

Non-Academic Effectiveness Process Documentation

Division of Enrollment Management

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 university's mission is three-fold: teaching, research and scholarship and service. The Division of Enrollment Management's mission supports 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

Unit Goals

The goals of the Division of Enrollment Management are:

- Optimize university resources to enroll and support students by implementing best practices and appropriate technological solutions.
- Develop administrative infrastructure to enhance and support innovative teaching and learning.
- Work collaboratively to broaden the university's presence nationally and internationally.

The goals have been developed collaboratively by staff representing all units within the Enrollment Management division. They are measured through periodic assessment within and across all units. Modifications to unit goals are made based on results from periodic assessments.

Service Delivery Goals

The Division of Enrollment Management has established the following action items for meeting unit goals. Our unit goals are the same as our service delivery goals. The goals, measurements, and timelines are shown in Table 1.

Table 1. Unit/Service Delivery Goals.

Goal 1: Optimize university resources to enroll and support students by implementing best practices and appropriate technological solutions.		
Action Item	Measurement	Timeline
The Office of Admissions management team will create a process for evaluating, assessing, and procuring admissions-related, vendor-supported technical solutions that enhance effectiveness and efficiency in outreach, recruitment, application review and processing and communications with prospective and admitted students.	The Office of Admissions management team will produce a working document that outlines the need for technology and guides staff through the evaluation and procurement of vendor supported technical solutions.	This document will be completed by December 31, 2013
The Office of the University Registrar management team will meet annually with Enterprise Systems and Student Academic Support System staff to evaluate any need to enhance communication to both the student and the university support community regarding the excess hour requirement and individual students' status.	The Office of the University Registrar is collaborating with Enterprise Systems and Student Academic Support System staff to create an excess hour tracking system to enhance the student and administrative degree tracking system. This will allow monitoring and communication of students' status relative to excess hour requirements. Effectiveness of the system will be measured each term by the number of students assessed the excess hour surcharge and by reports from users regarding their experiences.	This enhancement will be implemented by December 31, 2012

Table 1. Unit/Service Delivery Goals, continued.

Goal 1, continued: Optimize university resources to enroll and support students by implementing best practices and appropriate technological solutions.		
Action Item	Measurement	Timeline
<p>Student Financial Affairs will evaluate the effectiveness of aid packages on enrollment and retention by adding financial aid related questions to the Office of Admissions' annual survey sent in June 2013 that collects data on students who are offered admission to the university. Members from the Student Financial Affairs management team will develop the questions to be incorporated into the survey and will provide them to the Office of Admissions designee responsible for survey construction by May 1, 2013.</p>	<p>This data will be evaluated annually by the Student Financial Affairs management team to determine if aid offers influenced a student's decision to attend the university.</p>	<p>In February 2014 the Student Financial Affairs management team along with the packaging committee will recommend modifications to 2014-15 aid packaging policies resulting from the 2013-14 Office of Admissions survey.</p>
<p>The Division of Enrollment Management strategic planning team, under the direction of the Vice President, will undertake a comprehensive planning process identifying goals and objectives for the next three years and establishing an ongoing future-planning protocol. Evaluation of the objectives and goals will occur on a yearly basis as part of the development of unit annual reports.</p>	<p>The Division of Enrollment Management will produce a strategic plan including goals, objectives and assessment measures. The plan will be communicated to decision-makers and on the Enrollment Management website. Directors of Admissions, Registrar's office and Student Financial Affairs, and the Associate Vice President will evaluate the goals and objectives in the strategic plan on a yearly basis.</p>	<p>The target date for this plan is July 2013. Objectives that are not completed in the three year strategic plan will be used to build the 2015-16 strategic plan.</p>

Table 1. Unit/Service Delivery Goals, continued.

Goal 2: Develop administrative infrastructure to enhance and support innovative teaching and learning		
Action Item	Measurement	Timeline
The Office of Admissions management team will review application workflow procedures and practices and update training manuals to increase application processing efficiency and improve the applicant experience.	The Office of Admissions management team will update functional area manuals and will add workflow diagrams.	The Office of Admissions management team will update functional area manuals and will add workflow diagrams by September 2013. Processes will be redesigned based on this analysis. Changes in processes will be completed by September 2013 for the fall 2014 recruitment and admissions cycle.
Management personnel from the Office of the University Registrar will collaborate with personnel selected by the Dean of Students Office and Distance and Continuing Education to create a comprehensive online orientation to be delivered to distance learning and other non-traditional students. Meetings are held monthly until the project is completed.	The Office of the University Registrar administrative staff is participating in planning and production sessions to create an electronic orientation for distance education students. Effectiveness will be measured by student feedback regarding the clarity and value of the orientation.	The target date for implementation is summer 2013.
Student Financial Affairs will re-evaluate job functions of financial aid staff and design a plan for reorganization to better utilize staff resources in support of teaching and learning. The Student Financial Affairs management team will initiate the review of office functions and organizational structure during fall 2012 and based on the results of the review will implement the reorganization plan by December 31, 2012.	The effectiveness of this action will be measured by evaluation of student satisfaction survey results, comparison of delivery time for select office processes, and accuracy in processing and compliance with federal and state regulations as documented by required annual audit reports. Improvement in delivery time will be measured based on a comparison of aid funds disbursed and the number of students paid as of the fall 2013 fee payment deadline versus that of fall 2012.	Student feedback surveys are sent and reviewed on a monthly basis. Comparison of survey results received beginning January 2013 will be compared to survey results received prior to implementation of the reorganization to measure improvements in student satisfaction.

Table 2. Unit/Service Delivery Goals, continued.

Goal 2, continued: Develop administrative infrastructure to enhance and support innovative teaching and learning		
Action Item	Measurement	Timeline
<p>The Division of Enrollment Management will continue to support new initiatives like the Innovation Academy through application processes, admission decisions, course registration for fall pre-enrollment classes and monitoring financial aid eligibility and use of the Bright Futures scholarship.</p>	<p>The Division of Enrollment Management will monitor the application review process for Innovation Academy as we seek to fill the 500 slots in the program. Where appropriate, enrollment in fall pre-enrollment classes will be facilitated. Students will be enrolled in fall classes during the summer Preview session each academic year. Success in these courses will be tracked during the Recruitment Coordinators meeting and information about withdrawals, low grades will be communicated with the Innovation Academy Director. Each October prior to the January start of the new cohort staff in the Registrar's office and in Student Financial Aid will track fall enrollment and financial aid usage at other institutions using information from the National Student Clearinghouse and National Student Loan Data System. This information will be used to inform students of potential financial aid issues for upcoming summer-term enrollment. Patterns of enrollment and financial aid usage will be analyzed and results used to modify communication with Innovation Academy students to prevent these issues for future Innovation Academy students.</p>	<p>This evaluation will occur while the application for admission is open from August 1 to November 1 each academic year.</p>

Table 1. Unit/Service Delivery Goals, continued.

Goal 3: Work Collaboratively to broaden the university's presence nationally and internationally.		
Action Item	Measurement	Timeline
The Office of Admissions staff will expand and enhance partnerships with student service offices across campus, community-based organizations, and national and international agencies to increase applications from out-of-state and international undergraduate students.	The Office of the Admissions management and assessment team will develop an assessment instrument that provides direct feedback regarding effectiveness from new and existing partners by September 2013. The Office of Admissions management team will work with designated staff from University Relations on marketing initiatives to work toward a cohesive message about the University of Florida by December 31, 2013.	The Office of the Admissions management and assessment team will develop an assessment instrument that provides direct feedback regarding effectiveness from new and existing partners by September 2013. The Office of Admissions management team will work with designated staff from University Relations on marketing initiatives to work toward a cohesive message about the University of Florida by December 31, 2013.
Administration and selected staff from the Office of the University Registrar will partner with selected staff from the University of Florida International Center and the Office of Admissions to improve processes for recording international transfer coursework and University of Florida study abroad academic credit.	Meetings will be conducted semi-annually to create a regular communication plan to reconcile issues and to continuously review processes for improving service. The plan will include increased e-mail, phone, and face to face interactions between the Office of the University Registrar, the Office of Admissions, and the University of Florida International Center staffs. Once implemented, the plan will include new termly reviews of reports by all offices that are designed to assure improved timeliness and accuracy in recording all credits for students who study abroad.	The plan is expected to be fully implemented by December 31, 2013.

Table 1. Unit/Service Delivery Goals, continued.

Goal 3, continued: Work Collaboratively to broaden the university's presence nationally and internationally.		
Action Item	Measurement	Timeline
<p>Student Financial Affairs will partner with Distance and Continuing Education to create an infrastructure that will accommodate tracking for financial aid and academic processing. Representatives from all units within the Division of Enrollment Management and Distance and Continuing Education began meeting during the fall 2012 semester to discuss plans for enhancing current services provided and are ongoing in nature. While no target date for implementing enhancements has been established, the Division of Enrollment Management is tentatively planning for the enhancements to be in place prior to 2014-15.</p>	<p>Effectiveness will be measured through evaluation of monthly student satisfaction ratings and through annual collection of statistical data regarding the number of students receiving financial aid to complete a distance education program once the necessary enhancements to enrollment tracking and required financial aid processing systems necessary for meeting federal regulations are implemented.</p>	<p>Monthly evaluation of student satisfaction ratings and through annual collection of statistical data.</p>
<p>The Division of Enrollment Management leadership staff will develop a long-range recruitment strategy to attract students from key international markets. This strategy will include identification of target markets, designating staff to complete these strategies, evaluation of the numbers of applications and enrollments of students from these target markets.</p>	<p>A list of strategies including target numbers, communication plans, and budget will be developed for recruiting the Fall 2014 class.</p>	<p>Assessment of these strategies will occur at each stage of the process and will be used to modify actions for the next recruitment cycle to reach enrollment goals.</p>