

Annual Report 2006 - 2007

Part 1

Section A

Unit Information

Unit:

Admissions

Mission Statement:

The Office of Undergraduate Admissions will strive to provide effective and quality service in adherence to the University's overall mission and guiding principles. Expedient and courteous service will be the cornerstone of our marketing, recruiting, and admissions processing to prospective students and their families, counselors, university departments, faculty members and other interested parties. We will follow a consistent marketing plan that focuses primarily on our immediate service area and accurately portrays the University's image and aspirations. We will employ a quality improvement program that focuses on technology and workflow processes maintain and improve our level of effectiveness and service.

Section B

Unit Goals within Last Year's (2005-2006) Report

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 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

Goal for 2006-2007

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

What actions have you taken to achieve this goal?

A new enrollment Marketing tagline was adopted. The tagline, SOAR, will be incorporated into the 2007-2008 family of publications. The "naturally" tagline was used for two years and helped to standardize our publications with a consistent image. Our marketing plan continued to evolve and changes will be made to our list of publications for next year. The Recruitment plan was put into full force and ensured that we maintained a solid program of High School visitations and a strong commitment to college fairs and events. We continued to attend College Fairs outside the state especially in those areas where we have received student applications.

We expanded the use of the Banner communications plan to incorporate a second automatic letter and college brochure to prospective students.

We continued to build strong relationship with local and regional HS and CC counselors. We once again hosted the SUS Admissions Directors fall tour and had over 130 counselors on campus. The total number of counselors that attended all 8 stops on the tour was over 2000 so this continues to be a very worthwhile tour for us.

We started an instant admissions caravan for select community colleges. In addition to the recruitment coordinator, a member of the admissions operations team also attends and will review transcripts at the host community college. We have not had great results so far but have just started the program.

We also started another initiative involving recruiting in the Washington DC area. There are scholarship funds available to DC students which bridge the gap between in-state and out-of-state tuition.

We continued our on campus tours, supported on-campus events with recruitment materials where feasible, held our fall and spring Eagle Expos. The spring Eagle Expo was the largest ever with over 1200 people attending.

What measures have you taken towards assessment of this goal?

We track all visits and maintain contact numbers from college fairs and other recruitment events.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

The achievement of the goal will be evident from the activity reports and the attendance figures at the various events.

These figures are still preliminary and do not reflect the last three months of the year however they do indicate an increase in activity and results.

Total number of recruitment events 240 in nine months where we had 260 for the previous year. From these event we collected 6284 contact cards where last year we collected 4389.

There is no completion date as this will continue to be an annual goal for the admissions office.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Service to students and the community will be improved with more better access to our admissions professionals. A more consistent university image through a new brand tagline will also better serve the university and community.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

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

Unit Goal

Goal for 2006-2007

Develop and meet specific application and admissions targets in concert with the university goals

What actions have you taken to achieve this goal?

In collaboration with the university executive and the office of planning and evaluation we developed application and admissions targets for undergraduate students in particular FTIC and transfer students. In order to achieve the annual projected growth in headcount and FTE a major emphasis was placed on increasing application and admission numbers. At the same time we also wanted to improve our incoming student profile in terms of average GPA, Test score, underrepresented groups, and international students. Additionally, we supported recruitment in emerging programs such as Biology and Music and the Summer Step Ahead program.

To maintain the growth in applications and admissions we depend upon our marketing and Recruitment team to continue their efforts in expanding the awareness of FGCU throughout our immediate area and the rest of Florida. We are also the beneficiary of an expanding population base in SW Florida which also helps to increase our growth. At the same time we monitor our main competitors to see what efforts they are making in our area to see if any changes in their admission procedures might affect us.

We provided marketing assistance and recruitment support to our emerging programs, and continued to support minority recruitment events and opportunities.

What measures have you taken towards assessment of this goal?

Assessment will be measured by actual application and admission numbers in comparison with the previous years results and the present year targets. Assessment will also be done with the fall terms newly admitted student population profile.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Here are the results for the Spring 2007, Summer 2007 and Fall 2007 semesters (summer and fall figures are still preliminary)

Spring - FTIC Apps met target, FTIC Admitted met target

Transfer Apps exceeded target by 6%, Transfer Admitted exceeded target by 17%

Summer - FTIC Apps up 33%, our target is 44%, Admitted up 75% target is 52%

Transfer Apps up 6%, our target is 18%, Admitted up 39% , our target is 16%

Fall - FTIC Apps are up 20%, our target is 25%, Admitted is up 39%, our target is 30%

Transfer Apps are up 4%, our target is 11%, Admitted is up 14%, our target is 11%

Progress on improving student profile will be assessed on the final fall figures.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Achievement of these goals will contribute to individual student improvement by making more educational opportunities available to students of SW Florida. The SW Florida Community benefits from a growing university which keeps more professional 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 2006-2007 goal best align?

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.

Unit Goal

Goal for 2006-2007

Continue to improve efficiency of prospect and applicant processing with the objective of improving response time and reducing errors

What actions have you taken to achieve this goal?

We still have a ways to go in automating more steps in the application and admission processes. The next steps will include batch web processing, expanded use of online applications, direct download of the FACTS application, expanded use of the BANNER communications plan and the receipt of electronic transcripts. We will also implement the use of automatic and generated email Responses to prospective students and applicants. The transition of data entry processes to the processing room from the admissions officers was completed this year. During non peak times the response time from submission of application to admission decision is respectable but we still have difficulty in keeping up with the applications in the late fall and early winter period. Our productivity is getting better each year however if the benefits from increasing automation do not work out as envisioned additional personnel resources will be required to meet future growth.

What measures have you taken towards assessment of this goal?

We have attempted to create productivity reports through the COGNOS reporting system with mixed results. Productivity measures are principally obtained by spot checking the numbers of applications in the queue at various steps in the admissions process.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

A reduction in the response time of the performance indicators will be a true measure of success. The best measure to date has been the comparative admissions report. As an example, when we compare the number of applications and admissions from year to year we have consistently exceeded the percentage of applications received with our percentage increases in admitted students, indicating that not only are we getting more applications in we are keeping well ahead in completing the evaluations and making the admission decisions.

At times for every two steps forward we make there is a step backwards. The batch test score load is a good example. While it saves a lot of time in getting test scores into Banner it is very high maintenance requiring hours of work each week in manually matching students and tracking errors. Another example has to do with the online residency form which we thought would have saved a lot of time in processing but has not been nearly as efficient as we had hoped.

On top of the growth in applications and the technical challenges we face there is the ongoing staffing issues to contend with. One admissions officer had to be reassigned due to medical reasons and a new officer hired. Additionally the Associate Director for Operations left to assume the Interim Register in February.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Improvements to our overall response times will be communicated through our recruitment efforts and this should help to increase the number of potential applicants. Improvements will enhance our reputation among our various constituents.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

Goal for 2006-2007

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

Roll out a new Branding image for the university

What actions have you taken to achieve this goal?

We have contracted with a Marketing consulting firm to develop a new "Brand" for the university. The recommended theme line was adopted by the executive. The chosen new tagline, "SOAR" will now be infused into next years family of enrollment marketing publications.

What measures have you taken towards assessment of this goal?

The achievement of this goal will be measured buy the acceptance and implementation of a new theme line and brand for the University. Testing of the new tagline line will be a continuing project.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

We will be able to ascertain the successful attainment of this goal if the university community embraces the new tag line in a variety of ways.

Describe how the results of assessments have been used to improve student learning or your department's activities.

The marketing of the University and its programs will be made that much easier by the use of a consistent and well received tag line. This will also help to improve our reputation and recognition within the community and with our constituents.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

Goal for 2006-2007

Strategic Plan Goal 1 especially 4.2 (advising)

Complete the implementation of CAPP, the BANNER electronic degree audit program.

What actions have you taken to achieve this goal?

CAPP was moved to the Registrar's Office in July of 2006 and should be reported on the Registrar's annual report.

What measures have you taken towards assessment of this goal?

We will assess achievement by the completion of program builds for all the FGCU degree offerings and the accuracy and effectiveness of the compliance reports.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

We will gauge our success based on the feedback we get from advisors and students. We will also monitor usage of CAPP through BANNER reports.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Results of compliance reports and comments from users will be used to make adjustments to the CAPP program builds.

Section C

Program or Service Specific Assessments

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

We paid particular attention to the response time from application to completion to admissions decision. The plan is to continue to shorten response times at all three stages. Our reporting does not yet accurately give us true average response times however our comparative admission reports demonstrate that compared to the previous year we are well ahead in terms of decisions entered. (see the numbers reported above)
During non peak times online applications are entered within 2-3 weeks of receipt and paper applications are entered within 1-2 days. Once completed files are evaluated and decisions entered within 2-3 weeks. An improvement over last year but not where we want to be yet.

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

The next big initiative to improve response times will be the online application batch push process, which should improve the first stage times. A related effort will be to expand our communication plan to include emails which will keep prospective students that much better informed of their progress.

Section D

Unit Contribution or President's Performance Measures

Please review the [President's Performance Measures for 2006-2007](#). 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.)

The Office of Admissions was able to directly impact the President's second performance goal. Annual FTE rose 16% (goal was 12%) and fall headcount rose 15% (goal 12%). For diversify student body, the number of students of color rose to 1431 just short of the goal of 1454, while the number of international students rose to 510 well over the goal of 450.

Part 2

Section A

Unit Goals for Coming Year (2007-2008)

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.

Unit Goal

Goal for 2007-2008

Elevate the visibility of FGCU through a marketing and recruitment plan that first of all serves the southwest Florida community and secondly reaches out to the rest of Florida, the United States and internationally.

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

We will,

1. provide a consistent and complete family of publications.
2. incorporate our new tagline, SOAR.
3. Incorporate state of the art one-to-one personalized marketing.
4. enhance the recruiting visitation programs and event participation.
5. continue to research where are students are coming from so that we can funnel resources to those areas and build on our successes.
6. support the recruitment of students into emerging academic programs.
7. continue to enhance our recruit communication plan.

By what means will you assess goal achievement?

We will track all visits, contact numbers, inquiries to ascertain the success of our efforts and to gain a better understanding of the demographic profile of those students interested in FGCU.

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

The success will be measured by the numbers of students in both our recruit database and ultimately the number that apply and get admitted.

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

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Strategic Plan Goal 1, High Quality Education, especially 2.2 and 2.4
Strategic Plan Goal 2 - The Student Community, especially 1.1 Recruitment, but also 3.1.

Unit Goal

Goal for 2007-2008

Develop and meet specific application and admissions targets which given our historical enrollment yield rates will contribute to the annual FTE and enrollment projections. Additionally strive to improve the quality and diversity of the incoming student population.

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

We will;

1. Develop application and enrollment targets for FTIC and Transfer students. To be done by August of 2007 for the 2008 terms.
2. Work with the Presidents' office to identify goals for students of color, international students, and the quality of incoming students.
3. Continue to expand our recruitment efforts to reach selected student populations such as top performers, underrepresented students, and international students. These efforts will include, enhanced scholarship opportunities, increased visibility in select geographic areas and the use of third party recruitment and marketing firms.
4. Continue to build strong relationships with High School and Community College counselors.

By what means will you assess goal achievement?

Review on a comparison basis the numbers of incoming inquiries, applications and admitted students.

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

By comparing actual figures with the projections.

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

Achievement of this goal will contribute to individual student improvement by making more educational opportunities available to students of Southwest Florida.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

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

Unit Goal

Goal for 2007-2008

Continue to improve efficiency of prospect and applicant processing with the objective of shortening response times and reducing errors.

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

We will;

1. initiate batch online application processing.
2. initiate electronic transcript receipt.
3. roll out emails as part of the automatic communication plan.
4. continue to evaluate our internal work flow process.
5. enhance our professional development program for staff.

By what means will you assess goal achievement?

We need to continue to work on a system report that will accurately reflect our response times and the time required form application to decision. We will use comparative admission reports as one indicator and the edit reports to assess errors.

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

A reduction in response times and errors will be our primary indictor.

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

Improvements will enhance our reputation among our various constituents. Increase efficiencies will also improve our services to students.

What additional resources have you requested and received a commitment for during 2007-2008 from your area VP or the President that is based on your analysis of assessment data for 2006-2007?

Personnel:

Scholarship Coordinator - A requirement exists to add a Coordinator position to handle the increasing number of admissions related scholarships and waivers. Scholarships and Waivers are very valuable recruitment tools and to take every advantage a fulltime position is needed. Providing early and timely feedback to prospective students about these benefits is extremely important especially in the ever increasing competitive market. This would not only help to increase our enrollment but would also help to improve campus diversity and improve our incoming student academic profile.

Applications Processor - The bulk of the paper applications and documents are now being entered by OPS personnel in the processing area. Removing this data entry function from the admission officers has been one of the center pieces of the plan to reorganize the applications processing area and is vital to continue to improve response time, efficiency and customer service. The loss of our two part time OPS personnel would have immediate negative repercussions on our ability to keep up with the ever increasing number of applications which are growing by over 30% each year. Adding a full time permanent position would help to avoid this eventuality.

Associate Director - this position would oversee the technical improvements of the departments. it is felt that the continued growth in applications and admissions requires more emphasis on technical solutions especially since adding personnel when we have not physical space is not the best solution. This position would oversee and manage all efforts to improve productivity and plans for the next five years. This line is currently occupied by MJ Caro who is presently acting as Interim Registrar. Should she not return to Admission we will look to fill this vacancy.

Budget:

In order to keep up with the marketing and recruitment efforts an operating budget increase of 10% is requested. This increase is required to account for the increase in recruit travel, postage, and OPS work hours all directly tied to increases in the number of applications received.

Welcome Center:

We have received a quote to design and install a proper display area in the welcome center. The amount is \$35,000 and would be money well spent. Most if not all welcome centers have professional looking display areas to project the history and image of the university. it would do wonders for our on campus tour program to have such a display, especially in this our tenth year of operations.

Section C

Assessment Plans

What assessments are you planning to conduct during 2007-2008?

We will once again assess our response times and errors.

Section D

Coming Year - Strategic Plan Contributions

1: 2.2

2: 1.1, 2.1, 2.2, 3.1, 3.2, 4.1

8: 2.1