Integral to the rich and vibrant Iowa State University experience, the Division of Student Affairs challenges and empowers students to succeed as productive citizens and leaders in a diverse community.

**MISSION**

Our core values are fundamental to our work with all facets of the Iowa State University community and underscore our programs, services, interactions, and efforts.

- **STUDENT DEVELOPMENT & ENGAGEMENT**: In recognizing the uniqueness of each student, we support their overall growth and development through leadership and involvement opportunities, rich and meaningful co-curricular activities, and global engagement experiences. We also work to remain accessible and responsive to students, and to minimize barriers that inhibit effective learning.

- **CONNECTION, COLLABORATION, & COMMUNICATION**: We strive to share our successes and outcomes with the community, ensuring transparency, and inviting discussion about where we can enhance our work. Further, we desire to instill a global mindset in all Cyclones to enhance their cultural awareness and intercultural competence.

- **DIVERSITY, EQUITY, & INCLUSION**: We seek to welcome and engage all Cyclones in an effort to create a respectful, responsible community that allows for equitable access to learning and involvement.

- **HOLISTIC HEALTH, WELLNESS, & SAFETY OF STUDENTS & STAFF**: Cyclones should feel safe anywhere at Iowa State University. Our programs, services, and interactions are designed to embody this and to identify areas where continued work needs to occur. We function best when everyone aspires to their best physical, emotional, intellectual, financial, environmental, occupational, social, and spiritual wellbeing.

The Division of Student Affairs offers students a holistic Cyclone experience through our unique programs, resources, and services. We understand that learning occurs everywhere on campus and as such we provide students opportunities to be challenged and thrive on their adventure. We know that students’ sense of belonging and holistic wellbeing directly relate to their success in the classroom and paves the way toward graduation and affinity to Iowa State University. We take pride in and responsibility for ensuring students receive care and support, removing barriers that may inhibit them reaching their goals, and creating spaces for students to gain critical skills necessary for a lifetime of success.
Greetings!

I am proud to share Iowa State University’s Division of Student Affairs 2020-2021 annual report.

As I reflect on my first year as Senior Vice President for Student Affairs, I am in awe at the accomplishments achieved and innovations provided by the over 650 staff members in the division. While COVID-19 impacted each area, division staff never lost sight of providing steadfast commitment to advancing strategic priorities and continuing to improve the premier services offered to students. Through collaboration and commitment, ISU’s student affairs practitioners proved time and time again that continued success could be realized, and they could conquer the unimaginable. By leaning into the obstacles, staff members offered students – and the university – essential guidance and expertise during one of the most challenging years in Iowa State’s history.

In addition to the pandemic, our nation experienced a contentious presidential election and one of the most racially charged events in recent memory. All Cyclones – students, staff, and faculty alike – sought resources for understanding and spaces to process what was happening around them. Division of Student Affairs staff members embraced opportunities to reaffirm its commitment to civil discourse and continued to advocate for an environment where disagreements could be used for growth rather than division. Students sought help while balancing coursework, jobs, and family commitments, and were provided comfort, support, resources, and reassurance by division staff.

Despite the challenges faced this year, progress toward the Division of Student Affairs annual priorities was realized. Our priorities include safety, health, and wellbeing; student success; diversity, equity, and inclusion; assessment and research; and, staff development and retention, and pages 10-12 of this report outline how we advanced them throughout the academic year. We continue to champion our diverse student body and create unparalleled experiences through our top-rated and innovative loyalty – all in an effort to see students thrive and ultimately graduate from ISU to become lifelong advocates for their beloved alma mater.

I am confident that through our unwavering desires to see students achieve their goals and to advance the university mission, the years ahead will be the best – and most challenging – to come. I hope you enjoy this Division of Student Affairs update and gain a deeper understanding of how our exceptional programs, resources, and services enhance the holistic Cyclone experience.

Go Cyclones!

Toyia K. Younger, Ph.D.
Senior Vice President for Student Affairs
STUDENT AFFAIRS DEPARTMENTS

CENTRAL OFFICE
- Assessment and Research
- Learning Communities
- NCORE-ISCORE Office
- TRIO Educational Talent Search
- TRIO Upward Bound
- University Innovation Alliance

CAMPUS LIFE
- Department of Residence
- ISU Dining
- Memorial Union

STUDENT HEALTH AND WELLNESS
- Recreation Services
- Student Counseling Services
- Student Wellness
- Thielen Student Health Center

DEAN OF STUDENTS OFFICE
- Academic Success Center
- Center for LGBTQIA+ Student Success
- Hixson Opportunity Awards
- International Students and Scholars Office
- Margaret Sloss Center for Women and Gender Equity
- Multicultural Student Affairs
- National Student Exchange
- Parent and Family Programs
- Sorority and Fraternity Engagement
- Student Accessibility Services
- Student Assistance
- Student Conduct
- Student Legal Services
- Student Support Services
- Veterans Center
- Writing and Media Center
**OPERATING BUDGET**
**FINANCES 2020-2021**

**Revenue**
- **Auxiliary** $101,631,000
  - Represent income from housing and dining, student fees, staff recreation memberships, and fee-for-service health care.
- **General Operating Funds** $16,471,000
  - Represent state-appropriated operating funding for units listed under General Operating Funds Breakout.
- **Other** $2,076,000
  - Represents grants and gifts received from external organizations; self-supporting funds; and fees from student organizations, fee-for-service offerings, and vending.

**Total** $120,178,000

**Auxiliary Breakout**
- Department of Residence 43,410,000
- ISU Dining 29,998,000
- Memorial Union 6,831,000
- Recreation Services 10,050,000
- Thielens Student Health Center 11,342,000

**General Operating Funds Breakout**
- Assessment & Research 287,000
- Dean of Students Office 7,188,000
- International Students and Scholars Office 1,189,000
- Learning Communities 739,000
- Memorial Union 3,001,000
- NCORE/SCORE 258,000
- Office of the Senior Vice President 997,000
- Student Health and Wellness 2,812,000

**Total** $16,471,000
The five Co-Curricular Learning Domains provide a framework for defining the learning that occurs through the co-curricular programs and services offered in the Division of Student Affairs. The Co-Curricular Learning Domains also reflect the values of the division and current Iowa State University Strategic Plan. For more information, visit studentaffairs.iastate.edu/CCLDs.

**CIVIC ENGAGEMENT**
Supporting the process of students becoming responsible, engaged citizens who contribute to global and local communities.

**LEADERSHIP**
A relational and ethical process of people together attempting to accomplish positive change.

**INTRAPERSONAL DEVELOPMENT**
A reflective process through which students can develop, define, and integrate their identities, values, and beliefs into everyday actions, choices, and decisions.

**JUSTICE, EQUITY, & INCLUSION**
Supporting students in their identity and awareness development processes, and challenging them to move toward a broader understanding of complex environments. Future professionals need skills and awareness in advocacy, social justice and equity concepts, inclusive programming, and collaboration.

**WELLNESS**
An active process through which people become aware of, and make choices toward, a successful existence.
The eight Student Employee Career Readiness Competencies, definitions, and related student employee learning outcomes provide both a framework and a language for describing/defining competencies that develop through experiences and employment offered in the Division of Student Affairs. For more information, visit studentaffairs.iastate.edu/career-competencies

**COLLABORATION AND TEAMWORK**

Engage in intentional interactions among groups and/or individuals of differing backgrounds directed at achieving a shared goal. Able to work productively within a team structure, and identify and manage group dynamics.

**COMMUNICATION**

Articulate thoughts and concepts clearly and effectively in written and oral forms, in a manner conducive to fostering professional relationships. Including the demonstration of proficient speaking and listening skills, to clearly express oneself and receive ideas of others.

**PROFESSIONALISM**

Demonstrate personal accountability and effective work habits (e.g., punctuality, working productively with others, and time management) and understand the impact of non-verbal communication on professional work image. Demonstrate integrity and ethical behavior, act responsibly, and be able to learn from mistakes.

**INTERCULTURAL PERSPECTIVES**

Understand personal identities. Value, respect, and learn from divergent viewpoints. Demonstrate openness, inclusiveness, and the ability to interact respectfully with all people. Appreciate individuals’ differences.

**LEADERSHIP**

Identify the strengths of self and others to achieve common goals and use interpersonal skills to coach and develop others. Manage emotions and acknowledge those of others to inspire, guide, and empower; and organize, align, and prioritize team tasks for positive change.

**LEARNING AND APPLICATION**

Acquire knowledge, skills, and experiences and apply academic and job-based learning in novel and innovative ways. Application can happen through simple connections among ideas and experiences, to synthesizing and transferring learning in various contexts and environments.

**CRITICAL THINKING AND PROBLEM SOLVING**

Synthesize existing ideas, images, or expertise in original ways. Design, evaluate and implement strategies or interventions to answer questions, make decisions, or achieve a desired goal.

**TECHNOLOGY**

Integrate and utilize technology ethically and efficiently, and discern when technology is appropriate to the task at hand. Adapt to new and emerging technologies to complete tasks and accomplish goals based on organizational purpose.
27,488

The total number of questions fielded by Cy, the university chatbot.

36,535

The pounds of locally-sourced food ISU Dining purchased during the fall 2020 semester. ISU Dining has teamed up with local Iowa farmers, growers and producers to procure food such as tofu, chicken, honey tomatoes, and sweet potatoes.

$380,359.02

The sorority and fraternity community raised $380,359.02 for charity and completed 31,747 community service hours this year.

1,275

The average number of students who held leadership positions in the Department of Residence (2017-2020).

91.6%

The percent of new direct from high school students participated in a Learning Community (4.6% increase from FY19).

18,009

Food donated or purchased with monetary donations to serve The SHOP, the on-campus food pantry, totaled 18,009 pounds.

98%

ISU Student Support Services boasts a 98% persistence rate among TRIO students.

2,044

Student Counseling Services provided 2,844 unique students counseling appointments.

14,119

The number of tutoring sessions offered by student employees in the Academic Success Center.
The total number of hours student employees spent completing new onboarding programming with Recreation Services. 1,110

An average of 1,765 community members participated in group fitness classes per month.

The total number of COVID-19 tests administered. 58,891

The total number of students, faculty, and staff who engaged in a Student Wellness presentation or program. 4,124

Of all ISU students interacted with Recreation Services. 72%

The Division of Student Affairs raised $29,866 for the United Way, 19% above the annual fundraising goal. $29,866

The total number of students who participated in Writing and Media Center consultations and/or programs. 5,350

The International Students and Scholars Office awarded $263,500 in scholarships to international students. $263,500
The division priorities serve as a compass for projects and goals, and further demonstrate how student affairs contributes to the mission and strategic plan of Iowa State University. This update provides a snapshot of how the Division of Student Affairs advanced these priorities throughout the year.

**DIVERSITY, EQUITY, AND INCLUSION**

*We will promote and enhance the climate on campus and in the surrounding communities, so all are welcomed, included, and valued.*

The Division of Student Affairs Diversity and Inclusion Committee provide staff with training and development opportunities to expand cultural competencies and assess diversity and inclusion practices within the division to improve future diversity, equity, and inclusion (DEI) efforts. The committee completed the following activities during the 2020-2021 year.

- Five hundred and ten staff completed the Intercultural Development Inventory (IDI). The IDI is a comprehensive tool that can help individuals gain a better understanding of intercultural competence, defined as the capability to shift cultural perspectives and appropriately adapt behavior to cultural differences and commonalities. The division will explore the results of this survey in future activities and initiatives.

- The committee planned six division-wide professional development programs on topics including supporting neurodiverse students to creating healthy DEI discussions in the classroom. Each session averaged 25 participants.

- The committee, along with support from senior leaders, finalized the process of adding DEI to staff performance evaluations. Starting spring 2021, each staff member documented how they displayed commitment to this priority and continued their personal growth.

*Take a closer look at the division’s diversity, equity, and inclusion efforts at studentaffairs.iastate.edu/reports.*

**STAFF DEVELOPMENT AND RETENTION**

*We will create intentional opportunities to support staff and make available the resources, tools, professional development, and the growth opportunities they need to be successful.*

The Division of Student Affairs committee co-chairs facilitated a professional development needs assessment and conducted focus groups to better understand the holistic needs around professional development. The co-chairs submitted recommendations to division staff leadership for their consideration.

- The division’s Diversity and Inclusion Committee hosted Dr. Larry Roper, Professor Emeritus of Language, Culture, and Society at Oregon State University, for a division-wide meeting in spring 2021 titled, “Leading During Times of Crisis— Living Successfully with the Unexpected.”

- Thirty-two division staff members virtually attended the 33rd National Conference on Race and Ethnicity, representing nearly 30% of Iowa State University attendees at the conference.

- Nine Dean of Students Office staff members presented at 15 different local, regional, or national conferences throughout the year.
ASSESSMENT AND RESEARCH

We will ensure that programs, policies, and practices are informed by assessment and research to better promote student enrollment, development, learning, and overall student success.

Under the leadership of the Division of Student Affairs Director of Assessment and Research and committee co-chairs, the Assessment Committee focused on reengaging and reenergizing departments around creative student learning committees and program assessment tools. By providing staff resources to engage in assessment year-round, the division will be able to share comprehensive retention, engagement, and performance data for years to come. In 2020-2021, the committee completed the following action steps toward progress.

- Reengaged Division of Student Affairs staff with the Co-Curricular Learning Domains (CCLDs) and the Career Readiness Competencies (CRCs) by hosting in-depth workshops on how departments can incorporate the concepts and practices of the domains and competencies into their everyday work.

- The committee created a video campaign focused on the Co-Curricular Learning Domains, which will launch during the 2021-2022 academic year.

- Student employees in the Department of Residence, ISU Dining, Learning Communities, Memorial Union, Recreation Services, and Tutoring Services were surveyed about their proficiency in the eight Career Readiness Competencies. Over 90% of respondents indicated they were good or very good at applying what they have learned in the classroom to their student employment jobs.

- Throughout summer 2020, the committee hosted an “Assessment Level Up” series featuring sessions for staff to learn more about tools integral to assessment. Sessions included understanding and interpreting data, data storytelling and visualization, and an overview of how pivot tables can assist with data reporting.

- Ten departments intentionally engaged with the Director of Assessment and Research to make progress on program reviews and/or one-time assessment efforts that impact student success.

Learn more about the CCLDs and CRCs on pages six and seven.

SAFETY, HEALTH AND WELLBEING

We will work to create a safe, healthy, and wellness-focused environment for ISU students and student affairs staff so that they may thrive at ISU, in the Ames community, and the world beyond.

The Division of Student Affairs Staff Development and Wellness Committee supports the division through leadership and skills training, development of resources and programming to enhance careers, work/life integration, and overall wellbeing for staff. In 2020-2021, the committee focused primarily on staff wellness, as the university navigated new responsibilities and changes due to the COVID-19 pandemic while providing the best services to Cyclones. The committee was successful in implementing several new initiatives.

- A survey was sent to all Division of Student Affairs staff to assess their personal wellbeing needs to help the committee identify how policies, procedures, and practices may need to change or adapt to better align with the ever-changing needs of staff.

- Division of Student Affairs Wellness Breaks launched in March 2021 to encourage staff to take time once per month to engage in self-care strategies to help balance stress in the workplace.

- The committee created a resource folder available to all staff with self-care activities around relaxation, stress management, and wellbeing. One resource outlines talking points for supervisors and employees to use as a framework to continually engage in intentional conversations about wellness.

- The committee offered structured programming for staff focused on the importance of wellbeing and sponsored a session led by Student Counseling Services, “Living Through and Emerging from a Pandemic.”

The departments within the Division of Student Affairs spent much of the 2020-2021 academic year ensuring students had updated information about the COVID-19 pandemic and engaged in vital mitigation strategies to keep the campus community healthy. More information about how the division supported student's health and wellbeing during the COVID-19 pandemic is found on page 15.
We will collaborate with Academic Affairs, the ISU Foundation, and other campus partners to achieve measurable progress toward closing the achievement gap for multicultural, first-generation, low-socioeconomic students, and student Veterans.

The COVID-19 pandemic impacted typical programming hosted by division, but several critical initiatives were launched to keep students engaged. While short-term public health efforts were the focus throughout much of the year, the division never lost sight of improving efforts to increase student success.

Four division staff members were selected to the Project Steering Committee for the American Council on Education’s (ACE) Learner Success Laboratory. This eighteen-month initiative supported by a grant from the Strada Education Network, aims to boost student success through innovative change management of systems, processes, programs, and culture. Eleven additional division staff members sit on one of six subcommittees for this important project. The goal of the project is to impact nearly every area of campus by streamlining, elevating, and expanding resources and services to students.

A completion grant initiative funded by the University Innovation Alliance ended in 2021, and resulted in $386,000 in funds being distributed to students.

Students who sought services within the Division of Student Affairs directly correlated their persistence and participation in Iowa State University activities to the resources and support received from departments.

Students indicated that they were able to remain enrolled at Iowa State due to the help they received from Student Counseling Services (4.28 on 5.00 scale).

Students who participated in a learning community have a 6.3 percentage point higher first-to-second year retention rate compared to those who do not participate in a learning community.

Students indicated that because of the services they received at Thielen they were able to attend and participate in classes and other activities at a 4.36 on a 5.00 scale.

Over 89% of students new to Iowa State in fall 2019 and who used the Academic Success Center and/or the Writing and Media Center returned to ISU in fall 2020.

Department of Residence reported a 92% one-year retention rate of new, direct from high school students who lived on campus and 78% six-graduation rate among new, direct from high school students who lived on campus at least one year.

The 2019-2020 Hixson Opportunity Awards scholar cohort saw a 94% persistence rate, 8.73 percentage points higher than Pell grant-eligible Iowa residents.
The Division of Student Affairs is structured into four units to streamline, enhance, and increase the ability to respond to the needs of each department, enhance effectiveness and efficiency of leadership, and create a synergistic approach to support the division priorities.

**CENTRAL OFFICE**

Iowa State University welcomed new Senior Vice President for Student Affairs, Dr. Toyia K. Younger, on August 17, 2020.

The Thomas L. Hill Iowa State Conference on Race and Ethnicity hosted its first-ever virtual conference with over 1,900 registrants. The College of Engineering and College of Design served as the 2021 ISCORE College Champions, which were established to increase engagement from college partners and the university community.

Learning Communities launched a 100% virtual international first year student learning community, offered 28 faculty and staff professional development sessions, and served over 250 peer mentors and advisors through trainings, development, and teaching and learning circles, all while celebrating 25 years of Learning Communities (1995-2020).

Iowa State University entered its sixth year as a member of the University Innovation Alliance (UIA), an innovative and collaborative consortium of eleven major research universities charged with ensuring greater numbers of traditionally minoritized students graduate from college. Sebastian Speer was hired as Iowa State’s fourth UIA Fellow in January of 2021.

**CAMPUS LIFE**

The Memorial Union started a renovation of floors four, five, and six with a target completion date of April 2022. The new space will be home to six division departments.

ISU Dining completed renovations in the Memorial Union Food Court and Commons, and secured the addition of Dolce Freddo Gelato. The Union Drive Community Center added Get & Go, which provides convenient “to-go” options for the campus community.

Joseph Ballard II was hired as the inaugural Director of Diversity, Equity, and Inclusion for Campus Life.

The Department of Residence launched new technology platforms to track and manage student data and to communicate with live-on students and campus partners at a more efficient level.

“Connect Four,” a live-in learning community serving traditionally minoritized students in the College of Human Sciences, was established within the Department of Residence.
The unit completed an internal restructure and reclassification of departments to provide enhanced support, advocacy, and streamlined processes.

Departments continued providing services to students through the expanded use of technology to schedule and host appointments, facilitate consultations, explore platforms for online trainings, and launch creative outreach strategies. Many departments within the Dean of Students Office saw a growth in participation of students when programming moved online.

The new Winter Term extended resources throughout the typical break period, specifically for academic support resources like the Academic Success Center and Writing and Media Center.

The unit expanded collaborations across and outside the university to secure funding resources and opportunities for improved programs.

Numerous Dean of Students Office departments provided education and interpretation to students and campus partners on updated policies, procedures, and practices including international laws, Title IX regulations, and policies related to the pandemic including face coverings, travel restrictions, and guidance from sorority and fraternity international headquarters.

The unit developed a campus-wide mental health resource website that includes on-and-off campus resources for students.

Thielen Student Health Center continuously offered in-person clinical services including primary care, psychiatry, women’s health, lab, radiology, and pharmacy throughout the COVID-19 pandemic. The center also completed a department reorganization and added a new position, the Associate Director of Clinical Services.

Students reported high client satisfaction with Student Counseling Services. The department saw an increase on all indicators including overall effectiveness, experience of feeling supported, and impact of services on students’ retention and persistence at ISU.

Student Wellness launched four new outreach and engagement programs to address changing student needs. They also strengthened the partnership with The SHOP, on-campus food pantry to help reduce food insecurity at Iowa State University.

In addition to moving all fitness classes, events, courses, and trainings online, Recreation Services completed the Esports and Gaming Room, added a Student Development Coordinator, completed multiple assessment projects, and initiated a five-year strategic plan. Recreation Services also secured future partnerships with the College of Engineering and the College of Liberal Arts and Sciences.

Thielen Student Health Center staff received the following accolades: Iowa State University Exemplary Team or Unit Effort Award; United Way Outstanding Community Support Award; and, the Division of Student Affairs Team Values Award.
Thielen Student Health Center organized and launched all COVID-19 testing, vaccine administration, mitigation strategies and public health collaborations, while maintaining usual services for the campus community.

As more spaces were needed to host socially distanced classes, the Memorial Union provided spaces for in-person classes while maintaining engagement opportunities for students including a hybrid ClubFest, virtual ISU AfterDark, and take-home crafts from the WorkSpace.

The Department of Residence provided more than 500 on-campus students housing for isolation or quarantine due to a COVID-19 positive test or exposure. They also educated student leaders on and enforced mitigation strategies for 8,000+ students including move-in and-out activities, special events, and various trainings.

Aligned with CDC guidance, Recreation Services modified nearly all operations and services throughout their facilities. Online fitness classes were offered to the community and gyms were strategically spaced to provide socially distanced activities. State Gym and Lied Recreation Center were also used as COVID-19 testing and vaccination sites.

ISU Dining transitioned a dining center to a Get & Go location, offering full service to-go options for students, and served meals to students in isolation and quarantine spaces; the GET app was also added to offer contactless payment options.

Many departments went to a hybrid or 100% virtual model, offering new appointment scheduling options, unique community-building spaces, and virtual small and large group programming.

Several departments took on additional responsibilities to support the COVID-19 mitigation efforts throughout the university. Student Assistance sent 6,207 notifications to students and staff regarding health or absences, and Student Accessibility Services created a process for students at high-risk for COVID-19 to receive reasonable classroom accommodations.

A total of 113 staff throughout the division served as contact tracers and case investigators, and often worked nights, weekends, and university holidays to provide timely outreach to students and their contacts.

Two hundred and thirty-seven Division of Student Affairs staff volunteered at the COVID-19 testing sites and vaccination clinics.

Several division departments collaborated to create and enforce the university’s COVID-19 Policy on Student Social Gatherings in an effort to reduce transmission rates on and off campus.

The Office of Sorority and Fraternity Engagement collaborated with inter/national organizations to enforce mitigation strategies for housing and chapter activities, and all case management and contact tracing within the sorority and fraternity community.

The Director of Assessment and Research managed all testing, self-reports, and contact tracing data for the campus community and combined data with academic, employment, demographic, and contact tracing data to identify trends and locations of positive COVID-19 cases, and populate the university’s public dashboards.

As students navigated trauma, change, and fear throughout the pandemic, Student Counseling Services expanded services to include a telehealth option, hosting 9,218 appointments.
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