Greetings!

It is an honor and privilege to serve as Iowa State University’s Senior Vice President for Student Affairs. Iowa State is an amazing place, and our students are at the heart of the beauty, inspiration, and excitement you will experience here.

Each academic year brings different and unique challenges to the Division of Student Affairs and to our campus. However, our mission has always been about helping our students succeed academically. Challenge, empower, succeed. Three words at the heart of it. This year, we are excited to challenge and empower more than 33,000 students to succeed in their adventure as Cyclones.

The Division of Student Affairs also challenges ourselves to offer the very best in our services and programs. We are always improving the way we serve the campus and striving to create more support and access for students. We are strategic in the ways we do this and diligent in assessment and research so that data drives positive change. It is also essential that we align our efforts with our division priorities and core values found in this document.

Last, we embody and advocate for the Iowa State Principles of Community. The Principles describe community standards that promote a positive, safe environment where students, staff, and faculty can learn, embrace, and celebrate different backgrounds and experiences we all bring to campus.

The Division of Student Affairs plays a crucial role in supporting the development of all Iowa State students. We are proud to help Cyclones create, share, and apply knowledge to make Iowa and the world a better place.

Martino Harmon Ph.D.
Senior Vice President for Student Affairs
OUR MISSION
Integral to the rich and vibrant Iowa State University experience, Student Affairs challenges and empowers students to succeed as productive citizens and leaders in a diverse global community.

18/19 PRIORITIES
IN WORKING TO FULFILL OUR MISSION, WE FOCUS OUR COLLECTIVE ENERGY AND EFFORT IN THE FOLLOWING AREAS:

STUDENT SUCCESS
We work to create a safe, healthy, and wellness-focused environment that allows students to thrive inside the classroom, on the ISU campus, in the Ames community, and around the world.

CAMPUS CLIMATE
How the Iowa State University campus is perceived by students, staff, and faculty has a direct impact on learning and teaching. We focus our work to promote and enhance areas where positive climates exist, and to identify and improve other areas so all are welcomed, included, and valued.

SPACE/FACILITIES
In an effort to maintain and enhance the health and betterment of the Division of Student Affairs, we focus on developing practices and procedures that allow us to best allocate resources (space, finances, human capital) where it can have the greatest positive effect possible.

STAFF WELLBEING
Our ability to serve ISU students and the community at the highest levels requires a staff that is both personally and professionally developed, and where their overall wellbeing and safety are attended to and supported.

ENROLLMENT MANAGEMENT
As we recruit, admit, award, orient, enroll, retain, and serve the student body and the ISU community, we work to integrate current practices with new technology and innovative approaches.

PRINCIPLES OF COMMUNITY
IOWA STATE UNIVERSITY

RESPECT: We seek to foster an open-minded understanding among individuals, organizations and groups. We support this understanding through outreach, increasing opportunities for collaboration, formal education programs and strategies for resolving disagreement.

PURPOSE: We are encouraged to be engaged in the university community. Thus, we strive to build a genuine community that promotes the advancement of knowledge, cooperation and leadership.

COOPERATION: We recognize that the mission of the university is enhanced when we work together to achieve the goals of the university. Therefore, we value each member of the Iowa State University community for their insights and efforts, collective and individual, to enhance the quality of campus life.

RICHNESS OF DIVERSITY: We recognize and cherish the richness of diversity in our university experience. Furthermore, we strive to increase the diversity of ideas, cultures and experiences throughout the university community.

FREEDOM FROM DISCRIMINATION: We recognize that we must strive to overcome historical and divisive biases in our society. Therefore, we commit ourselves to create and maintain a community in which all students, staff, faculty and administrators can work together in an atmosphere free from discrimination, and to respond appropriately to all acts of discrimination.

HONEST AND RESPECTFUL EXPRESSION OF IDEAS: We affirm the right to and the importance of a free exchange of ideas at Iowa State University within the bounds of courtesy, sensitivity and respect. We work together to promote awareness of various ideas through education and constructive strategies to consider and engage in honest disagreements.
In our effort to provide the best programs, services, and help support our core values, the Division of Student Affairs has established the following five committees made up of staff from across the division.

**DIVERSITY & INCLUSION:** This committee focuses on campus climate issues and enhancing the university’s diversity and inclusion efforts. This also includes opportunities for student affairs staff to enhance their understanding of diversity, inclusion, and social justice.

**STAFF DEVELOPMENT & WELL-BEING:** This committee supports student affairs staff through leadership, skills training, resources, and programming to enhance careers, work/life integration, and overall well-being.

**STUDENT AFFAIRS ASSESSMENT:** This committee focuses on identifying potential areas of assessment within the division and works with departments/individuals to create, implement, and analyze assessment efforts. This committee is also involved in coordinating divisional program review processes and identifying, creating, and implementing training resources, sessions, and other professional development efforts for assessment.

**STUDENT AFFAIRS RESEARCH:** This committee identifies potential areas of research and provides guidance on such projects assumed by departments/individuals in the Division. This committee will also conduct research on areas of interest and be involved in identifying, creating, and implementing training resources, sessions, and other professional development efforts for research.

**UNITED WAY OF STORY COUNTY CAMPAIGN:** Focuses on fundraising for the local United Way Story County campaign on behalf of the Division of Student Affairs.
Operating Budget

**Financials 2018-2019**

### Visitors
- The Thielen Student Health Center facilitated 45,334 individual visits to see a clinic health professional and maintained a 4.75/5.0 satisfaction score.
- The Exam Accommodations Center administered 5,300 tests last year to students who needed the ability to test outside of the classroom.

### Dollars
- 589,000
- The new Financial Aid Scholarship Application, ONEAPP, streamlines all on-campus scholarships into one easy-to-use application for ISU students.
- 11,400,000
- Student Affairs Development exceeded the FY19 fundraising goal set this year bringing in $11.4 million.
- 1,910,081
- The Memorial Union had 1.9 million visitors just this last year.

### Persistence Rate
- 96%
- The TRIO Student Support Services Program aims to have 87% of students persist on to the next year of college. This year that objective was exceeded with a 96% persistence rate.

### Students
- 11,401
- 6,176
- 1,028,968
- 71,546
- 1,028,968
- 45,334
- 71,546
- 45,334
- 2018-2019
- 52,878
- 11,400,000
- 11,401 students called campus home in dorms overseen by the Department of Residence.

### Visitors
- 11,401
- Iowa State’s robust 96 Learning Communities supported 6,176 students.

### By the Numbers

<table>
<thead>
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<th>Revenue (in thousands)</th>
<th>26,043</th>
<th>7,952</th>
<th>137,777</th>
<th>56,189</th>
<th>3,563</th>
<th>106,807</th>
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<td><strong>TOTAL</strong></td>
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**General Operating Funds Breakout (in thousands)**

- Admissions: 6,822
- Assessment & Research: 193
- AVP/Dean of Students: 5,305
- AVP/Enrollment Management & Student Success: 413
- AVP/Student Health and Wellness: 155
- Financial Aid: 2,313
- International Students & Scholars: 1,634
- Learning Communities: 766
- Memorial Union: 3,151
- Registrar: 2,330
- Senior Vice President’s Office: 1,968
- Student Wellness: 638
- NCORE-IS CORE: 264
- **TOTAL**: 28,042,713

**Auxiliary Breakout (in thousands)**

- Department of Residence: 60,377
- ISU Dining: 48,339
- Memorial Union: 4,899
- Recreation Services: 11,862
- Thielen Student Health Center: 12,300
- **TOTAL**: 137,777

**Staff Snapshot FY18**

- Professional & Scientific: 368 FTE
- Merit: 412 FTE
- Post Doc: 2 FTE
- Graduate: 43 FTE
- **TOTAL**: 825 FTE

- 43 graduate assistants and over 2,000 undergraduate students worked in the division

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General Operating funds represent state-appropriated operating funding for the units listed under General Funds Breakout. Financial Aid funds under Revenue section represent state-appropriated aid dollars that are passed directly through to the students. Fees represent such items as the recreation fee, building fees, commencement fees, etc. Auxiliary funds represent items such as housing and dining contracts, staff recreation memberships, and fee-for-service health care. Grants are funds received from external organizations such as the department of education. Agency funds represent items such as teaching buyouts, conference services, catering, vending machines, and convenience stores.
DIVISION HIGHLIGHTS
2018 - 2019

The Division of Student Affairs continues to serve students, faculty, and staff in ways that are critical to the student experience and academic success. Here are a few highlights from the 2018-2019 academic year.

Student Success

Student Conduct, Student Wellness, and the Department of Counseling Psychology partnered to launch BASICS, a behavioral health approach to address low-level alcohol and drug cases. This model fundamentally shifts from the disciplinary approach to identifying issues and creating a successful path to change.

Students who participated in the Academic Program for Excellence (APEX) and Multicultural Vision Program (MVP) in Multicultural Student Affairs continued to see high academic performance. The average GPA for APEX students was 3.43 and 93 MVP scholars received a GPA of 3.5 or higher.

Student Veterans are now included in Iowa State’s Closing the Achievement Gap (CTAG) data set due to the collaborative efforts of the Veterans Center staff. Including this demographic in CTAG enhances the University Innovation Alliance initiative and potential for additional university resources and support.

Campus Climate

Over 1,000 faculty, staff and students attended the Iowa State Conference on Race and Ethnicity (ISCORE). The ISCORE Conference Action Plan was introduced creating a model for other professional development opportunities.

The Center for LGBTQIA+ Student Success moved to a larger new home and expanded on-boarding services to enhance student’s sense of belonging, connection to community, and awareness of resources to support personal and academic success.

The Spark, a year-long faculty and staff training initiative utilizing student blog posts, began the year with 327 registered participants who received 22 weekly training and reflection e-mails. This year, Multicultural Student Affairs staff introduced twelve semi-structured discussion groups led by campus partners.

Student Counseling Services now provides RESPOND training that empowers participants to offer support and referrals to a student or colleague in stress. The course provides an overview of symptoms associated with mental health problems and offers an action plan. As a part of this program, SCS has also received Institutional Review Board approval as a research site.

Enrollment Management

In Fall 2018, 6,176 total students participated in 96 learning communities. The average 1-year retention of these students is 7 percentage points higher than those not in Learning Communities. Learning Community participation among first-year, full-time students of color was 83%.

The Office of the Registrar facilitated the graduation of Iowa State’s largest class in history, while also fostering stronger student, campus, and alumni engagement via a new app that included post graduation information and the commencement program eliminating the need to print 10,000+ commencement programs.

Established in summer 2018, the Iowa State University Medical Withdrawal Policy supports students who may need to take medical leave. FY19 was the first full year of implementation, and Student Assistance helped over 300 students navigate the policy to ensure students could return to full time status at Iowa State.

Space and Facilities

ISU Dining continues to refresh, create new concepts, and reinvest in facilities to increase customer satisfaction. ISU Dining spent 8.3 million dollars to renovate and update several locations including the MU food Court, Clyde’s in UDCC, The Hub on central campus, the Gentle Doctor at Vet Med, and Dinkey’s food truck.

The Memorial Union is home to 19 ISU departments and offices and hosted more than 13,000 events this last year. This staple of campus also went through several major deferred maintenance projects including sewage pipe replacement, terrace replacement, roof replacement, new water heater, and new lift station.

Recreation Services launched two new renovation projects. The Southeast Recreation Complex broke ground on a 10 million dollar renovation of nearly 30 acres with new turf, lights, irrigation system, pavilion and parking. The second project is the renovation of two squash courts in Beyer into a video game lab. The space will accommodate the growing e-sports competitive teams, recreational gaming and academic research.

Staff Wellbeing

With the help of the Student Health and Wellness ambassadors and Peer Wellness Educators, the team at Thielen Student Health Center was able to facilitate multiple Flu Shot Clinics on campus resulting in the highest number of vaccinations on record (>3,000).

The Student Affairs Leadership Institute was created with the focus on creating local professional and personal development opportunities for those new to the Division of Student Affairs. The first cohort included 16 staff members who attended a series of eight meetings including panel discussions with content experts, presentations, and a culminating project within their unit.

More than 2,700 students, faculty and staff participated in Green Dot training and programming. Green Dot at Iowa State is a comprehensive program that is designed to reduce incidents of violence on our campus and in our community.

The Division coordinates opportunities for staff to hear from national speakers, attend quarterly Division meetings, receive awards and recognition, and have regular monthly communication across the Division.
DIVISION OF STUDENT AFFAIRS

OFFICE LEADERSHIP

The Student Affairs Central office supports the work of the Division through strategy, assessment, research, development, diversity, inclusion, communications, and administrative services.

Martino Harmon
Senior Vice President for Student Affairs

Dr. Harmon assumed the position of Senior Vice President for Student Affairs in 2016. In this role, he provides strategic leadership to the division which encompasses a broad and diverse portfolio of units, offices, and teams on campus that is unique to Iowa State University when compared to other institutions. During his leadership, he created an organizational structure that groups like departments into smaller management units, led by assistant and associate vice presidents, that are directly aligned with division priorities. These units include the Dean of Student Affairs, Enrollment Management and Student Success, Student Health and Wellness, and Department of Residence, ISU Dining, and Memorial Union.

Office of the Senior Vice President of Student Affairs (Central Office)

Bonnie Whalen
Director, Administrative Services

Administrative Services provides leadership to the division on financial and budgetary matters, including capital projects, auxiliary services, student fees, ISU Foundation funds, grants, and general fund revenues. This position also serves as co-leader of the division capital planning process and representative on the university capital planning work-group.

Matt Pistilli
Director, Assessment & Research

The Office of Student Affairs Assessment & Research is responsible for consulting on, leading, and coordinating inquiry efforts across the Division of Student Affairs. This office helps staff to assess their programs which in turn informs our work as a division in our continuous improvement efforts.

Japannah Kellogg
Director, NCORE-ISCORE Project

The Thomas L. Hill Iowa State Conference on Race and Ethnicity (NCORE) is a comprehensive forum on issues of race and ethnicity at ISU and beyond. The NCORE-ISCORE Project consists of a delegation of ISU students, faculty, and staff who attend the national conference (NCORE) and then disseminate information gathered to those at ISU at ISCORE.

Liz McAllister
Director, Student Affairs Development

Student Affairs Development works in collaboration with the Senior Vice President for Student Affairs and the ISU Foundation to build a development program. Part of the program includes cultivating a donor base of alumni with affinity and capacity to be long-term major gift donors to division priorities.

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Division of Student Affairs

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ERIN BALDWIN
Assistant Vice President for Student Health and Wellness

In this role, Baldwin provides strategic leadership and vision for developing a holistic, multidisciplinary approach to student health and wellness for a growing and diverse student population. Baldwin serves on the Student Affairs Leadership Council and as an advisor on student health matters.

Chris Hanes
Director, Student Counseling Services

Student Counseling Services promotes the positive development and mental health of ISU students and responds to students in crises. Their services focus holistically on the emotional, cognitive, behavioral, physical, and spiritual components of students and encourage self-determined development and change.

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Michael Giles, JR.
Director, Recreation Services

Recreation Services creates exceptional experiences in a respectful, welcoming, and fun environment while empowering the ISU community to enhance personal wellbeing. They are proud to provide the very best in collegiate recreation whether students are an athlete all their life, just starting a wellness journey, been an athlete all their life, or just looking to have fun.

VANDERHEYDEN
Interim Director, Student Wellness

Student Wellness focuses on holistic wellness providing programs and opportunities that equip students with life-enhancing skills that help them thrive academically and personally. Student Wellness also works with students to create a university environment that promotes health and wellbeing.
The Dean of Students Office provides a platform for students to engage in dialogue to create social change.

COMMUNITY, PERSONALLY, we challenge students to reach – and even exceed – their academic goals. Development culminating in a transformative experience.

The Dean of Students Office uses an integrated approach to support student-centered learning through personal, community, and academic development within a welcoming, diverse environment.

The mission of the Office of International Students and Scholars is to provide services that support immigration and cross-cultural expertise within a welcoming, inclusive environment.

The Office of Student Conduct is responsible for coordinating and administering the student discipline process at Iowa State University. They can help students navigate their way through the process.

Student Accessibility Services supports students with disabilities to enable their access to education and university life with the belief that equity, social justice, and diversity are essential to creating an environment of equal opportunity for all. A disability is a naturally occurring aspect of the diversity of life and an integral part of the campus community.

The Office of Student Assistance helps students navigate their adventures at Iowa State. When unsure where to go for help or when the unexpected occurs in life, the staff in Student Assistance are available to provide support and information about university resources.

The Hixon opportunity awards are half tuition scholarships or standardized test scores. The Hixon opportunity awards are also available for consultation and guidance for students working on any form of written, oral, visual, or electronic communication.

The Writing and Media Center (WMC) helps students become stronger, more confident communicators. The WMC is a våning and inclusive peer tutoring center where friendly tutors can help students working on any form of written, oral, visual, or electronic communication.
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

Enrollment Management and Student Success provides leadership for the university with the development of an enrollment management model which will accomplish the university’s goals towards recruiting and retaining an academically strong and diverse student body.

Lauren Doering
Associate Vice President for Enrollment Management and Student Success

As Associate Vice President, Doering provides leadership and strategic visioning for the university related to enrollment management and student success. She oversees the offices of Admissions, Financial Aid, Learning Communities, Registrar, and TRIO programs.

Katharine Johnson Suski
Executive Director Admissions

The Office of Admissions leads the University’s recruitment efforts by providing campus tours, during daily visits and Experience Iowa State Programs. The Office of Admissions also facilitates all new student programs including Orientation, Destination Iowa State, and first year communications.

Jennifer Suchan
Registrar Office of the Registrar

The Office of the Registrar supports the instructional and student progress endeavors of the University by providing quality services to students, faculty, academic and administrative departments, alumni, and the public.

Rob Lipsey
Director Student Support Services

TRIO Student Support Services is a program that provides a variety of individualized services to 250 low-income, first-generation students and/or students with disabilities each year with the goal of increasing persistence and graduation rates of these students.

Jen Leptien
Director Learning Communities

To support Iowa State University’s commitment to student learning, the Learning Community program enhances undergraduate experience by providing interconnected students with dynamic, focused communities in which students, staff, and faculty can learn and grow together.

Roberta Johnson
Director Office of Student Financial Aid

The Office of Student Financial Aid provides financial services that help students enroll and graduate from Iowa State University. Because financial aid comes from many sources, often with regulations attached, Student Financial Aid helps students through each step of the process to obtaining the aid they need.

Robert Agyeman
Director Upward Bound and Educational Talent Search

Upward Bound is a college prep program for first generation or income eligible high school students that prepares youth for college by providing academic, cultural, and social programming. Educational Talent Search helps high school students enroll in college by providing academic, financial aid, and personal counseling.

Pete Englin
Assistant Vice President for Student Affairs

As Assistant Vice President for Student Affairs, Englin provides executive leadership on behalf of ISU Dining, the Department of Residence and the Memorial Union. In addition, Englin collaborates with division leadership to set the vision for capital planning and space management.

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Director ISU Dining

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The Department of Residence, Dining, and Memorial Union are dedicated to providing a student-centered, co-curricular environment that enhances the academic mission of the university, and embodies the belief that learning at Iowa State University has no physical boundaries. Through the programs, services, employment, and activities, students are empowered to become engaged learners, responsible citizens, dynamic leaders, and individuals who are guided by integrity.

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