Institutional Effectiveness Plan

University of Florida

Academic Affairs

Enrollment Management

DEM Mission Statement

The Division of Enrollment Management is committed to the development and implementation of data driven strategies and collaborative campus-wide partnerships that optimize university resources to recruit, enroll, support and graduate a community of diverse and talented students.

The Division of Enrollment Management's mission continues to support the university's mission by:
• Recruiting and enrolling academically talented and motivated students
• Providing coordinated efforts to maximize support to students in pursuit of their academic goals by ensuring adherence to academic policy and assisting in planning for and meeting education expenses
• Developing and implementing collaborative data driven strategies that optimize university resources
• Graduating a diverse community of highly educated and engaged citizens

Start: 7/1/2016
End: 6/30/2017
Progress: Ongoing
Unit/College: Enrollment Management
Responsible Roles: Associate Vice President (Aagard, Tammy), Vice President (Evans, Zina), Assistant Vice President (Adesogan, Aigiomwan)

2016-17 Goal 1: Optimize resources

Optimize university resources to enroll and support students by implementing best practices and appropriate technological solutions.

Start: 7/1/2016
End: 6/30/2017
Progress: Ongoing
Division/College: Enrollment Management
Responsible Roles: Associate Vice President (Aagard, Tammy), Vice President (Evans, Zina), University Registrar (Pritz, Steve), Director of Student Financial Affairs (Wilder, Richard), Director, Admission Operations (Bryant, Richard), Director, Freshman and International Admissions (Felder, Andrea), Assistant Vice President (Adesogan, Aigiomwan)

Action Items

1. The Division of Enrollment Management will continue work on technological solutions included in the Campus-wide Modernization Program to Advance Student Services (COMPASS program). This will include completing the design and prototyping of Campus Solutions student information system; configuring, building, and testing Campus Solutions. Additionally, efforts on the Constituent Relationship Management (CRM) product will include configuring and deploying functionality to support undergraduate recruiting and prospecting, to be followed by graduate recruitment.

2. Student Financial Affairs (SFA) will develop an early intervention plan for students who formally withdraw for financial reasons. This will include SFA electronically notifying the students informing them to contact SFA for guidance on possible financial aid options for funding educational expenses. Students who contact SFA for assistance will be individually evaluated by a financial aid advisor and will be provided with all options available. SFA will assist in directing students to other student

service areas for assistance as appropriate.

3. The Office of the University Registrar will create a dashboard of student and enrollment data that is available for select university administrators to view. This will provide increased access to data while minimizing the number of adhoc statistical requests.

4. The Office of Admissions staff will review application workflow procedures, practices and technologies to increase application processing efficiency and improve the applicant experience. As part of this procedure, we will begin to upgrade to Campus Solutions and implement a CRM. As new technologies are implemented, we will continue to update training materials. The Office of Admissions staff will evaluate the Hyland OnBase imaging system for freshman, transfer, certificates, graduate and professional applicants.

Measures of Action Items

1. Through regular project status reports, the Division of Enrollment Management will track progress of implementation. In addition, go-live dates and use of the system to better recruit students will be a measure of success.

2. SFA will monitor the students contacted to evaluate student re-enrollment resulting from the outreach efforts.

3.Effectiveness of the system will be measured by meeting top level administrator needs in real time.

4. The Office of Admissions will look at the efficiency of application processing. In particular, the Office of Admissions will evaluate the speed of the application processing cycle. The staff will work closely with UFIT to ensure that data points are mapped correctly. We will increase the availability of front-end documents to campus partners.

Time Period of Action Items

1. July 2016 - January 2019

2. June 2016 – June 2017

3. July 2016 - May 2017

4. July 2016 - May 2017

Resources of Action Items

1. The Provost's office has committed significant fiscal resources toward this program. The Division of Enrollment Management has dedicated 12 staff members full time to this effort. In addition to the full-time commitment, staff members from the division will assist in design, implementation and testing of the CRM and other functionality.

2.A. SFA senior management staff time for exploration and evaluation of program pilot results.

3. Human and systems resources to make modifications as needed in partnership with the vendor.

4. Appropriate vendor representatives and Office of Admissions staff.

2016-2017 Goal 2: Develop administrative infrastructure
Develop administrative infrastructure to enhance and support innovative teaching and learning.

Start: 7/1/2016
End: 6/30/2017
Progress:
Division/College: Enrollment Management
Responsible Roles: Associate Vice President (Aagard, Tammy), Vice President (Evans, Zina), University Registrar (Pritz, Steve), Director of Student Financial Affairs (Wilder, Richard), Director, Admission Operations (Bryant, Richard), Director, Freshman and International Admissions (Felder, Andrea), Assistant Vice President (Adesogan, Aigiomwan)

Action Items
1. With the termination of the contract between UF and Pearson, the Division of Enrollment Management will assume responsibility for recruiting and enrolling students into UF Online. This effort will include staffing, training and monitoring a Recruitment and Outreach Center, implementing appropriate technologies to recruit domestic and international students to numerous majors offered in UF Online.

2 SFA will initiate a process for identifying students who are canceled for non-payment of institutional charges and reach out with important information and guidance regarding funding sources to assist with paying these delinquent charges prior to enrollment cancellation. SFA will receive a list of students with delinquent charges from the University Bursar's office. SFA will electronically notify all students listed of their unpaid charges and will encourage them to contact SFA for guidance on possible financial aid options for paying these charges.

3. Staff from across the entire Office of the University Registrar (OUR) will collaborate with the university community to begin the process of creating and migrating the student records system to the soon to be implemented Oracle Campus Solutions platform. This will include working with staff from all over campus to review and provide feedback.

4. The Office of Admissions will implement Applications Quest to identify students for freshman admissions scholarships. Applications Quest is a patent-pending software application developed by Juan Gilbert, Ph.D., Andrew Banks Family Preeminence Endowed Chair in UF's Computer & Information Science & Engineering department. The program makes fair and equitable application recommendations based on objective, reproducible, defendable, and holistic data mining.

Measures of Action Items
1. By the end of the launch period, the Recruitment and Outreach Center (ROC) will be fully staffed with at least 9 full-time staff members. The ROC will be fully utilizing marketing strategies, and automation in marketing and communication to identify, qualify, and move students toward application and admission.

2. SFA will monitor the students contacted to evaluate student re-enrollment resulting from the outreach efforts.

3. Almost continual communication and interaction with representatives from the entire campus community and especially EM and OUR colleagues will be necessary as current processes and systems are evaluated and plans made to move forward with the student modernization project.

4. The scholarship committee will evaluate the time in which scholarships are awarded. Scholarship manuals will be updated to reflect the change in procedures.

Time Period of Action Items
1. July 2016 - June 2017

2. June 2016 – June 2017

3. July 2016 - June 2018

4. July 2016 - May 2017

Resources of Action Items
1. Resources for the initial launch of the Recruitment and Outreach Center were contributed equally by the Division of Enrollment Management and administration for UF Online. On-going staff support will be contributed by UF Online, with the exception of the Director's salary. UF Online is also contributing financial and technical resources in support of the Salesforce CRM product.

2. SFA senior management staff time for exploration and evaluation of program pilot results.

3. Human and programmer resources to create and modify many OUR systems and resources, as well as staff who work closely with and manage the current student records system to review and provide suggestions for implementation and feedback.

4. Applications Quest and scholarship committee.

2016-2017 Goal 3: Work collaboratively to broaden the university's presence
Work collaboratively to broaden the university's presence nationally and internationally.

Start: 7/1/2016
End: 6/30/2017
Progress:
Division/College: Enrollment Management
Responsible Roles: Associate Vice President (Aagard, Tammy), Vice President (Evans, Zina), University Registrar (Pritz, Steve), Director of Student Financial Affairs (Wilder, Richard), Director, Admission Operations (Bryant, Richard), Director, Freshman and International Admissions (Felder, Andrea), Assistant Vice President (Adesogan, Aigiomwan)

Action Items
1. The Division of Enrollment Management will work to broaden the university's presence on the national and international stage by providing leadership in the areas of access to higher education, enrollment management strategies, and best practices in the profession. This will be accomplished by service on national boards; presentations in statewide, regional, and national conferences; and initiating new initiatives that contribute to the fundamentals of access, success and graduation of students.

2. SFA will partner with third-party servicer, iontuition, to provide UF students and alumni with electronic information regarding loan status, loan repayment options, financial literacy information, and other financial and budgeting information related to student debt. This mobile software

application can be downloaded by students and alumni and allows for the establishment of a personalized portfolio containing their individual information.

3. The Office of the University Registrar will implement a social media presence to facilitate engagement and communication with our various constituencies.

4. The Office of Admissions staff will refine and advance a collaborative regional and international recruitment team between admissions and campus partners and participate in out of state and international recruitment events. Resources used to evaluate will include admissions data from previous years and staff.

Measures of Action Items

1. Leaders in the Division of Enrollment Management will serve on boards of professional associations at the local and national level to shape and influence initiatives. Leaders will share knowledge of best practices and new initiatives in various forums, including professional conferences and other meetings. The division will also participate in innovative programs, like the Coalition for Access, Affordability and Success.

2. SFA will monitor University of Florida 3-year cohort default rates to determine if student participation with the iontuition product impacts default rates.

3. Periodic monitoring of followers and feedback from users.

4. 1) Increase in first time in college (FTIC) out of state and international applications, 2) Increase yield of FTIC out of state and international admitted students.

Time Period of Action Items

1. July 2016 - June 2018

2. May 2016 – ongoing

3. July 2016 - June 2017 and ongoing

4. July 2016 - May 2017

Resources of Action Items

1. The Division of Enrollment Management will use existing resources to accomplish this goal.

2.A. SFA Senior Associate Director for IT to develop and implement system modifications to accommodate a compatibility with iontuition software.

3. Human and programmer resources to modify many OUR systems and resources, as well as staff managing and students participating in the program to review and provide feedback.

4. Admissions staff and admissions data from previous years.

Enrollment Management IE Detail

Start: 7/1/2016
End: 6/30/2017
Progress:
Providing Department: Enrollment Management
Responsible Roles: Associate Vice President (Aagard, Tammy), Vice President (Evans, Zina), University Registrar (Pritz, Steve), Director of Student Financial Affairs (Wilder, Richard), Director, Admission Operations (Bryant, Richard), Director, Freshman and International Admissions (Felder, Andrea), Assistant Vice President (Adesogan, Aigiomwan)

Administrative Support Services

The budgets for the units in the Division of Enrollment Management are created annually using information from the previous year. A monthly budget utilization report from each individual unit is provided to the Vice President for Enrollment Management and Associate Provost and is used to evaluate the effective use of resources. Modifications to the operating budgets of the units are made based on that assessment. In addition, periodic reviews of human resource and facility needs are conducted and changes are made where appropriate.

Academic and Student Support Services

The Office of the University Registrar (OUR) is a core student support organization serving every campus department and all students to assist with guidance through the curriculum and the university's administrative functions. Also, the OUR's partnership with the Division of Student Affairs to provide veteran's advocacy services to more than 900 current veterans, dependents and active duty, National Guard, and reserve members who attend UF is an example of a student support service provided. This support continues to include: assistance with admissions issues, health benefits, and evaluation of military credit. The OUR also acts as the university liaison between the student, the Veteran's Administration, and other university service providers. Staff members certified approximately $14M in VA educational benefits for UF students during the past year. Annual audits are used to measure program compliance and improve services through increased understanding of program requirements.

Assessment and evaluation of these services is ongoing and responses are continual. The Office of the University Registrar surveys students, faculty, support staff, administrators, alumni and the general public regarding the services provided. Survey responses are reviewed and acted upon promptly.

As part of Student Financial Affairs' (SFA) mission to prepare students for financial success, SFA presents a series of workshops throughout the year highlighting best practices in the area of personal finance.

To provide high schools in the state of Florida with information pertaining to the financial aid application process at UF, SFA conducts a yearly application guide mail out at the start of each year's application cycle. In January 2016, SFA mailed out packets containing 2015-16 SFA information to 1702 public and private high schools in the state of Florida.

 SFA also partners with the Admissions Office during yield reception for newly admitted students known as Destination UF. During these receptions SFA discusses the award letter, the financial aid process, the importance of applying for scholarships, and financial literacy.

SFA provides personalized financial aid advising services to students. All UF students are assigned to two-member financial aid advising teams according to the last 2 numbers of their UFID. These teams are responsible for assisting students with all aspects of the financial aid process and provide service to students via walk-in, office appointments, telephone and written communication. During the fall and spring semester "rush" periods, the SFA advising area sees an average of 2,500 students a

week.

SFA also maintains satellite offices to serve students in: the College of Business Administration's graduate programs; the College of Law; the College of Medicine; the College of Pharmacy; the Colleges of Dentistry and Veterinary Medicine; the Colleges of Public Health and Health Professions, and Nursing.

In 2014-2015 SFA entered its ninth year of the Bernie and Chris Machen Florida Opportunity Scholars (MFOS) Program. During 2014-15, 1,214 students participated in the MFOS program and $10,982,732 in MFOS scholarships was disbursed. In conjunction with the Florida Opportunity Scholarship Program, SFA conducts group financial literacy workshops each semester to educate students on topics such as budgeting, preventing identity theft, and responsible credit card use. Participation is mandatory for these workshops and is monitored and recorded by the SFA Florida Opportunity financial aid coordinator. Participants of these workshops (350 new Florida Opportunity Scholars each academic year) participate by answering questions that demonstrate an acceptable level of understanding of the presentation material. Based on responses from students during the workshop presentations, modifications to future sessions are made to clarify and improve program content and delivery.

SFA continues to partner with other UF departments such as the Office of Academic Support (OAS) and the Graduate School to provide financial aid information sessions throughout the year.

SFA also collaborates with various UF departments to provide financial aid tutorial videos to assist students with the financial aid process.

Student Financial Affairs provides resources to encourage informed and responsible student loan borrowing. This is accomplished though printed and online publications and by providing students with aggregate loan totals from the National Student Loan Data System on the Institutional Student Information System Awards and Disbursement page. Students are required to provide an active confirmation of loan acceptance to be eligible to receive loans as part of the financial aid award. Based on annual collection of statistical information for the Student Financial Affairs' Annual Report and Fact Book, University of Florida student loan indebtedness is well below the national average. This data indicates that the university's efforts are effective in promoting manageable student loan borrowing. The default rate for UF students who had student loans was 3% which is far below the national average of 11.8%. This is evidence of the effectiveness of the loan counseling that is provided by Student Financial Affairs and a commitment on the part of the students to repay their loans. During the 2014-15 academic year a total of 18,132 loan recipients borrowed $267M.

The Office of Admissions' Transcript Evaluation section supports current students by posting and awarding course credit earned through transfer enrollment and credit by examination based on established equivalencies as dictated by the Articulation Committee of the State of Florida. Established equivalencies are reviewed annually through collaborative efforts with the Curriculum Committee at the University of Florida and the State Articulation Committee.

The Transcript Evaluation section monitors the Gordon Rule (a state requirement of four writing-intensive classes and six credits of math) for all transfer credits and those earned through study abroad and transient enrollment. Additionally, the Office of Admissions collaborates with the Graduate and Professional Schools to post transfer credit for their students based on the Graduate and Professional Schools' evaluation.

The Transcript Evaluation section also awards course credit by examination. This credit is used to meet degree requirements. Students at the University of Florida may take equivalency tests through the end of their first semester of enrollment.

In partnership with SFA, the Office of Admissions monitors academic progress for continuing scholarship recipients as part of UF's Scholarship Program.

The Office of Admissions also provides administrative support to currently enrolled students who wish to pursue academic credentials in addition to their current degree programs or advance from undergraduate to graduate or professional programs.

Research
All units within the Division of Enrollment Management create and maintain data used to support research and decision making for Institutional Planning and Research, the Board of Trustees, Board of Governors, state legislature, federal regulatory bodies, faculty, departmental and college projects. Assessment and evaluation is ongoing and responses to feedback continual. The Vice President also utilizes the services of a graduate student to develop enrollment models based on UF trends.

Community and Public Service
The Division of Enrollment Management actively supports community and public service activities. All units within the division participate in the university's annual Campaign for Charities through the Criser-Peabody Office Olympics event. The division contributes to the yearly Toys for Tots collection activities and food drives for local charities. Numerous local community charities benefit from projects supported by the division. In 2016, the division began an adopt a new student initiative where staff members voluntarily contribute various dormitory essentials to enable the division assist several needy incoming UF students with obtaining the basic items they need to for use in the residence halls.

Special projects are also supported by the individual units within the division and include the activities as described in the following sections.

The Office of Admissions has a long history and established culture of community involvement including support of individual staff commitments. Admission Office Ambassadors conduct hospital visitations to the Shands Pediatric Wing and promote college readiness through outreach and ambassador programs. The Office of Admissions is also a regular contributor to the St. Francis House in support of homeless residents within the City of Gainesville as well as the Thanksgiving Basket program and the Bread of the Mighty Food Bank.

The Office of the University Registrar supports the community by conducting a Toys for Tots Drive each year. During the holiday season of 2015, O.U.R staff worked with the Salvation Army to identify needy families and provided various items of need.

Student Financial Affairs partners with Santa Fe College financial aid staff to provide assistance to the community in completing the federal student aid application at the annual College Goal Sunday event.

Effectiveness Oversight
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Institutional Effectiveness Report Complete: ☑