

## Student Success Initiative Year Three/Summative Report

As part of CSUSB's commitment to our students and our accountability regarding the use of their student success fees, it is important to periodically provide detailed, succinct information regarding how SSI funds were utilized to support specific outcomes-based programs, the intended goals and outcomes of those projects or programs, the measures used to assess said outcomes, the results of those measures.

Please use the following template when preparing your unit's Year Three/Summative Report for the SSI Executive Committee. Keep in mind this report should serve as both a summary of your Year Three activities, as well as a cumulative report of your project's/program's experience and results over the course of the entire three-year period since SSI funds were first allocated.

Reports will be due to **your respective vice president or dean by April 15**. Should you have any questions or concerns regarding the completion of this report, please contact *Joanna Oxendine* via email at [joxendin@csusb.edu](mailto:joxendin@csusb.edu).

## CONTACT INFORMATION

Department/Unit Receiving Funding: Alumni Development (Alumni Affairs and Alumni/Annual Giving)

University Division: University Advancement

Name and Title of Person Responsible for Overseeing Your Department's SSI Activities: Doreen Hatcher, Director-Alumni Affairs

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Name and Title of Person Preparing Report: Doreen Hatcher

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**SSI PROGRAM/PROJECT OVERVIEW:** (Describe the original overarching purpose, goals and outcomes of your SSI-funded project(s), program(s), etc. Bulleted lists and/or tables are encouraged.)

Alumni Affairs Student Success Initiative

Goal I: Build strong affinity to and encourage lifelong involvement with the university among students.

- Outreach to first-time freshmen at SOAR
  - Welcome gift – flash drive wrist bands
  - Feature CSUSBAA logo
  - Preloaded with:
    - How to survive—and thrive!—in your freshman year
    - Letter from Class of 2012 to Class of 2016
    - San Bernardino, Our Alma Mater
- Introduce *CSUSBAA Countdown to Success* programming to encourage progress to degree, increase career readiness
  - Student events
    - *Half-way There!* celebration
    - Grad Days
  - Career services
    - Career webinar series
    - Soft skills workshops
    - Internships
  - CSUSBAA e-newsletter: student edition

Goal II: Engage many more alumni in working for the good of the university and her students.

- Increase communications to alumni to encourage engagement
  - CSUSBAA e-newsletter
  - Develop interactive social media sites
  - Enhance the CSUSBAA website to encourage volunteerism, giving
- Expand, introduce new services and engagement opportunities for young alumni
  - Career webinar series
  - Soft skills workshops

- Mentoring and networking programs
  - CSUSBAA *Friendly Takeovers*
  - Mentorum (e-mentor program)
- *You're in good company* campaign
  - Accomplished alumni professionals highlighted
  - Featured on light pole banners
  - Profiles on CSUSBAA and campus web sites

**SSI-FUNDED ACTIVITIES:** (Please list and describe the activities undertaken for each year of the initial SSI allocation. If no activities were undertaken or funded for a particular year, please explain why.)

**Year 1**

*Funding not received until mid-year*

Program	Budget Allocation	Expenses	Balance
<b><i>Incoming Students Programming</i></b>			
- SOAR/Student Ambassadors	\$ 10,000		\$ 10,000
<b><i>Countdown to Success</i></b>			
- Personnel	\$ 60,000		\$ 60,000
- Personnel - Student Assistants	\$ -		\$ -
- Internships	\$ 25,000		\$ 25,000
- Career Workshops	\$ 5,000		\$ 5,000
- Career Networking, Half-way there; grad salute	\$ 27,000	\$ 17,105	\$ 9,895
<b><i>Student/Alumni Communications</i></b>			
- Personnel	\$ 65,000		\$ 65,000
- Supplies/Equipment	\$ -		\$ -
<b><i>Student/Alumni Engagement</i></b>			
- Personnel	\$ 60,000		\$ 60,000
- Career Services Programming	\$ 35,000	\$ 693	\$ 34,307
- Events	\$ 25,000	\$ 1,004	\$ 23,996
- Member stewardship	\$ 20,000		\$ 20,000
<b>TOTAL:</b>	<b>\$ 332,000</b>	<b>\$ 18,802</b>	<b>\$ 313,198</b>

**Student Orientation, Advising, and Recruitment (SOAR)**

CSUSB hosts SOAR every summer for incoming freshman and transfer students. For many new students, this is the first opportunity to being a part of CSUSB and a chance for the CSUSB Alumni Association to introduce itself to our future alumni by distributing emblematic CSUSB Alumni flash drive to promote the CSUSBAA along with providing valuable resources for students in the form of a downloadable “*How to Survive Your Freshman Year Guide*” and the CSUSB Alma

Mater. This helps instill pride in belonging to the CSUSB community and then eventually to being a proud alum. NOTE: PO was entered for 2012-2013 budget year.

**Grad Days/Grad Salute** (Spring and Fall)

Every year over 3,000 students prepare for the celebration of graduation. Grad Days serves to help students fully prepare for graduate in one setting. Students are able to register for the ceremony, record shout-outs to their family and friends, write words of advice to the incoming freshman class, send thank you messages to their professors, purchase cap and gown and other graduation essentials, and finally they have the opportunity to get introduced to their alumni association.

**Career Services Programming/Events**

Alumni Affairs initiated a Go-to-Webinar subscription for online webinar service, and hosted two networking events, including one for careers in the sciences.

**Year 2**

*Funding not received until mid-year*

Program	Budget Allocatio	Expenses	Balance
<b><i>Incoming Students Programming</i></b>			
- SOAR/Student Ambassadors	\$ 10,000	\$ 30,770	\$ (20,770)
<b><i>Countdown to Success</i></b>			
- Personnel	\$ 60,000	\$ 26,473	\$ 33,528
- Personnel - Student Assistants	\$ -	\$ 8,379	\$ (8,379)
- Internships	\$ 25,000		\$ 25,000
- Career Workshops	\$ 5,000	\$ 1,706	\$ 3,294
- Career Networking, Half-way there; grad salute	\$ 27,000	\$ 50,478	\$ (23,478)
<b><i>Student/Alumni Communications</i></b>			
- Personnel	\$ 65,000	\$ 59,260	\$ 5,740
- Supplies/Equipment	\$ -	\$ 7,647	\$ (7,647)
<b><i>Student/Alumni Engagement</i></b>			
- Personnel	\$ 60,000	\$ 26,473	\$ 33,528
- Career Services Programming	\$ 35,000	\$ 15,581	\$ 19,419
- Events	\$ 25,000	\$ 214	\$ 24,786
- Member stewardship	\$ 20,000		\$ 20,000
<b><i>Alumni/Annual Giving</i></b>			
- Student Assistants*	\$ -	\$ 26,029	\$ (26,029)
<b>TOTAL:</b>	<b>\$ 332,000</b>	<b>\$ 253,009</b>	<b>\$ 78,991</b>

## **Student Ambassadors**

Student Ambassador Society is CSUSB's premier honorary service organization, composed of students who have distinguished themselves through academic achievement and/or demonstrated leadership. Student Ambassadors work with the university president, campus administrators, and our Alumni Association to represent the university and its students at events and programs in which alumni, donors, legislators, community leaders and trustees participate. They receive training on how to network at events, conduct campus tours, and other leadership skills. In addition, there are several student activities planned out throughout the year to generate camaraderie among the ambassadors

## **Internships, Career Workshops/Networking**

Through the office of Community-University Partnerships and Career Center, the CSUSBAA offered 22 internships opportunities with high-profile alumni. Hosted 10 workshops/career panels with over 214 attendees.

## **Webinars**

Alumni and students are invited to participate in career webinars that help provide career tools or advice. Webinar topics included: Boost Your Resume, Dealing with Difficult People, Foundation for Financial Success, and Know Your Rights on Medical Leave. Through webinars, the CSUSBAA reaches and helps a wider audience by providing alumni and students an opportunity to engage and learn career soft skills from their work or home computers. This past year, all webinars were presented by CSUSB alumni who allowed for another venue for alumni to volunteer and offer their services. Lastly, webinars are captioned and archive on the CSUSB Alumni website for alumni and students to access throughout the year.

## **Student/Alumni Communications**

A communications specialist was hired to implement an e-communications program with a monthly newsletter and purchase of social media software enabling communication to students and alum via Facebook, Twitter, Instagram, and LinkedIn in an effort to promote campus events and foster a networking community.

## **Alumni/Annual Giving**

Original plan for SSI was revisited and funds were shifted to support Alumni/Annual Giving student callers operations. Alumni/Annual Giving is the only entity on campus that has repeat, yearly contact with alumni and student parents in which funds are raised to support student scholarships and programs. Three additional student callers were hired for Alumni/Annual Giving; funds provided for work study overage.

### Year 3

*New director hired September 2013, new coordinator hired February 2014*

Program	Budget Allocation	Expenses	Balance
<b>Countdown to Success</b>			
- Personnel - Student Assistants	\$ 20,000	\$ 13,561	\$ 6,439
- Internships	\$ 20,000	\$ 19,500	\$ 500
- E-Mentoring Pilot	\$ 7,000	\$ 5,000	\$ 2,000
- Student Recognition - Senior Salute, Commencement, Halfway there, Orientation	\$ 37,000	\$ 14,151	\$ 22,849
<b>Student Engagement</b>			
- Personnel	\$ 75,000	\$ 12,100	\$ 62,900
- Student Alumni Association	\$ 12,500	\$ 343	\$ 12,157
<b>Alumni Engagement</b>			
- Personnel - Student Assistants	\$ 106,500	\$ 48,394	\$ 58,106
- Personnel - Student Assistants	\$ 15,000	\$ 3,610	\$ 11,390
- Alumni Attitude Survey (enc 2012)		\$ 8,340	\$ (8,340)
- Career Services Programming		\$ 820	\$ (820)
<b>Misc. Expenditures</b>			
- Printing and Postage		\$ 2,377	\$ 2,377
<b>TOTAL:</b>	<b>\$ 293,000</b>	<b>\$ 128,196</b>	<b>\$ 164,804</b>

#### Countdown to Success

We are currently partnering with Career Center to offer up to 10 internship opportunities with high-profile alumni. Through the Office of Community Engagement, we funded a \$15,000 internship opportunity with The Washington Center based in Washington, DC. This intensive “professional semester” provides students with a nearly full-time internship, academic coursework and real-life experiences that aren’t in a traditional campus setting.

After months of collaboration with different campus entities, we are finally launching our e-mentoring program, Clear Mentor. The program will be pilot tested with a targeted group of students and alumni to design the guidelines and outcomes for the participants.

Plans are currently underway for the award-winning Grad Days program. This year, we are introducing a new tradition, Grad Night. As Grad Days provides services needed to prepare for commencement, Grad Night will provide services needed to transition from being a student to an alum. Campus departments and organizations will be on hand to explain graduate programs and alumni-status activities. There will also be a chance for students to participate in their first act as an alumnus/alumna by providing words of advice to the incoming freshman class and prepare personal care kits for those in need. Food, music, games and giveaways, with opportunity drawings for commencement tickets, will also be available. Grad Days and Grad Night are in late-April.

## Student Engagement

In an effort to increase alumni engagement later by supporting student engagement now, a Student Engagement Coordinator was hired in February. The coordinator will be responsible for overseeing all Alumni SSI programs, assessment and student groups, such as the reactivated Student Alumni Association (SAA). The purpose of SAA is to support lasting relationships amongst past, present, and future students; to encourage a culture of engagement, networking, service, and philanthropy in support of the mission and goals of the University and the CSUSB Alumni Association; and to create and maintain CSUSB traditions to promote Coyote PRIDE on campus and in the community. SAA plans to play a key role in SOAR, work with other clubs and organizations, and support the new Alumni Discovery Project.

## Alumni Engagement

In addition to provide jobs for the Annual Fund callers, student assistants were also hired to support prospect research efforts in the University Advancement's Development Office. The new Alumni Discovery Project will allow for the employment of well-trained, highly-involved students to interact in meaningful conversations with alumni who are not engaged with CSUSB. In the initial phase, students will assist with researching and collecting historical data on student activities (e.g. reviewing yearbooks, media guides, club rosters, etc.). As the program builds, students will eventually initiate contact with alumni and schedule interviews to discover how the student experience was for the alum, what they have done in their lives since graduation, and what interests they have for re-engaging at CSUSB.

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**ACCOMPLISHMENTS/PROGRESS TOWARDS OUTCOMES:** (Describe the progress you have made each year toward your original SSI goals and outcomes. Indicate clearly how student success was enhanced by your program or service/s. Be sure to include the measures you employed and evidence/data you collected for each outcome where appropriate. )

### Year 1

- Execution of grad days - celebratory event for graduating students - 2,264 attended, 924 purchased grad packs.
- Initiated subscription for online webinar service
- Hosted 2 networking events including one for careers in science

### Year 2

- Close to 2,000 soon-to-be alumni attended the Spring and Fall events and more than 1,100 future alums demonstrated their Coyote pride by purchasing the newly repackaged Grad Pack—the official CSUSB Alumni license plate frame, an alumni t-shirt and tote bag. Information gleaned from seniors attending Grad Days, such as words of advice, is then featured in the Countdown to Success video for incoming freshmen at SOAR.
- Distributed 2,500 flash drives with preloaded *Countdown to Success* information for the freshmen class and a video message with words of advice and encouragement from the outgoing senior class.
- The goal of the Annual Fund is \$91,500 in which the student callers exceeded their goal by raising \$91,728 with an average gift of \$60 per pledge.

- Implemented a series of e-communications with their monthly newsletter and purchased social media software to communicate to students and alumni in an effort to promote campus events, highlight students and alumni news and foster a networking community. The monthly newsletter provides valuable information for students such as next steps to graduation, important Financial Aid deadline and scholarship application dates. Since the kick-off of the Alumni newsletter, there has been a noticeable increase in activity as far as self-reported class notes submissions and volunteer sign-ups on the CSUSB Alumni Affairs website, as well as increased connections on Facebook and LinkedIn.
- Introduced career and networking initiatives including career webinars and panel presentations with alumni speakers for events. Hosted 10 workshops/career panels with over 214 attendees. Webinar topics included “Boost your Resume, Dealing with Difficult People, Foundations for Financial Success, and Know your Rights on Medical Leave.” Through these webinars, the CSUSB Office of Alumni Development provided an opportunity for students to engage and learn career soft skills from their work or home computers. Webinars are then captioned and archived on the CSUSB Alumni website for alumni and students to access throughout the year.

### Year 3

- Created new mission statement and goals for the Alumni Development Office
- Created new Student Engagement Coordinator position (started Feb. 2014)
- Started new tradition, Grad Night, to provide resources to help students transition from student to alum
- Rechartered the Student Alumni Association

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**CUMULATIVE FINDINGS:** (Please discuss the overall results of your SSI-funded program(s), project(s), etc. as they pertain to your original outcomes *over the course of the past three years*. What improvements should be made?)

A large portion of the SSI budget was used on salaries and benefits for close to three full time positions. The Communication Marketing Specialist position was used to kick-off the e-communication program; however after a thorough evaluation, this position was not continued as duties were shifted to University Advancement’s Public Affairs department. The other two positions, an events and activities coordinator and a casual worker, were used to implement specific activities and programs related to the Student Success Initiative, working closely to maintain metrics and records on students and recent graduates who participate in programs, as well as evaluate program effectiveness to guide future efforts. These two positions have since been eliminated, and a new position was created, the Student Engagement Coordinator, which is partially funded by State funds.

New leadership, staffing changes and budget reallocation required careful review of the program and major adjustments were made. As a result, the newly formed (summer 2013) Office of Alumni Development (includes Alumni Affairs and Alumni/Annual Giving) has a new mission statement and departmental goals, which were used to draft new SSI outcomes, prioritize student success activities, and create new assessment measures.

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**CHALLENGES:** (Please list any significant challenges encountered over the course of the past three years that have affected your ability to fully implement your intended activities or to reach your articulated outcomes. How did you address these challenges?)

The main challenge encountered was changing the direction of the Alumni SSI program in the middle of the original plan timeframe. Therefore, comparing the Alumni SSI program from year-to-year has been a challenge because the program directive and purpose changed each year. Filling new staff positions late into the program/budget year also hindered implementation of proposed programs.

Now that our office has a new mission statement and goals that clearly identify our purpose, we are able to rewrite strong goals and outcomes that will better align with the goals of the Student Success Initiative.

**LESSONS LEARNED:** (Please share any additional information you'd like regarding this area not covered above.)

Inconsistencies in reporting formats and information disseminated to project participants also made it difficult to fully evaluate the program from year to year. For example, the original "fee grid" plan with goals, objectives and activities did not fully capture the type of assessment needed for this project. Our outcomes were really not outcomes and therefore our measures were not clearly defined or effective. Also, not having a department mission statement and goals, even before the office was "redesigned" as Alumni Development, made it difficult to track progress and stay on target.

**SUSTAINABILITY:** (Please explain how your department is planning for the continuation of your SSI-funded programs, projects, activities, etc.)

Now that we have permanent staff in place and have finally implemented programming, we plan to build on the activities that are better aligned with our new departmental mission and goals. Therefore, we plan to continue employing our student assistants and professional staff that are funded through SSI; these positions are needed to operate the student/alumni engagement activities (e.g. mentoring, networking, internships, volunteering, outreach) that are critical to our mission to support student success. Having a better understanding of the assessment process, we will construct clear outcomes (process and learning) to help us streamline processes and activities to focus on key events and programs. For example, after pilot testing the ClearMentor program this spring, we will be able to fully deploy the activity as part of our Countdown to Success initiative for second-year students and alumni. Our Student Alumni Association will not only provide a vehicle for student engagement, but will also build future alumni leaders through the execution of best-practice programs, campus events, and alumni interaction.

**2013-2014 Budget Summary:** (Please account for all expenditures and/or encumbrances of SSI funds to date this fiscal year. Be sure to include detailed information regarding the outcome and activity or line item to which each expenditure is connected.)

Expenditure Description	Outcome(s) Supported	Supported Activities	FTE	Amount
Student assistant salaries (Alumni Development)  2 students at \$9/hr 3 students at \$10/hr  Average 16-20 hrs/wk	Students will demonstrate professional conduct and behaviors that are consistent with university policies and procedures.	Training on information security and ADVANCE system; follow confidentiality policies; access information on databases and search engines		\$13,561

Assessment: Training quizzes, employment evaluations				
Internships, Career Services	Students will explore their expectations of a chosen career field.	Work with chosen organization; interview employer or coworkers; prepare summary of experience for self-reflection		\$20,320 <i>Projected: \$10,500</i> (need to transfer funds to appropriate departments)
Assessment: Evaluation form, self-reflection by student				
Grad Night	After attending this event, students will be able to identify campus resources that will be available to them after they graduate.	Participate in department fair; collect information from departments; update their information with programs for follow up		\$1,308 <i>Projected: \$7,000</i>
Assessment: Participation numbers, event evaluation				
Staff Salaries	Professional staff will oversee student engagement activities, SSI assessment and coordination, alumni/student mentoring, alumni-sponsored student organizations	Advise Student Alumni Association and Student Ambassadors; complete assessment reports; coordinate student engagement activities and events	1.25	\$12,100
Assessment: Employee evaluation, meeting participation targets, increased student engagement with Alumni Affairs (giving, volunteering, networking), E-mentor program evaluations				
Student Alumni Association (SAA)	As members of SAA, students will be able to understand how engagement, networking, service and philanthropy support the mission and goals of the University and the Alumni Association.	Participate in community service; sponsor senior class gift initiative; contribute to Annual Fund; participate in Alumni Discovery Project; support student activities; coordinate student/alumni events		\$343 <i>Projected: \$3,500</i>
Assessment: Member feedback, surveys, participation numbers, increased student engagement with Alumni Affairs (giving, volunteering, networking)				
Call Center student assistant salaries  9 students at \$8.50/hr 2 students at \$8.75/hr 1 student at \$9/hr 1 student at \$10/hr 1 student at \$11/hr  Average 16-20 hrs/wk	Students will exhibit professional conduct and behaviors that are consistent with university policies and procedures.	Training on information security and Campus Call system; follow confidentiality policies regarding personal information and credit card processing; develop strong verbal communication skills with calls		\$48,394
Student assistant salary (Prospect Research)	Students will exhibit professional conduct and behaviors that are consistent with university policies and procedures.	Training on information security and ADVANCE system; follow confidentiality policies; access information on databases and search engines		\$3,610
Assessment: Training quizzes, employment evaluations				
ClearMentor program	Students will be able to: identify	Participate in scheduled		

	one individual personal, educational or career-related goal; explore their expectations of a chosen career field.	sessions with mentor; prepare for each session by doing assignments; provide feedback to mentor; participate in post survey		\$5,000
Assessment: Participation numbers, data collected from mentor program, program evaluations, participant feedback				
Alumni Attitude Survey (Fall 2012)	As part of the original SSI plan and an initiative sponsored by the Chancellor's Office, the survey measured alumni attitudes regarding the university, the value of their degree, their engagement interests, and participation levels.	Alumni responded to electronic survey		\$8,340
Assessment: Data received from survey, including demographics				
CASE ASAP 41 <sup>st</sup> Annual Network Convention	As members of SAA, students attending the conference will: learn best practices from other student advancement programs; explore their expectations of a chosen career field.	Participate in convention networking opportunities; attend workshops; interact with members of other student advancement programs; prepare report on experience		<i>Projected: \$4,000</i>
Assessment: Materials received at conference, student reports/reflections, evaluation forms				
SOAR	SOAR participants will: learn about SAA and the Alumni Association; will receive materials to assist with student success.	Participate in the SAA class gift poll; receive a flash drive with student success materials; interact with SAA members and alumni volunteers.		\$12,842 (prior year) <i>Projected: \$12,000</i>
Assessment: SAA new member registrations, number of flash drives distributed, results of class gift poll				
Commencement: Senior Send Off	Graduating seniors will: prepare for commencement; receive information regarding membership into the Alumni Association	Participate in pre-ceremony activities; pick up items ordered at Grad Days; interact with alumni volunteers		<i>Projected: \$3,000</i>
Assessment: Number of participants, number of free memberships activated				
Misc. Expenditures: Printing and Postage	n/a	n/a		\$2,377

**TOTAL: \$128,195**

***Projected: \$40,000***