

Community College of Denver's Office of Student Life

Roles in Regard to CAS Standards and Guidelines

Part 1: MISSION

The purpose of the Office of Student Life must be to enhance the overall educational experience of students through development of, exposure to, and participation in programs and activities that improve student cooperation and leadership while preparing students to be responsible advocates and citizens and complementing the institution's academic programs. Event programming, also a part of the Office of Student Life, must manage institutional resources for educational conferences, workshops, events, and activities.

Student and event activities could be intellectual, social, recreational, cultural, multicultural, and spiritual in nature. Programs could pertain to leadership, governance, community service, healthy lifestyles, and organizational development.

The Community College of Denver's Office of Student Life Mission Statement reads as follows: "The mission of the Office of Student Life is to be a direct catalyst for engaging & developing each CCD student to lead, succeed & serve in a diverse campus & global community. We achieve this mission by demonstrating our dedication to the core commitments of Learning, Achievement, Innovation, and Diversity".

Ways in which we meet our mission include:

- We teach employability skills through direct Career Development Center programming (see separate CDC document) as well as interactions with staff, student employees, & employers
- We provide Human Services such as our Food Bank and temporary housing connections (see separate Human Services document)
- We provide opportunities through the conduct process (see separate Conduct document) for self-exploration & the development of personal and community responsibility
- We encourage students to explore new ideas through special events, exposure to proactive topics, and acquisition of speakers who expose students to new opinions and world views
- We provide personal support for students by allowing for one-on-one interactions with staff and peer mentors through CDC, Human Services and Student Life services
- We acknowledge the economic diversity of our population & provide various resources (ie: Human Services) for our students to aid in their success
- We plan and support multi-cultural activities including Black World Conference, Women's Leadership Conference, Cinco De Mayo & various other events

The Office of Student Life must develop, disseminate, implement, and regularly review their missions. The mission must be consistent with the mission of the institution and with

professional standards. The mission must be appropriate for the institution's student populations and community settings. Mission statements must reference student learning and development.

The Community College of Denver's Mission Statement reads as follows: "CCD provides our diverse community an opportunity to gain quality higher education and achieve personal success in a supportive and inclusive environment". The Office of Student Life's Mission is closely related to that of the institution because the focus of each statement relates to the development of student success within a diverse, but safe, environment. The Office of Student Life reviews its Mission Statement periodically, currently every 2 years.

The Office of Student Life must provide opportunities for students to:

- **Participate in co-curricular activities**
 - The Office of Student Life provides a safe place for co-curricular programming that gives students practical experiences which complement their classroom learning through internships, student organizations, workshops, employment opportunities and leadership roles
 - We currently have 21 Student Organizations
 - We employ approximately 8-13 students (including SGA)
- **Participate in campus governance**
 - We encourage and support discovery on a personal and professional level for students through participation in campus governance (SGA)
 - We welcome our SGA office to create events, programs, and human services resources that align with current local and world events to grow their understanding of how they can better interact in the global community
- **Advocate for their organizations and interests**
 - We require that student organizations participate in a minimum of 5 campus events and 2 community events per year, as doing so, supports and spreads information regarding their organization and its purposes
- **Develop leadership abilities**
 - We provide resources for students to attend & participate in leadership events around campus and in the community
- **Develop healthy interpersonal relationships**
 - We encourage discovery of healthy interpersonal relationships through participation in student organizations, SGA, etc.
 - We provide personal support and mentoring for students by allowing for one-on-one interactions with staff and peer mentors
 - We provide education to students around the importance of character, reputation and integrity in order to help student gain maturity through experience
- **Use leisure time purposefully**
 - We encourage student participation in student organizations and governance, creating a greater sense of involvement

- We encourage students to create events and programs that help them improve their understanding of the global community
- **Develop ethical decision-making skills**
 - We encourage student leaders to make autonomous decisions, yet provide guidance as needed, regarding processes and decision-making considerations
- **Advocate for student organizations and interests**
 - We seek to develop programming & services that respect & celebrate the diversity of our students & promote world view
 - We encourage the promotion & creation of diverse student organizations in order to enrich students co-curricular and curricular experiences
 - We support our student organizations through advising and mentoring

Part 2: Program

The formal education of students, consisting of the curriculum and the co-curriculum, must promote student learning and development outcomes that are purposeful, contribute to students' realization of their potential, and prepare students for satisfying their productive lives.

The Office of Student Life must collaborate with colleagues and departments across the institution to promote student learning and development, persistence, and success.

Consistent with the institutional mission, the Office of Student Life must identify relevant and desirable student learning and development outcomes from among the six domains and related dimensions:

Domain: knowledge, acquisition, integration, conduction, and application

- **Dimensions: understanding knowledge from a range of disciplines; connecting knowledge to other knowledge, ideas, and experiences; constructing knowledge; and relating knowledge to daily life**
 - **Understanding knowledge from a range of disciplines:**
 - Demonstrate a basic understanding of a broad range of disciplines including English, math, humanities, and the sciences
 - Demonstrate understanding of how to better interact in a global community
 - **Connecting knowledge to other knowledge, ideas, and experiences**
 - Demonstrate an understanding of gathering information from many sources including internet, texts, etc.
 - Use multiple sources of information to assist with problem solving
 - **Constructing knowledge**
 - Use experiences and other information to make meaning of situations
 - Demonstrate new insights based on information learned

- **Relating knowledge to daily life**
 - Relate new knowledge to their studies and career decisions
 - Demonstrate understanding of knowledge resulting from formal education with their work and collegiate experience

Domain: cognitive complexity

- **Dimensions: critical thinking, reflective thinking, effective reasoning, and creativity**
 - **Critical thinking**
 - Demonstrate understanding of analysis and subsequent decision-making
 - Understand relevance of information
 - **Reflective thinking**
 - Apply information to new situations
 - Analyze previous assumptions
 - **Effective reasoning**
 - Demonstrate openness to new ideas
 - Use personal experience and observations to form opinions
 - **Creativity**
 - Demonstrate the ability to form new approaches to problem-solving

Domain: intrapersonal development

- **Dimensions: realistic self-appraisal, self-understanding, and self-respect; identity development; commitment to ethics and integrity; and spiritual awareness**
 - **Realistic self-appraisal, self-understanding, and self-respect**
 - Able to articulate personal skills and area of growth
 - Demonstrate learning from past experience
 - **Identity development**
 - Recognize factors influencing identity
 - Integrate multiple aspects of identity
 - **Commitment to ethics and integrity**
 - Act with honesty and integrity
 - Accept accountability
 - **Spiritual awareness**
 - Further develop personal belief systems

Domain: interpersonal competence

- **Dimensions: meaningful relationships, interdependence, collaboration, and effective leadership**
 - **Meaningful relationships**
 - Establish healthy relationships with peers and staff
 - Treat others with respect
 - **Interdependence**
 - Collaborate and seek assistance from others

- Work with peers and/or staff on a common goal
- **Collaboration**
 - Work with peers and/or staff to accomplish common goal
 - Listen and respect all points of view
- **Effective leadership**
 - Demonstrate skill in leading a group
 - Understanding of group dynamics

Domain: humanitarianism and civic engagement

- **Dimensions: understanding an appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility**
 - **Understanding and appreciation of cultural and human differences**
 - Seeking and gaining understanding of diversity and working with different populations
 - **Social responsibility**
 - Demonstrates understanding of responsibility to society
 - Participate in community events
 - **Global perspective**
 - Understanding of diversity and interconnectedness
 - **Sense of civic responsibility**
 - Consideration of others in decision-making
 - Understanding of governance processes

Domain: practical competence

- **Dimensions: pursuing goals, communicating effectively, technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life**
 - **Pursuing goals**
 - Setting and attaining team goals through student organizations and governance
 - **Communicating effectively**
 - Demonstrating proper and effective written and oral communication with peers and professional staff
 - **Technical competence**
 - Demonstrate skills required for communication, problem-solving, and task completion
 - **Managing personal affairs**
 - Demonstrates effective time management skills with academics and extra-curricular activities
 - **Managing career development**
 - Develop a resume
 - Initiate investigation into further education or employment opportunities

- **Demonstrating professionalism**
 - Appropriately accepts criticism
 - Shows accountability
- **Maintaining health and wellness**
 - Engagement in healthy activities and lifestyle
- **Living a purposeful and satisfying life**
 - Demonstrate efforts to balance life (i.e., academics, clubs/associations, family, employment)

The Office of Student Life must:

- **Assess relevant and desirable student learning and development**
- **Provide evidence of impact on outcomes**
- **Articulate contributions to or support of student learning and development in the domains not specifically addressed**
- **Articulate contributions to or support student persistence and success**
- **Use evidence gathered through this process to create strategies for improvement of programs and services**

Assessment in the above areas is underdeveloped, we are starting an assessment system with this CAS study and hope to expand from there. We currently assess the leadership conferences, customer service in our main office (TV 309), and other random events. The assessment of our tri-institutional and campus wide events needs to be developed more.

The Office of Student Life must be:

- **Intentionally designed**
- **Guided by theories and knowledge of learning and development**
- **Integrated into the life of the institution**
- **Reflective of developmental and demographic profiles of the student population**
- **Responsive to the needs of individuals, populations with distinct needs, and relevant constituencies**
- **Delivered using multiple formats, strategies, and contexts**

The Office of Student Life at CCD is designed to help students succeed by creating a supportive environment that is both challenging and committed to learning. At CCD, students have access to a great amount of support services but oftentimes it's hard knowing which ones work best. Whether it's assisting students in finding the right club or organization or helping them find housing options, our committed Student Life staff are located in the Tivoli Student Center for easy and centralized student access.

Many of the professional staff in the Office of Student Life have educational backgrounds in college student personnel, higher education, counseling and/or other related disciplines. Such educational experiences focus on student learning and development as well as social justice.

Further, theories within these disciplines guide practice within the office. Theoretical foundations grounded in the Office of Student Life include Maslow's Hierarchy of Needs, Sanford's theory of Challenge and Support, Chickering's Seven Vectors of Identity Development, and Kohlberg's theory of Moral Development.

CCD has a diverse student population of which the Office of Student Life is receptive to. For example, student organizations are formed with uniqueness and diversity in mind. Additionally, student services offered within the office (i.e., food bank, lending library) are designed specifically for students of lower socio-economic status. Such services also provide an example of how the Office of Student life puts theory into practice. The food bank and lending library assist students with what Maslow describes as "basic needs" (food and shelter). Partnerships with GLBT and Phoenix Center services provide Maslow's "sense of security", while social and educational programming contribute to higher levels of the hierarchy, including a "sense of belonging".

Where institutions provide distance education, the Office of Student Life must assist distance learners to achieve their educational goals by providing access to information about programs and services, to staff members who can address questions and concerns, and to counseling, advising, or other forms of assistance.

Budget allocation, SGA representation, and advertising of student life services, consider and are available to, all CCD students. Additionally, the Office of Student Life engages the North and Lowery campuses with specific and local events for them.

The Office of Student Life must be comprehensive and reflect and promote the diversity of student interests and needs, allowing especially for the achievement of a sense of self-esteem and community pride.

A comprehensive Office of Student Life should include offerings that vary in type, size, scheduling, and cost.

As previously stated, we understand the diversity and unique needs of the students attending CCD. We acknowledge and encourage the exploration and celebration of the various experiences of our students, recognizing how that influences their future goals. We also encourage the promotion and creation of diverse student organizations in order to enrich their collegiate experience.

The Office of Student Life must be of broad scope, inclusive of all educational domains for student learning and development.

Programs should include activities that

- *Complement classroom instruction and academic learning*
- *Offer instruction and experience in leadership and working in groups*

- *Promote physical and psychosocial wellbeing*
- *Promote understanding of and interaction with people of one's own culture and other cultures*
- *Foster meaningful interactions between students and members of the faculty, staff, and administration*
- *Build specific group communities and identity with the campus community*

The Office of Student Life increases community awareness, connectedness and understanding of the mission and vision of the CCD. The Office of Student Life at CCD is committed to enhancing the college experience of CCD students by involving students in co-curricular programs, cultural experiences, leadership training and community building.

The creation and support of student organizations is one way in which these goals are met. At CCD, students are encouraged to explore opportunities outside of the classroom that support their academic development and growth as individuals. Student organizations at CCD are designed to promote these experiences and are vital to campus life.

The Office of Student Life believes that student organizations and activities should encourage involvement by all CCD students regardless of sex, race, age, religion, sexual orientation, or nationality. Student organizations and activities are an important part of the college experience and are a key aspect of student life. Information on CCD's student organizations can be found at: <https://www.ccd.edu/administration/non-academic-departments/office-student-life/student-organizations>

Currently, CCD has 22 student organizations: The Accounting Club; Alianza; The American Sign Language Club, The Anthropology Club, Black Student Alliance; BOOM!; City Hawk Flock; Criminal Justice Club; Dreamer's United; International Student Club; Muslim Student Association; Philosophy Club; Phi Theta Kappa; Psi Beta; STEM Discovery; Student Ambassadors Club; Theater of the Hawk; UMAS-Mecha; Urban Male Initiative; Veterans Club; Women Intentional about Success and Excellence (WISE); and, Student Club of the National Association of Veterinary Techs in America (on the Lowery campus).

The Office of Student Life must offer and encourage student participation in student-led campus activities.

Additional encouragement can come from club advisors, faculty members, staff, parents, peers, administrators, and others.

The Office of Student Life should create environments in which students can

- *Explore activities in individual and group settings for self-understanding and growth*
- *Learn about diverse cultures and experiences*
- *Explore ideas and issues through the arts*

- *Design and implement programs to enhance social, cultural, multicultural, social justice, intellectual, recreational, service, and campus governance involvement*
- *Comprehend institutional policies and procedures and their relationship to individual and group interests and activities*
- *Learn of and use campus facilities and other resources*
- *Plan, market, implement, and assess programs*

The Office of Student Life should enhance the retention and graduation of students and strengthen campus and community relations. Programs and events should be planned and implemented collaboratively by students, professional staff, and faculty members.

Within the Office of Student Life, students are encouraged to participate in various campus activities. Student organizations and SGA must follow guidelines regarding such activity {both of which are described in their respective handbooks: <https://www.ccd.edu/org/student-government-association> }. Furthermore, within the Office of Student Life, interacting with and overseeing student organizations address the above criteria by:

- 1) Building community between students, faculty, administration, and staff at CCD with events such as the Welcome Back BBQ and Holiday Dinner.
- 2) Helping students achieve a sense of identity with involvement in extra-curricular activities.
- 3) Providing students opportunities to develop their leadership skills through involvement with student organizations and/or SGA.
- 4) Enriching the culture of CCD with events such as the annual Fall Fest and Spring Fling.
- 5) Developing an awareness of governmental processes with the Hot Topics programming.
- 6) Enhancing the education of our students to provide them the opportunity to develop marketable job skills.

The Office of Student Life must ensure that the institution has a policy for the registration and recognition of student organizations.

Policies are located on the Student Organization website:

<https://www.ccd.edu/administration/non-academic-departments/office-student-life/student-organizations>

As the policy states, new organizations need to complete four steps towards recognition as a student organization:

1. Elect organization officers.
2. Create and keep an updated organization constitution.
3. Submit an official “Student Organization Registration” form each semester
4. Have two officers and your advisor attend an Organization Orientation.

General requirements for student organizations include:

Restriction to membership in an organization shall never be based on race, color, creed, national origin, religion, sex, sexual orientation, age or disability.

All organizations are responsible for attending a *Student Organization Orientation* with the Office of Student Life. At this orientation, new organization organizers will be equipped with all of the resources, support and help that they need in starting a new student organization at Community College of Denver.

All student organizations are required to complete two (2) service projects per academic year. Upon completion of each service project the student organization must complete the “Student Organization Service Project Form” within two weeks of completing the project. This form should be turned in to the Student Activities Coordinator.

All organization members are expected to adhere to the Community College of Denver Student Code of Conduct, as well as Auraria Higher Education Center rules, policies and procedures. All organizations must submit and keep an up-to-date Active Member List, an accurate list of all Officers, and a Constitution that shall govern the operation of the organization at the Office of Student Life.

Recognition Maintenance:

Once a student organization/organization receives official recognition, its status is good for an entire academic year (fall, spring, summer). The organization must also maintain their recognition status by meeting the following guidelines below:

- Semester and cumulative grade point average of **2.3** or above for all officers
- Enrolled in a minimum of **6 credits** at Community College of Denver
- Remain in good standing with the Dean of Students, Community College of Denver, and the Office of Student Life
- Maintain at least **two** officer positions (president and financial officer)
- Obtain and communicate with an advisor (faculty or staff)
- Participate in **one** organization orientation per year
- Participate in **three** Student Life activities per academic year.
- Participate in **two** service projects per academic year.

Please note that additional information on student organizations can be found in the Student Organization Handbook.

The Office of Student Life must include these fundamental functions: implementing campus programs that add vibrancy to the campus, advising student organizations that

implement programs or services, advising student governing organizations, ensuring the proper and efficient stewardship of funds including the student activity fee and institutional allocation, and implementing training, development, and educational opportunities.

Programs may evolve from the Student Life Office or from student organizations and student governing bodies and should add richness to the institution and its integral functions. The Office of Student Life should strive to build student institutional loyalty and allegiance while promoting citizenship and civility.

Student and student organizations' awards programs should be based on fair and equitable criteria.

These functions may be achieved directly or in collaboration or consultation with other campus entities.

The Office of Student Life at CCD partners with similar offices at CU Denver and MSU Denver to implement various programs on campus. One such program is called "Hot Topics". It is designed to bring in outside speakers to create opportunities for students to hear opposing viewpoints on current hot topic issues prevalent in today's society. Other programming includes guest talks by authors, artists, entertainers, and other professionals.

All student organizations, including student government, are required to have professional staff as advisors. Advisors to these groups oversee the use of allocated funds and provide education and guidance as needed for students to learn fiscal responsibility.

Programs sponsored by the Office of Student Life must be produced and promoted according to professional and institutional practices and protocols.

Promotion methods the Office of Student Life may use include the creation and dissemination, either in print or on-line, of activities calendars, organizational directories, student handbooks, and programming and financial management guides.

Entertainment programs should

- *Reflect the values stated in the institution and Office of Student Life mission statements*
- *Maintain admission fees at levels that encourage widespread student attendance*
- *Implement hospitality requirements that prohibit the provision of alcohol to entertainers where appropriate*
- *Include a constituency-based advisory system for activities planning, implementation, and evaluation, to ensure coordination within the larger campus academic calendar*

Campus events and activities are promoted in numerous ways across campus, all in accordance with institutional policies and procedures. Promotions include printed posters, flyers, invitations, and various handouts. Activities are also posted online through the main website, campus

calendars, and electronic boards located in CCD buildings. Additionally, the Office of Student Life will post information through social media such as Facebook and Twitter. **Please see Appendix A for examples of Events flyers and information.**

Contracts must be signed by an appropriate authority identified by institutional policies and procedures.

The Office of Student Life should provide guidance and training that enables students to recruit, negotiate with, and select performers.

Student Life professional staff work with students assuring that all appropriate paperwork is completed regarding events, potential performers, caterers, vendors, and purchasing. The Office of Student Life works with Fiscal Management at CCD to complete all paperwork within state guidelines and requirements. **See Appendix B for examples.**

Advising

The Office of Student Life must provide effective administrative support for student organizations. Every student organization must have an advisor. The criteria for who may serve as an advisor and the role and responsibilities of advisors must be defined by the institution.

Responsibilities of advisors can include attending organization meetings, ,meeting with organization officers as a group or individually, overseeing budget and financial transactions, serving as an advocate for the organization, serving as a liaison between the institution and students, assisting the organization in problem-solving, and overseeing the election and/or appointment of new officers. Advising can take place through face-to-face meetings or via telephone, email, instant messaging, or other communication methods.

Advisors should be institutional faculty members, staff, or graduate student employees.

Advisors must be knowledgeable of legal issues and institutional policies, especially regarding risk management.

All student organizations are required to have faculty and/or staff advisors. Additionally, our Student Activities Coordinator serves as an advisor to all student organizations. Each organization, including their advisor, must attend a mandatory orientation for the formation of their organization. The Student Life Activities Coordinator will run these sessions. Information presented in these sessions include; group and individual responsibilities, student organization guidelines, and institutional policies and procedures. The Activities Coordinator will also meet with students individually, in groups, and/or with advisors as needed. Furthermore, the Coordinator will advise and support student organizations with problem-solving, election processes, and other issues that may present over time.

The Office of Student Life must provide information and training opportunities for advisors.

The Office of Student Life staff should be available to provide oversight and to consult and problem-solve with advisors. Advisors who volunteer their time should be recognized by the institution for their contributions.

Advisors should

- *Be knowledgeable of student development theory and philosophy to appropriately support students and also to encourage learning and development*
- *Have adaptive learning styles in order to be able to work with student with a variety of skill and knowledge levels*
- *Have interest in the students involved in the organization*
- *Have expertise in the topic for which the student group is engaged*
- *Understand organizational development processes and team building*

As previously noted, all faculty/staff student organization advisors are required to complete student organization orientation and training. The Student Life Activities Coordinator is also available to the advisors for consultation regarding policies, procedures, and problem-solving. Additionally, advisors are given the Club Advisor Handbook as part of their training. The handbook will discuss roles, functions, and tips for advisors as they move forward with a student club or organization.

All advisors of student organizations do so voluntarily. As such, they are invested, interested, and motivated by the organization that they are affiliated with. They bring expertise and experience to the organization, assisting students with continual growth and development. Further, under the Clery Act, all advisors are considered Campus Security Authorities (CSA). As such, advisors receive additional training on Clery reportable crimes as part of taking on the role of an advisor.

Student Governance

Student governance groups must have a written mission, purpose, and process for continuity of leadership that is regularly reviewed. Criteria for student involvement must be clear, widely publicized, easily accessible, and consistently followed. Budgeting and fiscal procedures must be clearly defined and must follow all applicable laws. Clearly defined grievance procedures must exist to settle disagreements regarding continuity of leadership, budgeting procedures, and ethics violations by student leaders.

Student governance groups could include undergraduate and graduate student government associations, residence hall associations, campus center governing boards, sports club councils, fraternity and sorority governance councils, media boards, and college councils.

See summary below

Student governance groups must be encouraged to operate in accordance with institutional values, mission, and policies, and be informed of possible consequences for failure to do so.

Student governance groups may conduct a wide variety of activities and services, including executive, judicial, legislative, business or service functions, and educational or entertainment programming.

See summary below

Institutions must have policies and procedures for providing and advisor to student governance organizations.

CCD's Student Government Associations' mission statement reads as follows: "We represent the voice of the CCD student to encourage and support their interest, involvement, and opportunities within our diverse community".

All information on CCD's Student governance can be found on the Student Government Association website: <https://www.ccd.edu/org/student-government-association>
Information here includes: the Student Constitution, the Student Code of Conduct, Student Government position descriptions, the Election Code, and other policies, procedures, and general information.

Additionally, all Student Organizations, as well as SGA, have faculty and/or professional staff advisors (which have previously been discussed).

Training, Education, and Development

The Office of Student Life must ensure that there are training, education, and development opportunities for students involved in student organizations.

Many Student Life Offices are responsible for the training, education, and development of students who are involved in student organizations. As outlined in the CAS Standards for Student Leadership Programs, training involves those activities designed to prepare students to assume leadership positions, improve performance of the individual in the role presently occupied, and enhance participants' knowledge and understanding of specific leadership theories, concepts, models, and institutional policies and procedures needed to work effectively. Successful developmental opportunities often occur in an environment that empowers students to mature and develop toward greater levels of leadership complexity.

As noted previously, all students involved in student organizations must complete mandatory orientation and training regarding student organization operations. Beyond initial orientation, Student Life staff continually interact, advise, and teach students about effective leadership and the roles and responsibilities that come with it. Students are also offered, encouraged, and

assisted (as possible), to attend leadership conferences, such as CO-LEADS, to further develop their leadership skills. Student Life staff often apply Sanford's theory of challenge and support with students. Our staff challenges students with responsibilities afforded them through their experiences, yet support them through the process as well. This allows developmental opportunities for students to further grow and mature, especially as leaders.

The Office of Student Life's training, education, and development activities must be delivered by a diverse range of faculty members, students, and staff, using diverse pedagogies, and take place in a variety of ways.

Training, education, and development activities may take the form of retreats; one-on-one conversations; manuals, handbooks, and other publications; workshops and conferences; seminars; mentoring; and for-credit courses.

Student training occurs through a number of mediums. Student Life staff meet with students both one-on-one, and in groups. Student Handbooks, as well as information on our website are also available for training and instruction. Students are also encouraged and supported as much as possible to attend and/or volunteer for various conferences. Additionally, the Student Code of Conduct contains relevant information for all CCD students. This information is located on the CCD website at: <https://www.ccd.edu/administration/non-academic-departments/office-student-conduct/student-code-conduct>

The Office of Student Life's training, education, and development opportunities must take into account differing student developmental levels.

Students should be trained in leadership concepts and skills, organizational development, ethical behavior, and other skills particular to distinctive programming requirements, such as contracting for entertainment.

Additional information on leadership programs for students can be found in the CAS Student Leadership Programs standards and guidelines.

Student Life staff use a variety of teaching methods to reach students. Our staff's educational background focuses on understanding student development, leadership skills, ethical decision making and behavior, and social justice. Because of our understanding of student development theory, we use a variety of approaches to dealing with students based on their life experience, socioeconomic status, decision making skills, and overall level of maturity.

Part 3. ORGANIZATION AND LEADERSHIP

To achieve student and program outcomes, Offices of Student Life must be structured Purposefully and organized effectively. The Office of Student Life must have

- **Clearly stated goals**

- **Current and accessible policies and procedures**
- **Written performance expectations for employees**
- **Functional work flow graphics or organizational charts demonstrating clear channels of authority**

The goals of the Office of Student Life are to serve as a catalyst for engaging and developing CCD students to lead, succeed, and serve in a diverse campus and global community. These goals are discussed on our website, as well as in printed office materials. Documentation of Standard Operating Procedures (SOP's) are available in written and on-line formats as well. Such documentation within the Office of Student Life includes policies and procedures on: student clubs and organizations; SGA elections; counseling referral; lending library; food bank; student housing; child care scholarships; events; student travel; student discipline; and student code of conduct. Written hard-copies are located in a binder in the office of the Dean of Student Life. Staff members also have access to on-line copies. These can be found on the CCD Intranet which is accessible only to CCD employees.

Performance expectations for Student Life staff are set forth both by the CCD Employee Manual and by the Dean of Student Life. The employee manual covers information on the college and community college system, employment overviews, communication, FERPA, policies and procedures, as well as other general employee information. Performance expectations put forward by the Dean of Student Life are found in all office job descriptions, particularly in the Duties and Responsibilities section. The Dean of Student Life will also evaluate staff both annually and on-going, with specific performance goals for each staff member based on their job description.

Lastly, an organizational flow chart is located in the CCD Employee Manual. It provides names and positions flowing from the president's position to administrators. All CCD employees are provided this information. Organizational charts are also available from the office of Human Resources at CCD.

Leaders with organizational authority for the programs and services must provide strategic planning, supervision, and management; advance the organization; and maintain integrity through the following functions:

Strategic Planning

- **Articulate a vision and mission that drive short- and long-term planning**
- **Set goals and objectives based on the needs of the population served and desired student learning or development and program outcomes**
- **Facilitate continuous development, implementation, and assessment of goal attainment congruent with institutional mission and strategic plans**
- **Promote environments that provide meaningful opportunities for student learning, development, and engagement**

- **Develop and continuously improve programs and services in response to the changing needs of students served and evolving institutional priorities**
- **Intentionally include diverse perspectives to inform decision making**

In the last 3 academic years, the Office of Student Life has created two overall strategic planning documents. Our “Core Commitments” were articulated in August of 2012 and our “Quest” was developed in August of 2014. These documents are circulated among staff, discussed in staff meetings and posted within view of the students who are served by our office. (Appendix C and D).

Supervising

- **Manage human resource processes including recruitment, selection, development, supervision, performance planning, evaluation, recognition, and reward**
- **Influence others to contribute to the effectiveness and success of the unit**
- **Empower professional, support, and student staff to accept leadership opportunities**
- **Offer appropriate feedback to colleagues and students on skills needed to become more effective leaders**
- **Encourage and support professional development, collaboration with colleagues and departments across the institution, and scholarly contribution to the profession**

Managing

- **Identify and address individual, organizational, and environmental conditions that foster or inhibit mission achievement**
- **Plan, allocate, and monitor the use of fiscal, physical, human, intellectual, and technological resources**
- **Use current and valid evidence to inform decisions**
- **Incorporate sustainability practices in the management and design of programs, services, and facilities**
- **Understand appropriate technologies and integrate them into programs and services**
- **Be knowledgeable about codes and laws relevant to programs and services and ensure that staff members understand their responsibilities through appropriate training**
- **Assess potential risks and take action to mitigate them**

Advancing the Organization

- **Communicate effectively in writing, speaking, and electronic venues**
- **Advocate for programs and services**
- **Advocate for representation in strategic planning initiatives at appropriate divisional and institutional levels**
- **Initiate collaborative interactions with internal and external stakeholders who have legitimate concerns about interests in the functional area**

- **Facilitate processes to reach consensus where wide support is needed**
- **Inform other areas within the institution about issues affecting practice**

Maintaining Integrity

- **Model ethical behavior and institutional citizenship**
- **Share data used to inform key decisions in transparent and accessible ways**
- **Monitor media used for distributing information about programs and services to ensure the content is current, accurate, appropriately referenced, and accessible**

Opportunities for student learning and development could include activities boards; student governance bodies; academic, performance, cultural, arts, religious, recreational, and special interest organizations; program boards; theatrical productions; and media boards.

The Office of Student Life should be aware of the institutional strategic plan and be ready to respond to contemporary conditions and emergency preparedness. These conditions could include response to natural disasters, celebrations of notable achievements, and the changing nature of the student population.

The Office of Student Life may be organized as an autonomous unit or may be organized in the same unit as the campus union or other programming units.

Part 4. HUMAN RESOURCES

The Office of Student Life must be staffed adequately by individuals qualified to accomplish mission and goals.

The Office of Student Life is always adequately staffed during normal business hours. Office coverage and staffing is discussed weekly at mandatory staff meetings.

Within institutional guidelines, the Office of Student Life must

- **Establish procedures for staff recruitment and selection, training, performance planning, and evaluation**
- **Set expectations for supervision and performance**
- **Assess the performance of employees individually and as a team**
- **Provide access to continuing and advanced education and appropriate professional development opportunities to improve the leadership ability, competence, and skills of all employees**

Appropriate continuous training opportunities should be offered for all Student Life staff members. This can include training in leadership, organizational planning, diversity, ethical decision making, and communication skills. Staff members should seek to enhance their resourcefulness, empathy, creativity, and openness to serving diverse populations. Staff members

should also seek to increase their knowledge of current issues. Training and development opportunities could be achieved through participation with professional organizations.

Depending upon the scope of the Office of Student Life, the staff may include an activities director, a program coordinator, organization and program advisors, orientation and leadership specialists, a technology specialist, and a bookkeeper/financial officer.

The Office of Student Life must maintain position descriptions for all staff members.

The Office of Student Life maintains position descriptions for all of its staff members. Such information can be found in the office of the Dean of Student Life. The information is also given to, and kept by, staff members upon their hire.

To create a diverse staff, the Office of Student Life must institute recruitment and hiring strategies that encourage individuals from under-represented populations to apply for positions.

All Human Resources position listings encourage individuals of underrepresented populations to apply. As noted on CCD's Human Resources website, CCD is an Equal Opportunity Educational Employer whose policies, programs and practices support learning as the major priority. CCD recognizes that administration, faculty and staff reflect the diversity of its students and community and prohibits employment and student discrimination based on race, color, religion, sex, age, disability, national origin and sexual orientation.

The Office of Student Life must develop promotion practices that are fair, inclusive, proactive, and non-discriminatory.

The Office of Human Resources at CCD monitors hiring, retention, and promotion practices to ensure the integrity of each process.

To further the recruitment and retention of staff, the Office of Student Life must consider work life initiatives, such as compressed work schedules, flextime, job sharing, remote work, or telework.

Compressed work schedules, flextime, job sharing, remote and/or telework have all been considered by the Office of Student Life. However, state guidelines limit the flexibility we have with such matters.

The Office of Student Life professional staff members must hold an earned graduate or professional degree in a field relevant to the position they hold or must possess an appropriate combination of educational credentials and related work experience.

Relevant fields may include college student affairs, higher education administration, organizational development, or other related programs. Graduate studies should include courses in the behavioral sciences, management, recreation, student affairs, student development, and research techniques. The Office of Student Life may require particular training and experience appropriate to serving distinct campus populations and specialized campus or community needs.

The Primary functions of fulltime professional staff members may include the administration and coordination of campus activities programs; assessment of student interests and needs; planning, implementing, and evaluating programs with students; assisting student organizations in planning and implementing their programs; advising student groups; advising student governance organizations; and providing training, education, and development opportunities for students and advisors involved in student organizations.

Student Life staff members should include the following additional qualifications:

- *Ability to collaborate with faculty members, administrators, staff colleagues, students, and all other constituencies*
- *Capacity to interpret or advocate student concerns and interests to the campus community*
- *Expertise in the development of students*
- *Ability to create and deliver programs, activities, and services to students and to student groups*
- *Experience in promoting student leadership*
- *Capability of serving as a role model for ethical behavior*
- *Commitment to professional and personal development*
- *Knowledge of group dynamics and ability to work effectively with groups*
- *Ability to supervise a variety of staff including students, support staff, and professional staff*
- *Knowledge of contracting procedures and contract negotiations*
- *Skills in working with agents and performers*
- *Experience in effectively managing budgets*
- *Appropriate expertise in the use of technology*
- *Ability to supervise student staff members*
- *Ability to balance the role of student advocate and the interest of the institution*

At least one professional staff member should be assigned responsibility for campus activities programs.

Student Life staff members hold degrees in college student personnel, higher education, counseling, and/or other related disciplines. Such educational backgrounds enable staff members to collaborate effectively with students, peers, faculty, and administrators. Further, our staff is proficient with various student development theories, making them qualified to assist, educate, and contribute to the development of students. Our staff also has experience with budgeting,

which is essential for the many aspects of our role. We teach students, particularly those involved with student organizations, the essentials of budgeting and fiscal responsibility. Staff members also continually act as advisors and mentors to students, placing this aspect at the forefront of our office.

Student Life staff members work closely with our SGA and with student organizations in planning and delivering various activities across campus. In one of our largest annual activities, Haunted Harvest, students and staff worked together creating a safe trick-or-treating environment for the local community. Such events and activities benefit not only students, but our campus and local communities as well.

Student Life staff are committed to personal growth and professional development and participate in professional development activities whenever possible. Staff members are also encouraged to pursue advanced degrees. Further, the educational backgrounds of staff members provide the qualifications to advise and support students, promote student leadership, and serve as role models for good practice and ethical behavior.

Appendix E – List of professional development activities

Student Life professional staff members must engage in continuing professional development activities to keep abreast of the research, theories, legislation, policies, and developments that affect their programs and services.

Staff in the Office of Student Life participate in professional development whenever possible and applicable. We also encourage the furthering of staff education in the attainment of advanced degrees. Additionally, we provide time and financial support for staff when professional development opportunities present themselves. Staff are able to apply for professional development funds on a case-by-case basis.

Additionally, at the Office of Student Life, we believe that our richest and most meaningful educational experience is learning from our students. We are open to the fact that they can teach us and expand our personal and professional understanding. We also share with each other the everyday workings of our jobs and learn from each other in different functions and offices. We offer suggestions, feed-back, and support to each other to increase our knowledge of each other's work.

The Office of Student Life must have technical and support staff members adequate to accomplish their mission. All members of the staff must be technologically proficient and qualified to perform their job functions, be knowledgeable about ethical and legal uses of technology, and have access to training and resources to support the performance of their assigned responsibilities.

All Student Life staff members possess basic technological knowledge allowing them to function in the office. Our staff have skills in database creation and maintenance, website editing and management, social media, common digital signage, and general Microsoft Office Blackboard. Additionally, when and where needed, CCD's technical support can assist staff and student workers with technological issues as they arise.

Degree- or credential-seeking interns or graduate assistants must be qualified by enrollment in an appropriate field of study and by relevant experience. These individuals must be trained and supervised adequately by professional staff members holding educational credentials and related work experience appropriate for supervision. Supervisor must be cognizant of the roles of interns and graduate assistants as both student and employee and closely adhere to all parameters of their job descriptions, work hours, and schedules. Supervisors and their interns or graduate assistants must agree to compensatory time or other appropriate compensation if circumstances necessitate additional hours.

Any interns or graduate assistants used in the Office of Student Life must be enrolled in a degree-seeking program. Paperwork, including a Learning Contract, must be submitted to the CCD Site Supervisor. The Learning Contract will identify the student responsibilities, roles, and required hours for the experience. It will also identify credit hours associated with the experience.

Student employees and volunteers must be carefully selected, trained, supervised, and evaluated. They must be educated on how and when to refer those in need of additional assistance to qualified staff members and must have access to a supervisor for assistance making these judgments. Student employees and volunteers must be provided clear job descriptions, pre-service training based on assessed needs, and continuing development.

Thorough training should be provided for student employees and volunteers to enable them to carry out their duties and responsibilities and to enhance their personal experiences with campus activities programs.

Student employees are selected and supervised by appropriate Student Life staff and overall by the Dean of Student Life. Position Descriptions (See Appendix F) are provided to all student employees and include; the purpose/summary of the job, duties and responsibilities of the position; and, necessary qualifications.

All Student Life staff members, including student employees and volunteers, must receive specific training on institutional policies pertaining to functions or activities they support and to privacy and confidentiality policies and laws regarding access to student records and other sensitive institutional information.

Institutional training on students privacy rights (FERPA) is available to all staff and employees. Such information can be found in the CCD Employee Manual and is reviewed upon new hire orientations. Student Life staff also remind student employees of their FERPA responsibilities on an on-going basis.

CCD's FERPA Statement, which is located on the CCD website, reads as follows:

Family Educational Rights & Privacy Act (FERPA)

COMMUNITY COLLEGE OF DENVER (CCD) - NOTIFICATION OF RIGHTS UNDER FERPA

The Family Educational Rights and Privacy Act of 1974 (FERPA) affords students certain rights with respect to their education records. FERPA rights are afforded to students at the time of admission. These rights include:

I. The right to inspect and review your education records within 45 days of the day CCD receives a request for access. You should submit to the [Admissions, Registration & Records](#) office a written request that identifies the record(s) you wish to inspect. The Registrar will make arrangements for access and notify you of the time and place where the records may be inspected. If the records are not maintained by the Registrar, the Registrar will make arrangements to obtain the requested records.

II. The right to request the amendment of your education records that you believe are inaccurate, misleading, or otherwise in violation of your privacy rights. A student who wishes to ask CCD to amend a record should write the Registrar who will notify the college official responsible for the record, clearly identify the part of the record you want changed, and specify why it should be changed. If CCD decides not to amend the record as requested, CCD will notify you in writing of the decision and your right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to you when notified of the right to a hearing.

III. The right to provide written consent before CCD discloses personally identifiable information from your education records, except to the extent that FERPA authorizes disclosure without

consent. One exception, which permits disclosure without consent, is disclosure to college officials with legitimate educational interests. A college official is a person employed by CCD in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff), a person or company with whom CCD has contracted as its agent to provide a service instead of using college employees or officials (such as an attorney, auditor, or collection agent), a person serving on the College Board, or state and federal agencies, such as the veteran's administration, or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

CCD has designated the National Student Clearinghouse, the Auraria Police Department, and the Health Center at Auraria as college officials. CCD has also designated the Auraria Higher Education Center (AHEC), Metropolitan State University of Denver (MSUD), and the University of Colorado at Denver and Health Sciences (UCD) as college officials for the purpose of sharing student educational records. A college official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the College. Upon request, the College discloses education records without a student's consent to officials of another school, in which a student seeks or intends to enroll or after enrollment.

The College may share education records with parents in the following circumstances: for a student who is dependent under I.R.S. tax code, a student under 21-years old who has violated a law or the school's rules or policies governing alcohol or substance abuse, and when the information is needed to protect the health or safety of the student or other individuals in an emergency.

FERPA ANNUAL NOTICE TO REFLECT POSSIBLE FEDERAL & STATE DATA COLLECTION & USE

As of January 3, 2012, the U.S. Department of Education's FERPA regulations expand the circumstances under which your education records and personally identifiable information (PII) contained in such records—including your Social Security number, grades, or other private information—may be accessed without your consent. First, the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local education authorities ("Federal and State Authorities") may allow access to your records and personally identifiable

information (PII) without your consent to any third-party designated by a Federal or State Authority to evaluate a federal- or state-supported education program. The evaluation may relate to any program that is "principally engaged in the provision of education," such as early childhood education and job training, as well as any program that is administered by an education agency or institution. Second, Federal and State Authorities may allow access to your education records and PII without your consent to researchers performing certain types of studies, in certain cases even when we object to or do not request such research. Federal and State Authorities must obtain certain use—restriction and data security promises from the entities that they authorize to receive your PII, but the Authorities need not maintain direct control over such entities. In addition, in connection with Statewide Longitudinal Data Systems, State Authorities may collect, compile, permanently retain, and share without your consent PII from your education records, and they may track your participation in education and other programs by linking such PII to other personal information about you that they obtain from other Federal or State data sources, including workforce development, unemployment insurance, child welfare, juvenile justice, military service, and migrant student records systems.

The [Colorado Community College System](#) (CCCS) considers the following to be directory information and CCD staff may disclose this information, without prior consent, to anyone inquiring in person, by phone, or in writing: student name, degrees/certificates and awards student has earned, major field of study, dates of student attendance, part-time or full-time enrollment status, most recent educational institution attended by the student, participation in officially recognized activities and sports, if participating in an officially recognized activity or sport, height or weight. Directory information will be limited to the current academic year.

Additionally, name, addresses, phone numbers, date and place of birth, level of education, most recently attended college, field of study, and degree(s) received of students may be released to military recruiters upon request in accordance with the Solomon Amendment. All other information contained in student records is considered private and not open to the public without the student's written consent. Students who do not want their directory/public information released to third parties should complete a form to suppress directory information. The form is available online or at the Admissions, Registration & Records office and must be received by the first day of the semester.

Upon request, the college discloses education records, without a student's consent, to officials of another school in which a student seeks or intends to enroll.

Students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by CCD to comply with the requirements of FERPA. The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-5901

FACTA NOTIFICATION TO STUDENTS

In accordance with the Fair and Accurate Credit Transactions Act (FACTA) of 2003, CCD adheres to the Federal Trade Commission's (FTC) Red Flag Rule (A Red Flag is any pattern, practice, or specific activity that indicates the possible existence of identity theft), which implements Section 114 of the FACTA and to the Colorado Community College System's Identity Theft Prevention and Detection Program, which is intended to prevent, detect, and mitigate identity theft in connection with establishing new covered accounts or an existing covered account held by the Colorado Community College System or one of its 13 community colleges, and to provide for continued administration of the program. If a transaction is deemed fraudulent, appropriate action will occur. Action may include, but is not limited to, cancelling of the transaction, notifying and cooperating with law enforcement, reporting to the [Office of Student Conduct](#), and notifying the affected parties. Please review these links for more information on the [Federal Trade Commission Statute](#) (108-page PDF), [Red Flag Rules](#), and [Identity Theft Consumer Information](#).

The above statement can be found on CCD's website at:

<https://www.ccd.edu/administration/non-academic-departments/admissions-registration-records/family-educational-rights>

All Student Life staff members must receive training on policies and procedures related to the use of technology to store or access student records and institutional data.

Information regarding the use of technology and communication is also located in the CCD Employee Manual. Such information is also reviewed with new hires at required orientation sessions.

The Office of Student Life must ensure that staff members are knowledgeable about and trained in emergency procedures, crisis response, and prevention efforts. Prevention efforts must address identification of threatening conduct or behavior of students, faculty and staff members, and others and must incorporate a system for responding and reporting.

Information on Employee Preparedness can also be found in CCD's Employee Manual. Information in this section details the Auraria Campus' Emergency Procedures. Such procedures include: evacuation; lockdown; sheltering; active shooter; hazardous materials; fire; bomb threat; suspicious person; suspicious object; criminal activity and civil unrest, flood watch/warning; tornadoes; earthquakes; elevator emergencies; natural gas odor emergency; and snow closures.

The Office of Student Life must ensure that staff members are knowledgeable of and trained in safety and emergency procedures for securing and vacating facilities.

Joint staff development efforts should be encouraged with colleagues in allied programs such as recreational sports, residence hall programming, and special programs for international students and students from traditionally underrepresented groups.

Student Life staff regularly participate in drills, tabletop exercises, and student safety programming. Student Life staff also take part in Campus Safety Night which is an annual event hosted by the Auraria Police Department. At this event, Student Life staff have the opportunity to work with colleagues at CCD, UC Denver, and MSU Denver in providing a safer campus community. (Appendix G).

Identification of staff with authority to enter into binding contracts must be made by the institution and clearly disseminated and explained to students and advisors.

For the above, the only CCD person who may enter into contracts is the VP of Finance and Administration.

Part 5. ETHICS

The Office of Student Life must review relevant professional ethical standards and must adopt or develop and implement appropriate statements of ethical practice.

The Office of Student Life must publish and adhere to statements of ethical practice and ensure their periodic review by relevant constituencies.

Applicable statements may include principles and standards pertaining to

- *Civil and ethical conduct*
- *Accuracy of information (i/e/, accurate presentation of institutional goals, services, and policies to the public and the college or university community, and fair and accurate representation in publicity and promotions)*
- *Conflict of interest*
- *Role conflicts*
- *Fiscal accountability*
- *Fair and equitable administration of institutional policies*
- *Student involvement in relevant institutional decisions*
- *Free and open exchange of ideas through campus activities programs*
- *Fulfillment of contractual arrangements and agreements*
- *Role modeling of ethical leadership practices*

While we have the Office of Student Life's mission and goals published and posted, our ethical principles are not documented. Student Life staff are bound to professional as well as institutional ethical standards including guidelines on dealing with conflicts, fiscal accountability, supervision, and programming. Overall, we aspire to ethical standards of NASPA, ACPA, ASCA and NACA. Although we do not have current documentation of our office's ethical standards, we will do so in the future.

Further, CCD's Employee Manual, professional publications and websites all provide detailed information on ethical standards which we follow. Examples of such ethical standards can be found in ([Appendix H](#)).

The Office of Student Life must orient new staff members to relevant ethical standards and statements of ethical practice and related institutional policies.

Ethical standards and statements of such standards are set forth by professional organizations as well as by the Colorado Community College System. Policies and procedures regarding ethical conduct set forth by the Colorado Community College System are included in the CCD Employee Manual and are addressed during new employee training. Our office also individually meets with new staff members to orient them on ethical standards, practice, and policies.

Statements of ethical standards must specify that staff members respect privacy and maintain confidentiality in all communications and records to the extent that such communications and records are protected under relevant privacy laws.

According to the Colorado Community College Code of Ethics, which all staff members must adhere to, "All employees of the State Board for Community Colleges and Occupational Education shall not disclose or use or allow others to use confidential information acquired by virtue of state employment". Employees are also trained on FERPA and confidentiality vs. privacy.

Statements of ethical standards must specify limits on disclosure of information contained in students' educational records as well as requirements to disclose to appropriate authorities.

FERPA information is included in the CCD Employee Manual and is reviewed during orientation. FERPA guidelines discuss both disclosure and limitations regarding information educational records. Beside training on FERPA, issues surrounding confidentiality vs. privacy are also part of Student Life staff training.

Statements of ethical standards must address personal and economic conflicts of interest, or appearance thereof, by staff members in the performance of their work.

According to the Colorado Community College Code of Ethics, which all staff members must adhere to, "All employees of the State Board for Community Colleges and Occupational Education shall not perform an official act directly and substantially benefiting a business or other undertaking in which the employee either has a substantial financial interest or is engaged as counsel, consultant, representative or agent". Additionally it states that employees "shall not knowingly engage in any activity or business which creates a conflict of interest or has an adverse effect on the confidence of the public in the integrity of government".

Statements of ethical standards must reflect the responsibility of staff members to be fair, objective, and impartial in their interactions with others.

According to the Colorado Community College Code of Ethics, which all staff members must adhere to, "All employees of the State Board for Community Colleges and Occupational Education shall demonstrate the highest standards of personal integrity, truthfulness and honesty and shall through personal conduct inspire public confidence and trust in government".

Statements of ethical standards must reference management of institutional funds. Statements of ethical standards must reference appropriate behavior regarding research and assessment with human participants, confidentiality of research and assessment data, and students' rights and responsibilities.

According to the Colorado Community College Code of Ethics, which all staff members must adhere to, "All employees of the State Board for Community Colleges and Occupational Education shall not accept outside compensation for performance of state duties. This includes acceptance of any fee, compensation, gift, reward, gratuity, expense, or other thing of monetary value that could result in real or perceived preferential treatment, impediment of governmental efficiency or economy, loss of complete independence and impartiality, decision making outside official channels, or disclosure or use of confidential information acquired through state employment".

Statements of ethical standards must include the expectation that Student Life staff members confront and hold accountable other staff members who exhibit unethical behavior. MEL

Statements of ethical standards must address issues surrounding scholarly integrity.

Statements around scholarly/academic integrity issues only apply in the area of student conduct. Please see their separate document to address this.

As appropriate, Student Life staff members must inform users of programs and services of ethical obligations and limitations emanating from codes and laws or from licensure requirements.

This occurs on a case-by-case basis as different scenarios arise.

Student Life staff members must recognize and avoid conflicts of interest that could adversely influence their judgment or objectivity and, when unavoidable, recuse themselves from the situation.

This is discussed in New Employee Orientation and in ongoing conversations with staff members.

Student Life staff members must perform their duties within the limits of their position, training, expertise, and competence.

This is discussed in bi-weekly or weekly one on one supervisory meetings with professional staff. It is part of the process as we go through our daily work.

When these limits are exceeded, individuals in need of further assistance must be referred to persons possessing appropriate qualifications.

Promotional and descriptive information must be accurate and free of deception.

The Office of Student Life must adhere to institutional policies regarding ethical and legal use of software and technology.

Institutional policies regarding ethical and legal use of technology and software is discussed in the CCD Employee Manual. Information on electronic communication policy and general computer and information systems procedures is provided. Areas addressed include: confidential information; computer usage; software usage; internet and email; virus protections; remote access; backups; security; and, prohibited activities.

Part 6. LAW, POLICY, AND GOVERNANCE

The Office of Student Life must be in compliance with laws, regulations', and policies that relate to their respective responsibilities and that pose legal obligations, limitations, risks, and liabilities for the institution as a whole. Examples include constitutional, statutory, regulatory, and case law; relevant law and orders emanating from codes and laws; and the institution's policies.

Professional staff regularly receive and seek-out training involving law, policies, and legislation. The Office of Student Life is in compliance with the U.S. Constitution and relevant case law, FERPA, Clery, VAWA, HIPPA, and Title IX.

The Office of Student Life must inform staff members, appropriate officials, and users of programs and services about existing and changing legal obligations, risks and liabilities, and limitations.

We do the above by staying informed and adopting or adjusting our policies and practices accordingly.

The Office of Student Life must have written policies on all relevant operations, transactions, or tasks that have legal implications.

The Office of Student Life has written policies regarding standard operating practices on all relevant operations. Specifically, SL3 (Clubs and Orgs) and SL4 (SGA Elections) are attached as [Appendix I](#) of this document. Policies in Conduct and Human Services are addressed in separate documents.

The Office of Student Life must regularly review policies. The revision and creation of policies must be informed by best practices, available evidence, and policy issues in higher education.

The Office of Student Life periodically reviews policies and adopts or adjusts them as needed.

Student Life staff members must use reasonable and informed practices to limit the liability exposure of the institution and its officers, employees, and agents. Staff members must be informed about institutional policies regarding risk management, personal liability, and related insurance coverage options and must be referred to external sources if the institution does not provide coverage.

Staff members in the Office of Student Life are educated on liability and related matters by both the institution and by their involvement in professional organizations.

The institution must provide access to legal advice for staff members as needed to carry out assigned responsibilities.

The Community College System office has legal counsel that is available to Student Life staff. There is an outside consultant available to us as well.

The Office of Student Life must have procedures and guidelines consistent with institutional policy for responding to threats, emergencies, and crisis situations. Systems and procedures must be in place to disseminate timely and accurate information to students, other members of the institutional community, and appropriate external organizations during emergency situations.

The Office of Student Life is compliant with Clery and continuously works with the Auraria Police Department in emergency management. Student Life staff are educated in procedures and guidelines associated with threats, emergencies and crisis situations, all of which are addressed in the CCD employee Manual and new hire orientation. Further, CCD has an electronic system notifying students, faculty, and staff of emergency situations on campus via email and text messaging.

Student Life staff members must neither participate in nor condone any form of harassment or activity that demeans persons or creates an intimidating, hostile, or offensive environment.

Issues of harassment are discussed in the CCD Employee Manual and at new-hire orientations. CCD has a zero-tolerance policy regarding harassment and appropriate corrective and/or disciplinary action will be taken on anyone engaging in such behavior. We have also started an annual on-line module for training on harassment issues.

The Office of Student Life must obtain permission to use copyrighted materials and instruments. The Office of Student Life must purchase the materials and instruments from legally compliant sources or seek alternative permission from the publisher or owner. References to copyrighted materials and instruments must include appropriate citations.

Student Life staff members must be knowledgeable about internal and external governance systems that affect programs and services.

Student Life staff members should be well informed about current campus and student legal issues, including risk management, free speech, organization recognition and registration procedure, contractual issues, and student fees.

Student Life staff are knowledgeable in a wide variety of governance systems including; SBCCOE, Colorado State Law, City and County of Denver, Clery, FERPA, U.S. Constitution, and Federal Law.

Part 7. DIVERSITY, EQUITY, AND ACCESS

Within the context of each institution's unique mission and in accordance with institutional policies and all applicable codes and laws, the Office of Student Life must create and maintain educational work environments that are

- **Welcoming, accessible, and inclusive to persons of diverse backgrounds**
- **Equitable and non-discriminatory**
- **Free from harassment**

The culture and climate created by the Office of Student Life is one of safety and inclusivity. Our office prides itself on creating a warm and welcoming environment for CCD students, staff, and faculty alike. We employ students from diverse backgrounds, treating all with respect, dignity, and equality.

The Office of Student Life must not discriminate on the basis of ability; age; cultural identity; ethnicity; family educational history (e.g., first generation to attend college); gender identity and expression; nationality; political affiliation; race; religious affiliation; sex; sexual orientation; economic, marital, social, or veteran status; or any other basis included in institutional policies and codes and laws.

The Office of Student Life at CCD adheres to all CCD and Colorado Community College System policies and procedures regarding discrimination. Such policies include: BP 4-120, Prohibition of Discrimination or Harassment; BP 4-31, Student Grievances; SA-2 Student Discipline; SP 4-31a, Civil Rights Grievance and Investigation Process; and, SP 4-12a, Sexual Misconduct Procedure. These policies can be located in [Appendix J](#).

The Office of Student Life does not discriminate on the basis of ability; age; cultural identity; ethnicity; family educational history (e.g., first generation to attend college); gender identity and expression; nationality; political affiliation; race; religious affiliation; sex; sexual orientation; economic, marital, social, or veteran status; or any other basis included in institutional policies and codes and laws.

The Office of Student Life must

- **Advocate for greater sensitivity to multicultural and social justice concerns by the institution and its personnel**
- **Modify or remove policies, practices, facilities, structures, systems, and technologies that limit access, discriminate, or produce inequities**
- **Include diversity, equity, and access initiatives within their strategic plans**
- **Foster communication that deepens understanding of identity, culture, self-expression, and heritage**
- **Promote respect about commonalities and differences among people within their historical and cultural contexts**
- **Address the characteristics and needs of a diverse population when establishing and implementing culturally relevant and inclusive programs, services, policies, procedures, and practices**

- **Provide staff members with access to multicultural training and hold staff members accountable for integrating the training into their work**
- **Respond to the needs of all students and other populations served when establishing hours of operation and developing methods of delivering programs, services, and resources**
- **Ensure physical, program, and resource access for persons with disabilities**
- **Recognize the needs of distance learning students by providing appropriate and accessible services and resources or by assisting them in gaining access to other appropriate services and resources in their geographic region**

Outreach efforts could include electronic voting for student elections and student fee assessments and online communities.

At the Office of Student Life, we acknowledge the economic diversity of our population and provide various resources for our students to aid in their success (i.e., food bank, lending library). We also provide personal support for students by allowing for one-on-one interactions with staff and peer mentors through Career Development, Human Services and Student Life services. Further, we plan and support multi-cultural activities on campus, we provide resources for students to attend and participate in leadership and diversity events around campus and in the community, and we encourage the promotion and creation of diverse student organizations in order to enrich their co-curricular and curricular experience. We are also in partnerships with GLBTTS and Urban Male Initiative (UMI) helping support our students.

Student Life staff must design and implement strategies for involving and engaging diverse student populations.

The Office of Student Life must provide educational programs that emphasize self-assessment and personal responsibility for creating and improving relationships across differences.

The Office of Student Life works individually as well as tri-institutionally to provide such educational programs. Programs offered include Hot Topics, MLK Celebration, and Campus and Community Resource Fairs. A complete list of programming can be found in [Appendix K](#).

The Office of Student Life must support and participate in creating a welcoming and nurturing educational environment for all students.

The culture and climate created by the Office of Student Life is one of safety and inclusivity. Our office prides itself on creating a warm and welcoming environment for CCD students and staff. Student Life staff continually interact with CCD students and student employees, acting as mentors, advisors, and role-models, helping to support their growth and development.

Part 8. INSTITUTIONAL AND EXTERNAL RELATIONS

The Office of Student Life must reach out to relevant individuals, groups, communities, and organizations internal and external to the institution to

- **Establish, maintain, and promote understanding and effective relations with those that have a significant interest in or potential effect on the students or other constituents served by the programs and services**
- **Garner support and resources for programs and services as defined by the mission statement**
- **Disseminate information about programs and services**
- **Collaborate, where appropriate, to assist in offering or improving programs and services to meet the needs of students and other constituents and to achieve program and student outcomes**
- **Engage diverse individuals, groups, communities, and organizations to enrich the educational environment and experiences of students and other constituents**

The Dean of the Office of Student Life, as well as staff members, are all involved in numerous committees across campus. Some are committees within CCD, while others are tri-institutional committees, involving representatives from MSU Denver and UCD as well. Such involvement creates opportunities for CCD Office Life staff to interact with many professionals across campus. Such interaction promotes understanding, collaboration, and support necessary to assist students in meeting their educational goals.

The Office of Student Life must have procedures and guidelines consistent with institutional policy for

- **Communicating with the media**
- **Contracting with external organizations for delivery of programs and services**
- **Cultivating, soliciting, and managing gifts**
- **Applying to and managing funds from grants**

If any CCD employee is approached by the media, they need to consult with our Director of Foundation and Marketing as she is the main contact with the media. Any contracts need to go through the VP of Finance and Administration. Any Grants go through a designee in the President's office and any gifts are managed through our Foundation and Marketing person.

The Office of Student Life should encourage faculty and staff members throughout the campus community to be involved in campus activities. Faculty members should serve as valuable resources related to their academic disciplines, especially as lecturers, performers, artists, and workshop facilitators. Faculty and staff members who serve as advisors should work directly with organizations in program and leadership development and should be supported by Student Life staff. Faculty and staff members, administrators, and student may serve together on advisory boards to provide leadership for important initiatives.

The Office of Student Life is a highly visible operation both on and off campus and may be influential in forming public opinion about the institution and creating a positive environment for the entire community. In that regard, to build bridges and connections, Student Life staff may volunteer for campus-wide or community-based committees, initiatives, and programs beyond the traditional student affairs areas.

Part 9. FINANCIAL RESOURCES

The Office of Student Life must have funding to accomplish the mission and goals. In establishing funding priorities and making significant changes, a comprehensive analysis must be conducted to determine the following elements: unmet needs of the unit, relevant expenditures, external and internal resources, and impact on students and the institution.

The Office of Student Life must demonstrate efficient and effective use and responsible stewardship of fiscal resources consistent with institutional protocols.

Methods for establishing, collecting, and allocating student and user fees must be clear and equitable. The authority and processes for decisions relevant to campus activities fees must be clearly established and funds must be spent consistent with established priorities.

Authority for decisions relevant to campus activities fees should rest in large part with students and are typically initiated by a vote of the student body. The fees, once approved through institutional processes, may be managed and allocations distributed by representative student governing bodies or by other allocation boards or committees.

Finance committees of student organizations or student governments should work collaboratively with staff members to establish campus activities fees and priorities. Students and staff members should share responsibility for budget development and implementation according to mutually established program priorities.

The Office of Student Life follows fiscal policies very closely and is held accountable by fiscal services to those policies. Student Government has influence on how student activity fees are used and what services are most relevant to students.

Students who have fiscal responsibility must be provided with information and training regarding institutional regulations and policies that govern accounting and the appropriate handling of funds.

The Office of Student Life should provide educational programs and training to students about the basics of financial management. Due to large amounts of money generated by campus activities and the transience of the student population, good business practice dictates that reasonable safeguards be established to ensure responsible management of and accounting for the funds involved. Student organizations may be required to maintain their funds with the

institution's business office in which an account for each group is established and where bookkeeping and auditing services are provided. When possible, it is recommended that processes be established to permit individual student organizations to manage their own business transactions. Within this framework, the Office of Student Life works collaboratively with student organizations on matters of bookkeeping, budgeting, and other matters of fiscal accountability, including contract negotiations, consistent with institutional practices.

Funds for the Office of Student Life may be provided through state/provincial appropriations, institutional budgets, activities fees, user fees, membership and other specialized fees, revenues from programming or fundraising projects, grants, and foundation resources. Funds may be supplemented by income from ticket sales, sales of promotional items, and individual or group gifts consistent with institutional policies.

In the Office of Student Life, only professional staff are given the spending mechanism of a P card. All purchasing made by students is ultimately made by the professional staff member in conjunction with fiscal policies.

In conjunction with students, the Office of Student Life must establish clear policies and procedures for funding and managing major campus events and entertainment programs necessitating large financial commitments, including concerts, athletic rivalries, homecoming, alumni days, campus traditions, and family weekend.

Since we work with the University of Colorado Denver and Metropolitan State University of Denver our funding for events is shared, but is done so in a transparent way. Metro and UCD, since their fiscal procedures are friendlier for student events are the ones who do the contracts and pay the vendors. At the end of the semester, those institutions invoice CCD and we pay our share of the costs.

Part 10. TECHNOLOGY

The Office of Student Life must have adequate technology to support the achievement of their mission and goals. The technology and its use must comply with institutional policies and procedures and be evaluated for compliance with relevant codes and laws.

Technological capabilities should accommodate all common communication systems including email, on-line calendars, electronic portfolios, pod casts, instant messaging, web browsing, telephone and video conferencing, and other emerging technologies.

The Office of Student Life is equipped with the most current technology that is consistent across the CCD campus. Offices accommodate all forms of communication with systems providing; email, on-line calendars, web browsing, telephone and video conferencing, and other emerging technologies. All technology and its use are in line with state codes and laws.

The Office of Student Life must use current technology to provide updated information regarding mission, location, staffing, programs, services, and official contacts to students and designated clients.

Information regarding the Office of Student Life, including its purpose, location, staffing, and related student links are found on our website: <https://www.ccd.edu/future-students/ccd-life/office-student-life>

The Office of Student Life must explore the use of technology to enhance delivery of programs and services, especially for students at a distance or external constituencies.

When technology is used to facilitate student learning and development, the Office of Student Life must select technology that reflects intended outcomes.

The Office of Student Life must

- **Maintain policies and procedures that address the security, confidentiality, and backup of data, as well as compliance with privacy laws**
- **Have clearly articulated plans in place for protecting confidentiality and security of information when using Internet-based technologies**
- **Develop plans for replacing and updating existing hardware and software as well as plans for integrating new technically-based or supported programs, including systems developed internally by the institution, systems available through professional associations, or private vendor-based systems**

The Office of Student Life follows all policies and procedures set forth by CCD and the Colorado Community College System regarding the use, security, privacy and confidentiality of information. Such policies and procedures are listed in the CCD Employee Manual.

Technology, as well as workstations or computer labs maintained by programs and services for student use, must be accessible to all designated clients and must meet established technology standards for delivery to persons with disabilities.

Computer workstations are located at the front of our office and are available to all CCD students. These computers meet established technology standards and are accessible to all CCD students during normal hours of operation.

When providing student access to technology, the Office of Student Life must

- **Have policies on the use of technology that are clear, easy to understand, and available to all students**
- **Provide assistance, information, or referral to appropriate support services to those needing help accessing or using technology**

- **Provide instruction or training on how to use the technology**
- **Inform students on the legal and ethical implications of misuse as it pertains to intellectual property, harassment, privacy, and social networks**

Student Life student employees are instructed on technology available to them upon their hire. The CCD Student Handbook will also discuss the proper use of technology on campus. Office Life staff are available to assist with technological support as needed or can contact the appropriate IT professional if necessary. Regarding other student computer workstations, signs providing rules and regulations are clearly posted.

Student violations of technology policies must follow established institutional student disciplinary procedures.

All disciplinary procedures can be found in the Student Code of Conduct. This is located on the Office of Student Life website: <https://www.ccd.edu/future-students/ccd-life/office-student-life>

Student who experience negative emotional or psychological consequences from the use of technology must be referred to support services provided by the institution.

Counseling services are available to all students through the Phoenix Center. Student Life staff work closely with the Phoenix Center and are capable of making referrals as needed.

Part 11. FACILITIES AND EQUIPMENT

The Office of Student Life must have adequate, accessible, and suitably located facilities and equipment to support the mission and goals. If acquiring capital equipment as defined by the institution, the Office of Student Life must take into account expenses related to regular maintenance and life cycle costs. Facilities and equipment must be evaluated on an established cycle, including consideration of sustainability, and be in compliance with codes and laws to provide for access, health, safety, and security.

The Office of Student Life has adequate, accessible, and suitably located facilities within the Tivoli Student Union. All facilities and equipment are purchased, provided, and maintained by the state. All facilities and equipment are also in compliance with access, health, safety, and security codes and laws.

Student Life staff members must have workspace that is well equipped, adequate in size, and designed to support their work and responsibilities. For conversations requiring privacy, staff members must have access to a private space.

Student Life staff members all have private offices with adequate workspace.

Student Life staff members who share workspace must be able to secure their own work.

Student Life staff members have individual offices which can be secured.

The design of the facilities must guarantee the security and privacy of records and ensure the confidentiality of sensitive information.

Locked cabinets are located and used in the office for storage of confidential and sensitive information.

The location and layout of the facilities must be sensitive to the needs of persons with disabilities as well as the needs of other constituencies.

Facilities should be located conveniently and designed with flexibility to serve the wide variety of functions associated with student life. Appropriate facilities, accessible to all members of the college community, should be provided, including student organization offices and adequately sized and equipped public performance spaces.

The Office of Student Life may be located in the college union. In addition to their traditional programming, social, and service facilities, unions typically house campus activities programs, student organization offices, and related meeting, work, and storage rooms. Student Life activities may also take place in residence halls, recreation centers, fraternity and sorority houses, sports facilities, worship centers, and other locations. The Office of Student Life space should be designed to encourage maximum interaction among students and between staff members and students.

The Office of Student Life is located in the Tivoli Student Union. It is housed on the third floor next to the SGA office. The office has storage space, as well as a conference room equipped with computer, video and phone technology. Additional private and locked storage space is located down the hall. Also located on the third floor of the Tivoli are similar offices for MSU Denver and UCD. Lastly, elevators and other automated lifts are located in the building and are available for individuals with disabilities.

It should be noted that because the Tivoli is the student union, heavy student traffic flows through this building on a daily basis. This enables more frequent interactions between students and staff members. It also allows for greater collaboration between similar institutional offices on the Auraria campus.

Part 12. ASSESSMENT AND EVALUATION

The Office of Student Life must have a clearly articulated assessment plan to document achievement of stated goals and learning outcomes, demonstrate accountability, provide evidence of improvement, and describe resulting changes in programs and services.

The Office of Student Life must have adequate fiscal, human, professional development, and technological resources to develop and implement assessment plans.

Assessments must include direct and indirect evaluation and use qualitative and quantitative methodologies and existing evidence, as appropriate, to determine whether and to what degree the stated mission, goals, and intended outcomes are being met as effectively and efficiently as possible. The process must employ sufficient and sound measures to ensure comprehensiveness. Data collected must include responses from students and other constituencies, and aggregated results must be shared with those groups. Results of assessments must be shared appropriately with multiple constituents.

Assessment instrumentation and methods should be scientifically designed and implemented, and when possible, staff should seek advice and guidance and work collaboratively with institutional research offices.

Results of assessments and evaluations must be used to identify needs and interests in revising and improving programs and services, recognizing staff performance, maximizing resource efficiency and effectiveness, improving student achievement of learning and development outcomes, and improving student persistence and success. Changes resulting from the use of assessments and evaluation must be shared with stakeholders.

The Office of Student Life should be evaluated regularly and the findings should be disseminated to appropriate campus agencies and constituencies including appropriate student organizations. Evaluation procedures should yield evidence relative to the achievement of program goals, student learning outcomes, quality and scope of program offerings, responsiveness to expressed interests, program attendance and effectiveness, cost effectiveness, quality and appearance of facilities, student success and retention, and equipment use and maintenance. Data sources should include students, staff, alumni, faculty members, administrators, community members, and relevant documents and records. Student self-assessment should be encouraged through the use of such technologies as electronic portfolios.

Records of program evaluations should be maintained in the office of the administrative leader of the Office of Student Life and should be accessible to planners of subsequent programs.

