Greetings!

It is an honor and privilege to serve as Iowa State University’s Interim 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 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 were excited to challenge and empower more than 30,000 students to succeed in their adventures as Cyclones.

The Division of Student Affairs believes that learning can occur anywhere on campus, especially in the programs and services we offer to students. This year, we introduced the Co-Curricular Learning Domains, or CCLDs, to describe and define the learning that we want students to gain through their interaction with us. The CCLDs are aligned with our division priorities and values and focus our work on a common set of goals. You can learn more about the CCLDs on page 4 of this document, and we look forward to demonstrating their use and students’ growth in these areas in the coming years.

This year brought the beginning of the COVID-19 pandemic. This required a tremendous amount of teamwork, patience, and evolution as we continued to educate and support students virtually. You will see examples of these efforts in this report highlights section. I am very proud of the work staff across the division accomplished to support the critical needs of students and the collaboration that took place to do so.

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

Erin Baldwin
Interim Senior Vice President for Student Affairs
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 community.

CORE VALUES

Our core values are integral 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, INCLUSION, & SOCIAL JUSTICE

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.

2019-2020 DIVISION PRIORITIES

In working to fulfill our mission, staying true to our core values, and adapting to the ever-changing climate, this year we will focus our efforts on the following six priorities.

STUDENT SUCCESS

We will collaborate with Academic Affairs, the ISU Foundation, and other campus partners to achieve measurable progress towards closing the achievement gap for multicultural, first-generation, low socioeconomic, and student Veterans.

SAFETY, HEALTH, & WELL-BEING

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.

DIVERSITY, EQUITY, & INCLUSION

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

ASSESSMENT & RESEARCH

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

STAFF DEVELOPMENT & 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.

CO-CURRICULAR LEARNING DOMAINS

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.

CIVIL ENGAGEMENT

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

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.

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.

WELLNESS

An active process through which people become aware of, and make choices toward, a successful existence.
The following organization structure was developed to improve and streamline our ability to respond to issues and the needs of the departments; enhance effectiveness and efficiency of the leadership; create a synergistic approach that groups like departments into smaller management units that are directly aligned with division priorities.

**Erin Baldwin**  
Interim Senior Vice President for Student Affairs

Updated June 2020

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**Sharon Evans**  
Associate Vice President and Dean of Students

**Mike Giles**  
Interim Assistant Vice President for Student Health and Wellness

**Pete Englin**  
Assistant Vice President for Campus Life and Director of Residence

**Central Office**

- Capital & Facilities Planning *
- Department of Residence
- ISU Dining
- Memorial Union
- Student Activities
- Student Affairs Division
- Strategic Planning *

**Assessment & Research**

- University Innovation Alliance

**Student Affairs Development**

**NCORE-ISCORE Office**

**Learning Communities**

**Educational Talent Search**

**Upward Bound** *

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* Denotes area function - not a direct report or office
** Programs of the TRIO federal grant

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**Revenue breakdown**

- **General Operating Funds**: 16,165,000
- **Auxiliary**: 137,777
- **Grants**: 500
- **Total**: 165,077

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**Auxiliary Breakdown**

- **Department of Residence**: 60,377
- **ISU Dining**: 48,339
- **Memorial Union**: 4,899
- **Recreation Services**: 11,862
- **Thiel Student Health Center**: 12,300
- **Total**: 137,777
<table>
<thead>
<tr>
<th><strong>BY THE NUMBERS</strong></th>
<th><strong>106,253</strong></th>
<th>The Academic Success Center delivered 106,253 contact hours of service to students using Academic Coaching, Supplemental Instruction, and Tutoring Services during FY20.</th>
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<tbody>
<tr>
<td><strong>18,593</strong></td>
<td>Iowa State has 905 recognized student organizations. 18,593 Iowa State community members are a member of at least one student organization, and 4,375 of those members hold at least one leadership position.</td>
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<td><strong>90,000</strong></td>
<td>During the 2019-2020 academic year, the Division offered 214 diversity and inclusion initiatives. These initiatives impacted more than 90,000 members of the Iowa State University community.</td>
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<td><strong>$121,805</strong></td>
<td>During the 2019-20 academic year, 242 students received $121,805 in UIA Completion Grant awards, with an average award of $503.</td>
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<td><strong>$8,000</strong></td>
<td>Student Counseling Services saw a 15% increase in students seeking services prior to the remote learning period and an increase of 26% over the past 5 years. A newly implemented walk-in-triage model allows students to be seen with no wait and cuts the wait time for follow up services by 50%.</td>
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<td><strong>15%</strong></td>
<td>The Veterans Center invested over $8,000 in tutoring for veteran and military-affiliated students.</td>
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<td><strong>6,176</strong></td>
<td>Iowa State’s robust 96 Learning Communities supported 6,176 students.</td>
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<td><strong>99%</strong></td>
<td>Iowa State students who have participated in National Student Exchange have a 10-year graduation rate of 99%.</td>
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<td><strong>1,910,081</strong></td>
<td>When surveyed, 95% of students who received support from Student Assistance felt confident in their ability to get help from needed resources on campus and reach out for help in the future.</td>
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<td><strong>$6,000</strong></td>
<td>The Exem Accommodations Center administered 5,300 tests last year to students who needed the ability to test outside of the classroom.</td>
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<td><strong>96%</strong></td>
<td>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.</td>
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<td><strong>45,334</strong></td>
<td>The Thielen Student Health Center facilitated 45,334 individual visits to see a clinic health professional and maintained a 4.7/5.0 satisfaction score.</td>
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<td><strong>10,457</strong></td>
<td>10,457 students called campus home in dorms overseen by the Department of Residence.</td>
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<td><strong>$40,600</strong></td>
<td>Over $40,600 in grant money was secured through ISU’s involvement in the University Innovation Alliance (UIA) to help students defray costs associated with the COVID-19 disruption of in-person classes.</td>
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<td><strong>$589K</strong></td>
<td>Sorority and Fraternity members donated $589,000 to philanthropic causes and completed 9,239 community service hours.</td>
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<td><strong>1,028,968</strong></td>
<td>Recreation Services provides campus with unlimited opportunities to have fun and be active. Three indoor facilities and six outdoor facilities were visited by over 1 million students, faculty, staff, alumni, and guests.</td>
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<td><strong>$90,000</strong></td>
<td>The Margaret Sloss Center for Women and Gender Equity was awarded nearly $90,000 in grant funds from the Big XII Violence and Discrimination Awareness and Prevention Fund to support programming around gender diversity, LGBTQIA+ sexual health, survivor support, and staff development around trauma.</td>
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DIVISION HIGHLIGHTS
2019-2020

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 2019-2020 academic year.

STUDENT SUCCESS

Academic Success Center (ASC) launched the Smart Start Program, in partnership with the Office of Admissions, which provided coaching and support to 200 first-year students who did not meet automatic admission criteria. The ASC also served 30% of the undergraduate student population.

In FY20, 3,194 international students enrolled at ISU and over 700 visiting scholars came to campus. Staff in the International Students and Scholars Office oversee the immigration status for these students and scholars including immigration documentation, records in the government database, and interaction with government agencies.

In February, Cy, the university’s Chatbot, was launched with support from the University Innovation Alliance and coordinated by the Division of Student Affairs. Cy can answer over 2,000 questions about the Department of Residence, Office of the University Registrar, Accounts Receivable, Office of Admissions, Veterans Center, and the Office of Student Financial Aid. The top questions asked concern residence halls, COVID-19, and scholarships. From February 17 through June 30, over 15,000 questions were asked, and over 14,000 had broader chats

STAFF DEVELOPMENT & RETENTION

Each year the Division coordinates opportunities for staff to hear from national speakers, and attend Division-lead professional development opportunities on a wide array of topics. The Division also recognizes the work of its staff with an awards program (April) and appreciation event (May.)

During the COVID-19 shutdown, Recreation Services created a 20 module Canvas course for students to gain professional development and continue to earn a paycheck. 305 students were enrolled and completed a total of 2600 hours in topics including: customer service, leadership, and communication skills.

The Department of Residence implemented a department-wide Diversity, Equity and Inclusion committee with members from all units of the department who coordinated monthly staff talks and connected staff to resources on the topic.

SAFETY, HEALTH, & WELLBEING

Sorority and Fraternity Engagement created a new staff position to support risk prevention efforts across the community. In spring 2020, this staff member was able to update several key processes for risk management, develop critical campus collaborations for prevention efforts, and build a foundation for future risk-related prevention programming such as hazing prevention, sexual assault awareness month, and alcohol education.

Student Wellness in collaboration with ISU Wellness implemented Kognito, a new online mental health training for students, faculty, & staff.

On January 8, 2020, in partnership with the Office of Risk Management, Memorial Union Student Activities launched a new University Event Authorization system that tracks not only student organization events, but also departmental and third-party events. The new system is much faster and has more functionality that will enable departments around campus to plan safer and more organized events.

During the 2019-2020 academic year, departments offered 214 diversity and inclusion initiatives. These initiatives impacted more than 90,000 members of the Iowa State University community. Over one-quarter of the initiatives focused on helping participants, who included students, staff, and faculty, better understand themselves and navigating systems of power, and ninety-one percent of initiatives directly aligned with one of the university’s Principles of Community.

As an inclusion effort, Multicultural Student Affairs staff worked with Memorial Union staff to create additional affinity spaces in the Multicultural Center. Spaces were created for Asian, Pacific Islander, Desi American (APIDA), Latina/o/x, and Indigenous students.

The Thomas L. Hill Iowa State Conference on Race and Ethnicity (ISCORE) celebrated 20 years of the project at ISU with over 1,200 people in attendance at the conference on Friday, March 6, and over 300 faculty and staff at the pre-conference on Wednesday, March 4. ISCORE is a comprehensive forum on issues of race and ethnicity and supports the university’s mission to “create, share, and apply knowledge…and make Iowa and the world a better place.”

ASSESSMENT & RESEARCH

Over 225 distinct learning outcomes were developed by departments to guide co-curricular programming and learning outside the classroom.

The Office of Student Affairs Assessment & Research developed the division’s first-ever research agenda. Sixty-one questions were grouped into fifteen themes across two clusters. Beginning in the 2020-2021 academic year, projects will be initiated to investigate questions where both interest and capacity exist. The outcome will be our ability to help shape the field of student affairs through presentations and publications.

In partnership with the Office of Admissions, The Center started reviewing the 276-question Campus Pride Index survey, a campus-wide LGBTQIA+ benchmarking assessment and recruitment tool.

COVID-19

Many staff from across the Division of Student Affairs served as key resources in university operations in relation to COVID-19 and served on several key committees and task forces. Front line staff continued working on campus in residence halls, dining facilities, recreation facilities and Thielen Student Health Center. Interim Senior Vice President Erin Baldwin served as ISU COVID-19 pandemic Incident Commander.

Thielen Student Health Center began working on COVID-19 related processes in January assisting with the return of travel abroad students. The clinic remained open during the Spring semester and provided onsite and telehealth visits to students.

When Study Abroad Students returned from Italy and went into quarantine and later when classes went online for the spring 2020 semester, the Department of Residence, ISU Dining, and Student Wellness continued to care for students who could not return home with housing, coordinating meals, and wellness check-ins.

When COVID-19 impacted employment, food security for students became more unstable. ISU Dining, Department of Residence, and Student Wellness implemented an on-campus food pantry over the summer. The food pantry saw a total of 3,921 people and served fresh and non-perishable bags of groceries 3 times each week.

Parent and Family Programs partnered with the Provost’s Office and Strategic Relations and Communications to leverage Relatively Speaking, a e-newsletter for subscribed family members, as the primary COVID-19 communication platform for families.
DIVISION OF STUDENT AFFAIRS
STAFF LEADERSHIP

Office of the Senior Vice President of Student Affairs (Central Office)
The Student Affairs Central Office supports the work of the Division through strategy, assessment, research, development, diversity, inclusion, communications, and administrative services.

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 position helps staff to assess their programs which in turns informs our work as a division in our continuous improvement efforts.

JANE AGYEMAN
Director
Upward Bound
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.

JAPANNAH KELLOGG
Director
NCORE-ISCORE Project
The Thomas L. Hill Iowa State Conference on Race and Ethnicity (ISCORE) 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.

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

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 to ISU and beyond. This position helps staff to assess their programs which in turns informs our work as a division in our continuous improvement efforts.

STUDENTAFFAIRS.IASTATE.EDU

STUDENT HEALTH & WELLNESS
STAFF LEADERSHIP

Student Health and Wellness provides Iowa State University strategic leadership and vision for developing a holistic, multidisciplinary approach to student health and well-being for a growing and diverse student population. Recreation Services, Student Wellness, Student Counseling Services, and Thielen Student Health Center make up this holistic student health and wellness unit.

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 well-being for a growing and diverse student population. Baldwin serves campus as an advisor on student health matters.

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 well-being. They are proud to providing the very best in collegiate recreation whether students are starting a wellness journey, been an athlete all their life, or just looking to have fun.

BRIAN VANDERHEYDEN
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 well-being.

CYCLONEHEALTH.ORG
The Dean of Students Office uses an integrated approach to support student-centered learning through personal, community, and academic development culminating in a transformative experience.

**ACADEMIC** | We challenge students to reach – and even exceed – their academic goals. The Dean of Students Office has programs, tutoring, and other helpful resources to support student success.

**PERSONAL** | Students want a place where they feel they belong. Finding friends, learning new skills, and getting involved help students thrive and stay at Iowa State. The Dean of Students Office offers them support when they have questions or concerns about their lives.

**COMMUNITY** | Iowa State offers students diverse experiences and opportunities to create an active community. The Dean of Students Office provides a platform for students to engage in dialogue to create social change.

**SHARRON EVANS**
Associate Vice President and Dean of Students
As Associate Vice President and Dean of Students, Evans provides leadership, strategic vision, organization and administrative oversight for 16 departments and functional areas that support Iowa State students learning through personal, academic, and community development.

**BRAD FREIHOEFER**
Director
Academic Success Center
The Academic Success Center provides opportunities for students to develop skills that promote success, practice leadership, and become self-directed learners through the delivery of centralized, high-quality academic support services that are responsive to the needs of the campus community.

**ALLISON SEVERSON**
Director
Hixson Opportunity Awards
The Hixson Opportunity Awards provide 100 Iowa residents with half tuition scholarships demonstrating a commitment to student potential beyond class rank or standardized test scores. National Student Exchange offers low-cost options for ISU students to study out-of-state at 200 culturally diverse campuses.

**RUXANDRA LOOFT**
Director
Margaret Sloss Center for Women and Gender Equity
The Margaret Sloss Center for Women and Gender Equity is committed to the development of a campus community that promotes gender equity and social justice through a feminist lens, the center advocates for individuals and groups; provides support, referrals, community, and programming; and maintains a safe space.

**KENYATTA SHAMBURGER**
Assistant Dean & Director
Multicultural Student Affairs
Multicultural Student Affairs (MSA) supports and empowers students who self-identify as African American, Asian American, Native Hawaiian or other Pacific Islander, Latinx, Native American/Alaskan Native and/or Multiracial, and advocates for their holistic development across the university.

**STEVE MOATS**
Director
Student Accessibility Services
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 access for all. A disability is a naturally occurring aspect of the diversity of life and an integral part the campus community.

**BILLY BOULDEN**
Assistant Dean & Director
Sorority and Fraternity Engagement
Sorority and Fraternity Engagement creates opportunities for ISU students to become effective citizens in a global society through collaboration, community engagement, development of self-efficacy, leadership, and the advancement of social justice.

**BRENDAN O’BRIEN**
Director
International Students and Scholars Office
The mission of the International Students and Scholars Office is to provide immigration and cross-cultural expertise within a welcoming and supportive environment for international students and scholars throughout their university experience.
Student Legal Services, funded by Student Government, is a legal aid office for students currently enrolled at Iowa State University or recognized Iowa State University student groups. It is staffed by two attorneys who are available for consultation and often advise or represent students in a variety of cases.

TRIO Student Support Services provides a variety of individualized services, programs and initiatives for low-income, first-generation students and students with disabilities. These students develop academic, social, and professional skills that contribute to a holistic educational experience at ISU and beyond graduation.

The Writing and Media Center (WMC) helps students become stronger, more confident communicators. The WMC is a welcoming and inclusive peer tutoring center where Communication Consultants offer assistance to undergraduate and graduate students working on any form of written, oral, visual, or electronic communication.

The Campus Life Unit, consisting of the Department of Residence, ISU Dining, and Memorial Union, is 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.