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# 2022-2023 Annual Report for the Division of Student Affairs



**Colorado State University**

Dear Students, Faculty, Staff, and Community Members,

I am pleased to provide this annual report from the Division of Student Affairs to share our activities and accomplishments. This past year has been significant for Student Affairs, with a focus on staffing strategies, salary equity, and continued reimagining of programs and services to meet the needs of today's students. This report showcases a return to in-person programs and services (with a little more flexibility and equity offered to students in the form of continued hybrid options). In addition, further structural changes were made within the Division to continue to align with leadership's vision of student success, including the revival of dual reporting lines to some of the institution's most important positions, the details of which can be found on page 5. The Vice President's Council focused on salary equity in the Division, looking primarily at increasing the salaries of our lowest-paid career staff while acknowledging the challenges of living in an expensive town, then addressing compression and outliers in a secondary process. Much of that work is reflected in the People and Culture section of the report.

The Division provides a variety of programs and services designed to help students succeed and grow. Many take equity into consideration and we are working to more effectively use data to showcase the ways in which Student Affairs contributes to student success at CSU. Highlights this year include the ongoing success of CSU's on-campus food pantry, Phase One of the Campus Recreation lobby renovation project and Phase III of the Lory Student Center north end revitalization to encourage greater student use, the return of RamFest, and expanded orientation options and New Student Seminars. The effectiveness and improvement of the Division's programs and services are detailed under the following University Strategic Imperatives:

| People and Culture                              | Operational and Financial Excellence                          | Innovation  | Impact                                      |
|---|---|---|---|
| •Cultivating a thriving and inclusive community | •Ensuring a sustainable foundation for growth and inspiration | •Driving innovation in learning, discovery and engagement | •Serving our community locally and globally |

While this report includes a smattering of impressive updates from each office/unit within the Division, I encourage you to read the full annual reports of individual offices. Many can be found [on their websites](#) (such as the [Career Center](#)) or by contacting the individual office/unit Director. The Division-wide report concludes with a broad array of Student Affairs honors and recognitions from the past year. You can view this Annual Report online via the [Division of Student Affairs Assessment website](#).

Sincerely,

Blanche Hughes, Ph.D.  
Vice President  
Division of Student Affairs

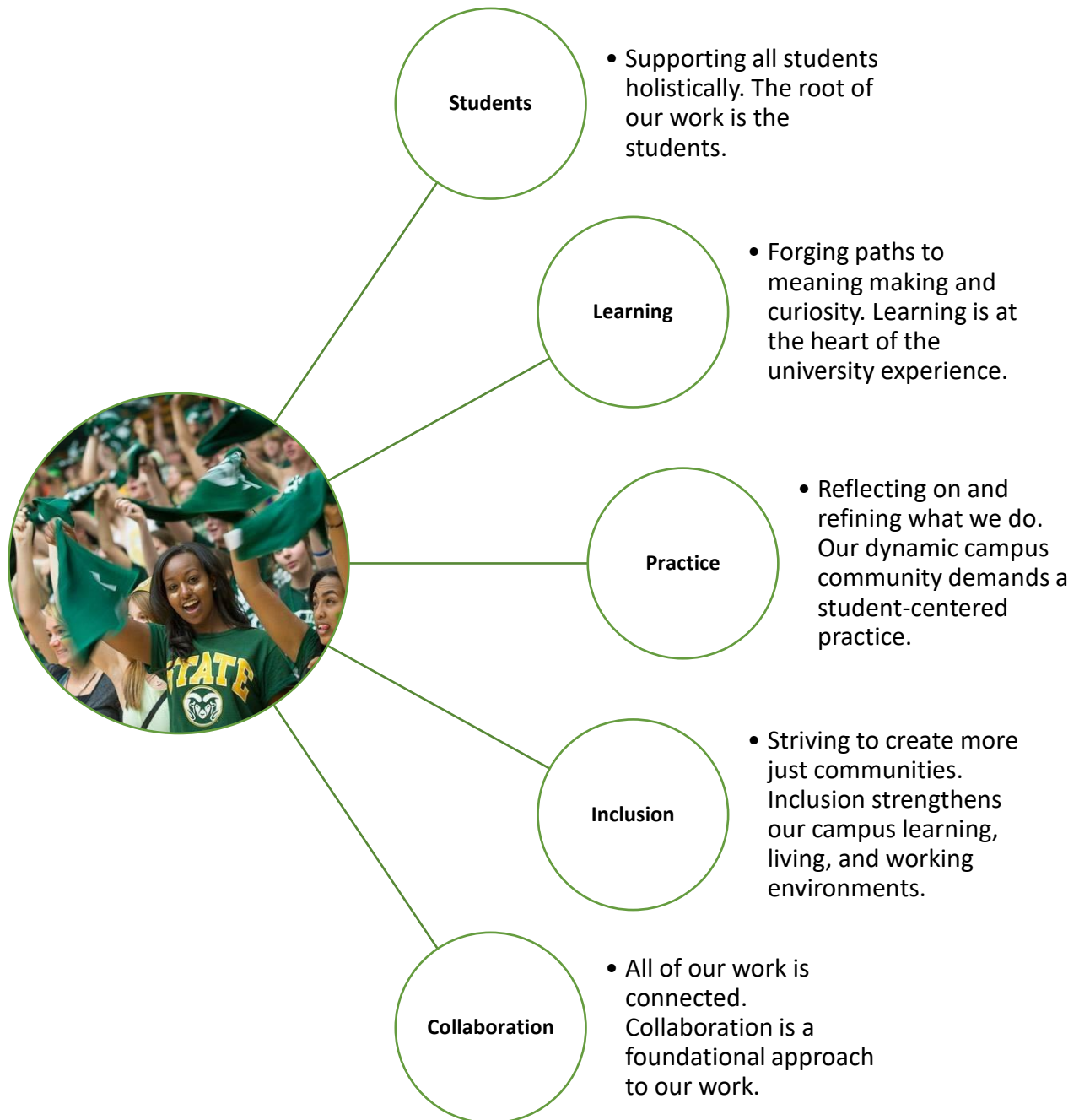
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## Division of Student Affairs Mission and Values

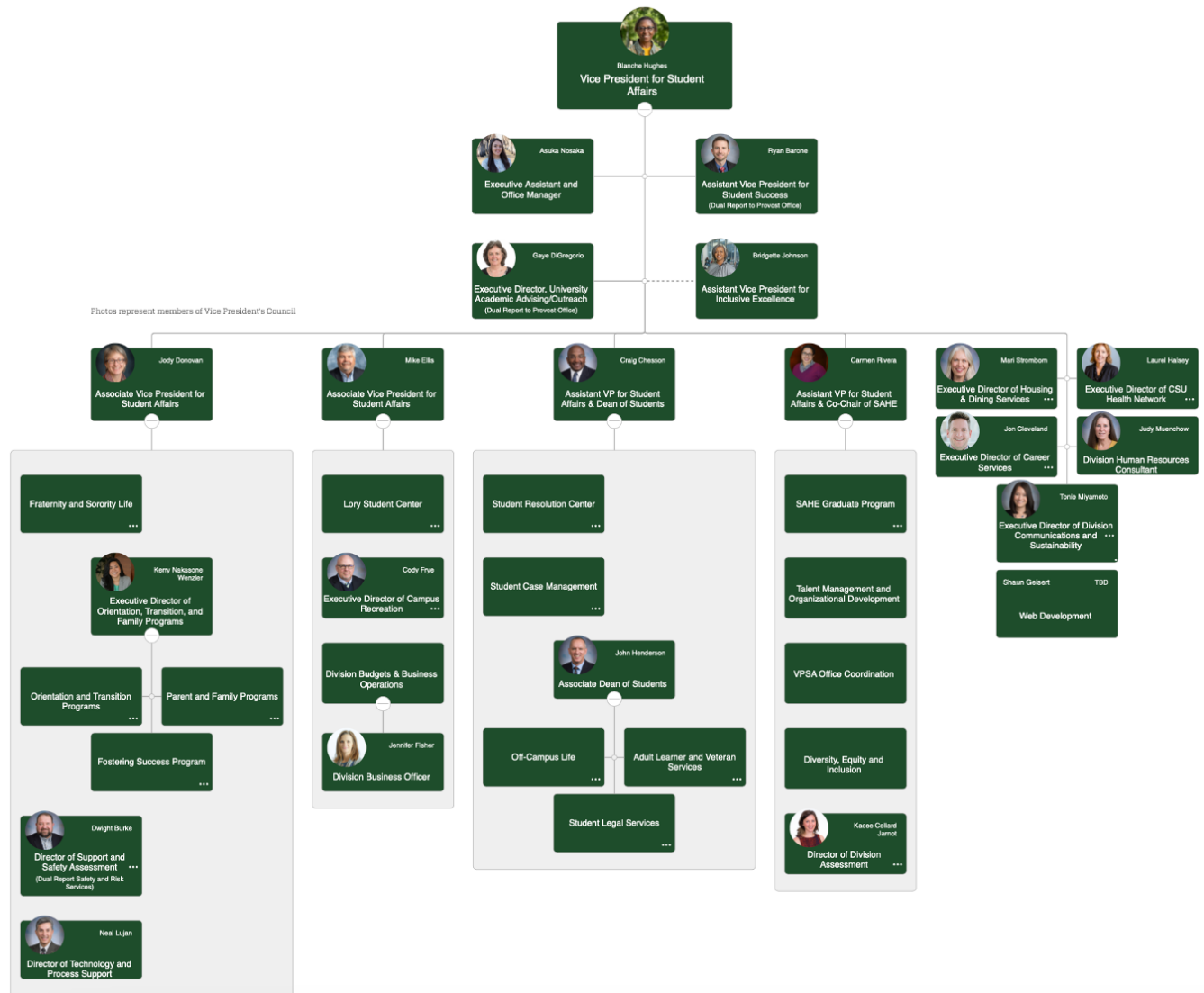
**Mission Statement:** The Division of Student Affairs fosters a campus community that supports students in the development of their unique potential, inspiring them to be active learners, successful graduates, and engaged global citizens.

**Values:** The work of the Division of Student Affairs is informed by and rooted in our values. At the core is our students and our greatest asset is our staff.



# Continued Reorganization

Following University Realignment in the 2021-2022 academic year, the Division of Student Affairs found a need to reorganize some units internally to better align programs and services with Division values. Some reporting lines were reevaluated. In summer 2022, Parent and Family Programs and the Fostering Success Program joined Orientation and Transition programs to officially become Orientation, Transition, and Family Programs. Dr. Kerry Nakasone Wenzler was named Executive Director of the new unit and is currently also serving as Director of Orientation and Transition Programs and Parent and Family Programs. Andrea Fortney was named director of Fostering Success Programs. Additionally, upon Dr. Miranda’s appointment to Interim President in June 2022, dual reporting lines with the Office of the Provost and Executive Vice President for University Academic Advising and Outreach and Student Success were re-established, as well as a dotted communication line to the Office of Inclusive Excellence for enhanced coordination. Please find our current organizational structure below.



## By the Numbers

The Division of Student Affairs has a broad reach to CSU students across many programs and services. Examples include:

Campus Recreation logged 153,011 program participations and 685,405 facility participations in FY23. FY23 facility participations were at 92% of the pre-pandemic numbers from FY19 and FY23 program participations were at 97% of the pre-pandemic numbers from FY19.

Campus Activities RamEvents hosted RamFest, a large CSU community concert, for the first time since the start of the pandemic. The concert yielded nearly 6,000 attendees. Overall, in the 2022-2023 year, RamEvents hosted 50 programs that served 15,900 individuals, 78% of which were implemented in collaboration with another campus entity. The Campus Activities Box Office reopened and sold 5,793 tickets to five large scale events with a revenue of over \$9 million.

The LSC Arts Program developed the Representation Matters Collection, highlighting 119 works representing or created by artists with marginalized identities.

Total service and leadership hours captured through the Student Leadership, Involvement, and Community Engagement Office indicates 21,148 students were impacted and 96,407 leadership or service hours were completed.

Use of the Rams Against Hunger Pantry increased significantly this year jumping from 8,010 total visits in AY22 to 11,429 in AY23. Rams Against Hunger serves an overrepresentation of students who identify as first generation, students of color, and international. The percentage of users within these identities is captured below:

| <b>Identity</b>      | <b>RAH Meal Swipe Program Use</b> | <b>RAH Pantry Visits</b> | <b>CSU Comparison</b> |
|----------------------|-----------------------------------|--------------------------|-----------------------|
| First Generation     | 67.1%                             | 15%                      | 23%*                  |
| Racially Minoritized | 59.2%                             | 27.6%                    | 25%*                  |
| International        | 5.3%                              | 21%                      | 4.8%^                 |

\*data sourced from the [FY23 Institutional Profile](#) prepared by Institutional Research, Planning and Effectiveness

^data calculated for Fall 2022 only from page 5 of the [FY23 Fact Book](#), prepared by Institutional Research, Planning, and Effectiveness

The Lory Student Center's SHAPE Leadership & Professional Development Conference served 283 attendees, the large majority of which were student employees, and LSC welcomed 548 new employees through the online New Employee Orientation module.

Adult Learner and Veteran Services served non-traditional students, including but not limited to veterans, adult learners, student parents, caregivers, and anyone who may not identify as a traditionally aged student with 2,000 visits in their temporary space and many more outside of the space.

With RamRide paused for Fall 2022 service, Off-Campus Life saw a 20% increase in student applications for RamRide Secure, which reduces transportation insecurity by providing ten Lyft ride credits for use as needed through the end of the fiscal year. Additionally, in partnership with Rams Against Hunger, RamRide delivered 243 boxes of food to CSU students and staff.

The Office of Fraternity and Sorority Life reported 50 chapters in five distinct governing councils. Total membership across these five councils is annually around 2,500 or higher. At the end of spring 2023, the total membership was 2,452, representing 11.6% of the undergraduate student body. Additionally, fraternities and sororities raised \$86,000 for charitable causes and chapters contributed 19,700 hours of community service in the 2022-2023 academic year.

Parent and Family Programs increased communication to parents, families, and supporters through a new web-based platform from CampusESP. In the first-year pilot, 31,000 family members joined, including 883 members who are Spanish-speaking, 4,880 members who are families of first-generation students, and 100 members who are families of LGBTQIA+ students. The highest engagement in the platform is with families of first-year students, representing 10,400 members.

Student Case Management served 3,800 individual students this academic year, including processing 795 SNAP student and employee applications, 167 known mental health hospitalizations, 82 known medical transports and hospitalizations, 35 known alcohol or other drug transports, 597 Tell Someone reports referrals, 40 Title IX Respondent referrals, and 78 Title IX Responsible Employee (Impacted Party) referrals. As of this year, SCM no longer assists the Student Disability Center with accommodation meetings. As a result, SCM is no longer able to report on this metric.

Student Legal Services provided services to 1,397 students and 1,008 appointments were held with students who had never accessed Student Legal Services before. SLS staff accomplished this while at 50% of their full staff capacity.

The Student Resolution Center reports at least 94% of the 458 students who complete the anonymous post-hearing survey agree or strongly agree that they were treated with respect, felt safe discussing different aspects of their identities (gender, race, sexual orientation, veteran status, disability, etc.), believed the process is fair, and left the meeting more aware of resources available and with a better understanding of the impact this incident may have on their personal success.

The Career Center engaged with 3,539 students during 2022-2023 career fairs and 1,121 unique employers throughout the year.

5,632 students voluntarily completed the Diversity, Inclusion and Belonging for Students (DIBS) Module, as reported by CSU Health Network. Students reported that the DIBS module improved their understanding of how to act inclusively (91%), preparedness to engage in ally behavior (92%), and their openness to interacting with people who are different from themselves (90%). Students also showed knowledge gains on the topics of understanding oppression (75% to 83%), inclusion and respect (91% to 94%), and DIBS-related definitions (64% to 73%). 45% of students who completed the modules feel that “they can play a role in making their school more inclusive.”

CSU Health Network’s iTeam supported 134 students with post-hospitalization restabilization services. 91 students partially or fully completed the 12-week program.

1,908 Narcan kits and 1,289 fentanyl testing strips were distributed in total in FY23. A naloxone and fentanyl testing strips request form was created and launched in Spring 2023 with 37 requests filled between January and June 2023. Supplies were available at campus presentations, the CSU Health Network Counseling waiting area, and in the Health Education and Prevention Services offices.

#### Housing & Dining Services:

- Students used 2,544,774 meal swipes in Housing & Dining Services.
- HDS-Facilities continues to assess data of productivity and workplace focus of staff. For example, lock changes decreased 13.66% from FY22 and the unit reports improved awareness of facility updates with work order services by an increase of 41%.
- HDS-Human Resources hired 197 Administrative Professional and State Classified employees for the department.
- Conference and Event Services implemented a new discount structure to ensure consistent discounts for all access groups, which are defined as any group that is intentionally recruiting and serving a population/demographic that is typically underrepresented in higher education including participants who are Pell-eligible, racially minoritized, first generation, and/or sponsored by the Access Center. CES assisted CSU in hosting 14 access groups, which consisted of over 700 people. These groups ranged from three-day events to events lasting six weeks.
- The RamCard Office supplied individual and timely support to ten students who did not initially possess a required government-issued document for requesting their RamCard. 100% of these students received their RamCard by the end of the academic year.



## Division of Student Affairs Activities and Initiatives within the Strategic Imperatives

### People and Culture

The University Strategic Plan indicates, “We will attract, support, and nurture all members (students, faculty, and staff) of the CSU community by cultivating a culture of excellence and inclusivity, and using our collective skills to achieve our shared goals of a sustainable thriving planet and flourishing humanity.” The Division of Student Affairs centers staff and students in our core values. While we have contributed to this imperative in many ways, impactful examples regarding staffing include:

The Vice President’s Council focused on salary equity in the division, raising the salaries for the lowest-paid staff to above \$50 thousand and addressed compression and outliers in a secondary process. Examples reported by individual units include:

- Campus Recreation had 13 new full-time staff start in FY23. Campus Recreation raised all Administrative Professional employee salaries to a minimum of \$50,000 during the February 2023 out-of-cycle salary increase process. Additionally, Campus Recreation sought and received approval for special salary increases for Coordinator and Assistant Director level staff during the FY24 salary increase exercise. Salaries for Coordinators increased by an average of \$7,100 (14%). Increases in Coordinator salaries over the last 2-3 years have created compression issues with Assistant Director salaries. For FY24, Assistant Director salaries were increased an average of \$9,245 (15%).
- The Career Center was able to move all entry-level positions to earn at least \$55,000 per year, in addition to providing increases in several other places to address the resulting compression.
- Off-Campus Life advocated for, and received, salary increases above the allotted 5% to support staff needs.
- The Lory Student Center focused on salary equity with a primary focus on the lowest paid Administrative Professional employees. The February 2023 out-of-cycle salary exercise focused on increasing salaries to a minimum of \$50,000 (primarily coordinators), and the FY24 salary exercise addressing both equity and compression included 26 LSC AP employees (primarily assistant directors and managers).
- Through division salary equity exercises, Orientation, Transition, and Family Programs increased one Coordinator and two mid-level staff due to salary compression. The staff turnover and new staff offers also provided an opportunity to increase salaries to further address salary equity for other positions in OTFP.

Other offices reported reclassifying positions to better meet the needs of students and offer more promising compensation:

- While the Student Resolution Center weathered the staffing impacts of COVID-19 well during the pandemic, in FY23 the office had 100% turnover in Conflict Resolution Services, 83% turnover in Student Conduct Services, and 75% turnover with administrative staff. The predominant theme in staff turnover was the imbalance of position responsibilities and their compensation. As a result, the SRC eliminated two coordinator positions and a graduate assistantship and converted administrative positions to fill gaps and manage the office.
- Support and Safety Assessment experienced key staff turnover in the Associate Director and Tell Someone Coordinator roles. The office focused attention to salary equity and parity through

committing funding convert internships to paid student-hourly positions and increased salaries for the Tell Someone Coordinators to bring them up to a more competitive salary range.

- The Career Center converted several temporary staff members to part-time AP positions, providing benefits and long-term employment opportunities.

Still other offices used creative approaches to manage staff workloads, including hiring temporary positions, offering supplemental pay, and creating shared positions across the division:

- The Office of Fraternity and Sorority Life demonstrated significant innovation by implementing a staffing strategy with temporary employees as a stop gap. This model ensured students were supported and would not experience a disruption in services. While the OFSL is proud of sustaining programs throughout the year in this staffing model, the experience of managing the workload in the past year led to a critical examination of programs and the streamlining, creation, and elimination of programs and efforts in better align with strategic goals and values.
- DSA Communications collaborated with HDS to create a shared Assistant Director of Communications position and with LSC to create a shared Multimedia Coordinator position. These positions, which were hired in January 2023, help leverage budget and subject matter expertise across the Division to fill open positions while also generating new opportunities for collaboration.
- Off-Campus Life returned to fully staffed status in FY23 and reorganized to ensure duties and responsibilities aligned with the appropriate staff member. Five of the eight staff members were new, requiring significant attention to training and rapport building.
- In Housing & Dining Services, intentional focus on filling staff vacancies helped improve morale and workplace culture for all who were carrying the burden of covering multiple staff roles for an extended time. Examples include shifting positions and responsibilities to support a 10-year plan in HDS-Facilities, intentional redevelopment of positions and flattening of reporting structure in HDS-Technology Services, the addition of an Associate Director to support staff development in HDS-Workplace Inclusion & Talent Management and hiring four vacant positions in HDS-Conference and Events Services with an equity review before posting.
- In Orientation, Transition, and Family Programs staff turnover and new staff onboarding and training have brought opportunities and challenges. While some staff received supplemental pay to temporarily fill the vacancies, it meant additional work for staff who were already over capacity. This level of workload, without support to pause programming, had a negative impact on staff mental health and left staff feeling exhausted and burnt out.
- Student Case Management promoted two staff members within the office to determine direction, make change or policy, set department goals, and support the team. The office is operating at full staffing capacity, with little staff turnover.
- Student Legal Services maintained student services while operating at 50% staffing capacity during the 2022-2023 academic year.

As it relates to retaining student staff members:

- Campus Activities RamEvents successfully retained 100% of their 16 undergraduate student employees and graduated seven seniors. RamEvents is a student-led entity where 81% of student staff identify as a student of color. The diversity of staff contributes to the implementation of events that highlight and uplift the voices of individuals with minoritized identities.
- Orientation, Transition, and Family Programs continues to examine hourly rates for student staff, many of whom hold multiple marginalized identities. OTP's goal is to create starting hourly rates at least \$1 above minimum wage, with increases for returning staff in leadership roles. OTP also honors the linguistic capital students bring to their student staff role and compensates Spanish-

speaking students at higher rates when using their language skills for written translation, verbal translation, or engaging participants in programs and services. The Fostering Success Program has set the starting hourly rate for mentors at \$2 above minimum wage with budgeted increases each year, knowing more FSP students may not have work study given increased aid opportunities.

Additional People and Culture highlights include:

Adult Learner and Veteran Services collaborated with ROTC, Admissions, Advancement, RamEvents, Athletics, Registrar's Office, Office of Financial Aid, Off Campus Life, and many more on Veterans Week in November, and Adult Learner and Student Parent Week in March/April.

Campus Recreation partnered with numerous offices in FY23 to offer programming to the student and CSU community: Asian Pacific American Cultural Center, College of Business, Walter Scott, Jr. College of Engineering, CSU Advancement, CSU Health Network, Graduate Student Council, the Healthy Aging Program, Honors Student Association, Housing & Dining Services, Kendall Reagan Nutrition Center, Orientation, Transition, and Family Programs, Pride Resource Center, RamRide, Special Olympics RSO, The Hidden Opponent RSO, and the Women and Gender Advocacy Center.

Nearly all the Career Center's work is accomplished through collaborative efforts with other units on campus. On a large campus like CSU, the Career Center cannot effectively impact the career landscape and improve career outcomes without doing our work in partnership. Most notably, this includes shared career education manager positions with seven academic colleges, additional shared career education coordinator positions with five colleges, as well as a shared associate director position with the Alumni Association. Beyond shared positions, our work includes substantive partnerships with the Office of Inclusive Excellence, the Provost's Office and Student Success, the College of Business (where there isn't a shared position; but close partnership), International Student and Scholar Services, and Institutional Research, Planning, and Effectiveness, in addition to several others.

In its annual Horizons Report, EduCause selected CSU as one of three campuses to highlight achievements in supporting students' sense of belonging and connectedness. The Diversity, Inclusion and Belonging (DIB) module and YOU@CSU out of CSU Health Network were noted as important initiatives to meet CSU's imperative of "Cultivating a thriving and inclusive community."

CSU Health Network staff knowledge and comfort with referrals to the Food Pantry has improved and has led to plans for the SummitStone Care Coordinator to be at the pantry on the busiest day of the week for cross-referrals to mental health resources.

Housing & Dining Services implemented additional bonus and retention monies for full-time staff as well as increased starting wages for student workers for another year. The department also evolved interview training with diversity and equity in mind, as well as a focus on providing equitable service to all employees through onboarding.

The Lory Student Center invited career staff to participate in "Stay Interviews" (aimed at "what makes employees want to stay?" And how can leadership improve the workplace culture), resulting in action plans for each department in the LSC, along with LSC-wide plans to be implemented in FY24.

The Vice President for Student Affairs and the Associate Vice President met with the Graduate Student Council to discuss student fee services, and the feedback called for clear information aimed at assisting

graduate students in their understanding of the variety of fee-supported services available to them, along with the important role student leaders play in influencing both fees and respective services at CSU.

Fostering Success Program participation indicates independent students engaging in FSP services reflect the demographics of the overall independent student population at CSU. For example, 65% of all CSU independent students identified as women and 65% of independent students who participated in FSP events identified as women.

Orientation and Transition Programs engaged in a more equitable approach to Ram Orientation by offering three orientation formats. Among first-year students, 76% participated in on-campus orientation, 15% virtual synchronous, and 9% online asynchronous. Among transfer students, 63% participated in on-campus orientation, 15% virtual synchronous, and 22% online asynchronous.

Parent and Family Programs continues to focus on engaging families who hold marginalized identities, investing in partnerships with El Centro, the Pride Resource Center, Women and Gender Advocacy Center, the Asian/Pacific American Cultural Center, and Key Communities to support diverse families.

Orientation and Transition Programs prioritized student staff completion of the DIB Modules with practical application to their role, offered training on culturally informed peer supervision, and aligned training topics with student learning and development outcomes for all student staff.

In the face of significant turnover and staffing shortages, the Student Resolution Center focused on the staffing strategies listed above and developing a new mission and values to increase morale and the culture of the office.

## Operational and Financial Excellence

The University Strategic Plan states, “We will align CSU’s operational and financial practices with our strategic goals of strengthening our community and our world through a focus on a thriving planet and flourishing humanity.” The Division of Student Affairs has contributed to this imperative largely through managing budgetary recovery and creatively addressing space concerns in the following ways:

Adult Learner and Veteran Services staff were in a temporary space in the basement of the Lory Student Center as construction of the new ALVS space took place. While it was a difficult year, it was still productive and exciting to see the new space grow. ALVS looks forward to moving into the 8,000+ square foot office on the north end of the Lory Student Center in June 2023.

ALVS was the recipient of a \$2 million bequeathment gift from Gretchen Stockwell for ALVS Student Success Initiatives and awarded \$825,100 in scholarships to 149 students in the 2022-2023 academic year.

Phase One of the Campus Recreation lobby renovation project was completed in August 2022. This project resulted in the replacement of existing building entry turnstiles with state-of-the-art electronic turnstiles that are controlled by patrons self-swiping for entry. A standalone Check-in Desk was constructed to separate building access from membership/point of sale operations. Planning for Phase Two of the lobby renovation project was on-going during Fall semester, and demolition of the existing

Service Center desk began on May 15, 2023. This phase of the project will help improve accessibility at the Service Center by lowering the desk and increasing digital signage for sharing relevant information with patrons.

The strategic operational changes made with salary increases in the Career Center required additional monetary resources. Unfortunately, these changes will accelerate how quickly the center spends fund balance. To slow the fund balance decline, the center is reducing unnecessary expenditures, evaluating the necessity to refill open positions, eliminating positions, increasing self-generated revenue (for example, the College of Engineering Fair, which the Career Center recently began leading, will generate approximately \$75,000 per year of new revenue), and pursuing a student fee increase.

CSU Health Network spent 25% of its operational fund balance to increase the salaries of staff in mental health, medical, health promotion, and administrative services. These actions had significant compensation impact for 20% of CSUHN staff, resulted in a positive retention effect, as well as improving morale and trust across the organization.

Off-Campus Life and RamRide received approval to combine budgets from student fees. This allowed for an increased ease in budgeting for the offices, including only one presentation to the Student Fee Review Board, and more flexibility for professional staff salaries.

Additionally, Off-Campus Life developed a plan to hotel office spaces, as there were four offices available for six staff members. Strategy included rotating offices, working remotely, and calendaring two weeks in advance. The team will relocate to a larger space in August 2023.

Housing & Dining Services reports:

- Revitalized lobby space in Academic Village Commons by installing a 24/7 unattended vending concept for students to use.
- Completion of the major Window Replacement project at Westfall, which included targeted abatement, an interior refresh including paint and flooring, and furniture replacement. Completed several smaller continuous building renewal projects with savings and creative reallocations.
- Refined Large Capital Project Work scope and enhanced sustainability capacity in alignment with University's current strategic priorities.
- Created a community mural project in collaboration with CSU Arts Management, the City of Fort Collins, and a local artist.
- Off campus meal plan sales increased by 15.3% from FY22 to FY23.

The Lory Student Center Phase III project is on track to be completed by mid-August (minus the extensive branding to occur over the next two years), with scope including the north end ballrooms, Aspen Grille, University Lounge, and lower-level terrazzo floor added back into the project. Project costs have grown from \$23.4 million to \$33 million, roughly a 35% increase, which is understandable given increased construction expenses since the pandemic. In addition, Off-Campus Life will fill the old ALVS space, Student Legal Services (SLS) will move to the current Off-Campus Life location, and LSC Operations will be consolidated into the old SLS space. Remaining spaces to be reallocated include RamRide and the old FastPrint space, which is being held as a possible location for the University one-stop shop.

Financially, the LSC continues to recover from pandemic losses. For FY23, the LSC would have had a balanced budget but had to transfer \$2 million from the fund balance to cover increased costs

associated with the Phase III renovation project. While not a formalized plan, looking hard into expense areas and revenue-generating areas has become common practice for the LSC. With decreased building traffic as a result of both construction and remote opportunities for students and employees, difficult choices had to be made like delaying hiring for vacant positions in some areas until revenue generation could support replacing positions, limiting expenses to critical needs, and closing the Fifty30 quick-service restaurant on the lower level and the University Club, both of which were being heavily subsidized by other revenue-generating areas. Building traffic is 20% lower than pre-pandemic numbers, and reshaping the LSC Marketing department with new staff will affirm the role the department plays in increasing awareness of services and programs across all areas of the LSC.

Orientation, Transition, and Family Programs continues to engage in conversations related to the Business Operations Team, a unit now split between the Division of Student Affairs and the Office of the Provost and Executive Vice President that were all formerly part of the Collaborative for Student Achievement pre-realignment.

Orientation and Transition Programs reduced student staff hours during Ram Welcome to center staff equity and wellness, making the position more accessible and centering their “student” identities so student staff could have a successful start to their fall semester as well as new CSU students.

Orientation and Transition Programs received \$5,000 to support fee waivers for first generation, limited income, and/or racially minoritized students wishing to attend Ram Connect: Outdoor Orientation. The waiver process needs improvement, but this sets a precedent for financial access with a high-cost program that historically serves students with multiple privileged identities.

Student Case Management grew by one case manager and ran out of office space. The Director’s Office was divided into two spaces to create private space for the Basic Needs Case Manager.

Student Case Management updated their technology to include students’ preferred name, eliminating the concern of misgendering or misnaming students served. The Student Resolution Center mapped pronouns from Banner to Maxient to allow accuracy when interacting with students who have provided their pronouns to the University.

Student Legal Services operated out of a temporary space in the 2022-2023 academic year, causing the staff to pause on programs and services such as hosting a walk-in clinic and outreach to specific student populations to increase awareness of services. These programs and services will be revisited when SLS moves to a permanent space.

Conflict Resolution Services in the Student Resolution Center reevaluated and refocused services provided in FY23, resulting in significantly cutting back on the volume of procedural assistance offered, most noticeably in meetings with students about University’s grade appeal process. Cutting back on procedural assistance allowed conflict resolution staff more time to focus on addressing bias related incidents and interpersonal conflict within student organizations and division one athletic teams.

Support and Safety Assessment revised the online Tell Someone form to include a dropdown menu of the most common areas of concern for reporting. Options now include risk to self, risk to others, disruptive behavior, recent hospitalization, threat to campus safety, substance use problems, change in physical health and well-being, changes in academic attendance and performance, decrease in mental/emotional well-being, basic needs/houselessness, and personal conflict/roommate issues.

## Innovation

The University Strategic Plan indicates, “CSU will be a global leader in cultivating a sustainable social, economic, and environmental future through innovative practices in learning, research, discovery, and knowledge transfer.” The Division of Student Affairs meets this imperative in the following ways:

While many universities have Veteran Centers, and some have Adult Learner Centers, CSU has always been innovative in the fact that the Adult Learner and Veteran Center Office bring these two populations together. The relationship between these two populations leads to the growth and leadership of all students with whom the staff works. ALVS also offers many programs and services to benefit these populations, from tutoring to tailgate community building events. Also, Ram Kidz Village is an amazing service that allows student parents to have their children engage in educational programming while they are studying in the library.

Each year the Fraternity & Sorority Leadership Institute is a highlight. Managed by the Office of Fraternity and Sorority Life, this three-day intensive leadership institute brings together more than 100 fraternity and sorority leaders and 15 large and small group facilitators from all governing councils/organization types. Evaluative data for this program indicates that students are deeply learning and engaged by the curriculum for this program and that relationships across councils and within the community are forged.

Additionally, OFSL’s new focus on fraternity/sorority membership life cycle development has been a highlight with the specific focus on new member education and onboarding and senior engagement. While new programming was started in each of these areas to enhance and standardize some elements of the experience (new member orientation, community-side senior programs), there is potential in this area for full life-cycle engagement. The implementation of an exit survey to learn more about why, how, and when members leave their fraternity and sorority experience has already yielded useful data that can inform changes and enhancement to the membership experience.

The Campus Recreation Student Employment Committee revised and updated the student/part-time staff attire policy, redefining what it means to dress professionally, exploring ways of removing applicable financial barriers, and not requiring purchasing of separate or new uniform pieces.

The Campus Recreation Inclusivity Committee conducted a policy review of the 2022-2023 Campus Recreation Policy Handbook. A student manager led this effort and involved student employees and full-time Campus Rec staff. Results were presented to the Inclusivity Committee in Spring 2023 and delegated to areas to manage recommendations. Examples of changes recommended included: clarifying language about priority access to specialized equipment, ensuring clothing policies were accurate and inclusive, and the evaluation of multiple policies from an inclusion lens.

Campus Recreation Aquatics revised and reintroduced an inclusive attire policy. Previously, the policy did not explicitly state that all people can be topless regardless of gender expression. The revision explicitly includes this, as well as staff guidance on how to handle potentially difficult situations with patrons. The revision helps Campus Recreation align with the City of Fort Collins’ public nudity code.

The Career Center developed a pilot proposal aimed to support student success and on-campus employment called SPARK. The Career Center’s SPARK Program supports the CSU Student Success

initiative goals to increase retention rates for first-year, first-time students and eliminate equity gaps for first-generation, limited income, rural and/or racially minoritized students. Students are paid to participate in career preparation activities and supported in finding employment. On-campus employers can receive funding to create meaningful on-campus employment and internship opportunities. In the pilot, there will be two cycles, one taking place in Fall 2023 focused on on-campus employment and one taking place in Spring 2024/Summer 2024 focused on internship opportunities.

The DSA Sustainability Working Group funded four projects that were successfully completed by the end of the fiscal year including reusable to-go containers at Durrell Dining Center, mattress topper recycling for Move Out, an EV charging station at Mountain Campus, and sustainable material for the 20th anniversary Forever Green shirts. The working group considered equity while reviewing proposals and each of the funded proposals provides no-cost sustainability services to the campus community.

Off-Campus Life piloted the Good Neighbor Program with specific criteria to encourage ethical business practices for partner properties. Three properties participated in the inaugural year and the office is working toward improvements and expansion for FY24.

A partnership between University Housing and CSU Health Network was formed with a goal of improving how mental health issues are proactively and reactively managed in the residential population and setting.

Residential Dining Services initiated a new 24/7 concept in Rams Horn to provide unattended vending access to food, drinks, and snacks for students. This is a grab and go concept where students can utilize their meal plan at all hours of the day.

University Housing room assignment protocols were modernized, giving students more agency and voice over roommate selections and room selections.

The new Assistant Director overseeing the Mountain Campus reports the new education building on site is now ADA accessible, has an all-gender restroom, and lactation space. As a pilot this year, students at the Mountain Campus were asked about gender preference of roommates, rather than defaulting to rooming in a binary. Work began on a mental health space for staff, students, and guests to conduct private telehealth and important phone conversations in the 2024 season.

HDS-Technology Services implemented a new innovative department-wide inclusive program for Business Intelligence (BI) to assess, analyze, and problem solve business functions across the department and collaborative efforts across campus.

The Lory Student Center relaunched the LSC Governing Board by developing and filling five paid student leadership positions, of which four out of five identified as students with marginalized identities.

LSC supported the University's efforts to better inform the campus community around First Amendment obligations as a public land-grant university by coordinating with the System Chancellor's Office to develop and distribute a comprehensive information guide for the fall semester. Additionally, intentional positive programming on the LSC Plaza and the availability of Student Affairs leaders on the Plaza demonstrated support for students while also offering information about CSU's obligations as a public university. A summary of progress on the FY22 First Amendment working group recommendations was provided to the Chancellor's office in March, noting areas of continued focus.



LSC Marketing introduced a Microsoft SharePoint site which included a campus-facing landing page, a portal for the entire LSC, a portal for partners, and an internal department portal. This new resource supports training and collaboration efforts and makes access to shared resources more centralized.

A Care Storage was created in the Fostering Success Program Mentor Office where students can access hygiene products and school supplies when needed without having to wait between care package deliveries. Students can also submit requests for products that meet their identity and cultural needs.

Admissions added the Independent Student Visit Day to their visit day program offerings. Piloted by the FSP Outreach Committee in spring 2023, the event is designed for independent youth to learn about possibilities for pursuing college and hearing about the community of support within the Fostering Success Program. The inaugural event saw 40 students, many who held marginalized identities.

Based on recommendations from the Office of Student Case Management, Faculty Council unanimously approved a motion for a Student Bereavement Policy on December 6, 2022. This allows students up to 5 days of excused absence time away from class to deal with personal needs during the grieving process and attend services, rituals, or observations that are culturally appropriate.

## Impact

The University Strategic Plan states, “CSU will serve as a national model for land-grant university systems, enhancing our infrastructure to nimbly translate innovation into impact.” The Division of Student Affairs has contributed to this imperative in the following ways:

Adult Learner and Veteran Services focuses on hosting a summer bridge program (ELEVATE) aimed at refreshing English and Math concepts for students as they matriculate at CSU and provides programming throughout the year ranging from self-advocating skills to scholarship writing workshops.

The student success related data for the fraternity and sorority community continues to be a highlight. Data in almost all cases has improved since the Office of Fraternity and Sorority Life began tracking this information, and the data always indicate that fraternity/sorority members have better student success outcomes than unaffiliated students. That is also substantially true for institutionally marginalized students that are racially minoritized, first generation, or Pell-eligible. As the OFSL talks more and more about student success and shares this data with councils and chapters, the community-wide awareness about student success and the fraternity/sorority commitment to retaining and graduating students is imperative and more widely shared. The specific success of MGC chapters in this area is encouraging and has led to direct attempts to grow and sustain MGC membership from students and staff. While the OFSL hopes that the membership grows in future years, the discussion about promoting MGC and education about pathways into this council are a highlight for the year.

Additionally, every year the OFSL is excited to share the impact that the fraternity/sorority experience has on students and the impact that fraternities and sororities have on the community. The OFSL reports chapter data on the chapter reports webpage of the [FSL website](#) each semester, which shows that fraternity and sorority outperform their unaffiliated peers academically (for example, in spring 2023 the all fraternity/sorority GPA was a 3.15 and the all undergraduate GPA was a 3.11).

Campus Recreation professional staff performed 338 evaluations of student employees during FY23 which covered topics such as communication, conflict management, leadership, interpersonal skills, job knowledge, equity/diversity/inclusion, and more.

Campus Recreation supervisors provided 12,032 contact hours of training to their student employees. These hours include new employee onboarding, weekly training, monthly in-services, and seasonal training.

Campus Recreation's Inclusivity Committee created a standardized, scaffolded approach to professional development for full-time staff on topics around equity, diversity, and inclusion. This 3-year professional development plan was integrated into existing employee onboarding processes and utilizes a combination of intra- and extra-department training and activities.

Over the last several years, the Career Center has dedicated a portion of the budget to funding initiatives for students with the intent to close opportunity gaps, increase persistence and graduation, and reduce barriers. Four funds were administered last year: CSU Unpaid/Underpaid Internship Support Program, Mary Ontiveros Inclusive Fellows Program, Equity Initiatives Fund, and Interview attire fund. In total, \$214,396 was distributed to 208 students.

CSU Health Network continued to successfully implement prevention and care protocols for students and staff to limit transmission, as FY23 was another year in which strategy was predicated on assigning significant time and resources for COVID infection control. March-May 2023 marked the end of federal, state, and local COVID regulations for health care facilities.

Increased access to America College Health Association communities of practice and subject matter forums by promoting membership benefits for all CSU Health Network employees. Increased twelvefold the number of career staff attending the annual ACHA conference, promoted cross-disciplinary learning between Counseling and Medical practitioners, and brought back learning to incorporate into next year's programs and services.

Approximately 50% of RamCare dollars were used for health services at CSU Health Network that are not always easy or available for patients to obtain elsewhere (e.g., services involving contraception, mental health support, and gender-affirming care).

CSU Health Network's peer education team, Creating Respect, Educating Wellness (by and for) Students (CREWS) increased success with the Rams Take Care, Rams Take Action Football Game Bystander Intervention activities during home football games through 6,065 direct conversations with students.

Off-Campus Life's RamRide operations were significantly impacted by a shift in university insurance policies which required all drivers to pass a Motor Vehicle Records (MVR) check. With a sudden need to process 800 MVR checks per semester, the RamRide Leadership Team and Nightly Operations Coordinators made the decision to pause nightly operations for the Fall 2022 semester and relied heavily on Lyft to provide free rides to students on Thursday, Friday, and Saturday nights. This pause not only impacted the student body, but registered student organizations who were no longer able to use RamRide as a fundraising opportunity, impacting some organizations' day-to-day operations. Through the implementation of the Mendoza Model, Off-Campus Life limited each organization (regardless of size) to 10 volunteers who needed to pass MVR checks, allowing for restoration of limited operations and more equitable volunteer and fundraising opportunities.

Off-Campus Life hosted the first commuter student-focused New Student Seminar in Fall 2022 with seven students participating. 100% of the students have registered for classes in Fall 2023, supporting the goal of an increased fall-to-fall retention rate.

IU172 New Student Seminars initially focused on Exploratory Studies and Students Recommended for Support; however, the collaboration with identity-centered seminars continues to grow with partners including the Pride Resource Center, Fostering Success Program, Academic Advancement Center, International Programs, Off-Campus Life, and more. Orientation and Transition Programs reports that of students who enrolled in the IU172 New Student Seminars fall 2022, 29% were first generation (up from 21%), 31% were racially minoritized (up from 25%), and 23% were limited income (up from 21%). Data show first generation and limited income IU172 students have a 7-9% higher persistence rate compared to like students who did not enroll in IU172.

A strong partnership was formed between University Housing and the Office of Inclusive Excellence to modernize and improve efforts to be more inclusive of all students, close equity gaps, and improve metrics related to retention, GPA, and graduation rates for residential students. A curriculum is being developed for training workshops to occur at Tuesday evening student staff meetings and Wednesday morning pro- and graduate-staff meetings.

The LSC's Council for Inclusive Excellence furthered guidance on DEIJ work across all areas, including:

- Specific sections in performance reviews for specific DEIJ work plans for all career staff employees.
- DEIJ review of all position descriptions prior to the position posting.
- Active engagement from LSC Directors in searches, with a high priority for ensuring diverse pools.
- Explicit public messaging that DEIJ work is critical to the mission of the LSC.

The LSC continues support student success with an evolving SHAPE training and development program which focuses on the student employment experience and training and development of career staff supervisors who are critical in supporting student employees as leaders.

Ram Welcome partnered with Rams Against Hunger to reduce food waste, resulting in 150+ pounds of food being delivered to the Food Pantry.

Parent and Family Programs continues to evolve the Transitions Calendar, this year creating an online Transitions Guide that allows families to access important dates and reminders more easily via QR code, can be updated as needed, and includes a Spanish translation.

The need for mental health services for students continues to expand. At the same time, access to services is sometimes a barrier. Student Case Management remains a bridge between that gap, available to help students make decisions about what is the best next step for them and connecting them to campus or community resources appropriately.

Institutional Research, Planning and Effectiveness provided an analysis of the demographics of students served through Student Legal Services and the results demonstrate that SLS is reaching a diverse student population. SLS reports serving a high number of undocumented students and IR results show:

| <b>Identity</b>       | <b>SLS</b> | <b>CSU Reference Group</b> |
|-----------------------|------------|----------------------------|
| First Generation      | 34.4%      | 22.9%                      |
| Pell Grant Recipients | 25%        | 19.8%                      |
| Racially Minoritized  | 28.5%      | 20.7%                      |

Despite common misconceptions about Conflict Resolution Services and Student Conduct Services, students are overwhelmingly grateful for their experiences with the Student Resolution Center evidenced by the quantitative and qualitative feedback that we receive from students about feeling heard and respected, focused on students personal and academic success, and making decisions with the student’s best interest in mind.

Support and Safety Assessment partnered with University Housing and Student Case Management to revise outreach letters following hospitalization or transport for mental health to be more supportive and include follow-up outreach to ensure students can connect to appropriate resources.

## Student Affairs Presentations, Publications, Honors and Recognitions

### Presentations

- Sam Boren and Jenny Kim presented Building Equity Practices into Hiring, October 2022, at the Symposium for Inclusive Excellence
- Brayden Antonio and Jenny Kim presented identifying Employers who Match Your Values, January 2023, at the SHAPE Conference
- Amy Cailene co-presented Supporting CSU Students who are Undocumented, October 2022, at the Symposium for Inclusive Excellence, presented Best Practices and Ideas for Universities and Colleges to Support Students who are Undocumented, December 2022 & May 2023 at the Collegiate Career Services Association of Colorado and Wyoming Biannual Conference, and co-presented Supporting Students who are Undocumented, January 2023, at the SHAPE Conference
- Jill Putman co-presented Peer Mentoring Programs: Building a Strong Foundation, November 2022, as a webinar for Eduology, <https://eduology.org/peer-mentor-strong-foundation> and presented Creating an Intervention Plan, September 2022, for the CSU Academic Advising Network Summit Training
- Sam Holtshouser served as the Career Services Representative on the Effective Partnerships: Employers, Career Services, and Students panel at AgCareers.com HR Roundtable Conference
- TJ Hill, Assistant Director for Facilities and Aquatics, presented for the CSU ELEVATE program on Critical Thinking on the Job and Teach, Mentor, Empower
- Erin Patchett, PhD, Director of Administration and Assessment, presented for the CSU ELEVATE program on Onboarding Student Employees
- Andy Nelson, Assistant Director for Outdoor Programs, presented at the 2022 Association of Outdoor Recreation & Education (AORE) Conference in Myrtle Beach, South Carolina on Avalanche Fundamentals & Risk Management
- Erin Patchett, PhD, Director of Administration and Assessment presented at the 2022 NIRSA Region V Conference in Lincoln, NE on Justice, Equity, Diversity, and Inclusion: From Learning to Action
- TJ Hill, Assistant Director for Facilities and Aquatics, presented at the 2022 NIRSA Region V Conference in Lincoln, NE on Teach, Mentor, and Empower Recreation Staffs
- Erin Patchett, PhD, Director of Administration and Assessment co-presented with Dr. A'Naja Newsome at the 2023 NIRSA Annual Conference in Pittsburgh, PA on Your DEI Responsibility in Recreation Programming Assessment
- TJ Hill, Assistant Director for Facilities and Aquatics, presented at the 2023 NIRSA Annual Conference in Pittsburgh, PA as a member of the panel for Talk to an Industry Expert
- TJ Hill, Assistant Director for Facilities and Aquatics, presented the 2023 NIRSA Region V Meeting of the Members
- Emily Morse, NP and Leelee Kates, Director of Operations, conducted a presentation on Ethics and DEI in healthcare for the Clinical Laboratory Collaborative Conference (Colorado/Wyoming annual conference)
- Gwen Sieving, MS, presented the CREWS Bystander Intervention program at the International Town and Gown Association annual conference

## Publications

- Erin M. Patchett, PhD, Director of Administration and Assessment published an article in the *Recreational Sports Journal*: o Patchett, E. M., Oja, B. D., & Morse, A. L. (2021). Conceptual Frameworks for Evaluating Diversity and Inclusion in Collegiate Recreation. *Recreational Sports Journal*, 45(2), 161–170. <https://doi.org/10.1177/155886612111033253>

## Honors and Recognitions for Students and Staff

### **Students within the Division of Student Affairs:**

- Darian Abernathy, graduate assistant, was awarded the Order of Omega National Fellowship
- The Panhellenic Council was awarded the Innovation Award in Community Impact, Judicial Procedure, Leadership, and Recruitment, and Programming for the 2022-2023 academic year. The Community Impact award specifically addresses community building and programming specific to DEI efforts
- Colorado State University Unified Special Olympics Flag Football Team represented Region V at the NIRSA National Flag Football Championship Tournament in Round Rock, TX, on January 6, 2023. Additionally, Intramurals hosted the Colorado State Unified Special Olympics Flag Football Championships on October 29, 2022
- Two Student Officials and two professional staff represented Colorado State University at the NIRSA Region V basketball tournament at University of Nebraska Lincoln on February 24-26, 2023
- Eight Sports Clubs teams placed at Nationals: Cycling, Climbing, Nordic Ski, Tennis, Triathlon, Women's Ultimate, Women's Volleyball, and Wrestling
- Grace Bowen and Malia Berry were recognized as nominees for the 2023 Student Employee of the Year as Off-Campus Life student staff members
- RHA President Logan McGrew was recognized as one of CSU's top fundraisers for a fundraising team that raised money for a local children's hospital. Logan also received the RHA President of the Year Award from the regional student leadership entity
- National Residence Hall Honorary member Carson Black received the Trailblazer Award from the regional student leadership entity
- LSC Marketing student staff won recognition in two categories in the 2022 ACUI "Steal This Idea" annual contest, including: Honorable Mention in the Digital Campaigns category, CSU Bookstore Gift Ideas campaign and Second place in the Promotional Products category, LSC Stickers

### **Staff within the Division of Student Affairs:**

- Alexis Gomez of the Career Center was awarded the DSA Rising Star Award and the Pride Resource Center's Safe Zone Facilitator of the Year
- Sam Holtshouser was awarded the Professional Fraternity Council Advisor of the Year through Fraternity and Sorority Life for advising Sigma Alpha Sorority in Spring 2023
- Sara Istre was president of the Collegiate Career Services Association of Colorado and Wyoming for the 2022- 2023 academic year
- Jill Putman is a representative on the Diversity, Equity, and Inclusion Education Advisory Board for NACADA (National Academic Advising Association: The Global Community for Academic Advising)

- Barb Richardson is co-chair of the Mountain Pacific Association of Colleges and Employers Annual Conference in Denver taking place December 2023
- Allie Bogard served as the Member Network Chair and Assembly Convenor of NIRSA: Leaders in Collegiate Recreation
- TJ Hill served as the Region V Member Network Representative of NIRSA: Leaders in Collegiate Recreation
- Erin Patchett served as the President-Elect on the NIRSA: Leaders in Collegiate Recreation Board of Directors
- Beit Gorski, LPC, won the AP Star Award for the AP Council for Outstanding individual performance
- Brie Zamora, Mental Health Coordinator, and Sue Rutherford, RN, were awarded the Outstanding Achievement Award from the Classified Personnel Council for their skills and service to the university
- Brie Zamora was also awarded the DSA Quality Service Award from the Division of Student Affairs
- Leelee Kates was voted in as the Secretary of the national Administration section of the American College Health Association
- The CSU STARS Team, with several representatives from the Division of Student Affairs (Mary Liang, Tonie Miyamoto, and Kirstie Tedrick), completed a record-setting 4th consecutive Platinum report in early 2023. CSU was recognized for the eighth consecutive time on the Princeton Review Green Honor Roll
- Off-Campus Life, often seen as a best practice for how to partner across town/gown relations, hosted the June 2023 International Town & Gown Associations Annual Conference with over 300 attendees from across the globe
- Lindsay Mason was selected as one of the Distinguished Administrative Professional Awards through the Administrative Professional Council
- Jeannie Ortega was nominated for one of the Presidential Excellence Awards through the International Town & Gown Association
- HDS-Residential Dining Remarkable Service Award recipients: Emma Heroux (Bakeshop), Riegen Heidbrier (Braiden), Jeff Morton (Ram's Horn), Razika Buensuceso (Foundry), Jessi Vlosich (Bakeshop), Jeff Cornelius (Durrell), Abra Steele (Braiden), Lacey Barela (Bakeshop), Travis Novak (Ram's Horn), and Sam Mercure (CBORD)
- Melissa Carlson was awarded the Ted and Pat Oppelt Higher Education and Student Affairs Leadership Award, the Cosmo F.& Antoinette V. Guida Research Award, the Dr. Jack Shaw Scholarship Award, and the Susan Spooner Graduate Award
- Various staff in HDS-University Housing and SLICE were awarded the Division of Student Affairs Student Success Award for work done to build community in the Best Western in Fall 2022
- Brent Shafer received the 2023 ACPA Professional Development Award
- Nallely Dominguez received the 2022-2023 Advisor of the Year Award from RLP
- HDS-Facilities: Heather Meyers and Nick Bowman both successfully passed their Electrical licensing exams and are now Journeyman Electricians
- The Colorado State University Employee Appreciation Board celebrated
  - Aggie Village General Labor Team
  - Student Case Management
- Laura Carter of HDS-Facilities received the Division of Student Affairs Impact Award

- Kelly Hixson, Randy Lamb, and Janelle Dowling all received a CPC Educational Assistance Award
- HDS-Facilities Employee of the Year 2022: Melek Tasdelen
- HDS-Facilities Invisible Hero of the Year 2022: Nick Bowman
- HDS-Facilities Team of the Year 2022: HVAC & Controls Team
- HDS-Facilities Employees of the Month and Quarter: David Trimble, Claudia Vázquez, Ellen Becker, James Chavez, Katie Dunphy, Nora Magaña, Jenifer Marley, Jessica Rivera, Laura Carter, Cody Bachelor, Jay Bowman, and Delmy Moreno Flores
- Cal Boren was selected to serve as the ACCED-I Regional Director – Region 1
- The Bookstore continued to improve access to course materials through their inclusive access program, helping ensure students have access to course materials from the first day of classes. These efforts were recognized with the DSA Bridges Award being given to members of the Bookstore, IT Department, and TILT
- Kristy Millsapps received the Outstanding Achievement Award
- Sagarika Sarma received the Distinguished Service Award for her outstanding service to the international community
- 2023 Fraternity & Sorority Life Outstanding Campus Partner- Mike Katz
- Jan Pearce completed the Creating Inclusive Excellence Certificate