STUDENT SUCCESS
ANNUAL REPORT
2019-2020
YEAR IN REVIEW

Inclusive Community • Personal Growth • Lifelong Learning

UNIVERSITY of
SOUTH FLORIDA
ST. PETERSBURG CAMPUS
A MESSAGE FROM
THE REGIONAL VICE
CHANCELLOR OF STUDENT
SUCCESS

Our Student Success mission is to create and facilitate dynamic experiences that inspire personal growth, inclusive community and lifelong learning. This Annual Report 2019-2020 represents a multitude of programs, events and highlights that focus on our mission. We kicked off the academic year in August 2019 with a retreat theme focused on Change. We studied the book: Our Iceberg is Melting: Changing and Succeeding Under Any Conditions by Rathgeber and Kotter. Little did we know the “C” change that was about to occur, with Consolidation, COVID-19 and Civil unrest.

We have adapted quickly to working remotely and providing students with a full array of virtual student services. We continue to navigate and chart new paths for student success. We acknowledge the help of so many individuals and departments across campus, as well as our Student Success colleagues in Tampa and Sarasota Manatee, and we are grateful for the relationships and partnerships that support our mission to serve students. Thank you for taking the time to review our accomplishments and for contributing to our efforts.

Go Bulls,

Patti S. Helton, Ph.D.
Regional Vice Chancellor of Student Success
MULTICULTURAL ORGANIZATION DEVELOPMENT

Adams, Bell and Griffin (2007) define social justice as both a process and a goal. “The goal of social justice education is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society that is equitable, and all members are physically and psychologically safe and secure.”

In the summer of 2019 the Division of Student Affairs and Student Success, led by Dr. Patti Helton, Regional Vice Chancellor for Student Affairs and Student Success, charged the division to engage in a process of accountability as it relates to providing an inclusive campus environment. Utilizing our divisional pillar of Inclusive Community as the call to action, the division identified the Multicultural Organization Development (MCOD) framework as the tool each unit, program and service would use to evaluate itself. The MCOD framework provided a tangible set of criteria for unit leaders to utilize in order to assess to what degree their unit is meeting the aspiration of being a multicultural organization. Information gleaned from this process sparked reflection and opportunity to engage in dialogue about how to address gaps and strengthen existing programs to become more inclusive and justice oriented. What follows is a timeline of activity engaged in throughout the 2019 – 2020 academic year, achievements and goals as identified by each unit.

TIMELINE & DELIVERABLES

1. Units conduct audit and analyze data
   SEPTEMBER

2. Start drafting unit plans
   OCTOBER

3. Finalize draft of strategic activities, including accountability structures
   NOVEMBER

4. Submit to SALT by: December 13th for review
   Implementation to start January 2020
   DECEMBER
Campus Recreation
• To further assist students with disabilities, Campus Recreation installed stairs on the dock for patrons to have easier access to the larger sailboats.
• An ADA accessible kayak dock was purchased and installed to assist patrons launching their vessels from the dock.

COMPASS Student Experience
• Assess Compass Student Leader perceptions of Diversity and Inclusion within the office.
• Modify existing mission statement to demonstrate and reflect the commitment to diversity and inclusion for the Compass Student Experience Team.
• Increase the engagement in professional development through programming efforts for professional and student staff.
• Evaluate existing student experiences and determine if changes are needed to make them more diverse and inclusive.
• We would like to develop a goal related to the recruitment of underrepresented students in Pinellas County, and the effectiveness of the PATHe program in addressing obstacles related to access and inclusion.

Career Center
• Staff completed over 12 trainings/webinars/conference programs on topics of identities including, LGBTQ, People of Color, Undocumented Students, Veterans, Students with Disabilities, and inclusion, equity, etc.
• Created a D&I Action Plan template to be utilized annually to track goals and progress of initiatives.
• The Career Center added a pre-appointment student survey to the schedule new appointment page of Handshake asking for preferred name, preferred pronouns, and accommodation needs.
• The Career Center made modifications to the lobby space of the Career Center in December 2019 to allow for better accessibility of reception desk and room.

Enrollment Planning and Management
• Working to secure funding to post jobs in publications that serve diverse and multilingual populations.
• Work with HR to make sure that we ask about language skills on the application and that we have this consistently as a preferred qualification on future job postings.

Financial Aid and Scholarships
• Work with underrepresented students to increase financial literacy and build awareness of opportunities to work on campus.
• Make the Office of the Financial Aid and Scholarships ADA-compliant by conducting a compliance assessment and working to construct fully compliant facilities.
• Promote the accessibility of a bi-lingual Spanish-speaking advisor on staff.

TIMELINE & DELIVERABLES

5. Divisional Diversity and Inclusion Committee review and analyze unit plans
   JANUARY - FEBRUARY

6. Review complete and feedback provided to Unit plans to Division of Student Success
   MARCH - APRIL

7. Presentations of Unit plans to Division of Student Success

8. Summer 2020: Review, revise, and update Unit plans
   MAY
Dean of Students
• The DOS area will identify and implement a more diversified array of marketing efforts and networks to increase professional opportunities for members of underrepresented populations.
• DOS team will increase their cultural awareness and will track and monitor their staff training completed throughout the year.
• DOS team will foster a more inclusive and culturally embracive environment to the students and customers we serve which will lead to a psychologically and physically safe environment. Reflect commitment to inclusion and justice in the unit mission, vision and values.

Housing and Residence Education
• Prioritize staff multicultural learning equally with student learning.
• Develop and implement a curriculum built for RA staff as well as professional staff throughout the year and identify check points for learning.

Orientation and Enrollment Marketing Services
• Improve the diversity of underrepresented students among the Orientation Leaders and Navigators in Department of Orientation and Campus Visitations.
• Improve the enrollment rate of new Summer and Fall 2021 Black and Hispanic FTIC students by 2%.

Office of the Registrar
• Make the Office of the Registrar ADA-compliant by conducting a compliance assessment and working to construct fully compliant facilities.
• Retain employee diversity in Records and Registration by creating a culture where staff regularly feel comfortable communicating in an open and honest way, foster respect among the team.
• Weekly to bi-weekly staff team building meetings, regular celebration activities such as birthdays or acknowledging work anniversaries and holidays.
• Create an open-door policy where staff know they can come to me anytime about anything.
• Assess through annual performance evaluations.

Resource Management / Student Centers & Events
• Explore enhancing the spaces within the Student Center to provide opportunities for underrepresented identities to be expressed and celebrated.
• Review mail and package procedures; exploring the use of preferred names instead of legal names.
• Enhance accessibility for event-related equipment and spaces.
• Work with university departments to encourage purchasing from diverse and minority-owned businesses.

Student Life and Engagement
• Update SLE professional staff position description to include responsibilities that promote, enhance, and support Multicultural awareness and competence.
• Create a more inclusive campus environment through SLE programs and services.

Student Accessibility Services
• Disability Awareness Day: 37 students participated in interactive activities.
• Accessibility Assessment survey distributed to SA-SS staff with 44 responses.
• Initiated a conversation with Campus Diversity Officer to plan a university-wide accessibility assessment.
• Collaborated with Communication/Marketing department for a photo shoot to feature a student with a disability in marketing materials.

Wellness Center
• Ongoing professional development of staff (Implicit Bias, MCOD model).
• Completion of MCOD assessment by staff and follow up discussions.
• Staff participation in the Student Affairs and Student Success D&I committee.
• Staff member assisted in planning of first annual campus-wide diversity conference.
STUDENT SPOTLIGHTS

GRACE STOCKSDALE
UNDERGRADUATE

Grace Stocksdale is a 4th year student studying Graphic Design. She is a social media marketer and designer for the Digital Media and Communications Team.

Part of her job here is to make and find graphics to post on the Instagram account. She also makes flyers for Student life events.

“Working here has really brought me out of my shell and I’ve made so many connections. When I’m on campus I can’t believe the amount of people I see that I know.”

After graduating, she hopes to get her MFA in Printmaking and run a design business on the side.

“Art is my passion and I love that it has flourished here on this campus. I can only thank the people around me for helping me with that.”

Fun fact: She has a super cute puppy named Louie.

BRITTNEY BERNARDI
GRADUATE

Brittney is a second year graduate student in the College Student Affairs program here at USF. She currently serves as the graduate assistant in the Office of Multicultural Affairs.

She chose her career path due to her desire to help students navigate college life and the occasional hurdles that come with it. She strives to be an advocate for all students by continually learning and engaging in social justice education.

Originally from Connecticut, Brittney is still getting accustomed to Florida humidity but does enjoy not having to wake up 20 minutes early to clean snow off her car in February.

In her spare time, Brittney enjoys watching TikTok compilations on YouTube (because she doesn’t understand how the TikTok app works), spending time with friends, both in person and virtually, and re-watching Parks and Recreation and Bob’s Burgers.
MULTICULTURAL AFFAIRS

Multicultural Affairs seeks to create and promote a diverse and inclusive campus environment. The office provides diversity programming, activities and workshops with a goal to function as a resource for students, faculty, staff and the community. Our Mission Cultivate an (AWARENESS) and firm appreciation of all people through exposure of differences and similarities of culture, ideas and backgrounds; regardless of age, ethnicity, race, national origin, gender, sexual orientation, ability, or physical qualities.

Multicultural Affairs houses a number of programs and trainings for the entire campus community to raise awareness about equity, diversity, and inclusion. The office consists of one full-time staff member, a graduate assistant, student assistants, and the Office of Multicultural Affairs Programming Board, a student-led programming board.

- **Annual Diversity and Inclusion Conference** - Free for all USF students.
- **Wednesdays in the O** - A weekly lunch series with interactive activities and presentations that center diversity and inclusion topics.
- **Diversity and Inclusion Trainings** - OMA offers diversity and inclusion and implicit bias training. Other trainings are crafted upon request. In partnership with the Wellness Center, OMA offers Safe Zone training, a training dedicated to allyship and support of the LGBTQIA+ Community.
- **Annual Drag Show** - The first Monday of November, OMA celebrates Drag Culture with our annual Drag Show featuring professional and student drag performances!
- **Stonewall Suites** - In partnership with Housing and Residential Life, the Stonewall Suites is a learning community dedicated to the LGBTQIA+ Community.
- **MLK Day and PRIDE Parades** - OMA coordinates USF St. Petersburg’s participation in the city of St. Petersburg’s annual MLK Day Parade in January and the PRIDE Parade in June.
- **Women of Color Retreat** - The Women of Color Retreat is designed for students who identify as women of color to engage in community building, development activities, and bonding on the last Saturday in February.
- **Heritage Month Celebrations** - OMA plans programs during specific heritage months to celebrate the culture of those specific communities.
MISSION
Campus Recreation provides the USFSP campus community the opportunity to engage in diverse recreational activities that promote a healthy active lifestyle.

2019 - 2020 Highlights

Aquatics and Safety Classes
- Held a joint training with the University Police Department and St. Pete First & Rescue for staff to develop an understanding of the streamlined transition between Lifeguards and EMS personnel during an emergency response.
- Certified 74 lifeguards which increased revenue by 344% through hosting American Red Cross Lifeguard Courses.
- Certified 54 National Safety Council First Aid, AED & CPR responders.

Competitive Sports
- Intramural Sports
  - In collaboration with the USF System (University of South Florida Tampa campus and University of South Florida Sarasota-Manatee campus), we established eSports as a virtual alternative to intramurals during the COVID-19 pandemic with 304 students participating.
  - Collaborated with the University of Alaska Anchorage to host a Super Smash Brothers Ultimate tournament where a combined 33 students participated.
  - Introduced Wiffleball as a new sport.
  - 27 different teams played in over 60 intramural games.
- Sport Clubs
  - The Co-Ed Sailing Club won the Sport Club of the Year Award based on their member involvement in practices, high completion turnout, participating in community service and their trajectory toward national competition.
  - Approximately 17,000 miles were traveled among the eight Sport Clubs with Co-Ed Sailing leading the way with over 8,500 miles.
  - Two new Sport Clubs were established: Golf and Rock Climbing.

The Edge
- Over 1,707 hours of reservations were made equaling a 58% increase.
- Over 21,000 people entered The Edge during the 2019-20 academic year, totaling a 44% increase.
- Approximately 3,816 miles ridden on USFSP’s free bike rentals.

Fitness
- Approximately 2,000 members participated in Group Fitness classes equaling a 13% increase.
  - Hosted a certified Wellness Coach Certification course with 6 USFSP professional staff members attending.
  - Twelve virtual fitness classes were hosted with an average view of 150 students.
  - Introduced Puppy Yoga during Fitness Week where over 40 members participated.

Outdoor Recreation
- Created and implemented a USFSP Dock rental program.
  - Certified 4 new sailing instructors.
  - Hosted Inaugural Camping Clinic with 9 students participating.
  - For the 3rd consecutive year all scheduled Sunset Sails have had 100% capacity.

Marketing
- A total of 75 internal events and projects were marketed to the campus community totaling a 29% increase.
- There was a total of 121 (44% increase) posts on Instagram.
- Campus Recreation’s Instagram “Likes” increased by 67%.
2019 - 2020 Highlights

Student and Professional Staff

- Campus Recreation was able to establish two new full-time positions: Assistant Director of Programs and Fiscal & Business Specialist.
- Associate Director, Al Gentilini was promoted to Director.
- Four professional staff members became certified Wellness Coaches: Casey Plastek, Hannah Anderson, Benjamin Pazian and Al Gentilini.
- USFSP Campus Recreation earned two St. Petersburg Community awards: Best Local Business and Best Organization.
- USFSP Campus Recreation earned the 2019-2020 USF Staff of the Year award.

2019 - 2020 Assessment Findings

Campus Recreation Goal #1
Campus Recreation will increase student retention rate through on-campus employment.

**Results:** Due to COVID-19, all student employees were prohibited from working at Campus Recreation. Majority of the student employees resigned from their position in order to find other means of employment. Therefore, analysis is inclusive due to pandemic.

Campus Recreation Goal #2
Campus Recreation will increase participation of diverse populations.

**Results:** Due to COVID-19, all student employees were prohibited from working at Campus Recreation. Majority of the student employees resigned from their position in order to find other means of employment. Therefore, analysis is inclusive due to pandemic.

Campus Recreation Goal #3
Campus Recreation will increase student graduation rate through activities that inspire holistic well-being lifestyles.

**Results:** Due to COVID-19, all student employees were prohibited from working at Campus Recreation. Majority of the student employees resigned from their position in order to find other means of employment. Therefore, analysis is inclusive due to pandemic.

Looking Ahead

Develop an outdoor gear rental program
(Inclusive Community and Personal Growth)

Recognizing wellness means different things to different people, Campus Recreation wants to provide aspects other than physical activity to help students become engaged while assisting them in their overall well-being.

Jogging/Walking/Campus path
(Inclusive Community)

A well-designed path through campus will deliver substantial health benefits, entice students to get outside and create a coherent sense of the entire campus.

Build a new pool located behind Residence Hall One
(Inclusive Community)

A recent survey showed 85% of our student body would rather have the pool closer to the Residence Halls and designed for more leisure and recreational activities. The current pool is over 80 years old, has infrastructure issues, and has low attendance due to its location.
CAREER CENTER

VISION
The USFSP Career Center serves as the catalyst for innovative connections that inspire students, employers, faculty, alumni, and community members to create meaningful partnerships that impact our world.

MISSION
To educate and empower students to identify career goals and excel in their professional aspirations through exploration, engagement, and customized career planning.

MOTTO

2019 - 2020 Highlights

The Career Center was provided the ability to create a new position for a Coordinator of Internships and Career Experiences. Kasey Kobs was hired in March 2020 to begin building new programs and continuing initiatives like the Innovation Scholars Career Exploration Program and bring IDS 3947 to USF St. Petersburg campus. These programs will create opportunities for students to gain experiences that lead to career success.

The Career Center collaborated with Orientation and several other campus departments to update the career focused portion of orientation experience in Summer of 2019. This included the requirement of the MyPlan+MyPathways (now called MyCareer Path) interest survey and follow-up resources (i.e. targeted emails and website). The office then saw a 49% increase in career coaching appointments during the summer of 2019.

On October 30, 2019, the Career Center came together with the Registrar's Office to co-host the Career Carnival and Registration Fair, 106 students attended. Students were able to learn about careers, majors, interest areas while playing carnival games, meet with academic advisors, get information on how to register, and get a career caricature.

The 2020 Job & Internship Fair recorded the highest attendance in at least 7 years with 274 students and 86 employers attending.

All professional staff at the Career Center completed the Certified Professional Resume Writers process.

The Career Center saw an increase in Instagram followers (37% of followers at 618) including the Graduating Senior Bingo contest – 38 participants completed and submitted bingo card.

Amanda Peters received from NASPA the Career Development Knowledge Community Champion Award.

Student worker Lauren Earnest received the Student Employee of the Year Award.

Handshake had a total of 33,791 job postings and 2,460 new employers were approved in 2019-2020.

3,022 students logged in a total of 17,299 times an increase of almost 30% from 2018-2019.
2019 - 2020 Assessment Findings

Goal: 90% of students will state “Yes” they learned at least one new way to explore their interests as related to their career development. Assessment question posed after orientation session: **Did you learn at least one new way to explore your interests related to your career development?**

- 98.8% stated Yes or Maybe
- 85.5% stated Yes

Goal: 75% of the students that attend job fairs will make at least one connection to an employer in a field they are interested.

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Total Responses: 320

Spring 2020 JIF – 93% selected Yes - they had met at least one employer of interest.

Fall 2019 PTJF – 92% selected Yes - they had met at least one employer of interest.

Looking Ahead

The Career Center will assume coordination and double the size of the Innovation Scholars Career Exploration Program to 60+ students and mentors. (Personal Growth)

Enroll at least 20 students in the Exploratory Internship Class (IDS 3947) at USF St. Petersburg in the Fall and Spring 2020/21 semesters. (Personal Growth)

Host a division wide collaborative conference style event focused on life after college. (Lifelong Learning)

The Career Center will assume coordination and double the size of the Innovation Scholars Career Exploration Program to 60+ students and mentors. (Personal Growth)

Enroll at least 20 students in the Exploratory Internship Class (IDS 3947) at USF St. Petersburg in the Fall and Spring 2020/21 semesters. (Personal Growth)
MISSION
The Compass Student Experience Team serves the University of South Florida St. Petersburg campus and the surrounding community by facilitating student transitions. To accomplish this, we empower students to become leaders and reach their desired potential.

2019 - 2020 Highlights

Awards
• Meredith Mechanik (Program Coordinator) was designated as a “USF Hero”, for the creation of the Pen Pal Program.
• The Student Success Advocates were awarded with the “Most Outstanding Program at USFSP” for the creation and delivery of their “ITotally ROCKY’ED Last Semester” event.
• Antonia Robinson was awarded the “Unsung Hero Faculty/Staff Award”.

Continued Office Staff Expansion
• Created a brand new coordinator level position to support transfer student success, and hired Brenna Whitton as the Transfer Program Coordinator.

Student Experience
• Establishing LDR 3363
  • In collaboration with the Office of Orientation, we were able to create a second leadership class for returning COMPASS Student Leaders, LDR 3363: Team Dynamics and Leading Diverse Teams. This course provided an elevated educational opportunity to build off LDR 2010: Leadership Fundamentals. Because of this addition, we now offer two classes – either for 3 credits or for 0 credits – that can be applied to the leadership minor.

Programming
• We hosted over 70 in-person events throughout the year, including two weeks of programming specifically geared towards second-year students.
• 68% of the FTIC cohort attended at least one in-person Compass event.
• Introduced the Pen Pal Program, which has connected over 1,600 students from over 200 institutions. Around 250 of those students attend USF.

Student Success Advocacy
• Conducted 597 meaningful student engagements.
• 320 in-person meetings (includes teams meetings during WFH).
• 277 meaningful exchanges via other non-Face-to-Face modalities (texting/emailing).
• Aleks Partnership
  • Assisted academic partners in addressing a student software transition in the fall of 2019 affecting approximately 85 students in a lower-level general education STEM course. Outreach to students in this course included development of a course module as well as lesson plan, proposal for future semesters, and outreach to students to inform them about course related resources.

Peer Coaching
• 79% of FTIC (First time in College) Students engaged with their Peer Coach.
• 1,600 Narratives were collected from Peer Coaches. These narratives provided insights into the peer coach and student conversations.
• Most Discussed Topics: Academic Success, Career Readiness, Sense of Belonging, and Involvement on Campus.
• First-Year and Transfer Students were surveyed after meeting with their peer coach. Those who took the survey said the following about the Peer Coaching program:
  • 100% strongly agree or agree that they have enjoyed their interaction with their peer coach.
  • 100% strongly agree or agree that they would like to continue meeting with their peer coach.

We commit to:
• Providing holistic and individualized support and outreach
• Promoting student success through relationship building and meaningful interaction
• Cultivating partnerships within Pinellas county to inspire, motivate, and counsel local students, family members and community on the available resources in higher education
• Anchoring students by promoting a sense of belonging and integration
Compass strengthened the transfer students experience through intentional programming and peer mentorship relationships. After developing 18 transfer specific programs and providing peer coaching, Compass engaged with a total of 498 transfer students (703% increase).

More than 80% of students who engaged Compass, indicated that our Peer Coaching program supported their transition and experience into USF St. Petersburg campus.

PATHe helped increase confidence for high school students and family members on the college admissions processes and higher education options and resources. 63% of students expressed in post-attendance surveys they were more knowledgeable about how to prepare for college after attending a PATHe workshop.

**Looking Ahead**

**Inclusive Community Strategic Initiatives**
Solidify the handoff between the first-year experience and the second-year experience through intentional programming, marketing, messaging, and peer to peer relationships.

Solidify awareness and brand recognition of the #usfspMORE (Second-Year Experience) initiative.

Provide opportunities for partnership and collaboration for offices to promote the importance of transfer programming.

**Lifelong Learning Strategic Initiatives**
Using previous data from narratives and assessments, tailor peer coaching and programming experiences to fit the specific needs of FTIC students on a month-by-month basis.

Increase attendance at monthly workshops and activities in order to strengthen the PATHe student experience.

**Personal Growth Strategic Initiatives**
Intentionally collaborate and establish relationships with FUSE, PATHe, and USF campuses to create a more inclusive transfer experience through events, marketing and communications, and education.

Increase the participation of Bulls Helping Bulls Academic Support Program, and assist students so they can increase their GPAs and avoid being academically dismissed.

Partner with the Office of Transfer Student Success in Tampa to offer the Transfer Success Course (SLS 3113) virtually to our St. Petersburg students.

**2019 - 2020 Assessment Findings**

- 99.5% strongly agree or agree that engaging with their peer coach has made a positive impact on their experience.
- 98% strongly agree or agree that having a peer coach has helped their transition to being a student at USF St. Petersburg campus.
- 100% strongly agree or agree that they feel supported at USF St. Petersburg campus by having their peer coach and knowing they can go to them.

**Pinellas Access to Higher Education (PATHe)**

- Robust Partnership with Pinellas County Schools.
  - PATHe Counselors had 175 Visits to Pinellas County Schools.
  - Facilitated 99.5 volunteer hours in the College and Career Centers at various Pinellas High Schools.
  - Participated in over 250 events, reaching over 8,600 individuals.

- PATHe Students
  - Established an initial cohort of 49 students at St. Petersburg College that intend to transfer to USFSP.
  - Of the 49 students who entered in fall 2019 under the auspices of PATHe, 35 are ‘gap’ students who initially applied and anticipated enrolling at USFSP. Of the 35, 24 are female, 11 are male.
DEAN OF STUDENTS

MISSION
Housing & Residential Education is dedicated to creating inclusive living and learning environments where residents thrive as members of the USF St. Petersburg community academically, socially and personally.

2019 - 2020 Highlights
Established an Honors Program Living Learning Community for Fall 2020.

Students living on campus show a 0.18 higher GPA for Spring 2020 compared to those living off campus.

For Spring to Fall retention, residential students were retained at a 14% higher rate than non-residential.

2019 - 2020 Assessment Findings
100% of respondents said they were more likely to intervene in risky situations after attending STamPete’D and/or Party House.

79% of respondents reported exposure to a new campus resource through residential education programming.

100% of students who had one on ones with RAs reported engagement with a campus resource.

Looking Ahead
Plan monthly staff development focused on Multicultural Organizational Development Plan and explore opportunities for a climate survey in the residential halls to inform our practice.

Development of a College of Business Living Learning Community.

Develop a National Residence Hall Honorary (NRHH) Society.

Open the new Osprey Hall and new dining facility.
MISSION
Dedicated to student success. Enrollment Planning and Management continues to ensure that services and programs are addressing students’ needs to be engaged, resilient, and succeed in their education to become a USFSP alum and active citizen of the world. Provide support to students, faculty and staff at USFSP in this mission.

2019 - 2020 Highlights
Created a comprehensive, multi-channel current student communication calendar that included messaging from both Records and Registration and Academic Advising. As part of the process, we conducted a fit, gap analysis to determine what messages were most critical, when messages should be sent, and where we could reduce redundant messaging.

Created new standard weekly reports for campus leadership. The first is the admission report and it provides an overview of the new FTIC and Transfer enrollment funnel. The second report is the undergraduate student enrollment report, which includes APR information, 4-and 6-year cohort graduation data, student and course registration data. The third report is a more detailed analysis of enrollment by term and by college.

Established a new subcommittee of PRESS called Retention of Transfer Students. This group met throughout the year to establish short and long-term goals, including Policies/Myths informational sheet, transfer canvas shell; a marketing campaign and road show to educate faculty about the transfer population unique characteristics and challenges, and more.

2019 - 2020 Assessment Findings
Enacted standardized processes and evaluated the processes used to monitor and reach out to select student groups using National Student Clearinghouse, registration, financial aid and cashier’s data.

Formed a committee under the Underrepresented Students Committee to address particular persistence measures for underrepresented students.

Looking Ahead
Develop, implement and assess a comprehensive and USFSP-specific yield plan for FTIC and Transfer Students for 2020-2021.

Assess student/family (customer) service experiences; develop custom training programs for staff and process improvement strategies to ensure timely, high-quality service and high levels of student and family satisfaction.

Expand and improve current student retention interventions by reengaging and refocusing the mission of the PRESS Subcommittee, Retention Intervention Sub-Committee – RISC – formerly called Retention of Students at Sophomore and Junior Level.

Work with leadership at all University of South Florida campuses to improve, align, and streamline University-wide communications in a post-consolidation environment.

Improve fall-to-fall retention rates by 2%.

Develop new partnerships and strengthen existing partnerships with area high school and community groups to promote pathways to enter the University of South Florida St. Petersburg campus.

Develop a model to better understand student registration behavior (“noise”), in order to predict student count and student credit hours at census date.

- Are students who register early more likely to stay in their classes compared with students who register later in the registration period?
MISSION
Committed to the success of students, the office assists students with financial need in accessing resources and support to help fund their education and achieve timely degree completion.

2019 - 2020 Highlights
With the change from AcademicWorks to AwardSpring Scholarship tool, there was a significant increase in overall scholarship applications. (Note: Due to changes in technology and process, the team is not able to quantify the increase at this time. We are working to secure a percent change.)

The number of Student Employment positions increased across campus, due in large part to the addition of supplemental student employment funds. This provided an alternative source of funding for continued employment to students who lost FWS for any reason.

AFLOAT Financial Education expanded into more classroom settings for presentations and workshops. Even with COVID affecting coaching, 289 students were served by the program.

Worked with multiple offices across campus to call pending registration cancellations, in order to facilitate retention efforts.

2019 - 2020 Assessment Findings
We assessed the percentage of Verification files reviewed within a month of submitting the final documents to complete the financial aid file. The goal was to have 80% complete, and we successfully reviewed 89% at the same point in time.

Expanded the proactive AFLOAT (Advising Financial Literacy Objectives and Training,) financial awareness program on campus to include more in-class presentations and workshops to help students understand and manage their finances. Continued to provide one-on-one coaching sessions; updated presentation and workshop curriculum developed in the prior year. Note: Due to COVID-19, many interactions did not occur during the Spring and/or Summer 2020.

• Ongoing: Will continue to assess and improve program and market it to students.
• Measurement: 9/1/19 - 6/24/20: 289 total students served.
  > 12 Presentations with 168 student attendees, 3 scheduled presentations
  > 7 Resource Fairs/Workshops with 86 student contacts
  > 38 one-on-one coaching sessions

Promise and Completion Grants
• Incomplete/Ongoing: As part of Consolidation, the Office of Financial Aid lost the ability to provide Registration Override requests. The overriding of balances was intended to assist students with small balances due on their account. As a result, there was an interruption in awarding during the Fall 2019 and Spring 2020 cycles.
• Measurement: A solution has recently been identified that will allow for future awarding.

Department Persistence/Retention Efforts
• Complete/Ongoing: Spring/Summer 2020: Emails sent to 168 students who had a FAFSA for one year and not the other (i.e., had a 1920 FAFSA, no 2021; or no 1920, and had a 2021).
• Measurement: 49 students completed the missing FAFSA.
Looking Ahead

Utilize Power BI reports to more accurately identify student groups to target for persistence and retaining.

Further enhance AFLOAT Financial Education promotion across campus.

Continue to maintain a high percentage of file completions in a timely manner.

Enhance the promotion of existing scholarships and create a drop-in center for exploring additional external scholarship opportunities.

Continue to monitor financial need and explore additional grant program possibilities.

Review and revise student employment allocations across campus.
MISSION

The Military and Veterans Success Center’s mission is to provide a seamless transition for our nation’s veterans from military to collegiate life by enhancing personal development and academic success.

2019 - 2020 Highlights

During the academic calendar year, our center and student veteran's organization engaged in several campus and community events to include our PB&J Extravaganza where faculty, staff, and students made 3,009 sandwiches supporting local St. Petersburg homeless shelters.

On a grander scale, we hosted our 8th Annual Veterans Expo where the Veterans Administration Executive Director of the Center for Minority Veterans participated in our first Veterans Diversity Panel. This panel shared a unique perspective of both challenges and opportunities student veterans and community members encounter, providing faculty/staff a more significant awareness of the complexities of the military culture and sub-culture of the veteran.

The renovation of the patio outside of the center is almost complete and will be a welcome addition to the community.

Looking Ahead

Establish Community Mentoring Program for Student Service Members/Veterans and Military Families.

Establish Community Workforce Development Program for Student Service Members/Veterans and Military Families with USF Colleges.

Increase community and USF staff, faculty, and student's cultural awareness and cultural competency to Student Service Members/Veterans in higher education.
MISSION
Promote and orient perspective students to the USFSP campus for a smooth transition from applicant to enrolled and create ongoing campaigns for persistence with enrollment, financial aid, scholarships, and unique programming for student success.

2019 - 2020 Highlights

Orientation and Campus Visitation
Overhauled Orientation twice this cycle.

Created Green (online) & Gold (in person) Orientations for Spring in two months.

Transitioned Orientation to remote delivery for all Summer and Fall undergraduate populations.

95% show rate; in keeping with show rates for in-person Orientations from previous cycles.

Summer FTIC yield: 32% despite quarantine; similar to 2019 (34%) and surpassing 2018 (22%).

Created virtual experiences for prospective students through our Navigator Tour Guide office.

General
Anchor Online to yield students in the COVID-19 quarantine.

• Each of the seven sessions, offered consecutive Thursdays from April to May, featured a different theme (e.g.: Next Steps to Enroll, Parent Support, Chancellor’s Welcome).
• 124 attendees compared with the average 130.

Enrollment Marketing and Communications
Tampa Summer Referrals

• Marketing efforts helped us surpass the anticipated 100 additional students to help meet the Summer enrollment goal.
• 30% yield (111 enrolled students from 370 offers).

Special Campus Initiatives

• Chancellor’s Leadership Council (CLC): Generated 20 qualified applications for one slot.
• Innovation Scholars: Marketing efforts generated 94 applications, up from 31 last year.

2019 - 2020 Assessment Findings

We assessed new student enrollment outcomes resulting from our campus visits and on-campus events.

• These goals were selected to ensure that the critical functions of campus visits and events for new student enrollment were closely monitored within the new consolidated space in which there were fewer formal ties with the Office of Admission.
• We tracked student registration, attendance, and application behaviors. Student registration was tracked through VZ Events and Campus Management Connect CRM as was attendance. Application behaviors were tracked through Banner and Campus Management Connect CRM.

• Criteria
  > 85% of FTICs who attend admitted student events enroll at USFSP Summer/Fall 2020.
  > 50% of FTIC Open House and campus visit attendees will apply to USFSP for Summer/Fall 2020.

• Findings Summary
  > We exceeded the enrollment goal for students who attended admitted student events; 87% of students who attended ultimately enrolled.
  > We did not meet the application generation goal for students who attended Open House or a campus visit; 29% of students who attended these events ultimately applied.
  > With the ever-increasing profile for prospective students in general and high-ability students in particular applying to USFSP, we will consider making modifications to Honors Banquet and Scholars Brunch to align them a little more closely with Anchor. Continue to fine tune Anchor; the current model has proven successful.
Looking Ahead

Improve the enrollment rate of new Summer and Fall 2021 Black and Hispanic FTIC students by 2%.

Increase the overall “Great” response for Spring, Summer, and Fall 2021 Transfer students’ overall Orientation experience from 85% to 88%.

33% of FTIC Open House and campus visit attendees will apply to USFSP for Summer/Fall 2021.
STUDENT CONDUCT

MISSION
The USF St. Petersburg Office of Student Conduct (OSC) facilitates an unbiased, fair, consistent and timely process that fosters the highest standards of behavior, student learning, and responsibility while promoting an educational environment that respects the rights of all students. While emphasizing respect, trust and integrity; we strive to educate students through the conduct process and help promote accountability and empathy within the campus community.

2019 - 2020 Highlights
Launch of a new educational podcast hosted by the DOS Ambassadors.

Excellent new partnerships have been forged that will help with developmental sanctioning, educational outreach and student programming.

Successful implementation of an online Conduct Board training module.

2019 - 2020 Assessment Findings
Students continue to find our process to be fair and consistent.

87% of students completing reflective sanctions were able to satisfactorily express how their behavior, attitude and choices affect themselves and others.

New online training module is a success with 86% of returning board members scoring 100%.

Looking Ahead
Successful implementation of new office name, code of conduct for 2020-2021 and other areas affected by consolidation.

Intentional education and outreach around human trafficking and college campuses.

Maintain and strengthen connections with university wide partners for support and shared initiatives.
MISSION
Support the enrollment, academic and completion goals of the University and related processes that directly affect students, faculty and staff. Provide timely and accurate maintenance of student, academic, course and curricular records ensuring compliance with system, state and federal policies. Ensure a smooth enrollment process and semester start and completion with registration, scheduling and grading.

2019 - 2020 Highlights
Partnered with Career Services on a Career and Registration Carnival on 10/30/19. Ninety-seven attendees were tracked at check-in. Of the students who attended the fair, 87% registered within 4 weeks of their appointment time compared with 63% of non-attendees.

Streamlined diploma processing by moving to an external vendor for more efficient and professional production and mailing of diplomas.

Developed an integrated communication calendar with marketing’s assistance. This resulted in a unified marketing campaign for registration that ensured messages going out from Advising and Records and Registration were strategic and complementary. The campaign was titled Ready, Set, Go!, and included email, print, social media, campus monitors, etc., as points of distribution.

2019 - 2020 Assessment Findings
We assessed the Career and Registration Carnival results by measuring the timeliness of registration completion. The goal was to increase timely registration compared to the prior year. Among those who participated, 87% registered in a timely manner.

Looking Ahead
Continue to align registration related processes across the One USF.

Assist in the creation of a consolidation student toolkit for USF St. Petersburg students.

Coordinate a Virtual Registration Fair to promote early registration. We plan to assess the results of the Virtual Registration Fair and hope to see an increase of 3% of overall undergraduate timely registration.
**Introduction**

In Spring 2020, in response to vacancies in critical fiscal positions, the division of Student Affairs & Student Success reorganized, launching the new unit of Resource Management. Joining this group is the Student Centers & Events team, formerly reporting to Student Life & Engagement. By aligning these teams, we expect to strengthen business support and enhance process efficiencies for the division and our campus.

**Mission & Functions**

Resource Management (RM) advances the division of Student Success at USF St. Petersburg by providing exceptional service, cost-effective financial support, and process efficiencies. Functions provided are human resources, payroll, fiscal, and budgetary support.

Student Centers & Events (SCE) builds campus community to enhance the student experience through our services and facilities. Functions include student employment, daily operation of the University Student Center and Student Life Center, as well as central event operations for our campus.

**Creating a New Team**

Resource Management was launched in Spring 2020 to support the finance, human resources, and budgetary needs of the Division of Student Success at USF St. Petersburg. RM provides service delivery to absorb transactional activity that was previously performed by generalist staff across the division. Through input from division staff and central service departments, the following enhancement areas were identified for consolidation:

- **Purchasing** – PCard Reconciliation, Purchase Orders/Requisitions, Receiving, and Contracts.
- **Budget Management** – Ledger Reconciliation, Budget Allocation, Transfers, Reviews, and Forecasting.
- **Accounts Receivable** – Revenue Tracking, Forecasting, Reconciliation, and Collections support.
- **Human Resources** – Payroll, Recruiting, Appointment Changes, and Leave Coordination.
- **Travel** – Accountability, Oversight, Training, and Support.

In addition to the enhancement areas, three guiding principles serve as the foundation for Resource Management:

1. Excellence involves everyone.
2. We cannot be everything to everyone.
3. Workload balancing is expected through efficiencies; cost-saving is not the driving force.
2019 - 2020 Highlights

New Hire – Robert Edmiston returned to University of South Florida St. Petersburg as the Student Centers Operations Coordinator.

New Leadership Opportunity – The new student position of “Senior Student Staff” was created to provide additional leadership and growth opportunities to high achieving student employees.

Coordinated Signature Events – A new signature events committee was established, which identifies critical University of South Florida St. Petersburg campus events and allows for greater flexibility in scheduling and resource management.

Received CITF approval to move toward a $2M renovation of the first floor of the University Student Center to create a more inclusive and supportive student center experience.

Simplified Department Billing – A new pre-event billing initiative was launched, allowing event organizers and event planners to have stronger communication/transparency before events.

Enhanced Procedures for Summer Camps & Conferences in collaboration with several University of South Florida St. Petersburg campus departments, including Housing & Residence Life, Risk Management, and University of South Florida St. Petersburg University Police.

3,827 events hosted in SCE Spaces consisting of 1,241 student organization events, 2,484 university department events, and 102 non-university events (up from 3,795 events in ‘18-‘19).

2019 - 2020 Assessment Findings

Outcome/Objective
Student Centers & Events will alleviate the stress of finals and making students feel more connected to USFSP and to each other through Study Center Events.

Performance Target
Each event will result in 75% or more of student participants responding that they feel more connected to USFSP.

Assessment Results
Fall 2019 results: Late Night Breakfast: 85% more connected, Build a Buddy: 73% more connected, Karaoke: 100% more connected, Painting: 100% more connected, Massages: 100% more connected.

Spring 2020 results: With the moving of classes to remote instruction, we cancelled all events for study center Spring 2020

Plan for Use of Findings
It is proven that if students are more connected to their respective universities, then it is more likely they will return for the next academic year and end up graduating in four years. Build-a-Pal is a reoccurring program that received a 73% connection rating, and it also has one of the highest costs at $1875.00 with a fixed impact of 150 students. Based on student feedback and the low connection impact, as well as the need to make budget reductions, we are considering the replacement of this program for future Study Center schedules.
Looking Ahead

**Student Success Resource Management**
Refine and map business processes for the division of Student Success at USF St. Petersburg. (Personal Growth)

Initiate status meetings with departments to increase communication and transparency. (Lifelong Learning)

Develop key performance indicators (KPI) for Resource Management. (Personal Growth)

**Student Centers & Events**
Collaborate with the new food service provider, Aramark, to update and enhance food service operations in the University Student Center. (Inclusive Community)

Lead campus event planning through the establishment of new standards in consideration with social distancing and pandemic concerns. (Inclusive Community)
MISSION
The mission of Student Accessibility Services is to create and maintain an environment at the university that is supportive to students with special challenges and will grant academic accommodations to students with documented disabilities, providing them with an equal chance of academic success.

2019 - 2020 Highlights
Over 400 exams were administered in SAS thru mid-March; 89 new students registered for services; 264 students received services; Academic Coaches had 333 student appointments. Supported a name change decision to Student Accessibility Services in order to communicate a greater focus on abilities and inclusion.

2019 - 2020 Assessment Findings
Enhance interpersonal competence for students with significant socialization barriers.

Analysis of Findings:
The activity-oriented format has been extremely successful and participation would be greater if not for schedule conflicts.

Plan for Use of Findings:
We will continue to develop this program utilizing the new format.

Facilitate an accessible, welcoming university environment for people with disabilities.

Analysis of Findings:
The survey assessed the level of knowledge about various accessibility components. Responses were predominantly between “a little” and “moderately knowledgeable.” An additional question asked for topics that staff would be interested in learning about. The most popular were: digital or media accessibility and etiquette guidelines.

Plan for Use of Findings:
Accessibility guidelines, particularly those that focus on digital/online interactions, will be provided to SA-SS staff in September, 2020. A post-assessment will be completed soon thereafter.

Looking Ahead
Align our SAS policies and procedures with SAS Tampa and SAS Sarasota.

Assist students with disabilities, and campus, in adapting to the changed learning environment.

Continue the collaboration with the Campus Diversity Office and with SAS Tampa to determine accessibility needs of the campus.
STUDENT OUTREACH & SUPPORT

MISSION
Promote student success through varying levels of supportive interventions appropriate to the student needs including identifying student strengths and needs through direct student engagement, facilitating linkage to on/off campus resources, and coordinating care among treatment providers to reduce student stress.

2019 - 2020 Highlights
During this academic year, SOS and SOCAT processed 724 referrals of students in need of support.

SOS completed 2,709 individual interventions, facilitated 439 follow up appointments, and over provided 239 psychosocial intake assessments.

SOCAT only placed 5 Health and Wellness holds and issued only 1 mandated assessment which illustrates a majority of our students are willing to seek help.

Staff has provided 2,314lbs of food to students in need and has processed approximately 3,405lbs of food into the pantry for use.

Support-A-Bull also provided, with the help of SPCA of Tampa Bay, approximately 200lbs of pet food to students with fur-family members in need.

Support-A-Bull market had its grand opening Fall of 2019.

2019 - 2020 Assessment Findings
45% of students' behaviors were disruptive, unusual, or out of place for them, and starting to impact others.

5% of student referrals were identified for hospitalization for mental health or substance-abuse issues.

60% of the students demonstrated ineffective coping skills to manage their stress. 2% of students referred had substance abuse related behaviors and 2% of our students face eating disorder issues without any eating disorder treatment on the St. Pete campus.

Looking Ahead
As SOS/SOCAT look ahead into 20-21 academic year we look to evaluate and address students' knowledge of, and implementation of coping skills, participating in campus services, and their connectedness to campus.

Support-A-Bull will focus on establishing benchmarks of satisfaction, student knowledge of the pantry, and the use of the pantry by students.
MISSION
Be the catalyst in providing diverse and engaging co-curricular experiences that help facilitate students’ educational and holistic journeys. Functions Include: Activities and Programs, Student Support Services, Multicultural Affairs, Leadership and Student Organizations, Crow’s Nest Student Newspaper, and Student Government Association.

2019 - 2020 Highlights
NASPA Consortium Benchmarking Survey Conducted March 24, 2020- April 12, 2020 yielded a response of 495 students, with 395 students completing the entire survey.

Launched the inaugural Diversity and Inclusion Conference – February 1, 2020. 199 participants attended the conference. 15 Colleges/universities from the state of Florida and Wisconsin attended, lawyers from the Tampa Bay Area and DMV Area attended, and folks from corporate organizations. 94% of participants said they enjoyed the conference and 80% said they would recommend the conference to others in the future.

Hosted the first Student Organization Conference in August 2019 and had 42 clubs represented (approximately 47% of clubs from last year’s 88 total number of clubs).

Received 190 Rocky’s nominations, an increase of 54 nominations from last year.

SGA Leadership across all three campuses came together to craft a consolidated constitution to merge all three student governments associations at the Tampa, St. Petersburg, and Sarasota-Manatee campuses. The Senate, then the student body, passed this document with a majority vote of support in the Spring 2020 semester.

Opened the Support-a-Bull Market In Fall 2019, which will help reduce the anxieties of food hardship and hunger among University of South Florida St. Petersburg campus students by providing temporary food assistance to promote student health and wellness.

Funded the COVID-19 Laptop Loan Program in collaboration with University Administration. SGA contributed $15,000 (which USFSP Administration matched $15,000, totaling $30,000) to help purchase more laptops for students in need of them as a resource during the transition to virtual learning due to COVID-19.

Initiated the Green and Gold Skyway Project, which was a project intended to recognize spring 2020 graduates. SGA President Jadzia Duarte worked with Councilwoman Driscoll and St. Petersburg Department of Transportation to light up the Skyway in Green and Gold the weekend that the ceremonies were to occur to honor our USF graduates.

Reporter Nancy McCann was named the second best college news reporter in the South by the Society of Professional Journalists.

The Crow’s Nest Celebrated its 50th years on October 28, 2019 and 50th Anniversary edition of the paper.
2019 - 2020 Assessment Findings

Strengthen the persistence and retention of USFSP students through the development of resources, services, and programs that promote student involvement.

Outcome/Objective:
Students who live off-campus will attend more events on campus that are offered later at night (past 8pm) and on weekends (Saturday and Sunday) and therefore increase their engagement with programs offered on campus.

Assessment Results:
SLE’s Involvement Programs (those offered by HAB, OMA, and LSO) engaged 18% of the commuter student population. The 18%, or 628 commuter students, attended at least one offered event during the academic year. There was an increase of 3%.

Plan for Use of Findings:
Researching best practices of commuter student engagement to continually increase the number of students involved. Consider altering the timing and location of our events and programs to be in more visible locations during hours that are more conducive. Additionally, the NASPA Consortium Benchmarking Survey found that flyers, banners, and chalking were the most effective marketing tool. These are all ways to reach our commuter student populations, specifically in areas that we know our commuters frequent, such as the parking garage or bus stop locations.

Improve and refine the alignment of department assessments with the university’s mission, goals, themes, and learning outcomes.

Outcome/Objective:
Students at USFSP will report that they attend more A&S funded events and are more satisfied by A&S funded events than in the spring of 2018.

Assessment Results:
The NACA/NASPA Consortium Benchmarking Survey for Campus Activities found the following was administered March 24, 2020 – April 11, 2020. There were 495 respondents with 395 students who completed the survey. There was an 80% completion rate of the survey in its entirety. 73% of respondents indicated that the amount of offerings on Monday through Thursday met their needs. 55% of respondents indicated that the amount of offerings on Friday through Sunday met their needs.

Plan for Use of Findings:
The Survey also indicated the following about weekend programming: 157 respondents (31%) would like to see more programming on the weekends. SLE will plan for weekend specific programming during the fall and spring semesters of the 2020-2021 Academic Year. The survey also provided the different types of programs that students would like to see.
Looking Ahead

SLE Departmental Strategic Directions 2019-2020

Strategic Direction 1 (Personal Growth): Strengthen the persistence and retention of University of South Florida St. Petersburg campus students through the development of resources, services, and programs that promote student involvement.

Strategic Direction 2 (Personal Growth): Enhance student communication strategies to increase the effective marketing of services and programs, and the value-added of co-curricular opportunities.

Strategic Direction 3 (Lifelong Learning): Improve and refine the alignment of department assessments with the university’s mission, goals, themes, and learning outcomes.

Action Steps

Each Student Life and Engagement functional area has identified objectives, outcomes, or initiatives and methods of assessment that will support the departmental strategic directions for the 2019-2020 academic year.

Enhance sense of belonging for all USFSP students.

Increase attendance and student satisfaction of activity and service fee funded events.

Increase faculty engagement with multicultural affairs programs and services.

Increase awareness of Student Life and Engagement programs resources and services through marketing initiatives.

Increase student organization’s satisfaction with LSO trainings and student organization resources.

Increase 2020-2021 cohort size of Student Support Services program.
WELLNESS CENTER

MISSION
The Wellness Center empowers the University of South Florida, St. Petersburg (USFSP) community by promoting a proactive and compassionate approach to holistic wellness and student development in an inclusive, collaborative and multidisciplinary environment.

2019 - 2020 Highlights

Developed our stepped-care delivery model for counseling services.

Participated in a system-wide external review of wellness-related services and provided feedback for future collaboration and alignment through consolidation.

Developed and implemented immediate processes for virtual delivery of services in the immediate aftermath of the pandemic.

Hired five new staff members.

The NCHA III implemented with FL SUS.

2019 - 2020 Assessment Findings

Analysis of satisfaction data.

Analysis of Findings:
Our services are having an impact on student's perceived sense of well-being and academic performance. The qualitative data helped us better understand the actual impact on students.

Plan for Use of Findings:
We used this data to increase our knowledge of student experiences related to personal growth. We also hope to determine if there are additional ways for us to assess for and/or effect change in these areas in the future.

Provide more effective outreach opportunities for marginalized communities on campus.

Analysis of Findings:
Students who attended the Love Notes workshops in Fall 2019 met each learning objective as intended.

Plan for Use of Findings:
We will continue to review this program and collaboration once a new victim advocate is hired.
Looking Ahead

Implement our stepped-care model of delivery for counseling services.
(Personal Growth)

Analyze NCHA data and distribute to stakeholders.
(Lifelong learning)

Create our next strategic plan.
(Lifelong learning)

Develop a comprehensive structure to deliver virtual services.
(Inclusive Community)

Create a consolidated approach for victim advocacy.
(Inclusive Community)