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**DIVISION  
OF STUDENT AFFAIRS  
ANNUAL REPORT  
2015-16**

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**Colorado State University**

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## Annual Report

2015-16

Message from Dr. Blanche Hughes,

Vice President for Student Affairs

I am pleased to provide this annual report of the Division of Student Affairs of our activities and accomplishments. This past year has been significant for Student Affairs with the implementation of several new initiatives which are detailed in the annual report. We are especially appreciative of the collaborative and cooperative efforts of our colleagues on campus and in the Fort Collins community.

The Division provides a variety of programs and services designed to help students succeed and grow. The effectiveness and improvement of these programs and services are detailed under the following University Strategic Goals:

- Goal 1: Access – Deliver on the Commitment to Inclusive Access
- Goal 2: High Quality Academic and Co-Curricular Programs
- Goal 3: Student Learning Success
- Goal 4: Research and Discovery
- Goal 5: Engagement
- Goal 6: Public Interaction / Strategic Partnerships
- Goal 7: Excellence Hiring, Professional Development, Employee Engagement
- Goal 8: Diversity, Equity and Campus Climate
- Goal 9: Financial Resources
- Goal 10: Physical Resources
- Goal 11: Information Management

The report concludes with an interesting array of Student Affairs honors and recognitions from the past year.

You can view this Annual Report online at the Division of Student Affairs Home Page at <http://www.studentaffairs.colostate.edu/>.

Sincerely,

**Blanche Hughes, Ph.D.**

Vice President,

Division of Student Affairs

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# Division of Student Affairs

## 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.*

## Brand Promise:

*We inspire and support active learners, successful graduates, and engaged global citizens.*

## University Strategic Goals

### Student Learning and Success

CSU will champion student success so our graduates can be full participants in our society, our economy, and our world.

Promote excellence across the entire spectrum of undergraduate and graduate student learning experiences at a residential research university. Deliver on the commitment to inclusive access, reflecting the richly textured perspectives and communities in Colorado, the nation, and the world. Ensure opportunities for timely graduation through an integrated curricular and co-curricular experience.

1. Goal 1: Access – Deliver on the Commitment to Inclusive Access

2. 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.

3. 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.

### Research and Discovery/Scholarship

CSU will make a global impact through novel discoveries and the translation of discoveries into products of knowledge, creative artistry, and innovation.

CSU will foster an academic environment that nurtures excellence and growth in research, creative artistry, and other scholarly accomplishments. The products of our discoveries will impact local and regional communities while reaching across national and international boundaries to realize global programs and their impact. We will sustain a world-class research workforce that embraces inclusion and diversity from across our institution including students, and provide state of the art facilities and supporting infrastructure to realize strategic goals and priorities. We will implement new approaches to further incorporate the social sciences, the humanities, and artistry in major research initiatives. The impact of our excellence will be facilitated by a focus on innovation practices to include intellectual property, technology transfer, and diversification of sponsorship from industry and foundations, amplifying our societal impact.

4. **Goal 4: Research and Discover**

Foster and disseminate research, creative artistry and scholarly accomplishments.  
Nurture and sustain research infrastructure that supports growth of research, artistry, and scholarly accomplishments.

### **Engagement and Outreach**

CSU will engage with people and communities to solve problems, share knowledge, and support progress.

CSU will serve as a resource for individuals and communities, both locally and globally, to foster community and economic development, civic engagement, and an enhanced quality of life. As an academic resource and partner, CSU will address key global challenges and promote social, economic, and community development in Colorado, the nation, and the world.

5. **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.

6. **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.

### **Valuing People/Employees and Focusing on Inclusive Excellence**

CSU will be a rewarding, inspiring, productive and inclusive community for all employees and enhance faculty as its foundation.

Exhibit, throughout the University, a respect for diversity, inclusivity, and the value of every individual to ensure that CSU is the foremost institution at which to work and/or learn. Employ and retain Faculty, Administrative Professionals, State Classified personnel and students at appropriate levels to meet the needs of programs and representative of the diversity of society. Provide a positive campus climate, benefits, professional development opportunities, salary, and community that differentiate CSU as one of the best institutions to work for in the nation; ensure all members of the university community are represented and have a voice in planning and decision-making.

#### **Inclusive Excellence**

Our definition of diversity is intentionally broad and inclusive and recognizes the interdependence of excellence and inclusion. We recognize that successful implementation of inclusion efforts are the responsibility of all members of the campus community, and therefore, all members of our community must continue to develop multicultural competence in order to align with the strategic goals of the University. Further, we must reflect inclusive policies and equitable treatment, go beyond demographics, and embed appreciation of all members and inclusion best practices into the very fabric of Colorado State's organizational culture.

Our institutional success will be measured by how well we welcome, value, and affirm all members of the Colorado State community.

7. **Goal 7: Excellence in 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.

8. **Goal 8: 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.

## **Operational Excellence**

### **CSU will be accountable, sustainable, and responsible**

Be innovative, effective, and accountable to continuously improve resource and operations management, infrastructure development, communications, safe and ethical institutional behaviors, safety, efficiency, etc., in a responsive and sustainable environment.

9. **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).

10. **Goal 10: Physical Resources**

Be a model institution for master planning, construction, beautification, and sustainability of our campus buildings and grounds.

11. **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.

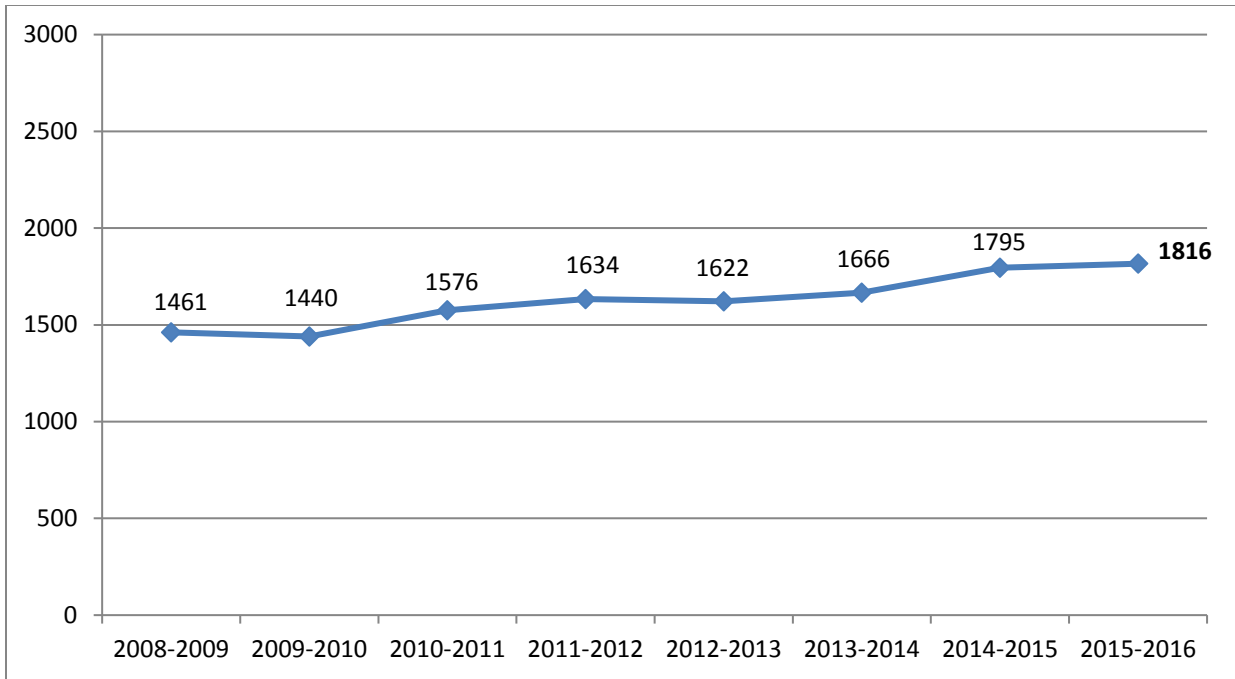
# Division of Student Affairs

## Strategic Goals



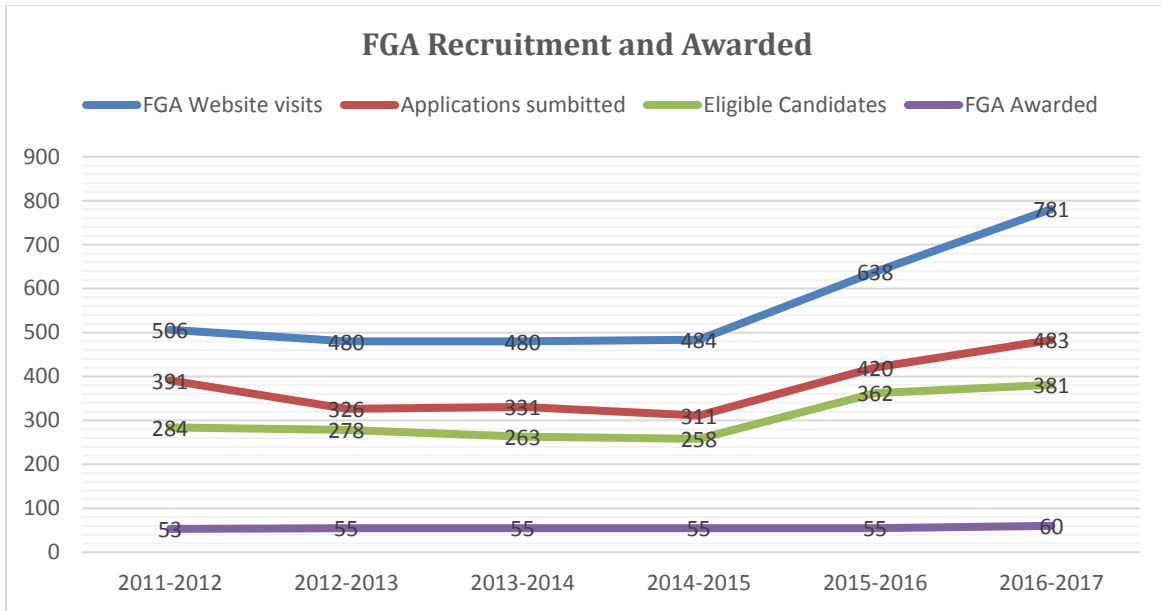
### Goal 1: Access – Deliver on the Commitment to Inclusive Access

- The CSU Bookstore piloted several classes where class materials were delivered directly to students digitally or through CSU’s Learning Management System (LMS). These materials were provided at a cost below traditional print media costs, and were made available at the beginning of classes, ensuring that all students had immediate access to course materials at favorable pricing.
- The Student Leadership, Involvement and Community Engagement office is home to Rams Against Hunger which provides emergency food relief to students who have no idea where their next meal is coming from or how to pay for it. During the fall and spring semesters, Rams Against Hunger provided a total of 172 students with meals via their RamCard. Each student received 75 meals on their RamCard (or a pro-rated amount based on when they applied for the program). Throughout FY16, the Rams Against Hunger fund received significant support from CSU faculty, staff, students, alumni, and numerous community members who contributed a total of \$50,408 to the program. CSU’s Annual Day of Giving on April 21, 2016, featured Rams Against Hunger with over 600 people contributing \$14,294 to the fund.
- Conference & Event Services (Housing and Dining) partnered with the CSU Access Center to provide support for several summer programs including Upward Bound (60 participants), Bridge Scholars (30 participants), National Hispanic Institute (155 participants), Talent Search (40 participants) and INSPIRE (150 participants).
- Residential Dining Services (RDS) continues to support Ram Orientation and Admissions visit days for multiple visiting groups. This year RDS played host to six large admission visit days, feeding 4,667 potential CSU students.
- Learning Communities - A total of 1,816 students (a slight increase from last year) participated in a Learning Community starting in Fall 2015. 65% identify as White and 28% identify as a student of color, with an average Index of 118.



- Key Learning Community students have identified ways Key has made a difference in their overall experience at CSU. These include:
  - Building connections and finding community
  - Engaging in new experiences
  - Creating close personal relationships that will last beyond the first year
  - Opened the door to academic success
  
- The First Generation Award (FGA) continues to serve as an avenue for access for educational pioneers, whose parents did not complete a bachelor’s degree. Opportunity Scholar Programs (OSP) worked with the Office of Admissions, Student Financial Services, as well as TRiO and other pipeline programs to promote the opportunity to incoming Fall 2015 students. Many CSU alumni who are familiar with the first generation award program, now working in Colorado K-12 and/or with TRiO and other pre-collegiate support programs, assist in informing students about FGA and other CSU resources. The chart below shows the gradual growth of FGA website visits, applications submitted and scholarships awarded, which is at an all-time high.





- Each semester the Office of Fraternity & Sorority Life compiles academic data for all fraternity/sorority members to determine the all-F/S, all-fraternity, and all-sorority GPA. This data is compared to institutional data for all-university, all-men, and all-women GPA figures. Chapters not performing above average (compared to unaffiliated and affiliated peers) receive intervention from their international organization in partnership with the Office of Fraternity & Sorority Life as well as the respective governing council. Once again, in both semesters of the 2015-2016 academic year, fraternity and sorority overall GPA figures exceed that of unaffiliated students.
- Parent and Family Programs supported several campus departments through new initiatives to provide/ensure Spanish translation of programming/materials for families where Spanish is the primary language.
- The annual Hawaii Meet and Greet event in April 2016 on Oahu, was a collaboration with APACC, the Vice President for Student Affairs, Office of Admissions, Parent and Family Programs, and the Alumni Office. Alumnus, Grace (Liberato) Wilson represented Colorado State during the National Association for College Admissions Counseling (NACAC) College Fair in Honolulu, HI meeting with perspective students and their families. Additionally, Grace coordinated “A Celebration of Life for Dr. Linda Ahuna-Hamill” during her visit, with 25 alums who attended.
- APACC collaborates with the Community for Excellence (C4E) in providing a Scholar Contact for students who identify as Asian American/Pacific Islander (AAPI). The numbers of students identified to work with APACC has been relatively small through the years due to the majority of students receiving other awards with designated scholar contacts. APACC C4E students are generally identified as having a Partnership Award and may be first generation. The scholar contact provides resources and a specific contact for the students as they transition to Colorado State.

- Campus Recreation Climbing Wall Program provides equipment for checkout at no cost to students for use at the Student Recreation Center climbing wall, ensuring all individuals have access to experiencing this activity if desired.
- Campus Recreation Fitness Program developed and launched a “Personal Trainer Video Series” in Spring 2016. Eight videos were created featuring CSU student Personal Trainers to educate and facilitate fitness training for all students anytime. The series was posted on Campus Recreation website and social media, with one video receiving over 12,000 views.



## **Goal 2: High Quality Academic and Co-Curricular Programs**

- The Lory Student Center hosted its 14th consecutive graduation celebration for student employees, recognizing their contributions to serving the campus community. The celebration included 150 graduating student employees and both emphasized the importance of the student employment experience in contributing to students' learning at CSU and demonstrated the importance of student employees in operation of the LSC.
- The Aspen Grille continued to operate as a classroom/laboratory within the LSC. This partnership with the College of Health and Human Sciences and Hospitality Management faculty provides students with hands-on experience in operating a restaurant, as well as offering the campus community a unique dining experience.
- The Spoke, a student-run bicycle repair and education room, completed over 1,000 educational repair services during the 2015-2016 academic year. In its second year of operation, the living lab partnership between Housing & Dining Services and Surplus continues to grow and thrive.
- In its fifth year of operation, the HDS food diversion program surpassed 1,000,000 pounds of material diverted from the landfill through the composting and waste-to-energy programs. The program was also recognized by NACUFS with the silver award in the Waste Management category.
- The National Residence Hall Honorary (NRHH) held a recognition event for students and their families who earned a 3.8 and above GPA fall semester; honored 416 students fall semester; 259 students received 4.0 fall semester GPA.
- Housing & Dining Services Technology Services implemented additional satellite links to support Faculty and the student academic lab at the Mountain Campus.
- This past year, health professions advisors had 7,947 student contacts, 2,920 individual appointments, 339 phone calls, and 9,004 emails with students, alumni, staff and parents. Of these contacts a total of 7,671 were with current students, 1,216 were with prospective students, and 373 were alumni.

- Enhance Health Profession Volunteer Opportunity - This past year the volunteer program with the Medical Center of the Rockies was expanded to include the University of Colorado Health system, which added volunteer opportunities at Poudre Valley Hospital, as well as their urgent care and emergency centers in Fort Collins and Greeley.
- Key Communities Return on Investment: Based on analysis from IR, the Return On Investment for Key is positive. The program pays for itself and then brings in an additional \$590 per student in net revenue.
- Key Community students with an average index of 110 continue to attain a higher Fall, Spring, and cumulative grade point average compared to first-year students (114 average index) who do not participate in Key.
- Learning Communities – Inclusive Community - Highlights from the 2015-2016 Learning Community Student Experience Survey:
  - 86% of student respondents felt that their Learning Community was welcoming for people of their background and experience.
  - 85% of student respondents agreed or strongly agreed that their Learning Community provided them with a welcoming environment in which to live and learn with others.
  - 65% of students who responded to the 2015 Learning Communities Student Experience Survey agreed or strongly agreed that their Learning Community played a role in their decision to stay at CSU.
  - 78% of student respondents agreed or strongly agreed there was a sense of community within the Learning Community.
  - 79% of student respondents agreed or strongly agreed that they felt they belonged in their community.
- Six sections of the New Student Seminar, coordinated by Orientation and Transition Programs, were taught for 118 undeclared students that focused on well informed major and career decision making and created a small group community among the students, instructor, and peer mentor. 98% of students who took the course would recommend the seminar to other students.
- Fostering Success Program - 205 students identified as potential program participants and included in FSP outreach efforts and activities
  - In December 2015, FSP was awarded a \$12,000 grant from the AJL Charitable Foundation. The purpose of the grant is to supplement the FSP Leadership Fund and allow the Program to hire FSP student staff and a graduate intern for Summer and Fall 2016.
  - In May 2016, FSP was awarded a \$14,430 grant from the AJL Charitable Foundation. The purpose of the grant is to provide supplemental support to develop and implement a career development, exploration and mentoring initiative specifically for students in the FSP. These funds will enable the Program to hire FSP student staff and a graduate intern for Spring and Summer 2017.
  - In June 2016, the Galena Foundation made a 1-million-dollar donation to the FSP Leadership fund to endow the salary for a position with the Program.

- Ram Orientation for International Students – In 2015, there were 149 directly admitted international students who participated (59 first-year students and 90 transfer students) and an additional 161 international students who were conditionally admitted, exchange students, Visiting International Program students, or INTO Pathway Progressing students. Directly admitted students were given access to a Pre-Orientation system to provide pre-arrival information and to prepare them to register for their Fall courses; 151 students completed Pre-Orientation (48 more than the previous year; 43 other international students partially completed and 91 did not log in to the system). Of Ram Orientation participants who completed a program evaluation (9% response rate; 24 students), 100% of respondents could describe the academic expectations and academic integrity policy at CSU, 94.12% had CSU school pride after attending Ram Orientation, and 100% thought that the Ram Orientation experience was worthwhile.
- First Generation Award Graduation Rates - Over the past nine years, the graduation rates of first generation award students are significantly higher than all first generation students (71.7% in the 2008-2009 cohort compared to 61%). The comparison of six-year graduation rates between first generation award students and non-first generation students has fluctuated, but with the 2008-2009 cohort, first generation award students graduated at 1.1 percentage points higher than non-first generation students.
- The Career Center’s Colorado Industry Tour initiative led seven career exploration and connection days for 35-40 students per trip; allowing them to see the inner workings of 3 diverse companies on each visit and connect with Alumni. The waiting list for each trip was almost double the attendance of the trip. Examples include a Health Sciences Industry Tour, a Sustainability & Environment Industry Tour, and a Recreation & Tourism Tour.
- This was the Career Center’s first full year of enabling ‘Anytime Career Services’ with the launch of Ram Career Ready (by TuaPath.com), and we saw over 3,200 completed online learning milestone for students.
- The Career Center helped the number of employers that hire CSU Rams rise to 1500, a 400 employer increase over 2 years.
- The Career Center recorded 323 mock interviews for 2015-2016, which is a 118% increase over 2014-2015.
- Case Management served 2430 individual and unique students with mental health, medical, alcohol and/or drug, legal, or personal crises (up 22% from last year).
- Case Management served 142 students with Mental Health Hospitalizations that included coordinated discharge planning, campus referrals, and coordinated follow-up (highest year of MH hospitalizations to date).
- Case Management served 52 students medically hospitalized or transported for medical reasons and 237 students transported for medical reasons (not tracked in previous years).

- Case Management completed first Program Review (data shows that overall 79% of students who access SCM services are retained or graduate and 50% of students who are hospitalized for mental health are retained or graduate).
- The Case Management Assistant Director co-chairs the Fostering Success Program (FSP) and was instrumental in getting a \$1M endowment.
- Off-Campus Life has completed its first full year providing university administrative direction and support to the RamRide Program to improve overall operations, establish position descriptions, enhance staff and volunteer training, establish policies and procedures, implement health and safety protocols, and engage in program assessment. Several items were accomplished in FY16, most notably the following:
  - In FY16, RamRide gave a total of 11,557 rides, served 28,914 patrons, and had a total of 2,518 volunteers. Additionally, RamRide's average wait time was 25.5 minutes (a 25% decrease from FY15).
- Off-Campus Life implemented the first Student-Focused Housing Session with 27 representatives from over 16 properties in Fort Collins representing over 4600 residents.
- Since its inception in spring 2009, Party Registration has seen 3,465 CSU student and non-student households register parties, with only 2.4% (84) of these registrations resulting in citations. In a recent survey, 89% of participants agreed that they would recommend the program to friends, up from 80% in FY15.
- Off-Campus Life received 33 national inquiries from various communities and universities on CSU/City community liaison programming, demonstrating its continued view as a best practice across the country.
- Risk management, harm reduction, and the creation of accountability structures that best support and enhance fraternity and sorority life has been central to efforts as an office over the last year. That includes the creation of a Joint Judicial Board to adjudicate violations of our Community Joint Policy in Risk Management as well as ongoing evaluation of the office's fraternity/sorority role on the All-University Hearing Board. The OFSL continues to be a lead member of the Lead Team evaluating student conduct and creating opportunities to improve the process for all student organizations.
- Over the course of the 2015-2016 academic year, the fraternity and sorority community has continued to grow to approximately 2,400 members representing over 11% of the undergraduate student population in spring 2016. At the end of spring 2016 13.3% of undergraduate women at CSU were involved in a sorority and 9.1% of undergraduate men at CSU were involved in a fraternity.
- Student Legal Services staff presented in Death, Dying & Grief class and prepared advance directives and powers of attorney for 30 students who followed up to execute their "important papers".

- Student Legal Services (SLS) posted relevant legal information on the SLS website, which received 35,513 visits.
- While student conduct staff adjudicated 3625 Student Conduct cases signifying a 15.5% increase from FY15 and a 32% increase since FY14, Conflict Resolution staff received 394 Conflict Resolution cases resulting in 2330 collateral contacts (approximately 23% increase from FY15) with students, staff, faculty, and community members.
- Conflict Resolution and Student Conduct Services staff participated in a yearlong rebranding/revisioning exercise which ultimately resulted in a new mission/vision and name change.
- Effective FY17, Conflict Resolution & Student Conduct Services (CRSCS) will adopt the umbrella name, Student Resolution Center (SRC).
- The YOU@CSU portal has been developed for students to explore their strengths and areas for growth across three domains: Succeed, Thrive and Matter.
  - The portal serves up relevant educational information and campus resources and provides options for students to take action before issues progress to more serious problems or crises. Students in distress are connected to campus resources.
  - From the launch date February to June 30, 2016
    - Over 5,100 visits to the site.
    - Over 1,200 students have created a profile.
- The CSU Health Network Resiliency and Well-Being Initiatives Strategic Planning Team, with 24 campus partners from 17 unique offices, developed a Resiliency and Well-Being Initiatives Conceptualization and finalized the strategic plan for campus.
- Transit Financial Wellness is an interactive, online financial education program for incoming/first year students. Everfi, the company that produces Transit, and the Charles Schwab Foundation have partnered with CSU Health Network to explore use on campus. This new partnership provides the program to CSU for three years at no cost.
- CSU Health Network Counseling Services added additional Academic Year staff to provide more clinical service to better address student demand. FY16 clinical staff included 21 senior clinical staff, 26 trainees (4 post degree fellows, 4 psychology interns, 5 master's interns, 3 psychology advanced practicum students, 2 psychology graduate student assistants, 8 psychology beginning practicum students) and 20 Academic Year staff. Our staff also included 4 administrative staff members and 7 work study students.
- CSUHN Senior Coordinator of Mental Health Services for Student Athletes saw 174 distinct student athletes and engaged in 686 encounters which includes counseling sessions, consultations with coaches, staff, students and friends or teammates and outreach activities such as trainings. Encounters increased from 495 in 2015 to 686 in 2016.

- 21st Birthday Card Intervention: CSU Health Network conducted a pilot study in Spring 2016 semester; the card was sent to 961 students two days prior to their 21st birthday. Three days after their birthday, students received an invitation to complete a short evaluation of the card in exchange for a \$5 RamCash card. 185 students completed the evaluation.
- Campus Smoking Policy: CSUHN HEPS coordinated with Creative Services to execute Campus Smoking Policy awareness campaign in late Fall 2015 and continuing throughout the Spring 2016 semester. CSUHN HEPS developed content for website, [www.tobaccopolicy.colostate.edu](http://www.tobaccopolicy.colostate.edu).
- CSUHN has engaged in a unique collaboration with Student Diversity Programs & Services by hiring a psychologist who will work part time in outreach and liaison to the Diversity Offices and part time in clinical counseling supporting the needs of diverse students.
- The overall success of the Academic Advancement Center for not only attaining but consistently exceeding the proposed project goals, including the retention of students, can be attributed to the following key factors:(1) the well qualified and committed staff who embrace the vision, mission, and goals of the project, TRIO, and the University; (2) the restructured program model that is evidence- and research-based (engaging students in group learning, providing intrusive/proactive advising, and offering integrated, comprehensive services for participants); (3) the intentional recruitment of students who are committed to their educational, personal, and professional goals; (4) the reinforcement of messages that convey high and realistic expectations and the belief in the potential of each participant; (5) extensive student contacts with both professional and student staff, which includes providing honest and continuous feedback; and (5) the focus on developing a sense of community among participants and staff. In particular, the factors that have contributed to the successful goal attainment for retention / persistence (proposed goal is 81%; attained 94%) include:
  - Structured First-Year Experience for Freshmen and Transfer Participants (involving small learning communities)
  - Intentional program for Continuing Participants
  - Individual academic advising and coaching (intrusive/proactive model)
  - Development and monitoring of Student Success Plan (focuses on academic and non-academic goals)
  - Advising for financial aid programs, assistance with completing FAFSA , information on scholarships, and financial literacy instruction
  - Individualized personal and social support (involving intentional support from Professional Staff / Retention Specialists and Group Navigators / Peer Mentors)
  - Non-Cognitive Skills Development seminars (including guided opportunities for participant engagement and integration on campus)
  - Ongoing monitoring of academic progress
  - Academic support programs - Tutoring, study groups, and supplemental instruction
  - Academic support seminars
  - Required participation in academic recovery program for participants on academic probation



| <b>Demographic Data on Participants by First Generation, Low-Income, and Disability Status</b>  |  |                        |                              |                 |                                |
|---|--|------------------------|------------------------------|-----------------|--------------------------------|
| <b>Total Number of Students Served</b>  | <b>Low-Income and First Generation</b> | <b>Low-Income Only</b> | <b>First Generation Only</b> | <b>Disabled</b> | <b>Disabled and Low-Income</b> |
| <b>2014 - 2015</b>  |  |                        |                              |                 |                                |
| 272   | 174<br>(64%)                           | 16<br>(5.8%)           | 42<br>(15.4%)                | 23<br>(8.4%)    | 17<br>(6.2%)                   |
| <b>2015 – 2016</b><br><b>(*Data not yet available as APR will be submitted in Dec. 2016)</b>  |  |                        |                              |                 |                                |
| 296   |  |                        |                              |                 |                                |
| Subgroups of the 296 total students who were serve in the AAC this past academic year: <ul style="list-style-type: none"> <li>▪ Total number of students who were accepted and participated:               <ul style="list-style-type: none"> <li>- Fall Cohort: 101 (65 freshmen, 36 transfer and continuing students)</li> <li>- Spring Cohort: 35 (8 freshmen, 27 transfer and continuing students)</li> </ul> </li> <li>▪ Total number of students who returned: 167</li> <li>▪ Students who did not matriculate:               <ul style="list-style-type: none"> <li>- 69 were first year freshmen (4 did not matriculate into the AAC)</li> <li>- 39 were new transfer / continuing CSU students (3 did not matriculate into the AAC)</li> </ul> </li> </ul> |  |                        |                              |                 |                                |

| <b>Outcomes for Academic Advancement Center Participants (2014 – 2015)</b> |  |                      |
|--|--|----------------------|
|  | <b>Approved Rate<br/>(*Proposed in the TRIO SSS Grant)</b> | <b>Attained Rate</b> |
| <b>Persistence Rate</b>  | 81%  | 94%                  |
| <b>Good Academic Standing</b>  | 82%  | 94%                  |
| <b>Earned Bachelor's Degree (2009 Cohort)</b>                              | 60%  | 68%                  |

- Academic Advancement Services that were Provided / Referred to Other Campus Programs:  
 \*Please note that this data has not yet been determined for Academic Year 2015 – 2016 as the Annual Performance Report has not yet been completed or submitted to the U.S. Department of Education. At this time, program participants are continuing to receive support and services through the summer sessions so we are not able to calculate the final numbers for the following table until after the final summer sessions are completed in August.

| <b>Project Required and Referred Services to Participants<br/>(2014 – 2015)</b>           |   |   |
|---|---|---|
| <b>Required Services</b>  | <b>Number of participants who received service that was provided by the project</b> | <b>Number of participants who were referred to another service provider</b> |
| Academic Tutoring   | 160   | 272   |
| Advice and assistance in postsecondary course selection                                   | 272   | 272   |
| Education/counseling to improve financial and economic literacy                           | 272   | 272   |
| Information in applying for Federal Student Aid   | 272   | 272   |
| Assistance in completing and applying for Federal Student Aid                             | 218   | 101   |
| Assistance in applying for admission to Graduate School and obtaining Federal student aid | 46  | 20  |

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| <b>Academic Programs (Tutoring)<br/>(2015 – 2016)</b> |                         |                              |
|---|-------------------------|------------------------------|
| <b>Fall Semester</b>                                  | <b>Number of Tutors</b> | <b>Number of Assignments</b> |
|   | 22                      | 189                          |
| <b>Total Number of Tutoring Hours Provided</b>        |                         | 1,600                        |
| <b>Spring Semester</b>                                | <b>Number of Tutors</b> | <b>Number of Assignments</b> |
|   | 20                      | 99                           |
| <b>Total Number of Tutoring Hours Provided</b>        |                         | 1,392                        |

- Asian/Pacific American Cultural Center:
  - Dr. Linda Ahuna-Hamill Memorial Scholarship established. Albert Ahuna-Hamill initiated creation of the scholarship and worked with Development to explore other donor possibilities. The scholarship was first announced in April in Hawaii after the Celebration of Life event.
  - Asian/Pacific American Identities/Interests First Year Mentoring Program group had 10 active participants with an average GPA of 3.36. 8 of the 10 are returning this fall (80% persisted); and two are not but left in good academic standing.
  - APACC’s Peer Mentor Program promotes strong, meaningful, and culturally competent co-curricular activities that enhance the learning experience for students by providing all interested new first year and transfer AAPI students with a peer mentor. Mentors provide mentees with one-on-one mentorship and advising, and opportunities to engage in culturally relevant co-curricular activities that enhance a sense of belonging.
    - Of the six peer mentors in APACC’s Peer Mentor Program, two seniors graduated in spring (33%); two will be working on APACC staff for 2016-2017

(33%) and one will be our new ASCSU APACC representative. Average GPA of peer mentors, 3.20.

- Rice Bowl in Fall 2015 - A “fun”raiser event at Chippers Lane in Fall semester to enjoy a break from studying. This year we made this a collaboration with RamEvents. Since they were able to cover the costs, we were able to make it free for students and PALS and Explore participants and only charged for participation of the children’s parents and families. As a result, we had much more CSU student participation which allowed us to see that there is great student interest in this program, but the cost was prohibitive in the past. We filled the entire bowling alley (all 24 lanes with teams of five for each lane) and had a waitlist for this event.
- PALS and Explore – These programs which pair API college students with API children from Kindergarten to 6<sup>th</sup> grade in the Poudre School District contribute to the well-being of CSU students by connecting them to a larger API community beyond CSU including the children they are working with as well as their parents. This is a rare and valuable opportunity to meet people to whom they can relate based on identity and have some sense of family and home when they are away from their own families.

Explores intended learning outcomes for the Guides (CSU Students) are:

- Develop a broader understanding of Asian American/Pacific Islander identity that allows them to take pride in it and be an individual at the same time.
- Understand stereotypes of AAPIs and where they come from (that they are not true).
- Understand microaggressions and other forms of discrimination.
- Learn about AAPI people and groups who have made a difference in American history and/or been empowered to lead. See themselves reflected in history and therefore see their place in the US now and potential.
- Learn mentoring and leadership skills. Learn to see themselves as a leader.

The Explore program assessment showed that the college student Guides experienced significant learning about microaggressions including more accurate definitions and increase in noticing and taking action to address microaggressions.

- 57% of the Guides wrote a more accurate definition of microaggressions
- 57% said they notice microaggressions more in their daily lives since they joined Explore
- 57% said they are more likely to take action when they experience a microaggression or see it happen to others.

The Guides’ definitions of Asian American and Pacific Islander also broadened as a result of the Explore program.

- 57% reported having a stronger understanding of the diversity within the AAPI community
  - 43% noted the “American” aspect of Asian American in the mid-year assessment when they had defined Asian American exclusively by the Asian aspect in the pre-test
- TEA Time – The Asian Pacific American Cultural Center held discussions on topics impacting Asian American and Pacific Islander students to give them a space to develop more

understanding of context, sort through their feelings about these issues and realize they are not alone and don't have to internalize the racist and discriminatory experiences they have. These discussions also helped students who did not identify as API to understand the impact of these experiences and learn how to be a better ally. Topics included:

- What Asian means, stereotypes vs. the reality of diversity
  - The impact of 9/11 on the experiences of Muslim and Arab Americans and those who are mistaken for them (esp. Punjabi Sikhs)
  - Culture is not a costume (pre-Halloween)
  - How Asian Pacific Islanders fit into the Black Lives Matter movement
  - Disability discussion
- Black/African American Cultural Center:
    - The Multicultural Undergraduate Research Art and Leadership Symposium (MURALS), intentionally reaches out to students of color in various disciplines exposing them to a variety of undergraduate research opportunities. 42 undergraduate students participated, which is a 40% increase from 2015.
      - Mentoring, presenting research, networking, and learning about multicultural leadership are four main aspects of the program. Students network and present their research (creative writing, visual art, performing art, science, social science, and humanities) while graduate students provided overall feedback and faculty provided feedback on posters and served as mentors.
      - Support from all eight colleges; Office of the Vice President for Diversity; CSU Library; Division of Student Affairs; and the Office of Undergraduate Research and Artistry.
- The Black Women's Summit embodies African American women in higher education, as well as provides resources for development such as workshops and discussion centered around health, sexuality, relationships, time management and self-love. It is a place where African American women can voice themselves, this event empowers women to go out into their respective sub identities on campus and be able to encourage inclusion and change. Take-a-ways students shared with us...  
I learned...
    - Black Feminism is a complex but beautiful identity that is worth exploring for my benefit as a black woman. It does not mean I hate black men or white women.
    - How as a black feminist I need to respect other women's agency without judgement
    - How to approach the conversation about black feminism
    - That it's time to educate myself
    - That I have more in common with others than I think I do; a sense of community is important
    - I'm not alone
    - It was heartwarming and powerful
- Black History Month - February 2016 marked another month of celebrating the contributions of Black/African Americans throughout history. While 12 months of the year we acknowledge contributions of our ancestors during this time we specifically pay homage to those who came before us. President's Council (made up of members from student organizations affiliated with

our office) continues to take on a lead role in the planning of Black History Month. This year they produced some fantastic events for students, faculty/staff, and community members to attend. BHM2016 highlights:

- Melissa Harris-Perry – no non-sense perspective on being black in America
  - Douglas Mpdoni – Africans in diaspora including recent migrations from the continent
  - Black Women’s Summit
  - Egypt – Black Men Naked Truth
  - RealTalk series concentrating on
    - #blacklivesmatter
    - Use of the “N” word
    - Modern Day Slavery
    - Black Leaders in the US
- Lt. John M. Mosley Student-Athlete Leadership Program - This program experienced some great success this year, but also found itself in transition as attendance numbers were very low for this program. The JMLP program submitted a proposal for the N4A Conference and was selected. Thus the professional staff responsible for the program presented in Dallas Texas and shared the creation structure of the program and took question from professionals at other Universities about the program. It was truly a great experience. The program itself in its 5<sup>th</sup> year found it tough to engage this first year student athletes. The mentors even had a tough time engaging with the student athletes. So we have decided to take a step back and regain the purpose of the program and operate from there. This year saw only about 12 first year student athletes engaged with the program and 9 professional mentors. This program has a 100% persistence rate to fall 2016.
  - *Adelante Con Nuestros Padres* (Moving forward with our parents) is a new program implemented by El Centro in August 2015. This committee selected sixty fall 2015 incoming freshman with primarily Spanish speaking parents. The goal was to provide resources and orientation in Spanish to these students, parents and families.
  - The Women and Gender Advocacy Center:
    - experienced a 129% increase in survivors from last year; and our cases are more than 8 times higher than they were in 2010-2011, the year prior to receiving the student fee (2011).
    - of the 523 survivors served in the last 3 years, the overall retention rate (graduated or still in school) is 81%.
    - 90% of the survivors had some sort of current or past relationship with their perpetrator; only in 10% of the cases, was the perpetrator a stranger or unable to be identified.
    - Coordinated/hosted over 129 educational programs/events (workshops, presentations, etc) were facilitated this past year. Adding up to approximately 172 hours and reaching 6685 students.
  - Resources for Disabled Students:

- Use of accommodations by students with disabilities seemed to contribute to their academic success. Of those who utilized accommodations, the majority of undergraduates were able to maintain a 2.0 or above GPA.
  - Student receiving individual advocacy support increased from 118 for Spring15 to 253 for Fall15. The number of students with disabilities known to be on campus increased from 2172 for Spring15 to 2298 for Fall15. Percentage needing advocacy: 5.4% Spring, 11% Fall.
  - Membership in Delta Alpha Pi Honor Society continued to increase, with a total of 17 new inductees. This honor society recognizes students for their academic achievement and their advocacy related to disability issues.
- Gay, Lesbian, Bisexual, Transgender, Queer, Questioning, Ally Resource Center
    - Direct student contact has increased by 400 direct contacts. The office is still seeing new students finding the space in the Lory Student Center. The staff are planning to host more programs in their physical space and hope to continue to see growth throughout the 2016- 2017 year.
    - New programs and partnerships include: Responsible Alcohol Retailer training through Team Fort Collins, SPLASH Youth Group through Northern Colorado Equality, Transgender Day of Remembrance with Northern Colorado PFLAG and the Unitarian Universalist Congregation of Namaqua, and assisting to launch the Aims Community College Safe Zone program
    - CSU Safe Zone program was launched and several successful pilot sessions were held. There will be three open sessions held throughout the Fall 2016 semester, with department specific sessions will be requested throughout the semester
- Native American Cultural Center:
    - Eagle Feather Tutoring provided support for over 59 courses with an emphasis on Chemistry, Biology, Mathematics, College Composition, Physics, and Engineering. A total of 105 individual students in 51 separate majors sought support from the program's tutors. The retention rate for students participating in the program was 96% for the fall 2015 semester and 86% for the spring 2016 semester.
      - Average term GPA for participating students was 2.8. Eighty-one percent of the students who received tutoring assistance multiple times received a C or higher in the course they sought assistance in.
    - Mentoring: The total number of incoming Native American students (freshman, transfer, and graduate) was 189. A total of 94 students participated in the program for a total participation rate of 50%.
- El Centro and Black/African American Cultural Center:
    - The 4<sup>th</sup> Annual LEAD Conference is a collaboration between El Centro and the Black/African American Cultural Center geared towards 2<sup>nd</sup> year students focused on the personal and professional development of under-represented students at Colorado State University. Workshops were facilitated by Colorado State University alumni and topics focused on their collegiate life and beyond. This past year 55 students were able to participate.
- Campus Recreation provided sport competition, dance/martial arts, fitness/exercise classes, and mind-body classes (Yoga, Pilates, Massage Therapy) to 65% or approximately 17,000 CSU students during FY16 based on participation counts from department programs and services.



### **Goal 3: Student Learning Success**

- The Training and Development Graduate Assistant provided new student employee orientation for over 150 student employees from a wide variety of departments. The orientation program emphasizes the importance student employees serve as experts of their surroundings and taking care of one another. This was communicated through active shooter training and emphasizing their roles as leaders within the LSC. Staff also communicated the impact students have on their community, letting them know about the Conflict Resolution & Student Conduct Services office as well as the Counseling Center and “Tell Someone” phone line. The Listen, Smile, Care philosophy of customer service also works to build a sense of responsibility within student employees and the entire LSC.
- Support for a capstone level engineering course student project was provided by the Executive Director for review and redesign of the bridge connection between the LSC and the Engineering building. The final report for the project has been forwarded to Facilities Management for their consideration.
- The CSU Bookstore took over the process of supplying materials to Semester at Sea students. Although this will be ongoing, and is in its infancy, the work to this point has been significant and many improvements to prior procedures have been identified and implemented.
- The Student Leadership, Involvement and Community Engagement office registered 476 student organizations, which is a 30 percent increase from the previous academic year. SLiCE staff continuously made improvements to the registration process and communication with student organizations by making the process easier and more efficient.
- Taking Stock Results:
  - 4526 Residence Hall students took the Fall 2015 Taking Stock Survey
    - 78% met with their RA
    - 93% completed the survey
  - 4224 Residence Hall students took the Spring 2016 Taking Stock survey (the first year for this program)
    - 41% completed the survey
    - 49% of students met with RA to reflect on fall semester and set goals for spring semester



- Early Performance Feedback:
  - During Fall 2015 Assistant Residence Directors and Residence Directors made outreach to 1004 students with academic difficulty through 1182 emails, 185 postcards, 92 phone calls, and 41 in person meetings.
  - During the Spring 2106 Early Performance Feedback Assistant Residence Directors and Residence Directors sent 290 emails, 73 postcards, and 12 students had in person meetings.
  
- All Apartment Life communities initiated Community Walk programs whereby on-call duty staff conduct daily rounds in order to foster positive community development, ensure safety, and increase staff visibility.
  
- Residential Dining Services is partnering with the CSU Horticulture Center to begin growing produce to serve in our dining units as available. An initial phase of the project will provide leafy greens for the Presidents Picnic in August, 2016.
  
- The Residential Dining Services “Green Guard” sustainability sub-group of the HDS “Live Green” team helped to divert 93% of food waste from on-campus dining centers out of the landfill. In addition, Residential Dining Services contributed 68,332 pounds of food to the Larimer Food Bank.
  
- Student Leadership Opportunities in the Residence Halls:
  - 44 Residence Hall Association (RHA) students were elected and maintained positions.
  - The National Residence Hall Honorary (NRHH) had 47 active members; 23 were inducted in 2015-2016.
  - 137 hall council, RHA and NRHH members involved in the residence halls.
  
- CSU hosted the IACURH (Inter-mountain Association of College and University Residence Halls) Conference for housing student leaders in November - this was the largest IACURH to date.
  
- Conference and Event Services (Housing and Dining) facilitated 101 programs in conjunction with a variety of departments from CSU, including working directly with faculty. They also facilitated 46 programs in conjunction with off-campus partners with a focus that meets the mission of the University regarding research, education or outreach.
  
- Residential Dining Services, in collaboration with the Office of the President and the Rohr Chabad Jewish Center of Northern Colorado, opened the new Kosher Bistro at Parmelee Dining Center in Fall 2016.
  
- 49 campus events received free Coca-Cola product as part of the Campus of Character Beverage Grant program managed by the RamCard Office. The goal of this program is to support CSU’s cultural and diversity efforts, promote a sense of community life at CSU, and promote University service efforts.
  
- The CSU Mountain Campus supported the following academic research projects:
  1. Poudre River Mesocosm Insect Study
  2. Climate Change Impacts on Forests in the Rocky Mountains Project



- 3. Bird Box Nutritional Supplement Study (Blue Birds, House Wrens, Tree Swallows)
- 4. Wind Anemometer Alternative Energy Power Study

- Residence Life continued the trend of on-campus residents earning higher GPAs than off-campus students.
- Health Profession Student Grade Point Averages - As illustrated in the table below, new undergraduate students interested in a health profession who entered the University in the Fall of 2015 and saw a Health Professions Advisor during the 2015-2016 academic year achieved 0.36 higher grade point averages than students who did not see an advisor.

| Grade Point Average        | Seen by HP Advisor | Not Seen By HP Advisor | Difference   |
|----------------------------|--------------------|------------------------|--------------|
| Freshmen                   | 3.257              | 2.895                  | 0.362        |
| Transfer                   | 3.037              | 2.801                  | 0.236        |
| 1 <sup>st</sup> Generation | 3.010              | 2.692                  | 0.318        |
| White/Unknown              | 3.288              | 2.932                  | 0.356        |
| Ethnic Minority            | 3.053              | 2.702                  | 0.351        |
| <b>All HP Students</b>     | <b>3.227</b>       | <b>2.870</b>           | <b>0.357</b> |

- Health Profession Persistence and Graduation Rates FA 2010-SP 2015 - As shown in the table below, students that began as first year students interested in a health profession who met with a health professions advisor at least once, graduated at 11.7 higher percentage points than those students who did not meet with a health professions advisor. The difference in graduation rates among minority groups was 10.2 points higher and 9.4 points higher for first generation students.
- All students seen by health professions advisors have persisted at CSU at a rate of 63.3% compared to 60.3% for those students who were not seen by an advisor. This higher percentage was seen across all demographic groups with differences ranging from 3.1 to 7.0 percent. The higher percentage in persistence rates among minority groups was 4.2 percentage points, and 5.5 percentage points for first generation students. Although there appears to be a correlation between utilizing health professions advising services and persistence and graduation, many other factors may be involved.

| Admission Status and Demographics | Seen by HP Advisor<br>n=2,360 |             |             | Not Seen by HP Advisor<br>n=4,073 ** |             |             |
|-----------------------------------|-------------------------------|-------------|-------------|--------------------------------------|-------------|-------------|
|                                   | *Graduated                    | Persisted   | Combined    | *Graduated                           | Persisted   | Combined    |
| First Year                        | 22.7                          | 66.9        | 89.6        | 11.0                                 | 62.7        | 73.6        |
| Transfers                         | 37.9                          | 44.4        | 82.3        | 21.1                                 | 51.4        | 72.5        |
| 1 <sup>st</sup> Generation        | 20.6                          | 61.1        | 81.7        | 11.2                                 | 55.6        | 66.7        |
| White/Unknown                     | 27.1                          | 62.3        | 89.4        | 14.7                                 | 59.2        | 74.3        |
| Ethnic Minority                   | 18.0                          | 67.1        | 85.2        | 7.8                                  | 62.9        | 70.7        |
| <b>ALL HP Students</b>            | <b>25.1</b>                   | <b>63.3</b> | <b>88.4</b> | <b>13.2</b>                          | <b>60.3</b> | <b>73.5</b> |

- **Learning Community Grade Point Averages** - Students who participate in Learning Communities at CSU have a higher Fall term GPA (3.05) compared to students who do not participate in a learning community (2.84). Learning Community students also have a higher Spring term GPA

(2.94) compared to students not in a Learning Community (2.88). (*FA14 Learning Community Retention and GPA Report, Institutional Research*).

- In 2015, Ram Orientation attendance increased by 313 students totaling 4,602 students and 3,350 parents/family members (131 less than the previous year; 56% of students bring at least one family member). 22.5% of participants were racially/ethnically diverse, and 25.7% were first generation college students.
- In 2015, 95% of new first-year students attended an on-campus orientation and 5% participated in Online Orientation. 29% of Online Orientation participants were racially/ethnically diverse and 23% were first generation college students (both increased percentages from the previous year).
- First Year Student Retention Rates - The more orientation and transition programs that a first-year student participates in, the first-to-second year retention rates are higher than students who do not have the same level of participation.
  - Of students who attended Ram Orientation and participated in the FYMP) in 2014, 89% returned to the second year at CSU.
  - Of students who attended Ram Orientation, participated in the FYMP in FA14 and attended the Getting to Year Two at CSU Conference in SP15, 94.7% returned to the second year at CSU.
- Transfer Student Retention Rates - The more Orientation and Transition programs that a transfer student participates in, the higher second year persistence rates compared to students who don't have the same level of participation.
  - Of new transfer students who attended Ram Orientation in 2014, 86.83% returned to the second year at CSU (up from 85.17% the previous year). Of transfer students who did not attend an orientation program, 83% returned for a second year.
- First Generation Award Retention Rates - Resident students at CSU who are first generation persist at lower rates than students who are not first generation. For instance, in the Fall 2014 cohort, the first to second year retention rates were 82% for first generation students compared to 89.8% for non-first generation students. Impressively, in 9 of the last 11 years, first year recipients of the First Generation Award have shown a first to second year retention rate that is greater than or equal to first year, non-first generation students, and is consistently higher than first generation students without the first generation award. With the 2014 cohort, 95.7% first generation award recipients were retained to the second year compared to 82.1% of first generation students, which is an increase of 13.6 percentage points for first generation award students.
- Reisher Scholars Grade Point Average, Persistence and Graduation Rates - CSU Office of Institutional Research, Planning and Effectiveness compared Reisher Scholarship recipients' success at Colorado State University to a group of similar students who did not receive the award. In summary, Reisher scholars are very successful at CSU compared to similar students who do not receive the award with higher GPA's, persistence, and graduation rates.

Additionally, Reisher scholars have significantly lower amounts of aggregate loan debt compared to their peers.

- U-Turn Event - Outreach and Support partnered with TILT Learning Programs to host a “U-Turn Event” in Fall and Spring in support of Early Performance Feedback. A total of 301 students attended the Fall event (an increase of 52 students compared to FA14) and 114 students attended the first ever Spring U-Turn event.

#### Fall 2015

Of the students who attended FA15 U-Turn, 69% were freshman, 18% were sophomores, 9% were juniors, and 2% were seniors (additionally, 2% were identified as other). 22% of attendees were in Good Standing, 3% were on Academic Probation 1<sup>st</sup> term, 1% were on Academic Probation 2<sup>nd</sup> term, and 74% had no academic standing at the time of the event.

As students were exiting the FA15 U-Turn event, they were asked to complete a survey about their experience at the event. Out of 301 attendees, 123 completed the exit survey. Highlights of the survey include the following:

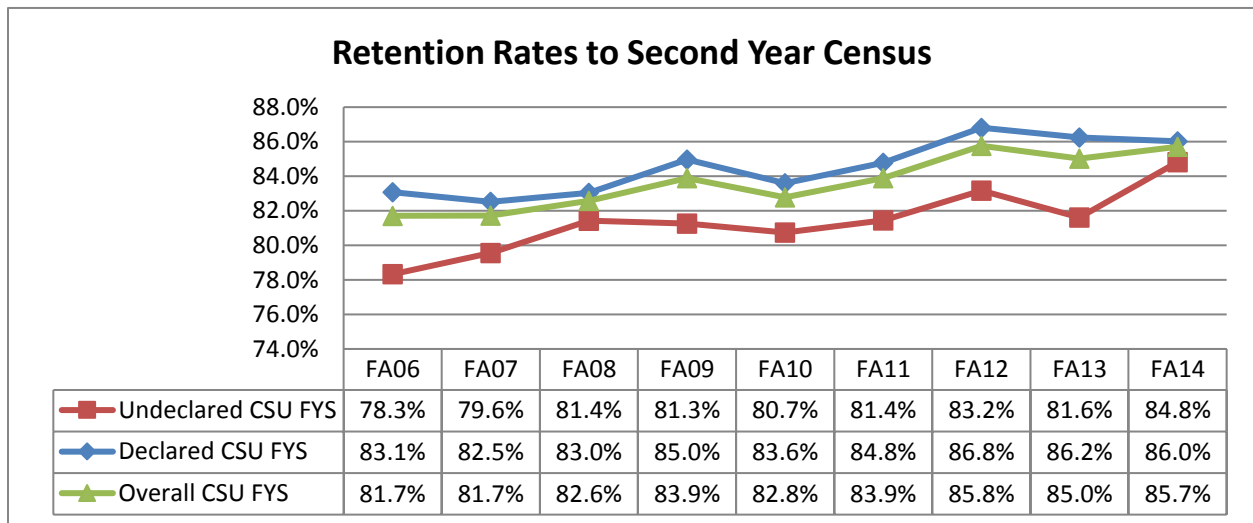
- 41% of students reported experiencing a considerable amount of stress surrounding their academics prior to attending U-Turn. The stress experienced by students related to a recent grade they received or concern for their overall performance in a course were the primary motivating factors to attend the event.
  - 81% of survey respondents strongly agreed that they were able to connect with at least one campus resource at U-Turn
  - 72% of respondents planned to follow up with the resources they met at U-Turn – which is likely to have been detailed in the Action Plan students created
  - 65% of respondents felt that the Action Plan they created at U-Turn was an effective tool for their success
  - Overall, 96% of survey respondents reported that U-Turn meet their needs
- Taking Stock Student Survey - The Taking Stock Student Survey is given to first year students in the 4th week of the Fall semester. Outreach to students about individual Taking Stock Survey results is primarily done by Residence Life staff (RAs, ARDs, and RDs). A link to individual student survey results was made available on ARIESweb via the Advisee Lists along with each students Early Warning Indicator (EWI) score at the end of September so that Advisors/ASCs could prioritize students with high concerns, look up individual student survey results, and address concerns as needed.

#### Fall 2015 Taking Stock Survey Highlights

- 93% (4192) of first year students living in the residence halls completed the survey.
  - 3,548 met with RA (78%) of the 4,526 first-year students on campus with required meeting.
  - FA15 term GPA for first-year on-campus students who completed the survey was 2.95.
  - FA15 term GPA for first-year on-campus students who did not complete survey was 2.67.
- This year for the first time, the Early Performance Feedback initiative was implemented in the Spring semester. End of the semester grades showed that more students with U’s ended up earning a C or better (54%) than earned a D or F (46%). Although we do not know if these

passing grades were a direct result of EPF efforts, it is impressive to see students make improvements in their academic performance throughout the semester.

- Undeclared Advising - Retention Rates to Second Year: Impressively, undeclared students' first to second year retention rates from Fall 2014 to Fall 2015 increased by 3.4 points, to nearly 85% which is close to CSU's overall retention of 85.7%. This dramatic one-year increase adds to the 7.5-point overall increase retention rate of undeclared retention rates from 78.9% in Fall 06 to 86.4% in Fall 14, compared to a 2.8-point increase of declared students from 83.9% in Fall 06 to 86.7% in Fall 14. This increase is impressive for any group of students, but is especially striking for undeclared students who are often less academically credentialed than declared students.



- First Year Undeclared Students on Academic Probation: Undeclared students on academic probation at the end of their first year had a slight increase last year of .8%, with the vast majority of undeclared students (89%) finishing their first year in good academic standing. The overall trend of decreasing probation rates is impressive with the percentage declining 9.3 points since 2006.
- PEAK is the probation outreach program that all undeclared students on 1st Term Academic Probation are required to complete before an advising hold is removed. The program consists of a video, quiz, assessment and meeting with their assigned ASC where they collaboratively discuss a pro-active plan of action. For Spring 2016, the PEAK module was revised and updated with new video format and narration.
  - Results of students returning to good standing after completing PEAK increased again in Spring 2016 with 55% of students on probation returning to Good Standing (up from 44% SP15). From 2008 to 2016 we have increased the number of students returning to good standing by 22%.
- Student Legal Services advised and steered over 1,500 students in solving their legal challenges using a guided self-help approach, with multiple follow up appointments, resulting in deep learning that students will apply life-long.

- Conflict Resolution and Student Conduct Services staff:
  - facilitated a total of 65 educational workshops (Party Partners, Choices, Crossroads, and Community Violations) to a total of 662 student participants.
  - received 394 Conflict Resolution cases involving 478 students (412 of which had not come to CR previously); resulting in 2330 collateral contacts (approximately 23% increase from FY15) with students, staff, faculty, and community members.
  - conducted 32 Conflict Coaching Sanction sessions where students completed a Conflict Dynamics Profile/Assessment and met with a conflict coach individually for up to four sessions to improve their ability to manage future conflict situations.
  
- AlcoholEdu and Haven Programs:
  - To comply with new Title IX regulations, CSU Health Network expanded the inclusion criteria to require all new students, regardless of age or online status, to complete Haven. This change went into effect in Fall 2015. Additionally, the CSU Health Network telephone center staff were trained in early 2016 to handle all first-line questions about the programs for the Spring semester.
  - AlcoholEdu Evaluation Outcomes:
    - 6,182 students completed Part 1 of AlcoholEdu.
    - Students reported that the course helped them establish a plan for responsible decisions around alcohol (88%), prepared them to identify and/or help someone who has alcohol poisoning (90%), changed their drinking behavior (46%), and changed perceptions of others' drinking-related behaviors (61%).
    - Students also reported an average increase of 76% from pre to post-course in positive behavioral intentions, including setting a limit on number of drinks, pacing drinks, alternating drink types, reducing frequency of drinking, and reducing number of drinks in a sitting.
  - Haven: Understanding Sexual Assault Outcomes:
    - 9,277 students completed Part 1 of Haven: Understanding Sexual Assault.
    - Student reported high levels of knowledge before taking the course, including the definition of stalking (94%) alcohol-facilitated sexual assault (94%), and understanding sexual consent (96%). Gains were observed in knowledge of the root causes of sexual assault (74% to 81%), characteristics of sexual assault perpetrators (87% to 95%), alcohol as the most common date rape drug (72% to 92%), and strategies for supporting sexual assault survivors (85% to 95%). Knowledge of sexual assault prevalence had the lowest percentage of correct responses across all areas at both measurements (58%, 64%), but slightly greater than the national average (54%, 57%).
    - The majority of students indicated they would be comfortable intervening when witnessing abusive behavior (79%), a high willingness to intervene (87%), and respect for others who intervene (92%).

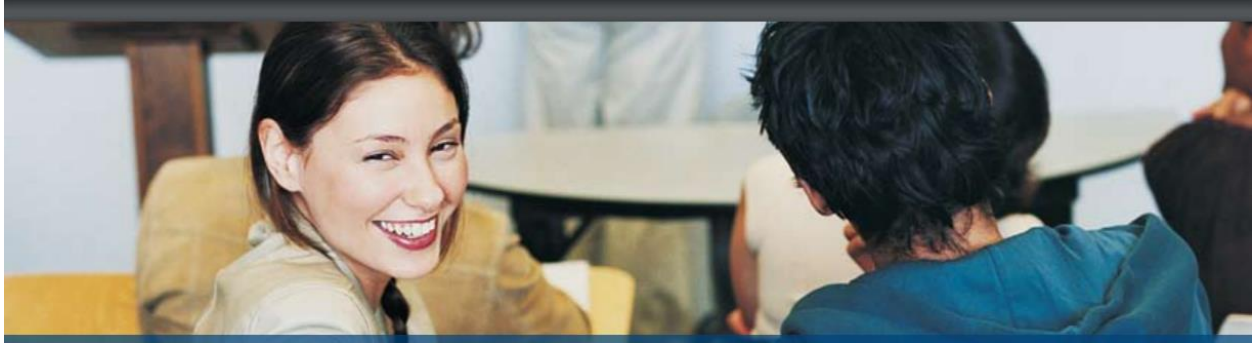
- CSUHN’s Alcohol and Other Drug Workgroup endorsed the Safer University Project for Fall 2016 after a training by program researcher Dr. Saltz. Campus and community partners began meeting in December 2015 to plan coordinated enforcement efforts between CSUPD and FCPS in conjunction with a visibility campaign, and a harm reduction media campaign targeted toward CSU and the broader Fort Collins community. The new Social Host Ordinance will be promoted as part of the visibility campaign and run by Off Campus Life and the City of Fort Collins.
- Asian/Pacific American Identities/Interests First Year Mentoring Program group had 10 active participants with an average GPA of 3.36. 8 of the 10 are returning this fall (80% persisted); and two are not but left in good academic standing.
- Campus Recreation Student Staff Development Committee provided five training opportunities for 577 students that addressed topics included teambuilding, equity/diversity/inclusion, leadership, mission/vision/values, risk management, and customer service.
- 55% of the 1,100 Sport Club student members maintained a GPA above 3.00 during FY16 academic year. Participants’ average GPA for fall semester was 3.02 and at the end of spring semester was 3.03.
- Campus Recreation professional staff collaborated with CSU academic departments and colleagues to support students or visiting interns in completion of degree requirements and to gain practical experiences in their desired career path during FY16:
  - The Aquatics Program Coordinator collaborated with Professor Wes Kenney to facilitate the Advanced Instrumental Conducting and Techniques (MU 556) class project in the Student Recreation Center pool.
  - The Assistant Director of Facilities supervised 1 graduate student intern from the University of Northern Colorado’s Sport Administration program.
  - The Fitness Coordinator supervised 3 practicum students from Health and Exercise Science Department in the fitness program area.
  - The Sport Club Assistant Director supervised two internship students and one practicum student from Health and Exercise Science Department during Fall 2015, and four practicum students during the Spring 2016 in the Sport Club area.



#### **Goal 4: Research and Discover**

- Residential Dining Services is partnering with the CSU Horticulture Center to begin growing produce to serve in our dining units as available. An initial phase of the project will provide leafy greens for the Presidents Picnic in August, 2016.
- Order of the Torch: in the 2015-2016 a partnership with staff in Annual Giving resulted in the creation of a fraternity/sorority auxiliary group called the Order of the Torch. This student group, made up of over 10 fraternity and sorority leaders was formed to promote student philanthropy and ongoing relationship building with CSU and the fraternity and sorority community post-graduation. This group will help us provide ongoing education to our students about the importance of lifelong engagement and giving back to alma mater.
- Student Legal Services advised 45 entrepreneurial students on the legal aspects of business formation for specific business ideas aimed at benefiting society in a variety of important areas, including ecological solutions, river health, military veteran support, sustainable farming, humane animal treatment, education, human health improvement, and celebration of diversity of people.
- Campus Recreation researched and implemented software that provides the Sport Club Program Athletic Trainer with current tools and technology for tracking accidents, injuries, and treatments of Sport Club Athletes, and software for conducting baseline concussion testing and subsequent tracking of head injuries. These function are critical for the health, safety, and well-being of the 1,100 CSU students competing in 32 sports.





## **Goal 5: Engagement**

- RamEvents collaborated with student organizations, offices, and departments which enhanced programs by having multiple perspectives in the planning process and resulted in significant learning experiences for the staff and volunteers, as well as participants. Over 27,000 students were reached by 115 RamEvents programs this year.
- The Student Leadership, Involvement and Community Engagement office hosted the 29th annual Cans Around the Oval. This single-day food drive, benefitting the Food Bank for Larimer County, brought in \$57,030 and 60,364 pounds of non-perishable food items; the most ever recorded!
- Event Planning hosted 12,840 events in 2015-2016 (a 30 percent increase from 2014-2015 bookings), including 780 ballroom and 231 Theatre events. Event Planning also hosted 134 Tamasag and 47 University House on Remington events at off-campus locations. Colab developed and implemented focus groups and assessment surveys for ALVS as part of their year-long rebranding process. The process provided student and professional staff time to conduct real-world research, while giving a key University office valuable information to enhance their services for students.
- The Annual Survey of the National Association of College and University Food Services (NACUFS) found that “in general, students are just as satisfied with the dining services provided by CSU as the National Average.” RDS ranks above average in satisfaction with the Dining Environment. RDS continues to rank strongly in the overall dining environments we provide, as well as social
- Parent and Family Programs partnered with Advancement to begin RamFam Engagement/Volunteer Program—providing CSU parents and families with additional ways to volunteer to support other parents and family members of CSU Rams.
- Advancement/Call-A-Ram partnered with Parent and Family Programs to support Parents Fund reaching over \$100,000 during AY 15-16.
- Student Legal Services attorneys collaborated with ASCSU student government leaders concerning their efforts to educate the community and modify occupancy laws.



- Conflict Resolution and Student Conduct Services staff partnered with Municipal and County Courts to offer an RJ Diversion Program for students receiving criminal charges. Upon successful completion of the RJ program, criminal charges were dismissed in nine (9) county/municipal court cases.
- PALS (Participation, Awareness, Learning and Sharing) - One of the Asian Pacific American Cultural Center’s oldest programs, completed another successful year. PALS partners with K-3<sup>rd</sup> graders with Poudre School District (PSD). There were a total of 31 participants; 15 little PALS (children) and 15 big PALS (CSU volunteers). We also lost a few pairs as spring semester started. There were about 13 pairs who consistently showed up throughout the year. The pairing had a 1:1 ratio. The sessions were held every other Sunday for a two-hour block. The program provided positive and interactive opportunities for both groups around activities and events to have fun. This year the topics focused on “celebrations” and how various cultures celebrate common occurrences. Topics ranged from love, the earth, children, birthdays and the weather just to name a few. The goal of the theme was to show children that different cultures can celebrate similar things in different ways and there is no “correct” way to celebrate.
- B/AACC Donald Wilson Professional Mentoring Program provides students with opportunities for success beyond CSU, builds networking relationships between CSU students and the professional community, and encourages participants to achieve academic success to reach the level of their mentors and beyond.

○ 2015-16 Donald W. Wilson Professional Mentoring Program Participants' Performance

| <b>FALL2015 cohort</b> | Headcount | Average Index | First Generation (%) | Average GPA | Female % |
|------------------------|-----------|---------------|----------------------|-------------|----------|
| Participants           | 16        | 103.9         | 31%                  | 3.0         | 69%      |

- Campus Recreation continues to support the incoming freshman and returning CSU students during Ram Welcome programming by hosting “Night at the Rec”, with over 3,000 students in attendance. The event included information tables located throughout the Student Recreation Center for new students to learn about the facility, programs, and services, photo booth shots, drop-in sport competitions, dance, martial arts, and fitness demos, chair massages, prize drawings, and food!
- In collaboration with Orientation and Transition Programs, Campus Recreation provided a Green Room for bands playing at the President’s Concert on the Intramural Fields and a break space for volunteers to relax and eat meals between events during Ram Welcome.
- Campus Recreation Member Services area recycles worn and lost/found towels to the CSU Police Department for training of their canines.
- Campus Recreation Outdoor Program collaborated with Orientation and Transition Programs office (OTP) and the CSU Mountain Campus to develop, staff, and execute the first multi-day (four days/three nights) backpacking trip in July 2015. This trip was very successful and a

planned expansion for summer of 2016 is anticipated, focusing on in-coming, out-of-state student to introduce them to the Colorado outdoor experience.

- Campus Recreation Service Committee offered CSU students the opportunity to engage in service during FY16
  - A shoe drive for Nike's Reuse-A-Shoe Program that turns donated athletic shoes into a material used to help create sport surfaces such as tracks, turf fields, etc. in lower socio-economic neighborhoods across the United States was completed with approximately 150 pairs of athletic shoes donated.
  - Campus Recreation participates in the City of Fort Collins to Adopt-A-Street Program that provides e community service opportunities during the year for Campus Recreation professional and student staff to help keep the city clean from Shields Street and Mulberry Street to Prospect Road. There are two adopt-a-street dedication signs, one on the corner of Shields and Mulberry and the second one on the corner of Shields and Prospect recognizing Campus Recreation department.



## **Goal 6: Public Interaction / Strategic Partnerships**

- The Ramskeller (Lory Student Center) worked with RAR (Responsible Alcohol Retailers), as well as the Fort Collins Police Department, on a series of trainings for responsible alcohol service practices as well as training on IDs.
- The Student Leadership, Involvement and Community Engagement office hosted the President's Leadership Program's second international leadership experience. This year, in partnership with the Global Livingston Institute and Entusi Center, seven PLP Scholars and two PLP staff members traveled to East Africa for two weeks. The trip and curriculum expanded student experiences related to international and global perspectives on leadership.
- The Apartment Life Assignments team partnered with the Office of International Programs to provide housing for 70 Strategic Partner students from China and 42 students from Vietnam.
- Apartment Life has formalized a partnership with INTO CSU to provide housing for up to 70 Academic English students in fall of 2016. Apartment Life has formerly housed all INTO CSU students with families and some Pathways graduate students.
- Two-thirds of the food waste diverted by Residential Dining Services is pulped and sent to the City of Fort Collins Waste Water Treatment plant as part of a waste-to-energy pilot program. By pulping food waste before sending it to the City, we reduce the volume by 80% and save an estimated 70% in water consumption. At the waste water treatment plant, the pulped material is turned into methane through anaerobic digestion that is then incinerated to create energy to help operate the plant. Long term, the City of Fort Collins' goal is to use the methane collected to help power the City's grid. This would help CSU and the city reach their respective goals of 75% and 80% greenhouse gas reduction by 2030. 256,907 pounds of material was diverted from landfills by this program in 2015.
- Community service and philanthropy continues to play a large role in the lives of fraternity and sorority members at CSU.
  - A total of 29,231 hours of community service was reported as donated by the fraternity and sorority community in the 2015-2016 academic year.
  - The reported total amount raised in 2015-2016 by fraternities and sororities for philanthropic causes was \$74,078.71.

- CSU Health Network, Columbine Health Systems, University of Colorado Health and the CSU College of Health and Human Sciences worked together to create and plan the new Health and Medical Center.
- CSU Health Network has begun a partnership with International Shipboard Education (to complement and build upon the University's academic and student affairs partnerships) in order to provide support for medical and counseling services on Semester at Sea voyages.
- CSUHN Counseling Services worked with SummitStone Health Partners staff administering the Community Crisis Clinic to add a lower cost option for CSU students requiring inpatient mental health treatment.
- New relationships with the Rocky Mountain Collegian staff advisors has resulted in the Suicide Reporting Best Practice Guidelines being written into the Collegian's Code of Ethics.
- The National Intramural Recreational Sport Association (NIRSA) Region V Conference and Student Lead-on was hosted by CSU Campus Recreation Department in during fall semester 2015 on campus. There were 239 attendees, which was a NIRSA Region V attendance record with over 30 educational presentations. The conference was generously supported by vendors and sponsors raising \$30,000 in sponsorship revenue and generating a profit of almost \$9,000, which supports NIRSA Region V support scholarships for students and professionals to attend the NIRSA Annual National Conference. 96% of attendees rated the conference as exceeding expectations.
- In its 3<sup>rd</sup> year, Body Acceptance Week at CSU was supported by Campus Recreation marketing area, completing all marketing for the event including poster designs, digital screen designs, table cards, web banners, and social media images. Partners in this campus-wide effort include CSU Health Network, Kendall Anderson Nutrition Center, Housing and Dining Services, ASCSU, Women and Gender Advocacy Center, Inclusive Community Assistants, Fraternity and Sorority Life, Ram Events, the Eating Disorder Center of Denver, and Beyond the Mirror.
- Campus Recreation Fitness Program Coordinator collaborated with CSU Alternative Transportation Manager on the Kaiser Permanente bike study grant by providing an initial and final fitness assessment for grant study participants.
- Campus Recreation Fitness Program's "Ram Recharge" is a ten-week fitness challenge that reaches approximately 100 CSU students with weekly workouts, fitness assessments, education sessions, and specialized and adaptive training with certified personal trainers. The program involves collaborative efforts from various departments on campus including: The Kendal Anderson Nutrition Center for Cooking Classes and one nutrition education session; RamEvents for support and funding to cover the cost of the kick-off speaker, t-shirts, log books, reservation fees, and awards ceremony food; Health and Exercise Science department for two practicum students to assist with program administration; and donations from 18 businesses in the Fort Collins Community and Colorado State University for recognitions at the Awards Ceremony.
- Campus Recreation Service Committee collaborated with Colorado State University's Fostering Success Program for the annual giving event called "Warm a Winter Wish" in fall 2015. The Service Committee created snowflakes for each student with their holiday wish on it and

engaged the campus community to help these CSU students in need fulfill their holiday wishes. The event was 100% successful, with the wishes of 32 students fully met.



## **Goal 7: Excellence in Hiring, Professional Development, Employee Engagement**

- CSUHN completed two phases of active shooter training for all employees to improve employee preparedness in partnership with CSUPD.
- The Office of Fraternity and Sorority Life continued to refine the shared role of the Accountability Specialist, allowing the opportunity to better define the position description and opportunities for this staff member to work in both the OFSL and the Student Resolution Center focusing in specifically on student organization conduct and accountability initiatives.
- At the end of last fiscal year, Student Legal Services hired two senior attorneys with long term experience in the courts and county government to serve CSU students part-time. Created successful job-sharing and space-sharing arrangement between these two through intentional role definition, flexibility, and continuous communication.
- Student Resolution Center staff worked with the office of Equal Opportunity to assist with the facilitation of exit interviews for employees leaving the University.
- Undeclared Advising with CASA created a new position of Academic Success Coordinator/Lead Instructor in an effort to implement some change in professional development/advancement and to acknowledge that Key Explore is a growing effort and ASCs play a key role in the success of the program.
- Apartment Life is engaged in a significant reorganization based on program growth and the changing needs of resident population
- A full organizational assessment was conducted for the Operations Management area to assist in the process of hiring the next Director.
- Residence Life Student Staff Positions (increased applications over last year):
  - In spring semester, 306 students applied for RA (62% female/38% male) (76% white; 39% students of color; 4% multi-racial) (31% first-generation students);
  - 37 students applied for ICA (70% female, 30% male) (67% white; 56% students of color; 8% multi-racial) (46% first-generation);
  - 27 applied for CDM (66% female; 9% male) (77% white; 24% students of color) (29% first-generation) ;
  - 335 applied for CDSM;

- 421 completed ExCELS - the student staff leadership class (formerly the RA class)
- The CSU Bookstore continued to provide superior levels of service to the CSU community in a profitable and efficient manner, ranking number one in customer service among six peer institutions selected for the 2015-2016 Skyfactor survey.
- Because of increased intentional recruitment efforts on behalf of Student Leadership, Involvement and Community Engagement staff, 43 percent of the 2016-17 class of the President's Leadership Program participants are students of color. That is nearly a 19 percent increase from the 2015-16 class.
- The Campus Step Up: A Social Justice Retreat included 57 student participants who completed a pre- and post-program assessment with 16 shared Likert scale (1-5) questions about participants' comfort in engaging with categories of identity and their level of understanding around social justice concepts. Result highlights included: 98 percent of respondents selected Strongly Agree or Agree to their experiences at the retreat having inspired them to create a safe environment for all people within their community, and 92 percent of respondents selected Strongly Agree or Agree to being better prepared to take action to create change. In addition, participants self-identified their demographics in open-ended responses and there was a significant shift to using more inclusive language and terms.
- APACC and the Gay Lesbian Bisexual Transgender Queer Questioning and Ally Resource Center (GLBTQQARC) shared a split position, which allowed them to develop competencies in working with students from both communities and allowed APACC to contribute to the development of a more capable, committed, and satisfied workforce.





## **Goal 8: Diversity, Equity and Campus Climate**

- Lory Dining Services administration accommodated diverse student groups in hosting special cultural events involving food, while upholding Federal, State, and Environmental Health Services regulations.
- The INTO Café continued to expose our student employees to a diverse international student body by meeting their dining needs and serving at Alder Hall, home of the INTO program.
- In conjunction with the Native American Cultural Center, the Duhesa Gallery hosted two innovative exhibits featuring Native American artists.
- Because of increased intentional recruitment efforts on behalf of Student Leadership, Involvement and Community Engagement staff, 43 percent of the 2016-17 class of the President's Leadership Program participants are students of color. That is nearly a 19 percent increase from the 2015-16 class.
- The Campus Step Up: A Social Justice Retreat included 57 student participants who completed a pre- and post-program assessment with 16 shared Likert scale (1-5) questions about participants' comfort in engaging with categories of identity and their level of understanding around social justice concepts. Result highlights included: 98 percent of respondents selected Strongly Agree or Agree to their experiences at the retreat having inspired them to create a safe environment for all people within their community, and 92 percent of respondents selected Strongly Agree or Agree to being better prepared to take action to create change. In addition, participants self-identified their demographics in open-ended responses and there was a significant shift to using more inclusive language and terms.
- Apartment Life ranked 4th out of 70 participating institutions in the ACUHO-I/EBI Benchmarking Assessment for Learning: Diversity and Social Justice with a mean score of 5.29 (out of a possible score of 7).
- Professional development is a priority that Campus Recreation supports and encourages for professional staff, who took advantage of opportunities to expand their knowledge and awareness:
  - 8 professional staff attended Safe Zone training through the GLBTQ<sup>2</sup>A Resource Center in April 2016.



- 6 professional staff were selected to attend the Office of the Vice President for Diversity's Creating Inclusive Excellence Program fall and spring semesters FY16.
  - 3 professional staff applied for and were selected to attend the Office of the Vice President for Diversity's Social Justice Leadership Institute in June 2016
  - 1 professional staff member participated as a facilitator for Campus Step Up: Social Justice Retreat in January of 2016.
- 
- Based on a recommendation from the GLBTQ Audit, Campus Recreation Department created an Inclusivity Committee that met for the first time during FY16. In its first year of existence, the committee drafted a committee charge, brainstormed and prioritized a list of committee duties, created and presented a committee budget for FY17, reviewed the Adaptive Recreation Audit, and had a meet-and-greet with the City of Fort Collins Adaptive Recreation Opportunities staff.



## **Goal 9: Financial Resources**

- The Lory Student Center fund balance was \$4,698,155 at FY 16 year-end. The LSC should contribute roughly \$1,000,000 to reserves in FY17, with the end result a total of \$3.2 million in reserves. Such reserves are critical for future improvements given a goal of not increasing student fees for Phase III renovations.
- While Bookstore gross revenues have decreased, net revenues of \$1.4m are roughly equal to last year's. The Bookstore realized savings in personnel as well as general expenses in FY16. Revenue in Lory Student Center Dining Services is up by approximately \$1.2 million with an increase of roughly \$450k in net revenues. The addition of Intermissions Café created positive results for Dining Services along with continued success among the existing revenue centers.
- Quality snack and beverage vending services (Housing and Dining) were provided to campus which led to a .2% increase in vending commission revenue. This is the fourth consecutive year of increases in vending commission revenue that supports student programs, services, and other university initiatives.
- Generated projected revenue of \$900,000 in the first year of billing for medical services. This revenue reduced the student fee request for the new Health and Medical Center from \$48.57 to \$35.03 per student/per semester.
- The CSUHN Insurance Department coordinated a change in the Student Health Insurance Plan carrier from Aetna to United Healthcare, achieving a savings of close to 20%. The transition was seamless to students/patients because the move was made without disrupting claims administration or insurance networks. Additionally, we were able to keep the same process flow that students have grown accustomed to using.
- CSUHN Insurance Department worked with INTOCSU to create a way to bill insurance premiums directly to INTO so they can include the premium in the INTO bill instead of to the student account. This process eliminated student account holds, resulting in a much more user friendly process.
- CSUHN increased RamCare enrollment about 30% over last year which has decreased billing to the student account for services and increased patient satisfaction.

- CSUHN implemented a health insurance billing process during the summer of 2015. This involves direct billing to student health insurance companies for reimbursement for services performed in house. The move supported student and family requests to become in-network for better interface with their insurance companies and supports the business model to become less dependent on student fees to support growing demand for and cost of services. This was a major accomplishment. Billing and coding staff were hired, processes were established and electronic systems developed and implemented.
- CSUHN completed a process, with the help of ECI Consultants, to establish in-network provider status with Anthem Blue Cross Blue Shield, Aetna, United Healthcare, Tricare Standard, Cigna, MultiPlan, and Rocky Mountain Health Plan. CSUHN staff anticipated it would take one year to complete/achieve in-network contracting; the process was successfully completed in nine months.
- CSUHN was able to achieve in-network status with Tricare Prime through support and lobbying with help from President Tony Frank and Senator Michael Bennet. This will benefit over 500 military-affiliated CSU students.
- CSUHN established arrangement with Student Financial Services to provide a RamCare Grant for Dreamer students who are not eligible for federal health insurance subsidy, students who have health benefits through Indian Health Services, and students with high financial need. RamCare is a pre-paid (\$178/semester) program that covers up to \$1500 of medical services as a supplement to insurance out of pocket costs.
- Campus Recreation staff secured a sponsorship with Sports Authority for the Campus Recreation Student Development Fund in the amount of \$2,600 plus two \$150 gift cards for the Ram Recharge program and completed arrangements for the third installment a \$5,000 pledge from Matrix/Johnson Equipment Company for the Campus Recreation Student Development Fund.



## Goal 10: Physical Resources

- From July 1, 2015 through June 30, 2016, the LSC traffic count included 4,094,710 entries, compared to roughly 3.2 million entries last fiscal year. In addition, the new daily average now exceeds 21,600 entries per day, compared to the previous year figure of 18,500 entries per day. During fall and spring semesters, the LSC experienced several peak days during the first week of classes that total more than 30,000 entries per day. The number is expected to continue to grow this next year.
- The Ramskeller continued work with the Fermentation Science and Technology program to develop a new craft brewery operation in the LSC.
- Campus Activities installed the first commissioned artwork in the Commons that was done by a Northern Colorado artist and focuses on living in Northern Colorado.
- The LSC manages an art collection of over 300 artworks. This year, an additional 19 works were added to the collection: two student works, purchased from student artists; 16 posters from the Colorado Invitational International Poster Exhibit (CIPE) 19, featuring Mexican artist Alejandro Magallanes; and one piece from a Duhesa Gallery exhibition to increase the quality of our Native American art collection.
- A survey (Skyfactor) of CSU student satisfaction was conducted and the results of the survey showed the LSC Operations Department achieved a cleanliness score of 6.15, which is the highest among six peer institutions. The Operations Department also achieved the highest score of 5.91 among six peer institutions in the area of atmosphere.
- Colab developed, established, and implemented a day-of directional signage system with the LSC, including structural considerations (kiosk selection and design), web development (reservation page), and internal procedures in conjunction with the LSC Signage Committee. Day-of directional signage is free to use and helps participants find their way in the LSC.
- Completed project design, furniture selection, landscape design and sustainability plan for new Aggie Village apartments. Aggie Village apartments will open August 2016 and provide new on-campus apartment housing for 973 single undergraduate and graduate students.
- Constructed new parking lot for Aggie Village residents south of Prospect Road. This project resulted in construction of two new playgrounds for Aggie Village Family residents.

- Residential Dining Services, in collaboration with the Office of the President and the Rohr Chabad Jewish Center of Northern Colorado, will open the new Kosher Bistro in the Fall, 2016. This addition to Parmelee also included an update to the aesthetics of the dining room, in order to accommodate the Kosher Kitchen and Ram Orientation for the summer of 2016.
- Housing and Dining Technology Services:
  - doubled bandwidth in the Housing & Dining Services network from 2.5 to 5 gigabits per second
  - installed wireless network service in all rooms/apartments of Allison, Newsom, University Village, and Aggie South
  - implemented additional satellite links to support Faculty and the student academic lab at the Mountain Campus
  - upgraded the wireless device registration process to help new and returning students connect their wireless devices in the residence halls and university apartments.
  - developed a comprehensive update to the existing audiovisual support model to address needs in newly-constructed or renovated buildings and to offer more current technologies to staff and department guests for more effective meetings, conferences, trainings, and webinars. As part of this initiative, we deployed BlueJeans Video conferencing.
- The CSU Health Network engaged in the process of planning, funding, designing and breaking ground for the new CSU Health and Medical Center.
- Campus Recreation replaced the original lights from 1989 in the Student Recreation Center aquatic area with LED lights, generating \$32,000K rebate on a \$99K relamp project.
- Campus Recreation repurposed the food venue area in the Student Recreation Center, transitioning it into an upscale gathering space with bicycle themed tables and decorations to reflect this popular alternative transportation modality located in the adjacent bike parking space visible via lobby windows. Funding for the \$78K project was generated from a combination of revenue, repair/maintenance savings, and internal reallocation over a 6-year period with no increase in student activity fee.
- Campus Recreation completed the design and initiated the 5,000GSF weight room addition and storage area construction projects with CSU Facilities Management to the Student Recreation Center. Funding for the project was generated from a combination of revenue, repair/maintenance savings, and internal reallocation over a 6-year period with no increase to student activity fee. Construction will be completed in fall 2017.



## **Goal 11: Information Management**

- The LSC's Assessment, Planning, and Effectiveness (APE) committee summarized assessment efforts in 2015, publishing a committee report on the LSC website early spring 2016. During 2015, the Quality of Work Life survey was administered to professional staff and student employees. Results of these surveys are currently being processed and will be added to the 2016 APE Committee Report. The LSC also administered two Skyfactor benchmarking surveys for 2016, allowing for comparisons with peer institutions. The first concerns student organizations, while the second encompasses many functions of the LSC, including services, programs, and facilities. These surveys were completed during spring semester, with analysis and benchmarking results available late summer. In spring 2016 the CSU Bookstore administered the National Association of College Stores' Faculty Satisfaction survey. The purpose of this survey is to identify and measure factors essential for serving faculty and pinpoint areas for improvement.
- Lory Dining Services purchased and implemented an inventory management system to track sales and purchases, resulting in bottom-line increases.
- The Box Office sold 22,000 tickets for more than 32 major events that generated more than \$275,000 in ticket sales.
- Student Legal Services worked with their database creator to make significant changes to the SLS client database to add safeguards to assure the legal requirements of confidentiality and conflict of interest rules are met with every client. The database is also key in keeping the office nearly paperless, utilizing electronic storage of documents and information.
- Integrated Planning and Advising Systems/Gates Grant (IPAS) - Although the largest development efforts were completed last year, CASA continues to collaborate with offices across campus to improve the student experience. One item that launched this year was RamReady, a new service guiding students new to CSU through the first three critical steps: Admissions, Orientation, and Housing.
- Campus Recreation Marketing launched the first Campus Recreation mobile application in August 2015. The app integrates schedules for students to add fitness classes, Intramural events, and Outdoor Program trips to their phone's calendar, as well as information icons on each Campus Recreation program area. Push notifications were launched mid-semester for major facility closures or programming changes to provide real-time alerts to participants.

- Campus Recreation staff implemented a new facility management iPad software, Connect2, which includes modules for the following areas: Emergency Action Plan, Incident Reports, Accident Reports, Forms, Standard Operating Procedures, Tasks, Counts, and Surveys. The software assists with sustainability, job training, effectiveness, and risk management.
- Campus Recreation staff created a facility usage section on the department website featuring multiple charts indicating average usage of the following spaces: fitness floors, the main weight room, and the MAC Gym that assists students with determining peak and non-peak usage to plan their visit to the Student Recreation Center.
- Campus Recreation Intramural Sport Program launched the newest version of the REC\*IT app that allows participants to access the CSU IM Leagues website from their mobile phones. Participants are able to register for teams, invite friends to join teams, and check for schedule updates and announcements all online.





## Presentations

### International

- Off-Campus Life's Community Liaison and Program Coordinator presented at the International Town and Gown Association Conference on the successful "Rams Around the Fort" workshop.
- Viviane Ephraimson-Abt presented "Experiential Learning to Facilitate Intercultural Understanding" at the Association of International Educators 68<sup>th</sup> Annual Conference in Denver, CO.

### National

- Martha Perrotin and Andrea Bazoin, of the RamCard Office, presented at the National Association of Campus Card Users (NACCU) conference. Their workshop was titled, Inclusive Excellence: Strategies to Balance Diversity and Consistency in an ID Card Environment. This workshop was very popular and well- received.
- ACPA – Honoring Voices 10 years later . . . experiences of LGBTQQ students of color, presented by Kyle Oldham (Residence Life).
- ACPA – Study Abroad experiences in graduate school programs for higher education, panel member Kyle Oldham (Residence Life).
- Off-Campus Life's Community Liaison presented at the American Planners Association Conference on CSU/Fort Collins Town-Gown Relations.
- Gwen Sieving, Andrea Coryell, Juliana Rosa and Zach Mercurio presented "Rams Take Care Rams Take Action (Ram Orientation Alcohol and Other Drug Prevention Program, Bystander Intervention" at the Association for Orientation, Transitions and Retention Conference in Denver, CO.
- Viviane Ephraimson-Abt presented "A Pinch of Grit and a Dash of Resilience: The Spices of Student Success" at the 9<sup>th</sup> Annual Outreach Conference for the Association of University and College Counseling Center Outreach (AUCCCO), Columbus, OH.
- Kathlene Waller presented "Collaboration and Creativity as a Framework for the Delivery of Health and Safety Advice to Students Travelling Abroad" at the American College Health Association Annual Meeting in San Francisco, CA.
- Vani Narayana co-led a LeaderShape session at Florida State University.
- Brittany Heiring and Ashley Wylde, Marketing Student, on "Marketing Yourself in the 21st Century" at the 2016 NIRSA Annual Conference in Kissimmee, Florida in April 2016.
- Brittany Heiring on "Creating and Implementing a Long-Term Marketing Plan for Your Facility" at the 2016 NIRSA Annual Conference in Kissimmee, Florida in April 2016.

- Adam Walsh, Assistant Director of Intramurals and Arianne Judy, Intramural Sports Coordinator on *“Intramural Staff Development, Going Beyond Sport Clinics”* at the 2016 NIRSA Annual Conference in Kissimmee, Florida in April 2016.
- Erin Patchett, Assistant Director, Facilities and Aquatics with colleagues on the NIRSA Equity, Diversity, and Inclusion Commission on *“Equity, Diversity, and Inclusion Commission Program on Identity Development and Roundtable Updates”* at the 2016 NIRSA Annual Conference in Kissimmee, Florida in April 2016.
- Erin Patchett, Assistant Director, Facilities and Aquatics with colleagues on the NIRSA’s Institutional Data Set (IDS) Advisory Team on *“The NIRSA IDS: Exploring the Value and Capabilities of the New Benchmarking Platform”* at the 2016 NIRSA Annual Conference in Kissimmee, Florida in April 2016.
- Erin Patchett, Assistant Director, Facilities and Aquatics with colleagues on the NIRSA’s Research and Assessment Committee on *“NIRSA Research and Assessment Roundtable”* at the 2016 NIRSA Annual Conference in Kissimmee, Florida in April 2016.

### Regional

- Regional and NACURH Conferences Advisor Resource Training (ART) presentations presented by Kyle Oldham (Residence Life).
- Off-Campus Life’s Director and Program Coordinator presented about the RamRide program at the Region IV-West annual conference in Beaver Creek, CO.
- Off-Campus Life’s Community Liaison presented for various University of Wyoming, city, and county officials regarding town-gown relations.
- Xajés Martinez presented at the Association of Fraternal Leadership West Conference in San Diego, CA in April 2016. Specific program titles include:
  - Coalition Building with Culturally-Based Fraternities & Sororities
  - Beyond Hours and Dollars: Rethinking Service and Philanthropy as Advocacy
  - How to Recruit, Welcome, and Retain Trans Members
- Allis Gilbert presented *“Use of Power DMS in Accreditation Process”* at the Southern College Health Association.
- Mike Brake presented as part of a panel at SXSWedu on *Creating a Campus Culture that supports IPAS efforts*, March. 2016.
- Jason Foster, Assistant Director of Sport Clubs Program and Erin Patchett Foster, Assistant Director of Facilities and Aquatics, on *“Welcome, Value, Affirm: Training Employees to Create an Inclusive Recreation Environment”* at the NIRSA Region V Conference in Fort Collins, CO in October 2015.
- Michelle Gehret, Fitness Program Coordinator and Chelsea Murray, Personal Trainer/Dance and Martial Arts Manager, on *“Start a Movement: How to Create a Fitness Challenge at Your University”* at the NIRSA Region V Conference in Fort Collins, CO in October 2015.
- Brittnay Heiring, Communications Manager on *“Marketing Yourself in the 21st Century”* at the NIRSA Region V Conference in Fort Collins, CO in October 2015.
- Adam Walsh, Assistant Director of Intramurals and Arianne Judy, Intramural Sports Coordinator on *“Intramural Staff Development, Going Beyond Sport Clinics”* at the NIRSA Region V Conference in Fort Collins, CO in October 2015.
- Erin Patchett, Assistant Director, Facilities and Aquatics and Jason Foster, Assistant Director of Sport Clubs, on *“Welcome, Value, Affirm: Training Employees to Create an Inclusive Recreation Environment”* at the NIRSA Region V Conference in Fort Collins, CO in October 2015.

## Community

- Fort Collins/SLiCE Multicultural Community Retreat Facilitator – Aaron Escobedo.
- Janell Patrias presented “Building Coping and Resilience for Our Anxious Adolescents and Emerging Adults” at the Poudre School District’s District-Wide Wellness Conference, Fort Collins, Co.

## Campus

- Agricultural Ambassadors Fall Retreat facilitated by Sarah Stephens for the College of Agriculture and the registered student organization, Agricultural Ambassadors.
- “Human, Knot Again” (as in, Facilitation 101) and “Social Excellence” facilitated by Sarah Stephens for registered student organization officers at the Officer Retreat.
- “Officer Orientation” presented by Sarah Stephens for registered student organization officers.
- “Cycle of Socialization” (2 presentations) undergraduate social work diversity class (one fall semester, one spring semester) by Jen Johnson.
- “Cans Around the Oval” Polaris School October 2015 by Jen Johnson.
- “Mixed Methods” PhD Course April 2016 by Jen Johnson.
- “Praxis Info Session” presented by Jenn Rieskamp for Puksta Scholars.
- “Leading Through Service” presented by Jenn Rieskamp for the REAL program.
- “CSUnity Team Leader Training” presented by Jenn Rieskamp.
- “Cans Around the Oval” for Plymouth Congregational Church by Jenn Rieskamp.
- “Do Something CSU!” presented by Hermen Diaz for Orientation and Transitions Programs – Transfer Students, BioMedical Sciences First Year Seminar, Residence Life, Front Range Community College, Admissions, TILT, Upward Bound.
- “SLiCE Involvement” presented by Hermen Diaz for BAACC Resource Fair.
- Investigation Team Training presented by Hermen Diaz for Conduct and Conflict Resolution.
- Campus Step Up Facilitator Training presented by Hermen Diaz.
- “Situational Leadership” presented by Patton Lowell for the REAL Program.
- “Teamwork Makes the Dream Work” presented by Kelsey Baun for REAL program.
- Larry Serfozo and JR Rosario (Residence Life) presented on “Reaching Higher: Increasing Curricular Involvement in Men of Color” at CSU Diversity Symposium.
- Black Issues Forum; Keynote Speaker Kyle Oldham (Residence Life).
- LEAD Conference, Keynote Speaker Kyle Oldham (Residence Life).
- *Fueling Potential, Following Passion, and Finding Purpose: Stories of First Generation Graduates*. Professional Development Institute. Tae Nosaka, Barb Musslewhite, Aaron Escobedo, Sheena Martinez, Malcolm Scott.
- *Outperforming! What does it take to outperform predictions? A powerful prescription for success*. C4E Partner’s Summit Presentation. Mary Ontiveros, Jessica Klingsmith, Tae Nosaka, Lucy Paltoo.
- *The Community for Excellence*. Retention of Diverse Students Summit. Tae Nosaka & Connie Jaime-Lujan.
- Xajés Martinez was a TEDxCSU speaker in March 2016.
- Amy Robertson, Mike Brake, Teresa Metzger, and Jennifer Schneider presented a PDI entitled *Engaging the Whole Student*, Jan. 2016.
- Gaye DiGregorio gave presentations on first generation students at the Student Diversity

Symposium, Fall Leadership Forum, TILT Faculty Conference, and the Student Affairs Directors Retreat.

### **Publications**

- Conference and Event Services and the Lory Student Center were featured in the spring edition of Unique Venues magazine in the “What’s On Tap” article.
- Erin Patchett, Assistant Director of Facilities and Aquatics and Jason Foster, Assistant Director of Sport Clubs were published in the Recreational Sports Journal in October 2015: Patchett, E., & Foster, J. (2015). Inclusive recreation: The state of campus policies, facilities, trainings, and programs for transgender participants. *Recreational Sports Journal*, 39(2), 83-91. <http://dx.doi.org/10.1123/rsj.2015-0028>.

### **Student Affairs Honors, Recognitions and Service**

#### Staff and Students

##### International

- Jason Rogien from Lory Student Center Event Services completed Venue Management School and will soon be a Certified Venue Professional with the International Association of Venue Managers (IAVM).

##### National

- LeRoy Ford (Residence Life) won the NASPA Graduate Student Award
- Sarah Ross, a second year Eco Leader in Newsom Hall, received the Green Champion Student Award from NACUFS (National Association for College and University Food Services). Just one national award is presented each year and Sarah received the 2016 award for her student composting project in Laurel Village.
- Off-Campus Life received 33 national inquiries from various communities and universities on CSU/City community liaison programming, demonstrating its continued view as a best practice across the country.
- Xajés Martinez and Lindsay Sell serve as members of the Educational Programs Workshop for the Association of Fraternity/Sorority Advisors (AFA).
- Lindsay Sell currently serves as the Association of Fraternity/Sorority Advisors (AFA) Awards and Recognition Committee Chair.
- Duan Ruff and Bridgette Johnson presented at the NA4 conference in Dallas Texas on John Mosley Leadership Program.
- Erin Patchett was selected for the following national recreation professional positions:
  - Chair of the 2018 NIRSA Annual Conference Host Committee in Denver, Colorado
  - Three-year term as a member on the NIRSA Equity, Diversity, and Inclusion Commission
- Rob Patchett was selected for the 2016 NIRSA Annual Conference Program Committee in Denver, Colorado
- Brittany Heiring was selected for the 2016 NIRSA Creative Excellence Committee

- Andy Nelson was elected as Chair for the Association of Outdoor Recreation and Education Access and Permitting Committee
- Adam Walsh was selected for the Officials Committee at the 2016 NIRSA National Basketball Championships in Columbus, Ohio

### Regional

- Kyle Oldham (Residence Life) won the IACURH Valerie Averil Advisor of the Year Award.
- Peter Testory (Residential Dining Services Assistant Director for Support and Culinary Operations) was elected President Elect for the Continental Region of NACUFS beginning in July 2016.
- Sales and Marketing Manager Elodie Vigneron served as Regional Director for the Association of Collegiate Conference and Event Directors International (ACCED-I).
- Larry Serfozo (Residence Life) served on the NASPA West IV Board.
- Katie Flint
  - President-Elect of The Collegiate Career Services Association of Colorado & Wyoming.
  - Conference Co-Chair for the Mountain-Pacific Association of Colleges and Employers.
- Lucinda Van Inwagen
  - Treasurer the Mountain-Pacific Association of Colleges and Employers.
- Jeremy Podany
  - Invited Presentation for The Collegiate Career Services Association of Colorado & Wyoming, Spring Conference.
  - Invited Conference Presentation on The Innovation Mindset at Mountain-Pacific Association of Colleges and Employers Annual conference.
- Erin Hammersley, Coordinator for Parent and Family Programs, NASPA Region IV West Rising Star.
- Student Legal Services staff attorney elected as officer for the Western Regional Student Legal Services Association.
- Ben Burnham was elected 2016-2018 Colorado/Wyoming NIRSA State Leader.
- Heather Foster was elected the 2016-2017 NIRSA Region V Representative.
- Erin Patchett was selected for the 2016 NIRSA Region V Award of Merit.

### State

- Jeremy Podany was the invited Keynote with Laura Jenson at Academic Impressions' Measuring Career Outcomes Conference.
- Bridgette Johnson serves as the State coordinator for the Association of Black Cultural Centers, ongoing – 2 years..

### Community

- Director Dezarai Brubaker served as a board member for the Fort Collins Convention and Visitors Bureau.
- CSUHN Executive Director Anne Hudgens serves as the chair of the Partnership for Mental Health and Substance Use Disorders in Larimer County.

## Campus

- **ASCSU Advisor of the Year:** Bruce Mann, SLiCE Assistant Director for Co-Curricular Leadership
- **SLiCE Leadership Award:** winners included:
  - Outstanding Student Organization of the Year:* Fort Collins Rotaract
  - Outstanding New Student Organization of the Year:* Generation Outreach
  - Best Student Organization New Program of the Year:* Chinese Student and Scholars Organization's Welcome Reception
  - Student Organization Community Service Program:* Africans United's "Lose-a-Watt PorchLight"
  - Student Organization Social Program of the Year:* Indian Student Association's "Ganesh Chaturthi"
  - Student Organization Academic/Educational Program of the Year:* No More Injustice's "Enslaved"
  - Student Organization Cultural Program of the Year:* Latin American Students and Scholars Organization's "Racias Latinas"
  - Outstanding Student Organization Officer of the Year:* Alexandra Orahovats of Fort Collins Rotaract
  - Outstanding Student Organization New Member of the Year:* Holland Schellhase of National Residence Hall Honorary
  - Student Organization Emerging Leader:* Haylee Rodgers of Pi Beta Phi
  - Sport Club Coach/Faculty Advisor of the Year:* Brent McKim
  - Sport Club Carole Becker Officer of the Year:* Kenzie Baer
  - Sport Club New Officer of the Year:* Laura Schreck
  - Most Improved Sport Club of the Year:* Women's Soccer
  - Bill Hill Sport Club of the Year:* Women's Lacrosse
  - Sport Club Volunteer of the Year:* Hanna Brown
  - Outstanding PRAXIS Award:* Bailey Cross and Lindsey Paricio
  - Overall Student Organizations Advisor of the Year:* Lauren Ankarlo of Up 'Til Dawn
- President's Leadership Program - *Barb Kistler Award for Ethical and Mindful Leadership:* Aubriel Jones.
- Maria Martinez, Apartment Life Assignments and Billings Coordinator, was recipient of the Multicultural Staff and Faculty Network Distinguished Service Award for her contributions to students at CSU.
- Jeannie Ortega, Off-Campus Life Director, received the 2016 Division of Student Affairs Impact Award.
- Emily Allen, Off-Campus Life Community Liaison, received the 2016 Meritorious Service Citation from the Fort Collins Police Services.
- Lindsay Sell was awarded Sigma Nu Outstanding Greek Advisor Award.
- Lindsay Sell was awarded the Pi Kappa Phi Outstanding Fraternity/Sorority Advisor Award.
- CSU Health Network's Chris Bachman, RDN, was selected for the 2016 State Classified Outstanding Achievement Award.
- CSU Health Network's Susan MacQuiddy, was selected for a 2016 Administrative Professional Distinguished Service Award.



- Guadalupe Salazar received the Zonta Award, Empowering Women Through Service and Advocacy.
- Guadalupe Salazar was awarded the “Most Inspiring” Award from Kappa Delta Chi Sorority Inc.
- Ben Burnham was awarded the 2016 Division of Student Affairs “Innovation Award”

## Programs and Departments

### National

- The Lory Student Center received the Association of College Unions International (ACUI) 2015 Facility Design Award of Excellence, the association’s highest facility design award.
- CSU was designated a Platinum level Bicycle Friendly University, just one of six in the nation, in Fall 2015. Housing and Dining was recognized in the submission for The Spoke, significant bike parking for campus residents, and ongoing support for bike programming and education.
- In May 2016 CSU became the first university in the state of Colorado to become Fair Trade Certified. The designation required a commitment from ASCSU, policy approved by Cabinet, and a student-led action committee. The Eco Leaders and HDS Sustainability were active partners in the designation and this fall HDS will be the first on campus to transition to Fair Trade t-shirts for a major campaign (Green Warrior campaign).
- In July 2016, CSU received the national Sustainability Award from APPA, a professional leadership group for higher education facilities management. The Green Cleaning Program, solar arrays on Housing and Dining Services buildings, LEED certified facilities, and student engagement were all key contributors from HDS.
- Conference & Event Services received the award for “Best Suburban Venue” by Unique Venues Magazine in October 2015.
- Residential Dining Services was awarded a Silver Medal in the NACUFS National sustainability Award for Waste Management for diversion of waste sent to landfills through our composting and recycling efforts.
- The Climbing Club won their second consecutive national championship Men’s Baseball won their regional tournament and qualified for the DI World Series
- Wrestling Club: KaMele Sanchez was named as the first ever, female All-American from Colorado State University

### Campus

- The President’s Leadership Program (PLP) was recognized as a Top 10 Finalist in the *Degree Program with Emphasis on Leadership Development/Organizational Development* category by Leadership Excellence (a partner of HR.com). For over 33 years, Leadership Excellence has identified and recognized the top leadership organizations, programs, and individuals.