Panelists

Meagan Elsberry, PhD
Assistant Dean of
Students,
Lynn University

Jillian Morley
Assistant Director, Career
Design Specialist,
Utah State University

Sterling Crowe, EdD
Associate Dean, Student
Wellness and Equitable Learning,
Humber College

Hannah Link
Director of Housing and
Residence Life,
Lynn University

Jennifer Hewerdine, PhD
Director of Student Success,
Ridgewater College

Appreciative Education

Appreciative Education creates a "framework for delivering high-quality education on both an individual and organizational level. It provides an intentional and positive approach for bettering educational enterprises by focusing on the strengths and potential of individuals and organizations" (Bloom et al., 2013, p. 6).

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. In P. C. Mather and E. Hulme (Eds.), Positive psychology and appreciative inquiry in higher education. *New Directions for Student Services, 143*, 5-18. https://doi.org/10.1002/ss.20055

Appreciative Onboarding

- Assist with employee satisfaction.

- Reduce turnover.

- Improved performance.

- Socialization.

Welcome: Disarm & Discover

- Celebrates the arrival of a new staff member.
- Provides a sense of belonging.
- Facilitates relationship building.
- Helps address the emotional needs of new staff members.

Inform: Dream

- Provides a new staff member with information, materials, and experiences to be successful.

- Encourages a new staff member to strive for continuous learning.

- Encourages a new staff member to ask questions.

- Celebrates a new staff member having a new lens and contributing to the team.

Guide: Design, Deliver, Don't Settle

- Allows for the co-development of both personal and professional goals.

- Roles and responsibilities can be clarified.

- Shared responsibility for accomplishing goals.

- Ongoing follow-up, support, and guidance are critical

Jillian Morley
Assistant Director
Career Design Specialist
Utah State University

Preparation before 1st Day   ···

Upon Hiring
☑ 0/6

Before Start Date
☑ 0/10

Meetings to schedule
☰   ☑ 0/4

➕ Add a card

First Days   ···

Welcome and Start Here
☰   📎 1

Schedule regular meetings
☰   ☑ 0/4

OUR MISSION
The Career Design Center empowers all students to design their career paths through university-wide career education, employer engagement and access to experiential learning, and post-graduation opportunities.

OUR VALUES
Student-centered, inclusive relationships, curiosity, capability, innovation, action-oriented, improvement focus

OUR VISION
To bring career education and opportunities to every USU student before graduation.

Day 1 Agenda
☰   📎 1   ☑ 0/8

Meeting with Supervisor
☑ 0/6

Welcome Meeting with Director
☰   📎 2   ☑ 0/7

➕ Add a card

First Weeks   ···

College Liaison Specific To-Dos
☑ 0/11

USU Systems
☑ 0/5

Purchasing
☑ 0/4

University Policies & HR
☰

USU Career Series Courses
☑ 0/4

Organizations/Associations/Communities
☰   ☑ 0/6

Other
☑ 0/5

➕ Add a card

Tools to Learn   ···

Checklist
☰   ☑ 0/13

➕ Add a card

End of 1st 3 Months   ···

Check in
☑ 0/8

➕ Add a card

End of 1st 6 Months   ···

Check in
☑ 0/8

➕ Add a card

End of 1st Year   ···

College specific resources
☰

Check in
☑ 0/8

➕ Add a card

> ✓ Welcoming space
> ✓ Organized and transparent
> ✓ Structure

Onboarding for Career Design Specialist ⭐ 👥 ᴑᴑᴑ Board ⌄

End of 1st 3 Months ⋯

Check in

☑ 0/8

➕ Add a card ▣

End of 1st 6 Months ⋯

Check in

☑ 0/8

➕ Add a c

☑ **Checklist**   Delete

0% ▔▔▔▔▔▔▔▔▔▔

☐ Assess progress

☐ Any new introductions   🕐 👤+ ⋯

☐ Learning needs

☐ Responsibility adjustments

☐ New projects

☐ Time for performance review?

☐ Review goals

☐ Training needs

    Add an item

Sterling Crowe, Ed.D.

Associate Dean, Student Wellness and Equitable Learning

Humber College

Understanding Context
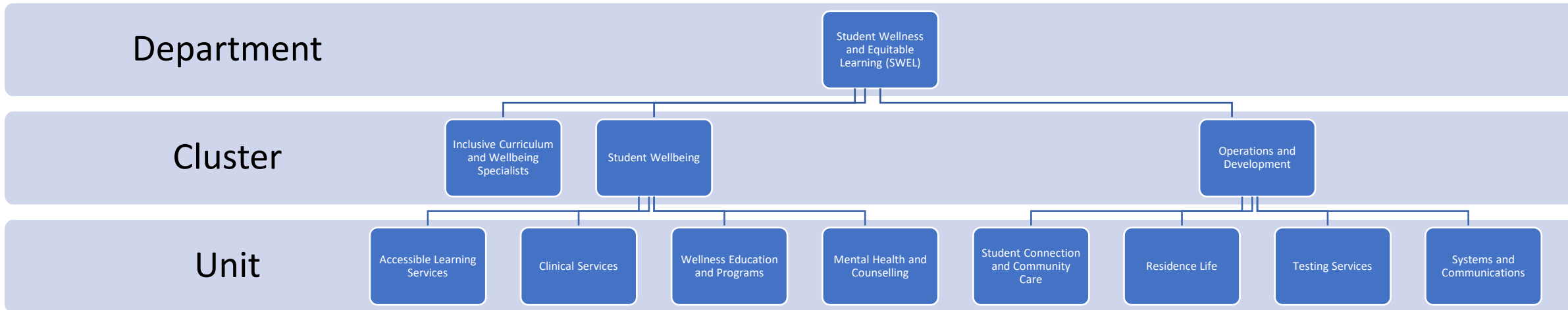
Brief Overview of Onboarding Plan

- **Purpose:** to provide a comprehensive framework for unit and cluster leaders to effectively integrate new team members into the organization.

- **Approach:**
  - by emphasizing strengths, fostering collaboration, and embracing our team's values and vision, this plan aims to create a supportive environment where new leaders can thrive and drive positive change.
  - it is critical that we are intentional in ensuring that we maintain an appropriate balance between logistics, learning, and the immediate team needs.
  - there are a number of competing agendas between institutional onboarding requirements (some legislated), our own departmental learning, and – most importantly – the relationship building and development within our teams (unit, cluster, and department).

- **Critical Acknowledgment:** even when incumbents are joining us from within the institution, there is always a lot to learn and information to process – clear and focused is kind.

Key Element of Onboarding Plan – Modeling the Way Across the Organization through Curiosity

- **Why?** Embed appreciative inquiry into your own conversations with your new team member **and** enable colleagues, peers, and stakeholders to do the same.

- **How?** Set agendas with clear deliverables to frame the initial engagement with this goal in mind.

- **What?** Questions that enable human connection within team or bring a human element to the shared work and culture.

Sample Questions

New Hire – First 1:1 Meeting

1. What's one thing you're excited about right now?
2. What is something that people often get wrong about you?
3. What are your pet peeves, if you have any?
4. How do you like to receive feedback, both positive and constructive?
   a. How do you respond when you get feedback?
5. Showing appreciation for a job well done is important to me, how do you like to be recognized and receive gratitude?
6. What do you need, expect, or want from me as a supervisor?
7. What is something you're deeply grateful for right now?
8. Any burning topics to discuss in the near term?

Note: I come prepared to share my answers as well so that we both leave knowing more about each other.

Stakeholder/Colleague Prompts

1. Could you share a success story or a memorable experience that you've had while working at the College? What strengths or qualities within our team or stakeholders made that success possible?
2. In your opinion, what sets our college apart from others in terms of values and culture? How have these values positively influenced your work and interactions with colleagues and stakeholders?
3. Can you describe a time when you witnessed exceptional collaboration or teamwork within our college? What factors contributed to that collaboration, and how can we continue to foster such positive collaboration in the future?

Hannah Link

Director of Housing and Residence Life

Lynn University

Welcome to the new job – and your home!

- The Warmest Welcome!

  - Welcome Home Basket – what makes the first few nights easier in a new apartment?

  - Welcome to the team – many hands make light work!

  - Welcome to Boca Raton – five-star recommendations, tips and tricks for making the most of the area.

  - Office Set Up – ready to roll!

An Organized On-Boarding with a Focus on Bonding

- Creating a detailed schedule filled with hyper-links, resources, and useful links.
  - Standing meetings and what those entail.
  - Setting and organizing partner meetings and independent trainings prior to arrival.
  - Log-Ins and Useful Links.

- Focus on Team Building – Team Lunches, Coffee Runs, Casual Catch Ups.

- End of Day – Supervisor Huddle and Opportunity for Questions.

Monday, April 19

Time	Session	Staff Lead	Location	Additional Details
9:00 am	Breakfast	HRL Team	Meet in Lynn Lobby	Yolk
10:00 am	Review schedule, Computer Set Up	Supervisor	Tua's Office	
11:00 am	Benefits Session	Benefits Manager	Zoom	Register Here
12:00 pm	Lunch	Team Lunch	Dolphin Cafe	
1:00 pm	iPad Pickup + ID Card	Supervisor	Library, First Floor	Appointment Booked (LUSC-27620)
1:30 pm	Student Affairs Divisional Meeting	DOSA Team	University Center	
2:30 pm	Team Meeting	HRL Team	Office A	
4:00 pm	In-Office Time + Check-In	Supervisor	Tua's Office	Set up, settle in

Tuesday, April 20

Time	Session	Staff	Location	Additional Details?
9:15 am	Review On-Boarding Schedule, Check accesses, Self-Lead Trainings	Supervisor	Tua's Office	Check Jenzabar, eRezLife, Persona, CCure login
11:00 am	In-Office Time	Tua	Tua's Office	
12:00 pm	Lunch	Peers	Dolphin Cafe	
1:00 pm	Self-Lead Training Time	Tua	Tua's Office	
4:00 pm	All-Staff Meeting Planning	ACs + Supervisor	Supervisor's Office	Icebreakers, ideas for area time, what needs to be shared

Wednesday, April 21

Time	Session	Staff	Location	Additional Details?
9:30 am	Let's talk the rest of the semester – Role Definition	ACs+ Supervisor	Player's Choice	Review current roles + Rest of the semester plan
10:30 am	In-Office Time	Tua	Tua's Office	
12:00 pm	Lunch	Team Lunch	Dolphin Cafe	
1:00 pm	Self-Lead Training Time	Tua	Tua's Office	
4:00 pm	Check-In	Supervisor	Tua's Office	

Technology: Platforms, Locations, and Log-In Information

Platform	Used For	Location	User Name	Password
Presence	Events, Clubs, Organizations Be familiar with: creating and approving events, looking up attendees.	Web Based	Lynn Email	Lynn Password
eRezLife	All things Housing and Residence Life! Step-by-step guides about anything and everything found here.	Web Based	Lynn Email	Lynn Password
Jenzabar	Identify students assigned space, check students in, move students, check student holds	Desktop	Lynn Username	Lynn Password
CCure	Any "Touch" Card Coding (Exterior buildings, interior doors for Perper Residence Hall), Car Decals	Desktop	ID Number	Lynn Password
Persona	Card coding for all room doors except	Desktop, need a Card Reader to Use	TTagovalioa	ID Number

Helpful Links

- my.lynn.edu (Student Hub: access to Work Orders, IT Service Desk, COVID Scheduling, Workday, Events)
- IT Support Services
- Maintenance and Facilities Work Order
- Employee Resources: https://www.lynn.edu/resources/employees
- Housing and Residence Life (Public web page): my.lynn.edu/housing
- Concerned Persons Reporting: https://www.lynn.edu/student-life/campus-safety/concerned-persons-report

Learning the Language and Culture

- **Consistent check-ins with supervisors, directors, peers and campus partners to continue to craft training for that individual.**
  - Reviewing and affirming what the new staff member has done successfully or area they have made an impact that day or week (I'm really impressed by…, I really love how you really took the opportunity to…)
  - How they see themselves shaping the role (What are you hoping to bring to this position, what areas are you most passionate about – why?)
  - Check in on what support they may need from you or the team? (How are you feeling about our communication, do you have any questions for me? Is there anything else that you need to be successful?)
  - How are you hoping to continue to grow in this role, career and how can we help you?

Acronyms to Know
- SRA = Senior Resident Assistant
- RA = Resident Assistant
- HRL = Housing and Residence Life
- CSI = Center for Student Involvement
- SFS = Student Financial Services
- CCC = Campus Communication Center
- IAL = Institute for Achievement & Learning
- IBC = International Business Building

Places to Know: Interactive Map
- **UC**: University Center, heart of campus – houses Center for Learning Abroad, Dean of Students, Dining Services, Career and Alumni Connections, International Programs and Services, Student Affairs, Student Involvement, Campus Store, Social Impact Lab
  - **Cafe**: Mary's Kitchen + Bobby Campbell Dining Commons, UC – First Floor
  - **Elaine's**: Large multi-use space, UC – First Floor
  - **Living Room**: Large multi-use space, UC – First Floor
  - **Christine's**: Food service, UC – Second Floor
  - **240/241**: Multi-use space, UC – Second Floor
  - **Christine's Lawn**: Event space, UC – Grassy Area
- **Schmidt**: Schmidt College Center, Administrative building – houses Admission, Development, Marketing and Communication, the Office of the President
- **Green Center**: Louise and Anne Green Center, Administrative building – houses Institute for Achievement & Learning, College of Education, Employee Services, Finance, General Counsel, Registrar, Student Financial Services, Compliance, Accessibility Services
- **de Hoernle**: deHoernle International Center – Hint: If they're not talking about the residence hall, it's this building. Home of the Conservatory of Music.
  - **The AG**: Amarnick-Goldstein Concert Hall, small auditorium
  - **The Henke**: Large multi-use space
- **Assaf**: Ronald and Kathleen Assaf Academic Center, Academic Building
- **IBC**: Mohammed Indimi International Business Center, Academic Building
- **Wold**: Keith C. and Elaine Johnson Wold Performing Arts Center
  - **The Salon**: Multi-purpose room
  - **The Black Box**
  - **Box Office**

Jen Hewerdine, Ph.D.

Director of Student Success

Ridgewater College

Order	Topic	Time Needed	Who should be involved?	Notes
0	Welcome email		Anyone who wants to	Jen send internal announcement w/candidate copied
0	Card for new hire			
0	Binder/folder with resources			Include org chart
0	Plan Welcome Gathering	1 hour	Anyone who wants to	On respective campus(es)
0	Welcome Sign			
0	Order business cards & name tag			
0	Coffee/lunch w/employee w/Onboarding Interview	1 hour	Jen	Onboarding interview qs in folder
0	Office cleaned, set up			
0	Welcome & Expectations	1 hour	Jen	Onboarding interview questions in folder
0	Communications	1 hour	Jen	
0	Meet with VP of Student Success	30 mins		
0	Timesheets, Calendar (including 'sharing'), Emails	1 hour	Jen + advisor	
0	Advising Process	1 hour	Advisor	Include post-advising email, materials
0	Campus Tour & Introductions	1 hour		
0	Front Desk & Office Procedures	1 hour	FD Staff	
0	PD & Listserv Sign Ups	1 hour	Mentor / advisor	

- Ongoing process that addresses socializing, culture, long-term learning, asking questions, and knowing where and who to go
- Process begins before day one: welcoming office, emails from colleagues, materials ready on day one
- Team approach to learning – all members and adjacent areas meet with and train with the new team member
- Assigned a mentor in same role to provide someone who isn't their supervisor to bounce ideas and questions off of

Getting to Know You

Day 1

- First day: Coffee, tea & snacks

- Invite everyone in the immediate area and those who will work closely with the team member, including the VP of Student Success, to humanize the team and have no-stakes interaction with others.

- Everyone comes with a "Getting to Know You" question that, when asked, everyone present has to answer so that the new team member isn't in the hot seat.

- Allows for overall team building and rapport starting on the person's first day.

Functional Areas

Admissions, Academic Coaching, Counseling, Advising, Orientation

- The entire team pitches in by assessing anything that needs to be added or changed, and people sign up to train and meet with the new team member

- I work with others in the same functional area to understand any needs the new member may have that can be addressed prior to the start date.

- We discuss creatively thinking about how processes can be improved and bringing forward ideas for improvement; they are coming in from somewhere else, so having a new lens on practices can create opportunity.

- Advising: Are there creative ways to approach outreach? Do meetings have to be in offices? Are there ways to better meet students' needs and desires?

References

- Bloom, J. L., Hutson, B. L., & He, Y. (2008). *The appreciative advising revolution*. Stipes Publishing.

- Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services, 143*, 5-18. https://doi.org/10.1002/ss.20055

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- Cooperrider, D. L., & Srivastva, S. (1987). Appreciative inquiry in organizational life. In W. Pasmore & R. Woodman (Eds.), *Research in Organization Change and Development, 1*, 129-169.