STUDENT AFFAIRS VISION

To inspire all students to embrace their unlimited possibilities.

STUDENT AFFAIRS 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.

DIVISIONAL CORE VALUES

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

LONG-TERM GOALS

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

- Build a culture of excellence and innovation
- Enhance campus life and student success
- Engage partners to ensure our future success
STUDENT AFFAIRS SUCCESSES

Highlights of our team’s AY2015–16 accomplishments are presented below, organized by our long-term goals. Additional accomplishments are presented in other sections of this report as appropriate.

Build a culture of excellence and innovation

• Increased employer participation at career fairs by 13%; student participation increased by 12% over previous year.

• Trained more than 400 ASI staff on bystander intervention, personal safety, customer service, team building, and professional skills.

• Registered the most students to vote among all CSU campuses, via ASI student leadership’s participation in the Flex-Your-Right campaign.

• Produced 23% of fraternity and sorority members on the Dean’s List, while Greek students comprise only 17% of the student body.

• Received multiple national awards for Greek Life, including Outstanding Advisor Award, the Marilyn Fordham Fraternal Values Award, and the Overall Excellence award for the Interfraternity Council and the Panhellenic Council.

• Implemented a new mail package tracking software in housing to manage the 58,000 packages received at the front desks, a savings of $45,000.

• Converted 106 four-person apartments into six-person apartments, adding 212 additional bed spaces on campus.

• Treated 32,000 students at Campus Health and Wellbeing with fewer medical staff than the prior year.

• Created measurable learning outcomes and detailed assessment plans to ensure continuous improvement of student services in 100% of Student Affairs departments.
Enhance campus life and student success

- Increased student participation in both commencement seasons, up 17% in fall and 8% in spring.

- Provided 228 students with gently used professional clothing through the Career Services’ Cal Poly Clothing Closet.

- Achieved a perfect score of 1,000 APR in 66% of Cal Poly Athletic teams, with all teams above 945.

- Launched Alumni Week of Welcome, connecting with over 500 graduating seniors.

- Fed 493 students through the Food Pantry; and 9,053 meal vouchers were redeemed.

- Reduced repeat offenders to only 2% of the 327 students who received a citation for negative behavior in the community through our efforts to educate students on how to be better neighbors.

- Increased the number of students who participated in a Safer presentation by 11.5% to 15,605 students.

- 50 students, including six first-generation, completed the new Emerging Leaders Certificate, offered through the Center for Leadership.

- 97.1% of DRC students agreed that the support they received from their access specialist contributed to their academic success.
• Retained 98.5% of Cal Poly Scholars for the coming academic year.

• Increased student demand for Study Sessions by 5.7% through Student Academic Services.

• Increased the percentage of students seen at counseling services by 10.5%; up from 9.1% the year prior, while decreasing the average number of sessions from 2.5 to 2.3 per student.

• Welcomed more than 50 students each week in the Veterans Success Center and developed new partnerships with Northrop Grumman, Southern California Edison, and Tek Systems recruiters.

• Launched Portfolium, an online interactive resume and portfolio program, and engaged 8,537 alumni.

Engage partners to ensure our future success

• Created the UPBeat video series and syndicated them to over 18,000 recipients, in lieu of distributing a printed, campus-wide annual report.

• Parent & Family Programs partnered with Alumni Relations for a record-breaking attendance at Mustang Family Weekend, while increasing revenue by 46% and decreasing expenses by 34%.

• Expanded the Student Affairs Advisory Council from 12 to 17 members.

• Trained 28 divisional staff members on university and divisional marketing and communication brand standards.

• Helped to produce more than 200 audio/radio broadcasts of Athletic events, including two nationally televised games.

• Established five new alumni chapters, resulting in 28% more events and 21% increase in alumni attendance.

• Partnered with AFD to restore the Cal Poly “P”, and collaborated with Athletics to begin renovation of a new intramural field.

• Prepared, scheduled, and developed marketing plans for more than 80 events, designed to support the student community in healthy and positive ways in the event of a faculty work stoppage.

• Partnered with the Center for Innovation and Entrepreneurship faculty to develop the Cal Poly Lofts Learning Community.
DIVISIONAL CHALLENGES

**Funding**
Flexible operational-based funding is shrinking as employees are being retained, resulting in well-deserved in-range progressions or re-classifications. This limits Student Affairs’ ability to be nimble when new student or university needs arise. Student Affairs estimates about a $7.5 million shortfall in funding for state funded programs to achieve a fully integrated residential campus model at enrollment levels projected through 2018. Additional shortfalls exist in fee-funded areas, especially Campus Health and Wellbeing.

**Staffing**
There have been a number of staff retirements and departures, making it difficult to fill open positions. Like all other divisions, we are challenged by competitive wages for Student Affairs professionals around the country, and the high cost of living in San Luis Obispo County. We celebrate when staff elect to retire and are proud when other universities hire our staff, as hiring of our team members is a signal that our approach to working with students is respected externally.

**Data**
As the graduation initiative goals are established, the campus must develop a solution for the collection, storage, and analysis of data related to students’ out-of-class experiences. In the 2014 Campus Climate Study, 63% of the students who indicated they had thought about leaving Cal Poly reported a lack of connection with campus. Four of the other top five reasons for potential departure have direct implications for Student Affairs. Using data to look at the entirety of the student experience will allow Cal Poly to effectively target areas for improvement or maximization as we strategize to meet the CSU system’s graduation goals in 2025.
STRATEGIC PRIORITIES OF THE VICE PRESIDENT

Listed below are the strategic priorities of the Vice President for Student Affairs, established in last year’s plan with key accomplishments.

2015–16 Goal: Fund Development

Student Affairs will grow its prospect base, visits, solicitations, and major gifts fundraising around our priorities of Student Access (Cal Poly Cares, Cross Cultural Centers, Cal Poly Scholars) and Student Wellbeing (Campus Health and Wellbeing Center), in addition to aggressive fundraising for the University Union, including room naming’s, facilities expansions, and enhancements.

Student Affairs has grown its prospect base, numbers of visits, solicitations, and major gifts proposals surrounding our fund development priorities.

<table>
<thead>
<tr>
<th>AY</th>
<th>Prospects</th>
<th>Visits</th>
<th>Solicitations</th>
<th>Major Gift Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014–15</td>
<td>136</td>
<td>35</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>2015–16</td>
<td>206</td>
<td>55</td>
<td>5</td>
<td>3</td>
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</table>

Total fundraising remained stable year-over-year, with Student Affairs raising $1,044,826 in our first year with an official fundraising goal. We did not meet the $1.5 million goal for several reasons including the failed UU referendum, personal absence of our director of development, and no traditional pipeline of donors. Still, Student Affairs’ contribution to campus fundraising has increased by 304% since the arrival of the vice president in 2013.

Our major gifts remained focused on our two priorities of Student Access and Student Wellbeing.

Fund Development highlights include:

- $180,000 from Scott and Julia Starkey to establish the Center for Bystander Intervention (Student Wellbeing).
- $50,000 from Frieda’s Inc. for a healthy campus eating cookbook (Student Wellbeing).
- $90,000 from Peter and Mary Beth Oppenheimer for the Hunger Program (Student Wellbeing).
- Approximately $30,000 raised via an annual fund outreach to parents for Cal Poly Cares (Student Access).
• $10,000 from Mary and Larry Ritchie for the Hunger Program (Student Wellbeing).

• $10,000 from Neil Souza for the Linux Users Club (Student Leadership).

Student Affairs also advanced key university priorities, including engaging both parents and alumni in philanthropic support of the university, resulting in an 8% increase in alumni giving over the prior year, and a 39% increase in parent giving. Student Affairs is proud to engage these key populations via the programmatic support we offer.
2015-16 Goal: Divisional Climate

Student Affairs will continue to pay close attention to the climate in the division, working to find ways to bring the division together as one division, rather than a loose coupling of independent departments. This will include addressing issues of wages at all levels.

Over the past year, issues of climate at all levels have been priorities for the vice president. This work began with an intentional strengthening of the Senior Leadership Team. Two team-building retreats were held with the senior leaders; the second program included all newly hired team members (dean of students, athletic director, and executive director of University Housing). As a result of these gatherings, the Senior Leadership Team is stronger, more focused, and collaborative. Of particular note is the positive relationship with ASI and its Executive Director. This is a marked improvement from one year ago, and significantly improved since 2013.

Climate issues within the larger division also improved. The vice president began a practice of writing a personal email to every member of the division each Monday morning. This note would cheerlead the team, celebrate accomplishments, highlight challenges and provide transparency about what the focus of the vice president was for the week.

Issues of salary are being addressed, but not fully resolved. Student Affairs continues to partner with Human Resources to ensure that individuals who have gone multiple years without an in-range progression and are exceeding expectations in their performance receive the appropriate adjustment, and a review to ensure that there is not unconscious bias against under-represented populations. Campus Health and Wellbeing also provided each employee with a one-time bonus from salary savings for their performances after an unusually high number of staff vacancies.

Student Affairs continued to come together quarterly for professional development, with the Fall Recharge being our signature event. Our Winter Recharge focused on staff development for all division members and offered a suite of more than 34 workshops to build capabilities for all. The professional development curriculum and new employee orientation that was desired was not created given an employee vacancy, and will be a priority for the coming year.
2015-16 Goal: Constituent Engagement

Student Affairs will put more emphasis into strategic constituent engagement via strategic lifecycle communication over the coming year, including students by interest area, parents, alumni, employers, and community.

Student Affairs continues to improve its data collection in this area, allowing us to make progress towards understanding the types of information our students want to receive as well as the information that they need to further their success. Our communications to students have an average open rate of 45%, exceeding industry standard of 26%.

In partnership with University Marketing, stronger communications plans have been developed for both parents and alumni, resulting in higher levels of engagement and philanthropic support. Career Services has developed a strategic plan for employer relations and will begin implementation in summer of 2016. Efforts to communicate with the community could be improved, and with a new director of community relations at Cal Poly, communication is already improving.

Hurdles in this area include the collection, storage, and retrieval of data related to student participation in out-of-class experiences. New perspectives in Institutional Research and ITS are helping to address this challenge. An additional hurdle is the re-organization of University Marketing into a centralized service. While Student Affairs supports the centralization, clearer definitions about what the centralized unit will support is needed in addition to information about the fee structure it is proposing to charge units to use previously free tools, like the CONNECT CRM. It is our hope that a centralized marketing area will provide a basic level of service to units as this will avoid unintended consequences of uncoordinated marketing efforts.
### STUDENT AFFAIRS LEADERSHIP STRATEGIC PRIORITIES

Listed below are the 18-month short-term goals (established in August 2015) and accomplishments/status updates made by the divisional leaders.

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Goals</th>
<th>Accomplishments/Status Updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni Relations</td>
<td>Achieve integration of Alumni Relations</td>
<td>Complete</td>
</tr>
<tr>
<td>Assessment</td>
<td>Demonstrate our impact on student success through divisional assessment efforts (key to WASC reaccreditation)</td>
<td>120 program-level learning outcomes were developed across all departments; 27 assessment plans in progress, and 50 divisional staff trained in assessment practices</td>
</tr>
<tr>
<td>Development</td>
<td>Achieve our development goal including increasing parent and alumni giving</td>
<td>Goal was not achieved (see page 7); although parent and alumni giving increased campuswide</td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td>Provide leadership for Campus Climate Study Action Plans</td>
<td>While these plans were not advanced, Student Affairs made significant progress in leading campus diversity and inclusion (see page 9)</td>
</tr>
<tr>
<td>Divisional Climate</td>
<td>Focus on personal and professional growth of all divisional employees through professional development and new employee onboarding</td>
<td>Executive Onboarding is implemented and the Winter Recharge provided phase 1 of Staff Development programs. Next phases were not achieved due to employee vacancy; plans to implement in 2016–17</td>
</tr>
<tr>
<td>Health and Wellbeing</td>
<td>Expand our services to the Cal Poly community around health and wellbeing including developing plans for a new facility, public-private partnerships, and potential student fee referendum</td>
<td>Ongoing; plans developed and public-private partnership being explored</td>
</tr>
<tr>
<td>Marketing</td>
<td>Build robust accountability for supporting the Student Affairs brand, Unlimited Possibilities</td>
<td>Over 140 marketing and communications efforts produced via brand standards</td>
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<tr>
<td>Residential Campus</td>
<td>Provide leadership for the 24/7 campus initiative</td>
<td>Ongoing. New initiatives that were successful this year include new meal plan format, reduced residential parking, and first-year Career Services initiative</td>
</tr>
<tr>
<td>Residential Campus</td>
<td>Partner with students to lead and execute a collaborative University Union Referendum</td>
<td>While the referendum was not successful, the goal of partnership via the referendum was implemented and now a sustained part of divisional culture</td>
</tr>
<tr>
<td>Residential Campus</td>
<td>Develop a facilities master plan for the division</td>
<td>To be complete in 2016–17</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Execute year two initiatives in strategic plan and kick off 2017–22 planning process</td>
<td>Completed all 17 strategic plan initiatives; 2017–22 planning launched in spring</td>
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DIVISIONAL GOALS TO ADVANCING VISION 2022

Student Affairs is proud to contribute vibrantly towards achieving the objectives set forth in President Armstrong’s Vision 2022. Along with the four guiding principles of Cal Poly, Vision 2022 sets the framework for our division’s strategic plan and decision-making process. Highlights from each area of Vision 2022 are presented below.

Residential Campus

- Partnered with Cal Poly Corporation to implement a new dining plan model for first-year students. As a result of students having the choice of where to eat, the number of students expressing concern over the quality of campus dining has decreased.

- Facilitated the collaboration of ASI and Athletics to co-fund the new intramural/football practice field adjacent to athletic facilities and the new student housing complex.

- Increased student participation in club sports by almost 7% in 2014–15, with seven teams ranked in the top 10 in the country for their respective sport.

- Successfully completed a search for a new leader in University Housing, after a year’s vacancy in the role, to ensure that Student Affairs’ largest department is well positioned to meet the needs of students as Cal Poly moves to a two-year living requirement.

- Gained greater understanding of student priorities around basic needs as a result of the unsuccessful UU referendum.

- Maintained the average number of students attending sporting events on campus, with a goal to grow attendance in the coming year.

Culture of diversity and inclusion

- Established a separate section in Senior Leaders performance evaluations to focus on their contributions to diversity and inclusion.

- Centered the division’s Fall ReCharge (an all-staff professional development day) on issues of diversity and inclusion, with a focus on the personal accountability in fostering a healthy campus climate.
• Completed the first year of *Cal Poly Cares*, awarding more than $280,000 in grants to students in need.

• Launched Allyship trainings, through the Cross Cultural Centers, focusing on the LGBTQ population and issues of race and class, training 120 students, faculty, and staff.

• Hosted the Muslim Student Association West Conference, symbolizing Cal Poly’s commitment to an inclusive environment.

• Secured the enrollment of 78% of PolyCultural Weekend attendees.

• Created a role to serve as a campus contact for undocumented students, and many leaders, including the vice president, completed undocumented student ally training.

• Expanded cultural commencement ceremonies to six programs, celebrating our diverse student graduates.

• Facilitated the growth of the Cal Poly Black Alumni Chapter, increasing the number of black alumni contacts by 94%. 
Teacher Scholar Model

- Provided individual services to 838 students via the assistant dean of students, allowing faculty to make confident referrals for student care so that they can focus on teaching and research.
- Completed the Career Services employer engagement model, providing a roadmap for Cal Poly to grow internships that lead to deeper relationships with companies, including on-campus research.

Student Success

- Launched Grades First, an academic tutor-management software for student athletes.
- Increased student connection with their major and potential career with 92% of first-year students engaged through Career Service’s Freshman Focus Team, up from 90% the previous year.
- Proctored 5,533 tests through the DRC Testing Center, 148,700 pages of text were converted using Alternative Media services, and 20,721 rides were given by DRC Tram Services.
- Improved student’s initial connection to Cal Poly through the Soar Program (now SLO Days) where 94% of students felt that the Soar program helped them feel like they are part of the Mustang community, an important outcome for the first year of required orientation.
- Created the Residential Wellness Program, a collaboration between University Housing, Counseling Services, and San Luis Obispo County Behavioral Health to provide immediate, in-hall care for students experiencing mental health concerns.
- Developed the #anxietyTOOLBOX, a three-session program focused on anxiety management skills prepared by Counseling Services.
- Reduced community standards violations by 13% in the residence halls, with alcohol incidents decreasing 1.5%. Community standards recidivism reduced 3% over prior year.
Transparency, Collaboration and Accountability

- Created an interactive strategic plan website to showcase progress updates on all goals, including results and recommendations from senior sponsors.

- Enhanced divisional collaboration by launching 18 work teams to achieve the year two strategic plan initiatives.

- Launched Mustang Mondays, weekly communication directly from the vice president to the entire division to enhance transparency and communication.

- Continued vice president lunches with departments to promote open dialogue between staff and senior leadership.

- Partnered with student government on two themed weeks: It’s on Us and Buck the Stigma.

- Collaborated with all colleges to ensure that college or departmental commencement events were held in ADA compliant venues.
Secure the financial future of our campus

- Awarded $1.25 million in funding from the U.S. Department of Education for *Upward Bound* programming.
- Reviewed all aspects of expenses in University Housing, including technology, maintenance, and staffing to ensure that funds are made available to enhance the residential campus experience.
- Strategically secured a percentage of departmental carry-over to advance one-time initiatives in the division.
- Engaged ASI as a financial partner in helping to complete facilities projects.
- Increased the number of club sports with online giving links on their websites.
- Strategically engaged parents and alumni, resulting in an increase in giving campuswide.
2016–17 KEY PRIORITIES

In addition to rounding out the 18-month priorities identified in August 2015, the vice president will focus his time on the following priorities:

**Development of the 2017–2022 Student Affairs Strategic Plan**
Beginning with a two-day strategic planning summit for 40 Student Affairs leaders, the next strategic plan for the division will be created and ready for implementation in summer of 2017, when the current, successful three-year plan expires. The new plan will fulfill Student Affairs’ contributions to Vision 2022 and seek to establish the most innovative student experience in the nation.

**Advance key facilities related to the residential campus**
Significant planning and development will need to be done this year to expand the Student Affairs footprint on campus and to improve the spaces that contribute to student success. Strong partnerships with the leadership of Administration and Finance will be needed to reach decision points regarding future student housing and a health center/health provider model on campus. Partnership with ASI and private donors will help Student Affairs revive Crandall Gym into a space that brings new life to the western edge of campus.

**Achieve $2 million in fundraising**
Advance our efforts to engage philanthropic partners around our shared vision of the Cal Poly student experience. Much of this work will fall on the director of development to cultivate the pipeline of donors and move them towards the point of giving.

**Articulate and implement contributions to graduation initiative**
Cal Poly has ambitious graduation rate goals, and Student Affairs views itself as a key contributor to student success. We will need to continue to measure our impact on the student experience so that we can maximize the connecting of students to programs and services that lead to graduation. This will require strong partnerships with Academic Affairs, Institutional Research and ITS for unfettered data access and university marketing to provide the communication tools to track interaction with students.

**Continue to create a safe and inclusive campus**
Student Affairs has a number of new leaders in this area, including the assistant dean of students/director of Cross Cultural Centers, and we will partner with the new chief diversity officer to expand our commitment to a safe and inclusive campus. Extra effort will be devoted on the part of the vice president to ensure that he is connecting with students from under-represented backgrounds to facilitate dialogue and a community of trust.