The 2011-2012 year brought many exciting changes to the Office of Orientation and Leadership Development. Some of the changes were structural and included the new joint reporting to Undergraduate Studies, Student Affairs’ Division of Enrollment Management, and Student Affairs’ Division of Student Development. Other changes are reflected in personnel through the successful search for both a new Director and a new Administrative Assistant. However, the majority of updates were programmatic, demonstrating the continued efforts of the Office to increase opportunities, support, and retention of Utah students.

**New Student Programs**

Programs, services, and support aimed at new undergraduate students continued to expand for incoming undergraduate students during 2011-2012. After a successful 2011 summer with our first National Orientation Directors Association (NODA) Intern, the Office of Orientation & Leadership Development hired two NODA Interns for the 2012 summer orientation season. The graduate interns assisted in all aspects of orientation, serving both students and families.

In addition to providing support through professional and student staff, the Office of Orientation & Leadership Development served new students through the following programs:

- First-Year and Transfer Orientations for Spring, Summer, and Fall semesters
- The Campus Life Mentor Program
- Connecting U Days
- Red White & U: Admitted Students Day
- 2011 Welcome Week

For the 2011-2012 year, several variations of orientation were offered. For Spring and Summer 2012 matriculating students, one-day programs were offered for both first-year and transfer students, some of which included academic advising. A total of 1315 Spring matriculating students attended Orientations (transfer: 1084, first-year: 231) with 9.73% not matriculating by the Spring census date. A total of 500 Summer matriculating students attended Orientations with 19.4% not matriculating by the Summer census date.
For Fall 2013 matriculating first year students a variety of programs were offered, including a two-day overnight comprehensive campus experience (Overnight programs), a comprehensive 1 ½ day experience without an overnight component (Two-Day programs), and a 3 ½ day experience combining time spent on campus with time engaging in wilderness activities in the local mountains (Outdoor Orientation). All of these programs included academic advising.

• Overnight programs were offered ten times over the summer and specific dates were marked as discipline specific to allow more interaction with specific academic departments on campus. Overnight programs for 2012 were offered with focuses in the Health Sciences; Science, Mines and Earth Science, Engineering, and Premed; Business, Humanities, and Social and Behavioral Sciences; Fine Arts and Architecture; Undecided; and Honors. Four general programs that are geared for any major were also offered. A total of 1434 first-year students participated in the overnight orientations, an increase from 1299 participants in 2011. At census date 2.37% of those had not matriculated.
• Six Two-Day programs were offered for Fall 2012 matriculating first year students. The total attendance was 1405, and at census date 4.20% had not matriculated.
• Attendance at Outdoor Orientation increased from 32 in 2011 to 58 in 2012.

For transfer students admitted for Fall 2013 two different types of Orientation programs were offered: a day long program with academic advising and an abbreviated 4-hour program without academic advising. Ten Transfer programs were offered, two of which included academic advising. A total of 1677 transfer students attended and at the Fall census date 10.02% has not matriculated.

Additionally, a one-day program was offered for both transfers and first-years in August if they were unable to come to campus over the summer, and the Online Orientation was available for transfer and first-year students who were unable to come for a campus based program.

*In total, 5361 new students completed an orientation and at census date 6.40% had not matriculated.*

The general program structure and material covered in 2012 stayed similar to years past. One significant change was the addition of a session by the Dean of Students Office and Office of Equal Opportunity on *Responding to Sexual Misconduct* to all Fall 2012 first-year programs. This material will be presented at all first-year and transfer programs beginning in Spring 2013. Another change included removing the
Accuplacer math placement exam requirement for first year and transfer students to be placed in a math course. The University requirement was put in place for Fall 2011 and implemented during Orientation programs, but was abandoned for Fall 2012 when the University reverted to placing student into math courses based on the test scores and credits. One additional change to the Fall 2012 programs was the use of the University Guest House (UGH) as an event space for some Orientations. With the renovations to the conference rooms, the UGH was able to accommodate large Orientation sessions.

A new initiative started in Fall 2011 was the Campus Life Mentor program. The Office of Orientation and Leadership Development hired 9 students, named Campus Life Mentors, to work proactively as retention specialists with a group of 500 new undergraduate first-year students. Mentors (who served as Orientation Leaders during the summer prior to this program) were assigned to work with a subset of the selected group of new undergraduate students to act as a resource and support in an effort to improve the rate of retention in this first-year cohort. The first year of this pilot program left a lot to be desired. The program was approved for a second year (2012-2013) to allow implementation of lessons learned from the pilot year.

In 2011-2012, the Connecting U Day events previously housed in and supported by the Office of Orientation and Leadership Development, transitioned fully to the Office of Recruitment and High School Services. Orientation staff still participated and supported the Connecting U Days and Red White & U Admitted Student Day in March 2012 to help staff the programs and to assist admitted students to register for orientation programs.

The Office of Orientation and Leadership Development coordinated campus-wide marketing and programs for the 2011 Welcome Week. A website was hosted to promote programs happening across campus. Additionally, Orientation Leaders staffed information booths during the first week of classes, led Campus Tours the weekend before classes began, and organized the Race through the U, a team scavenger hunt challenge. PlazaFest took place on the final Wednesday of Welcome Week and served as a capstone event to the Welcome Week events. PlazaFest included student organizations, student support services, colleges and departments across campus to encourage students to get involved with the community early in the school year. There were a total of 158 tabling groups in attendance. Large attractions included a rock climbing wall staffed by Army ROTC, free Coca Cola product provided by the
Office of Orientation and Leadership Development, door prizes provided by the University Guest House and the Alumni Association, and many more opportunities for engagement.

Based on the lessons learned in the past year, future directions for New Student Programs in the current year include additional Outdoor Orientation programs, fewer and larger Fall Orientation programs, the inclusion of academic advising at all Orientations, the creation of transfer student initiatives and programs, additional signature events like the New Student Welcome with President Pershing, the launch of common interest cohort programs, the increased coordination of Welcome Week events, and a more focused and effective mentorship program.

Parent and Family Programs

Parent & Family Programs continued to expand resources, services, and events offered for parents and family members of undergraduate students during 2011-2012. This increase was driven by research of best practices and a continued increase in demand from parents and family members. In the beginning of the academic year, the name of the division was officially changed from Parent Resources to Parent & Family Programs to more accurately describe our function.

The Office Orientation & Leadership Development hired a graduate assistant dedicated to Parent & Family Programs for the first time in 2011-2012. This position served to assist in all parent and family outreach efforts, which provided the staff resources to expand programming and support. The position was made possible through the generosity of Student Affairs and Undergraduate Studies, with half of the cost supplemented by the Office of Orientation & Leadership Development.

With the movement into the Pac-12, research was conducted regarding similar efforts at all Pac-12 and four additional peer institutions. The data collected showed that the University of Utah coordinates almost all of the programs offered at the contacted institutions. The difference found is one of scale, with many peer institutions coordinating efforts for much larger groups of parents. The research also
identified strategies and suggestions for improving minor aspects in the current programs and communications. One example is the creation of the Parent & Family Bi-Weekly Digest, which provides immediate information and allows the existing Parent & Family Newsletter to focus on high level updates, information, and advice.

Parent & Family Orientation was again successful in 2011-2012, with almost 900 parents and family members attending one of 18 programs designed to assist them in supporting their student(s). This was the first year in which Parent & Family Orientation programs were advertised as a multi-day program. Attendees reported satisfaction with the variety of information and support services presented, and strongly agreed that the program was a worthwhile expenditure of time and money. Small group sessions with Orientation Leaders were added to provide additional opportunities to learn about the student experience, with assessment data showing that they were both successful and desired by parents.

Participation in Parent & Family Programs continued to increase during 2011-2012. Parent & Family Weekend attendance increased 20% for the fall weekend and 65% for the spring weekend, with 75 more participants in fall and 48 more in spring. The Parent Association hosted a tour and picnic in Red Butte Garden the first weekend of fall semester, which was attended by over 40 parents, family members, and students.

Parent & Family Programs and the Parent Association increased their presence at events for interested and admitted students, namely through Connecting U Days events hosted by the Office of Admissions. Additionally, the parents/family members of all admitted first-year students received a publication regarding the resources on campus and support for students, with the goal of reassuring parents/family members that the U has support systems in place for their student.
The Parent Association membership grew to almost 6,000 people, all of whom received information regarding university news, events for parents/family members, general campus events, and deadlines for students. Members of the Parent Association Executive Committee were asked to serve on University committees examining enrollment and retention, contributing a new viewpoint to the conversation. The largest effort of the Parent Association during 2011-2012 was the unveiling of a tiered membership program. While all parents and family members continue to be members of the Association and receive all communication from the University, two paid levels were added with additional benefits. Benefits include University of Utah Parent apparel and a discount at the University Guest House for both tiers, and access to Alumni Association online benefits for members of the highest tier. A portion of each membership fee will be added to a scholarship fund to be given out in spring 2013. Benefits were made possible through the generous support of the Alumni Association, the Campus Store, and the University Guest House.

A Parent Standing Committee was first convened during summer 2012, with a vision of learning current campus efforts regarding working with parents and devising a coordinated plan for future efforts at the University. Representatives from offices within Student Affairs and Academic Affairs were invited to be a part of the Committee, which is co-chaired by the Director of Orientation & Leadership Development and the Director of Undergraduate Advancement.

After a highly successful year of growth for Parent and Family Programs, future directions for the current year include adding more contact with Orientation Leaders to the Parent and Family Orientations, increasing the number of communications sent to parents, including the parent voice in more campus committees and initiatives, and making programmatic and support updates based on peer institution research.
Leadership Development at the University of Utah continued to grow and change during the 2011-2012 academic year. The Leadership Studies Minor attracted new students each semester, with the three core courses (LDRSP 2020, LDRSP 4100, and LDRSP 4750) continuing to have steady enrollment.

- **LDRSP 2020: Foundations in Leadership** was taught during Fall 2011 (47 students) and Spring 2012 (28 students) for a combined enrollment of 75 students for the academic year.
- The second core course, **LDRSP 4100: Field Experience**, had an enrollment of 14 students during the Fall 2011 semester.
- The final core course, **LDRSP 4750: Leadership Capstone**, had an enrollment of 9 students the Spring 2012 semester.

Seven students graduated from the University of Utah with a Leadership Studies minor in May 2012 and several others completed the requirements for the minor, but will graduate from the University during a later semester. 31 students to date who have graduated from the University of Utah with the Leadership Studies minor. A celebration was held for those who graduated, but with low attendance.

Interest and applications for the LeaderShape Institute increased from years previous. A total of 67 applications were submitted for the institute with a final attendance of 51 participants. The University of Utah campus session of the institute was offered for the tenth time since 2000. The institute continues to be largely supported by campus partners, such as the Vice President for Student Affairs and Chartwells Dining Services.

The annual Learning to Lead Conference was converted into a workshop series for the 2011-2012 year. The change was made in an effort to diversity offerings, while attracting more and varied students. Three workshops were offered, the largest attendance made was 17 students.

An electronic newsletter, The Leadership Quarterly, was created and distributed four times during the 2011-2012 year. The goal of The Leadership Quarterly newsletters is to inform the campus community of leadership and involvement opportunities on campus and provide information on areas of interest to student leaders, such as how to manage group conflict or work with university administrators. As of August 2012, the distribution list included over 900 recipients. Students, faculty, and staff elect to
receive the electronic newsletter by signing up at various Leadership Development events, contacting the office, or submitting a request via email.

In its fourth year, the Student Leader and Group of the Month program continued during the 2011-2012 year. Undergraduate students from across campus were nominated each month (September to March) for their hard work in campus student organizations. A committee reviewed nomination forms each month and each winner was recognized on the leadership bulletin board space in the Union. Winners were also rewarded with a certificate of appreciation, and a featured article on their selection in the Leadership Quarterly Newsletter.

In the future, the Office of Orientation hopes to make the following changes to Leadership Development:

- Leadership Studies Minor
  - Reconvening an advisory committee
  - Increasing campus and student awareness
  - Creating new elective courses
  - Reviewing current core course syllabi
  - Building partnerships with other colleges and programs that may have a natural connection to leadership

- Leadership programs
  - Creating a Leadership Awards banquet and eliminating the monthly leadership awards
  - Resuming Learning to Lead as a conference, while still offering workshop style leadership development
  - Continuing to refine the selection and commitment process for student participants at LeaderShape to fill all available spots at future institutes
  - Increasing the budget so that more leadership opportunities can be created and sustained

**National Student Exchange**
The National Student Exchange Program (NSE) at the University of Utah saw continued success during the 2011-2012 academic year. Twenty students from the University of Utah exchanged to institutions in locations across the country, including Massachusetts, Virginia, Mississippi, Hawaii and Guam. Eight University of Utah students were placed at schools, but then declined their placement and did not participate in the program. Sixteen students came to the University for their Exchange from places such as Florida, Minnesota, California, Rhode Island, and New York.

The overall number of incoming students decreased from previous years, which can partially be attributed to the perception of the ease of acceptance to the University for the 2010-2011 NSE process. This perception led to many students at other institutions selecting the University of Utah on one specific tuition plan that we were only able to accommodate for a few. Assessment of those who participated in NSE concluded that students enjoyed their exchange and were satisfied with the amount of support provided by the NSE Coordinators at their home and host campuses. Students reported an increased sense of independence and a sense of perspective regarding their home state, whether Utah or not.

Interest in NSE also increased, as more students inquired about the program for the 2012-2013 year. The Coordinator was able to increase the number of outgoing students to 23 and accept 22 incoming students at the March 2012 Placement Conference for the 2012-2013 year.

The goal of increasing campus and student awareness of NSE continues to be addressed. Additionally, events for NSE students completing their Exchange at the University of Utah will be increased during 2012-2013.

Orientation and Leadership Development Staff
The 2011-2012 year showcased many professional accomplishments made by the Office of Orientation and Leadership Development’s staff members. Mark Pontious was published in *The Journal of College Orientation and Transition*, and Trisha Jensen and Sonnaly Khouanpheth won an award for their presentation on applying leadership styles and theories to the training of Orientation Leaders.

In addition to serving on and chairing many campus-wide or division-wide committees, the staff also attended and presented at numerous conferences and were awarded for their outstanding contributions to the field of Orientation, Transition, and Retention services. Staff also attended the Pac-12 Orientation Directors conference for the first time. A comprehensive list of professional contributions to the field is listed below:

- **Kathryn Kay**
  - Served in three positions of leadership for the National Orientation Directors Association, including Board member, Regional Coordinator, and Chair of the Leadership, Volunteer, Orientation, and Development Committee
  - Presented the NODA award winning presentation on creating innovative and effective sexual assault education programs in First Year Experience programs at both the National Orientation Directors Association Annual Conference and the National Orientation Directors Association Regional Conference
  - Presented on strategies of managing a large student staff at the National Orientation Directors Association Annual Conference
  - Presented on how to get involved in NODA leadership opportunities at both the National Orientation Directors Association Annual Conference and the National Orientation Directors Association Regional Conference
  - Attended the National Orientation Directors Association Annual Conference, National Orientation Directors Association Regional Conference, and annual NASPA conference

- **Mark Pontious**
  - Presented on creating innovative campus tours at the National Orientation Directors Association Regional Conference
  - Attended the National Student Exchange conference, National Orientation Directors Association Annual Conference, National Orientation Directors Association Regional Conference, and Pac-12 Orientation Directors Conference

- **Trisha Jensen**
  - Presented the NODA award winning presentation on applying leadership styles and theories to the training of Orientation Leaders at the National Orientation Directors Association Annual Conference
o Presented on transitioning one-day orientation programs to a two-day model at the National Orientation Directors Regional Conference
o Attended the National Orientation Directors Association Annual Conference, National Orientation Directors Association Regional Conference, and Pac-12 Orientation Directors Conference

• Sonnaly Khouanphet
  o Presented the NODA award winning presentation on applying leadership styles and theories to the training of Orientation Leaders at the National Orientation Directors Association Annual Conference
  o Presented on how to make orientation work experience apply to a career in Student Affairs at the National Orientation Directors Regional Conference
  o Attended the National Orientation Directors Association Annual Conference and the National Orientation Directors Association Regional Conference

• Rudy Medina
  o Presented on how to make orientation work experience apply to a career in Student Affairs at the National Orientation Directors Regional Conference
  o Attended the National Orientation Directors Association Regional Conference

• Gretchen Palmer
  o Attended the National Orientation Directors Association Regional Conference

• Student Orientation Leaders
  o 5 Orientation Leaders won the award for best educational program at the National Orientation Directors Association Regional Conference for their presentation on effective leadership training
  o 3 Orientation Leaders presented on technology and traditions at the National Orientation Directors Association Regional Conference
  o 3 Orientation Leaders presented on the appropriate usage of social media by student leaders at the National Orientation Directors Association Regional Conference