

Student Affairs | Measuring Up

Creating a culture of assessment and evidence.

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**Salisbury University
Office of Student Affairs
Office of Admissions
July 2020**

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EXECUTIVE SUMMARY (one page)

The Office of Admissions has certainly been faced with some unusual challenges for the Fall of 2020 after enrolling the largest and most diverse class in the history of SU. Between the racial incidents that happened on campus and COVID-19 our enrollment has certainly been impacted. As of today, we are down 233 freshman and 164 transfers compared to the same date last year. On the freshman side we are down 34 compared to two years ago. We were running ahead of last year until March and COVID hit! We are continuing to see students withdraw as the pandemic does not seem to be slowing down at all but we are doing everything we can to try to hold on students and are still taking applications for admission.

We transitioned quickly by partnering with PlatformQ to start running some virtual events since we had to cancel our major yield event – Admitted Students Day and our last and largest Open House. We have done some digital marketing, lots of virtual events and are working on Fall virtual events assuming we are unable to travel.

I am happy to report that we created an SU Call You event where families can make an appointment on any Thursday from 12-5 to talk to a counselor. In addition, we started SU Tours You a couple of weeks ago where we are offering 12 tour slots at 10 am every M-F. The counselors are giving the tour (mostly outside and all participants including my staff must be in masks) and are also giving an information session while they are touring. We have been sold out most days as prospective students and newly matriculated students are really wanting some sense of “normalcy”.

We are working on implementing our new CRM to go live on August 1st – this has been a ton of work for our admissions management team – particularly Stacey Jones and her new CRM specialist. We have also partnered with IT and publications to progress through the implementation. In addition, we have fortunately had an alum from SU volunteer his expertise to implement Slate. Slate leaves the implementation up to the client with very little training so Alex Williams has been awesome!

We are also working on our return to SU and trying to figure out what our visits and events and travel will look like for the fall. We are planning most things virtual with PlatformQ but will be ready for in person events if possible. We are also working on our office coverage for when students are back since we will be short two full time positions, two graduate assistants and four admissions recruiters plus all of our student workers. The student workers usually cover the front desk, handle the tours and do the bulk of our data entry.

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 17 full time employees – Director, Associate Director, 2 Assistant Directors, 1 Senior Admission Counselor, 5 Admission Counselors and 6 support staff (2 positions are vacant). In addition, we typically have 2 graduate assistants and 4 part-time fall only admission recruiters. 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: Service Delivery

Students Served (July 1 – June 30 time period)

Enter "N/A" if data are not available for this reporting period.

Undergraduates	Outcomes
Total unique number served (do not include repeat visits)	
Total number of "visits" (includes repeat visits)	2464 students for daily tours, 1472 students for Open House (largest open house cancelled), 159 students Scholars Day, ASD cancelled, 127 students for 2 Saturday visits – spring ones cancelled.
Total number of service contact hours across all service types	
Graduates	Outcomes
Total unique number served (do not include repeat visits)	
Total number of "visits" (includes repeat visits)	
Total number of service contact hours across all service types	
Overall	Outcome
Total unique number of undergraduates and graduate students served	

Comments:

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 students ▪ 60 faculty mentors ▪ 12 guests³ 	▪ \$22.72
Open House	Prospective families	425 to 1120 total attendees	\$6.11 average per total reservation
Scholars Day	Prospective Admitted Scholars	159 student attendees plus their families	\$24.06 per total reservation
Admitted Students Day	Admitted families	0 students plus their families ASD cancelled due to COVID	\$0 per total reservation
On Site Admissions Event	Admitted families	41 students/101 total attendees	\$20.96 per total reservation
SUnset Tours	Prospective families	0 students plus their families cancelled due to COVID	\$0 per total reservation
Daily Visits	Prospective families	Over 2100 students and their families	\$1.64 per total reservation
PlatformQ	Prospective/Admitted Families	Unlimited virtual attendance	\$50,000. Per year

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 This could include family, friends, faculty, and staff.

Section III: Budget Allocations, Expenditures, and Revenue Generation

July 1, 2019 – June 30, 2020 Allocations

Budget Category	Allocation
01	\$1,263,823
02	\$166,119
03	\$682,799
Total	\$2,112,741

July 1, 2019 – June 30, 2020 Expenditures

Budget Category	Expenditures
01	\$1,220,122
02	\$132,178
03	\$586,824
Total	\$1,939,194

July 1, 2019 – June 30, 2020 Revenue Generated

Initiatives or Purposes	Revenue Generated
<i>Example: Student Success Grant from Foundation to purchase new laptops as loaners to low-income freshmen.</i>	\$12,250.00
Total	

Comments related to budget decisions, concerns, cuts, reallocations, etc.

We gave back \$173,547 from 2019 budget due to COVID 19 – we were not able to have our spring events, did not do most of our spring travel, did not have student workers and were down staff members...none of this is typical and we would have spent it all if we had the opportunity to do our normal recruiting. We also took a 10% budget cut and gave back \$223,531 for 2020 budget which will negatively impact enrollment. We cut two full time positions, two GA's, four admissions recruiters and our OOS travel.

In addition, we had to pay \$50,000 for PlatformQ to run virtual events out of our 2019 budget and pay for a new CRM which is about \$50,000 more expensive than our old CRM.

Section IV: Collaborations and Partnerships (Internal and External)⁴

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 Dean's Offices	Letter writing campaign to prospective students 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

⁴ 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. Please use bullet or numerical formatting to provide examples of **significant** outcomes.

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

- Engagement of Multicultural Student Services and TRIO in outreach efforts
- 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 (will be relaxing the gpa for fall 2021 due to COVID), 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 and this year added New England states.

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

- In the past three years, Admissions has provided transfer students with one-on-one advising sessions as part of the Transfer Tuesdays program – we are doing them virtually right now.
- 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.
- We participate in educating prospective students through programs like Gear Up, College Bound, etc.

Goal 3: Student Affairs aims to embrace innovation.

- We are in the process of implementing a brand new CRM which will allow us to increase our innovation through the communications plan and add a new student portal – we are excited to see just how innovative we can get.
- We partnered with PlatformQ very quickly when COVID hit to continue to communicate and have events virtually for admitted and prospective families.
- We started and SU Calls You program for families to book appointments to talk to us during COVID and are also doing SU Tours You where families can sign up for a mostly outside tour with an admissions counselor.

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

- We are excited for our new CRM Slate to increase our effectiveness and efficiency – we are in the process of implementing so more to report on this next year.

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. Please use bullet or numerical formatting to provide examples of **significant** outcomes. 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 three years, Admissions has provided transfer students with one-on-one advising sessions as part of the Transfer Tuesdays program- we are hosting them virtually now.
- 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 including using digital marketing.
- We have increased our on-site admission events to reach all local high schools and some across the bridge and out of state – this year we hit 29 schools and 547 students vs. 15 schools and 417 students the year before.

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 - virtual tour video and counselor intro videos
- 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 – cancelled due to COVID
- Working with satellite director and admission counselors
- 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 again this year
- New Slate CRM
- PlatformQ for virtual programming

Goal 3: FOSTER Community

- Recruitment support, programming, and scholarship program development to assist in the growth of enrollment in the Honors College
- 2019 – 2020 –We hosted 58 groups (2299 students)– however 26 groups (1047 scheduled students)were canceled due to COVID – totaling 84 (3346 students) for the calendar year.
- 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 – we try to bring Sammy!

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 Evaluation⁵

**2019-2020 Goals and Outcomes
July 1, 2019-June 30, 2020**

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 over 1472 new freshman	We are currently at 1276 freshman which has been impacted by many factors but mainly COVID 19
Recruit over 700 new transfers	We are currently at 531 transfers which has been trending down over the past several years but also has been impacted by COVID 19
Recruit 30 new Bridges student	We are currently at 29 bridges.

**Examples of Other Research, Assessment, or Evaluation Projects (if applicable)
July 1, 2019-June 30, 2020**

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>
CRM implementation - Slate	We will see results next year	
Partner with PlatformQ	Virtual programming	
Summer visit campaign	We had the best June 19 and July 19 that we have ever had since tracking	

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

**Student Learning Outcomes
July 1, 2019 - June 30, 2020**

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"> ▪ <i>75% of participants were able to explain policy for changing a major as evident on post-evaluation compared to pre-test results.</i>
<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"> ▪ <i>80% of participants were able to identify four strategies for writing a successful résumé as evident on written exit interview.</i>
Office of Admissions does not have student learning outcomes.			

Section VIII: Strategic Plan-Related Goals (July 1, 2020 – June 30, 2021)⁶

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. Please use new University Strategic Plan 2020-2025 goals for this section.**

Department Goal or Objective	Map to University Strategic Plan 2020-2025 Goals	Map to SA Strategic Goals (TBD)	Examples of Assessment Metrics that will be Used
<i>Example: Implement new living-learning communities focused on diversity and inclusion.</i>	Goal 1 Initiative 2		<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		<ul style="list-style-type: none"> ▪ Number and percent of academic probation students participating in at least two academic sessions.
Increase undergraduate enrollment	Goal 3 Objective 3.1 – Strategy 3.1.2		Percent of increase
Develop an SU Brand	Goal 3 Objective 3.3 – Strategies 3.3.1 – 3.3.3		Brand exercise will give us marketing and communication strategies.
expand community relations	Goal 4 Objective 4.3- Strategy 4.3.2		Number of partnerships

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