within the context and content of the series. The REAL facilitators for 2018-19 represented the following offices and departments: Continuing Education; Design and Merchandising; Military Studies; Student Resolution Center; Student Leadership, Involvement and Community Engagement; and University Housing.
- **President's Leadership Program** continues a beneficial relationship with ASCEND and the Career Center through a reassessment of the connection between the Sports Management Minor and the Leadership Minor. This partnership allowed for an engaging networking opportunity for students to practice interacting in a professional environment.
- **President's Leadership Program** partnered with the following campus departments, agencies/local residents, internship sites, and businesses:

American Red Cross	FoCo Café
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1 School at a Time	Fort Collins Rescue Mission/Harvest Farm
Audubon of the Rockies	Hillel
Boettcher Foundation	Homeless Gear
City of Fort Collins – City Planning	Institute of Religion
City of Fort Collins – Social Sustainability	Kaiser Permanente
CSU – College of Agricultural Sciences	CSU – Lory Student Center
CSU – College of Engineering	Matthews House
Colorado Leadership Alliance (CLA)	Merrill Lynch
Columbine Health Systems	Office Depot/Office Max
Come Let's Dance	CSU – Office of the President
CSU – University Housing	CSU – Office of the Provost
CSU – Alliance Partnerships	Open Stage Theatre
CSU – ASCEND	Poudre School District
CSU – Athletics	Poudre Valley Health Systems/Poudre Valley Hospital
CSU – Biochemistry & Molecular Biology Lab	Respite Care
CSU – Career Center	Sexual Assault Victim Advocate (SAVA) Center
CSU – Communication Studies	Target
CSU – Computer Science EEG Lab	The Human Bean
CSU – Division of Student Affairs	Thrivent Financial
CSU – Housing & Dining Services	Turtle
CSU – Orientation & Transition Programs	Velocity Real Estate and Investments
CSU – Police Department	Zach Mercurio
CSU – Student Case Management	Merrill Lynch
CSU – TILT	Big Bear Bat Co.
CSU – Dean of Students	Wealth Strategies Group
CSU – Animal Sciences	Vortic Watches

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 Assistant Director for Co-Curricular Leadership and Training, Emily Ambrose, was hired in Summer 2018 (partnering with the Lory Student Center).
- The Assistant Director for Student Government, Jessica Dyrda, was hired in Fall 2018 to be the first full-time advisor to ASCSU (Partnering with the Lory Student Center).
- The Accounting Technician III, Keith Lippwe, was hired in Fall 2018.
- The Program Coordinator for Involvement, Larisa Wardlaw, was hired in Summer 2019.
- The Senior Coordinator for Leadership Development, Denise Diaz, was hired in Summer 2019 (partnering with the Lory Student Center and the Office of the Provost).

- In cooperation with the Student Affairs in Higher Education graduate program, SLiCE hosted one graduate assistantship, Sydney Shackelford, 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, Training and Development workshop series; Local: Leadership Fort Collins, Social Justice Mediation training, Disney Institute, workshops offered by Dr. Kathy Obear; National: Legal Issues in Higher Education, NASPA, Campus Compact, Clifton Strengths Coaching, Association of College Unions International (ACUI) Regional Conference, LeaderShape, White Privilege Symposium, and Reframing Student Activism.
- Several SLiCE staff members are trained as search chairs and three staff members are trained to serve as Equal Opportunity Coordinators.
- SLiCE provided employment for 27 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.

- **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, 481 student organizations registered with and were recognized by the SLiCE office. A total of 59 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.
- **CSU Student Leadership Award Winners:**
 - Outstanding Organization of the Year – Omicron Omicron: Zeta Phi Beta Sorority, Inc.
 - Outstanding Program of the Year – “Rayos del Sol” (Pi lambda Chi Latina Sorority, Inc.)
 - Outstanding Emerging Leader of the Year – Shayne Weber (Philosophy Club)
 - Outstanding Advisor of the Year – Seth Pendergast (Collegiate National Association for Music Education)
 - Beyond Leadership Award – Camille Laufasa-Duncan
 - Volunteer of the Year – Kayley Garza (Thank Golly it’s Friday)
 - Volunteer of the Year – Lindsay Bailey (SLiCE Adaptive Swim)
 - Community Impact Award – Phi Gamma Delta (FIGI)
 - Sport Club Awards (recognized by Campus Recreation)
 - Bill Hill Sport Club of the Year – Women’s Volleyball
 - Carole Becker Sport Clubs Officer of the Year – Lauren Esler (for Women’s Soccer)
 - Community Service Award – Water Polo
- **Mobile Food Pantries:** Partnered with the Food Bank for Larimer County, Lory Student Center, and the Office of the President to host monthly mobile food pantries on campus. A total of 2,768 unique visitors came to the pantries during FA18/SP19.
- **Rams Against Hunger:** Enrolled 454 students in the RAH meal swipe program. These students consumed a total of 23,949 free meals (each student received 75 meals with SLiCE being billed for what is actually eaten). Working collaboratively with University Housing & Dining Services staff to host two fundraising events (one FA18; one SP19) in which students could donate up to two unused meal swipes for RAH. A total of 3,587 meals (equaling \$26,902) were donated. SLiCE collaborated with the CSU Development office to raise a total of \$280,000 in FY19 for Rams Against Hunger.
- **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:

Location	Issue of Focus
Achiote, Panama	Ecotourism
Atlanta, GA	Refugees
Austin, TX	Education
Catalina, CA	Environment
Chicago, IL	Urban Youth, Art
Kansas City, MO	Urban Youth
Las Vegas, NV	Human Trafficking
Los Angeles, CA	Gender
New Orleans, LA	Social Justice/Food/Sustainability
Pine Ridge, SD	Sustainability
Portland, OR	Food Justice
San Francisco, CA	Criminal Justice
Taos, NM	Earthships
Tucson, AZ	Immigration
Samburu, Kenya	Women’s Issues, Tourism, Education

- Project Homeless Connect:** SLiCE partnered with Homeward 2020 and the Bohemian Foundation and many other local non-profit organizations 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 attending training where they were exposed to information about this critical 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.
- Campus Step Up: A Social Justice Retreat:** During the 2019 session of Campus Step Up, 57 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, 100 percent of individuals selected Strongly Agree or Agree on feeling better equipped to understand the perspectives of those who are different from them, and 91 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.
- Curriculum re-design for **Campus Step Up: A Social Justice Retreat:** As students of Generation Z matriculate onto campus, there is an increasing need for student programs and services to be anticipatory rather than reactive. With this in mind, while the current iteration of Campus Step Up is still representative of best practices in the field of student affairs as well as social justice education, the Co-Curricular Leadership team initiated a curriculum revision and update during the Spring 2019 semester to be implemented during the Spring 2020 retreat. This has included conducting a listening tour with key stakeholders, such as KEY Communities, the Student Diversity Programs and Services Offices, University Housing, and TRIO in order to assess how the retreat is perceived on campus and what such stakeholders expect as outcomes for a social justice retreat centered on creating awareness of power, dominance, and privilege. In addition, SLiCE has employed the services of staff from the Pride Resource Center and TRIO to conduct the curriculum review and revision over the course of the Spring 2019 semester.

- **President’s Leadership Program** staff worked intentionally with the Office of Admissions throughout the recruitment process to ensure we reached 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, staff decided to try and better align recruitment deadlines to those of the office of Admissions. As a result, application deadlines were moved up to March 1 for incoming students and March 15 for current/transfer students. PLP received 412 incoming student applications and 27 current/transfer student applications. The reapplication process for current PLP students changed in that they did not need to reapply and interview unless they received less than a “B” in their first semester of PLP. PLP staff accepted any students who was a part of the Boettcher and Daniels application process and purposeful outreach to transfer students occurred. Student demographics are as follows:

Recruitment and Selection of Student for 2018-2019 (152 Selected Students)

Accepted High School Student Applicant Demographics (98)
 Women 71.4%
 Students of Color 32.6%

Accepted CSU Student Applicant Demographics (54)
 Women 77.7%
 Students of Color 27.7%

Recruitment and Selection of Student for 2019-2020 (182 Selected Students)

Overall Demographics (182 Accepted Students)
 Women 72% (130)
 Students of Color 21% (39)
 First Generation..... 31% (57)
 International Students (1)
 Transfer (4) **All First Generation
 Key 9% (17)
 In-State..... 57% (103)
Accepted High School Student Applicant Demographics (133)
 Women 74% (99)
 Students of Color 23% (30)
Accepted CSU Student Applicant Demographics (36)
 Women 81% (29)
 Students of Color 19% (7)
 Student Employees..... 9% (16)

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).

- **Rams Against Hunger** has been featured on CSU Giving Days with great success. During FY19, \$280,000 was raised for this program from CSU faculty, staff, students, alumni, and numerous community members.
- ASCSU funded and administered, under advisement of SLiCE staff, the Individual and Registered Student Organization **Travel Grant**. Grants were awarded for leadership and/or academic conference travel. A total of \$22,156 was awarded through the grant program and \$13,634.49 was utilized.
- **Co-Curricular Leadership** partnered with University Housing and the Community for Excellence to sponsor 12 students to attend the national session of the **LeaderShape Institute** in Champaign, Illinois, in June 2019. An additional partnership with University Housing sponsored three students to attend the Social Justice Training Institute: Student Experience at the University of Cincinnati in July 2019. The resultant relationships with University Housing and the Community for Excellence have laid the foundation for future collaboration; currently these stakeholders are invested in several future endeavors to take place during the 2019-20 academic year, including sending nominated students to the Circle of Change Leadership Conference in November 2019 and providing fiscal sponsorship for Campus Step Up: A Social Justice Retreat.

- To coordinate funding for the **President’s Leadership Program**, SLiCE staff worked closely with the Office of the President, Provost, Vice President for Student Affairs, and the Lory Student Center Executive Director.
- **President’s Leadership Program** has entered into a continuous memorandum of understanding (MOU) with the Career Center for the Program Coordinator for Leadership Networking position in the amount of \$9,000 and professional development.

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

- The **Student Organization Center (SOC)** is located on the 100 Level 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 die-cut machine, a laminator, a button maker and supplies, and a variety of art supplies including: colored printer paper, “butcher” paper, construction paper, paints, and markers. The SOC is a space available to all members and advisors of RSOs to utilize for organizational purposes. This space was designed to help supplement the necessary resources for enhancing activities and increasing the success of RSO programs and events. General use of the room is free of charge, as the cost is paid for by 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.

- 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 55,630 users during the 2018-19 academic year which is a 15.6 percent increase compared to the previous year. Additionally, there were a total of 115,637 sessions during the academic year, which is an increase of 10.6 percent compared to the previous year.
- A survey is issued to all attendees at the end of each **REAL Experience** workshop. The survey is designed to assess what participants perceive to be most useful about the workshop and the facilitator’s effectiveness in presenting the workshop topic. Participants answer these questions on a 1-10 scale (10 being strongly agree). On average, REAL participants Strongly Agreed that the facilitators were effective and that they could immediately apply the skills and strategies learned through the workshop.
- **Campus Step Up** participants completed pre- and post-retreat assessments to capture changes in self-perception and possible impact of Campus Step Up curriculum. As Campus Step Up’s primary goal is to expand individuals’ awareness of their own power, dominance, and privilege, this year’s results are particularly gratifying. Students were asked to identify how comfortable they felt engaging with the following topics on a 1-5 Likert scale (5 being very comfortable).

	Pre-Retreat	Post-Retreat
Your identity as a member of a privileged group.....	3.37	4.43
Your identity as a member of a subordinated group	3.14	4.57
Your understanding of the dynamics of oppression on an individual level.....	3.72	4.45
Your understanding of the dynamics of oppression on an institutional level	3.68	4.34
Your understanding of the definition of dominant groups.....	3.95	4.81
Your understanding of the definition of subordinated groups	3.68	4.81
Your understanding of institutionalized oppression	3.65	4.49
Your understanding of the impact of oppression in your community ...	3.63	4.45
Your ability to intervene against acts of oppression	3.27	4.15

- **President’s Leadership Program** utilized the following assessment tools during the FY19 year:

- 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

- **President’s Leadership Program** (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 they can” and “Challenges us with deeper thinking questions.”

2017-19 Instructor Averages:

	2017	2018	2019
Is prepared for in-class sessions, retreats, and one-on-ones.....	4.66	4.52	4.58
Demonstrates investment in the class community	4.77	4.56	4.51
Creates an inclusive and supportive learning environment	4.82	4.45	4.45
Connects class material to everyday life.....	4.65	4.40	4.51
Uses activities in class to enhance my understanding of the content.....	4.67	4.51	4.41
Encourages the exploration of leadership styles and theories	4.66	4.34	4.30
Challenges me to grow as an individual.....	4.67	4.29	4.32
Is available and supportive of my education and experiences outside of class...	4.69	4.32	4.30

First-Year courses: 4.23

Upper-Division courses: 4.71

- **President’s Leadership Program** (PLP) students also completed a survey based on the CAS standards for leadership education programs. Using a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), students responded to statements regarding varying skills and areas of awareness. Data below compares results from the end-of-year survey from the FY18 academic year and the FY19 academic year:

	FY18	FY19
...to communicate effectively with others	4.00	4.40
...understand their personal values.....	4.27	4.58
...understand the importance of ethics in leadership.....	4.39	4.52
...have confidence as a leader	3.75	4.23
...work collaboratively with others	4.09	4.26
...value social responsibility and community development.....	4.39	4.48
...understand the advantages and challenges of a diverse society	4.25	4.52
...have critical thinking and problem solving skills	4.23	4.10
Average.....	4.17	4.39

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

- **Presentations**

- Student Leadership and Involvement Programs for the Delegation from Kosovo by Jen Johnson
- “Boosting Belonging” Workshops for Well-being Wednesdays (TiLT and the Health Network Collaboration) by Sarah Stephens
- “Facilitating Meaningful and Effective Communications” for Alpha Phi Omega’s Leadership Day by Sarah Stephens
- “Effective Facilitation #AltBreakMagicStyle” for Alternative Break Site Leaders by Sarah Stephens
- “Advocating for Yourself and Others” for LSC Governing Board by Sarah Stephens
- “Community Building Among Fellow Leaders” for President’s Leadership Program by Sarah Stephens

- Myers Briggs Type Indicator (MBTI) Facilitation for Residence Hall Association (RHA) and National Residence Hall Honorary (NRHH) by Sarah Stephens
 - MBTI Facilitated Sessions by Sarah Stephens
 - Clifton Strengths Coaching Sessions by Sarah Stephens, Jess Dyrdaahl, and Kacee Collard Jarnot
 - Strengths Training Sessions facilitated by Jessica Dyrdaahl:
 - Vice President for Research Fellows
 - Leadership Northern Colorado
 - Reisher Scholars
 - Summer Bridge Leadership Institute (with KIPP Schools)
 - SLiCE office
 - Reinvention Collaborative
 - Individual Strengths Coaching both at CSU and outside companies
 - Professional Development Institute: “Whoops I Forgot My Visa: Lessons Learned From Abroad,” by Jessica Dyrdaahl
 - Agricultural Ambassador Retreat by Jessica Dyrdaahl
 - Student Government Association Regional Meeting Organizer (June 2019) by Jessica Dyrdaahl
 - Current Issues Facing Students: ASCSU Spring Retreat by Jessica Dyrdaahl
 - “What’s Shoes Got to do with it? – Identity & Social Justice 101” SLiCE August 2018 Student Staff Training by Rachel Kiemele, co-facilitated with Emily Ambrose
 - “Facilitation 101” SLiCE August 2018 Student Staff Training co-facilitated with Sarah Stephens
 - “The Meaning of Service: Do we FIX, HELP, or SERVE?” SLiCE Adaptive Swim (SAS) and Thank Golly It’s Friday (TGIF) reflection session(s) by Rachel Kiemele
 - “Building Bridges: Cultural Competence in Service Learning” Alternative Break Site Leader School by Rachel Kiemele
 - “Riding the Gender Unicorn: Using Pronouns in the Workplace,” University Housing January 2019 Conference Style Training by Rachel Kiemele
 - “Inclusive Leadership: Understanding Yourself and Others” REAL Workshop facilitated by Rachel Kiemele
 - “Managing and Adapting to Change” REAL Workshop facilitated by Rachel Kiemele
 - “The Feedback Toolkit” REAL Workshop facilitated by Rachel Kiemele
- **Publications**
 - Rachel Kiemele, co-author: Garvey, J. C., Richter, E., Payton, S., Kiemele, R., & Sanders, L. A. (in press). Diversity appreciation among white first-year residential students. *Journal of Student Affairs Research and Practice*.
 - Rachel Kiemele, co-author: Garvey, J. C., Matsumura, J., Silvis, J., Kiemele, R., Eagan, H., & Chowdhury, P. (2018). Sexual borderlands: Exploring outness among bisexual, pansexual, and fluid undergraduate students. *Journal of College Student Development*.
- **Honors and recognitions**
 - Jen Johnson nominated for the CSU Division of Student Affairs Innovation Award.
 - Mike Buttram nominated for the CSU Division of Student Affairs Innovation Award.