VISION

To inspire all students to embrace their unlimited possibilities.

MISSION

Student Affairs promotes student success throughout the Cal Poly experience by providing Learn by Doing opportunities, delivering innovative student-centered programs, encouraging personal growth, and empowering our students within a safe, healthy, inclusive and supportive environment.

CORE VALUES

- Champion students and alumni
- Create visionary programs and services
- Sustain meaningful partnerships and collaboration
- Cultivate continuous learning
- Promote ethics, integrity and respect

LONG-TERM GOALS

Student Affairs has four main goals, identified through a collaborative strategic planning process, from which our work flows:

- Engage every student in the Cal Poly experience
- Promote student success
- Commit to continuous improvement and innovative change
- Engage partners to ensure future success
STUDENT AFFAIRS’ CONTRIBUTIONS TO VISION 2022

Some of our highlights and accomplishments from academic year 2017-18 are presented below, in alignment with the president’s vision for Cal Poly.

Creating a Vibrant Residential Campus Community

- Many units contributed to the successful integration of more than 900 additional students this fall due to increased enrollment. These efforts resulted in $2.38M unbudgeted costs to University Housing to acquire new furniture.
- Executed a successful campus-wide education campaign that led to the approval and implementation of a $99 adjusted health services fee for newly-admitted students. This is the first campus-based fee to include a 30% financial aid set aside for low-income students.
- Opened Doerr Family Practice Field and Miller Capriotti Athletics Complex in partnership with multiple departments across campus.
- Incidents involving marijuana and other drugs in University Housing fell by about 50% due to increased intentional programming and student support.
- Made great strides in improving the quality of health and wellbeing care to students:
  - Hired nine new medical providers this year, resulting in decreased student wait times and increased student experience satisfaction.
  - Successfully passed AAAHC re-accreditation for three years (maximum available).
  - Obtained a $130,000 CSU grant to enhance basic needs services by implementing improved marketing and training for faculty and staff.
• Obtained a $300,000 Department of Justice grant to bolster bystander intervention education. This grant is a partnership with Dean of Students Office, Kinesiology, UPD, SLOPD and RISE, a local sexual and intimate partner prevention organization.

• Launched Student Affairs’ first research center, WITH US: The National Network for Peer Accountability. Within the first year, developed a strategic plan for an introductory survey and strategic/programmatic support. Designed the introductory survey to cover campus-perceived prevalence of sexual assault, hazing, AOD, and hate/bias.

• Created new hazing prevention education programming and online trainings, which resulted in participation by all 3,950 Greek community students.

• Supported more than 20,000 events at ASI facilities across campus, including 1,460 that were supported in some way by our student event management team.

• Conducted an analysis of ongoing ASI facilities maintenance and renovation needs that resulted in ASI and Facilities Management and Development crafting a new project management model, which will dedicate a single project manager to focus on ASI projects and will be funded through the UU operating budget.

• Welcomed a record-breaking crowd of 8,100 parents, family members and alumni to campus for Mustang Family Weekend – a 21% increase over the previous year.

• Celebrated the largest fall commencement in history, with more than 1,240 eligible graduates and their guests. This represented an 85% graduate participation rate (compared to 80% in fall 2016).

• Hosted 3,500 students and supporters at ASI’s Spring Stampede and raised $4,500 for Aware Awake Alive and WITH US, the National Network for Peer Accountability.

• Sold more than 150,000 athletics tickets ($1.3M in sales) to NCAA sporting events and engaged more than 1,000 students through the new Stang Gang program.


**Enhancing Student Success**

• Hosted more than 1,200 meetings with students through Dean of Students to assist them with issues related to academics, finances, mental health, medical and other concerns – up 56% over the past two years.

• Collaborated with the Dean of Students to support 209 students of concern (SOC) through the Advocate CARE Network – an increase from 175 the previous year.
• Supported more than 1,200 EOP students and increased their engagement by 127% this year through more program participation including an EOP Peer Mentoring Program for incoming first-year students and transfers.

• Served 1,634 students through DRC Services – an increase of 33% over the previous year.

• Graduated 307 students through the Student Academic Services (SAS) programs – EOP, TRIO Achievers, BAEC, Cal Poly Scholars and the Dream Center.

• Launched the “Employee of the Future Summit” to advance professional development services for students in partnership with the colleges and curriculum. The event engaged members of the Career Services Advisory Council with leaders from academic colleges and administration.

• Increased job and internship opportunities on MustangJobs.com to 36,260 (21,704 total last year), including 8,279 new employer accounts.

• Hosted 13,500 student attendees, 1,271 companies, and 3,818 recruiters at 10 career fairs – a 15% increase from last year. 16,339 positions, jobs and internships were promoted at these fairs, with 2,015 student interviews conducted.

• Hosted 1,400 students at 35 events during the inaugural CLA Career Month, a collaboration with Career Services and CLA.

• Implemented an online career services mentoring platform, connecting students with alumni.

• Engaged hundreds of students in service-learning opportunities. Some notable highlights:
  
o Generated 3,200 hours of community service through the 20th Make a Difference Day, co-hosted by Center for Service in Action and the United Way of San Luis Obispo County.

  o Generated 2,500 hours of community service through other service opportunities throughout the year.

• Completed a re-envisioning process of Greek Life with stakeholders (alumni, advisers, nationals, student leaders, and experts in all areas of prevention work) to update the standards of excellence and launch a chapter review process.

• Hosted the inaugural “Week of the Scholar” for 150 Greek students.
• Hosted the Student Leadership Institute, a two-day conference that brought 150 students together to learn about critical leadership skills and make recommendations on ways to improve inclusion on campus.

• Hosted a Monthly Speakers Series through Men and Masculinity, discussing topics such as mass shootings and the video game culture. The event experienced a 75% increase in attendance from the previous year.

• Increased alumni chapter engagement by 20%.

Creating a Rich Culture of Diversity and Inclusion

• Implemented the first Cross Cultural Experience (CCE), an orientation track during WOW for students who identify with underrepresented groups. Participants can experience alternative events such as workshops, discussions, fun activities and a multicultural resource fair. This effort aims to ensure that students are building relationships with community members that will help them be successful.

• Partnered with Cal-SOAP, a local organization serving underrepresented students on the Central Coast, to host the inaugural Black Male Spring Summit, hosted by Student Academic Services (SAS). More than 60 black students (ages 12-18) from the Lompoc School District attended the summit. The purpose of the program is to establish a long-lasting relationship with the community and inspire youth to attend college in the future.

• Created an ASI secretary of diversity and inclusivity student leadership position to work with the Cross Cultural Centers (CCC) and ASI Student Diversity Advisory Council. This position will be a permanent part of the ASI executive cabinet.

• Hosted the inaugural Dr. Martin Luther King, Jr. Dinner through the CCC, recognizing individuals who continue to do transformative work on campus.

• Held the inaugural Somos Mustangs, a luncheon for 200 first-generation parents, supporters, and students during Mustang Family Weekend.

• Broke ground on the new Multicultural Center on the first floor of the University Union, celebrating ASI, CCC students and staff input into the design.
Direct Student Aid

- Distributed 180 Cal Poly Cares grants (totaling $215,000) to high-need students – a 57% increase in the number of grants compared to the previous year. Of the total grants distributed:
  - 41 students received to support successful degree completion
  - 15 students received free or low-cost housing aid
- Collected 1,500 meals (from dining plans) from students who donated to the Meal Share Program to distribute hot meals to students in need.
- Awarded 26 grants totaling $13,303 through the Vantage Point Program, a partnership between the Office of the President and Vice President for Student Affairs to help student club events.
- Created a regalia recycling program to aid future graduating students without the means to purchase regalia for commencement.
- Created a cap and gown lending program for graduating seniors. Nearly 300 students from SAS programs participated in the program.
- Increased alumni chapter scholarship giving by 28% over last year.

Securing the Financial Future of the University

- Exceeded division-wide and Athletics fundraising goals this year.
- Graduating seniors donated $6,134 as a senior gift to Cal Poly Cares (148% increase over last year); an effort in partnership with Follett, Commencement Office, Annual Giving, and Parent and Student Philanthropy.
- Prompted better efficiencies, management and optimizations throughout the division that led to more than $1.1M in savings across the division by:
  - Outsourcing summer deep-cleaning services ($263,000 savings)
  - Better negotiations of technology procurements ($900,000 savings)
  - Converting UU conference rooms to “smart rooms” that enable users to have access to technology without needing AV staff support ($7,000 savings)
  - Upgrading LED lighting infrastructure around the UU, leading to an estimated reduction in energy use by 60% annually ($10,000 savings)
- Negotiated a partnership with Mustang Sports Properties to include investments in baseball and softball scoreboards.
- Successfully implemented a long-term athletic apparel contract with Adidas.
Developing a Greater Culture of Collaboration, Transparency and Accountability

- Launched the He[a]rd, a qualitative research program that brings the student perspective into the decision-making process. This program provides a platform for students to share their perspectives of the programs and services that impact their experience.
- Created a robust Student Affairs Onboarding Program to promote a culture that creates well-adjusted new employees and increases time-to-productivity and retention of our workforce.
- Launched LiftUP, a web-based Student Affairs employee recognition program designed to boost peer-to-peer support networks and recognize employees who positively impact students.
- Collaborated with ITS, Strategic Business Services and campus units to successfully implement more than 35 systems, applications and/or services in support of administrative operations and student success.

Technology and Data Enhancements

- Implemented an accommodation management software system (AIM) that promotes increased exam security by allowing instructors an additional way to proctor exams through the DRC. During the fall of 2017, 3,007 exams were proctored – an increase of 17% over the previous fall (2,572).
- Implemented StarRez, a new software that provides students with an easy-to-use and more flexible room application and assignment process, including online payments and room self-selection for continuing students.
- Implemented a network refresh for Poly Canyon Village and Cerro Vista which provided:
  - 40x increase in available bandwidth in residence halls
  - 2,000 installed access points
  - 150 installed switches, creating a robust network infrastructure with no significant outages reported
- Launched Cal Poly Now, a mobile application to drive engagement of events and resources. Created more than 18 guides, resulting in 850K sessions (views).
## 2017-18 STRATEGIC PRIORITIES AND ACHIEVEMENTS SUMMARY

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<th>Priorities</th>
<th>Goals</th>
<th>Summary of Accomplishments / Status Update</th>
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| **Health and Wellbeing**      | Achieve successful alternative consultation for student health fee.                                                                                                                                                                                                 | • Completed a successful education campaign and approval of the student health services fee adjustment.  
• Ongoing plans developed and public-private partnership being explored for new center.                                                                                                                                                                                                                     |
| **Residential Campus Community** | Solidify plans for yak?it'ut'u opening, programming for all residence halls, and P3 developments. Develop strategy to renovate existing residence halls.                                                                                       | • Continued partnership with yak tit'u tit'u yak tilhini Indigenous Peoples in support of yak?it'ut'u residential community; prepared to open fall 2018.  
• Contributed millions into campus and residential infrastructure improvements, safety, technology and services.                                                                                                                                                                                                 |
| **Fundraising**               | Develop parent and family communications that support student retention and result in parent giving via the Mustang Parent Society.                                                                                                                               | • Achieved fundraising goals for division and athletics.  
• Increased parent and student philanthropy giving and engagement; 148% increase in senior gift-giving this year.                                                                                                                                                                                                                                 |
| **Diversity and Inclusion**  | Develop strategic plan for division and achieve successful onboarding of inaugural Assistant Vice President for Student Affairs, Diversity and Inclusion.                                                                                                         | • Onboarded new AVP.  
• Created new orientation program engagement for URM students.  
• Developed more training, education and strategic planning on diversity and inclusion topics.  
• Created a new ASI executive cabinet level student position to serve as secretary of diversity and inclusion.  
• Implemented two new platforms and programs for employee retention and success.                                                                                                                                                                                                                           |
| **Alumni Engagement**        | Increase alumni participation and giving via segmented communications that reflect their student experience.                                                                                                                                                    | • Increased overall alumni events at chapter areas by 20%.  
• Created new employer and alumni engagement programs and events.                                                                                                                                                                                                                                              |
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<td><strong>Technology and Data</strong></td>
<td>Develop Student Success dashboards that provide real-time data correlating student achievement, persistence and graduation outcomes from engagement with SA programs.</td>
<td>• Saved the university more than $1M through improved business management and optimizations.</td>
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<td>• Implemented 35 new technology applications and services.</td>
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<td>• Collaborated campus-wide to improve service and overall technology support.</td>
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<td>• Made some advancements in data acquisition and stronger working relationships to create the dashboard; priority in progress.</td>
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<td><strong>Athletics Engagement and Recognition</strong></td>
<td>Develop and lead a division-wide media relations plan that yields regional and national recognition for Cal Poly students. Increase communications via online video, GoPoly.com and other media platforms to tell the athletics story and increase the university brand, resulting in increased student and community attendance at events.</td>
<td>• Refocused recognition opportunities and published dozens of stories about the student experience, showcasing Cal Poly’s intentional work to make campus more diverse and inclusive.</td>
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<td>• Reallocated efforts from generating national press and recognition towards supporting major university initiatives (CPOG) and racially charged incidents this spring.</td>
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<td><strong>Strategic Planning</strong></td>
<td>Launch new 2017-22 Student Affairs Strategic Plan.</td>
<td>• Implemented a new 5-year strategic plan with 60 goal initiatives.</td>
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<td>• Made progress on 21 strategic initiatives.</td>
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<td>• Supported the creation and implementation of the university strategic plan.</td>
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DIVISIONAL CHALLENGES

Data and Business Intelligence
The absence of critical business intelligence tools and inability to access institutional data continues to be a significant barrier to making progress on student success and graduation initiatives. Student Affairs has made progress in building stronger partnerships with campus stakeholders and look forward to working with the new CDO on addressing these critical issues. Without a strong commitment to partner and remain focused on student success, this area will continue to impede the division’s ability to design programs and support that benefit students’ learning and development.

Salaries
Employee recruitment and retention is a major factor in student success, satisfaction and graduation. Yet, we are falling critically behind at many staffing positions, especially in the SSP classification and lower-level administrative positions. These positions have been increasingly challenging to fill and retain, impacted largely by the growing local economy competing for these same positions, coupled with the high cost of living on the Central Coast. Issues of compression from such factors as minimum wage increases and cost of living to name a few, also continue to impact our operations in the hundreds of thousands of dollars. We need to prioritize financial resources towards addressing these issues in future budget cycles.

Bandwidth
We are experiencing bandwidth issues across the division that are making it difficult to keep up with student needs. There was a 56% increase over two years in individual student issues, 5150s, student protests, bias incidents, and other issues of academic concerns, financial, medical, physical and/or emotional needs. Additionally, a 33% increase in student support through DRC. The number of mental health hospitalizations has also increased. These cases require a high-touch, student-focused approach, and extensive collaboration with campus partners and families to support students progressing to graduation.

(Graph: reasons for students that visited the assistant dean of students)
2018-19 DIVISIONAL PRIORITIES

- Improve campus climate for all students; help students lift up their voices; build relationships of integrity with them.
- Implement year-one of the student health services fee adjustment.
- Focus fundraising efforts on building the pipeline for facilities (career, interfaith, cross cultural centers, health and wellbeing center).
- Partner with AFD to develop the next phase of the residential campus community, which includes a Greek Life village.
- Redefine Greek Life for long-term sustainability.

STRATEGIC PLAN YEAR TWO PRIORITIES

Student Affairs leadership made the strategic decision to shift the focus towards building capacity and infrastructure to address issues of diversity and inclusion on campus. Here are the priority initiatives for year two of the 2017-22 Student Affairs Strategic Plan:

- Expand gender-inclusive policies, education, and infrastructure throughout campus.
- Ensure all leadership training programs cultivate an appreciation of cultural and human differences and increase awareness and knowledge of a leader’s personal and professional roles in contributing to positive social change.
- Expand professional development opportunities to motivate staff and build capabilities around diversity, inclusion and social justice. (*Expansion of year one initiative*)
- Expand tutoring, advising and supplemental instruction in partnership with Academic Affairs.
- Innovate university-wide prevention programs, practices, and services for substance use, violence, and suicide.
- Expand Student Affairs’ footprint, staffing, and collaboration with campus partners to support student programming and service delivery that ensures campus is the focus of the student’s Cal Poly experience.
- Expand network of alumni chapters to increase alumni participation.