

**Columbus State University  
Division of Enrollment Services  
2007-2008**

**Part I. Division Philosophy**

**MISSION STATEMENT**

The mission of the Division of Enrollment Services is to guarantee high quality customer service in a centralized team environment.

We are committed to providing enhanced technological and innovative solutions to recruit and retain students while enhancing our reputation in the community and around the world.

**VISION STATEMENT**

Our vision is that we will be the pinnacle of customer service among institutions of higher learning.

**DIVISION GOALS**

**GOAL 1:** To promote academic excellence in all promotional and recruitment efforts using data-driven, decision-making, enrollment management planning.

**GOAL 2:** To identify, recruit, and enroll a student body that promotes the university's commitment to promote academic excellence, high graduation rates, and retention with a major focus on community partnerships and the enrollment of graduate, transfer, military/dependent, and regional students. (Ongoing goal)

**GOAL 3:** To enhance all aspects of customer service with future and current students as top priority. (Ongoing Goal)

**GOAL 4:** To support student recruitment and retention through the efficient use of technology, web communication, financial aid, and student accounts processing, accuracy in academic records, ease in registration, reduction in student run-around, and paper. (Ongoing Goal)

**GOAL 5:** Foster an atmosphere which promotes harmony in the division, professional development, and recognition. (Ongoing goal)

COLUMBUS STATE UNIVERSITY

DIVISION OF ENROLLMENT SERVICES

FY 2006 LEVEL 2 PLAN ASSESSMENT

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
2,7	3,4	<p>The Division of Enrollment Services will enhance the use of technology in Admissions, Registrar, Student Accounts, Financial Aid, Recruitment, Fort Benning, and VA offices to better serve the future and current students and to reduce cost due to printing and mailing information.</p> <p>Software and equipment necessary to complete this initiative are Banner Xtender Solutions – Imaging Software, AppWorx Software (Job Scheduler and Job Process Automation System) Clean Address Software System, and Kiosk Software.</p>	<p><b>On-going.</b> The division did not receive funds for Banner Xtender Solutions or App Worx Software. However the Clean Address Software was purchased and has reduced the return mail expense by 17%. The Kiosk Software was installed and provides an improved process for students using the web within Enrollment Services. The impact of the software is not measurable, however; the software prevents students using Enrollment Services’ computers the ability to surf the web and prevent other students from using the computers.</p> <p>Other measures were put in place to reduce the cost of printing and postage. Inserts in all mail-outs were evaluated and adjusted to ensure the lowest postage and printing cost. It is difficult to measure the actual impact since mail-out was increased for direct marketing to new cities and states.</p> <p>The division also purchased Hobson’s E-brochure and Hobson’s Connect which will enable the marketing and recruitment department to send more information via email through E-brochures. This software will be fully functioning by June 07. An evaluation of the impact on postage and printing will be evaluated in 08.</p> <p>The division was able to update all web information through CougarNet and eliminated the Summer/Fall printing of the Schedule Book. This will save the institution approximately \$3,000 per year.</p> <p>An Exit Counseling download was successfully implemented which reduces manual data entry and improves automation and student satisfaction in financial aid processing.</p>

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
2,7	3,4,5	The Division of Enrollment Services will need to increase staff to support the growing technology needs and software mentioned above. Each unit will need a power-user and the division will need a programmer/systems analyst position. Cost includes salary adjustments for the promotion of current employees (\$5,000 each) to power-users and the analyst.	<b>NA.</b> The division did not receive extra funding to support this goal. However, individuals have attended SQL and Crystal Reports training and an effort is underway to increase the technology skills of the division. We will ask for consideration of this plan again in 07-08.

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
1,2,6,7	1,2	<p>The Division of Enrollment Services will strive to promote CSU as a premier institution and recruit academically talented students from the region, state, nation, and internationally. The recruitment of transfer students and the expansion of articulation agreements will be explored. The division will work closely with the Recruitment and Retention Committees and other academic areas to establish an Enrollment Management plan which is in line with academic resources. In the spring of 07, new recruitment materials will needed to be developed and a new marketing campaign launched in fall 07. This will require additional funding for development and printing.</p>	<p><b>Achieved and on-going.</b> The Department of Marketing and Recruitment expanded recruitment efforts to Birmingham and increased efforts in Atlanta, Savannah, and Augusta. Applications from these areas (with the exception of Birmingham) have increased: Augusta (5%), Dekalb (Atlanta – 188%) Cobb (1%). The full impact of the marketing and recruitment initiative will not be available until the end of the recruitment season.</p> <p>Following an analysis of retention by the Recruitment and Retention Committee which indicated that 58.43% (CSU), 62.22 (Basic Studies), of the students with a HS GPA of 2.4 and below who enrolled fall 2005 did not return the following year. A proposal was presented and approved by all academic authorities and the BOR to increase the GPA requirements for CSU to 2.5 effective fall 07. The impact will be measured fall 08. Information regarding the impact of SAT scores on the university image was also considered. According to research, a moderately selective school requires SAT scores of 990-1040. Consequently, SAT requirements were raised from 460 verbal and 430 math to 490 verbal and 460 math. Retention and Enrollment rates will be followed to analyze the impact of this change.</p> <p>Recruitment materials: a meeting was held with John Lester, Public Relations Director and plans are underway to update all recruitment and marketing materials for fall 07. By doing this project in house the institution will save over \$60,000.</p> <p>A transfer department was established by moving an admissions counselor to the Registrar's office. A strategic recruitment plan has been established and a new web site will go live next month. As of this date, applications and acceptances have not increased. However, An evaluation of increased enrollment will be reviewed in the fall, it</p>

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
			<p>However, we have experienced 4-year increase of 9.4% in enrollment of transfer students. Articulation Agreements have been expanded with Georgia Military College and Chattahoochee Valley Community College. Data will be reviewed in fall 2007 to evaluate enrollment.</p> <p>A recruitment and marketing plan was launched for graduate programs and applications for fall 07 are currently up 60%.</p>
9,10	3,4,5	<p>The Division of Enrollment Services will conduct training to ensure that managers have strong leadership skills and that staff are current on policies and regulations, customer service skills, and team building.</p>	<p><b>On-going.</b> Division directors conducted in-service training programs throughout the year to ensure that all employees have up-to-date and accurate information. The OSS director developed a training manual which incorporates test questions and new employee observation strategies to evaluate employee competencies. The division also developed a Professional Development plan which awards staff for good customer service, training, and attendance at professional organizations. A leadership training program was completed with all of the directors and assistant directors. The impact on customer satisfaction will be judged with the 08 Student Satisfaction Survey and Entering Student Survey (ESS).</p>

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
2,7	2,3,4	<p>The Division of Enrollment Services will seek to streamline all procedures to include telephone, walk-ins and in-person services. The use of the web for a more interactive and dynamic service platform will be pursued. The division will need to work in tandem with CINS and employ outside resources for counsel. To measure the success of services as considered by new freshmen, questions will be added to the Entering Student Survey regarding satisfaction with web services.</p>	<p><b>Ongoing.</b> The CougarNet student tab was revamped and updated for improved functionality. The Banner 7 upgrade will provide more dynamic access to student information. CINS is currently working on a plan to activate these channels.</p> <p>The division is currently working with CINS to implement an interactive voice response telephone system. The institution has allocated a large sum of funding to this project that will include a move to the Voice-Over IP (VOIP) telephone system. Functionality will enable students to call 24/7 to access personal information. This product should address student comments mentioned in the SASSS related to the need to have information after hours and on the weekend. The ESS will be administered fall 07 and will be used to assess the impact of this service.</p> <p>A Banner 7 upgrade was completed and several processes were implemented to provide improved student self-service. The Student Academic Support Services Survey (SASSS) indicates that student three Offices within Enrollment Services improved in student services: Financial Aid (+3.5), Student Account Services (+4.6), One Stop Shop (+.06). The following offices had a decline in their overall averages for services: Admissions (-3.4) and Registrar (-5.6) It should be noted that only 7% of the students responded to the survey making the validity of the data questionable. However, the comment section indicates a high level of dissatisfaction with the One Stop Shop. As of January, the One Stop Shop is no longer supported by student assistants. It is our belief that the lack of commitment from these workers caused the negative reaction of the OSS. We will watch this area for student satisfaction.</p> <p>The Honors Communication class led by Dr. Danna Gibson conducted a communications analysis of OSS and found that most students are pleased with CSU communication. The class has not provided the raw data but in their presentation to the Enrollment</p>

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
2,10,11	2,5	The Division of Enrollment Services will continue to expand the Fort Benning Campus and all services to military personnel. This will include continued discussions with other units on campus regarding the Adult Re-entry program and other types of support programming for soldiers, their spouses, and children.	<p>Gibson conducted a communications analysis of the One Stop Shop and found that most students are pleased with CSU communication. The class has not provided the raw data, but in their presentation to the Enrollment Services directors they noted that the “Ask Cody” feature on the website is extremely popular and considered a good 24/7 resource</p> <p><b>On-going.</b> Approximately 857 prospective students were served in 2006 and 17 classes were offered on post (0 were offered in 2005). A total of 291 students took advantage of the Fort Benning classes. 178 students were entered in to the Go Army Education system and 157 students received military waivers. Due to a lack of historical data, it is difficult to determine the over-all impact of the Fort Benning Office. However, numerous relationships have been established on post and the director is currently serving on the executive committee for OMEGA (Organization for Military Education in Georgia). Plans are underway to open a Military and VA Service Center on campus to provide a place for special resources such as computers, copiers, study areas, and tutors. The impact of this program will be assessed in 07-08. The major influx of military personnel is expected in 2010. The unit will continue to prepare for the growth by evaluated access issues, transfer credit, and other military related concerns. A connection with Adult Re-entry and Continuing Education has been established.</p>

Goal*		Planning Initiative	Assessment and Use of Results
Institutional	Unit		
10	5	The Division of Enrollment Services will continue to evaluate the salaries of all personnel to ensure the equity of all positions.	<b>On-going.</b> A request for equity adjustments was submitted May 1 for 2007-2008. Requests were made for the Director of the One Stop Shop and three OSS staff members. These employees are the lowest paid in the department and are required to understand and disseminate information on the same level as Admissions and Financial Aid counselors. An adjustment was requested for the Director of Technology. Compared to similar positions in CINS, this position is below the average pay. A promotion was requested for one staff member who has agreed to take on the responsibility of all web content for the division. A request was also made for a staff member in accounting who has accepted new responsibilities due to the Guaranteed Tuition policy. A 2007-08 salary evaluation will be conducted to determine if other employees (particularly counselors) are in line with other university personnel.

\* Institutional Goals were established in the University Strategic Plan (2000-2005). Unit Goal addresses the Institutional Goal.

**COLUMBUS STATE UNIVERSITY**

**DIVISION OF ENROLLMENT SERVICES**

**FY 2007 LEVEL 2 PLAN**

<b>Goal*</b>		<b>Planning Initiative</b>	<b>Cost</b>	<b>Planned Impact (Outcome)</b>
<b>Institutional</b>	<b>Unit</b>			

2,7	2,3,4,5	<p>The Division of Enrollment Services will enhance the use of technology through the web and the use of Banner in Admissions, Registrar, Student Accounts, Financial Aid, Recruitment, Fort Benning, and VA offices to improve student services; to better serve the future and current students, and to attract promising students and graduate educated citizens.</p> <p>Software and equipment necessary to complete this initiative are Banner Xtender Solutions – Imaging Software. In addition web content management support is needed to better manage future and current student communication.</p>	<p>\$70,000 - \$100,000</p>	<p>Banner Extender Solutions will enable the institution to become a paperless environment and allow for individuals in all departments to view student documents. This will improve student services and productivity. The impact of the software will be measured by student surveys. The division will focus on increasing communication and services which sends all users to the website for 24/7 services.</p>
2,7	2,3,4,5	<p>The Division of Enrollment Services will need to increase staff to support the growing technology needs and software mentioned above. Each unit will need a power-user and the division will need a programmer/systems analyst position. Cost includes salary adjustments for the promotion of current employees (\$5,000 each) to power-users and the analyst.</p>	\$12,000	<p>The division currently has a staff member who is training to direct web content management. However, she will not be able to take on the extra load without assistance and because of the increased work load and the nature of the associated technical skills; she will need a salary adjustment. The recommended salary adjustment is \$4,000 and part-time person to assist in her daily work is \$8,000. Web use will increase.</p>
2,7	2,3,4,5	<p>The Division of Enrollment Services will seek to streamline all procedures to include telephone, walk-ins, and in-person services. The use of the web for a more interactive and dynamic service platform will be continued. The installation of the VOIP, interactive voice response system will be completed fall 07. This will allow prospective and current students to access all information 24/7 via the phone.</p>	\$15,000	<p>Admissions, Financial Aid, and Student Accounts are training power-users. Each area will need \$5,000 for salary adjustments. This will improve the efficiency of data entry, reporting, and customer service. Document turn-around time and student satisfaction will be measured.</p>
			N/A	<p>Telephone hold times and efficiency will be measured to analyze a reduction in phone calls and an increase in effectiveness of services. Student satisfaction will improve as indicated by student surveys.</p>

9,10	5	The Division of Enrollment Services will continue to evaluate the salaries of all personnel to ensure the equity of all positions.	To be determined in 07-08	It is critical to pay competitive salaries to promote harmony, dedication, excellence, and to reduce turn-over. We are currently experiencing a high rate of turn-over in the One Stop Shop and Student Accounts. A career ladder for all departments will be considered providing an environment which promotes continued education, training, and excellence in service.
9,10	3,5	The Division of Enrollment Services will continue to promote excellence in customer service through training and professional development. All staff will continue to participate in a Professional Development Plan which recognizes good customer service, training, and contributions to assist students outside of their normal work hours. All of the directors and assistant directors will participate in a Servant Leadership training program each month.	N/A	Professional development training and recognition for good customer services will improve morale and student services. A survey to assess employee impressions of the training and application of learning will be used. Leadership training will ensure that the department has strong leadership and a vehicle for continued growth. A survey prior to the program will be given to determine their current level of confidence in leadership and knowledge of Servant Leadership. A post survey will indicate a change in perception and leadership techniques.

2,7,10	1,2,3,4,5	<p>The Division of Enrollment Services will strive to promote CSU as a premier institution and recruit academically talented students from the region, state, nation, and internationally. The recruitment of graduate and transfer students and the expansion of articulation agreements will be continued using data-driven enrollment management techniques. Recruitment efforts in the Birmingham, Augusta, and Savannah areas will continue as well as a major focus on the CSU region. The division will work closely with the Recruitment and Retention Committees and other academic areas to establish an Enrollment Management plan which is in line with academic resources and college academic goals.</p> <p>Funding from the Goizuetta Foundation for the Hispanic recruiter position will end July 2008. The institution will need to fund this position in order for this initiative to continue. Due to the foundation scholarship and the major increase of the Hispanic population in GA., it is recommended that this funding be considered.</p> <p>The Division of Enrollment Services will continue to expand the Fort Benning Campus and all services to military personnel. This will include continued discussions with other units on campus regarding the Adult Re-entry program and other types of support programming for soldiers, their spouses and children.</p>	<p>Continue current level of non-personal funding.</p> <p>Hispanic Recruiter: 30,000</p> <p>N/A</p>	<p>Enrollment will increase from the region, Atlanta, Birmingham, Augusta and Savannah. CSU overall GPA/SAT, retention and graduation rates and graduate/transfer enrollment.</p> <p>Hispanic enrollment and outreach will continue to increase.</p> <p>The Military/VA Student Services Center will be complete fall 07. Surveys will be developed to assess student satisfaction and attendance in the center. Fort Benning Campus personnel are developing surveys to evaluate military personnel satisfaction with customer service at Fort Benning as well as any suggestions for future programs, improvement, etc. An increase in enrollment is also an expected outcome.</p>
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11	2	The Division will continue to develop relationships with businesses, civic organizations, school systems and community leadership through career fairs, college awareness seminars, participation in youth leadership programs and chamber activities. This effort will support enrollment goals and benefit the surrounding community.	N/A	Enrollment will increase and the university goal to increase funding will be supported.
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\* Institutional Goals were established in the University Strategic Plan (2006-2011). Unit Goal addresses the Institutional Goal.