Mission Statement

TO SUPPORT STUDENTS IN:
Access, Development, Success, and Completion

Guiding Principles

CONNECT
- Student Pipeline to College, Diversity, and Engagement

CONTINUE
- Academic Progress, Personal Growth, and Development

COMPLETE
- Graduation, Careers, and Lifelong Loyalty

COLLABORATE
- Strategic Partnerships

Strategic Goals

1. Expand student recruiting and access.
2. Coordinate and expand student success and completion strategies.
3. Coordinate and expand student health and wellness.
4. Promote and provide opportunities for alumni and parent engagement.
5. Provide facilities supporting student access and learning.

Vision Statement

STUDENTS FIRST:
Poised for Achievement, Empowered for Life!
Current Status
In keeping with the call for excellence across the university, the Division of Student Affairs serves to support students in access, development, success, and completion. Its 330 full-time benefitted employees touch students’ lives at every stage from pre-enrollment through post-graduate support with clusters as varied as Health and Wellness (Campus Recreation, Dean of Students, Student Health Service, and University Counseling Center); Residence Life, Dining, and the Wyoming Union; and Enrollment Management (Admissions, Advising and Career Services, Student Educational Opportunity, Student Financial Aid, and the Registrar’s Office) plus ASUW Student Government and Alumni Relations including Cowboy Parents.¹ The guiding principles of the division are Connect, Continue, Complete, and Collaborate, which together offer a comprehensive vision for the division’s interface with students. As a land grant institution, UW has the opportunity and responsibility to serve all the citizens in the state and Student Affairs is active in building the pipeline to college, promoting the university to prospective students, and ensuring affordability to all students including underserved and at-risk. The goal is to develop in students the life skills they need to be successful through the course of their degree and beyond as prepared global citizens. As a flagship research institution, UW requires a critical mass of thoughtful, academically-prepared students able to engage in learning and research. Student Affairs is charged to recruit and support students through the entirety of their educational endeavor and beyond through engagement as alumni.

Students first: poised for achievement, empowered for life!

Each programmatic goal and benefit listed below centers around the three themes for the planning period:

- Students leaving UW will be prepared to compete and succeed in a global economy, and believe that there are no limits to what they can learn and do.
- UW will achieve measurable and improving excellence in academics (teaching, research, graduate degrees, and creation of new knowledge) in its defined areas of academic distinction.
- UW will steadily improve its statewide engagement, to further the well-being of citizens across the state in defined and measurable ways.

Every unit in the division has completed a detailed strategic plan for direction in the coming six years; the highlights are detailed here along with the funding necessary to achieve each goal.²

¹ See the supplemen tal organizational chart.
² See the supplemen tal financial statement.
Major Programmatic Goals and Benefits
Over the course of the planning period, major initiatives are in development for student recruiting, student retention, outdoor leadership, alumni and parent engagement, infrastructure maintenance and construction, fostering health and wellness, and respecting and promoting diversity. In addition this plan will describe the associated resource development, assessment and learning outcomes, and timeline for completion. Each programmatic goal is tied directly to the strategic goals of the division: expand student recruiting and access, coordinate and expand student success and completion strategies, coordinate and expand student health and wellness, promote and provide opportunities for alumni and parent engagement, and provide facilities supporting student access and learning. In addition to growing the freshman class and improving fall-to-fall retention, 2% more graduates will be produced annually starting in 2017 as a Complete College Wyoming\(^3\) initiative. These goals can be achieved through partnership and collaboration with our colleagues across the university, careful evaluation of data leading to targeted strategy, grounding actions in best practice research, ensuring a state-of-the-art web presence with timely navigable information available to all constituents, coordinating closely with K-12 and community colleges, and engaging in learning-outcome based assessment to ensure student growth and development as a result of leadership experiences in and out of the classroom: features at the core of our expansionary mission. UW will strengthen its mission of access while recognizing the support required in assisting students translate access into success.

Student Recruiting
Bringing in the class- a large, diverse group of students from Wyoming, the nation, and the world who are well-prepared to succeed at the university- is critical for the recruitment and retention goals through 2020.
1) The Admissions Office intends to grow the freshman class 3% annually.
   a) To maintain the admitted student to admission representative ratio of 800:1 two additional staff plus associated support budgets are required ($150,000); two additional processing staff are also needed given the current ratio of 1000:1 applications to processor ratio ($90,000).
   b) Partner with the University Tier One Initiative - Engineering and Science task force representatives to ensure the broadest base of talented students with STEM capability choosing UW, including women and minority students.
      i) With Research and Economic Development, create programs to communicate to prospective students that UW is a public institution with opportunities for mentored undergraduate research experiences comparable to the best private liberal arts institutions.
   c) Associated sub-goals include:
      i) actively promote UW opportunities to veteran students,

\(^3\) CCW is Governor Mead’s initiative in alignment with Complete College America to increase access, persistence and completion in higher education.
ii) increase university prospective student visits by 5%,
iii) enhance technological reporting to facilitate strategic analysis of data, and
iv) further partnerships with Information Technology to optimize data resources and expand reporting capacity.

2) Admissions’ International Students and Scholars unit plays a pivotal role for recruitment and retention of international students, whose presence on campus enhances our global mission. Expanding the internationalization of the campus provides opportunities for success to students all over the world and benefits domestic students through association with leaders from all over the globe.
   a) Conduct an opportunity review of the Student Affairs role and programs in internationalization to ensure that maximum opportunity is achieved.
   b) The development of an English Language Center (ELC) to build the pipeline for pre-TOEFL students is critical to realistic international growth associated with the 3% overall recruiting goal and to support students and faculty already at UW for post-TOEFL English language support.

3) Student Financial Aid (SFA) assists students in acquiring the financial resources necessary for taking full advantage of the learning environment, and counsels on the rights and responsibilities associated with each type of scholarship and aid.
   a) To best recruit the incoming class, a scholarship restructuring to align goals and outcomes with awarding is planned. Significant resources will be necessary to continue to recruit students given the enrollment goals ($2.5 million).
   b) SFA will provide oversight to expand and revise the existing scholarship portfolio of Foundation awards associated with academic excellence.
   c) Continued attention to the changing federal and statewide policy landscape is critical to ensure that dollars are being spent in the most impactful way for student recruitment as well as retention.
   d) Offer designated scholarship support to veteran students.

4) The Wyoming Access Challenge Grant, housed under Student Educational Opportunity, builds the pipeline of high school students with college aspirations in the state by housing recent college graduate advisors in high schools across Wyoming. Students, schools, and citizens throughout Wyoming will benefit from efforts to enhance the pipeline to college via interventions resulting in more highly capable high school graduates in the state. To develop and expand this vibrant partnership with the secondary school system in Wyoming, UW will:
   a) pursue state funding to expand provisions of a near peer college advisor in each district of Wyoming and continue the existing work after the federal grant expires in 2015,
   b) support a near peer model for the seven community colleges, and
   c) grow the wyo4ed.org website to promote college going in Wyoming.
**Student Retention**

Serving students throughout their college career is critical to assist them to persist and graduate. Providing the best service possible, offering personal connections throughout the undergraduate experience and grounding initiatives in data-supported best practice is essential to improving freshman fall-to-fall retention and promoting persistence at every level.

5) The Center for Advising and Career Services (CACS) offers advising for undeclared students, career counseling, career services, administration of national admission and licensing tests, and coordination of transfer services.

   a) In partnership with LeaRN, CACS will oversee the STEP retention initiatives to be developed and implemented as funding allows over the planning period. Major projects include ($850,000, including $250,000 from tuition funds):
      i) encourage colleges to complete 4 year academic plans and pathways and 2+2 academic plans for transfer students,
      ii) broaden the opportunities for free tutoring and supplemental instruction,
      iii) provide intrusive advising, support and mentorship for academic, personal, and financial student concerns,
      iv) promote leadership development through student government, fraternity and sorority life, Outdoor Programs, Club Sports, etc.,
      v) deliver data-driven targeted support, and
      vi) continue development of the Cowboy Connect new student transition weekend programming (formerly Summit).

   b) Engage with the Outreach School to ensure that students taking classes through Outreach are supported through persistence and completion with appropriate student services.

   c) Broadly, continued career support (as it pertains to the University Tier One initiative) will increase demand for career services, outcomes-based assessment of tracking post-graduate success detailed, and a coordinated university-wide career services delivery with a common platform for interview scheduling will be implemented; additional staff will be required ($100,000).

   d) Potential college entry requirements as enacted by the College of Education will increase demand for undeclared advising and change of major support.

   e) The Testing Center will see increased demands and exams shift towards computer administration ($100,000).

   f) CACS will be integral to the development and collaboratively represents the units within the division for a freshman and transfer first-year experience and serve a role in the assessment of the freshman year seminar course.

   g) CACS will engage with the State Longitudinal Data System project, funded by the Wyoming Legislature and administered through the State of Wyoming, to track students from primary school through the workforce, providing UW with data on educational outcomes as well as inputs.
6) The Registrar’s Office provides effective academic support services to students as well as faculty, staff, and alumni with accuracy and integrity, serving as a liaison to support students in achieving their academic goals through such services as course registration and academic records, transfer credit evaluation, and awarding degrees.
   a) To enhance retention, targeted, personal, and timely communication to students and advisors will be managed through a comprehensive communication plan.
   b) Early alert and midterm grading plus the associated report generation will be enhanced as a tool for pro-active student feedback, requiring faculty and advisors as partners to ensure a broad reach.
   c) Degree Works software will allow students to better monitor their degree progress.
   d) The Registrar will serve a prominent role in support for the articulation of courses, degree programs and ease of student transition from the Wyoming community colleges and higher education institutions outside of Wyoming to UW.
   e) Work with Academic Affairs and k-12 to refine the awarding of credit for high school Advanced Placement courses and International Baccalaureate programs.

7) To safeguard that continuing students have the maximum opportunity to fund their education, Student Financial Aid works to ensure education and compliance for all aid-related regulations.
   a) SFA will improve Satisfactory Academic Progress advising for students and university advisors to ensure students retain and graduate with interventions intended to retain eligibility for federal aid.
   b) A university-wide coordinated effort will be spearheaded to identify students who are enrolled and otherwise eligible for federal funds and assist with FAFSA completion and other scholarship aid.
   c) SFA will expand communication and outreach to students and units throughout the university to optimize scholarship and student aid resources.
   d) Continue efforts for financial literacy in collaboration with the Division of Administration and the Associated Students of the University of Wyoming (ASUW).

8) Student Educational Opportunity provides services via a variety of programs which emphasize pipeline to college development, access, persistence, success, completion, and graduate school promotion for socioeconomically disadvantaged and underprepared students, including low-income, first generation students, and students with disabilities through grant-funded Student Success Services, McNair, Education Opportunity Centers, Upward Bound and Math Science Initiative, GEAR-UP, and the Challenge Access Grant.
   a) Key strategies are personal relationship building, assessment of student needs and gaps, intrusive and intentional service provision, financial literacy education, and university engagement measured with federally-mandated objectives, appropriate benchmarks, and graduation rates.
   b) Staffing around the state of Wyoming extends services regionally and provides service delivery to citizens throughout Wyoming.
c) Through partnership with UW Outreach School, GEAR-UP is developing a summer bridge program to support at-risk students.

d) University Disability Support Services meets UW’s legal obligations to ensure equal access for students with disabilities, which will require increased funding, space, and staffing to meet projected demand.

e) McNair, which provides PhD aspirational services to undergraduate students from disadvantaged and underrepresented populations, offers specific support for conducting research, graduate school preparation, and engagement within the scientific community measured with competitive entry into graduate school.

9) The Wyoming Union fosters a sense of community by providing quality programs, services, and facilities that promote development, embrace diversity, and cultivate loyalty.
   a) Maximize space utilization by reviewing benchmarks, identifying needs, conducting focus groups, and exploring expansion potential to support enrollment goals, including upgrades to the lower and third levels.
   b) Programmatically, offer more alternative breaks, increase leadership development, and community engagement to foster student involvement.

10) The Dean of Students offers student-centered initiatives that meet the expanding needs of a diverse student body by providing assistance, training, and education for individual students, student groups, and the university community to help students succeed academically, develop personally, and become contributing and engaged members of our university and community.
   a) Assist students with transitions throughout their college career via scholarship establishment through potential donors, minority support personnel addition ($50,000), student conduct support personnel addition ($60,000), off-university student services ($2,000), conflict management center development ($5,000), student professional development ($5,000), and media literacy ($3,000).
   b) Develop, promote, and enhance an environment that supports student development, stakeholder engagement, conversation, and mentorship by undertaking a baseline assessment for the STOP Violence program, conducting annual crisis management trainings ($500), increasing collaboration ($5,000), enhancing marketing efforts ($12,000), plus refining assessment ($1,000), risk management ($1,000), and grant writing ($10,000).
   c) Expand Veterans Services to support the increasing number of veterans choosing UW.
   d) In collaboration with the Wyoming Union, pursue a leadership minor with interested UW colleges.

11) Residence Life and Dining plays a critical role particularly in freshman fall-to-fall retention, though they serve in retention efforts for a wide variety of constituents through sophomore floors, family apartments, and university dining.
   a) An inclusive living and dining environment featuring a healthy and memorable educational setting which cultivates academic and personal growth with a focus on engagement, diversity, sustainability, wellness, safety, and security is critical.
b) Enhancements planned are
   i) proposed plans to possibly replace residence halls and dining facilities,
   ii) gender-inclusive housing, and
   iii) greater options for both new and returning sophomore students, including a
       comprehensive plan for live-in sophomore housing.

   c) Timely assessment administration as well as application numbers combined with
      retention and academic data will guide programming.

12) Campus Recreation will expand programs and services with the renovated Half Acre
    Recreation and Wellness Center including wellness, intramural, club sports, and overall
    fitness opportunities.
    a) Expand Club Sports as an important and effective student retention experience.
    b) Improve existing outdoor facilities to provide high quality, safe outdoor recreational
       spaces with appropriate lighting and storage ($500,000). This includes fields
       administered directly as well as those jointly managed with the City of Laramie and UW
       Athletics.
    c) In collaboration with UW Athletics, explore the option of providing a premier
       competition level turf field ($1 million).

Outdoor Leadership
13) To expand and promote Outdoor Programs as an area of distinction for UW, Campus
    Recreation will provide a wide range of inclusive, safe, and reasonably priced outdoor
    programs and services.
    a) Explore the possibility of an academic minor in Outdoor Leadership and expand outdoor
       orientation opportunities for incoming students to further the integration with the
       academic mission of the university ($100,000).

Alumni & Parent Engagement
14) The University Alumni Association, together with Cowboy Parents, represents a strategic
    partnership for fostering the belief, “Student Today, Cowboy Forever,” and provides valuable
    feedback, services, and a giving opportunity to constituents around the state and nation as
    detailed in their separate University of Wyoming Alumni Association 2015-20 Strategic Plan.
    a) Alumni Relations and Cowboy Parents will continue broad outreach to the citizens of
       Wyoming in promotion of the University through the license plate program, scholarship
       program development and fund/friend raising to support the university.
    b) Interface closely with Admissions, Career Services and the colleges to participate and
       help support student recruiting and retention initiatives.
    c) The Center for Advising and Career Services and Alumni Relations are working to
       develop alumni career services and identify resources to provide expanded services for
       graduates ($75,000).
Infrastructure, Maintenance and Construction

15) Develop a master housing plan proposal to possibly replace the Residence Halls and obtaining funding. The initial step will be the issuance of a Request for Proposal for student housing due in October of 2014.

16) STEP retention services need a space prominent in students’ use of the university, where students can access support and tutoring in a central location ($350,000).

17) Admissions’ Recruiting and Pre-College and Student Visits will transition to the Gateway Center, as will some of the career offerings from the Center for Advising and Career Services and Alumni offices. Relocation to the Gateway will provide tremendous opportunities to showcase the university and the functions of these units.

18) To promote holistic wellness via quality facilities, equipment, and programs, Half Acre Recreation and Wellness Center will be completed in 2015 utilizing $27 million currently allocated for the project.

19) A study will be undertaken on co-locating critical student services in a newly constructed student services facility.

Fostering Health and Wellness

20) The renovation of Half Acre provide an opportunity to better meet the needs of UW students through provision of a holistic Wellness Center with a coordinator, administrative staff, graduate assistants, and health educator ($230,000).

a) Half Acre also requires a fitness coordinator to meet the needs of the growing group fitness program.

b) Campus Recreation will administer a high-quality, model university wellness facility dependent on current issues, expanded offerings, and wellness needs with the opportunity for collaboration with academic programs such as Family and Consumer Sciences and Kinesiology and Health Promotion.

21) Student Health Service will support wellness initiatives and

a) supervise athletic trainers,

b) expand online student health infrastructure,

c) implement a new operational system for the Pharmacy compatible with Medicat software ($50,000),

d) offer extended hours until 6 pm two days a week,

e) expand service offerings to LCCC and ELC student groups,

f) explore the feasibility of an insurance billing system, including hiring a representative,

and collaborate with UW Athletics to hire a sports medicine physician.

22) University Counseling Center and AWARE will address mental health needs at the university and support student retention through consultation and outreach to the community regarding mental health issues and services, clinical and intervention services to students, and professional training to graduate students in an environment which values diversity.

a) Hiring a graduate assistant ($22,000) to support services.
b) Collaborate with the Wellness Center as presentations and coalitions are expanded and intake and assessment technology is improved ($1,500).

23) Dining Services will continue to innovate in meeting the food and beverage needs of the university community.
   a) Dining will develop an allergen-friendly dining station in Washakie to address concerns regarding gluten, nuts, shellfish, soy, dairy, and eggs.
      i) In addition to the construction costs for designing the station, administrative support and two additional cooks would be required.
   b) Additionally, the dining options in the Union will be updated including a physical redesign for Panda Express, Rolling Mill, and the Gardens.
   c) Catering is prepared to support university needs as they evolve.

**Respecting and Promoting Diversity**

24) A diverse university community benefits everyone and is served though
   a) commitment to employee recruiting,
   b) focused recruiting of a diversity student body,
   c) conducting a university climate study, and
   d) developing a university wide student and employee recruiting and retention plan for diverse populations.

25) Multicultural Affairs in the Dean of Students Office will be a critical partner in STEP retention efforts in delivery of intrusive advising and support to students of color.
   a) Meeting with all students of color admitted with support during the first three weeks of class will allow staff an opportunity to offer ongoing guidance in support of persistence.

26) Enhanced campus globalization through the International Students and Scholars Office will provide opportunities for a wide variety of diverse cultural interactions.

27) Expand diversity training across the division including student organizations.

**Resource Development**

To attain resources to meet fiscal needs, the Student Affairs Division will identify potential new sources of Section 1 and Section 2 funding and pursue grant funding. Where possible, reallocation will be considered. Student Affairs will partner with the Foundation to promote giving opportunities related to:

- Scholarships for students
- STEP retention services: innovative student programming and support
- Outdoor leadership
- Empowering the nontraditional learner
- Cultivating a global perspective
- Promoting political and cultural leadership
Assessment and Learning Outcomes
As each initiative is undertaken, a critical focus will be placed on tracking and assessing Student Affairs’ quality improvement in student support and learning outcomes. Through interactions with our division, students will:

• learn about making healthy lifestyle choices
• learn to appreciate individual differences and similarities
• develop skills to think objectively and critically
• learn personal responsibility
• gain greater self-understanding
• learn to communicate effectively
• develop citizenship skills
• enhance their feelings of engagement, belonging, and loyalty

Timeline for Completion
Each unit in the division has a detailed plan for visioning success in each initiative outlined, along with detailed metrics to ensure formative and summative assessment directives are met throughout. Many initiatives are both intertwined and funding-dependent: for example to reach enrollment goals, scholarship resources need to be aligned accordingly, especially as the cost of attendance increases. Additional instructional resources in the colleges and Academic Affairs must be available to meet the demands of increased enrollment. Student Affairs is well-poised to engender the changes needed to further the call for excellence across the University of Wyoming, and committed to the personal and professional success of our students through 2020 and beyond.
Division of Student Affairs
Organizational Chart
2014

Sara Axelson
Vice President
Student Affairs

Keener Fry
Executive Director
Alumni Affairs & Cowboy Parents

PC Call
Executive Director
Residence Life, Dining Services & Wyoming Union

Vacant
Associate Vice President
Student Affairs & Dean of Students

Pat Moran
Director
Campus Recreation

Joanne Steane
Director
Student Health Service

Keith Evashevski
Director
University Counseling Center

Shelley Dodd
Director
Admissions

Jo Chytka
Director
Center for Advising & Career Services

Dave Micus
Director
Registrar

Joanna Carter
Director
Student Financial Aid

Pilar Flores
Director
Student Educational Opportunity

Eric Webb
Director
Dining Services

Darcy DeTienne
Director
Wyoming Union

ASUW

Pat Moran
Director
Campus Recreation

Joanne Steane
Director
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Eric Webb
Director
Dining Services

Darcy DeTienne
Director
Wyoming Union

University of Wyoming
### State Appropriation

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<tr>
<td>Admissions</td>
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<td>Alumni*</td>
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### Fee Revenue

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### Scholarships (FY2013)

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*14.2 million in State funds
*10.4 million in Hathaway funds
*9.1 million in Institutional funds
*5.3 million in Foundation funds
*3.1 million in External funds

### Grants

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*Alumni Relations maintains a separate operating budget of $742,493
Division of Student Affairs 2015-20 Plan

Financial Statement FY2014

State Appropriation $11,738,004
Fee Revenue $31,144,979
Scholarships $56,040,703
Grants $15,905,005

Student Affairs Funding

- State Appropriation $11,738,004
- Fee Revenue $31,144,979
- Scholarships $56,040,703
- Grants $15,905,005
Identified Funding Needs

Admissions Recruiters (2)/Support budgets $150,000
Admissions Processors (2) $90,000
SFA Scholarship Support $2,500,000
STEP Retention Services $600,000
CACS Career Staff $100,000
CACS Testing Center $100,000
DOS Minority Support staff $50,000
DOS Student Conduct staff $60,000
DOS Off-university student services $2,000
DOS Conflict management center $5,000
DOS Student Professional Development $5,000
DOS Media Literacy $3,000
DOS Annual Crisis Management Training $500
DOS Collaboration $5,000
DOS Marketing $12,000
DOS Assessment $1,000
DOS Risk Management $1,000
DOS Grant Writing $10,000
Rec Outdoor Space Lighting and Storage $500,000
Rec Turf field with Athletics $1,000,000
Rec Outdoor minor $100,000
CACS Alumni Career Services $75,000
STEP Space $350,000
Rec Wellness Center $230,000
SHS Pharmacy System $50,000
UCS Graduate Assistant $22,000
USC Wellness Presentations $1,500

Many other initiatives will require funding currently unknown