Introduction: Colorado State University’s Diversity Plan outlines four strategic choices in its goal to “create and support a total University environment that respects and welcomes diversity as necessary to the development of an intellectual community characteristic of a highly regarded public university.” The Division of Enrollment and Access fully endorses and supports all four strategic choices. In developing specific, measurable action plans the Division focuses on Strategic Choice 2, which is the direct responsibility of the Division and its Vice President. We have selected three key areas: recruitment, student retention, and staffing.

Strategic Choice 2: Recruit, retain and graduate a student body that supports the land-grant mission of the University to provide access and opportunity to individuals from all segments of society. Sufficiently increase the number of students from underrepresented groups to contribute to the creation of an effective learning environment that benefits all of its members.

RECRUITMENT

Overall Goal: Enroll undergraduate students from underrepresented groups such that CSU will place in the top quartile of an appropriate peer group.

Metric 1: The aggregate percent of new freshmen from underrepresented groups will place us in the top quartile of an appropriate peer group by 2013. Target percent is 20%.

Metric 2: The aggregate percentage of undergraduate students from underrepresented groups will place us in the top quartile of an appropriate peer group by 2013. Target percent is 19%.

Metric 3: Demonstrate continuous improvement in our enrollment of undergraduate students from each underrepresented group.

Timeline for above goal and all recruitment strategies listed below is 2013, unless otherwise specified.
Strategies:

1. **Assign the responsibility for oversight of the Division’s diversity goal under one person**

   **Initiative:** Created new Associate Vice President position to oversee Division outreach efforts to increase diversity in the undergraduate student body.

   **Responsible Area:** Vice President for Enrollment and Access

   **Metric:** Create position

   **Status:** 2007: Complete

2. **Develop and support pre-collegiate summer programs.**

   **A. Initiative:** Increase participation in the Bridge Scholars Program. Ensure that budgetary considerations are addressed in budget planning process beginning FY 11. Additionally, determine whether the focus of this programs should be shifted from recruitment to retention and address increased requirements for participation.

   **Responsible Area:** Access Center

   **Metric:** Total number of students participating in the program will reach 35 by FY13.

   **Status:**
   - 2006: 7 students
   - 2007: 13 students
   - 2008: 20 students

   **B. Initiative:** Offer summer visit opportunities for Alliance High School students enrolled in community colleges who plan to transfer to CSU.

   **Responsible Area:** Office of Admissions and Alliance Partnership

   **Metric:** Offer summer visits for this group of students.

   **Status:** Alliance transfer award was created Fall 2008 and meetings with community colleges are in progress

   **C. Initiative:** Offer summer activities focused on the University’s premier and nationally-recognized academic areas.

   **Responsible Area:** Access Center- Trio Programs & Alliance Partnership

   **Metric:** Support enrollment of individuals in summer activities

   **Status:**
   - 2008: 19 Alliance School students participated in STEM Renewable Energy summer program.

     2009: Four STEM programs to students will be offered with 60 participants anticipated. Collaboration with existing program on campus will allow for 20 teachers from Alliance High Schools to participate in summer STEM activity. Middle School Teachers feeding Alliance High Schools have been invited to participate in six week program. Three have been selected.
2. Ensure early financial aid awareness of resources.

A. Initiative: Provide information regarding financial aid resources on a web site that will feature the Alliance Partnership Schools.

   Responsible Area: Assoc. V.P. for Enrollment and Access.

   Metric: Site to be active by April, 2009. Develop initiatives to promote the website among Alliance Partnership parents and students.

   Status: Site is up and running / maintenance and updates are being addressed.

B. Initiative: Provide educational programming about financial aid to students and parents involved with Reach Out Program.

   Responsible Area: Student Financial Services & Reach Out Program

   Metric: Conduct annual workshop(s) for families from targeted schools.

   Status: 2007 - Complete
          2008 - Complete

C. Initiative: Establish a financial aid counselor liaison with each Alliance school for the purpose of working with families in regard to financial aid.

   Responsible Area: Student Financial Services

   Metric: High schools are aware of their respective financial aid counselor and have contact information by September, 2007.

   Status: 2007: Complete

D. Initiative: Translate critical financial aid brochures into Spanish, including “Invest in Your Journey,” “Budget Worksheet,” and “You Can Go To College.”

   Responsible Area: Student Financial Services

   Metric: Update annually and ready for distribution by September.

   Status: 2007-2008 - Complete
          2008-2009 - In progress

3. Work with the Development Office to increase resources available for both need- and merit-based financial aid. This effort is designed to provide greater access and to attract and retain members of under-represented groups

A. Initiative: Request made for increasing grant aid to Colorado Pell Grant recipients to cover 100% base tuition and fees.

   Responsible Area: Vice President for Enrollment and Access and Student Financial Services

   Metric: Public campaign will be introduced once proposal is approved.

   Status: CSU Land Grant Award created.
2009-2010 – Freshman, Sophomore awards to be given.
2010-2011 – Freshman, Sophomore, Junior to be awarded.

B. Initiative: Annually review entire merit and need-based scholarship programs. Make recommendations to modify as appropriate and request increases of both types of aid as necessary.

   Responsible Area: Student Financial Services

   Metric: Market to public, effective August 1, 2007.

   Status: 2006 complete
   2007 complete
   2008-2009 Land Grant award in place: non-resident Provost award in place; Honors award available.
   2009-2010 Triple Crown introduced

4. Continue to develop multiple strategies to enhance the academic pipeline by strengthening partnerships with high schools that serve diverse populations.

   A. Initiative: Create Alliance partnership program with select Colorado high schools.

      Responsible Area: Associate Vice President, Division of Enrollment and Access

      Metric: Programs in place in each school by Fall 2007.

      Status: 2007: Complete
      2008: Program offered to schools revised and enhanced.

   B. Initiative: Develop pipeline partnership with targeted Colorado community colleges.

      Responsible Area: Associate V.P. for Enrollment and Access and Office of Admissions

      Metric: Focus on those community colleges that serve Alliance Partnership high schools

      Status: 2007-2008: Programming was completed with Aims Community College Emerging Scholars Program for Fall 2007. Transfer Mentors were involved as well.
      2008-2009: Meetings with Community Colleges have been scheduled.

   C. Initiative: Expand the current Reach Out program to include other sites.

      Responsible Area: Access Center

      Metric: Double enrollment of students in Reach Out programs.

      Status: 2007-2008 Kearney Middle School (Adams City High School)
      2008-2009 Hinkley High School included.

   D. Initiative: Refine and refocus STARS schools outreach

      Responsible Area: Office of Admissions

      Metric: Maintain new freshman applications received from STARS high schools equal to ’07.

      Status: Recruitment activities on-going.
E. **Initiative:** Continue partnership with Denver Scholarship Foundation (DSF) to increase enrollment of DPS students by 20 each year.

**Responsible Area:** Office of Admissions and Student Financial Services.

**Metric:** Active programs are in place in each school for ’08-'09.

**Status:** 2008-09 Individuals have been assigned to all DPS Schools from Admissions as well as from Student Financial Services. Individuals have been assigned to work more closely w/DSF. MOU complete and signed.

F. **Initiative:** Black Issues Forum

**Responsible Area:** Office of Admissions

**Metric:** Program will grow from three days to four days for participants effective 2008 and will continue to be offered annually.

**Status:** 2007 Program offered
2008 Program expanded to 4 days

G. **Initiative:** National Hispanic Institute

**Responsible Area:** Office of Admissions

**Metric:** Increase the number of students from Colorado participating in the Colorado LDZ by 33%.

**Status:** In progress, utilizing STARS, Alliance schools stipend to enhance participation.

<table>
<thead>
<tr>
<th>Year</th>
<th>Residents</th>
<th>STARS/Alliance</th>
<th>Non-Resident</th>
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<td>28</td>
<td>17</td>
<td>86</td>
</tr>
<tr>
<td>2008</td>
<td>41</td>
<td>19</td>
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H. **Initiative:** Alliance Family Visit (Funding for this program was redirected from Discovery Day effective Fall 2008.)

**Responsible Area:** Office of Admissions and Alliance Partnership

**Metric:** Provide visit program for parents of Alliance Partnership schools.

**Status:** 2008 New Program created and introduced.

I. **Initiative:** CSU Connect (Formerly PRIDE Weekend)

**Responsible Area:** Office of Admissions

**Metric:** Increase the number of student participants to 130. Fifty percent of this increase will come from STARS, Alliance and Denver public high schools.

**Status:** 2007: 4 Alliance, 6 STARS - Total 76 students at the program
2008: 16 Alliance, 32 STARS - Total 124 students at the program
5. Collaborate with Alumni Relations to identify and engage diverse alumni in recruitment efforts.

A. Initiative: Utilize alumni to help recruit at out-of-state college fairs, as well as at in-state programs.

   Responsible Area: Office of Admissions

   Metric: Increase number participating from 7 to 15.

   Status: Involvement with Hispanic Association has begun; “Somos” CSU. 2007-08 17 diverse alumni participated.

E. Initiative: Identify Alumni to assist in Alliance Partnership activities.

   Responsible Area: Alliance Partnership

   Metric: Develop cadre of interested alumni.

   Status: Conversations have begun with Alumni office.

6. Ensure university coordination and collaboration of outreach efforts to targeted schools

   Initiative: Create and chair a university-wide advisory committee.

   Responsible Area: Associate V.P. for Enrollment and Access; Access Center

   Metric: Ensure that committee exists and is functional and effective.

   Status:
   2008: Retreat took to develop guidelines for committee. Individuals to serve on committee were identified.
   2009: Creation of the Access Center requires revised focus of the group and this will be addressed at summer retreat.

7. Collaborate with the Office of Advancement and Strategic Initiatives to identify the availability of funds for grants that will address access issues and programs at Colorado State University.

   Initiative: Work with Development Office to secure money for grants that would assist in endowed funding, as well as grants.

   Responsible Area: Access Center

   Metric: Continue to meet with representatives from Development Office.

   Status: 2008 An initial meeting was convened
   2009 Follow up in progress
8. **Increase the number of student awards made on the basis of participation in partnership programs or first generation status.**

   **Initiative:** Utilize additional merit – and need-based dollars to enroll these students.

   **Responsible Area:** Student Financial Services

   **Metric:** Recipients will increase from current 158 to 187.

   **Status:** Project on going.

9. **Foster relationships with outside foundations to increase enrollment of diverse, first generation and/or low income students.**

   **Initiative:** Focus on foundations such as, but not limited to, LAEF, Pouksta, Gates Millennial Scholarship Fund, Hispanic Education Foundation and the Daniels Fund.

   **Responsible Area:** Office of Admissions, Student Financial Services, Access Center

   **Metric:** Increase number of students receiving awards from these foundations.

   **Status:** On going.
STUDENT RETENTION

Goal: Retention, persistence, and graduation rates will be the same for minority students as for non-minority students.

Timeline: 2013

1. Request and secure increased funding for the CSU Merit Grant and the CSU Ram Grant

   Initiative: Enable staff in Student Financial Services to provide assistance to continuing students at risk of dropping out.

   Responsible Area: Student Financial Services

   Metric: Retain and graduate identified students at risk due to financial concerns.

   Status: On going.

2. Address Transfer Student needs

   A. Initiative: Create Transfer Center to address the various recruitment and retention needs, unique to transfer students.

      Responsible Area: Office of Admissions.

      Metric: Provide services aimed at recruitment and retention of all transfer students with emphasis on diverse students.

      Status: 2009: Transfer Center Coordinator hired

   B. Initiative: Introduce Degree Audit System; ARIES (student information system); and the Course Applicability System for new transfer students.

      Responsible Area: Registrar’s Office

      Metric: Provide service to transfer students.

      Status: 2007: Systems installed
              2008: Enhancements on going.

3. Collaborate with the Center for Advising and Student Achievement (CASA) to identify students who are not enrolled but eligible for graduation.

   Initiative: Identify students who are eligible for graduation but have not returned to the University.

   Responsible Area: Registrar’s Office

   Metric: Develop system to identify and communicate with students.

   Status: Work has begun and students are being identified.
STAFFING

Goal: Every department within the Division will aim to increase the percent of diverse staff in their respective areas.

Timeline: 2013

Strategies:

1. All Division departments will continue to actively recruit and encourage receipt of applications from diverse populations. All position descriptions will include the importance of demonstrating experience in working with diverse populations.

   Initiative: Ensure that search committees include a balance of diverse members.

   Responsible Area: All units within the Division of Enrollment and Access.

   Metric: Units will experience increase in racially and ethnically diverse staff members

2. Departments within the Division of Enrollment and Access will encourage staff to attend appropriate diversity training and programming.

   Initiative: Provide diversity training for all division employees.

   Responsible Area: Central Office - Division of Enrollment and Access.

   Metric: Each employee will attend at least one such program annually.

   Status: 2009: Session scheduled at annual meeting .

3. Develop and administer division wide survey to access demographic information about employees.

   Initiative: Develop survey requesting the following information of staff:
   1. 1st Generation status
   2. Urban rural background
   3. Other ways staff chose to identify themselves elves including religion, sexual orientation, disabilities, etc.

   Responsible Area: Central Office – Division of Enrollment and Access.

   Metric: Ensure that Survey is administered annually to all staff.

   Status: Development of survey in discussion.