

**Humboldt State University  
Admissions  
2013-2014 Annual Report**

## **1. Mission**

State your department mission. Discuss how the unit supports the broader university mission. Discuss how the unit evaluates its effectiveness in meeting the divisional mission.

### **Narrative**

With a focus on student access and success, Enrollment Management contributes to the mission of the Division of Enrollment Management and Student Affairs and the University by providing quality services centered on promoting early outreach, college readiness, recruitment, transition, financial aid, and retention and graduation. Enrollment Management places special value in achieving equity among a diverse student body at HSU.

Empower prospective students, families, and educators with the information and tools needed to understand and navigate the factors surrounding pursuing a degree within higher education specifically at Humboldt State University, with enthusiasm, knowledge, passion, and compassion for all.

## **2. Goals**

Describe the service under review, emphasizing the unit's goals, and its impact on student success. Goals might include delivery of a specific service, compliance with state or federally mandated monitoring, or other activities directed at providing support to the institution or to students.

\*If the unit's goals have changed since the last self-evaluation, explain how and why they have changed. Show how the changes responded to changing needs, technologies, external requirements, and/or other relevant factors.

\*This will be accomplished in the second year of review.

### **Narrative**

- #1 Customer service. We are the face of the university and customer service needs to be our number one priority. Develop and maintain relationships with parents, counselors, campus personnel, the community and students (from prospect to alum). Seek excellence in all areas of service. Provide timely and accurate processing and correspondence to everyone we serve.
- #2 Improve Humboldt State Retention rates by strategically identifying, recruiting, and yielding academically talented and diverse students who are likely to persist at HSU.

- #3 Orientation & Yield events. Provide comprehensive tour, preview, reception and orientation programs for all incoming students and families, to assist in a positive transition to HSU, by utilizing a highly-trained and multifaceted staff and student Ambassador team.
- #4 Staff and Student Development. Recruit, develop, support and retain professional and student staff in Admissions. Strengthen collaborative efforts across campus. Keep the best interests, learning, and development of our team central to all we do. Provide professional development training opportunities on and off campus when possible.

### 3. Department Effectiveness

Describe your clients in terms of their roles on campus (student, staff, administrators, etc.), and reflect on whether you are serving the groups you are expected to serve (in terms of diversity, program goals, etc.). Describe how the unit engages all members in the discussion, review, assessment and relevant factors. How and when has your unit assessed program outcomes, and how have you responded to the results? What changes have been made based on the result of the assessed outcome?

If data is available, describe how well your program is doing in terms of the following outcomes:

- Volume of unit activity (number of students/clients served, number of appointments, etc.)
- Efficiency (responsiveness, timeliness, number of requests processed, etc.)
- Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)
- Client/student satisfaction with services (data needs to be disaggregated by gender, ethnicity, abilities, etc.)

Describe how program or achievement outcomes relate to the unit goals.

#### Narrative

Our Goals for **2013/14** are difficult to measure due to the fact that we had a change of leadership in Enrollment Management mid-way through the year. Instead, I will report on how close we got and what strides were made.

**Goal #1** *Develop a recruitment strategy that will increase the number of students from all under-represented populations from 34.2% in Fall 2013 to approximately 37% in Fall 2014 (from page 6 of [Enrollment Management Plan](#)) This strategy will be based on yield data and demographic data from schools in California that will help us reach our targets. It is too soon to determine the effectiveness of this Goal since the Fall 2014 class is not yet on campus.*

**Goal #2** *Increase enrollment in Fall 2014 and Fall 2015 according to [Enrollment Management Plan](#) utilizing strategies in the Plan. Some initiatives that are being explored are virtual classroom visits, new out-of-state markets, a review of the Admissions web presence, and finally getting yield data from Receptions for Admitted students to measure effectiveness. Initial enrollment projections indicate a small increase in freshman, a decrease in transfer applicants,*

and a subsequent increase in continuing students, FTES and resident headcount. There is still great interest in strengthening Virtual Classroom visits and possible use of CollegeWeek Live, or similar services, to reach more students virtually.

**Goal #3** *Develop and implement Customer Service trainings for Admissions students assistants and staff. Vikash has mentioned his experience in this arena so I will look to him for guidance on how to proceed.* We were not able to implement any trainings for Customer Service. However, we have hired an Enrollment Management Counselor who will have increased oversight on student assistant training and supervision in Admissions, with the goal of cross training, consistency, and accuracy being the three main tenants. This is going to be handled through the AVP's office for 2014/15 and forward and include all offices in Enrollment Management.

#### **4. Department Improvement**

Discuss how the unit addresses improvement. What activities has your unit engaged in to improve the administrative support service and environment?

##### **Narrative**

- **Enrollment Management Counselor** – We have created a new position in Admissions called an Enrollment Management Counselor. This position was created by collecting feedback from Outreach, Operations and Outreach staff and student assistants on the current and anticipated needs of Admissions and with the intent of moving in the direction of the “One-Stop-Shop” model of serving students. The new hire starts in July 2014 and will likely take a whole year to fully define this new position.
- **Automation** – Several admissions-related processes have been automated. These include processes that deal with test scores, notifying staff when an application is ready for review, and updating key elements of the application when checklist items are completed. We have also used NOLIJ 100% for all aspects of the application processing and are realizing the benefits, along with a few minor challenges.
- **Communications Work Group** – Admissions is a key member of a working group established to review, analyze, streamline, and improve the effectiveness of communications from prospects to graduates.
- **Focused Recruiting in California, specific WUE states and Texas** – With a shift in how WUE applicants are counted in residency, more effort was placed on California recruitment activities. And, we have had success in the past with WUE student yield so this effort was continued. Texas also has a high yield rate from applicant to enrolled, so we are active in Texas as well.
- **Focused efforts on yield activities** – Call campaigns to targeted groups, encouraging students to complete required application procedures were employed this year. Targeted groups include students who needed to complete Orientation registration, Housing applications, send test scores, take placement tests, etc.

## **5. Department Environment**

- 1) Discuss the unit's environment, including the relationships among staff and program engagement with other units or support areas.
- 2) Discuss the unit's engagement in institutional efforts and activities.
- 3) Discuss facilities, staff and equipment assigned to the unit and how well they support unit goals.
- 4) Indicate the specific hours the unit operates and describe how the scheduled hours of availability meet the demand for services. If the unit operates during other than normal business hours, specify how these additional times meet the needs of other units/programs/students.
- 5) Describe the influences that external factors, such as state laws, changing demographics, and the characteristics of the students/clients served have on the structure and services of the program and how the unit addresses these factors.
- 6) Describe the interactions between this unit and other units/programs on campus and any particular influences these interactions have on the ability of the unit to meet its goals.

## **Narrative**

1. Admissions is an active and integral member of Enrollment Management. When we look at our business practices, we consider how they affect offices across campus.
2. Admissions staff attend professional development opportunities (Institute for Success, Interest-Based Facilitation, etc.) affording us the opportunity to work with folks from a variety of departments and to expand our view of campus. I am always looking for opportunities to help my staff integrate with the campus community.
3. We have the equipment and office space necessary to work effectively.
4. Admissions is open to the public from 9 - 4, Monday through Friday, for in-person meetings and phone calls. We also return most phone calls and emails within 24 hours, and all such inquiries within 48 hours.
5. Admissions is well-informed of changes in Admissions requirements set by the Chancellor's Office, changes on CSUMentor, Peoplesoft upgrades/modifications, and legislative initiatives that affect our work. We are also aware of campus-based decisions that affect our work in timely manner.
6. Admissions is closely integrated in Enrollment Management and with offices across campus (RISS, Testing, Veterans, SDRC, EOP, IR, faculty). We function well because of these partnerships.

## Sources

- [XLS] 13-14 ADM D20017 PREP Staffing rpt April 2014
- [XLS] 13-14 ADM D20017 PREP Staffing rpt Nov 2013

## 6. Conclusions and Recommendations

Present any conclusions and recommendations resulting from the self-evaluation process, referencing any of the topics in the study. Include information on how the unit engages all unit members in the self-evaluation dialogue and how everyone participates in the program review process.

- 1) Summarize your areas of strength and areas that need improvement.
- 2) Identify strategies for the future. Discuss any projected changes and anticipate how the changes may affect staffing, facilities, equipment, and other operational areas.

## Narrative

The Office of Admissions continues to experience significant changes in staffing, recruitment priorities, and challenges in managing Impaction and meeting enrollment targets overall. However, these challenges are presenting opportunities to review every facet of our recruitment strategies, application procedures and communication, yield efforts, the role student assistants/interns play, and the overall organization. As the division of Enrollment Management becomes more clearly defined, I fully expect that initial efforts to bring Admissions, Registrar, Financial Aid, and Orientation together and in close contact with Retention and Inclusive Student Success, Institutional Research, International Programs, Veterans Services, faculty and staff from across campus will lead to a better student experience while at HSU.

I look forward to developing concrete business practices that will accomplish 2014/15 Goals stated earlier, and to do so with the support and ingenuity of Admissions staff in particular, and Enrollment Management staff in general.