

Student Affairs | Measuring Up

Creating a culture of assessment and evidence.

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UNIVERSITY



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

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EXECUTIVE SUMMARY

The Office of Student Transitions was formed in August 2018 in order to focus on the transition of new students to Salisbury University as well as to provide a one-stop-shop for parents and families seeking information about Salisbury University.

Student Transitions provides the following programs and services to the SU community:

- Executed for the first time a new August Orientation session for students admitted late to SU or unable to attend in June. This first-time initiative served more than 45 students.
- Orientation 102, August Orientation which provided new students a comprehensive transition to SU for more than 1700 new Sea Gulls leading up to the start of classes.
- CampusESP, a new communication portal designed to allow regular, relevant and timely communication to families of all students, personalized to their specific demographic data. More than 900 family members have opted-in to the portal.
- A Facebook Page designed for Salisbury University Parents and Families was created and is updated regularly to keep families and the community informed with relevant information on-campus
- Homecoming Alumni and Family Weekend, welcoming new Gull families back to campus to enjoy all that SU has to offer with their student
- January Orientation for more than 400 new Sea Gulls and their families, providing a new model that provided a more individualized experience and was more responsive to the needs of new students and their families
- Orientation Leader Recruitment/Selection/Training and Supervision for 75 upper-class students seeking to develop their leadership skills and positively influence new Sea Gulls
- Sea Gull Start-Up, June Orientation experience, providing resources, onboarding and connection to almost 1900 new students and more than 2000 family members
- Parent and Family Guide, a new printed resource that provides brief and insightful information specifically directed at and mailed to new students
- The new and improved New Student Guide for 2019-2020 that focuses information for students relevant to what they need to know between Sea Gull Start-Up and the start of classes, redesigned and featuring sponsorship from several local community partners
- Outdoor Programs administration and marketing, serving more than 65 new students on four different experiences in collaboration with Academic Affairs
- In collaboration with Admissions, developed and implemented a new, comprehensive communication plan for all new students to maintain contact during key yield season and provide needed, timely information to new students and families

Section I: Department Overview

Vision

Student Transitions at Salisbury University provides tools that foster a successful educational, social and personal transition for new undergraduate students and their families in order to foster a sense of belonging, affinity and connection with the University.

Mission

The mission of Student Transitions is to provide a comprehensive program that will engage and retain new students. This will be done by:

1. Aiding students in their transition to Salisbury University
2. Empowering new students by providing tools for the beginning of their college experience through their introduction to curricular, social and cultural resources
3. Engaging students and their families in the fabric of the Salisbury University community by building strong connections
4. Developing healthy and strong relationships to support a positive experience and transition to Salisbury University

Goals

- To provide excellent transition programs for students and their families as they become members of the SU family
- Provide a strong outreach program to families of SU students
- Provide programs that support student success inside and outside the classroom and within the City of Salisbury

Scope of Practice – Services Provided

Student Transitions provides the following services:

- Orientation in January, June (Sea Gull Start-Up) and August (First Flight)
- Communication to new students, parents and families
- Student leadership development through Orientation Leader positions
- Marketing and publications targeted to new students and families

Student Learning Outcomes

- Students will be introduced to Salisbury University's academic and community expectations
- Students will connect with other new students, peer leaders and upper-classmen, faculty and staff
- Students will be introduced to how to get involved and why involvement at SU is important
- Students will identify resources and services they may need for their success in college

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 	<ul style="list-style-type: none"> ▪ \$22.72
Orientation 102 Orientation Leader Training (August 19-22, 2018)	Current Students	<ul style="list-style-type: none"> • 56 Orientation Leaders • 2 Graduate Assistants 	\$531.50
Orientation 102 (August 2018)	All New Students	1500 students	\$70.26
Family Weekend	Families	300 family members	\$9.80
January Orientation Leader Training (January 22-24, 2019)	Current Students	<ul style="list-style-type: none"> • 18 Orientation Leaders • 2 Graduate Assistants 	\$100
January Orientation (January 25-27, 2019)	All New Students and Families starting Spring 2019	<ul style="list-style-type: none"> • 300 Students • 150 family members 	\$86.15
CampusESP Salisbury University Family Experience Portal	All SU Family Members	2761 Families	\$3.44
Orientation Leader Recruitment	Current Students	95 Students	\$.50
Parent and Family Guide	New Parents and Family Members	2300 Family Members	\$1.30
New Student Guide 2019-2020	New Students	2500 New Students	\$2.03
Sea Gull Start-Up Orientation Leader Training (June 13-14, 2019)	Current Students	<ul style="list-style-type: none"> • 23 Orientation Leaders • 2 Graduate Assistants 	\$380
Sea Gull Start-Up (June 17-28, 2019)	New Students and Family Members	<ul style="list-style-type: none"> • 1886 new students • 2122 family members/guests 	\$16.59
600-Level Communication Plan	Matriculated New Students and Family Members	<ul style="list-style-type: none"> • 1511 New Freshman • 692 New Transfer • 30 SU Bridges Students • 2100 New Families 	\$0.00

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>
N/A	N/A

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>
Reduced opportunities for Staff	Minimal professional development opportunity for staff which could result in staff turnover
Eliminated funding for giveaways and branded materials	Given the yield nature of transitions activities, could negatively impact affinity building with new students
Reduced funding for catering	Orientation events usually include food in order to attract attendance and keep students engaged. Removing catering could impact attendance and participation.
Reduced student staffing	Professional staff and graduate assistants will need to staff the front desk, greet visitors and answer phones, requiring time away from job responsibilities
Reduced Honoraria	Education session content around sexual misconduct, relationship violence and dating will not be delivered by professional speakers/entertainers

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.
Office of Admissions	Developed a communication plan for deposited students and families, including Parent and Family Guide and timely and relevant emails to new students
Center for Student Involvement and Leadership	Invited CSIL to participate in leadership development training of Orientation Leaders; collaborated on social and late-night programs at Orientation; supported Homecoming and Family Weekend initiatives
President's Office/City of Salisbury	Worked throughout Spring 2019 semester to plan collaborative event with the City of Salisbury, Greater Salisbury Chamber of Commerce and the Salisbury Committee on event for August 2019 program
PNC Bank	Leveraged existing relationship between PNC and SU for additional sponsorship opportunities resulting in an additional \$5000 in revenue for student transitions
First Year Advising Center	Collaborated to update and adjust the Sea Gull Start-Up schedule to best meet the needs of new students at orientation
Alumni Relations	Collaborated on events during Alumni Homecoming and Family Weekend, created joint marketing opportunities and co-sponsored events
Housing and Residence Life	In an on-going effort to improve the relationships between Resident Assistants and Orientation Leaders, joint sessions have been added to the training schedule to enhance the experience of both populations
Academic Affairs	Aided in the roll-out of the Navigate App to new students
Office of Institutional Equity	Partnered in new Orientation Leader training diversity and inclusion, social justice and leadership

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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.

- Orientation programs provided training on bystander intervention, Title IX, diversity, and identity.
- Orientation programs put focus on helping students develop relationships, with other new students and with Orientation Leaders.
- Realigned information distributed to new students and families, focusing campus partners and communications on getting the right information to the right students at the right time rather than all at once.

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

- Provided orientation experience at January Orientation, Sea Gull Start-Up and Orientation 102 (2018), introducing students to information needed for attendance at SU, including Health Services, Academic Support, Academic Advising, Financial Aid, Cashier's Office, Counseling and Health Services, Center for Student Involvement and Leadership, etc.
- Produced and distributed New Student Guide and Parent and Family Guide to more than 2000 students and family members with important information about academics, emotional, mental and physical health and key deliverables (ie, health forms, housing contracts, meal plans, etc.)
- Provided programming to develop affinity, belonging and connection to more than 2000 new students attending Orientation 102 and January Orientation
- In collaboration with Admissions, launched new and updated communication plan to deposited students to provide relevant and timely information for their transition to SU, specifically between June and August

Goal 3: Student Affairs aims to embrace innovation.

- Implemented CampusESP, the Salisbury University Family Experience portal, to provide a new way of providing information to parents and family members, with more than 2700 family email address and more than 900 active family members.
- Updated the New Student Experience Guide (formerly the OneBook) to a contemporary, relevant and easy-to-ready and use, distributed to more than 2000 new students.
- Overhauled the Orientation/New Student Experience/Parent and Family Programs websites, eliminating redundant and outdated information and providing new, relevant information and links.
- Improved processes related to Outdoor Programs including registration information, marketing and outreach and the development of a liability process.

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

- We included orientation staff at each residence hall to check students in to Orientation and verify students had arrived at SU.
- Dean of Students Office and CSIL staff worked together to provide staffing and support for the Orientation 102 program.
- Registration processes were streamlined and updated for the Sea Gull Start-Up program, eliminating redundancy and drain on resources across campus.
- Incorporated Sea Gull Start-Up registration into Dean of Students office operations processes, handling all family/student questions and concerns leading up to Sea Gull Start-Up and maintaining rosters for all programs.

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

- Provided orientation experience at January Orientation, Sea Gull Start-Up and Orientation 102 (2018), introducing students to information needed for attendance at SU, including Health Services, Academic Support, Academic Advising, Financial Aid, Cashier's Office, Counseling and Health Services, Center for Student Involvement and Leadership, etc.
- Produced and distributed New Student Guide and Parent and Family Guide to more than 2000 students and family members with important information about academics, emotional, mental and physical health and key deliverables (ie, health forms, housing contracts, meal plans, etc.)
- Provided programming to develop affinity, belonging and connection to more than 2000 new students attending Orientation 102 and January Orientation
- In collaboration with Admissions, launched new and updated communication plan to deposited students to provide relevant and timely information for their transition to SU, specifically between June and August

Goal 2: EMBRACE Innovation of the Salisbury University Experience

- Implemented CampusESP, the Salisbury University Family Experience portal, to provide a new way of providing information to parents and family members, with more than 2700 family email address and more than 900 active family members.
- Updated the New Student Experience Guide (formerly the OneBook) to a contemporary, relevant and easy-to-read and use, distributed to more than 2000 new students.
- Improved processes related to Outdoor Programs including registration information, marketing and outreach and the development of a liability process.
- Overhauled the Orientation/New Student Experience/Parent and Family Programs websites, eliminating redundant and outdated information and providing new, relevant information and links.

Goal 3: FOSTER Community

- Sea Gull Start-Up included sessions on being a part of a community, and responsiveness to others' needs.
- The Orientation 102 program included an acting troupe who's program is entitled "It is MY Place" that covers bystander intervention, and how to respond to the needs of others.
- Collaborate with many offices around campus to update and enhance existing Orientation programs.
- Realigned information distributed to new students and families, focusing campus partners and communications on getting the right information to the right students at the right time rather than all at once.

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

- Provide training to Orientation Leaders for all Orientation programs (January, Sea Gull Start-Up and Orientation 102).
- CampusESP, Parent and Family Guide and Facebook Page were all developed to provide resources and information about the SU community for parents and family members.

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
Evaluate all current new student programs offered through Student Transitions for efficacy and determination in how it fits with learning outcomes	<ul style="list-style-type: none"> • Eliminated January Orientation model that required students to come to campus twice within a two week window and helping to alleviate the burden on offices across campus to accommodate both Orientation experiences. • Sea Gull Start-Up schedule was changed to equalize time used in Academic Advising, allowing for a more comprehensive schedule of offerings encompassing additional functional areas (Health, Counseling, Involvement, Career Services) • Orientation Leaders for Sea Gull Start-Up were better utilized as student leaders by facilitating Technology at SU session. • Orientation 102 was evaluated and additional changes will be forthcoming in First Flight. • 100% of survey respondents (n=354) reported they either agreed or strongly agreed that Salisbury University was a welcoming campus.

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>
N/A		

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

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.
Students will be introduced to Salisbury University's academic and community expectations			<ul style="list-style-type: none"> • Percentage of new students who were adjudicated in the conduct system during their first six weeks at SU • Percentage of new students who utilized the CSA during their first six weeks at SU • Percentage of new students who utilized the Navigate App during their first six weeks at SU • Percentage of new students who report as part of program assessments that they understand academic and community expectations
Students will connect with other new students, peer leaders and upper-classman, faculty and staff			<ul style="list-style-type: none"> • Percentage of students who can identify in post-program assessments one person at SU they connected with
Students will be introduced to how to get involved and why involvement at SU is important			<ul style="list-style-type: none"> • Percentage of new students who join a club or organization in their first six weeks at SU
Students will identify resources and services they may need for their success in college.			<ul style="list-style-type: none"> • Percentage of new students who report in program assessments that they identified resources and services they will use while at SU

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 new Orientation Registration System, Visual Zen, to streamline and improve communication and onboarding processes for new students.	Goal 2	Goal 3	<ul style="list-style-type: none"> • Number of students registering for their appropriate session • Number of family members pre-registered for a session • Feedback from Campus Partners (Advising, IT, Admissions) that new processes improved experience for faculty/staff
Enhance Orientation Leader training process to include a 1-credit, 8-week class in the Spring semester	Goal 1	Goal 2	<ul style="list-style-type: none"> • Creation of course syllabus • Number of student leaders enrolled in course
Increase Orientation offerings held over the summer due to ability to accommodate enrollment growth and students who are unable to attend during 10 business days in June	Goal 3	Goal 4	<ul style="list-style-type: none"> • Actual offerings for Sea Gull Start-Up June 2020 • Registration in novel offerings, ie, weekend or evenings

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

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