

Student Affairs | Measuring Up

Creating a culture of assessment and evidence.

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Salisbury
UNIVERSITY

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July 2019



**Salisbury University
Office of Student Affairs
Office of Admissions
July 2019**

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EXECUTIVE SUMMARY

The Office of Admissions is working on the biggest incoming freshman class we have ever had – we are currently up over last year 200 students! We have really worked hard to increase our visit programs and they have all been extremely successful. We had larger open houses and improved on our April Open House to accommodate three different audiences – juniors in high school or younger, incoming freshman and incoming transfer students. In addition, we had an on campus program for our students that were admitted through our on-site admissions program and despite some weather it went very well. We will absolutely do that program again. This summer we sent out over 75,000 Visit Us postcards and just had the largest June visit numbers since we have been tracking summer visits. This summer we are trying two SUNset tours where we have invited families to attend a tour at 5pm on a Friday night with some light programming and refreshments after the tour – we are hoping to catch some prospective families on the way to or from the beach. We have one in July and one in August – we are excited about trying something new. We are wrapping digital marketing around the Visit Us theme too and have purchased a billboard on Rt. 50 before the 404 split and have an ad on the Sea Board as well. Hopefully this is all paying off as summer visits are very important for us due to our location. We had record breaking numbers for both ASD and Scholars Day and our largest number of visitors in June ever and have already broken July's record.

We have an awesome team that is really working hard to own their territories and make improvements – taking us from good to great! I am working with IT to create a report they can run daily to watch their territory progress and creatively work in events, calls or emails based on that data. We are working together and with publications to create materials that are marketing SU effectively. We are constantly assessing our processes to make improvements where necessary.

We are continuing our relationship with Ruffalo Noel Levitz and although our applications did increase slightly we are hoping for even more of an increase for Fall of 2020. There has been some turnover at RNL and we are working with a new person so I am hopeful that will be to our advantage. We have been working with publications to enhance our marketing by adding some video to our RNL messages and continue to work smarter by using the model scores that predict the applicant's likelihood of enrolling.

The transfer side of the house continues to work hard to deal with our trend of declining applicants. We are adding an admissions recruiter to the transfer team to help us be competitive against our other USM schools that have a full time person located at a community college recruiting. We will have a recent graduate of SU working 29 hours a week at a group of about 4 community colleges to hopefully increase applicants. Transfer Tuesday continues to be very successful and we have a great relationship with the advising office for those repeat visitors that have already enrolled. We are really trying to focus on digital marketing to the transfer population just to get them thinking SU particularly for out of state.

The Alumni writing campaign really took off this fall and they wrote to over 600 prospective student versus less than half that amount last year. In addition, a much higher percentage deposited that had received a letter. Next year we will add transfers to this campaign.

We continue to improve our communications plan – we updated our email templates so we are even more attractive to the prospective student, we created a plan for our matriculated students to help avoid melt and get them excited about joining the flock and we continue to be smarter about our communications plans. We are in the process of doing an RFP for a new CRM which will be a huge undertaking as we will need to run two CRMs for at least one year. Currently we have one person in the office that works on the CRM – it is at least a two person job with a GA and student.

Section I: Department Overview

Vision

The Office of Admission will help Salisbury University achieve its enrollment goals by using excellent customer service and relationship building to recruit prospective families.

Mission

The Office of Admission exists to attract prospective families to attend the University while meeting all of the strategic enrollment goals set by University leadership.

Goals

The Office of Admission seeks to recruit a diverse, academically talented and motivated group of incoming students each year.

Scope of Practice – Services Provided

The Office of Admission houses fifteen full time employees – Director, Associate Director, 2 Assistant Directors, 1 Senior Admission Counselor, 5 Admission Counselors and 6 support staff. In addition, we have 2 graduate assistants, 4 part-time fall only admission recruiters and 1 off-site satellite admissions counselor. Our job is to effectively recruit and communicate to prospective families throughout the admissions funnel.

Student Learning Outcomes

Student learning outcomes are not a central feature of the admissions office.

Section II: Examples of Major Events, Services, Activities, and Initiatives¹

Examples of Major Events, Services, Activities, Initiatives	Target Audience	Number(s) Served	Cost Per Participant²
<i>Example: Annual First Generation Conference.</i>	<i>First generation students and their faculty mentors</i>	<ul style="list-style-type: none"> ▪ 75 students³ ▪ 60 faculty mentors ▪ 12 guests⁴ 	▪ \$22.72
Open House	Prospective families	425 to 1120 total attendees	\$6.11 average per total reservation
Scholars Day	Prospective Admitted Scholars	212 student attendees plus their families	\$24.06 per total reservation
Admitted Students Day	Admitted families	808 students plus their families	\$7.44 per total reservation
On Site Admissions Event	Admitted families	41 students/101 total attendees	\$20.96 per total reservation
SUnset Tours	Prospective families	Over 30 students plus their families	\$23.65 per total reservation
Daily Visits	Prospective families	Over 2100 students and their families	\$1.64 per total reservation

¹ Contact the Associate Vice President for assistance in completing this section if needed.
² Use this formula to determine cost per participant (CPP) for every person attending: Cost of Event / Attendees.
³ For future reports, Units will be asked to report on (1) total unique headcounts for students where repeat visits are not counted and (2) total visit counts where same students may visit and receive services multiple times.
⁴ This could include family, friends, faculty, and staff.

Section III: Summary of Budget Reallocations and Impact⁵

2018-2019 Budget Reallocations

Examples of Budgetary Reallocations	Impact on Service Delivery and Operations
<i>Example: Eliminated three student positions.</i>	<i>Office will be closed during lunch and no weekend hours which reduces opportunities to serve students, employ students, and interact with public.</i>
Reduced student summer positions	Staff needed to pick up the work students would normally do in addition to their work load
Eliminated Hobsons/Naviance	We will not be as competitive as we should be
Moved publications work orders to post July 1	This just means more than usual will hit 19/20 budget which has already been reduced
Eliminated summer professional development	We already do minimal professional development – this means we won't do any.

2019-2020 Budget Reallocations

Examples of Budgetary Reallocations	Impact on Service Delivery and Operations
<i>Example: Reduced travel opportunities for staff.</i>	<i>Minimal professional development opportunity for staff which could result in staff turnover.</i>
Student/GA budget reduced by \$30,832	We are being tasked to increase enrollment with less staffing – we rely on our student staff to give tours, greet families, send out mailings and process all of our application paperwork. This means an already stretched staff will have to take on even more.
Operating budget reduced by \$52,085	Again, we are being tasked to increase enrollment which means trying new and creative ways to recruit new freshman and transfer students. For example – digital marketing, geo-targeting, Sea Board, Billboard – they all cost money and we will need to do less now when we should be doing more.

⁵ Contact the Associate Vice President for assistance in completing this section if needed.

Section IV: Collaborations and Partnerships (Internal and External)⁶

Examples of Collaborations and Partnerships	Outcomes and Impact
<i>Example: County Public Schools Guidance Counselors</i>	Resource materials for helping high school students and families discuss mental health before college.
Alumni Office	Letter writing campaign to prospective students
Dean's Offices	Each month I sent a list of accepted and paid students by major to each Dean and they reached out to the students by letter, email or phone depending on the department. (This was new this year – they have been more involved this year than any prior year).
National Night Out	Salisbury Police Departments annual community outreach event – we have an admissions table and give out swag to kids
Athletics GearUp!	Tours/info for camps and clinics Grant funded monthly workshops to increase access to college for underrepresented population
On Site Admissions	We review, interview and admit students on the spot at various high school in and out of state. 21 high schools this year.
Various middle, elementary schools and special populations like college bound, avid, etc	We give tours and information sessions frequently throughout the year.
Various community events (Fruitland Easter parade, Haitian Community Fair, USSA Softball opening, Princess Anne Christmas parade, Wings and Wheels, Tawes...just to name a few)	We have an admissions table – sometimes we bring Sammy.
Events	Most student affairs offices and academic programs are invited to attend and represent at our events.
Maryland/DE application week/month	We attend application workshops for high seniors in both states

⁶ Contact the Associate Vice President for assistance in completing this section if needed.

Section V: A Summary of Achievements Related to Student Affairs Strategic Plan

The following are examples of ways in which the Unit is assisting Student Affairs achieve its goals.

Goal 1: Student Affairs aims to foster safe, accessible and inclusive communities for undergraduate and graduate students.

- Current incoming class is currently up 26% in enrollment of students from diverse ethnic background
- Engagement of Multicultural Student Services and TRIO in outreach efforts
- Satellite enrollments are currently ahead of last year
- With the President's goal of increasing access, enrollment management has overseen a broadening and expansion of admission, including increased use of the test-optional program, recruitment of a larger HOPE cohort, and a relaxing of certain admissions metrics. The Good Neighbor award has expanded access for student from nearby states

Goal 2: Student Affairs aims to educate students for campus, career, and life.

- In the past two years, Admissions has provided transfer students with over 750 one-on-one advising sessions as part of the Transfer Tuesdays program.
- Admissions has also added attending local community events around SU and Ocean City to get the word out about all the great things we offer.
- We have increased our on-site admission events to reach all local high schools and some across the bridge and out of state.

Goal 3: Student Affairs aims to embrace innovation.

- In 2017-2018, Admissions initiated a huge new funnel building campaign to reach over 100,000 student prospects and led the way with the University's first digital advertising campaign combined with a print piece encouraging families to visit. This is now heading into the third year with a new RNL contact so we are really hoping to have a bigger increase in applications this year.
- This year along with our summer visit campaign we are advertising on a billboard on the Rt. 50/404 split and on the Sea Board in Ocean City. In addition, we are doing some digital marketing to those visiting OC that might have prospective students.

Goal 4: Student Affairs aims to motivate student affairs professionals to increase effectiveness and efficiency.

- This year we have created a territory management spreadsheet so that counselors can track their progress daily for applications, admits, paid and enrolled.
- Admissions has created a spread sheet over the last couple of years to track our application review process – it has really helped the counselors increase both effectiveness and efficiency. Each year we add on new things that will help us through the process – last year we added the Ruffalo Noel Levitz qualifying data. This allows us to know in advance their likelihood of attending so we can determine the best students to communicate with. This year we are adding the EPS codes to help us track where students are coming from to help us with recruiting territories.

Section VI: A Summary of Achievements Related to University Strategic Plan

The following are examples of ways in which the Unit is assisting the University achieve its goals. Units may cut-and-paste as appropriate from above Section. Do not say, "See above."

Goal 1: EDUCATE Students for Campus, Career and Life

- In the past two years, Admissions has provided transfer students with over 750 one-on-one advising sessions as part of the Transfer Tuesdays program.
- Admissions has also added attending local community events around SU and Ocean City to get the word out about all the great things we offer.
- We have increased our on-site admission events to reach all local high schools and some across the bridge and out of state.

Goal 2: EMBRACE Innovation of the Salisbury University Experience

Improvement in technology and innovation include:

- Continued new digital advertising campaigns
- Four-stream communication for inquiry generation
- Increased use of Naviance in-school advising software
- Video development in more admission areas
- Continued use of social media platforms for Admissions with contests for prospective students
- Redesign of the April Open House with targeted programming for transfer students, juniors and seniors
- Working with satellite director and admissions counselor
- New recruiter position to be a weekly recruiter at select community colleges
- More on-site admissions programs – particularly OOS and new event for on-site admission
- Continued development of the HOPE education recruitment program which resulted in more students
- Larger alumni writing campaign – will add transfers next year

Goal 3: FOSTER Community

- Recruitment support, programming, and scholarship program development to assist in the growth of enrollment in the Honors College
- For 2018-2019, hosting of 88 school and community-based organization groups on campus (total of 3400 people)
- Celebration of student accomplishments through the highlighting of competitive fellowship winners, research accomplishments, and other student outcomes in materials and visitation programs
- Recruitment presence at community events and onsite admissions partnerships to strengthen ties with local high schools

Goal 4: PROVIDE Appropriate Programs, Spaces, and Resources for All Members of the Campus Community

The office of Admissions has limited influence over space and resources given to members of campus, but does contribute in the following ways:

- Continue to seek additional revenue from OOS populations, including international students
- Seek to recruit the best possible staff, including staff that better reflects the diversity of our students, through timely and thoughtful search processes
- Continuous improvement in electronic communication and the processing and storage of documents

Section VII: Measuring Up – Research, Assessment, and Evaluation⁷

Previous Year’s Goals and Outcomes

Department Goals	Summative Outcomes
<i>Example: Promote student success through health and wellness initiatives.</i>	<ul style="list-style-type: none"> ▪ 5 health and wellness workshops were offered in partnership with Center for Student Achievement ▪ 1,257 unique students attended 5 health and wellness workshops ▪ 83% of students who attended the 5 health and wellness workshops indicated the sessions contributed to their academic success
Recruit 1420 new freshman students	We are currently over 1500 new students
Recruit 800 new transfer students	We are still working on this – currently at 691
Recruit 30 new SU Bridges students	We are currently at 29 with one we just accepted off the waitlist and one testing – should land at 30 or 31.

Other Projects

Project	Key Result(s) or Outcomes	Organizational Changes
<i>Example: Three-Year Student Satisfaction Survey with new math instructional software.</i>	<i>80% of student users indicated new software was helpful to understanding math concepts.</i>	<i>Two additional math sessions using the new software will be added.</i>
More digital marketing	We have worked with publications to do more digital marketing but are still behind in this area vs. our peers	
Improve use of brochures	We are working with publications to re-design most of our brochures to streamline and be more creative and attractive to prospective students	
Summer visit campaign	We sent out over 75,000 summer visit postcard with follow up emails, digital campaign, Sea Board and billboard	
Increase HOPE students	This was added very late in the 17/18 year so this year we were able to recruit for it with success	

⁷ Contact the Associate Vice President for assistance in completing this section if needed.

Increase OOS	We are currently up on the freshman side but not on the transfer side	

Student Learning Outcomes

Student Learning Outcomes	Mapped to University SLOs	Mapped to Division's SLOs	Evidence of Learning
<i>Example: Sophomores participating in the Sophomore Year seminar will be able to explain University policy for changing a major.</i>			<ul style="list-style-type: none"> 75% of participants were able to explain policy for changing a major as evident on post-evaluation compared to pre-test results.
<i>Example: 70% of seniors participating in the résumé development series will be able to identify at least four strategies for writing a successful résumé.</i>			<ul style="list-style-type: none"> 80% of participants were able to identify four strategies for writing a successful résumé as evident on written exit interview.
Office of Admissions does not have student learning outcomes.			

Section VIII: Strategic Plan-Related Goals for 2019 – 2020⁸

The following goals are intended to be ambitious but attainable. Each goal should be linked to measurable outcomes and is consistent with strategic priorities, Student Affairs' goals and expectations, and the University's strategic plan. Three to five goals are recommended.

Department Goal or Objective	Mapped to University Strategic Plan Goals	Mapped to SA Strategic Goals	Examples of Assessment Metrics
<i>Example: Implement new living-learning communities focused on diversity and inclusion.</i>	Goal 1 Initiative 2	Goal 3 Initiative 1	<ul style="list-style-type: none"> ▪ Number of living-learning communities created. ▪ Number of students completing housing contracts for the new LLCs.
<i>Example: Ensure that 70% of academic probation students participate in at least two sessions on successful study habits.</i>	Goal 4 Initiative 2	Goal 2 Initiative 3	<ul style="list-style-type: none"> ▪ Number and percent of academic probation students participating in at least two academic sessions.
Implement the third cycle of the RNL funnel building project, with a goal of increasing applications, particularly in OOS markets	Goal 2	Goal 3	Number of inquiries generated, campaign response rate, number of applications generated, yield of students from campaign
Outreach to continue build strong working partnerships with the honors dean, director of satellite, international and the assistant director of transitions	Goal 3	Goal 1	Working strategy document/meeting schedule
Continue to be nimble if we need to adjust to free community college initiative	Goal 2	Goal 3	Recommendation document
Continue to explore and implement digital marketing initiatives	Goal 3	Goal 2	Ad views, click throughs, campaign ROI
Continue to identify and expand recruitment opportunities in new geographic markets	Goal 3	Goal 2	Inquiry, application, and enrolled student numbers

⁸ Contact the Associate Vice President for assistance in completing this section if needed.

**APPENDICES, CHARTS, TABLES AND GRAPHS
(OPTIONAL)**

This is an example of what I send daily to Dane, Aaron and Mason and my team.
Beth

July 25, 2019 Fall numbers

	Fall 2019	IFT/ITR	Fall 2018	IFT/ITR	Difference	Domestic Difference
Freshman Applicants	8418	168	8981	922	-563	191
Freshman Admits	6187	71	5576	102	611	642
Freshman Deposits	1512	7	1317	12	195	200
Transfer Applicants	1586	35	1807	147	-221	-109
Transfer Admits	1152	26	1241	51	-89	-64
Transfer Deposits	691	13	753	19	-62	-56

Admits

SAT	ACT	GPA	Year	TO	OOS admits	TR OOS	Total OOS	Diversity
1223	23	3.757	Fall 2019	2164	1422	133	1555	2363
1225	23	3.739	Fall 2018	1700	1272	203	1475	1902

Paid

SAT	ACT	GPA	Year	TO	OOS paid	TR OOS	Total OOS	Diversity
1209	22	3.71	Fall 2019	551	244	52	296	410
1216	22	3.7	Fall 2018	420	206	98	304	337