



## STUDENT AFFAIRS & ENROLLMENT MANAGEMENT ACADEMIC YEAR 2014-15 CONTRIBUTIONS (INCLUDES SUMMER 2014)

Organized by SF State Strategic Plan's Five Core Values (see <http://planning.sfsu.edu>)

### COURAGE:

- Developed and designated a comprehensive Title IX/DHR personnel team and began implementation of new CSU Executive Orders 1095, 1096, 1097 and 1098, as well as Violence Against Women Act mandates and California State Auditor requirements – reorganization has resulted in a notable increase in the amount of reported Title IX/DHR incidents to relevant personnel, with fewer than 20 reported in AY 2013-14 as compared to over 120 reported in AY 2014-5
- Sponsored the 1<sup>st</sup> Annual CSU System-wide Title IX investigator training in Fall 2014, for over 100 attendees from all 23 campus and the Chancellor's Office
- Conducted extensive training with a wide range of constituencies on campus, including the Cabinet, senior leadership teams, department chairs, Academic Senate, Associated Students, and others on Title IX roles/responsibilities for SF State
- Strategically reallocated existing resources to establish a new unit, Health Promotions & Wellness, rounding out the health delivery trio that also includes Counseling & Psychological Services and Student Health Services
- Similarly, instituted reorganizations of the Enrollment Management Division and the Dean of Students Office to adapt to changing/shifting student and campus needs, as well as improve efficiency/effectiveness, by reallocating internally

### LIFE OF THE MIND:

- New pilot program during Summer 2014 for two-day Navigator sessions was well-received, based on the feedback from evaluations
- Consistent with continuing efforts to build strong collaborations between Academic Affairs, and SAEM, implemented the transfer of Orientation Programs from Advising Center to the Dean of Students Office, documented via an MOU
- SAEM had two representatives from our Cabinet area who contributed actively to the campus strategic planning committee; further, we initiated our own strategic planning process (the first in over a decade), beginning with a half-day retreat with the Leadership Council and now continuing through a new committee
- Instituted greater clarity and consistency in processes used to process personnel actions, especially in establishing and filling vacant positions, and in budget planning/allocations, promoting a higher level of transparency and better documentation trail
  - Combined the UPD and Parking & Transportation budgets into one cohesive fiscal entity, thereby affording chances for realizing some efficiencies

- Identified budget prioritization principles, and developed/promulgated use of three new templates/forms to request and review personnel- and budget-related requests, utilizing these principles to guide review of these requests
- Selected as one of the NASPA LEAD Initiative institutions for 2014-15, comprising an effort to promote community service and support service learning
- Developed infrastructure to support both faculty instructors and student participants in short-term faculty-led study abroad programs and to ensure compliance with Chancellor's Office guidelines for health/safety and risk management
- Took affirmative steps toward building a culture of evidence in the cabinet area by implementing several assessments, including the American College Health Association's National College Health Assessment (ACHA-NCHA) and the Education Advisory Board's pilot version of the Sexual Violence Campus Climate Survey, to guide decision-making and priority-setting
- Along with Division of Undergraduate Studies, Dean of Students Office was selected as a pilot partner (one of eight campuses) to receive a High-Impact Practices grant from the CSU Chancellor's Office, which helps foster continued collaboration between those two units to promote student success and advance the graduation initiative, specifically by leveraging technology and data analytics to do so

#### EQUITY:

- Advocated for, received funding for and filled 2.0 FTE new positions, an Equity Programs & Compliance Manager and a Confidential Assistant to this Manager in order to ensure effective, timely compliance with and implementation of applicable state and federal regulations as they relate to sexual harassment, sexual violence and gender equity, as well as to CSU policies as they address discrimination, harassment and retaliation for members of the campus community (students, employees and 3<sup>rd</sup> parties)
- Underwent a successful audit of the Accessible Technology Initiative – we had only one finding which was quickly resolved
- Formalized the appointment, accountability, purpose and mission for the AB 540/Undocumented Student Educational Equity Task Force to institutionalize campus support for undocumented students enrolled at SF State
- Appointed the inaugural President's Gender Equity & Title IX Advisory Board and began examining campus climate issues relative to gender equity
- Achieved continued leading position nationally in long-term study abroad participation, ranking second of all institutions in the US and first among masters-degree granting, comprehensive universities. In particular, participation of students of color is at a substantially higher rate than that of our institutional peers, whereby 59% of SF State long-term study abroad program participants are students of color, compared to a national average of approximately 23.9% (Source: IIE, *Open Doors 2013-14*).
- In 2014-15, SF State won 44 Gilman scholarships, the second largest cohort in the nation. The Gilman Scholarship Program supports students who have been traditionally under-represented in study abroad, including but not limited to students with high-financial need, students with diverse ethnic backgrounds, and students with disabilities.

- Established the EOP peer mentoring program, identifying 10 peer mentors who were assigned to incoming EOP students, with the intention to support them throughout their academic career through graduation
- In collaboration with Administration & Finance, took the lead on identifying and establishing gender-neutral restroom locations at both the 1600 Holloway Avenue campus and the Downtown Campus, as well as created a web resource on this issue
- In collaboration with Administration & Finance, established two (2) lactation rooms on campus for use by employees and students

#### COMMUNITY:

- We convened and launched the Action Crisis Team (SF State's Behavioral Intervention Team) – approximately 20 students came to the Team's attention throughout the year, and the Team was able to avert an escalation of distress/disruption by providing the care/intervention that these students needed
- Demonstrated an increase in the quantity and quality of collaboration between SAEM and Administration & Finance, in particular with Human Resources and Budget Office
- Instituted a number of new communication structures across the Cabinet area intended to promote a greater sense of community and connection across the Cabinet area via regular meetings and annual retreats, including an Executive Council, a Leadership Council, and Town Halls; ad hoc feedback has been positive
- Established three cabinet area-wide committees to promote inter-unit collaboration and provide increased professional development opportunities for SAEM faculty/staff: (1) Assessment Committee; (2) Professional Development Committee; and (3) Strategic Planning Committee
- Initiated connection with representatives of the student media and local media to (re)build positive relationships and also help get our "story" out there
- Completed the merger of Associated Students, Inc., and Cesar Chavez Student Center, as well as appointed a new interim Executive Director who now reports directly through the Vice President's Office
- Updated the University Police Department emergency notification protocols to be much more efficient and efficacious about people's time and energy, and updated several UPD policies, e.g., Clery timely warning
- Engaged in self-study, self-improvement and capacity-building efforts regarding the campus' handling of EOC-related incidents across the entire campus
  - Instituted technical assistance training with all EOC-member units/programs about developing their own unit-/program-based plans
  - Updated the UPD emergency radio system and infrastructure to facilitate better interagency communication
  - Hosted a table-top training in March 2015 and completed a consultant review of our policies/procedures/practices
  - Simplified/streamlined via Blackboard Connect for more rapid and responsive emergency communications, including Clery timely warnings

- In partnership with University Advancement and Chancellor's Office, played a lead role in successfully advocating to relocate Commencement ceremonies from Cox Stadium to AT&T Park and then actually implementing Commencement at this site for the first time in May 2015
- Confucius Institute expanded the number of collaborative learning labs for K-12 students (called Confucius Classrooms) from four already existing in the region to a fifth in the East Bay area (Berkeley)
- After several years of inactivity, implemented the groundwork to reestablish our participation in the PIQE (Parental Involvement for Quality Education) initiative sponsored by CSU Chancellor's Office
- Executed 11 new international institutional partnerships - eight bilateral exchange agreements with institutions in Taiwan, France, Japan, Jamaica, Sweden, Spain, and Denmark, and three Memorandums of Understanding with institutions in China and Palestine
- SF State's 383 international exchange students from 22 countries contributed 12,256 hours of community service through the over 170 projects and events organized by the International Education & Exchange Council (IEEC), a student organization on campus.

#### RESILIENCE:

- Throughout the Campus Solutions conversion, we continued to admit/register students, disburse financial aid, record grades and award degrees!! We finished Phase I, and began planning for Phase II
- Appointed a new Director for Student Outreach Services who is bringing new expertise and energy and is revamping that unit for increased performance
- Contributed substantively to improving our track record of stewardship of major gifts to SF State by working with student leaders in a naming opportunity: the Manny Mashouf Wellness Center (for a gift of \$10 million)
- Established the HOPE Student Crisis Loan Fund – received our first major gift of \$100,000 in December and are in the process of awarding our first loan, while also vetting the new procedures
- Provided lead coordination throughout the shift of Summer Session from self-support funding to a state-support funding model, resulting in an increase of 12% in headcount enrollment over Summer 2014
- Confucius Institute underwent a successful 10-year external review, whereby the Review Committee strongly recommended continuation, and President Wong endorsed this

Drafted 8.4.2015  
Finalized 8.9.2015