



State of the Division, Satellite Student Union, 11:30 a.m.-1:00 p.m., 9/24/2013

GOOD AFTERNOON; THANK YOU ALL FOR BEING HERE; MOST OF ALL THANK YOU FOR MAKING THE START OF THIS FALL SEMESTER, ONE OF THE BEST STARTS – IF NOT THE BEST – THAT OUR STUDENT AFFAIRS DIVISION HAS EXPERIENCED - AT LEAST, IN THE LAST 11 YEARS.

WHILE I TYPICALLY HAVE NOT HAD TITLES FOR MY STATE OF THE DIVISION ADDRESSES OVER THESE LAST 11 YEARS, I THOUGHT ONE WOULD BE APPROPRIATE FOR TODAY. IT IS “STUDENT AFFAIRS AT FRESNO STATE, YESTERDAY, TODAY, AND TOMORROW – IT’S ALL GOOD”.

I FEEL COMPELLED TO BEGIN BY ADDRESSING THAT WELL KNOWN ELEPHANT IN THE ROOM – YES, THIS IS MY LAST STATE OF THE DIVISION ADDRESS – AND I AM IN MY LAST FEW MONTHS OF MY TENURE AT FRESNO STATE AND IN MY STUDENT AFFAIRS CAREER; HAVING SAID THAT, MY NEXT STATEMENT IS EVEN MORE IMPORTANT.



THAT DOES NOT CHANGE ANYTHING IN THE PAST; IT SHOULD HAVE NOT ANY AFFECT ON THE PRESENT; AND IT ONLY CREATES GREAT OPPORTUNITY AND PROMISE FOR THE FUTURE.

I SAY THAT BECAUSE EACH OF YOU SITTING IN THIS ROOM, AND THOSE THAT PRECEDED YOU, ARE THE PAST, PRESENT, AND THE FUTURE OF STUDENT AFFAIRS AT FRESNO STATE. I HAVE HAD THE PRIVILEGE TO RENT THIS POSITION WE CALL “VICE PRESIDENT” FOR THE PAST 132 MONTHS; AND I AM GRATEFUL FOR THAT PRIVILEGE AND GRATEFUL FOR THE OPPORTUNITY I HAVE HAD TO WORK WITH SUCH A DEDICATED AND COMMITTED GROUP OF PROFESSIONALS.

I AM ALSO GRATEFUL YOU HAVE BEEN SO GENEROUS TO ME OVER THE PAST FEW WEEKS, SINCE I ANNOUNCED MY RETIREMENT. MANY OF YOU OFFERED YOUR KIND WORDS ABOUT MY ROLE AND MY IMPACT ON YOU AND THE DIVISION OVER THE PAST DECADE; BELIEVE ME, I AM HUMBLD BY THOSE COMMENTS.

AND, I DON’T DISCOUNT THE IMPACT THAT THIS KIND OF CHANGE OF LEADERSHIP CAN HAVE ON OUR DIVISION. I REALIZE IT DOES CREATE A SENSE OF UNCERTAINTY AND A CERTAIN AMOUNT OF ANXIETY, BUT ALONG WITH THAT, THERE SHOULD BE AN ACCOMPANYING SENSE OF EXCITEMENT AND EAGER ANTICIPATION FOR THE FUTURE.

I WOULD HOPE THAT EXCITEMENT WOULD BE ENHANCED AND REINFORCED BY THE VERY POSITIVE IMPACT THAT OUR NEW PRESIDENT, DR. JOSEPH CASTRO, HAS HAD ON OUR CAMPUS AND ON OUR DIVISION; HIS MAJOR FOCUS HAS BEEN ON STUDENT SUCCESS; THIS WAS EVIDENT FROM THE FIRST REMARKS HE MADE



AS PRESIDENT; HIS APPRECIATION FOR THE ROLE AND PLACE OF STUDENT AFFAIRS IN PROMOTING AND ACCOMPLISHING STUDENT SUCCESS HAS ALSO BEEN VERY APPARENT; HIS INTENTIONAL ACCESSIBILITY TO STUDENTS, AS WELL AS FACULTY AND STAFF, SHOULD DISPEL ANY CONCERNS THAT HE WILL BE ISOLATED FROM THE DAY TO DAY CHALLENGES THAT EVERYONE ON THIS CAMPUS FACES TO ACCOMPLISH OUR MISSION.

I CAN ASSURE YOU THAT HE IS ALSO FULLY COGNIZANT OF THE IMPORTANCE OF THE UPCOMING SEARCH PROCESS FOR A NEW VICE PRESIDENT FOR STUDENT AFFAIRS.

I CAN ALSO ASSURE YOU THAT HE IS A LISTENER, WHICH WAS AMPLY DEMONSTRATED WHEN I SUGGESTED THAT THE SEARCH PROCESS FOR THE VICE PRESIDENT FOR STUDENT AFFAIRS DOES NOT REQUIRE HIRING A COSTLY SEARCH FIRM; OUR EXISTING STUDENT AFFAIRS AND HIGHER EDUCATION NETWORKS ARE VERY STRONG, AND WE WILL NOT HAVE ANY DIFFICULTY ATTRACTING HIGHLY QUALIFIED AND DIVERSE CANDIDATES WHO WANT TO LEAD THIS DIVISION TO ITS NEXT LEVEL OF ACHIEVEMENT.

THAT PERSON WILL INHERIT A DIVISION WITH A LONG HISTORY OF SUCCESS; A DIVISION WITH DEDICATED STAFF AND FACULTY WHOSE WORK ETHIC FAR EXCEEDS THOSE I HAVE SEEN ON ANY OF THE 4 CAMPUSES ON WHICH I HAVE WORKED.

THEY WILL ALSO INHERIT A DIVISION THAT IS FINANCIALLY SOUND, STUDENT FOCUSED AND ON THE BRINK OF CELEBRATING THE HIGHEST 6-YEAR STUDENT GRADUATION RATE THIS CAMPUS HAS EVER EXPERIENCED.

EVEN MORE IMPORTANTLY, THEY WILL INHERIT A GROUP OF STAFF AND FACULTY WHO, OVER THE PAST SEVERAL YEARS, HAVE DARED TO BE BIGGER AND DARED TO BE BETTER THAN THE CONDITIONS WHICH SURROUNDED YOU; THAT IS, 6 YEARS OF NO SALARY INCREASES, REDUCED RESOURCES, AND POSITION VACANCIES THAT INCREASED YOUR WORK LOAD.

IN RESPONSE TO THESE MOST CHALLENGING WORK CONDITIONS – THE WORST THAT I HAVE EXPERIENCED IN MY 40+ YEARS IN HIGHER EDUCATION - YOU CONSTANTLY HAVE PUT YOUR VALUES AND YOUR PROFESSIONAL IDEALS FIRST. YOU OVERCAME THE OBSTACLES THAT COULD EASILY HAVE DETERRED YOUR ENTHUSIASM AND YOUR FOCUS; AND EACH YEAR; YOU ACHIEVED NEW HIGHS IN SERVICE TO STUDENTS.

OVER THE NEXT FEW MOMENTS, YOU WILL SEE TANGIBLE AND UNMISTAKABLE EVIDENCE OF THE TRUTH BEHIND THESE STATEMENTS.

YOU WILL SEE THAT LAST YEAR WAS NO DIFFERENT FROM PREVIOUS YEARS AS EVIDENCED BY THESE SLIDES AND THE ACCOMPLISHMENTS THAT ARE LISTED





ON THE HANDOUTS ON YOUR TABLES. PLEASE TAKE A MOMENT TO REVIEW THEM.

FURTHER EVIDENCE OF YOUR RESILIENCE UNDER ADVERSE CONDITIONS IS FOUND IN THE RESULTS OF OUR RECENT DIVISION CLIMATE SURVEY THAT WAS CONDUCTED IN MAY; AS YOU RECALL, 4 YEARS AGO, A SIMILAR SURVEY WAS CONDUCTED WHEN CONDITIONS WERE MUCH BETTER AND BUDGET CONDITIONS HAD NOT STARTED TO DETERIORATE.

THIS SLIDE DEMONSTRATES THAT IN EACH OF THE 9 DIMENSIONS, THAT ADDRESS THE WORK CLIMATE AND WORK CONDITIONS WHICH YOU EVALUATED, THE RESULTS FROM THE 2013 SURVEY ARE ALMOST IDENTICAL TO THE 2009 SURVEY – DROPPING DOWN ONLY 1/10 OF A POINT FOR SOME DIMENSIONS.

OUR EXTERNAL CONSULTANT, WHO CONDUCTED BOTH SURVEYS – DR. JILL BRADLEY FROM THE CRAIG SCHOOL OF BUSINESS –NOTED IN 2009 THAT SHE WAS SURPRISED AND PLEASED TO SEE HOW POSITIVE OUR DIVISION CLIMATE WAS AT THAT TIME – AND SHE EXPRESSED EVEN GREATER SURPRISE THAT THE POSITIVE WORK CLIMATE IN 2009 WAS ABLE TO BE SUSTAINED TO THE PRESENT DAY DESPITE THE UNPRECEDENTED CONDITIONS YOU FACED FROM 2009 TO 2013.



IT WAS CLEAR TO HER, CLEAR TO ME, AND HOPEFULLY, IT IS CLEAR TO YOU, THAT YOUR RESILIENCE IS REMARKABLE; YOUR PROFESSIONALISM IS UNEQUALLED AND YOUR COMMITMENT TO STUDENTS IS UNWAVERING – AND I CANNOT THANK YOU ENOUGH FOR THAT.



THE ACHIEVEMENTS I JUST DESCRIBED HAVE COME TOGETHER COLLECTIVELY TO ALLOW US TO MAKE CONSIDERABLE PROGRESS ON OUR STRATEGIC PLAN; AGAIN UNDER WHAT I HAVE ALREADY DESCRIBED AS LESS THAN IDEAL CONDITIONS.

YOU WILL RECALL, THE 7 THEMES OF OUR STRATEGIC PLAN. THEY REFLECT THE CORE VALUES AND CORE MISSION OF OUR DIVISION OF STUDENT AFFAIRS.

I WILL NOT READ THEM TO YOU, BUT I WILL ASK YOU TO QUICKLY TAKE A LOOK AT THE PROGRESS MADE JUST DURING THE PAST YEAR ON EACH OF THESE THEMES.

I ASK YOU TO TAKE A MOMENT TO REFLECT ON THESE SLIDES AND ON THE HANDOUTS AT YOUR TABLE AND CONGRATULATE YOURSELVES, AND CONGRATULATE YOUR COLLEAGUES SITTING WITH YOU; YOU HAVE DONE THIS TOGETHER, YOU HAVE DONE IT WITH POISE, AND WITH GOOD OLD FASHIONED HARD WORK.





I HOPE IT IS AS CLEAR TO YOU, AS IT IS TO ME, HOW WELL POSITIONED OUR DIVISION OF STUDENT AFFAIRS IS FOR THE FUTURE. YOU WERE PREPARED FOR THE TOUGH TIMES; YOU MORE THAN WEATHERED THE TOUGH TIMES; YOU ACHIEVED DURING THE TOUGH TIMES; AND NOW YOU ARE IN A POSITION TO ACHIEVE GREATNESS IN THE FUTURE.

THAT FUTURE COULD NOT BE BRIGHTER; AND COLLECTIVELY, YOU ARE READY TO CREATE THAT BRIGHT FUTURE.

ALL THE INGREDIENTS ARE THERE: A NEW, ENTHUSIASTIC AND STUDENT-ORIENTED PRESIDENT, A DIVISION HISTORY OF UNPRECEDENTED SUCCESS, A SOLID BASE OF FINANCIAL RESOURCES, A DEMONSTRATED CAPACITY TO ADAPT TO CHANGE, AND A DEEP AND ABIDING COMMITMENT TO EXCELLENCE – AND TO STUDENTS.

IN ADDITION TO THAT, WE ALSO HAVE A PLAN FOR THE FUTURE IN OUR DIVISION STRATEGIC PLAN. I WANT TO SHARE WITH YOU SOME OF THIS YEAR'S GOALS FOR EACH OF OUR 7 STRATEGIC PLAN THEMES; AGAIN, I WILL ASK YOU TO LOOK AT THEM AS WE SHOW THEM ON THE NEXT FEW SLIDES.

IN ADDITION, AS I LOOK TO THIS YEAR, AND IN ORDER TO SUPPORT OUR STRATEGIC PLAN THEMES AND ADDRESS THE AREAS OF IMPROVEMENT SUGGESTED FROM OUR CAMPUS CLIMATE SURVEY, I HAVE MADE A SPECIAL COMMITMENT TO ENHANCING THE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR STAFF AND FACULTY AT ALL LEVELS WITHIN THE DIVISION.

EACH OF MY SENIOR EXECUTIVE TEAM MANAGERS HAVE BEEN GIVEN ADDITIONAL RESOURCES (FUNDING) TO SUPPORT, NOT ONLY THE EFFORTS OF OUR PROFESSIONAL DEVELOPMENT COMMITTEE, BUT ALSO TO BOTH CREATE AND RESPOND TO OPPORTUNITIES FOR TRAINING AND PROFESSIONAL LEARNING EXPERIENCES FOR YOU THROUGH WEBINARS, ATTENDING CONFERENCES AND OTHER ON AND OFF CAMPUS TRAINING EXPERIENCES THROUGHOUT THE COMING YEAR.

ALONG WITH THAT, WE ALSO HAVE A COMMITMENT TO LOOK FOR MORE AND BETTER WAYS TO ACKNOWLEDGE AND RECOGNIZE YOUR DAY-TO-DAY ACCOMPLISHMENTS AND ACHIEVEMENTS. WE WILL LOOK FOR NEW WAYS TO SAY, “THANK YOU”, “GREAT JOB”, “KEEP UP THE GREAT WORK”, KNOWING THAT WE CAN NEVER DO THAT OFTEN ENOUGH.

WE ALSO ARE GOING TO RENEW OUR COMMITMENT TO RECOGNIZE AND ACKNOWLEDGE THE WORK OF OUR STUDENT STAFF. WE BEGAN THAT LAST WEEK WITH OUR WELCOME LUNCHEON AND THE DISTRIBUTION OF OUR STUDENT AFFAIRS PINS TO OUR STUDENT AFFAIRS STUDENT STAFF; AND WE WILL END THE YEAR WITH A “THANK YOU” LUNCHEON FOR THEM;





RECOGNIZING THE IMPORTANT ROLE THEY PLAY IN SUPPORTING YOU AND OUR DIVISION, AS WELL AS OUR STUDENTS.

ALSO, IN SUPPORT OF OUR CULTURAL COMPETENCE THEME, ALMOST ALL OF OUR DIVISION LEADERSHIP TEAM – MADE UP OF ALL OF OUR PROGRAM DIRECTORS AND COORDINATORS - HAS SHOWN THEIR SUPPORT OF THIS THEME BY PARTICIPATING IN THE NATIONAL COALITION BUILDING INSTITUTE (NCBI) TRAINING THAT HAS BEEN CONDUCTED FOR MANY YEARS SO SUCCESSFULLY BY FRANCINE OPUTA THROUGH OUR CENTRAL VALLEY CULTURAL HERITAGE INSTITUTE.

WE HAVE ALSO COMMITTED TO TRYING TO MAKE THIS TRAINING AVAILABLE TO ALL OF OUR STAFF – EVERYONE IN THIS ROOM – SO YOU ALL HAVE AN OPPORTUNITY TO PARTICIPATE IN IT OVER THE NEXT THE NEXT 3 YEARS.

THIS IS A ONE DAY TRAINING SESSION WHICH WILL BE OFFERED DURING THE WEEK, SEVERAL TIMES THIS YEAR, AND OVER THE NEXT 3 YEARS, SO EACH OF YOU WILL HAVE THE OPPORTUNITY TO BE EXPOSED TO THIS DIVERSITY TRAINING WHICH HAS BEEN CONSISTENTLY AND UNIFORMLY PRAISED BY EVERYONE WHO HAS PARTICIPATED IN IT.

THE LAST AND MOST IMPORTANT INGREDIENT THAT POINTS TO A VERY POSITIVE FUTURE FOR OUR DIVISION IS THE SENSE OF COMMUNITY THAT YOU HAVE HELPED TO CREATE ACROSS OUR DIVISION THROUGH YOUR ABILITY TO WORK COLLABORATIVELY, NOT ONLY WITH YOUR COLLEAGUES WITHIN YOUR OWN OFFICE, BUT WITH YOUR COLLEAGUES IN OTHER DEPARTMENTS WITHIN THE DIVISION OF STUDENT AFFAIRS. OVER THE PAST SEVERAL YEARS, I HAVE SEEN DEPARTMENT SILOS BREAK DOWN AS YOU HAVE LOOKED FOR WAYS TO WORK TOGETHER TO BETTER SERVE STUDENTS.

THAT SENSE OF COMMUNITY HAS ALSO BEEN EXTENDED TO OUR ACADEMIC AFFAIRS COLLEAGUES/THE NUMEROUS PARTNERSHIPS THAT YOU HAVE CREATED WITH ACADEMIC UNITS, ESPECIALLY OUR COLLEGES AND SCHOOLS/THAT PARTNERSHIP HAS FORMED THE FOUNDATION FOR OUR MANY ACCOMPLISHMENTS RELATED TO OUR STUDENT SUCCESS EFFORTS AND TO OUR RECORD BREAKING RETENTION AND GRADUATION RATES.

I ONLY ASK YOU TO BUILD ON THAT SENSE OF COMMUNITY, THAT SENSE OF TRUST, SENSE OF COLLABORATION, AND SENSE OF ACCOMPLISHMENT THAT YOU HAVE FOSTERED ACROSS THE DIVISION TO HELP CREATE THAT BRIGHT FUTURE THAT AWAITS YOU.

AS I SAID PREVIOUSLY - AS I PREPARE TO RETIRE AND MOVE ON TO OTHER THINGS, THE IMPACT OF THAT DECISION ON THIS DIVISION SHOULD BE AND NEEDS TO BE MINIMAL - AND IT WILL BE/BECAUSE I BELIEVE EACH OF YOU





REALIZE THAT YOU ARE THE HEART AND SOUL OF OUR DIVISION OF STUDENT AFFAIRS

YOU ARE THE ONES WHO - DAY TO DAY - SERVE STUDENTS, PROCESS APPLICATIONS, ADVISE, TUTOR, TRAIN, LISTEN, REWARD, SUPPORT; AND CHALLENGE

I HAVE MERELY HAD THE GOOD FORTUNE TO BE ABLE TO OVERSEE AND WATCH YOU PRACTICE YOUR CRAFT AND USE YOUR SKILLS TO SERVE STUDENTS.

I HAVE BEEN THE PERSON WHO HAS BENEFITED FROM YOUR COMMITMENT TO DO YOUR JOBS EVERYDAY, REGARDLESS OF THE CONDITIONS AND TO MEET YOUR HIGH STANDARDS.

THE GOOD NEWS IS THAT I KNOW THAT WILL NOT CHANGE REGARDLESS OF WHO IS AT THIS PODIUM NEXT YEAR.

COLLECTIVELY AND INDIVIDUALLY, YOU HAVE GIVEN ME THE MOST ENJOYABLE AND SATISFYING PROFESSIONAL EXPERIENCE I HAVE HAD DURING MY 40+ YEARS IN HIGHER EDUCATION.

I ONLY ASK THAT YOU CONTINUE TO DO WHAT YOU ALREADY DO SO WELL - SO YOU CAN PROVIDE THE NEXT VICE PRESIDENT FOR STUDENT AFFAIRS WITH THAT SAME KIND OF SATISFYING AND PERSONALLY REWARDING EXPERIENCE THAT I HAVE ENJOYED.

I WILL CONCLUDE BY SAYING THANK YOU FROM THE BOTTOM OF MY HEART FOR BEING THE PEOPLE YOU ARE, FOR BEING THE PROFESSIONALS THAT YOU ARE, AND FOR CREATING SUCH GREAT MEMORIES FOR ME OVER THE LAST 11 YEARS.

HAVING SAID THAT, FOR NOW – WE CANNOT FORGET THAT THERE IS STILL A LOT OF WORK TO BE DONE THIS SEMESTER. I WILL BE HERE AT LEAST TO THE END OF THE SEMESTER – AND THERE IS PROBABLY A GOOD CHANCE OF EXTENDING MY TIME INTO THE NEW YEAR.

SO, WE ALL HAVE WORK TO DO AND YOU WILL NOT HEAR ME TALK ABOUT RETIREMENT FROM THIS POINT ON UNTIL THE LAST DAY WHEN I WALK OUT OF MY OFFICE AND BEGIN MY NEW FUTURE.

NOW, LET'S MOVE ON TO THE MOST FUN PART OF TODAY'S ADDRESS AND THAT IS THE RECOGNITION OF OUR HALLMARK AWARD WINNERS FOR THE 2012-2013.





## Hallmark Awards

AS YOU REMEMBER, THE HALLMARK AWARDS ARE A CREATION OF A COMMITTEE OF YOUR PEERS, WHO RECOMMENDED SEVERAL YEARS AGO THAT WE HAVE HALLMARK AWARDS TO CELEBRATE YOUR ACHIEVEMENTS. SINCE THEN, THAT COMMITTEE – NOW UNDER THE LEADERSHIP OF TINA BEDDALL – CONTINUES TO OVERSEE THIS PROCESS.

THERE ARE 3 AWARDS - 2 BEACON INTEGRITY AWARDS ARE DESIGNED TO RECOGNIZE INDIVIDUALS WHO HAVE MADE CONTRIBUTIONS TO OUR DIVISION'S MISSION, VISION, AND ESSENTIAL RESPONSIBILITIES THAT ARE FOUND ON OUR DIVISION'S WEBSITE (EXPLAIN "INTERGRITY"). BEACON INTEGRITY AWARD NOMINEES CAN ALSO INCLUDE INDIVIDUALS OUTSIDE OF OUR DIVISION.

THERE IS ALSO A SERVICE EXCELLENCE AWARD AND IT IS DESIGNED TO RECOGNIZE AN INDIVIDUAL IN OUR DIVISION WHO, THROUGH THEIR DAY TO DAY INTERACTION WITH STUDENTS AND STAFF, EXEMPLIFIES A STRONG COMMITMENT TO OUR SERVICE PLEDGE.

IT IS IMPORTANT TO REMIND ALL OF YOU THAT, IN REALITY, THESE AWARDS ARE DESIGNED TO RECOGNIZE THE CONTRIBUTIONS THAT ALL OF YOU HAVE MADE OVER THE PAST YEAR, BECAUSE ALL OF YOU HAVE THE OPPORTUNITY TO NOMINATE ANYONE YOU WISH FOR THIS AWARD - INCLUDING YOURSELF.

AT THIS TIME, I WANT TO THANK ALL THE NOMINATORS FOR TAKING THE TIME TO SUBMIT THEIR NOMINATIONS. PLEASE REMEMBER, THIS IS A TOTALLY OBJECTIVE PROCESS CONDUCTED BY AN EXTERNAL TEAM OF INDIVIDUALS OUTSIDE OF THE DIVISION; AND THEIR DECISIONS WERE FINAL. I WANT TO THANK CHRIS FIORENTINO, DIRECTOR OF THE RICHTER CENTER; SUSAN CHRISTENSEN, ASSISTANT TO THE DEAN OF THE LIBRARY; MITZI LOWE, PROFESSOR OF SOCIAL WORK; AND NINA PALOMINO, ADMINISTRATIVE ASSISTANT IN ADMINISTRATIVE SERVICES FOR SERVING ON THE SELECTION COMMITTEE.

TO BEGIN THIS PROCESS, I WOULD ASK BERNIE VINOVRSKI TO PLEASE COME TO THE FRONT OF THE STAGE AND I AM GOING TO ASK HIM TO HAND OUT THE CERTIFICATES TO OUR NOMINEES FOR EACH AWARD; AND OFFER A BIG HUG – TO EACH OF THE NOMINEES.

BEACON INTEGRITY AWARD

- HOLLY ANN BAUM, TECHNOLOGY SERVICES
- RICK CHACON, OUTREACH SERVICES
- MARY GALVAN, CAREER SERVICES
- WILLIAM HARDAWAY, LEARNING CENTER
- JESSICA MEDINA, DOG DAYS ORIENTATION
- FRANCES PENA, OUTREACH SERVICES



*Beacon Integrity Award*

**Holly Ann Baum**

For providing quality services with integrity and professionalism,  
respecting the diversity and multiculturalism of the campus  
and the uniqueness of each individual served.

Thank you for continuing to promote  
the mission of STUDENT AFFAIRS.

Division of Student Affairs  
California State University, Fresno



*Beacon Integrity Award*

**William Hardaway**

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and the uniqueness of each individual served.

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the mission of STUDENT AFFAIRS.

Division of Student Affairs  
California State University, Fresno



SERVICE EXCELLENCE AWARD

- ERIC ACUNA, STUDENT RECREATION CENTER
- CYNTHIA DOLAN, ASSOCIATED STUDENTS, INC.
- KATHY DUNBAR, ADVISING SERVICES
- GABRIELA ENCINAS, CAMP
- ROBYN GUTIERREZ, VETERANS SERVICES
- ALICIA MONTEJANO, ISSP
- GARY NELSON, STUDENT INVOLVEMENT
- DIRK RUTHRAUFF, STUDENT HEALTH CENTER
- PHONG YANG, OUTREACH SERVICES



*Service Excellence Award*

**Robyn Gutierrez**

For personifying our Division's Service Principles and the Essential Responsibilities of our Vision Statement.

Thank you for continuing our tradition of excellence.

Division of Student Affairs  
California State University, Fresno



*Service Excellence Award*

**Phong Yang**

For personifying our Division's Service Principles and the Essential Responsibilities of our Vision Statement.

Thank you for continuing our tradition of excellence.

Division of Student Affairs  
California State University, Fresno