

**UNIVERSITY OF SOUTH FLORIDA SARASOTA-MANATEE
UNIT ASSESSMENT REPORT
2013-2014**

UNIT:	Student Services (Mary Beth Wallace)
MISSION:	The Office of Student Services contributes to the overall mission of the University by providing critical support services to enrich the student experience; promote student learning; encourage intellectual, social and personal development; and to advocate for policies and programs that empower students to reach their personal, educational, and professional goals. Emphasis is placed on strategic alignment within the department, with other university units, and the USF System.
2012-16 USFSM STRATEGIC PLAN GOALS:	<p>GOAL 1 ACCESS: Expand access to a University education that benefits students and the local, national, and global community. (Aligns with USF System Goals 1,2,3,4,5; State University System of Florida Goals 2,3)</p> <p><u>Teaching & Learning</u> (1a.) Expand academic programs in distinctive areas related to the Suncoast's needs and strengths and across disciplines, when feasible, including the ability for students to complete the full four-year bachelor's degree.</p> <p><u>Scholarship, Research, and Innovation</u> (1b.) Promote innovative scholarship and community-engaged research. (1c.) Seek external funding from public grants, private foundations, and individual donors.</p> <p><u>Public Service & Community Engagement</u> (1d.) Partner with a variety of organizations and stakeholders, including the USF System. (1e.) Build a University living and learning community, including residence halls, academic buildings, and student life facilities.</p> <p>GOAL 2 SUCCESS: Enhance success of student outcomes, faculty productivity, and community impact (Aligns with USF System Goals 1,2,4,5; State University System of Florida Goals 1,2).</p> <p><u>Teaching & Learning</u> (2a.) Produce continuous improvement in student outcome measures, including retention and graduation rates and student career results. (2b.) Earn professional accreditation and recognition, including AACSB and NCATE.</p> <p><u>Scholarship, Research, and Innovation</u> (2c.) Track and promote faculty-developed measures of scholarship. (2d.) Identify student success predictors.</p> <p><u>Public Service & Community Engagement</u> (2e.) Earn recognition as a Carnegie Community-Engaged University. (2f.) Track and share the value of the University's and graduates' economic and societal contributions.</p>

UNIT GOALS:

1. **Customer Service:** Provide quality customer service to promote a community of respect and demonstrate the value, dignity and worth of the individual (Aligns with USFSM Goal 1a, 1d, 2a).
2. **Enrollment, Retention, and Graduation:** Provide information to students and collaborate with colleges to advocate for flexibility and efficiency in course offerings and student schedules that support time-to-degree (Aligns with USFSM Goal 1a,1d, 2a).
3. **Collaboration:** Teamwork and cooperation amongst the units and campus stakeholders to work to achieve the goals and mission of the university (Aligns with USFSM Goals 1a, 1d, 2a).
4. **Admissions & Outreach:** Expand access to a four-year plus master’s university education to qualified candidates by using targeted and strategic outreach in our immediate service area and beyond (Aligns with USFSM Goals 1a, 1d, 2a).
5. **Academic Advising:** Provide access into higher education by providing accurate, timely information and guidance. Promote student success toward educational goals, supporting the continuous improvement of USFSM’s retention and graduation rates (Aligns with USFSM Goals 1a, 1d, 2a).
6. **Career Services:** Deliver career counseling and inform students of emerging careers, job market trends, and skills to succeed in the world of work. Collaborate with human resource professionals in the community, faculty, staff and students in networking efforts to achieve university goals (Aligns with USFSM Goals 1d, 2a, 2f).
7. **Disability Services:** Promote student success and retention by providing quality services to students with disabilities (Aligns with USFSM Goals 1a, 1d, 2a).
8. **Financial Aid:** Assist students in securing financial aid and increase awareness of financial aid's role in providing access to higher education. Provide information and guidance to students and parents regarding the various financial aid options and qualifying requirements along with the complexities of regulations and processes (Aligns with USFSM Goals 1a, 1c, 1d, 2a).
9. **Records & Registration:** Provide information and access to resources for students and staff allowing increased learning and data-driven decision making (Aligns with USFSM Goals 1a, 1d, 2a).
10. **Student Life & Diversity:** Provide a holistic college experience by engaging students in activities and events outside of the classroom. Promote student success by facilitating social development, cultural awareness opportunities, and supporting community engagement (Aligns with USFSM Goals 1d, 1e, 2a, 2e).

OUTCOMES	Unit Goal	Means of Assessing Outcome	Assessment Data	Plan Resulting from Analysis of Assessment	Vice Chancellor's Response (Dr. Terry Osborn)
<p>Outcome 1: Increase conversion and yield percentage of applied-to-admitted-to-enrolled to increase <i>overall</i> enrollment across the continuum.</p>	1-10	<p>Enrollment Report: Weekly enrollment reports compiled with information from Admissions, Registration, and IR. Information communicated to Executive Council, Academic Council, and Student Services in a concise and timely manner.</p>	<p>Enrollment reports shared weekly during enrollment periods. Report revised this year to include more detail by major on applied, admitted and enrolled students. Sections of the report outline SCH targets and comparisons with last year at the same time. Closed section reports made available to review opportunities for additional seats or sections.</p>	<p>Continuous improvements in all areas of enrollment are critical to grow this institution. The focus of this next year will center on student enrollment, student success, and student engagement.</p>	<p>I strongly support the efforts to increase enrollments and suggest continued and expanded collaboration across campus in this regard.</p>
		<p>Market Focus Groups: Develop market focus groups to problem solve as needed. Issues impacting the applied-to-admitted-to-enrolled process will be discussed as they arise and solutions will be recommended.</p>	<p>Collaboration on topics of concern with the Yield-the-Bulls team taking the lead on areas of impact. Examples of this work include: Hot Potential Updates (students with opportunities to update to the next term), MA in Education, MSW, Freshman recruiting, etc.</p>	<p>Use of data and increased collaboration with Institutional Research at Yield meetings to drive recruitment/enrollment decision-making. Involving all stakeholders to obtain input, develop future steps, and implement strategies is crucial. Continue to strive for increase of 1% in each area of enrollment.</p>	
		<p>FTIC, Transfer, Graduate Conversion and Yield Percentage: Data collected and reviewed from USF INFOCENTER. Increase USFSM student academic year conversion and yield percentage by 1%. The Yield-the-Bulls team (Outreach, Admissions, Advising, and Hobsons staff) meets weekly on strategies to improve enrollment.</p>	<p>Summer 2013 Transfer Conversion: 66% Transfer Yield: 68% Graduate Conversion: 50% Graduate Yield: 70% Fall 2013 FTIC Conversion: 35% FTIC Yield: 64% Transfer Conversion: 68% Transfer Yield: 72% Graduate Conversion: 39% Graduate Yield: 77%</p>		

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			Spring 2014 FTIC Conversion: 22% FTIC Yield: 100% Transfer Conversion: 68% Transfer Yield: 75% Graduate Conversion: 32% Graduate Yield: 69%		
Outcome 2: Increase retention rate with special attention to tracking students not yet registered four weeks prior to the start of each semester.	1-3, 5-10	Still to Register: Continuous improvement communication plan for students not registered in the system by four weeks prior to the beginning of the semester. Electronic mail sent weeks 1, 2, & 3 to students not registered in OASIS. Phone calls in week 4. Data collected weekly, including capturing the first week of classes and add/drop week enrollment. Data to show decrease by 1% the number of students that have to be contacted to register.	The number of students who were not registered for the upcoming semester decreased each week of the campaign. The range was from 105 to 50 students registering for classes after the communication was sent. The average decrease of not registered students hovers around 15% each week of the four-week period of the plan. The Registration Yield events centered around a theme and a food item to attract attention to planning a schedule early.	Student Services will explore expanding the Registration Yield event to include other areas. The Communication plan will be reviewed and revised if necessary.	I strongly support the efforts to increase enrollments and student success. I suggest continued and expanded collaboration across campus in this regard.
Retention Rate: Data collected and reviewed from USF INFOCENTER. Increase USFSM student academic year conversion rate by 1%.	USFSM Retention Rate was included in the BOG Work Plan. For AA Transfers (2 yr) the retention rate for 2010-12 was 84% and preliminary rate for 2011-13 is 79%. The 4yr rate for 2008-12 was 61% for USFSM. The preliminary rate for 2009-13 is 71%. Preliminary data for the 2yr SUS retention rates shows 85%, and the 4yr is 77%.	Student Services will strive to increase retention rates for the University in particular regarding the state's performance funding metrics. Institutional Research collaboration will be especially helpful in this area.			

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Outcome 3: Increase services for International Students	1-10	International Advisor will review international student processes, develop a checklist for documents, and visa processes for efficiency in collaboration with USFSM staff and USF Tampa International Services.	The international Advisor reviewed USF Tampa and USFSM existing processes and checklists for international students. Suggestions were implemented as needed.	Servicing the International student population continues to evolve and expand. Initiatives such as implementation of Synopsis Software in conjunction with USF Tampa will provide a paperless process.	Excellent work on development of this outcome.
		Tracking of international students in conjunction with the USF System.	There were 20 international students at USFSM in this academic year. The International Advisor implemented Mandatory Check-in Sessions each semester for new and transfer international students at USFSM. This step provided improved and convenient service for our international student population.	We expect the international student population will increase. Current and additional services are being planned for the next academic year.	
Outcome 4: Increase services for graduate students.	1-10	Graduate Advisor position will review graduate student processes with each college dean to discuss consistency and improvements for graduate students across the colleges.	Graduate advisor worked closely with deans from each college on various student and scheduling issues impacting the graduate population.	Graduate advisor will continue to streamline advising procedures including improving continuity between advising forms and policies plus collaborating with Graduate Admissions.	Continue to develop approaches for increasing graduate SCH and student satisfaction in this area.

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Outcome 5: Continue the expansion of access to 4-year by admitting Freshman students in Spring, Summer and Fall 2014.	1-10	Freshman Admissions Outreach: Strategic admissions outreach efforts to all levels of high school students within the local service area to educate them about opportunities at USFSM as well as requirements for applying to a four-year university.	Outreach efforts included high school visits, college fairs, information tables at community events, Open House Programs, information session events, along with offering weekday campus tours. Hosted an Admitted Student Reception for new FTIC students as well as implemented on-the-spot instant admission decision days at local high schools and at the April Open House program. Local seniors who were awarded merit-based scholarships were also presented with certificates at their senior award programs. Phone calls made and e-mails sent to inform students of missing items, congratulate students on their admission, and remind them of next steps for enrolling at USFSM.	Next year, based on the initial success of the program, plan to expand Instant Decision Days in the high schools and at Open Houses. Also, plan to offer free SAT/ACT workshop in collaboration with Tutoring Services/Information Commons. Other goals in the upcoming year include but are not limited to: expanding out-bound calls by students trained in Admissions to prospects, expanding campus tours, and exploring more options for scholarships and financial aid.	I strongly support the efforts to increase enrollments, student success, and student engagement. I suggest continued and expanded collaboration across campus in this regard.
		Freshman Admissions: Continue to fine tune freshman admissions process and begin processing of documents for admitting the Fall 2014 freshman class. Review admission and denial letters plus all communication plan items for incoming class. Identify applicants for Spring and Summer 2014 admission.	The FTIC application for the Fall 2014 term was opened on 7/1/13. All admission and denial letters reviewed and updated. Communication plan was expanded to include a yield item when students pay their deposit or have a waiver. As of 5/30/14, we have surpassed our Fall 2013 application and admission numbers with receiving 397 FTIC	Data will be reviewed and new sources of prospects will be explored. In addition to purchasing names from ACT and SAT, we will be accessing NRCUA opportunities to increase USFSM awareness. Summer scheduling, financial aid, and programming will be	

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			<p>applications and admitting 139 so far. This does not include the 52 FTIC applications that were received for the Summer 2014 term and the 11 who were admitted for our first ever Summer entry term for FTIC applicants. Our goal is to enroll 135 FTIC students for the 14-15 academic year.</p>	<p>explored to expand this new opportunity for our campus</p>	
		<p>Freshman Advising: Review the general education and prerequisite courses needed for each USFSM major.</p>	<p>In collaboration with Institutional Research, Curriculum Progression Ladders were developed for each USFSM major. Included is the coursework for general education, prerequisites, sequencing of coursework, and attention to 120 hours in four year plan. In addition, advising worksheets were revised for each major for the new catalog requirements.</p>	<p>The USFSM Core Curriculum will be implemented in Fall 2014 which will necessitate updates to Curriculum Ladders, advising worksheets, orientation presentations, DegreeWorks audits, and the catalog.</p>	
		<p>Freshman Financial Aid: Analyze freshman scholarship opportunities in collaboration with the USF System Financial Aid Office.</p>	<p>Overall, 11 merit/need based Freshman scholarships available to new Freshman and over 50 open to all Freshman. Admissions/Outreach attended HS Senior Nights to make presentations to the students from USFSM.</p>	<p>As more reports are made available by USF Tampa regarding the awarding of scholarships, we will update our communications plan and High School presentation schedule. We will continue to look for more funding opportunities for our students.</p>	

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<p>Outcome 6: Increase awareness and improve tracking of student engagement in campus life and their community contributions in order to become a Carnegie Community-Engaged University.</p>	3-10	<p>Increase student involvement: Use of the OrgSync software will allow registration and updating club/organization officers and membership rosters; advertise planned events, programs, activities, and track participation and attendance. The use of new co-curricular transcript will be encouraged to all students.</p>	<p>OrgSync software was implemented by start of Fall Semester 2013. Student organizations used it for membership rosters, club budgets, and communication. USFSM events, programs and activities advertised along with participation/attendance. Highlights of the student engagement data: *33 student organizations with 896 student members (average of 27.2 students per club) *520 unique students were a part of one or more student organizations *8 new student organizations were started this academic year *507 events, activities and meetings were listed in OrgSync *959 students participated in the novelty events (average 87 students per novelty event). Communication was increased by the recent implementation of "USFSM Student Announcements" within CANVAS.</p>	<p>The Director of Student Life will incorporate OrgSync information into the Transfer and Freshman Orientation programs so that students have a basic understanding of how it can benefit them (i.e. co-curricular transcript). Meetings with student organization leadership and advisors will further the understanding of OrgSync operation. The Student Senators will be assigned to student organizations to support and assist with questions.</p>	<p>Student engagement must become an even stronger emphasis of the area of OSS. I suggest consideration of structural changes, if necessary, to ensure success in this area.</p>
		<p>Community Service Hours: Student clubs/organizations required to participate in 10 community service hours each semester. The data collected will provide a baseline for future assessments.</p>	<p>Community Service hours tracked through OrgSync in Fall 13 and Spring 2014. 794.75 service hours recorded for an average of 24.1 hours per student organization.</p>	<p>The new Chief Financial Officer (CFO) for the Student Government Association (SGA) plans to hold the student organizations accountable</p>	

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				<p>for completing their required service hours by reducing their annual funding if the service hours are not properly completed by the stated deadlines. This is one of the new responsibilities associated with the SGA CFO position.</p> <p>The data will be collected by the Director of Student Life and shared with Student Services and Institutional Research.</p>	
Outcome 7: Support student success by increasing course scheduling flexibility, efficiency, and time to degree.	3-10	<p>Complete an ongoing process of continuous improvement in the analysis of the course schedule. (Semester meetings by academic areas to review the course schedule plus discuss and share ideas. Included are deans, schedulers, registration, academic advising)</p> <p>Ongoing collaborative efforts to discuss and work with all stakeholders in supporting a process of effective course scheduling. Continue to collaborative work on the Curriculum Ladders for each major.</p>	<p>Course scheduling analysis was accomplished by academic advisors, schedulers, deans, and stakeholders. Information on closed sections, issues with course times or sequencing was brought to the attention of the college dean and scheduler for resolution.</p> <p>Course cancellation meetings held each semester to discuss issues with the current schedule and pitfalls to avoid for scheduling the upcoming semester. Waitlist function implemented by the Registrar's Office Spring. Curriculum Ladders continue to be useful for deans, faculty, staff, and students.</p>	<p>Registration and Academic Support will convene course cancellation meetings with academic affairs, colleges, student services, facilities, and budget representation. Data on the Waitlisted courses and student requests will be used to provide information to the deans and schedulers on proposed additional course offerings. The academic advising team will continue to advocate and offer solutions for resolution to issues related to the course schedule and time to degree with the deans.</p>	I strongly support the efforts to increase enrollments and student success. I suggest continued and expanded collaboration across campus in this regard.

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Outcome 8: Students indicate they are satisfied with USFSM Student Services.	1-10	Student Satisfaction Survey is given by Institutional Research annually. The overall average/mean score for student service related items (Academic Advising, Admissions, Career Center, Financial Aid, OASIS –Course Registration, Student Activities, Student Government, Student Affairs, and Disability Services) on the USFSM Student Satisfaction Survey will be calculated and reviewed. Overall rating of satisfaction items will be at least a 4 on a scale of 1 to 5.	The overall satisfaction score (mean) for Student Services related items on the Spring 2014 Survey for Student Satisfaction is 3.9 with an overall response rate of 11% based on the Spring 2014 USFSM headcount of 1766. This score is holding steady with last year's results. Changes in department personnel continue to be mentioned in the comments section.	Will continue to refine surveys while collaborating with IR, with a goal of increasing survey participation to gain important feedback for the entire Student Services team.	I suggest continued and expanded collaboration across campus in this regard. I applaud the collaboration with IR in increasing our understanding of student satisfaction.
		Students with Disabilities Satisfaction Survey sent to SDS student population annually. Overall satisfaction with accommodation services will be 90% satisfied or very satisfied responses. Focus group with 10% of registered students will be held to provide suggestions and feedback regarding disability services.	Not able to implement due to staffing changes this year.		
		Satisfaction rates will demonstrate Career Services delivers comprehensive and quality services with ratings of "very satisfied" and "satisfied" with over 90% satisfaction rating.	Results from the 2013-2014 Career Services survey show 98% of students are "satisfied" to "very satisfied" with the professionalism of staff. Students rated resources as 95% "satisfied" to "very satisfied".	Increased staffing in Career Services with the Career Coach and CHTL Internship Coordinator has resulted in increased satisfaction of service and additional programming related to careers.	
		Overall Academic Advising experience rating will indicate Strongly Agree or Agree satisfaction of at least a 3 on a scale of 1 to 4.	Overall satisfaction on the Academic Advising Survey was reported a 3.65 average/mean on the 2013-14 Academic Advising Survey. Up slightly from last year.	During the 2013-14 year we changed some of our structure in advising by creating a position specifically for graduate	

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				advising. We trained two new advisors for COE/HTL and Biology. We are hopeful with these new positions it will increase our student satisfaction and contribute to our goal of student success at USFSM.	
Outcome 9: Review and increase customer service techniques by Student Services staff.	1,3	"Be Proactive, Be Proud" Campaign: Each month the customer service focus will be discussed and accolades given to Student Service personnel who demonstrate the current month's focus.	Examples of the "Be Proactive, Be Proud" Campaign were: Be Innovative, Be Friendly, Be Courteous, Be Responsive. During Student Services meetings, staff who exhibited actions related to these concepts received recognition.	Student Services Coordinators and Directors will work on a new and fresh customer service campaign for the upcoming year to keep interest and motivation of staff.	The work with OSS staff to increase "ownership" and morale is commended, as we continue to make adjustments, when possible, in light of market forces that have resulted in losing valuable staff members.

Chancellor's Response (Dr. Arthur Guilford): Your work to increase student enrollment is excellent, and your future plans look good as well. I am glad that you are tracking your yield rates and that may give us new and better information in the future. I agree with Dr. Osborn, that your work to increase ownership and increase morale within the OSS is very commendable, and I hope that the changes and improvements will continue. I am pleased that you are working effectively with IR and with Media Relations as well. These are important for serving our students in the best way possible. The increase in staff in Career Services is also essential for our students and graduates. I am glad that you did this. Overall, good assessment and you are moving the unit in the right direction.