

# Annual Report

## Part 1

### Section A

## Unit Information

**Unit:**Admissions

### **Mission Statement:**

Strives to provide comprehensive and quality service in order to increase the applications, admissions and enrollment of students at FGCU

Serves prospective students and their families, counselors, faculty members and other interested parties. Staff from the Office of Admissions recruit students, evaluate admission applications, and communicate admissions decisions to students.

Seeks to implement the highest level of technology available for all functions in order to achieve efficiency in the dissemination of information

Maintains a challenging recruitment schedule covering our immediate service district of Charlotte, Collier, Glades, Hendry, and Lee counties.

Fosters professional relationships with school and community contacts as well as provide direct feedback from our customers to FGCU personnel

Advises and counsels students through the application process and communicates the admissions decision to the applicant; provides expedient and courteous service to all applicants; assists internal departments with processing applications and dissemination of student information related to admissions decisions.

### Section B

## Unit goals set within last year's (2003-2004) Annual Report

### Strategic Plan Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1, and to a lesser extent, 3.2

### Unit Goal

**What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)**

Elevate the visibility of FGCU Admissions through increased communication, visitation, enhanced technology, and on-campus programs.

**What action did you undertake to achieve this goal?**

Increased the size of the recruitment staff from essentially zero to four. Increased high school

fair visitations from approximately 25 in 2003-4 to approximately 100 in 2004-5. Implemented a web based application for the mainstream FTIC and transfer applicants. Opened and staffed a Welcome Center. Advanced the timetable for publications with all Fact sheets and the Viewbook available approximately three months earlier. Hosted a Regional Admissions Workshop for high school counselors for the first time in SW Florida. Focused more attention on scholarships, with substantial awards made three months earlier. Instituted a full time presence at Edison College to enhance transfer opportunities.

**By what means did you assess goal achievement?**

The primary measure of goal achievement is, of course, the fall 2005 enrollment. It is too early to measure that outcome; however, the application numbers represent a reasonable surrogate.

Secondary measures are represented by implementation of specific items. This applies to both enhanced technology and on-campus programs.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

At present, the FTIC applications are up approximately 15% over the same period in 2003-4 and transfer applications are up approximately 80%. As noted above, high school fair participation is up approximately 400%.

The implementation of Banner Web for Admissions was a specific "enhanced technology" goal. Approximately 60% of our applications are now submitted on-line. The Regional Admissions Workshop was a specific "on-campus programs" goal. Approximately 200 high school counselors attended the program - many from outside our basic service area. The data indicate that the goal has been realized.

**What continuous improvement resulted from the use of the assessment data?**

Admissions is largely a "relationship business" and the assessment data has confirmed the appropriateness of expending resources on increased high school visits and on-campus programs. The increased application numbers confirm the effectiveness of expanded outreach efforts. The convenience of the web application process for both students and staff has improved our service level. Finally, the workshop allowed us to show the campus to hundreds of very influential high school counselors. All of these efforts will continue to pay off in future years.

Strategic Plan Goal

Unit Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Strategic Plan Goal 1, High Quality Education, especially, 2.2 academic profile and 2.4 students in honors

Develop and meet specific enrollment targets with a special emphasis on State of Florida targeted programs and on underrepresented populations.

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Strategic Plan Goal 2 - The Student  
Community, especially 1.1 Recruitment, and  
3.1 Students of Color

**What action did you undertake to achieve this goal?**

Extracted the target FTE enrollment goal from the long range plan and projected back to required admissions applications to support the projected enrollment growth. Focused hiring in recruitment staff to substantially improve diversity. Worked with colleges to insure literature was up to date, especially in the targeted and new programs (e.g. Engineering). In new programs, we work closely with the department to identify qualified students and to assist in developing new marketing plans.

For underrepresented populations, of the three recruiters hired this year, one was African-American and the other Hispanic. We have substantially increased our participation in programs which target minority populations, both regionally and nationally. In addition, we have devoted substantial efforts toward increasing transfer admissions from community colleges. Community colleges have historically enrolled unrepresented populations in substantially larger numbers than universities. Finally, we are implementing a special "Transfer Day" around the peak of our transfer application rate to bring additional applications to the institution and to improve show rates.

**By what means did you assess goal achievement?**

Again, the final assessment will be shown only in the overall enrollment for the academic year 2005-06. We will continue to monitor application counts on a weekly basis, with particular emphasis on improvements in transfer enrollments.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Indications in the current application counts strongly suggest that the goals are achievable. At present, the FTIC applications are up approximately 15% over the same period in 2003-4 and transfer applications are up approximately 80%. The substantial increase in transfer numbers is consistent with our goal of increased participation by underrepresented populations.

**What continuous improvement resulted from the use of the assessment data?**

Continuous improvements are expected from the close monitoring of week to week results and from our improved ability to respond to early warnings of difficulties.

A secondary continuous improvement is a development of a better understanding of the relationships between efforts in specific markets and results. Over the next year, we hope to translate this understanding into admissions/enrollment models which can be refined over time to provide more accurate projections of resources required to meet future enrollment growth goals.

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

Strategic Plan Goal 8 - Ongoing Quality Improvement, specifically 2.1 unit assessment plans.

**What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report](#)?**

Engage the staff in the development of a quality improvement program with the objective of improving response time and reducing errors.

**What action did you undertake to achieve this goal?**

As a direct result of the substantial increase in the number of applications received, the emphasis this year has been on reduction of response time in application processing. To that end, the entire process cycle was evaluated and numerous changes were implemented. Specifically, the initial, limited application entry was moved from the admissions officers to the support staff who open the mail. Concurrently the maintenance of a separate tracking system was eliminated. The sequence of entry screens was streamlined and several screens were eliminated. Additional staff were added during peak periods. Most hand written items (file labels, missing information form letters, etc.) were computer generated with a communications plan. An acknowledgement letter reduced the number of status-check phone calls. Finally, a self-service status check screen was activated on the on-line system.

**By what means did you assess goal achievement?**

The direct measure was the reduction of response time for both initial application receipt and for a decision letter for complete files. An indirect measure was the reduction in non-productive phone calls to check on application status.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Response time to application receipt went from non-existent (we didn't do an acknowledgement before January 2005) to one day. Response time for complete files dropped from about eight weeks to three weeks. We do not have adequate data for precise measures of phone calls, but calls have become less frequent and more of the calls relate to actual problems which require individual attention (e.g. appeals). This has occurred in spite of a 20% increase in overall applications.

**What continuous improvement resulted from the use of the assessment data?**

The improvements of shorter response times benefit from a multiplier effect. As response times improve, distracting phone calls are reduced. This allows staff to work more effectively which further reduces response time, etc., leading to a spiral of improvement. In addition, the improved response times are likely to lead to better applicant satisfaction which will lead to better show rates for the applicant pool. This makes the overall admission effort more effective.

The methods employed in this quality improvement program will be applied to the recruitment "back office" processes next year.

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## Section C

### Program or Service Specific Assessments

**What program or service specific assessment occurred in the current academic year?**

1. The first assessment for Admissions involved the measurement of time to initial acknowledgement of an application and the measurement of time to decision notification for complete files. Prior to January 2005, the first acknowledgement of receipt of an application was the mailing of a missing information letter. The average time was six to eight weeks (varied through the admissions calendar).
2. The second assessment for Admissions involved the measurement of the time to decision notification for complete files. In the 2003-4 application cycle, this process was taking eight to ten weeks.

**How were the results of the assessment used to improve programs or services?**

1. Following determination of the time to first acknowledgement of an application, a study was made of the process. Based on the study, the process was changed to do an initial input of a small part of the application in Banner immediately upon opening the mail (or pushing a web application). This initial data was just sufficient to permit mailing an acknowledgement letter, normally in one day and rarely in two days after receipt of the application.
2. Following determination of the time to decision for complete files, a study was made of the process. It was determined that the key bottleneck was the requirement that all complete files be evaluated by one associate director. Based on that study, the responsibility for evaluation of the majority of the applications was devolved to the individual admissions officers. The associate director handled the difficult cases and shepherded borderline cases through a committee review. With the process changes this year, all but one admissions officer has reduced the time to decision to about three weeks.

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## Section D

### Unit Contribution to President's Performance Measures

**Please review the President's Performance Measures for 2004-2005. Did your unit contribute to any specific performance goals for the President? (If so, please indicate whether the measure set was attained and to what degree.)**

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Clearly the Admissions Office contributed to the President's first goal of "Grow Student Enrollment". The achievement of this goal was the result of both new admissions and of the retention of current students. Both the overall headcount goal (6,175 Fall 2004) and the FTE goal 3,511 for 2004-5) were exceeded. Goals 2A (Students of Color) was met and Goal 2B (International Students) was exceeded. Admissions contributed to Goal 7 "Increase/Improve Academic/Community Outreach (first bullet) with the placement of an FGCU recruitment staff person full time in Edison College's Advising Office. We hosted the first SW Florida Regional Admissions Workshop for the benefit of 200 high school counselors. In addition, the director participated in the sixteen week, Fall 2004 Leadership Lee County program of the SW Florida Chamber of Commerce. Admissions contributed to Goal 15, "Equity Accountability Program (EAP)" with the hiring of two minority candidates into professional positions (half of all professional new hires in Admissions this year). Finally, Admissions participated in a Reorganization of Enrollment Services in support of Goal 26.

## Part 2

### Section A

## Unit Goals for Coming Year (2005-2006)

### Strategic Plan Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

### Unit Goal

**Goal for 2005-2006**

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1, and to a lesser extent, 3.2

Elevate the visibility of FGCU Admissions through increased communication, visitation, enhanced technology, and on-campus programs.

### **What action(s) will you undertake to achieve the goal?**

Continue to emphasize development of close association with the 27 area public high schools; plan at least two visits to each school. Bring in two additional recruitment staff and expand our coverage within secondary markets. Specifically, participate in all college fairs and related events for all Florida counties south of Orlando. Expand coverage of community colleges to include frequent visits to all campuses south of Orlando and including Valencia (in Orlando) and Sante Fe (near Gainesville). Make more use of purchased mailing lists, especially for high school juniors. Expand the availability of the web based applications to all remaining admission's groups. Implement Banner Web for Prospects to replace the current third-party stand-alone prospect mailing system. Broaden the range of publications available and improve their timing in relation to the recruitment cycle. Make greater use of the Welcome Center for both Admissions and non-Admissions related events.

### **By what means will you assess goal achievement?**

Several of the goals represent very specific tasks, and these are measured as simply accomplished or not. The expansion of our visitation area can be measured by the number of visits and/or events attended. The use of additional sources of mailing lists can be measured by counts of the number of mailings attributed to these lists. The status of publications is

largely measured simply by the number of publications in use.

**How will you know if you have successfully attained each goal?**

Specific tasks are obviously successful if they are accomplished within the target timeline. Expansion of our visitation and use of mailing lists provide very specific numbers for comparison with prior years and with current year targets.

**How will the results of the above assessments be used to improve student learning or services?**

Student and community service are improved when these goals are met. The student is better served by more convenient access to admissions professionals and by the availability of on-line services to a broader range of students seeking those services. The community benefits from a better awareness of the educational opportunities available in SW Florida, both through our programs and our publications.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 1, High Quality Education, especially, 2.2 academic profile and 2.4 students in honors

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, and 3.1 Students of Color

Develop and meet specific enrollment targets with a special emphasis on State of Florida targeted programs and on underrepresented populations.

**What action(s) will you undertake to achieve the goal?**

Extract the target FTE enrollment goal from the long range plan and project back to required admissions applications to support the projected enrollment growth. Employ a similar technique to determine sub-goals for targeted programs and underrepresented populations. Develop substantially improved reporting capabilities based on the new Banner Operational Data Store (ODS) and Cognos reporting software. Fully implement the new In-State Tuition Waiver program and employ it to attract students in specific categories.

**By what means will you assess goal achievement?**

Goal achievement in this area will be measured by the actual fall enrollment figures for 2006. However, the application counts leading up to fall will serve as an operational surrogate for adjusting actions during the year. The Cognos system will allow more detailed reporting by academic program and by underrepresented populations, with substantial "drill down" capability. This will allow us to adjust resource expenditure away from futile efforts and into clearly productive efforts.

**How will you know if you have successfully attained each goal?**

Success will be clearly indicated by attainment of the Presidents enrollment growth goals, both

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for the overall number of students and for targets of specific sub-groups.

**How will the results of the above assessments be used to improve student learning or services?**

Achievement of these goals will contribute to individual student improvements by making more educational opportunities available to students of SW Florida. The SW Florida community benefits from a growing university which keeps more professionals in the area and which allows the university to offer a greater diversity of programs.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.  
Strategic Plan Goal 8 - Ongoing Quality Improvement, specifically 2.1 unit assessment plans.

Engage the staff in the development of a quality improvement program with the objective of improving response time and reducing errors

**What action(s) will you undertake to achieve the goal?**

The techniques employed successfully in improvement of application response time last year will be directed to improvements in the recruitment fulfillment system in the current year. The current recruitment system (Apply Yourself) will be replaced with Banner Recruitment in order to achieve better integration with the rest of Admissions. Banner communications plans will be developed and implemented. Feedback of admission status will impact communications immediately, eliminating the timing errors that result in inappropriate communications in today's environment. A substantial number of new communications (not all mail) will be implemented. We will make greater use of third party specialists for handling the bulk mail.

**By what means will you assess goal achievement?**

Implementation of this goal requires the completion of several very specific tasks according to a tight timeline. If these targets are met, the goal will be largely accomplished. Measurements of test case response times would ordinarily be useful; however, the volume of communications is expected to rise dramatically (double) in the coming year. This will make direct comparisons with prior year response times problematic. However, we will be able to assess the volume of communications per FTE staff.

**How will you know if you have successfully attained each goal?**

Again, completion of the very specific tasks within the target timelines will mean that the goal has been met. Our ability to handle the anticipated volume of prospect communication without substantial increases in manpower will be a secondary indication of success.

**How will the results of the above assessments be used to improve student learning or services?**

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Achievement of this goal will communicate our educational opportunities to potential students over a larger area and in a more timely manner. This will encourage more potential students to consider continuing their education at a university level. In addition, for students who would come to FGCU anyway, this will improve the diversity of the student body, racially, ethnically and geographically, which will improve the learning experience for all students.

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## Section B

### Resources

#### **What additional resources have you requested and received a commitment for during 2005-2006 from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

The first goal calls for a substantial increase in visitation, mailings and expansion to secondary geographic markets. Based on the dramatic increases in fall 2005 applications we have requested additional recruitment staff (two), additional publications, both an increase in the number of distinct items and an increase in the quantities printed, and a substantial increase in the number of purchased names for "cold call" mailing pieces (double from 50,000 to 100,000). In addition, we have requested additional part time staffing for a tele-counseling center. Positive results from last year's technology improvements, most notably the on-line application and communication plans, has led to a request for implementation of additional Banner services. This will require technical support above and beyond regular maintenance and this has been committed in the form of a special IS project with seven admission deliverables.

The second goal calls for once again meeting growth oriented enrollment in targeted programs and especially development of underrepresented populations. Based on the modest success of last years efforts as measured by summer/fall 2005 applications we have requested additional scholarship commitments and special on-campus programs. In addition, and in concert with the first goal, purchase of targeted mailing lists and development of special publications will be needed to aggressively pursue underrepresented populations.

Finally, the third goal calls improvements in recruitment fulfillment timing and accuracy. Based on our successful application of assessment and process improvement in application processing, we have requested the dedication of a technical staff person to facilitate implementation of the Banner Recruitment module to replace our current third-party recruitment system. We have a commitment to support this effort. In addition, we have requested substantially more use of third-party specialists for handling bulk mail. The need for proper address validation/correction, postal coding and pre-sorting goes beyond resources available on campus.

While the department has not received a blank check, and the final commitment depends to some extent upon the Florida legislature's approval of a higher education budget, we have been given assurances that Enrollment Management, and Admissions in particular will receive sufficient resources to get the job done. The increase in resources devoted to recruitment in the current year is ample evidence that the commitment is there. Finally, as noted above, the IS staff have proposed and received approval for a major overhaul of the Student Module of the Banner system (the FOREST project) to fully implement many of the elements not currently utilized to improve operational efficiency. Seven of the specific deliverables for this project

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relate directly to the admissions goals for 2005-6.

**What additional resource needs do you have for fulfillment of your goals that you wish for consideration from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

Last year's first goal of "elevating the visibility of FGCU Admissions ..." as clearly reflected in the dramatic improvement in our relations with area high schools due to increased on-site visitation and other communication is evidence that additional recruitment staff has paid off. This is an area where the request for additional direct recruitment staff ("road warriors") is backed up by the enrollment results. The enrollment goals for future years continue to be ambitious. Adding more staff in recruitment and more resources in recruitment communications will continue to be an area of emphasis in my discussions of budget resources. This will be based on both results from last year's assessments and on next year's targets.

Last year's third goal of process improvements produced measurable results due to application of information technology resources to the admissions process. Specifically, the implementation of the web application process and the communications plans has increased our ability to handle the volume of activity without a commensurate increase in the level of staffing and response time has been reduced. We will continue to seek IS resources, with an emphasis on the recruitment support, based on the positive results from last year.

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## Section C

### Assessment Plans

**What assessments are you planning to conduct during 2005-2006?**

The Admissions Office targeted assessment for 2005-6 will focus on process improvements in the recruitment effort. Response time has not been a significant problem in this area, but the breadth, appropriateness and coverage of our communications has been a problem. Accordingly, the assessment will include both specific task targets and numerical targets. The specific tasks to accomplish include: implementation of Banner Recruitment to replace the third party Apply Yourself; extension of the admissions communications plan to a comprehensive communications plan to include recruitment; implementation of a tele-counseling function within the welcome center (to call applicants prior to commitment); and implementation of an information session to follow the campus tour at the Welcome Center. The numeric goals will include increasing the number of primary recruitment publications from six (counting the CD catalog) to ten; increasing the number of high school juniors targeted from 48,000 to 70,000; mail or distribute 50,000 parent centered pieces (new) and mail 4,000 specific pieces to international prospects.

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**Section D**

**Coming Year - Strategic Plan Contributions**

Goal 1, 2.2, 2.4, 3.5;

Goal 2, 1.1, 3.1, to a lesser extent 2.1 and 3.2;

Goal 8, 2.1

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