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MISSION AND OUTCOMES

New Student Programs addresses the holistic needs of each new NC State student to create a foundation of success.

Based on the core value that people matter, we achieve this through:

+ Cultivating strategic partnerships across the University
+ Promoting an environment of personal responsibility
+ Fostering inclusivity through a shared campus identity
+ Partnering with parents and families
+ Preparing and empowering student leaders to serve the campus
+ Striving to be innovative in meeting the needs of our community

By participating in our programs, students should achieve the outcomes identified below.

Objective 1: Academic Success
+ Outcome 1a: Identify skills, university and college resources, and policies that promote academic success and engagement in co-curricular learning experiences

Objective 2: Connection to Campus
+ Outcome 2a: Develop a sense of community with fellow students, faculty and staff by engaging in shared experiences
+ Outcome 2b: Recognize the value of the different experiences of individuals within the campus community

Objective 3: Community Expectations
+ Outcome 3a: Examine the role of personal responsibility as it applies to the University’s academic and behavioral expectations and policies
+ Outcomes 3b: Identify behaviors and resources that promote personal and community well-being and safety

Objective 4: Transition to the University Environment
+ Outcome 4a: Demonstrate the ability to navigate the day-to-day functions of collegiate life by utilizing the available resources

Objective 5: Student Leader Development
+ Outcome 5a: Apply effective leadership skills in interactions with students, families, New Student Programs staff, and campus partners
+ Outcome 5b: Utilize knowledge of campus to address the transitional needs of new students and families
CHANGES IN SCOPE OF ACTIVITIES

The following items may require a change in service environment in future years, beginning in 2020-2021.

+ **Fee Increase Holds for Fiscal Year:** For fiscal year 20-21, increases to the New Student Programs’ portion of the first-year student fee and transfer student fee have been removed. While the department is well situated to absorb the reduction in previously assumed revenue for the coming fiscal year, the uncertainty surrounding future years is concerning. Even though there is hope the fiscal situation will rebound for subsequent fiscal years, New Student Programs is reviewing anticipated revenue and expenditures and identifying how current programming and staffing may be impacted and adjusted to meet the fiscal challenges that may lie ahead.

+ **Potential Decreasing First-Year Student Enrollment:** With the uncertainty surrounding Covid-19’s continued impacts, New Student Programs is concerned with a potential decrease in the first-year student classes for fall 2020 and spring 2021. The department is working with campus partners to create engagement opportunities throughout the summer to continue connecting with incoming students in the hopes of retaining “normal” levels within the first-year class. While New Student Programs is optimistic regarding the retention of first-year students to the fall semester, the department is looking towards budgetary and programming impacts of a smaller first-year class for 2020-2021 and beyond.

+ **Continued Virtual Programming:** As with the previous bullets, the uncertainty surrounding Covid-19 is making New Student Programs look at future transitional programming and how these programs can be implemented virtually, if need be. Much of the transitional programming relies heavily on face-to-face interactions to create a sense of community and build peer-to-peer connections, so the department is identifying opportunities to create these interactions virtually. Heading into 2020-2021, the department continues to analyze its current model of programming.

PROGRAMS AND SERVICES

The following programs and services were coordinated by New Student Programs during 2019-2020.

+ **New Student Orientation and Family Orientation Programs (NSFO):** NSFO assisted in the transition of approximately 5,100 undergraduate first-year students and 1,450 undergraduate transfer students during the 2019-2020 academic year through orientation programs. Additionally, Family Orientation programs hosted approximately 8,000 family members of new students. In connection to the strategic plan, transfer-specific orientation programs focus on introducing students to the campus culture while providing vital information on academic and co-curricular resources that aid in student success. Please see Addendum A or visit go.ncsu.edu/nspassessment for assessment data specific to New Student and Family Orientation programs.

+ **International Orientation:** International Orientation for international first-year and transfer undergraduate students, in collaboration with the Office for International Services, oriented approximately 110 new international students (145 first-year students; 53 transfer students) during the 2019-2020 academic year. This
program is designed to positively impact the transition of international undergraduate students into the culture of the United State and NC State University while promoting the integration of international students into the NC State community through cross-cultural peer exchanges with domestic undergraduate students.

+ **Summer Start:** In summer 2019, the Summer Start program continued providing an opportunity for new first-year and transfer students to enroll in summer session II courses while learning skills and resources to assist in their academic and personal success, building smaller communities and connections with peers, including upper-division mentors, and engaging with faculty and advisors in a more intimate setting. Over 50 co-curricular programs were offered in summer 2019 in collaboration with campus partners. In summer 2019, 190 first-year and transfer students participated in Summer Start, including approximately 12 Spring Connect students. The average GPA for Summer Start participants was 3.57 with an average course load of approximately 6 credit hours. Please see Addendum B or visit [go.ncsu.edu/nsppassessment](http://go.ncsu.edu/nsppassessment) for assessment data specific to Summer Start.

+ **Wolfpack Welcome Week (WWW):** Wolfpack Welcome Week is the university’s coordinated programming efforts from the point of Move-In to the Saturday after classes begin. With approximately 150 separate events taking place during the ten-day period, WWW promotes the various opportunities for students to connect with campus, including the Arts, academic programs and resources, student organizations, and health and wellness programs. Through WWW, students will develop a sense of community with NC State, student organizations, and smaller peer networks, develop the skills needed to thrive in the classroom, and identify university expectations. Signature events hosted during WWW include: New Student Convocation, Campus Connections, College Connections, BSB Back to School Jam, RecFest, Respect the Pack, Moonlight Howl and Run and Packpalooza. Events coordinated specifically by New Student Programs (with attendance in parenthesis if available) include: OL Reunion Dinner (176 students), Wolfpack Wandering: Find Your Classes! (approximately 460 students), Out-of-State Student Welcome (approximately 150 students), NC State Hearts Transfers (approximately 160 students), How to Thrive Academic Success Workshops (approximately 570 students across all workshops), and Transfer, Think & Do Workshop (approximately 30 students).

+ **Winter Welcome Week:** In January 2020, New Student Programs coordinated Winter Welcome Week for incoming spring students and returning students in conjunction with campus partners. Approximately 90 events, a slight decrease from approximately 100 events the previous year, coordinated by New Student Programs and campus partners were held during Winter Welcome Week ranging in focus from health and wellness and social connection to academic engagement and arts and culture. During Winter Welcome Week 2020, New Student Programs specifically coordinated 8 events resulting in attendance of approximately 300 first-year and transfer students for NSP-specific programs. Events coordinated specifically by New Student Programs include: Pack Pathways (transfer student-specific), How to Thrive Academic Success workshops, Spring Connect Day Out (first-year student-specific), NC State Men’s Basketball Watch Party, Wolfpack Wandering: Find Your Classes!, NC State Hearts Transfers (transfer student-specific), First Day of Classes Paint Party, and First Day of Classes Photo Stop.

+ **Common Reading Program (CRP):** In 2019, the Common Reading Selection Committee chose *Born a Crime: Stories from a South African Childhood* by Trevor Noah as the 2019 Common Reading selection. The Common Reading Program is a university-wide shared intellectual experience that strives to develop an environment of
intellectual engagement, inside and outside of the traditional classroom, and promote academic discourse and critical and creative thinking. While the CRP encompasses the entire NC State community, the text was distributed to over 4,900 new first-year students entering in the fall semester, as well as to over 500 faculty, staff and continuing students. In 2019, Dr. Blair L.M. Kelly, faculty member in Humanities and Social Sciences, provided the keynote address at New Student Convocation on Monday, August 19, 2019 in Reynolds Coliseum, which approximately 4,000 students attended. Additionally in the fall and spring semesters, the campus programmed approximately 10 events related to themes from the text. Please see Addendum C or visit go.ncsu.edu/nspsassessment for assessment data specific to the Common Reading Program.

+ **1887 Fellows:** 1887 Fellows is an exclusive cohort experience for fall and spring first-year students occurring in their first semester on-campus. The program aimed to create a foundation for success in their first semester while developing a Fellows community through a series of experiences that supported student growth as participants navigated their transition to NC State. The series of experiences included goal-based coaching, weekly socials with connections to campus resources, and reflection opportunities. As a part of the coaching process, each fellow worked individually with a staff member to progress through the goal attainment process, reflecting upon their self-regulation, grit, and perseverance throughout the term. In 2019-2020, approximately 50 first-year students participated in the 1887 Fellows program.

+ **First-Year Alternative Service Break Trips:** A collaboration between New Student Programs and community partners in western North Carolina, the First-Year Alternative Service Break (ASB) trips, occurring over fall and spring breaks, attempted to help develop and enhance a value for public service, civic engagement and service-learning within the first-year student participants. Participants had the opportunity to learn about and engage in service around the intersection between social justice, the environment and healthy communities in Asheville, NC. Working with a variety of local organizations, the participants focused on the environmental and economic impacts of the Blue Ridge Parkway on surrounding North Carolina communities. These experiences challenged participants to examine how community issues intersect, critically reflect upon their role and responsibility within their community, as well as consider how they can make a difference in their new home at NC State. Due to the nature of the experience, the First-Year Alternative Service Break Trips were limited to 17 first-year students on each trip (fall break and spring break) and three staff members (professional and student).

+ **Prague Connect Transition Course:** In 2019, New Student Programs collaborated with the Office of Global Engagement to assist the transition of Spring Connect students studying in Prague in fall 2019 (Prague Connect). To support the student transition, New Student Programs’ staff coordinated and instructed a section of USC 100: Transitioning to a Diverse Community in Prague, a one credit-hour course. This course covered topics ranging from academic success strategies and resources to various aspects of diversity and inclusion, all focused on the transition of incoming students. In fall 2019, 29 students were enrolled in USC 100 as a part of Prague Connect.

+ **Spring Connect Advising Day & Orientation:** In conjunction with campus partners, including Enrollment Management and Services, University Housing, and academic programs, New Student Programs (NSP) supported approximately 325 Spring Connect students (first-year students admitted in spring 2019 for a spring 2020 start). Through the summer and fall semesters, NSP provided guidance via email communications and the
New Student Checklist, which represents a student’s roadmap from admission to beginning classes, as well as hosting a Spring Connect Advising Day in collaboration with academic programs and advisors. Spring Connect Advising Day aimed to provide students with a snapshot of what they could expect from the advising and course enrollment period, prepare students for their enrollment appointments, encourage student connections with their academic college. Approximately 200 Spring Connect students and 250 family members attended the Advising Day in October 2019. Additionally, over 300 Spring Connect students attended New Student Orientation in spring 2020 prior to the start of their classes.

+ **Student Staff Employment:** To fulfill the mission and outcomes of New Student Programs (NSP), student staff members are recruited, trained, employed, and evaluated each academic year. In 2019-2020, NSP employed over 130 student staff members (approximately 125 first-time staff members and 10 returning staff members). Focusing on their development as student leaders and professionals, this process encompassed over 100 hours of comprehensive training (including two sections of USC 223: NSP Student Leader Development, a credit bearing course) culminating in their implementation of the summer orientation and Summer Start programs and work with incoming students and families. Additionally, a number of students were rehired in various capacities to assist in the coordination and implementation of on-going transition programming, serving in as event programmers for the Alternative Service Break Trips.

### NEW INITIATIVES IN 2019-2020

The following new initiatives were implemented in 2019-2020.

+ **1887 Fellows:** 1887 Fellows is an exclusive cohort experience for fall and spring first-year students occurring in their first semester on-campus. The program aimed to create a foundation for success in their first semester while developing a Fellows community through a series of experiences that supported student growth as participants navigated their transition to NC State. The series of experiences included goal-based coaching, weekly socials with connections to campus resources, and reflection opportunities. As a part of the coaching process, each Fellow worked individually with a staff member to progress through the goal attainment process, reflecting upon their self-regulation, grit, and perseverance throughout the term. In 2019-2020, approximately 50 first-year students participated in the 1887 Fellows program.

### DIVERSITY INITIATIVES AND PROGRAMS

The following diversity initiatives were implemented by New Student Programs in 2019-2020 (listed in alphabetical order).

+ **Diversity Coordinators Website:** Launched as a means to connect new students to the Diversity Coordinators within their colleges, New Student Programs continued promoting a webpage (newstudents.dasa.ncsu.edu/colleges) listing the names and contact information for each college’s Diversity Coordinator.
+ **First-Year Alternative Service Break Trips**: A collaboration between New Student Programs and community partners in western North Carolina, the First-Year Alternative Service Break (ASB) trips, occurring over fall and spring breaks, attempted to help develop and enhance a value for public service, civic engagement and service-learning within the first-year student participants. Participants had the opportunity to learn about and engage in service around the intersection between social justice, the environment and healthy communities in Asheville, NC. Working with a variety of local organizations, the participants focused on the environmental and economic impacts of the Blue Ridge Parkway on surrounding North Carolina communities. These experiences challenged participants to examine how community issues intersect, critically reflect upon their role and responsibility within their community, as well as consider how they can make a difference in their new home at NC State. Due to the nature of the experience, the First-Year Alternative Service Break Trips were limited to 17 first-year students on each trip (fall break and spring break) and three staff members (professional and student).

+ **ImPACKting Your Community**: ImPACKting Your Community, presented by the Title IX Committee, was presented to all New Student Orientation participants to provide education and awareness to incoming first-year and transfer students around sexual assault and interpersonal violence prevention. ImPACKting Your Community empowered students to create an environment free of sexual assault and violence by intervening and supporting survivors.

+ **International Orientation**: International Orientation for international first-year and transfer undergraduate students, in collaboration with the Office for International Services, oriented approximately 110 new international students (145 first-year students; 53 transfer students) during the 2019-2020 academic year. This program is designed to positively impact the transition of international undergraduate students into the culture of the United State and NC State University while promoting the integration of international students into the NC State community through cross-cultural peer exchanges with domestic undergraduate students.

+ **NC State Hearts Transfers**: NC State Hearts Transfers, held during Wolfpack and Winter Welcome Weeks prior to classes, aids transfer students in creating a sense of community through peer connections and identifying available resources that support their collegiate success. Approximately 185 transfer students attended NC State Hearts Transfers in 2019-2020.

+ **Out-of-State Student Welcome**: The Out-of-State Student Welcome, hosted during Wolfpack Welcome Week prior to classes, promoted the successful cultural and social transition of new out-of-state undergraduate students. This session provided opportunities to engage with an out-of-state peer network, learning about available campus resources, and learn about the culture of North Carolina. Approximately 150 new out-of-state students attended the Out-of-State Student Welcome in fall 2019.

+ **Pack Pride**: The Pack Pride program encouraged conversations around diversity and inclusion through a focus on the NC State Community Compact and promoting institutional values, increasing identity awareness and validation among students, expressing the expectations of membership in the NC State
community, intervening as a bystander in college, and promoting actions students can take to examine their personal biases. Pack Pride aims to create an environment where each student is empowered to grow and make positive decisions for their future and our community. As in 2018, Pack Pride continued to incorporate messaging around freedom of speech and expression at NC State, including a video from the Provost introducing these values. This was the seventh year in which the Pack Pride program has been implemented at New Student Orientation and the program can be viewed online at go.ncsu.edu/packpride.

+ **Prague Connect Transition Course:** In 2019, New Student Programs collaborated with the Office of Global Engagement to assist the transition of Spring Connect students studying in Prague in fall 2019 (Prague Connect). To support the student transition, New Student Programs’ staff coordinated and instructed a section of USC 100: Transitioning to a Diverse Community in Prague, a one credit-hour course. This course covered topics ranging from academic success strategies and resources to various aspects of diversity and inclusion, all focused on the transition of incoming students. In fall 2019, 29 students were enrolled in USC 100 as a part of Prague Connect.

+ **Transfer-Specific Engagement Workshops:** During fall and winter Welcome Weeks, New Student Programs coordinated a pre-semester workshop for new transfer students in partnership with Student Involvement. These workshops focused on connecting new transfer students to NC State and promoting their engagement with the campus community. Each workshop was a half day experience that began with reflection on students’ experiences at previous institutions, as well as peer networking and transitioned into Talley tours and small group involvement consultations with New Student Programs student staff members, ending with an overview of campus traditions and opportunities to get connected on campus. In 2019-2020, approximately 40 transfer students participated in these transfer-specific workshops.

+ **Veteran Student Sessions:** The Military and Veteran’s Resource Center, in conjunction with transfer orientation programs, presented a session specifically for student veterans and their families aimed at facilitating a smooth transition for veterans and families utilizing the G.I. Bill to pay for their education at NC State. Total attendance across four transfer orientation sessions was approximately 75 incoming students and family members.

**PROFESSIONAL & STUDENT STAFF LEADERSHIP AND RECOGNITION**

+ **Changes in Staffing:**
  + Coordinator of New Student Programs (Quentin Hodges) left NC State in August 2019
  + Administrative Support Specialist of New Student Programs (Meredith Harms) joined NC State in November 2019
  + Coordinator of New Student Programs (Molly Basdeo Mountjoy) joined NC State in December 2019
  + University Program Specialist of New Student Programs (Lori Wilson) retired from NC State in January 2020
Leadership Positions in Professional Organizations:
  + 2019 Student Leadership Institute Faculty Member, Association for Orientation, Transition and Retention in Higher Education (NODA) (Quentin Hodges, Coordinator)
  + Extended Orientation Network Co-Chair, Association for Orientation, Transition and Retention in Higher Education (NODA) (Molly Basdeo Mountjoy, Coordinator)
  + General Board Member, Association for Orientation, Transition and Retention in Higher Education (NODA) (Michael Coombes, Director)

Participation on NC State Affiliated Committees:
  + Academic Advising Strategic Planning Committee (Cameron Hill, Associate Director)
  + Division of Academic and Student Affairs Communications and Technology Committee (Cameron Hill, Associate Director and Lori Wilson, University Program Specialist)
  + Division of Academic and Student Affairs Finance Committee (Lori Wilson, University Program Specialist and Meredith Harms, Administrative Support Specialist)
  + Military Affairs Working Group (Michael Coombes, Director)
  + NC State Wellness Strategic Planning – Academia Workgroup (Molly Basdeo Mountjoy, Coordinator)
  + University Housing Opening Committee (Cameron Hill, Associate Director)
  + University Student Activities Reopening Task Force (Michael Coombes, Director)

Presentations at National Conferences by Personnel:
  + Supporting the Transition of Off-Cycle First-Year Students, Association for Orientation, Transition and Retention in Higher Education Annual Conference (October 2019). Presented by Michael Coombes, Director, Cameron Hill, Associate Director, and Genna Martella, Assistant Director.
RECOMMENDATIONS AND CONCERNS FOR THE FUTURE

+ **Recommendations for the Future**

  + **Planning for Long Term Impacts in Program Delivery:** In response to the Covid-19 pandemic, New Student Programs’ summer 2020 programs have moved online to be delivered in virtual formats. Since we do not know what the future may hold with regards to the pandemic, New Student Programs is planning for long-term impacts to how programming is delivered, specifically for the remainder of the 2020-2021 academic year.

  + **Addressing Current Social Issues within Programming:** New Student Programs knows it will play a significant role in sharing university messages and expectations with incoming students and family members. The department is currently identifying opportunities to address these topics within the summer 2020 virtual format; however, as New Student Programs begins planning for summer 2021, significant time and consideration will be devoted to identifying how we can support students, family members and the institution in these educational opportunities.

+ **Concerns for the Future**

  + **Financial Impacts due to Covid-19:** For fiscal year 20-21, increases to the New Student Programs’ portion of the first-year student fee and transfer student fee have been removed. While the department is well situated to absorb the reduction in previously assumed revenue for the coming fiscal year, the uncertainty surrounding future years is concerning. Even though there is hope the fiscal situation will rebound for subsequent fiscal years, New Student Programs is reviewing anticipated revenue and expenditures and identifying how current programming and staffing may be impacted and adjusted to meet the fiscal challenges that may lie ahead. With the uncertainty surrounding Covid-19’s continued impacts, New Student Programs is concerned with a potential decrease in the first-year student classes for fall 2020 and spring 2021. The department is working with campus partners to create engagement opportunities throughout the summer to continue connecting with incoming students in the hopes of retaining “normal” levels within the first-year class. While New Student Programs is optimistic regarding the retention of first-year students to the fall semester, the department is looking towards budgetary and programming impacts of a smaller first-year class for 2020-2021 and beyond.

ALIGNMENT WITH THE NC STATE STRATEGIC PLAN

+ **GOAL 1: Enhance the success of our students through educational innovation**

  + **New Student Orientation and Family Orientation Programs (NSFO):** NSFO assisted in the transition of approximately 5,100 undergraduate first-year students and 1,450 undergraduate transfer students during the 2019-2020 academic year through orientation programs. Additionally, Family Orientation programs hosted approximately 8,000 family members of new students. In connection to the strategic plan, transfer-specific
orientation programs focus on introducing students to the campus culture while providing vital information on academic and co-curricular resources that aid in student success.

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+ **Spring Connect Advising Day & Orientation:** In conjunction with campus partners, including Enrollment Management and Services, University Housing, and academic programs, New Student Programs (NSP) supported approximately 325 Spring Connect students (first-year students admitted in spring 2019 for a spring 2020 start). Through the summer and fall semesters, NSP provided guidance via email communications and the New Student Checklist, which represents a student’s roadmap from admission to beginning classes, as well as hosting a Spring Connect Advising Day in collaboration with academic programs and advisors. Spring Connect Advising Day aimed to provide students with a snapshot of what they could expect from the advising and course enrollment period, prepare students for their enrollment appointments, encourage student connections with their academic college. **Approximately 200 Spring Connect students and 250 family members attended the Advising Day in October 2019. Additionally, over 300 Spring Connect students attended New Student Orientation in spring 2020 prior to the start of their classes.**

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+ **Spring Connect Day Out:** Held for the first time in spring 2019, this program promoted the exploration of the Triangle while building peer-to-peer connections with other spring first-year students. Students participated in team building activities prior to traveling to various points of interest in the Triangle, including the North Carolina Museum of History, the North Carolina Science Museum, the North Carolina Museum of Art, Crabtree
Valley Mall, and ice skating. In spring 2020, approximately 50 spring first-year students participated in Spring Connect Day Out.

**First-Year Alternative Service Break Trips:** A collaboration between New Student Programs and community partners in western North Carolina, the First-Year Alternative Service Break (ASB) trips, occurring over fall and spring breaks, attempted to help develop and enhance a value for public service, civic engagement and service-learning within the first-year student participants. Participants had the opportunity to learn about and engage in service around the intersection between social justice, the environment and healthy communities in Asheville, NC. Working with a variety of local organizations, the participants focused on the environmental and economic impacts of the Blue Ridge Parkway on surrounding North Carolina communities. These experiences challenged participants to examine how community issues intersect, critically reflect upon their role and responsibility within their community, as well as consider how they can make a difference in their new home at NC State. *Due to the nature of the experience, the First-Year Alternative Service Break Trips were limited to 17 first-year students on each trip (fall break and spring break) and three staff members (professional and student).*

**How to Thrive Workshop Sessions:** New Student Programs partnered with academic and student affairs units to promote student success through targeted workshops for new students. Sessions focusing on courses in which student in their first year struggle were offered during Wolfpack and Winter Welcome Weeks, including Calculus, Chemistry, and Physics. However, topics targeting skills important in academic success were also presented by campus partners, including test taking and study skills, as well as time management. *With many students attending multiple sessions, over 575 students attended a How to Thrive Workshop session between Wolfpack and Winter Welcome Weeks in 2019-2020.*

**Out-of-State Student Welcome:** The Out-of-State Student Welcome, hosted during Wolfpack Welcome Week prior to classes, promoted the successful cultural and social transition of new out-of-state undergraduate students. This session provided opportunities to engage with an out-of-state peer network, learning about available campus resources, and learn about the culture of North Carolina. *Approximately 150 new out-of-state students attended the Out-of-State Student Welcome in fall 2019.*

**High-Impact Student Engagement Sessions:** Held during first-year student orientation sessions, the High-Impact Student Engagement Sessions promoted first-year student engagement in the four areas of high-impact experiences, as identified by the university. These sessions, focused on career development, service learning, study abroad, and undergraduate research, encouraged students to participate in these high-impact educational experiences from the beginning of the career at NC State and provided information on the pathways to do so. *The High-Impact Student Engagement Sessions drew approximately 15,000 attendees in summer 2019 between students and family members participating in orientation programs. Note: students had the opportunity to attend two sessions and family members were offered one opportunity to attend these sessions.*

**GOAL 2: Enhance scholarship and research by investing in faculty and infrastructure**

**GOAL 3: Enhance interdisciplinary scholarship to address the grand challenges of society**

**GOAL 4: Enhance organizational excellence by creating a culture of constant improvement**

**Summer Start:** In summer 2019, the Summer Start program continued providing an opportunity for new first-year and transfer students to enroll in summer session II courses while learning skills and resources to assist
in their academic and personal success, building smaller communities and connections with peers, including upper-division mentors, and engaging with faculty and advisors in a more intimate setting. Over 50 co-curricular programs were offered in summer 2019 in collaboration with campus partners. In summer 2019, 190 first-year and transfer students participated in Summer Start, including approximately 12 Spring Connect students. The average GPA for Summer Start participants was 3.57 with an average course load of approximately 6 credit hours.

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+ **GOAL 5**: Enhance local and global engagement through focused strategic partnership.