

# Student Affairs | Measuring Up

*Creating a culture of assessment and evidence.*

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**Salisbury University  
Office of Student Affairs  
CAREER SERVICES OFFICE  
July 29, 2022**

## TABLE OF CONTENTS

CONTENT	PAGE
Executive Summary	3
Section I: Department Overview	4-5
Section II: Service Delivery, Admissions, and Financial Aid Outcomes	6-8
Section III: Budget Allocations, Expenditures, and Revenue Generation	9
Section IV: Collaborations and Partnerships (Internal and External)	10
Section V: A Summary of Achievements Related to Student Affairs Strategic Plan	11
Section VI: Measuring Up: Research, Assessment, and Evaluation	12-14
Section VII: Strategic Plan-Related Goals for 2021 – 2022 ( <i>Note: Base goals on University's new 2020-2025 strategic plan</i> )	15



Dream It. Try It. Become It.

## EXECUTIVE SUMMARY (one page)

First and foremost, Career Services exists to serve our outstanding student population here at Salisbury University. We always maintain a high focus on students no matter what type of service (appointments, job fairs, workshops, etc.) we provide for them. The Career Services staff is student-centered and we always have the student's needs in mind when we do our program planning. Each member of our unit knows how important it is to address career-related issues that students have in order for them to be successful in college and after college.

At Salisbury University, diversity is at the core of our Vision, Mission, and Values. Career Services is committed to serving students from all forms of diversity and we want to make them feel they are valued and embraced. We believe that every person has different skills and abilities to contribute to society and we value those talents. In addition, we understand that program offerings are needed to strengthen and support historically marginalized groups. Furthermore, Career Services embraces all forms of diversity and we are here to assist in any way we can. We strongly support and partner with faculty and staff to promote DEI in our effort to prepare students for a diverse and changing workforce. Also, we strive to partner with employers that embrace and are committed to DEI efforts and we provide programming that supports our DEI efforts.

We are committed to helping students in all phases of their career journey and we help them from their admission to SU to their graduation and beyond. Furthermore, we help the admissions office in many of their student recruiting efforts and we genuinely believe it our responsibility to recruit students. We talk to parents and prospective students about our office and the many services we offer. When speaking to parents, they need to know we are 100% genuine when we speak to them and we will be there for their children their entire time at SU and beyond.

This past year has been one of change. We lost our Associate VP of Student Affairs to another college and we lost our Director of Career Services to another career. We now need to hit the "reset" button and move forward in an energetic, positive manner and remain student centered and focused on our talented student population. In addition, we moved the entire Career Center from the first floor of the GSU to the second floor of the GSU during the winter break. These changes and challenges are looked at in a positive manner from our staff and we will continue to move forward with our appointments and programming. Also, most of our programming was done in-person and we struggled to get the attendance we wished for. The student appointments were offered both online and in-person and the online style was much more popular than in-person. As far as programming, we will advertise the events heavily and we will offer more employer information sessions online with big name employers such as the FBI, NSA, DOD, etc.

Finally, we know we are facing a reduced budget this year. We are all concerned about the cuts but we are not going to let the cuts impede the progress we are making currently and the progress we will make in the future. We are focusing on solutions to this challenge which include: raise our fair registration fee from \$150 to \$225; create a sponsorship page on the student website; no food at events; no donations to various departments; buy an employer sponsorship plaque; cut back on student hours for summer and only give 5-10 hours for fall students. These are only a few of our ideas. We are ready to hit the ground running this fall!

## Section I: Department Overview

**Vision** - Career Services is dedicated to serving a diverse client population of students, alumni, and employers. We deliver services that prepare our job seekers for a diverse workforce that will utilize their unique talents and skills by:

- Empowering students to self-advocate and prepare for a diverse work environment
- Increasing the Cultural Competence of full-time and student staff through professional development and training.
- Seeking diverse professionals who can relate to students from diverse backgrounds
- Partnering with employers who are committed to Diversity, Equity, and Inclusion. We analyze our employers' commitment to DEI by reviewing their hiring practices, the inclusivity of their leadership positions, the availability of diverse mentoring programs, and their commitment as described on all of their online platforms (website, social media, etc.).
- Providing support for community partners to utilize existing resources or implement new Diversity, Equity, and Inclusion Initiatives by sharing best practices for hiring and retaining underrepresented student populations to create a more prosperous future.
- Actively seeking funding for Diversity, Equity, and Inclusion scholarships, grants, fellowships and other financial resources to support students in their career goals

### **Mission** -

At Salisbury University, diversity is at the core of our Vision, Mission, and Values. We have an unwavering commitment to serving all students regardless of background and preferences.

Our mission is to empower students to identify and maximize the connection between what they learn and how they make a living. We embrace all forms of diversity and promote Diversity Equity & Inclusion in an effort to prepare students for an inclusive workforce.

Ultimately, it is crucial for students to self-manage their own lifetime career development. To that end, we provide programming that supports our DEI efforts. We offer comprehensive services to facilitate self-assessment, skill identification, career exploration, decision-making, career preparation and graduate school selection. Partnering with faculty, staff, alumni and employers we seek to guide students toward active citizenship in an inclusive, diverse, interdependent world through productive and satisfying work.

### *Career Services:*

- Believes that every person has value as well as unique skills and abilities to contribute to society
- Understands that strategies are needed to strengthen and support historically marginalized groups
- Embraces all forms of diversity
- Supports and collaborates with faculty and staff to promote DEI in our effort to prepare students for a diverse workforce
- Strongly encourages all of our employers to embrace and demonstrate a commitment to building diverse, equitable and inclusive workplaces.
- Delivers programs for students and support services for employers that foster a more diverse, equitable, and inclusive future for everyone.

### **Goals**

1. Support our students from the beginning of their college career to the end of their college career and into adulthood. By supporting them we will seek to create a sense of professionalism in them that is appealing to employers. The number one reason a student goes to college is to find a career that will be appealing to him/her. We need to be active in that process.
2. Increase hybrid student appointment capacity (online and/or in person) by at least 10% (522 total to 574 appointments for FY 2023).

3. Have Thursday “Drop-in Day.” Students do not need an appointment they can just drop in to have their resume reviewed. We will also be utilizing zoom for these events..
4. Implement a new strategy to partner with faculty called “Don’t Cancel That Class” where Career Services encourages faculty to reach out to Career Services and invite us into their class on days when they will not be in the classroom (we will also suggest that the class comes over to our office to meet in the Pocomoke room.)

### **Scope of Practice – Services Provided**

Our office currently has an Associate Director, Career Counselor, a Manager of Employer Relations and a part-time administrative support person. We also have one Graduate Assistant and 4-5 student workers. Typically, we train 2 practicum student per semester.

#### *Services Offered:*

- Career advising: one-on-one appointment with students
- Choosing a major and minor
- Exploring what you can do with various majors
- Sponsor 20-30 workshops per year
- Presentations on career topics given in classes-somewhere at SU almost everyday
- On-Campus student job listings as well as part-time, off campus job opportunities
- Internship assistance
- Job search and locating career positions after graduation
- On-campus corporate recruiting
- Online database of employers and job openings (Career Connections)
- Graduate school Information and assistance
- Job fairs: 4-6 per year
- Provide an online network of alumni mentors
- Career planning classes
- Various networking nights by major
- Government panels with local, state and federal agencies

### **Student Learning Outcomes**

We work with students in a manner that they will be able to do the work on their own. We do not do the work for them but we do show them how to address an issue in a professional manner. Our goal is to make them confident graduates who make excellent employees or graduate students. Our students take ownership of their career path and make their career exploration a journey they truly embrace and enjoy. We are able to help them articulate their skills that are relevant to their career and are desired by employers. SU has a gifted student population that produces excellent leaders and employees and we are proud to be part of that process.



**Section II: Service Delivery, Admissions, and Financial Aid Outcomes**

**Students Served (July 1 – June 30 time period)**  
*Enter "N/A" if data are not available for this reporting period.*  
*Admissions and Financial Aid and Scholarships skip to below.*

Undergraduates	Outcomes
Total unique number served (do not include repeat visits)	847
Total number of "visits" (includes repeat visits)	1707
Total number of service contact hours across all service types	854
Graduates	Outcomes
Total unique number served (do not include repeat visits)	69
Total number of "visits" (includes repeat visits)	94
Total number of service contact hours across all service types	47
Overall	Outcome
Total unique number of undergraduates and graduate students served	916

Comments:  
 We have noticed a major shift in appointments. Most of the student appointments are now doing their appointments with us via zoom. 1707 appointment is one of our best years as far as appointments go. Our workshops and other events are down in numbers and I think the reason is students would rather have a zoom appointment which is one-on-one and also more personable. Resume reviews and cover letter reviews were the top reasons for students making an appointment. The Fulton School had the highest number of turnouts for students which was 27%. 25% of the appointments were with black students and 56% of the appointments were with white students. 58% of SU students were female and 38% were male.

**ADMISSIONS ONLY**  
**(July 1 – June 30 time period)**

Effort	Outcomes
Number of students for daily tours	
Number of students for Open Houses	
Number of students for Scholars Day	
Number of students for admitted students day	
Number of students for Saturday visits	
Results	Outcomes
Number of applications received	
Percent of applicants accepted	
Percent of accepts enrolled	
Other Noteworthy Metrics	Outcome



**FINANCIAL AID AND SCHOLARSHIPS ONLY  
(July 1 – June 30 time period)**

Total Aid	Outcomes
Amount of aid available to be awarded (except CARES and HEERF)	
Total amount of aid awarded	
Percent awarded	
Number of undergraduates receiving aid	
Number of graduates receiving aid	
Federal CARES and HEERF Aid	Outcomes
Amount of aid available to be awarded	
Total amount of aid awarded	
Percent awarded	
Number of undergraduates receiving aid	
Number of graduates receiving aid	
Other Noteworthy Metrics	Outcome

**ALL AREAS**

**Examples of Major Events, Services, Activities, and Initiatives<sup>1</sup>**

Examples of Major Events, Services, Activities, Initiatives	Target Audience	Number(s) Served/Financials
<i>Example: Annual First-Generation Conference.</i>	<i>First generation students and their faculty mentors</i>	<ul style="list-style-type: none"> <li>▪ 75 students</li> <li>▪ 60 faculty mentors</li> <li>▪ 12 guests<sup>2</sup></li> </ul>
The Sept. 14, 2021 “Meet the Firms” job fair. This fair is directed toward junior and senior accounting and information system majors. We partner with the Perdue School and closely with Dr. Ken Smith.	Perdue juniors and seniors majoring in accounting and info systems	<ul style="list-style-type: none"> <li>▪ 44 employers (20 last year)</li> <li>▪ 104 students (36 last year)</li> <li>▪ \$10,326 in revenue (\$2725 last year)</li> </ul>
The Sept 29 <sup>th</sup> “Fall Job Fair” was an improvement over last in both student and employer attendance. Also, our sponsorships were up as well.	This fair is for all majors except education. Any grade level and major is invited to attend.	<ul style="list-style-type: none"> <li>▪ 75 employers (55 last year)</li> <li>▪ 201 students (135 last year)</li> <li>▪ \$13,840 in revenue (\$4175 last year)</li> </ul>
November 10, 2021 Government and Non-Profit Job Fair. This is the second year for this fair.	This fair is open to all students but has an emphasis on non-profit careers.	<ul style="list-style-type: none"> <li>▪ 18 employers (17 last year)</li> <li>▪ 72 students (4 students last year)</li> </ul>

<sup>1</sup> Contact the Associate Vice President for assistance in completing this section if needed.

<sup>2</sup> This could include family, friends, faculty, and staff.

Feb 23 <sup>rd</sup> , 2022 “Spring Job Fair”. This fair is our largest event and is open to all majors but Education.	This fair is open to all students and focuses on all major but education.	<ul style="list-style-type: none"> <li>▪ 124 employers</li> <li>▪ 235 students</li> <li>▪ \$ 23,263 revenue</li> </ul>
“Health and Human Services Job Fair” March 16, 2022 was held.	This fair is open to all students and focuses on all the majors in Health and Human Services.	<ul style="list-style-type: none"> <li>▪ 33 employers (16 employers last year)</li> <li>▪ 29 students (23 last year)</li> <li>▪ \$3100 generated (\$700 last year)</li> </ul>
The March 31 <sup>st</sup> “Education Job Fair” was held at Salisbury University. We partner every year with UMES and alternate locations each year. As teachers find jobs easily now it is having an effect on our student attendance.	The fair is open to all SU and UMES education majors as well as any other students who may wish to attend.	<ul style="list-style-type: none"> <li>▪ 56 employers</li> <li>▪ 92 students</li> <li>▪ \$8088.00 generated</li> <li>▪ No 2021 data available from UMES)</li> </ul>
Various workshops offered in a variety of career-related issues.	The workshops are for all students and range from resumes to graduate school and much more.	<ul style="list-style-type: none"> <li>▪ 64 workshops offered</li> <li>▪ 702 students attending</li> </ul>
We did various classroom visits for professors or staff who needed us to speak about career-related issues. This year we will use the “Don’t cancel your class” program and have the students come to Pocomoke.	We partnered with various professor in various disciplines. We went to their classes and talked about whatever career topic they wanted.	<ul style="list-style-type: none"> <li>▪ 25 classroom visits</li> <li>▪ 581 students attended</li> </ul>
CAMPUS PARTNER EVENTS included us presenting at various department throughout campus and letting students know about our services. Example of those partners are TRIO, Powerful Connections, GSU Fireside Chats, Res Life RD’s, Wicomico County Public Schools, Fulton Internship Fair, Our First Job Search (Perdue), SGA	We partner with anyone who reaches out to us and has a need for us to discuss career concerns with students. We are able to form very strong relationships doing these events.	<ul style="list-style-type: none"> <li>▪ 26 presentations</li> <li>▪ 433 students attended</li> </ul>







**Section III: Budget Allocations, Expenditures, and Revenue Generation**

**July 1, 2021 – June 30, 2022 Allocations**

Budget Category	Allocation
01	\$ 420,697.40
02	\$ 35,986
03	\$ 13,662
<b>Total</b>	<b>\$ 470,345.40</b>

**July 1, 2021 – June 30, 2022 Expenditures**

Budget Category	Expenditures
01	\$ 424,842.85
02	\$ 45,101.66
03	\$ 21,378.23
<b>Total</b>	<b>\$ 491,322.74</b>

**July 1, 2021 – June 30, 2022 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>	
Revenue from Job Fair Registration Fees and Employer Sponsorships	<ul style="list-style-type: none"> <li>▪ \$24,883.50 (current)</li> <li>▪ \$26,037.60 (outstanding from GL)</li> <li>▪ \$50,921.10(Total)</li> </ul>
<b>Total</b>	<b>\$50,921.10</b>

**Comments related to budget decisions, concerns, cuts, reallocations, etc.**  
 This year we are facing budget cuts that are substantial. We are looking at solutions to these cuts (which most effect the hiring of our student workers, GA's and part-time help). A few solutions we are considering are:  
 -Raise the job fair registration cost  
 -Push sponsorships  
 -Remove any donations that we are not currently committed to  
 -No more food or gifts at events

We will have to use some of our job fair money to pay for operating costs. Job fair money is given by employers typically to help us with our student programing needs but this is a unique situation.

## Section IV: Collaborations and Partnerships (Internal and External)<sup>3</sup>

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.
<i>Internal:</i> The Henson School of Science and Technology <b>Math and Computer Science Coding Competition-</b> Spring 2022. This event was held on Saturday, April 30, 2022	We donated \$1,000 to their coding competition for prizes and additional expenses. Faculty advisor is Dr. Mike Bardzell
<i>Internal:</i> We collaborated with Dr. Amit Poddar to help with the 2022 <b>MASMI Job Fair</b> . This fair is for sales students and made up of 107 students and 27 employers. The fair was held on February 25, 2022 in the Assembly Hall.	Our staff did student registration and student pre-registration as well as assisted with the student raffle. We also provide summary data after the fair was over.
<i>Internal:</i> We did a <b>Communications Networking Night</b> with a faculty member in the Communications Department. Even though attendance was low, we forged a new partnership with Dr. Josh Bolton.	We were responsible for registering students and alumni as well as setting up the room, paying for food and gifts for the alumni. 11 students attended and 6 alumni. Food costs were \$351.00.
<i>Internal:</i> We work closely with the accounting and information systems department to do the Sept. 14, 2021 <b>Meet the Firms Job Fair</b> . This past fair had 44 employers and 104 students (36 last year)	We donated \$100 to the respective departments for them to use in student programming.
<i>External:</i> The <b>NASA Internship Presentation</b> was done on October 19, 2021 and was well attended. There were 32 students who attended.	We scheduled the speaker and marketed the event to our students. The speaker did an excellent job describing career options at NASA. No costs were associated with this event.
<i>Internal:</i> The <b>Environmental Studies Networking Night</b> was held on October 25, 2021. We partnered with faculty member Dr. Tami Ransom to hold this very successful event. There were 36 students in attendance and 11 alumni/employers.	We were responsible for registering students and alumni as well as setting up the room, paying for food and gifts for the alumni. Food costs were \$406.00
<i>Internal:</i> <b>The STEM Networking Night</b> was held on October 28, 2021 and we worked closely with Dean Mike Scott and Associate Dean Mark Mueller. Attendance was down from previous STEM Networking Nights.	We registered students and alumni as well as scheduling and setting up the room, paying for food and gifts for the alumni. 19 students attended and 9 employers/alumni. Food costs were \$419.00.

<sup>3</sup> Contact the Associate Vice President for assistance in completing this section if needed.

## Section V: A Summary of Achievements Related to Student Affairs and SU's Strategic Plan

*The following are examples of ways in which the Unit is assisting Student Affairs and the University achieve strategic plan goals. Please use bullet or numerical formatting to provide examples of **significant** achievements. Some achievements may apply to multiple goals. Use measurable outcomes as much as possible.*

### **Goal 1: Enrich academic success and student development.**

- Career Services works with students when they enter college until and after they graduate.
- We understand students have different needs at different student development levels.
- After working with students during their career exploration, once they figure out their career their academics typically increase.
- Our services help all students and are focused on making the student become more of a professional person.
- Career Services provides students various resources throughout their time here at SU and one is our career management system, "Career Connections". Students have access to this system as an alum.

### **Goal 2: Inspire a campus culture of inclusive excellence, support, and collaboration.**

- We created a DEI vision and mission statement and was able to get it posted on our website
- Career Services configured our employer database to have DEI fields that would help students understand if that employer supported DEI initiatives
- 32% of our appointments were with students/alumni of color
- We partner with various faculty/staff to hold events
- Career Services also works with our alumni and we have a Mentor Database of over 700

### **Goal 3: Support access, affordability, and academic excellence.**

- We are able to afford our services by being able to raise money through job fair registrations and sponsorships
- We utilize monies from the job fair to work with and support faculty with some of their programming
- We support any SU recruiting efforts of prospective students and utilize funding to help recruit those students
- We support academic excellence by helping students with their career decisions and provide them career information that gives them an understanding of what an SU degree means to them.

### **Goal 4: Deepen engagement with our community.**

- Worked with BACIL- the Bay Center for Independent Living which provides community resources for disabled persons
- We post various jobs for community businesses free of charge
- We post internships for local employers free of charge
- Career Services hosts employers who wish to come on-campus and speak to students free of charge

### **Goal 5: Enhance environmental, social, and economic sustainability.**

- We generate revenue from our jobs fair registration/sponsorships to support our programming

## Section VI: Measuring Up – Research, Assessment, and Evaluation<sup>4</sup>

### Goals and Outcomes July 1, 2021-June 30, 2022

*What were your department goals for this past year? List them here then provide summative outcomes.*

Department Goals	Summative Outcomes
<i>Example: Promote student success through health and wellness initiatives.</i>	<ul style="list-style-type: none"> <li>▪ 5 health and wellness workshops were offered in partnership with Center for Student Achievement</li> <li>▪ 1,257 unique students attended 5 health and wellness workshops</li> <li>▪ 83% of students who attended the 5 health and wellness workshops indicated the sessions contributed to their academic success</li> </ul>
Update the website to include links to programs we have invested in for students	<ul style="list-style-type: none"> <li>▪ Learning Express and Quinncia still need linked</li> </ul>
Correct mistakes on website	<ul style="list-style-type: none"> <li>▪ Directions to Strong interest inventory are now correct</li> <li>▪ DEI webpage now reads correctly</li> </ul>
Add “Career Resources” webpages to Career Services website	<ul style="list-style-type: none"> <li>▪ Page additions have been made and waiting for the ok to implement</li> </ul>
Create rack cards/flyers for other office racks. These 30 flyers will be for students too use on such career areas s resumes, over letter, interviewing, etc.	<ul style="list-style-type: none"> <li>▪ Rack Cards/flyers have been made and waiting for the ok to implement</li> </ul>
Develop once a week (Thursday) “Job and Internship Summary” email for students. Would include all jobs and internship in Career Connections that are active.	<ul style="list-style-type: none"> <li>▪ Will develop from Career Connections and mail out when school begins</li> </ul>
Begin a “Drop in Thursday” day for students to bring in either their resume or cover letter and someone will review it. No appointments are needed. We will also do this in a zoom format.	<ul style="list-style-type: none"> <li>▪ There will be no appointments scheduled for any staff member on Thursday</li> <li>▪ We will all be available for student drop-ins on Thursdays</li> </ul>
Begin a “Don’t Cancel that Class” program where we will teach the class for faculty that want us to com in or they are going to be absent.	<ul style="list-style-type: none"> <li>▪ We will send out an email to faculty at the beginning of the semester</li> <li>▪ If possible, we will have these events in the Pocomoke Room. This will get the students in to see our new facilities.</li> </ul>

<sup>4</sup> Contact the Associate Vice President for assistance in completing this section if needed.

**Examples of Other Research, Assessment, or Evaluation Projects (if applicable)  
July 1, 2021-June 30, 2022**

<b>Project</b>	<b>Key Result(s) or Outcomes</b>	<b>Organizational Changes</b>
<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>
Career Connections graduation survey that track race and gender. We will track these categories to make sure we are working with all students	<ul style="list-style-type: none"> <li>▪ 32% of our appointments were with students/alumni of color during the 2021-2022 academic year</li> <li>▪ 58% of appointments were with females.</li> <li>▪ Males appointments are demising and so are their attendance in college</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to track the nature of our appointments and make sure we are addressing ALL students</li> </ul>

**Student Learning Outcomes  
July 1, 2021- June 30, 2022**

*What were your student learning outcomes for this past year? Did you conduct any assessment of those SLOs to see how you're doing? If so, complete this section.*

<b>Student Learning Outcomes</b>	<b>Mapped to University SLOs</b>	<b>Mapped to Division's SLOs</b>	<b>Evidence of Learning</b>
<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"> <li>▪ 75% of participants were able to explain policy for changing a major as evident on post-evaluation compared to pre-test results.</li> </ul>
<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"> <li>▪ 80% of participants were able to identify four strategies for writing a successful résumé as evident on written exit interview.</li> </ul>
Position the Career Closet to be moved to the back room on the second-floor of the new Career Center. This is to be completed by August 30, 2022. Students will be able to select professional clothing for job fairs, job/internships,			



<p>interviews, etc. This clothing is free. There will be dressing room available. This addressed Goal 1 of the strategic plan which is Enrich Academic Success and Student Development;</p>		
<p>The end of the fall semester - The entire staff will be part of at least 1 professional development activity. This could be a webinar, a consortium meeting (zoom or in-person, or EACE conference virtually.</p>		
<p>The end of the fall semester-Each staff member will attend at least 1 DEI activity or event. This can be an SU event. a webinar, etc. This addresses goal 2 of the strategic plan which is: Inspire a Campus Culture of Inclusive Excellence, Support and Collaboration</p>		
<p>Begin with our first fair this fall - Increase the cost of the job fairs to \$225 in order to offset budget cuts and continue to offer career programming related to students needs. This addresses Goal 3 of the strategic plan which is: Support Access, Affordability and Academic Excellence.</p>		

## Section VII: Strategic Plan-Related Goals (July 1, 2021 – June 30, 2022)<sup>5</sup>

The following goals are intended to be SMART goals. 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 but you may have more. 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"> <li>▪ Number of living-learning communities created.</li> <li>▪ Number of students completing housing contracts for the new LLCs.</li> </ul>
<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"> <li>▪ Number and percent of academic probation students participating in at least two academic sessions.</li> </ul>
Market and publicize our Mentor database so all students know it exists and can be utilized.	Goal 3 Support Access, Affordability and Academic Excellence;		<ul style="list-style-type: none"> <li>▪ After each student does strong and is trying to figure her/his major, refer them to the Mentor database.</li> </ul>
Make sure students are aware of our services by making the webpage has more resources for students to use	Goal 5 Enhance Environmental, Social and Economic Sustainability		<ul style="list-style-type: none"> <li>▪ The resources we will provide includes job placement, salary information, etc.</li> </ul>
Create "rack cards" or flyers that have different resources for the students to use. The flyers will go in the outer office for students to pick up	Goal 5 Enhance Environmental, Social and Economic Sustainability		<ul style="list-style-type: none"> <li>▪ These flyers will address all of our services. They will be helpful as a resource for the students when they are making their career path.</li> </ul>
Utilize the outer office TV and electronic display to market our upcoming events	Goal 3 Support Access, Affordability and Academic Excellence		<ul style="list-style-type: none"> <li>▪ The TV and display board will announce our events and give the students more accessibility to them which will then assist them in various ways.</li> </ul>

<sup>5</sup> Contact the Associate Vice President for assistance in completing this section if needed.