Administrative Unit Assessment Report

Assessment is a term commonly used to encompass the process of gathering and using evidence to guide improvements.

SACSCOC requires that "The institution <u>identifies</u> expected outcomes, <u>assesses</u> the extent to which it achieves these outcomes, and <u>provides evidence of seeking improvement</u> based on analysis of the results".

Be sure to SAVE your progress as you work!

Administrative Unit
Office of Admissions

Submission Year
2022-2023

Assessment Coordinator Name
Jennifer Mathis

Enter Assessment Coordinator Email
jmathis@lander.edu

Unit Goal

Goal

Goal 1

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal
To further our efforts to recruit transfer students.

Pillar of Success Supported
Selective, Competitive Recruitment and Enrollment of Ambitious and Talented Students

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome

Increase the number of applications of transfer students.

Timeframe for this Outcome
2021-2022

Performance Target for "Met"
Increase applications by 10%

Performance Target for "Partially Met"
Increase applications by 5%

Performance Target for "Not Met"
Increase applications - less than 5%

Assessment Measure Used	**Frequency of Assessment**
Admissions Application reports	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
In Fall 2022, we had 866 submitted applications, which is a 10.6% increase in applications.	3
In Fall 2021, we had 783 submitted applications. In Fall 2020, application numbers were 504. This was a 45.8% increase in applications.	

Comments/Narrative
2022: Lander continues to focus on transfer application numbers. With the development of new online programs, we have been able to recruit more transfer students. The new BAS online program has also generated many applications.

2021: Lander continues to place an emphasis on transfer student enrollment. We made changes to allow one counselor to focus on transfer students this past year. His current role allows him to work with transfer students only in the office and out of the road recruiting them. He has been able to make contact with a personal touch which has made a huge difference. It also allows him to be an expert on transfer courses, articulation agreements, and other transfer specific changes. The Academic Affairs folks also hired a Transfer Student Coordinator for the Academic Advising Center which I think will come in handy in continuing the increase this next year.

2020: In the past year, Lander has been making changes to policies that should assist us in increasing our numbers. The academic side of the house is working with us these make these changes and new policies. They changed the General Education requirements to make them more transfer friendly. The deans also reviewed the current transfer credit and made some updated to outdated lists. Lander also approved for any student with an AA or AS degree to transfer to Lander without taking any general education classes that are not required for their major.

Resources Needed to Meet/Sustain Results
2022: Lander's ability to add more online programs will assist with the recruitment of transfer students and an increase in transfer applications. Adding an additional Transfer Admissions Counselor could also assist us in regular recruitment visits throughout the semester which would hopefully generate more applications.

2021: Continued support for another Transfer Advisor for the Academic Advising Center. This way all transfer students can be advised in the ASC rather than being sent around to all different colleges/people. Approximately $40,000 for an advisor.

2020: An additional Transfer Admissions Counselor and Academic Advisors for each college could assist with this outcome. Approximately $35,000 a person (7 employees)

Explanation of How Resources Will Be Used
2022: Lander now has a College of Online & Graduate Programs. They have been tasked with adding programs to increase enrollment. With an additional Transfer Admissions Counselor, we could split the territory around the state and make many more visits and personal contacts with transfer students. We could market our programs, new online options and articulation agreements, affordable tuition, and other transfer friendly policies.

2021: We are currently implementing the Transfer Student Coordinator role in the ASC. This person will work with all transfer students to coordinate advisement within the colleges. Adding another transfer specific advisor could possibly allow these two advisors to actually be available to transfer students on a walk-in and appointment basis. This would be very convenient and students would walk away with a schedule, rather than have to wait for appointment within a college and possibly change their mind.

2020:With an additional Admissions Counselor, we could split the territory around the state and make many more visits and contacts with transfer students. We could market our programs, affordable tuition, and other transfer friendly policies. It would also allow us to have transfer folks to cover the office for walk-in students and tours. Academic advisors in each college would be an asset to Lander and the recruitment process.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Increase the number of events on-campus for transfer students.

Timeframe for this Outcome
2021-2022

Performance Target for "Met"
Offer one recruitment event each month for transfer students and three transfer registration events during an academic year.

Performance Target for "Partially Met"
Offer at least one event each month during the academic year for transfer students.

Performance Target for "Not Met"
Offer less than 8 transfer events each academic year for transfer students.

Assessment Measure Used
Special event schedule.

Frequency of Assessment
Annually

Data Collected for this Timeframe (Results)
We hosted 7 Transfer events, one each month in
September through April except for December.

Score (Met=3, Partially Met=2, Not Met=1)
2

Comments/Narrative
2022: This past year we offered 7 transfer specific events for students. We hosted a Transfer Tuesday event in September, October, January, February, and March. We also offered one stop shop type events to include registration in November and an entire week in April.

2021: We continued to offer 8 Transfer Tuesday events, one each month. We also offered one Transfer Friday in the fall for admitted spring students. And then we offered a Transfer Week event in the spring for summer and fall 2021 students. We are on track to offer the same events this year. With more publicity and preparation time, we think we can serve more students.

2020:We did host 8 events, one for each month of the academic year, but are planning to offer more. We would like to host a recruitment Transfer Tuesday each month and schedule Transfer Week events to assist students with registration each year.

Resources Needed to Meet/Sustain Results
2022: This year we began to define the duties of the Transfer Student Advisor. If we continue to evolve that position I think we will see even more results. We are also in the process of hiring an Online Admissions Counselor that will also work with transfer students through the process.

2021: We have had a Transfer Admissions Counselor dedicated to work with transfer students. In order to continue improvement, we need to address transfer student advisement. Continued support for another Transfer Advisor for the Academic Advising Center. This way all transfer students can be advised in the ASC rather than being sent around to all different colleges/people. Approximately $40,000 for an advisor.

2020:An additional Transfer Admissions Counselor (approximately 35,000 a year)

Explanation of How Resources Will Be Used
2022: Having an Admissions Counselor and an advisor during the transfer events is very appealing to prospective students. They can address very specific questions and circumstances. Also having a new Online Admissions Counselor will be great to work with the online transfer students.

2021: Continued support for another Transfer Advisor for the Academic Advising Center. This way all transfer students can be advised in the ASC rather than being sent around to all different colleges/people.

2020: An additional Transfer Admissions Counselor would allow us to host more events and provide one on one attention to each prospective student.

Goal Summary

Goal Summary/Comments
2022: We have continued to be successful with increasing transfer application numbers and events for

transfer students. The new online component has made Lander very appealing to different types of students which has assisted us with this success. We are looking forward to continuing to grow this population of students.

2021: We were very successful in increasing the number of applications and adding events. We are working to continue this climb and see its effects on enrollment. We feel confident that these things will help to increase the numbers for next year.

2020:Currently, we are on the correct path to increase the number of transfer students. By increasing the number of applications and special events offered we think it will assist with increasing the overall number of students.

Changes Made/Proposed Related to Goal
2022: We will continue our work to increase application numbers. Hopefully Lander will add additional programs with a high demand to assist us with this task. Also, continuing to evolve the Transfer Advisor's role in recruitment and events will make a huge impact. Continuing to offer events, orientation, and opportunities for prospective transfer students will draw them to Lander.

2021: We will continue to evolve our events into transfer specific events and cover the needs of these students. The continuation of monitoring transfer applications, increasing the communication to them, and increasing the completion rate.

2020: In order to close the loop, we will schedule additional events in our planning for the next academic year. We will focus on transfer student applications and put more emphasis on the completion of the application process.

Upload Files (if needed)

Goal 2

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal
Increase communication to prospective students.

Pillar of Success Supported
Selective, Competitive Recruitment and Enrollment of Ambitious and Talented Students

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Increase/develop communication for pre-registration and post-registration for special events.

Timeframe for this Outcome
2021-2022

Performance Target for "Met"
The student will receive at least three modes of communication from the date of import before an event and three after an event.

Performance Target for "Partially Met"
The student will receive at least two modes of communication from the date of import before an event and two after an event.

Performance Target for "Not Met"
The student will receive at least one communication from the date of import before an event and one after an event.

Assessment Measure Used	**Frequency of Assessment**
The new Slate CRM system reports.	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
2022: This year we are sending 8 messages before the event, one after, one to cancelations, and one to no shows. 2021: Currently we are sending three or more before the event and only one after the event. 2020:Currently we are sending two forms of communication before the event and one after the event.	1

Comments/Narrative
2022: We are sending an email and mailed invitation, 8 confirmation/reminder text and email messages before the event, and one thank you/evaluation after the event. We are also sending one message to no shows and one to students who cancel their registration. There is room for more communication after the event.
2021: We are sending invitations, confirmation, and several reminders before each event. After the event, we only sent a thank you. We are still working to get a thank you, an evaluation and a follow up to those who haven't applied. We still plan to add text messages into the before and after communication as well.
2020: We are sending an invitation and a confirmation email to all students who register for an event. After the event, they receive an evaluation email. We plan to add text messages, another reminder, and more follow up after each event.

Resources Needed to Meet/Sustain Results
2022: I think we could increase the salary, title, and add more responsibilities to the Communication Processor position. She could work directly with the Slate CRM person and help with troubleshooting, etc. ($6,000 and a new title)
2021: We were able to increase the salary of our Slate employee. We have not changed her title yet. We also were able to change some duties within the office due to the new Slate program and now have

someone focusing on the communication plans.
2020:Increase salary and new title for our current employee who works with the CRM system ($6,000 and Assistant Director)
A new employee for marketing/writing and assisting with the CRM system.

Explanation of How Resources Will Be Used
2022: We have assigned communication/marketing to an employee in the office. She is working on new messages and building communication, but there is room to have her more involved in the CRM system. Having her work on marketing through communication and troubleshooting would be extremely helpful and allow us to be more efficient.
2021: Our current employee still needs to have her title changed. We feel like this will allow her to feel the importance of her position and talents. Our Communication Processor is now handling the acceptance packets, general interest flow, and is writing and designing flows for prospects, inquiries, applicants and admits.
2020:Our current employee who handled the implementation of the new CRM system and all of our challenges with the new system is very valuable to us. Her knowledge and position make her a perfect candidate for an Assistant Director. We could also use a new employee to handle the writing/marketing focus of our communications. Currently, we can put the communication in place, but need the help with the writing.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Develop a full communication plan for suspects.

Timeframe for this Outcome
2021-2022

Performance Target for "Met"
Suspects receive five forms of communication.

Performance Target for "Partially Met"
Suspects receive three forms of communication.

Performance Target for "Not Met"
Students receive one form of communication.

Assessment Measure Used	Frequency of Assessment
The new Slate CRM system.	Annually

Data Collected for this Timeframe (Results)   **Score (Met=3, Partially Met=2, Not Met=1)**

2022: We sent a mailer, 17 emails, 5 text
messages, and invitations to special events
throughout the year.

3

2021:This past year we sent a mailer, several
emails, and an invitation for visits.
2020:Currently, we send a mailer, an email, and an
invitation.

Comments/Narrative

2022: We were able to add multiple forms of communication this year including emails, mailings, and text messages. We continue to build on the information we receive when we purchase names.

2021: We built the bare minimum for suspects this year. We were able to reach them in multiple ways and target specific students.

2020:We are excited to have a new CRM system which will assist us with this goal. In the past, we were limited in how much targeted communication we could send due to our CRM system.

Resources Needed to Meet/Sustain Results

2022: I think we could increase the salary, title, and add even more responsibilities to the Communication Processor position. She could work directly with the Slate CRM person and help with troubleshooting, etc. ($6,000 and a new title)

2021:We received the resources that we requested to make things more successful. Currently, I think we are in a good place. We may decide in the future that the communication plans need to be managed by someone with more marketing experience.

2020:Increase salary and new title for our current employee who works with the CRM system ($6,000 and Assistant Director)

A new employee for marketing/writing and assisting with the CRM system.

Explanation of How Resources Will Be Used

2022: The new incentives that we could offer to the current employee working on communication could assist us in beefing up our recruitment plan. It would also free up our CRM Data Specialist to work on other projects within the system. Most colleges have at least two employees working solely in the CRM system.

2021: Our new plan for the upcoming year was to take a current employee whose job has been changed because of our new recruitment system and add new duties which include writing the communication plans. Her background is not marketing, but she was very interested in this position. In the future if she were to leave or things didn't work out this year, we may decide that the position needs to change and will require more pay and a different background to include marketing.

2020:Our current employee who handled the implementation of the new CRM system and all of our challenges with the new system is very valuable to us. Her knowledge and position make her a perfect candidate for an Assistant Director. We could also use a new employee to handle the writing/marketing focus of our communications. Currently, we can put the communication in place, but need the help with the writing.

Goal Summary

Goal Summary/Comments

2022: We are finally feeling confident in our knowledge of the Slate CRM system. It is helping us to manage recruitment more effectively and track our progress. By continuing to focus on communication in different stages of the process, we have been able to increase enrollment each year.

2021: Our new CRM is up and running. It has already helped to improve our communication and the recruitment of students. Our numbers increased and we feel confident that the system and our communication had an impact on that increase. We are now working to elaborate on all of our

communication plans and hoping to continue with increased numbers for the next year.

2020:In the past, we had a CRM system that was complicated and caused a lot of challenges. By implementing a new CRM, we have more opportunities to increase communication with multiple options for students and parents. Our communication can now be very targeted and is easy to set up. We also have much more confidence in what we are sending out.

Changes Made/Proposed Related to Goal

2022: We are continuing to add communication to students and parents in all stages of the recruitment process. I have charged our Communication Processor with building additional communication based on interests throughout the process.

2021: We are developing more emails, text messages, and mailers to send to students and parents in the communication plans. We will be elaborating on interests and statuses. I feel sure it can only assist us in a positive way.

2020:We will develop more messages to be sent through our new Slate system. Now we can send text messages and emails easier and develop an extensive communication flow for all different students.

Upload Files (if needed)