Budget – Orientation*
Contact Name: Don Miller   **Contact Title: Director,**
                                                                    Transfer, Transition and
                                                                    Orientation

Unit Overview/Mission/Purpose

The Transfer, Transition and Orientation Office
The Transfer, Transition and Orientation Office plans and implements a comprehensive
Orientation and Transition program designed to facilitate and support the integration of new
students into the academic, educational and social culture of Wright State, and register
students for their first semester courses. The program provides opportunities to connect
students to the Wright State Community and provides the foundation to foster student success.
The Orientation program supports parents and family members by connecting them to the
student experience and providing them information about available support services as well as
the academic and developmental journey of the student.

The Transfer, Transition and Orientation Office develops and implements a robust strategic plan
to recruit, connect, enroll and support transfer students. The Office collaborates with other
departments to assist students in completing the admissions process, understanding how their
prior educational experience will translate to Wright State, and guiding students in the course
registration process. The Transfer, Transition and Orientation Office fosters relationships with
Wright State's Community College Partners to create a clear and easy to navigate path to
Wright State. The Office facilitates a comprehensive program to maintain and enhance ongoing
relationships with students enrolled in the partnership programs, with the end goal of these
students matriculating to WSU.

Staffing

	FY16	FY17	FY18	FY19
# Full Time Staff	5 (Transfer) 1 (Orientation)	2.5	3	4
# Student Employee FTE Office Coverage Orientation Program (Summer)	4 22	2 16	3 16	4 16

Key Performance Indicators
Orientation and Transition

Success Outcome 1
Students and family members will attend a comprehensive Orientation and Transition
Program that connects them to Wright State and sets students up for success at Wright
State.
- It is important that Orientation provides educational content to prepare students
  and family members for the transition, ensures that students register for classes,

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and connects students and family members to each other and the institution. The Orientation Program content and programming should meet the learning outcomes for individual parts of the program as well as overall learning outcomes. It is important to note that at Wright State Orientation is a "seal the deal" event. Orientation is sometimes a student's final decision point on their attendance at the institution, so the program is a mix of educational programs, connection activities, and a continuation of recruitment activities.

- **Data Point 1:**
    - **Student and Family Satisfaction Surveys developed from Orientation Learning Outcomes.**
        - Student – Quantitative – 4.64 on a 5 point scale (1 is strongly disagree and 5 is strongly agree) 908 evaluations completed/1790 participants – a 51% response rate.
        - Family- Quantitative – 4.66 on a 5 point scale (1 is strongly disagree and 5 is strongly agree) – 714 evaluations completed

- **Response/Action Plan**
    - Overall the evaluation results were positive. We will be working this spring with individual departments/presenters to share both their quantitative and qualitative data from last year. We will also be revisiting Learning Outcomes from areas, and survey questions to ensure that the questions are measuring what we want them to.
    - Evaluations are submitted at check out of the Orientation program. We would like to get the response rate up on the evaluations, especially for our student

success center based programs where students and family members might not make the trip to the Student Union. This year we will be tracking who has turned in an evaluation on site, and then follow up with an electronic survey after the program for those who did not complete an evaluation on site.

- **Data Point 2:**
  - **Number of Direct From High School students registered for a full time course load as a result of the Orientation Program.**
  - *Data currently not available. Will be working with Institutional Research to create this report.*

- **Response/Action Plan**
  - Registration for a full-time course load is an essential step for Direct From High School Students. We know that some students attend the Orientation program and do not complete the registration process, and others attend the program and then drop their classes. We also know that some students do not register for a full-time course load at Orientation.
  - We have begun to work with Institutional Research to create a report that can track course registration of students who attended the Orientation Programs. Currently we can track raw course registration, but do not have the granular method to match with Orientation participants.
  - In anticipation of this ability to track students, we are developing protocols to reach out to students who have not registered for any courses, have not registered for full time courses, and a separate communication/outreach plan for students who drop their courses after Orientation.

- **Data Point 3**
  - **Percentage of Direct From High School Orientation Participants who attend Orientation, but are not enrolled as of Day 14.**
    - 7% of Direct from High School Students who attended Orientation were not enrolled as of Day 14
    - Interestingly, if you compare Direct From High School, Transfer, and "Other" students using the same metrics, the percentage of students who attended an Orientation Program but were not enrolled as of Day 14 remains at 7%.

Direct from High School

Enrolled Day 1	Enrolled Day 14		
	No	Yes	Total
No	114	4	118
Yes	9	1,662	1,671
Total	123	1,666	1,789

- **Response/Action Plan**
  - Summer "melt" (students who attended Orientation, but did not attend class at Wright State in the Fall) is an issue at Institutions across the country. We have begun to implement a communication and connection plan to keep students engaged throughout the Summer.
  - In the Summer of 17/18 we added a mid-summer phone bank where our Orientation Mentors were able to reach out to about 50% of our incoming students to connect with them in July.
  - We continued that outreach in the Summer of 18/19 and were able to connect with 95% of the incoming class in July. In the Summer of 18/19 we partnered with the Office of Student Activities to send a communication and do follow up with students to encourage them to join a student organization and download an app to view campus events and become connected to campus.
  - Summer 19/20 we will be adding a mid-summer hard copy postcard communication as we know that this will also connect students, and will be seen by family members.

Key Performance Indicators
Transfer Recruitment

Success Outcome 1
Students will be aware of transfer opportunities at Wright State, will receive quality support from the Transfer, Transition and Orientation Center in the recruitment process, and will enroll for courses at Wright State University.
- Recruiting Transfer students is much different than recruiting Direct From High School students. Transfer students enter the application pipeline at many different points, from starting an application "cold", to being a member of a Partnership Program, to beginning with an initial meeting with a Wright State Academic Advisor, to an inquiry begun on "transferology." Transfer students do not follow a linear path in their application and matriculation to Wright State, so it is important that the Transfer Staff communicate effectively and continue to engage students throughout the admissions process. It is significant to follow the student through each step, especially as we know that transfer students have fluid experiences, and might start an application, but then become distracted. The end goal is to assist the transfer students through the entire process and have them in the classroom the first day of class.

- **Data:**
  - **Number of Fall 2018 Transfer applications completed:**
    - 1,623
  - **Number of Transfer Students registered for Fall Semester 2018**
    - One Week Prior – 730 (45% Yield Rate)
    - Day 1 – 794 (49% Yield Rate)
    - Day 14 – 787 (48% Final Yield Rate)
  - **Number of transfer students registered for classes who do not attend Wright State**
    - *Data currently not available. Will be working with Institutional Research to create this report*

- **Response/Action Plan**
  - Wright State has had a steady decline in enrollment of Transfer students over 6 years (Fall 2012 – Fall 2018)
  - In the past two years we have completed a Six Sigma project to review and improve the process of capturing student inquiries, and have made great progress in being able to track and continue to communicate with those students.
  - We have changed our recruitment strategy, moved to territory-based recruitment, and have re-focused our staff priorities to outreach, recruitment and follow-up. We have also launched social media campaigns as well as email and print campaigns to attract, recruit and connect students.
  - Since our philosophy and recruitment processes have shifted, we will be utilizing the numbers from this year as a benchmark. Our goal is to increase the number of applications, and the "yield" of students.
  - A new service that we have just added is that we now have the ability to schedule an academic advising appointment for Transfer Students when they call our office. In the past, we would have to transfer the students to the appropriate advising office, where they would often get a voicemail and have to leave a message and wait for a return call. This new initiative will allow us to not only improve the experience for our students, but also allows us to be confident that a student has an advising appointment.
  - We will be looking at two metrics for the future
    - Number of students who met with an academic advisor but didn't register for class.
      - We discovered this year that a number of students met with an academic advisor to get information about courses they needed to take, but then the students never actually followed through and registered for classes (70 students in Fall 18). We have developed a communication and intervention plan to connect students with their academic advisors and are currently working with university advising to be able to put into place a system to follow up with students who have met with an advisor, yet not registered for class.
    - Number of students who registered for classes, but did not attend Wright State.
      - Much like with the Direct From High School students we first need to identify these students then develop a communication and intervention plan.

Success Outcome 2
Students at our Community College Partners will be aware of and join our partnership programs, utilize the articulation agreements and Wright State support services, and will transfer to Wright State University.
- Our partnership programs with our five community colleges are an important pipeline for recruitment of Transfer Students. These programs should provide students with a clear academic roadmap of courses to take in their Community College that will apply to their Wright State Degree. These programs also should

connect students to the Wright State community, and should serve as a continuation of the recruitment process for these students.

- **Data:**
    - **Numbers of students enrolled in Partnership Programs**
        - Not clean data at this point*
    - **Percentage of students who participate in a Partnership Program and enroll at Wright State.**
        - Not clean data at this point*
    -
- **Response/Action Plan**
    - We are working with CaTS to improve how we enroll and track students in the partnership programs.
    - In 17/18 we began a series of "advisor to advisor" meetings at Sinclair to ensure that Sinclair advisors have updated information on Articulation agreements and Wright State as they are meeting with students.
    - We are developing a regular communication plan for students in the partnership program. Currently there is no consistent communication that partnership students receive.
    - We are in the process of updating the MOUs from each of the programs and developing protocols and processes for each service that Wright State will provide. An example is that although we list joint advising as a benefit of the MOU, we did not have a process to implement this. We are currently a strategic and comprehensive joint advising plan.

*In the last year we have changed the process of how students register to be a member of the program, from raw data being collected on the Community College application to an enrollment form on Wright State's Website. We are also working to improve the tracking of these students. Because of these changes we do not have "clean" data for these metrics at this time. As we get "clean data" we will establish benchmarks.

Concluding Remarks

The Orientation and Transition Process as well as Transfer Recruitment have undergone a substantial transformation within the last two years. We combined two separate, yet related functional areas in an effort to provide adequate staffing for both areas. We continue to review our process and practices, and have had the opportunity to build a number of new programs and processes to serve our Orientation and Transfer student populations, in the midst of personnel changes. We spent considerable time rebuilding and enhancing relationships with the partner institutions, re-imagining the Orientation program, and moving to a recruitment based strategy for the transfer office. We will utilize our stable personnel and current data as a foundation and benchmark to move forward.