

Institutional Effectiveness Report

Unit: Division of Enrollment Services

June, 2004

Expanded Statement of Institutional Purpose	Administrative Objective/Expected Results	Assessment Criteria and Procedures	Assessment Results	Use of Results
<p><u>Goal 1:</u> To organize all activities, including program design and delivery, evaluation and reward systems upon the principle of genuine concern for the education of students, their social and intellectual growth, and a demonstrated willingness of all personnel to become involved in that growth.</p>	<p>1. To ensure accurate and consistent information given by all enrollment staff, particularly the specialist in the One Stop Shop department. The prevention of student run-around will be the number one priority.</p>	<p>Constant and on-going training will be conducted to ensure that all staff have up-to-date information regarding policy and procedures. Employees will be given information regarding campus wide activities and initiatives to ensure proper communication to all prospective and enrolled students contacting the Enrollment Division. Staff will have up-to-date knowledge of Banner and the ability to assist students in learning how to use ISIS and other web support.</p>	<p>These procedures are currently being implemented. Customer service surveys will be used. The results of institutional surveys will be utilized as well.</p>	<p>Survey data in addition to qualitative feed-back will be used to improve customer service</p>
<p><u>Goal 1, objective 2</u></p>	<p>2. To improve written communication to financial aid students.</p>	<p>All financial aid correspondence was reviewed and improvements made to content and structure. Financial aid programs and institutional procedures to administer these programs are continuously changing. Re-evaluation of written communication is a</p>	<p>The revised letters were analyzed by financial aid staff members and the Executive Director of Enrollment Services prior to implementation.</p>	<p>Clearer correspondence to students should result in fewer student contacts with questions about information provided in our written communication.</p>

<p><u>Goal 2:</u> To implement plans aggressively that will insure a comprehensive enrollment model appropriate to our mission.</p>	<p>3. To update all recruitment literature and web to reflect new CSU brand and image.</p>	<p>permanent process for the Financial Aid Office.</p> <p>An evaluation of all literature and the web will be conducted to ensure that the CSU brand and image is supported. An effort will be made to connect all campus services to the web and to use initiatives that will provide a high level of communication to all prospective and enrolled students regarding student activities and support services.</p>	<p>These procedures have only recently been implemented and the results of these initiatives will continue to be evaluated. It is anticipated customer surveys will indicate increased levels of student satisfaction with the Division's enhanced communication processes.</p>	<p>Enrollment data should reflect increased enrollment and retention.</p>
<p><u>Goal 2, objective 4</u></p>	<p>4. To increase enrollment of transfer students. A three year trend indicates an increase in transfer student applications and enrollment, implying a potential growth market area for CSU.</p>	<p>Data collection and analysis need to focus on "why" students are seeking CSU and what types of students are seeking enrollment and how they perceive the benefits of CSU. These students typically do not require CORE subjects, an advantage for CSU. The factors of increased advising and flexibility of transfer evaluation and acceptance of transfer courses must be considered.</p>	<p>A survey is being designed and will be conducted to determine satisfaction of current transfer students, factors in choosing CSU and what needs to be done to improve services to transfer students.</p>	<p>Results of the data will be used to facilitate the current trend of gains in transfer student enrollment</p>

<p><u>Goal 2</u>, objective 5</p>	<p>5. To improve recruitment efforts in Atlanta and contiguous areas, and in other target populations.</p>	<p>Assessment criteria will be the percentage of increase in the number of students enrolling from Atlanta and contiguous areas as well as how quickly the recruiting efforts approach the CSU enrollment goal of 7,500 students.</p>	<p>Student enrollment from the Atlanta market has increased 155% since Fall 2001, while student enrollment from the region has seen a 14% increase since Fall 2001.</p>	<p>Results are being used to fill university housing. Additionally, efforts are being made to increase the caliber of students from this region who enroll.</p>
<p><u>Goal 2</u>, objective 6</p>	<p>6. To implement an effective Introductory and Cross-Training program that will encompass New Employee training, including functions and tasks of Registrar, Admissions, and Financial Aid offices as well as new training for Luminis, Banner v6, and the conversion of Social Security Numbers to IDs. This will successfully give the Enrollment Services staff the tools and resources to service students and CSU employees.</p>	<p>Student Survey cards and the Student Academic Support Survey data will be utilized to assess the quality and satisfaction of student and support services.</p>	<p>The use of Student Survey cards has just been implemented. The results of the Student Academic Support Services 2003 survey indicated concern about student run-around.</p>	<p>The cross-training program will be used to increase customer satisfaction for both students and employees and these initiatives will improve the positive perceptions of the Enrollment Services Division and the services that are provided.</p>
<p><u>Goal 3</u>: To support select mission areas that will strengthen CSU as a distinguished academic institution</p>	<p>7. To utilize a more targeted approach to recruitment in order to continue the increased involvement of qualified students at CSU – specifically in our select mission areas.</p>	<p>The growth in enrollment of programs in CSU’s areas of excellence will be tracked as well as those programs garnering the most prospective interest.</p>	<p>Enrollment in targeted programs will continue to be monitored; the caliber of students recruited is being analyzed; retention rates are being monitored.</p>	<p>Efforts have been made to increase the awareness of CSU’s select mission programs in the areas of excellence – both in and beyond the service region.</p>

<p><u>Goal 5:</u> To adopt new strategies to increase and strengthen the diversity of the university community-faculty, staff, and students.</p>	<p>8. To improve service and correspondence with international applicants.</p>	<p>Interviews with current international students were used in order to assess their views on effective communication during the application process; Focus groups were used to assess current international students' perceptions of the CSU international website application materials and their effectiveness in attracting new international students and in simplifying the application process; Surveys were used to identify the make-up of the current international student body, their reasons for choosing CSU, and their views on the most effective ways to attract new students.</p>	<p>Negative feedback was received from the interviews, i.e., the application procedures were often unclear, the communication was often delayed by the mail service, the application materials were targeting U.S. students, not taking into consideration the unique needs of international applications, and the international website was not comprehensive or easy to find from the CSU URL address. Positive feedback was received from the surveys in that there was appreciation about mail communication regarding the items still needed for the admission file and the fact that immigration documents were sent by the International Express Mail. The following feedback was given regarding the need for improvement: to create comprehensive materials targeting international students, guiding them through the application process; to increase the use of e-mail as a means of communication with</p>	<p>A comprehensive international website was created, as well as an international view book, and international application materials, to guide future students through the application process, to inform them on the relevant immigration laws and procedures (http://international.colstate.edu/). A contact information sheet is now provided in each international application packet as well. Finally, applicants are encouraged to use e-mail as a means of communication and the international recruiter is handling preliminary application questions and concerns.</p>
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<p><u>Goal 5, objective 9</u></p>	<p>9. To increase the diversity of student enrollments with respect to minority students, non-traditional students and first-generation college students.</p>	<p>Analyze the increase in fall enrollment in the number of Asian, Black, Hispanic, American Indian and Multi-Racial students. Analyze the increase in fall enrollment in the non-traditional sector.</p>	<p>Increases in enrollment from Fall 2002-Fall 2003 are as follows: Asian –19% Black—11% Hispanic—12% Multi-Racial—28% American Indian—25% Non-traditional (students over 25) –4%</p>	<p>Utilized high school counselors to help identify possible first-generation college students and to provide avenues to help such potential students enroll in college.</p>
<p><u>Goal 6: To develop and implement a comprehensive master plan for the acquisition, use, and maintenance of technology instruction and university operations.</u></p>	<p>10. To improve the use of technology in communication through the implementation of Campus Pipeline.</p>	<p>In January 2005 the institution will launch a web portal which will enhance web communication. Enrollment Services will develop a plan to utilize and maximize opportunities for communication through the portal. A comprehensive communication plan will be developed and plans to “drive” students to the web for communication will be considered.</p>	<p>Surveys and focus groups will be used to ascertain the effectiveness of the new approach and the level of satisfaction with web communication.</p>	<p>The utilization of Campus Pipeline will result in a major cost savings to the university and will enhance speed and accuracy of web communication. Improved communication with students will impact recruitment and retention.</p>
<p><u>Goal 6, objective 11</u></p>	<p>11. Improve and maximize the use of the Banner Student System through additional automation and streamlining of current</p>	<p>Automating and improving current processes should result in more efficient processing of files and requests thus improving</p>	<p>During the 2003-2004 academic year over 150,000 communications pieces were sent to CSU prospective applicants and</p>	<p>Automated processes are being used to increase the response time to CSU prospective applicants and current students. The</p>

<p><u>Goal 6, objective 12</u></p>	<p>processes.</p> <p>12. To continue to improve the method of communication delivered through the website as well as through the application and letter processes.</p>	<p>timeliness of notification to prospective applicants and current students.</p> <p>Admissions has conducted several reviews throughout the year of the admissions website. Collected data were re-evaluated in regard to the web needs of prospective students. Information was collected from student groups.</p>	<p>current students.</p> <p>Results of student and staff feedback have prompted admissions to review and correct the web and written communication to students</p>	<p>Technology and Communications unit is researching various equipment and/or personnel to support the increased communications to CSU students.</p> <p>An additional Admission Counselor has been designated to monitor admission communications and review the web on a monthly basis.</p>
<p><u>Goal 6, objective 13</u></p>	<p>13. Add codes to all correspondence (letters, notices, etc.) sent to students from Registrar, Admissions, and Financial Aid (e.g., FA01, RO01, AD01) and scan them into electronic form to have them available via the computer to assist the front line staff in answering students' questions.</p>	<p>Qualitative assessment will be conducted, gauging the front line staff feedback about the new system.</p>	<p>Qualitative measures will indicate if the new system is more efficient in serving students..</p>	<p>Implement the new system if it is judged to be more effective.</p>
<p><u>Goal 6, objective 14</u></p>	<p>14. Have forms for Admissions, Registrar and Financial Aid available on the web for student/faculty use. The forms may</p>	<p>A question will be added to the Student Academic Support Services Survey regarding the use of online forms.</p>	<p>Automated forms will result in more timely and efficient processing of requests from students and faculty and increased customer satisfaction.</p>	<p>Automated forms will assist in the advancement of the use of technology in communicating with students and faculty.</p>

<p><u>Goal 6, objective 15</u></p>	<p>initially be downloadable PDF or Word files which can be printed and submitted. The ultimate goal will be interactive forms which will either utilize a workflow process, send an e-mail to the appropriate staff member, or actually update the Banner student system.</p> <p>15. Secure technological improvement through the maximized use of the Banner Student System.</p>	<p>Banner’s new method for processing summer Pell was implemented. It automates the Pell awarding process and improves the accuracy of summer Pell disbursements.</p>	<p>Summer awarding is processed faster and more accurately.</p>	<p>Faster awarding of aid improves recruitment and retention. Students have faster access to information to make decisions on financing their Columbus State University enrollment.</p>
<p><u>Goal 6, objective 16</u></p>	<p>16. Replace inefficient processes such as book vouchers and the refund checks with improved technology (direct deposit and/or debit “One” cards).</p>	<p>Automated processes should result in more efficient service to the student population and cost savings from economies of scale by combining similar processes into single applications.</p>	<p>Results will be measured in cost savings in both material and labor costs. Students will be surveyed to determine the level of satisfaction and success of the initiative.</p>	<p>Results will be used to determine if cost savings are sufficient to warrant the inclusion of additional processes in this application (student ID’s, all refunds, payroll, etc.).</p>
<p><u>Goal 8: To increase funding sources in order to maintain and expand programs and services of the university, as well as to ensure professional development of all personnel.</u></p>	<p>17. To develop a more proficient method of reconciliation of scholarship funds.</p>	<p>Reports were created in PeopleSoft that allow financial aid staff members access to detailed information on scholarship disbursements.</p>	<p>Reconciliation is faster using the information provided by PeopleSoft. Also, research is easier to perform when there are questions during reconciliation.</p>	<p>This tool has become part of Financial Aid’s reconciliation process.</p>

<p><u>Goal 8</u>, objective 18</p>	<p>18. Strengthen the Financial Aid Office's ability to attract higher levels of public and private financial support.</p>	<p>.The Scholarship Guide is updated continuously throughout the year as additional scholarships are established and information on scholarships change. Simultaneously, the scholarship website is updated with this information.</p>	<p>The Scholarship Guide is published annually.</p>	<p>The Scholarship Guide is used for recruitment and as an information tool for Enrollment Services.</p>
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