



Division of Student Affairs

2018-2019 Accomplishments

Goals for 2019-2020

Prepared by

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June 2019

Divisional Highlights

To fulfill our mission, the Division of Student Affairs provides a variety of programs and services to address the needs and concerns of students while creating a vibrant campus life experience. We understand the important positive impact that Student Affairs provides to the retention and graduation success of our students. Student success continues to be a priority for the division.

Our division is fortunate to collaborate and interact with all areas of the university community over the course of the year. This was a strong year, full of successful collaborations and completed departmental objectives. As always, we would like to thank all of our colleagues and UofL students for assisting us during the year. We understand that we depend on so many others to help us fulfill our responsibilities at the University of Louisville.

We are pleased with the accomplishments that were achieved this year by the hardworking, dedicated professionals that work in the Division of Student Affairs. They continually serve with excellence, while always thinking of how we can positively impact the success of all our students. The following are a few highlights of divisional accomplishments, an update about tactical goals, a summary of the performance of the Vice Provost/Dean of Students, and a more detailed listing of accomplishments by departments.

Vice Provost for Student Affairs/Dean of Students

Summary 2018-2019

University Service (examples not exhaustive)

- University Ritualist, University Presidential Inauguration
- University Ritualist, Commencement
- Chair, Commencement Planning Committee
- Chair, Retention & Persistence Committee
- Co-Chair, Early Intervention Retention Subcommittee
- APLU Transformation Cluster: scaling student success, supported by the Bill and Melinda Gates Foundation
- New Academic Building (\$80,000,000; 161,000 sq. ft.) Steering Committee and Leadership Team
- SAC Renovation and Expansion Steering Committee (\$40,000,000)
- Oversight partnership to implement the Facebook pilot mentorship program
- Provided oversight of the Title IX and ADA Coordinator
- Search Committee for UofL Chief of Police
- SGA Advisor
- University Strategic Plan Learn Committee
- Chair Strategic Plan Learn Subcommittee on Retention and Student Experience
- University Emergency Operations Team
- Task Force on Tuition and Fees Committee
- Co-Chair, Student Fee Review Committee
- Student Financial Aid Committee
- University Community Partnership Advisory Board
- Chair, Athletics and Student Affairs Group
- Legislative Advisory Committee
- Co-Chair, Student Life Development Group, Joint Business Affairs and Student Affairs Committee
- Co-Chair, Student Services Committee
- Student Housing RFP Committee
- Council of Academic Officers
- President's Cabinet
- Provost Senior Staff
- Welcome speaker for SOUL on August 18, 2018
- Welcome speaker for MLK Day of Service on January 21, 2019
- Parent Orientation, "Connecting You and Your Student to UofL"
- Student Orientation, University Leadership Welcome speaker
- Provided Campus tours for new members of the leadership team (President, Chief of Staff, Chief of Police, Vice President for Risk and Audit, and Chief Information Officer)

- SGA Senate Retreat, “Student Government Leadership”
- Department of Education Leadership, Evaluation, & Organizational Development
Affiliated Faculty Member

Professional Recognition

- UofL Rothwell Development Award for distinguished service to development and alumni relations, 2018
- Principal Investigator, Department of Health and Human Services Substance Abuse and Mental Health Services Administration Campus Suicide Prevention Grant totaling \$297,000. The application and administration of the grant was a joint initiative among the Dean of Students Office, Campus Health, and Counseling Center, among others. The grant was completed at the end of September 2018.
- Kognito Top Student Implementer Award for At-Risk Students, achieved collectively with members of the UofL Department of Health and Human Services Substance Abuse and Mental Health Services Administration Campus Suicide Prevention Grant, 2018.

Campus Situations that Required DOS Time and Administrative Involvement

- Deceased Student situations
- Student protests
- Students requesting approval to carry concealed weapons on campus
- SGA President support and advisement related to institutional concerns
- Off-campus Burglary and assault situations
- Student Admissions concerns
- Numerous parent concerns
- Meal plan concerns and appeals
- White supremacist flyer distribution concerns
- Student harassment and Title IX incidents
- Student safety concerns
- Student ADA accommodation requests and concerns
- Students expressing suicidal ideation
- OCR compliance response
- Working with SGA to seek approvals for increase in student fees
- Numerous other special requests for information or responses to students, faculty, administrators, parents, and others

Provost's Tactical Goals Update

Goal: Begin implementation of Housing Master Plan, which includes a new P3 building, demolition and rebuild of Miller, and renovation of Threlkeld.

Status: Campus Housing is moving forward with full implementation after a brief hiatus to bring the new executive leadership up to speed and to re-evaluate our needs. We are collaborating with a company to build an Honors residence hall utilizing a P3 model. Based on continued concerns about Threlkeld Hall the decision was made to not renovate the building instead deciding to demolish the current building and build a new hall in its place. The Miller plans are still a demolition and rebuild. We will finance the two new freshman focused residence halls with approved bond authorization.

An update on housing affiliation relationships was provided to the BOT. The new streamlined affiliation proposal was signed by the Province, and it is in the final stages of being signed by the Nine and Clubhouse, with minor tweaks needed by their financial backers. The Threlkeld demolition and rebuild does still await state approval in the change in scope. Such a move has the potential to reduce our debt service by \$30 million while also providing two new properties as opposed to one new and a renovation.

Multiple partners have a stake in these decisions ranging from the CFO, Auxiliary Services, Student Affairs, SGA, RHA, the State, local and regional developers, and even the BOT, provost and president. Getting all these pieces in alignment while adjusting to changes in the Housing opportunities and needs has caused some delays, but we are in the final stages as all the aforementioned are coming together.

Goal: Explore the feasibility of implementing a sophomore residency program with academic partnerships.

Status: In January 2019, the provost agreed with the joint recommendation of Student Affairs, SGA, RHA, and Campus Housing to implement the sophomore residency program starting fall 2021 for the entering freshmen of fall 2020. The new affiliation agreements for 2019-2020 all specifically highlight that students will be able to live with either an affiliate or on campus their sophomore year to fulfill the requirement.

Students will be able to live on campus, in on-campus Greek housing, at home with a parent or legal guardian, or at an affiliated apartment community. A working group that includes staff and students is working on information and materials to assist stakeholders with the implementation. A full roll out plan will occur August 1, 2019 to share with Enrollment Management to assist in their start of the fall 2020 recruiting season.

Goal: Establish a networking platform to engage alumni in connecting with students (undergraduate and graduate) to provide career advice. Collaborate with the Alumni Office,

academic units, other campus career centers, and campus partners to determine the viability and interest.

Status: The University Career Center (UCC) developed a proposal, which was approved, to receive funding from the Recruitment and Student Success Initiative to develop a program to connect students with alumni for the purpose of career networking/mentoring. The process would be administered through a technology platform that facilitates online communities. At the same time, the university was contacted by Facebook about partnering on developing a mentoring platform. At the president's request, the university pursued the initiative with Facebook and a committee implemented a pilot program with selected sophomore students.

The partnership with Facebook required agreements to be negotiated and signed through respective legal counsels. This delayed the launch of the program according to the pre-established funding guideline. The initial target population of sophomores (exploratory, TRIO, or pre-unit) was 525 and necessitated expanding the pool to all sophomores.

This was a beta project for Facebook and we experienced some delays related to the technology such as changing fields, uploading the curriculum, monitoring metrics, and communicating with participants. The project will extend into the summer and we will monitor how mentoring pairs complete the curriculum. There will be an assessment of all participants at the end.

Upon completion, the committee will reconvene with Facebook representatives to discuss what was learned and possibilities for next steps. We should have assessment results by this time.

Goal: Increase the number of Living Learning Communities (LLCs), by successfully implementing the following new communities: business, sustainability, ethics, teacher-education, and music.

Status: Increased the number of LLC beds from fall 2017 to fall 2018 by 14.4%. Academic units working with Housing developed five new LLCs for fall 2018 implementation: business, sustainability, ethics, music, and teacher education. Housing staff worked with partners to identify buildings, floors, and student staffing for the communities; to market to potential residents; and to review LLC applications from incoming students.

Only one of the planned communities, teacher education, did not open due to a lack of student interest in fall 2018, along with a request from the academic partner to delay opening to fall 2019 to improve promotion of the community. The teacher education LLC plans to open in fall 2019. The four communities that opened each had varying numbers of residents in its first year: 12 for sustainability, 40 for business, 23 for music, and 7 for ethics. For these four communities, the initial goal was reached; however, work will continue to grow each of the communities to their greatest potential. While partnerships between Campus Housing and academic

departments continue to grow, successful communities such as the business and music LLCs have helped increase academic unit LLC participation to nine of our colleges.

As of summer 2019, the number of beds allocated to LLCs are expected to increase above the fall 2018 figures. While the Generation Cardinal community for first-generation students will not open in the fall, it will continue to be developed for a future academic year. After a one-year delay, the Teacher Education LLC will open in fall 2019. The Sustainability and Ethics LLCs are projected to grow in fall 2019.

Goal: Establish a process for tracking the Career Development Center's top employers, as well as prospective employers, through the Handshake system. This will allow us to produce a report of top employers for whom we have direct recruiting relationships. We will also be able to target prospective employers who are posting positions through Handshake, but do not have a recruiting relationship with the center.

Status: Handshake has dramatically increased the number of employers and volume of positions available through the system (275% increase in jobs over previous system). In 18 months of use, 8,103 employers have been approved in the system. We have identified 987 employers out of the 8,103 to evaluate our recruiting relationship with them. The next step is to determine how to segment out these employers to build meaningful partnerships.

We will have to develop a different process to achieve this goal. Originally, we were trying to assign a label to each targeted employer as we approved their job(s). The tremendous growth in job postings has made this impossible. The number of universities using Handshake is now over 700. As we approach the end of this reporting year, we have 20,356 approved job postings. That is a 50% increase over last year. (Last year was 275% over our previous system Symplicity.) The number of jobs in our five-state region (KY, IN, IL, OH, and TN) is 9,266; in Kentucky only it is 3,820, and in just Louisville it is 2,717. We will refocus on the local market and analyze our Louisville jobs to create a strategy for identifying our target employers.

Summary of Divisional Accomplishments by Departments

Counseling Center

- Maintained full accreditation from the International Association of Counseling Services (IACS). (long term)
- Submitted an application to increase the Student Services Fee as a way to generate revenue to support hiring of additional staff, a programming budget, and professional development. SGA provided a letter of support, and the application was approved by the Task Force for Tuition and Fees. The Board of Trustees approved the implementation of the fee for the University's 2019-20 budget. (new)
- A new Counselor position with a focus on substance use/abuse was funded by the Provost's Retention Initiative Fund. A national search for that Counselor was undertaken and the position was filled by Moriah LeCorgan, NCC, LPCA, TCADC, who joined ULCC in January 2019. (new)
- Counseling Center and Student Affairs collaborated with the Kent School of Social Work on a proposal for funding of a series of psychoeducation groups. That proposal was accepted by the Provost's Retention Initiative Fund and KSSW is in the process of piloting groups. ULCC will serve as consultant and be a referral source for the program. (new)
- Modified the procedure for students to begin receiving services by implementing walk-in triages in February 2019. (new)

University Career Center

- Largest career fair for student attendance in at least 3.5 years (fall 2018 Part-Time Job Fair). (long term)
- Received Provost Student Success funding grant to start a Peer Career Advising Program. PCAs had 15.9% of student appointment contact, which is outstanding for inaugural year. (new)
- Received Provost Student Success funding grant to start an Alumni mentoring program. Partnered with Facebook to become their first university partner in their new mentoring platform. (new)
- Started coordinating employer career fair registrations in the Handshake system to provide better reporting on employers recruiting with the UCC (part of our process to move toward full implementation of Handshake in second year of implementation). (new)
- Generated data/metrics on internship placements (completed fourth year of analysis on intern/co-op/field experience credit to develop baseline data). Four-year baseline ranges from 6,664 to 6,931 enrollments for academic credit a year. (long term)
- Worked with Title IX Office and Internship Summit Committee to generate guidelines for internship/co-op students. Preliminary draft. (new)
- Student contacts through appointments and Document Drop program increased 53.6% this year. (new)
- This was the second year of using the Handshake Platform. The first year saw a 275% increase in positions over the former Symplicity System. This year there were 19,891

positions approved YTD over 13,588 last year. That represents a 46.4% increase over last year. (long term)

TRIO Student Support Services

- Three U.S. Department of State Gilman Scholarship Recipients from our program (5 total from UofL). (new)
- February 2019 - TRIO SSS Debate Team received 2nd place in region. Our team competed with teams from Bluegrass Community & Technical College in a parliamentary style debate on various current event topics. (new)
- Actor's Theatre--Worked with organization on ticket grant for our students to attend the play *Dracula* during the academic year. (new)
- Overall GPA higher than University-wide GPA. (long term)
- 3.0 Club Fall 2018 — 56% of our students were above 3.0 GPA for fall 2018. Increase of 4% from fall 2017 (52%). (long term)

Student Activities Center, Parents Association, and Welcome Week

- 6,408 total bookings for SAC. (long term)
- Served as the host site for many new campus events that previously were held offsite in the city of Louisville (e.g., Ph.D. Hooding ceremony, Speed School Design Day, Medical School Match Day, Conn Legacy Society Banquet, etc.). (new)
- Collaborated with Engage Lead Serve Board (ELSB) to open the Cardinal Cupboard Food Pantry in SAC for UofL students, staff, and campus community. (new)
- Collaborated with the Student Organization Advisory Board (SOAB) to open both the Commuter Student Lounge in SAC as well as the Registered Student Organization (RSO) Lounge in the Red Barn. (long term)
- Added in significant branding pieces (7) to the building to provide a Sprit & Traditions home for our students to connect to our campus. (new)
- Dedicated the opening of the 32,000 square foot addition of the SAC. (new)
- Dr. Glenn Gittings published a national book on Student Affairs Fundraising in collaboration with NASPA professional association. (new)
- Hosted the 2018 national conference for AHEPPP (Association of Higher Education Parent Program Professionals) in Louisville. (new)
- Family Weekend was overall a continued success for us this year. (long term)
- Annual Parent of the Year Award garnered a record number of submissions, topping 70 submissions (increase of 133% over previous year). (long term)
- With a consistent 24% or above monthly open rate, the Parents Newsletter continues to significantly outpace national averages for newsletter open rates of 11%. (long term)
- Continued collaboration with Alumni and Admissions to run the Summer Sendoffs. (long term)
- Continued collaborative relationship for recruitment by connecting with families at Campus Preview Day, Admitted Student Day, Brown Fellows interviews, GEMS interviews, ULEAD

interviews, MLK scholars interviews, Porter Scholars reception, Vogt Scholars reception, and McConnell Scholars interviews. (long term)

- Student Affairs transitioned to the lead/point-person for Welcome Week starting in 2018. (new)

Campus Housing and Residence Life

- Implemented a new upper-level room selection process. (new)
- Opened four new living-learning communities (LLCs), housing 83 students. (new)
- Increased the number of LLC beds from fall 2017 to fall 2018 by 14.4%. (long term)
- Created new affiliation agreements that are in the process of being finalized as of June 2019. (new)
- Implemented the Facility Assistant on-call program, creating an additional layer of after-hours student service and support for maintenance concerns. (new)
- Implemented a new mail services operation at the end of the academic year. All mail goes to a central location at the SAC. (new)
- Began and nearly finished a building maintenance plan for all buildings. (new)

Disability Resource Center

- The DRC provided accommodations for 647 students with disabilities this year. (long term)
- The DRC administered 2,736 accommodated exams this year. (long term)
- The DRC provided 61 textbooks in alternate format. (long term)
- The DRC provided note takers for 436 classes. (long term)
- The Disability Advocacy Program had 8 students with disabilities present at 6 sessions on how disabilities contribute to the diversity of our campus. (long term)
- The DRC implemented additional features of the Clockwork database. Beginning in spring 2019, students with disabilities were able to request and download their accommodation letters online. (new)
- The DRC collaborated with the Dean of Students Office and the Kentucky Autism Training Center on the Reframing Autism presentations to raise awareness of students on the Autism spectrum among our faculty and staff. (new)
- The DRC hosted the 7th annual iCOUNT disability awareness program, which had record attendance. (long term)

Student Involvement

- EngageUofL student organization migration. (new)
- RSO Resource Center created in the Red Barn. (new)
- ISLP Ghana inaugural trip. (long term)
- Sorority recruitment timeline change. (long term)
- Collaborated with Engage Lead Serve Board (ELSB) to open the Cardinal Cupboard Food Pantry in SAC for UofL students, staff, and campus community. (new)

- Voter Friendly Campus status for 2nd year. (long term)
- Fraternity and Sorority members had a 25.5% higher six-year graduation rate than non-Greek students (2012 Cohort).

Student Recreation Center

- The Intramural Sports program employed 177 student employees (facility workers, officials, fitness instructors, and weight room staff). (long term)
- Provided activity space for 32 sections of HSS activity classes. (long term)
- Registered an actual attendance of 226,243 user participation swipes through the door, representing 11,269 unique users to-date for 2018-19. (long term)
- 8,013 total participants in Intramural Sports; 2,478 Unique Participants ; 1,016 Total Teams. (long term)
- Continued our partnership with Special Olympics Kentucky. Our Unified team went to the 2018 NIRSA National Championship at Ohio State University and finished 2nd. First-ever Unified Showcase game in February. Hosted a game against Centre College's Unified team. The Showcase included a game of two 20-minute halves and three skills competitions. (long term)
- Added one new club this year - Women's Soccer. (long term)
- Continued to partner with the Office of Admissions to implement an initiative intended to recruit and retain a higher level of student athletes and potential sports club members to the University by making them aware of scholarship opportunities available to academically high-achieving students. (long term)
- Ice Hockey, Men's Lacrosse, and Men's Rugby hosted high school students at recruiting weekends for potential incoming students/athletes in fall 2019. (long term)
- Men's Volleyball won the NCVF Division II National Championship in Kansas City in April, the first national championship for any of our competitive club sports. (long term)
- Rugby won the MAC Conference 7's tournament in April, defeating Dayton in the championship game. (long term)
- Maintained a Personal Training Program staffed by students who are nationally certified Personal Trainers. (long term)
- Offered 25-27 group fitness classes per week in the fall 2018 and spring 2019 semesters. (long term)
- Totaled over 6600 user hours in group fitness classes at the SRC during summer, fall, and spring semesters. (long term)
- John Smith was elected Chair of Staff Senate and served on the University Board of Trustees and Foundation Board of Directors. (new)
- HSC Fitness Facility had 28,678 user hours, with 1478 unique users. (long term)
- Recreation and Intramural Sports' four Twitter accounts have generated 1,129,300 impressions. (long term)
- Alumni memberships showed a 1.7% growth, from 750 to 763 member transactions. (long term)

- Faculty/Staff full memberships showed an 11.4% growth, from 246 to 274 member transactions. (long term)

Dean of Students Office

- The Dean of Students Office processed a total of 1,377 cases in 2018-2019. Of the 1,377 cases, 89 were conduct cases, 680 were informational only cases, 128 were medical attention cases, 18 were anonymous cases, and 16 were behavioral history review cases. (long term)
- The Student Care Team meetings included 1257 discussions about 1029 unduplicated students from summer 2018 through spring 2019. (long term)
- A total of 81 students were known by the Student Care Team to be transported to the hospital via EMS and ULPD throughout the academic year. (long term)
- Students frequently contact the DOS Office for general questions, advice, and assistance with policies and procedures of the university. While the nature of each case covers a broad spectrum of topics, many reoccurring themes include absence notifications; incompletes for courses; financial aid in general; SAP appeals; informal complaints; fees and tuition; assistance with disabilities; and more. (long term)
- DOS received 223 total inquiries regarding compassionate/medical withdrawals. (long term)
- During the 2018-19 academic year, 119 student complaints were logged in compliance with SACS requirements. (long term)
- 106 Persona Non Grata (PNG) incidents in the 2018-19 academic year. (long term)
- During the reporting period, 324 non-academic misconduct records checks were performed by the staff in the DOS office. (long term)
- University of Louisville co-hosted a one-day Kentucky Higher Education Case Managers Drive-In on April 12, 2019 in collaboration with the University of Kentucky. (long term)
- A total of \$24,855.09 was provided to 29 students who each encountered an unforeseen financial emergency or catastrophic event, which would otherwise prevent them from continuing their education at UofL. (long term)
- Through working with University Advancement, two donor gifts have been secured to support this fund. One gift was an estate gift totaling \$47,562.06, which will be added to the endowment and will help the account get out from underwater and allow for continued funds, although not at the \$25,000 level this year. The other gift was a one-time gift totaling \$25,000 that will be able to be used for FY20. (new)
- DOS and KYATC collaborated with the DRC and the Delphi Center for Teaching and Learning to provide two, three-and-a-half hour Reframing Autism workshops on September 28, 2018 and March 21, 2019. (new)
- ConcernCenter debuted in August 2018 to faculty, staff, and students. ConcernCenter had 1582 unique visitors in 2018-2019. (new)
- Redbook Article 6.8 changes were approved by the Board of Trustees on July 19, 2018. (long term)
- Code of Student Rights and Responsibilities changes were approved by the Board of Trustees on July 19, 2018. (long term)

- \$484,344 raised (compared to \$124,767 FY18). (long term)
- \$45,000 gift to the Student Emergency Fund. (new)
- \$10,000 gift to create the George J. Howe Distinguished Staff Award. (new)
- Bequest received from the Estate of Herman and Heddy Kurz. (long term)
- Cultivation and stewardship activities, including hosting football and basketball suites, Homecoming (Alumni Awards), and Dawn at the Downs. (long term)
- Implemented department-specific division-wide assessment plan. (new)
- Administered 12 surveys related to Student Affairs in Blue, university survey software used in IE (including Homecoming elections and all SGA elections). (new)
- Began writing code for Student Success Predictive Model (waiting on more data availability from Student Affairs). (new)
- SGA developed the 2025 Plan with measurable outcomes and campus-wide goals. (long term)

Summary of University Support

Support all units in their quest to meet goals outlined in the 21st Century Initiative

Counseling Center

- Dr. Casiano (Training Coordinator) and the Counseling Center staff continue to maintain collaborative relationships with ECPY, Clinical Psychology, and the Kent School of Social Work via our training program, which houses students from each of these programs, along with Spalding University doctoral students. Recently, the University of Kentucky requested that we become a training site for their doctoral psychology students.
- Teaching:
 - Dr. Casiano taught Consultation for ECPY in summer 2018.
 - Dr. Gulati taught the *Human Behavior in the Social Environment* course for the Kent School of Social Work in fall 2018.
 - Dr. Uqdah taught *Clinical Applications of Multicultural Psychology* at Spalding University in spring 2018.
- Dr. Uqdah continues to serve as advisor for UofL's Active Minds RSO.
- Drs. Casiano, Gulati, and Uqdah participated in the Mock Interview Day for Psychology internship applicants at Spalding University in November 2018. This was also an opportunity to meet area psychologists and potentially expand our training relationship with Spalding.

TRIO Student Support Services

- TRIO SSS partners with university units/departments to help meet their annual goals of serving students. We promote events and refer our students to university resources to assist in their academic and personal development at University of Louisville and beyond.

Student Activities Center

- SAC served as the host location for multiple campus-wide meetings for the President's Strategic Planning Initiative.
- Dedicated the opening of the 32,000 square foot addition of the SAC. The SAC is part of the continuing story of campus improvement, which is about enhancing the quality of the student experience. <http://www.uoflnews.com/post/uofltoday/come-on-in-check-out-the-newly-renovated-sac/>
- The renovation and addition of the SAC continues the dramatic transformation of campus life at UofL. The SAC transformation plays a crucial role in the university's commitment to students and facilitates opportunities for students to explore and enhance their college experience. One clear goal was to expand and enhance the opportunity/space for students and the campus community to gather, connect, and engage. Student needs were at the core of the project. The SGA Services VP served on the project leadership team, and SGA presidents over multiple years championed the project. Reports were continuously updated to the SGA Senate, Student Activities Board (SAB) and Engage Lead Serve Board (ELSB), who all provided feedback on student needs and plans for utilization of the space.

- The SAC now has more meeting spaces with computers, projectors, and microphones, which makes them perfect for Recognized Student Organization (RSO) meetings that formerly met in crowded classrooms, small conference rooms, or off-campus. The SAC was designed to:
 - Encourage activities, social engagement, and intellectual discourse, as well as to foster greater engagement of UofL students, student organizations, and university departments.
 - Create spaces that promote chance encounters through active, informal settings, as well as formal settings appropriate for the presentation of events.
 - Create new function spaces for student, faculty, and staff meetings with a capacity range of 25 to 1,200.
 - Improve meeting space for the entire university (i.e., increase number of meeting rooms available for non-classroom functions).
 - Create more programmable activity space.
 - Create a campus “living room” with both interior and exterior lounge and hangout space.
 - Create a better first impression of campus for prospective students and families.
 - Enhance operational effectiveness and efficiencies for food services, bookstore operations, and print/mail services.
 - Serve as the starting point for prospective student visits throughout the year in the new Herman and Heddy Kurz Campus Visit Room.
- The expanded SAC has different spaces that allow the campus to host better events for more students. Additionally, now that large major events can be held in the SAC, the campus community is saving money that was previously used on facility rental fees at locations elsewhere in Louisville. Students can come in and socialize and immediately feel a sense of community, no matter who they are.
- Key features of the renovation include:
 - 80,000 square feet of renovated or expanded space for a total of 422,000 overall square feet, making the SAC the largest building on the Belknap campus, behind Cardinal Stadium.
 - 80% of the building was redesigned, renovated, or expanded.
 - More than 5,000 new meeting seats added.
 - 16 new meeting/conference rooms with integrated audio/screens/projectors technology.
 - Renovated Floyd Theater.
 - New Herman and Heddy Kurz Campus Visit Room for prospective students.
 - Multiple outdoor plaza areas added.
 - Renovated and expanded Campus Store.
 - Expanded/enhanced dining facilities.
 - Canon Print & Mail Service Center.

Campus Housing

- Campus Housing has continued to grow the LLC program. The 2018-2019 academic year brought a 14.4% increase in LLC beds over the 2017-2018 academic year.
- Campus Housing is hosting Cardinal Academy summer students in Louisville Hall. This program brings incoming first-year students to campus early in order to jumpstart their academic journey, build relationships, and connect with campus.
- LLCs are associated with higher retention, based on the literature and UofL data. We are continuing to grow the programs.
- We are planning for a second-year residential program. The literature and UofL data indicate that students who live on campus perform better academically and are retained and graduate at higher rates than their off-campus peers.
- Multi-phase plan continues to be in process. Expecting to replace two buildings with larger ones, as well as partnering with a company for a long-term management agreement on a third new building adjacent to campus.

Disability Resource Center

- Collaboration with faculty and staff departments to provide accommodations to students with disabilities, as well as promote accessibility, contributed to the diversity and inclusion of our campus and promoted student success among this student population.

Dean of Students Office

- Oversight of the Retention and Persistence Committee allowing for a shared governance model, resulting in tangible recommendations that supported by research and best practices.
- The Emergency Fund through DOS office.

Emphasize recruitment and retention of minority faculty, students, and staff

- Commitment to maintaining a functioning Student Affairs Diversity Committee that provides programming and gives updates at all division wide meetings.
- Ron Burse, participation in Focus Louisville (Leadership Louisville Center, February 2019).
- Ron Burse, participation in Emerging Leaders Program (YPAL, March-May 2019).
- First time offering free tables to campus departments at the fall and spring Part-Time Job Fair to support student employment on-campus and Federal Work Study (FWS), providing greater access to on-campus positions to minority students.
- Hired Donna Lee as Associate Director for Employer Engagement starting July 2. She is an alum and former Porter Scholar.
- TRIO SSS supports the university's efforts in their work on recruitment, retention, and student success by being a resource on campus and helping low-income, first generation students and students with disabilities to persist and matriculate to graduation. We also partner with JCTC to promote University of Louisville and TRIO SSS to transfer students; and

we often speak to students within JCPS about TRIO SSS and UofL in an attempt to recruit students to the University and to our program.

- SAC served as the host location for Office of Admissions Think College Now.
- SAC served as the host location for Office of Admissions LGBT Cardinal OUTlook Day.
- SAC served as the host location for Office of Admissions Latino Multicultural Reception.
- SAC served as the host location for the MLK Scholars Retreat.
- SAC served as the host location for the MLK Scholars Interviews.
- SAC/Red Barn served as the host location for the LGBT Center Lavender Graduation.
- SAC/Red Barn served as the host location for the LGBT Center Alternative Thanksgiving.
- Red Barn served as the host for the LGBTQ+ Faculty/Staff Association summer cookout.
- SAC/Red Barn served as the host for a multitude of events hosted by many student groups that work to promote inclusion and belonging. Events include, but are not limited to:
 - SOUL
 - SGA Cares Lunch
 - Wear Red To Be Fed
 - International Fashion Show
 - JALSA
 - You Don't Have to Come Out to Come In
 - Pride Week Keynote
 - Self Care Cardinal Fair
 - NPHC Weekly Wednesday events on the West Plaza
- Continued collaborative relationship for diversity recruitment by connecting with families at MLK scholars interviews, Noche de Familia, and Porter Scholars reception.
- Collaborative partner in planning and running Noche de Famalia event for Hispanic/Latino students and families.
- Some of the key events facilitated during Welcome Week directly connected to diversity initiatives:
 - LGBT Center - *You Don't Have to Come Out to Come In* event
 - Porter Scholars Connect Event – *Keeping the Connection*
 - NPHC Ice Breaker Campus Cookout
- Ensure that hiring committees represent multiple identities and perspectives. Every position within Campus Housing must have a hiring committee.
- Numerous organizations and events are put on to welcome students of various cultural backgrounds:
 - 1st Annual Symposium, “Ending Child Marriage in Kentucky”
 - 2019 Chinese New Year Celebration with Chinese Scholars Union & College of Business
 - A Different World party
 - Bengali New Year Celebration
 - Black Image Awards
 - Black Jeopardy
 - Black Men in America
 - Bringing Back Black: The Alumni Experience

- Campus Talk: Rape Culture & Black Popular Media
- Child Marriage in the U.S (with speaker Donna Pollard)
- Chinese Spoken Drama
- Dia de Celebracion!
- HSC Pride: Guest lecture series, "Addressing Healthcare Disparities"
- Indian Food Fest!
- International Fair Trade Expo
- International Film Festival
- It's a Pretty Different World
- Jalsa 2K18
- Japanese Cooking and Culture
- Japanese Tea Ceremony
- Know Your Roots
- Learning Medical Spanish
- Love the Hungry
- Lunch with Black Law Students Association
- Nadine Strossen
- Nepalese Student Association "Dashain-Tihar" 2018
- Nowruz
- Open Mic Night: Diversity Showcase
- Policies Shaping Transgender Health
- Refugee Healthcare in Louisville
- SHADES Open Mic Night
- Sistah's Keeper II
- Somali Night
- The Women Refugee and Immigrant Monologues
- Trans Day of Remembrance
- Vietnamese Student Association - Culture Show
- What Can White Hip-Hop Fans Do For Black Americans?
- Women in Space
- Women's Fair Trade Bazaar and Resource Fair
- International Luncheon: Dean of Students Office co-hosted an International Meet & Greet Luncheon
- Hearing Board Council Outreach: In an outreach effort to recruit a diverse body of faculty, staff, and students to serve on the Student Conduct Hearing Council for non-academic conduct cases, the Dean of Students Office made an informative/recruitment presentation at the College of Arts and Sciences (A&S) faculty assembly meeting.
- Religious Life Association: The University of Louisville Religious Life Association (RLA) respects the rights of individual religious traditions and individual styles of ministry; nourishes the intellectual dimensions of faith, as well as the spiritual dimensions of education; and encourages the service of others, both within the University of Louisville and in the larger community.

Encourage individual and organizational commitment to compliance and ethical conduct

- SAC served as the host location for the Louisville Sustainability Summit.
- Follow all FERPA regulations when working with families.
- Campus Housing is finalizing policies related to confidentiality (student privacy), remote work (ethical and financially-responsible practices), and cross-training (supporting staff when they are away).
- DRC actions taken to maintain compliance with federal disability law, including the ADA and Section 504 of the Rehabilitation Act. The Disability Resource Center also had a representative on the ADA Advisory Committee and the Website Accessibility Workgroup.
- During summer 2018, the Code of Student Conduct and Student Sexual Misconduct were reviewed and appropriate changes were made. To be in compliance with a federal decision in the Sixth Circuit, additional changes were made to the Code of Student Conduct in January 2019.
- The Drug-Free Schools and Communities Act Biennial Review for FY 2016-2018 was finalized in summer 2018.
- Individuals or entities external to the university who wish to speak or distribute literature on campus must adhere to the university's Free Speech and Distribution of Literature policy administered by the Dean of Students Office. Dale Ramsay, Director of Intramural and Recreational Sports, administers the policy, and Heather Gentry, Administrative Associate in DOS, handles the day-to-day processes, communication, and interaction involved.

Support all units in their work on recruitment, retention and student success.

- All Student Affairs departments have this as a primary object in their annual responsibilities.
- In an effort to expand student services, the Counseling Center has increased group offerings and implemented drop-in workshops. Groups and workshops vary somewhat each semester, based on staff interest/expertise and student attendance.
- On April 11, 2019, the Counseling Center hosted our 4th Annual Self-Care Cardinal Fair, in collaboration with Fresh Check Day, a non-profit suicide prevention initiative aimed at college students.
- Counseling Center Staff has provided several other outreach programs and staffed tabling events this year for students and faculty.
- Counseling Center continued to distribute a client feedback survey which covered our services, physical space, wait time, etc. Responses were overwhelmingly positive, especially pertaining to the value of the center, client improvement, and overall feelings about therapy and our clinicians.
- Summer 2018 was first time posting all FWS positions in Handshake.
- First time offering free tables to campus departments at the fall and spring Part-Time Job Fair to support student employment (on-campus and FWS) providing greater access to on-campus positions to minority students.
- Collaborated with Engage Lead Serve Board (ELSB) to open up the Cardinal Cupboard Food Pantry in SAC for UofL students, staff, and campus community.
- Collaborated with the Student Organization Advisory Board (SOAB) to open the Commuter Student Lounge in SAC as well as the Registered Student Organization (RSO) Lounge in the Red Barn.

- The Heddy & Herman Kurz Visitor's Room serves as the daily location for all campus visits for the Office of Admissions.
- SAC served as the host location for all of Office of Admissions Freshman and Transfer Orientation sessions.
- SAC is the host location for many of the key large-scale Office of Admissions recruitment events (e.g., Accolade, Campus Preview Day, Think College Now, Admitted Student Day).
- SAC served as the host location for weekly One Stop Shop Office of Admissions meetings for prospective students.
- SAC served as the host location for Office of Admissions High School Guidance Counselor workshop/luncheon.
- SAC served as the host location for Office of Admissions College Success Coaches Luncheon.
- SAC served as the host location for Office of Admissions Legacy Day Breakfast and Campus Visit.
- The Red Barn served as the host location for Office of Admissions Veterans Appreciation Dinner.
- SAC served as the host location for Office of Admissions LGBT Cardinal OUTlook Day.
- SAC served as the host location for Office of Admissions Latino Multicultural Reception.
- SAC served as the host location for the Speed School Design and Innovation Showcase.
- SAC served as the host location for the Cap & Gown pick up for fall and spring Commencements.
- SAC served as the host location for fall and spring Doctoral Hooding.
- SAC served as the host for the Graduate School Research Conference.
- Red Barn served as the host location for the A&S Communications Internship Fair.
- SAC served as the host location for the campus-wide Career Fair:
- SAC served as the host location for the campus-wide Part-time Job Fair.
- SAC served as the host location for the RAISERed Dance Marathon.
- SAC served as the host location for the School of Music Student Opera.
- SAC served as the host location for the School of Medicine Match Day.
- SAC served as the host location for the College of Nursing BSN Transitions Ceremony for the fall and spring.
- SAC served as the host location for the Speed School Robotics Competition.
- SAC served as the host location for the College of Business MBA Orientations.
- SAC served as the host location for the College of Business Lt. Governor's Entrepreneurship Challenge.
- SAC served as the host location for the College of Education's Educators Rising Conference.
- SAC served as the host location for the College of Education Campus Preview Day.
- SAC served as the host location for the Kent School of Social Work's Graduate Orientations.
- SAC served as the host location for the Kent School of Social Work's Capstone Presentations.
- SAC served as the host location for the Health and Sport Sciences Alumni Panel for students.
- SAC served as the host location for the Study Abroad Passport Fair.

- SAC served as the host location for the Department of Geography Drone Flight Training Exercises.
- SAC served as the host location for the ULPD Self Defense Classes.
- SAC served as the host location for the Office of Student Success Ambassador Interviews.
- SAC served as the host location for the Office of Communications & Marketing Girl Scouts for a Day event.
- SAC and the Red Barn served as the host location for the ACC Meeting of the Minds Conference.
- SAC served as the host location for the Pep Band weekly practices.
- Continued deeply embedded role for Family Oriented Programming at Freshman Orientation.
- Continued collaborative relationship for recruitment by connecting with families at: Campus Preview Day, Admitted Student Day, Brown Fellows interviews, GEMS interviews, ULEAD interviews, MLK scholars interviews, Noche de Familia, Porter Scholars reception, Vogt Scholars reception, and McConnell Scholars interviews.
- Collaborated with Office of Admissions to provide marketing and promotion for multiple Facebook Live Q&A events run throughout the fall and s.
- Continued collaboration with Alumni and Admissions to run the Summer Sendoffs.
- Many Aspects of Welcome Week focus on student success:
 - Featured more than 10 new events to Welcome Week.
 - Many events saw significant attendance increases compared to previous years.
- Campus Housing collaborated with other departments to promote their events, programs, etc. that support student recruitment, retention, and success (e.g., REACH, Student Involvement, Dining Services, etc.).
- Campus Housing staff attend Admissions events for high school counselors, admitted students, prospective students, etc. locally and nationally.
- By offering a variety of activities, events, leadership opportunities, community service, and civic engagement, the Office of Student Involvement is contributing to retention and student success. It has been demonstrated that involvement in student organizations leads to a higher rate of persistence to graduation among college students (Webber, Krylow & Zhang, 2013). Hawkins' (2010) study showed results that demonstrated involved students tend to achieve a higher level of academic performance as indicated by grade point average. Additionally, Hawkins said that officers within an organization tend to perform slightly better academically than average organization members.

Student Affairs Selected Goals for 2019-2020

University of Louisville Counseling Center (ULCC)

- Maintain IACS accreditation via submission of an annual report and maintenance or improvement of services provided to students.
- Relocate ULCC to a larger space in order to accommodate additional staff and resources for students.
- Continue to grow group programs and use assessment measures (CCAPS and client feedback survey) to assess client needs, experiences, and improvement over time.
- Pending a final budget approval, utilize funds generated from an increase in the Student Services fee to increase clinical staff, and create a programming budget.
- Utilize a donor gift to create a fall Wellness Fair, similar to the existing Self-Care Cardinal Fair, which is held in the spring.
- Explore possible avenues of fundraising for the Center, with the help of SA Development Director.
- Review our current fee for psychological testing and implement a fee structure based on community/market rates, materials, clinical time, and student need.
- Move forward with creating a “mutual aid agreement” with neighboring universities in case of a campus emergency that would require the clinical assistance of or for UofL. Bellarmine, Spalding University, and ECPY have expressed interest in formalizing such an agreement; Dr. Uqdah will also reach out to JCTC, Hanover College, IUS, and Sullivan University.

University Career Center (UCC)

- Meet with Facebook to determine enhancements to Mentoring Platform and determine next steps.
- Supportive of students’ schedules, rebrand Part-time Job Fair to Student Employment Fair; increase number of departments taking advantage of the free tables at the fair; seek University requirement that all student employment positions be posted in Handshake for minimum of 10 days; and seek funding for Student Employment Coordinator position.
- Revise tracking of student appointments with UCC staff to better account for follow-up appointments and advising.
- Increase Document Drops through the PCA program by 80%.
- Revise and relaunch the Employer Partner Program with clear levels of support and documentation for employer participants. Goal \$12,000 annually.
- Restructure and streamline large career fairs to maximize student-employer interaction and maximize profit for operational budget. Maintain student participation at Student Employment Fair at or above 400. Increase student participation for Fall Career Fair from 168 to 400.
- Explore University funding model for UCC in order to pursue smaller, less-profitable, but higher student engagement events, rather than larger, less engaged career fairs.

- Develop employer financial support for students participating in the JC Penney Suit Up Event. Goal: Twelve \$100 clothing allowances.
- Meet with Facebook to determine enhancements to Mentoring Platform and determine next pilot group.
- Increase collaboration between UCC, Speed and Ulmer in tangible ways for staff development and the service of all students.

TRIO Student Support Services

- 75% of all participants served by the SSS project will persist from one academic year to the beginning of the next academic year or graduate.
- 80% of all enrolled participants served by the SSS project will meet the performance level required to stay in good academic standing at the grantee institution.
- 50% of new participants served each year will graduate within 6 years.

Parents Association, Student Activities Center (SAC), and Welcome Week

- Grow Parents Association newsletter subscription to 13,000.
- Grow Parents Association Facebook “likes” to over 5,500.
- Connect the Parent of the Year winner to more tangible recognition through highlighting the family in the annual Parent Guide and by bringing them back to the following year’s Family Weekend to be honored.
- Increase safety and security of SAC through addition of new security cameras connected to ULPD.
- Develop stronger assessment tools for SAC to better understand building occupancy and traffic flow to utilize as a guide for program development and resource allocation.
- Establish more systematic Student Worker Training manual and plans for SAC student staff.

Campus Housing

- Start construction on a new residence hall and the P3 honors Hall.
- Receive State approval to demolish Threlkeld Hall and build a new residence hall.
- Expand the LLC program.
- Implement a new operations system, Mercury, for Campus Housing.
- Implement a new freshman assignment process allowing LLC participants to have courses scheduled before orientation.
- Implement building maintenance facilities renewal plan for Campus Housing.
- Finalize second-year residential transition plan and create new second year LLC opportunities.

Intramurals and Recreational Sports

- Launch the Cardinal Success Coach Program in fall 2019 to provide individualized support to participating students with disabilities in meeting the demands of college coursework.

- Continue our partnership with Special Olympics in offering both a Unified Basketball tournament and league, as well as participate in the NIRSA National Basketball Tournament.
- Implement a replacement strategy for the fitness equipment. All of the equipment is out-of-warranty. It continues to be essential to increase the amount of money we allocate to the SRC Plant Fund.
- Continue to collaborate with Admissions and our Sports Clubs to increase the number of students admitted through this process.
- Upgrade the functioning operating components of the Student Recreation Center (e.g., lighting, flooring, technology, etc.)
- Investigate the possibility of improving the lighting at the HSC Fitness Facility.
- Increase the marketing of the Intramural-Recreational Sports facilities and programs through highlighting the positive impact the program has on student success.

Dean of Students Office

- Continue the *Reframing Autism* initiative.
- The Dean of Students Office intends to strengthen collaboration efforts with other campus departments outside the division by inviting colleagues to DOS staff meetings to learn more about the many support services available to students. Departments intended to be invited include but are not limited to REACH, the Writing Center, Women's Center, and the Library.

Student Affairs Development

- Continue to work with University Advancement to seek donor support for emergency fund and try to maintain at least \$25,000 a year in available funding.
- Continue to lead the units in their assessment efforts.
- Marketing Plan to educate students/faculty/staff about Student Affairs.
- Implement a comprehensive training, services and programs that will support student success, sense of belonging and resiliency.