

Division of Enrollment Management and Services

Annual Report

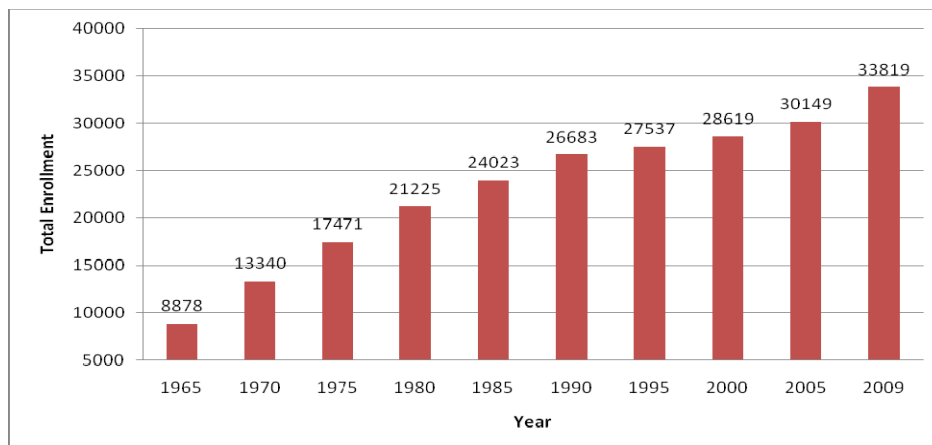
June 7, 2010

Introduction

The Division of Enrollment Management and Services (EMAS) is dedicated to the recruitment, retention, and graduation of NC State students; assuring access and affordability for qualified students regardless of their family's socioeconomic status. In 2010, accomplishing these tasks involved the review of over 22,000 admissions applications; the disbursement of over \$250 million of financial aid to more than 20,000 students; the scheduling of over 25,000 course sections; the enrollment of over 33,000 students (Table 1); posting of over 288,000 grades; and, the awarding of over 7,000 degrees. Comprised of Undergraduate Admissions, the Office of Scholarships and Financial Aid, the Department of Registration and Records, Summer Sessions, and the Joyner Visitor Center, EMAS is core to the university's mission. EMAS serves as data steward for key administrative systems; provides essential student and faculty services; and, ensures compliance and adherence to university policies, state and federal regulations, and other internal and external requirements.

The division continued its record of efficiency and effectiveness, and made significant advances over the past year, despite being presented with many budget challenges. As NC State continues to expand its presence nationally and internationally, the division will play a fundamental role in developing a high-achieving student body, powerful university brand, contemporary technology, and essential partnerships.

Table 1. Total Enrollment



Undergraduate Admissions

The effectiveness of the division's recruitment efforts is clearly reflected in the freshman applications (Table 2). North Carolinians send more applications to NC State University than any other UNC system school. Since 2005, freshman applications have increased by over 40 percent and institutional selectivity has been on the rise. (Table 3). For 2010, it is expected that acceptance rates will fall below 55 percent for the first time in the university's history.

Table 2. Freshman Applications

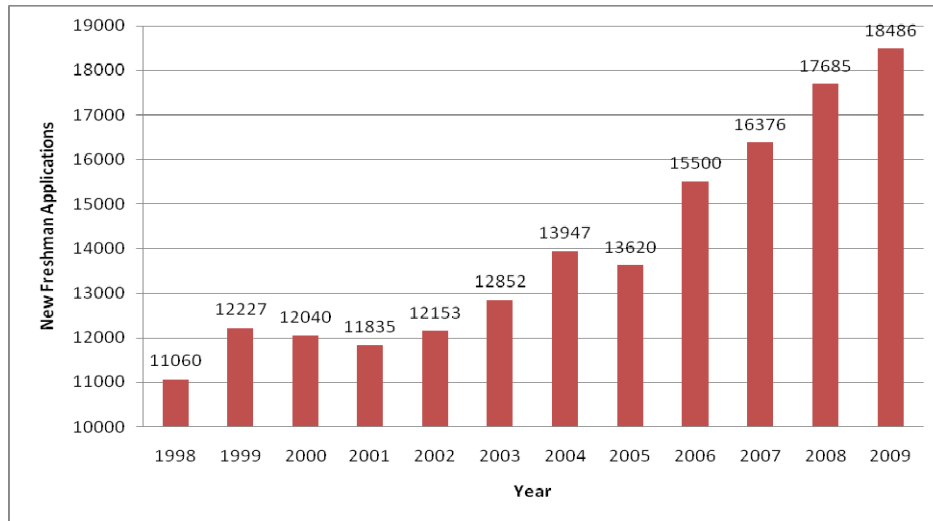
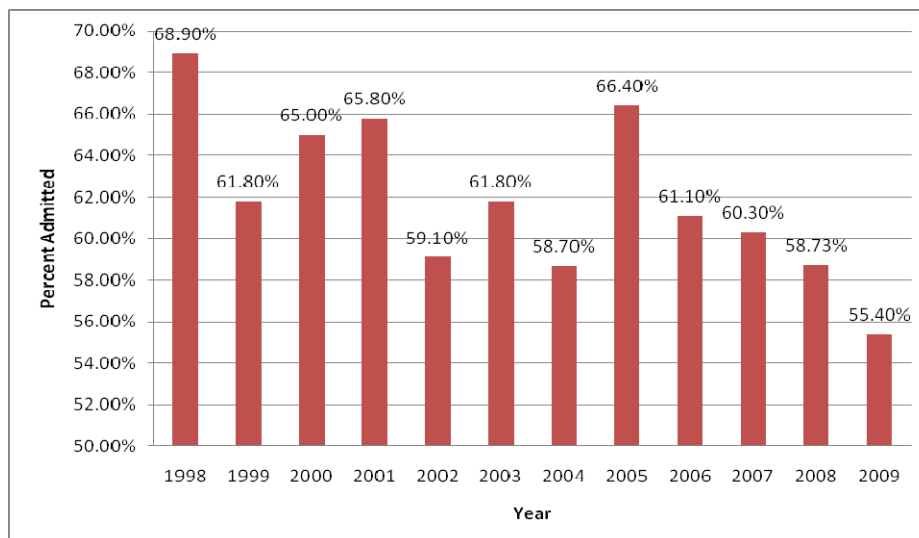


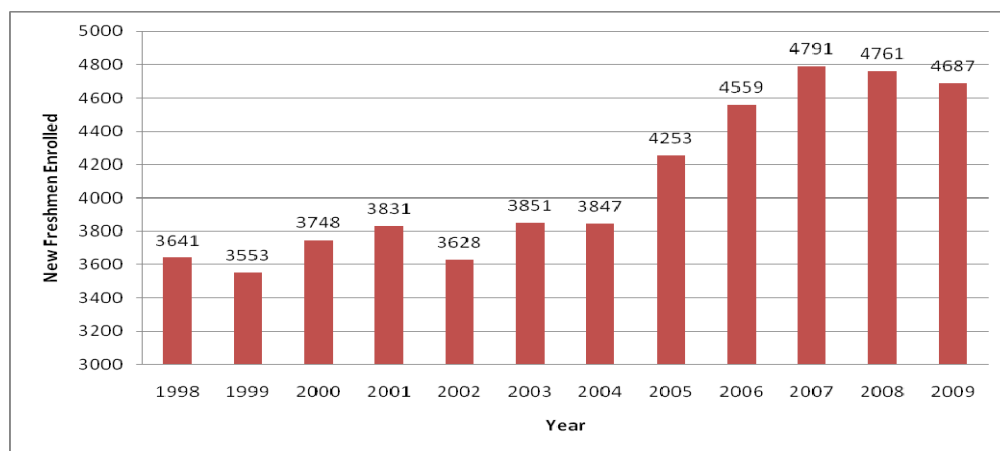
Table 3. Percent of undergraduate applicants admitted



As a result of targeted recruitment activities, applications from under-represented populations are increasing most rapidly, though direct comparisons to previous years is now complicated by the new federal mandates affecting the collection of ethnicity data on applications. The effectiveness of this recruitment effort can be seen in the percentage of the incoming class indentifying themselves as “white”, which has fallen to its lowest level in a decade.

In 2005, UNC General Administration asked NC State increase its freshmen targets late in the admissions cycle. The university honored that request and increased the class by an additional 200 students. The class size continued to grow through 2007, which put downward pressure on the academic averages of the incoming class. Since that time, we have been able to stabilize the targeted size of the freshman class (Table 4).

Table 4. New Freshmen Enrolled, by Cohort



NC State currently has the largest freshman class in North Carolina and all measures of academic quality are increasing. Average high school GPA (mean=4.19) and SAT scores (mean CR+M=1184) are rising; more than 41 percent of the incoming class graduated in the top ten percent of their high school class, and 73 percent are in the top twenty percent of their class. In the 2009 cohort, 164 students were either valedictorian or salutatorian of their senior class; 184 had a perfect 4.0 unweighted high school GPA; over 11,000 AP test scores were submitted (15% with a score of 5); 42 students had a perfect SAT Math score; and, 26 had a perfect SAT critical reading score.

Out-of-state and international applications and enrollments continue to increase. In 2009, the percentage of the incoming class classified as in-state students hit its lowest percentage in a decade. Despite a 31 percent increase in the number of out-of-state (including “foreign”) since 2000, NC State’s percentage (11.8%) is still well below the UNC System cap (18%). In 2009, new freshmen enrolled from 98 North Carolina counties, 40 out of 50 states, the District of Columbia, the U.S. Virgin Islands, Puerto Rico, and 29 other countries.

Scholarships and Financial Aid

The volume of financial aid distributed to NC State students continues to increase annually. The total aid awarded to enrolled NC State students for 2008-09 was \$240.7M and the number of enrolled students who received some form of financial aid according to Office of Scholarships and Financial Aid records was 20,878. As of May 26, 2010, the total aid distributed for 2009-10 is \$257.7M to 21,835 students and those numbers may change as second session summer enrollment and aid disbursements are confirmed. Approximately \$132.9M of the aid distributed for 09-10 is from federal sources, including over \$105M from federal loans (Federal Stafford, Federal PLUS and Federal GRAD PLUS, Federal Direct Loans). Approximately \$124.8M came from State, NC State and private aid sources.

Pack Promise

The OSFA funded the fourth class of Pack Promise Scholars for 2009-10, bringing the total enrolled in the program for 2009-10 to 1,037. Academic coaching and mentoring is clearly beginning to show benefits given the statistics from this year's class after fall semester. For the first time since the inception of the program, the fall 09 freshman Pack Promise (PP) group had a higher average fall GPA (2.994) than the Non-PP group (2.987). The freshman PP group had a slightly higher percentage (12.0%) on Academic Warning as of the end of the fall semester than the Non-PP group (9.4%), but a lower percentage of suspended students (1.1%) compared to the non-PP group (1.6%). For fall 2009, 86.2% of the PP cohort were in Good Standing as of the end of fall compared to 88.2% for the Non-PP group

The Pack Promise program graduated its first class of scholars this year, with 89 students applying to graduate. A reception was held in April in the Park Alumni Center to honor the graduates, and the event was so well-received we plan to make this an annual event.

Goodnight Scholarship

Through the generosity of Jim and Ann Goodnight, the Goodnight Scholarship program was created in 08-09 to offer scholarships covering full tuition and fees to 25 incoming NC freshmen from middle income families. For 09-10, the program was expanded and 50 scholarship recipients were chosen. In January, the OSFA was approached to assume full responsibility for the Goodnight Scholars Program, including the leadership development component that was previously coordinated by another office on campus; Jen Foster was designated to coordinate the program. Under Jen's leadership, the Goodnight Scholars Program is flourishing and we anticipate further developments in coming years.

Federal Direct Loan Program (FDL)

The OSFA implemented Direct Lending in 08-09 as an effort to provide students and parents full choice of federal loan options when borrowing to offset the cost of attending NC State. Little effort was made to advertise the availability of FDL during that year because of implementation concerns, and only a small volume (around \$1M) in loans were borrowed through FDL in 08-09. The dollar volume to date in 09-10 exceeds \$15M and will continue to grow as summer loan requests are processed. The office continued to offer both Federal Family Education Loans (FFEL) as well as Federal Direct Loans (FDL), but with passage of the Health Care and Education Reconciliation Act of 2010 the FFEL program will become obsolete effective July 1, 2010. OSFA's decision to participate in FDL last year has NC State well positioned to comply with new federal regulations. Given the technical preparation previously done by OSFA, the most complicated task remaining to complete this transition is related to communicating this change to students and parents. OSFA updated web sites immediately upon passage of this legislation in March, and has sent direct emails to students impacted by the legislation. So far, the transition to FDL appears to have been fairly seamless for the office as well as for students and parents.

Year Round Federal Pell Grants (or Two Pell Grants in an Award Year)

The Higher Education Opportunity Act passed in 2008 authorized schools to pay students more than one annual year Pell Grant if they are enrolled in the summer and accelerating their progress to degree. Offering Year Round Pell Grants was optional for summer 2009, but will be mandatory for 2010. The OSFA has worked diligently to develop policies and procedures for administering Year Round Pell, and to notify students of the availability of these funds. Tracking enrollment status of students and reporting Year Round Pell payments to the Department of Education will be a challenge, especially until all the rules are clarified by the Department of Education.

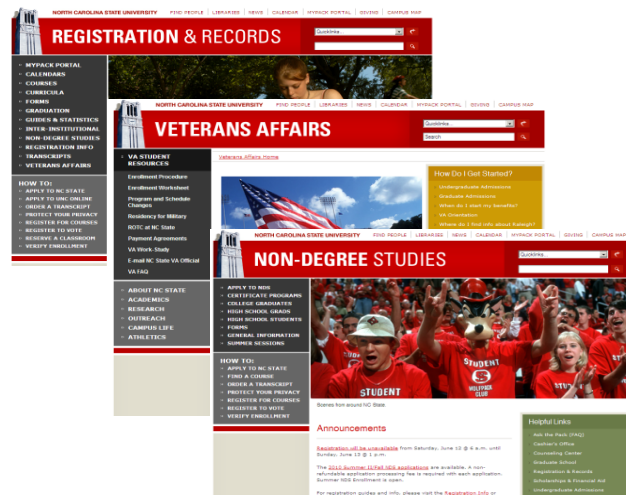
The next few months will be critical as OSFA continues to work with OIT to develop the structure for the financial aid module of PeopleSoft in preparation for go-live in early 2011. The department will continue processing 10-11 financial aid in PowerFAIDS while simultaneously processing 2011-12 in PeopleSoft. Significant staff training will be needed if we are to be successful in this transition period, and the office cannot afford staff turnover or staff reduction during this transition.

Registration and Records

As the steward for all academic records, Registration and Records is responsible for ensuring the safe storage, retrieval, and distribution of student academic data. The department continues to manage efficient and secure online data processing including enrolling over 33,000 students, collection and posting of 288,707 grades, posting of 7,579 degrees, processing of 949,684 enrollment transactions and completing 34,575 requests for transcripts during the 2009-10 academic year.

In quick response to the needs of campus, Registration and Records was able to create a new grading scheme for the College of Veterinary Medicine to more accurately describe the level of knowledge students mastered in previously pass/fail courses. New judicial grades were also created to track conduct violations, which facilitated improved handling by other university processes. The department has also worked with other campus entities to facilitate numerous new collaborations; examples include the following: AgIdea, the Freedom Center, UNC online, NCSSM articulation agreement, and the awarding of academic credit for military training.

The department maintains interfaces to the Remedy and RightNow help databases in order to quickly respond to questions and concerns from staff, students, and faculty. Registration and Records staff responded to and closed 2,363 issues/questions logged over the past year. To be consistent with university branding initiatives and provide more organized online content, Registration and Records redesigned and updated its departmental homepage, the veterans' website, and the Non-degree Studies homepage.



Registration and Records is responsible for providing support to the university's data analysis and reporting needs. To accomplish this, a number of queries and online reports have been developed to give campus users easy and immediate access to data. In addition to these production reports, Registration and Records responded to approximately 940 individual, ad hoc requests for data from campus users during the 2009/10 academic year.

Veteran Services

NC State has a significant and growing population of students using the GI-Bill to finance their education. The array of educational benefit options now available to veterans has led to increased demand for individual guidance from Registration and Records on the certification process. In an effort to better serve this constituency and meet the increase in demand, Registration and Records instituted the following service improvements: 1.) staff began attending meetings of the Student Veterans Association in order to answer questions about the certification process and foster positive relationships with our student veterans, 2.) a product called Camtasia was purchased in order to develop state-of-the-art online orientation sessions that can be accessed anytime/anywhere, 3.) a sign-in process was instituted in October 2009 to provide faster service and to assist in predicting and preparing for peak service periods. Registration and Records has certified 463 veterans for education benefits over the past year and conducted 893 individual meetings with student veterans since the sign-in process was started in October. Also, Registration and Records hosted a state-wide VA Conference in March 2010 allowing VA representatives to provide a benefits workshop for institution certifying officials from across the state.

Non-Degree Studies, Readmission and Cooperative Programs

In recent years, NC State has dramatically increased its participation in academic partnerships and cooperative registration programs. In addition to managing growth in the ten existing programs such as Inter-Institutional, Cooperating Raleigh Colleges, National Student Exchange, Global Training Initiative and the Biomedical Engineering joint degree program with UNC – Chapel Hill, Registration and Records has facilitated implementation of three new university programs during the past year: 1.) the MPA/JD dual degree program with Campbell University, 2.) a cooperative registration program in Agricultural Education Teacher Certification with Mount Olive College and 3.) The Master of Global Innovation Management dual degree with Universite Paul Cezanne IAE Graduate School of Management in Puyricard France.

In 2007, Registration and Records absorbed the task of processing Non-Degree Studies applications from the Office of Credit Programs and Summer Sessions. Since that time the department has modified the program to

ensure that it meets the university's strategic objectives; over the past year, Registration and Records processed a total of 5,761 NDS and Readmit applications.

Classroom Scheduling

In support of NC State's core teaching mission, Registration and Records coordinates, monitors and validates class setup/creation for campus and ensures the appropriate and accurate assignment of classes to available campus buildings and rooms. For the 2009 - 2010 year, Registration and Records completed classroom scheduling for 25,731 class sections. In support of student success initiatives, Registration and Records coordinated the first-time enforcement of class pre-requisites to help prevent students from enrolling in classes for which they do not have the academic background to succeed.

Degree Audit and Graduation

The degree audit represents the requirements that must be met for each undergraduate degree offered by NC State and is the tool used by campus to clear students for graduation. The university implemented a new General Education Program (GEP) that went into effect Summer 2, 2009. In support of this effort, Registration and Records worked closely with the University Course and Curriculum Committee (UCCC), the Council on Undergraduate Education (CUE) and each individual college to finalize templates for the new GEP and to complete the coding of newly approved degree requirements for 278 degree programs.

As part of the ongoing effort to replace the university's mainframe computer system, Registration and Records is working collaboratively with OIT to implement the replacement for the current mainframe based Automated Degree Audit (ADA) system. Then conversion of more than 25,000 undergraduate degree audits will be completed over the summer of 2010 and training of campus advisors will be completed in September 2010 just prior to advising and registration for Spring 2011. As part of this new system, advisors and students will now be able to track progress toward completion of minors.

In another response to campus desires, Registration and Records coordinated a switch from black to red gowns for undergraduate graduation. This change led to much positive feedback from the university community and



may have contributed to the largest attendance ever at the May 2010 commencement ceremony.

Visitation and Outreach

Over the past year, EMAS, working with Creative Services, has made several strategic communication changes to enhance the efficacy of its recruitment activities and enhance the NC State brand. New websites and printed publications, student-written blogs, and a Facebook group for newly admitted students are all part of this communication plan. Recognizing the importance the campus visit plays in the decision processes of prospective students and their families, the division has put considerable resources into enhancing that experience.

The OSFA continued to partner with colleagues in Admissions and the colleges to provide information sessions to potential applicants for admission, and participated in 78 Spend A Day, Open House and other visitation activities aimed at improving yield. In addition the office opened on Saturday to be accessible to students and parents visiting the campus for African American, Native American and College of Engineering Open House events.

The Joyner Visitor Center (JVC) offers tours of Centennial Campus on busses that are equipped with video monitors and GPS technology. During the tour, those monitors highlight the facilities and activities taking place on that campus. The JVC has also developed self-guided cell phone tours, as well as, tours specifically

designed for Apple's iPhone and Verizon's Droid technologies . Over the past year, the JVC hosted more than 18,000 visitors.

Summer Sessions

The division worked with the Administrative Advisory Committee for Summer Sessions to implement an aggressive plan to decentralize and reinvigorate summer school programs. Summer Sessions concluded its first year full year under a revenue sharing model that was approved in 2008. Under this model colleges are guaranteed a base budget in the fall determined by actual revenues from SSI and projected revenues from SSII. For the first time in years, summer sessions has seen a significant growth in enrollments, revenue, and collections. The continuation of this funding model, with the colleges providing leadership, allows for long-range planning based on consistent funding.

The approach to summer this year was to continue to incorporate the principles put forth by the Associate Deans. Most importantly to create a student-centered approach to summer sessions. Beginning with the determination to increase the resident tuition rates by a lower percentage than the increases approved for the regular term rates to the creation of Innovative Summer School Course Grants, our efforts are moving us toward this overarching goal.

Investment in the colleges through this reorganization has continued to reap benefits with increased revenue and expanded programming. We will continue to decentralize summer sessions at NC State until we reach a point where we can utilize longitudinal data to adjust for the effects of any unusual fluctuations in enrollments, anticipate the instructional needs of students and be structured so as to provide high quality instruction and resources to promote student learning and success as comparable to regular semesters.

Our initial plans were to wait three years before changing the revenue sharing model; however, based on the commitment of the Colleges and potential tightening State budgets, we are changing the model for 2010/11. We continue to analyze, monitor and develop a model that will facilitate a successful and sustainable transition to a permanent decentralized system.

Another initiative approved and supported by the Provost is Summer START. NC State University's Summer START program is designed to assist new freshmen with the transition from high school to college. Through five weeks of academic and social programming, students earn academic credit, become acclimated to life at

NC State, understand what support programs are available to them, and develop important academic skills that will help them succeed in college and in life.

The 2010 Summer START program includes four groups of students: international, incoming freshman from particular North Carolina high schools that struggle in math and physical science courses in their freshman year, athletes and transition program students. Students will earn up to seven credits toward their degree. It is anticipated that this pilot will lead to an expanded program in future years, and that the expanded program will significantly enhance student success and on-time graduation.

Division Initiatives

Diversity

Promoting diversity, in its many dimensions, is one of the division's most important missions. A significant amount of the division's resources are directed toward enhancing the diversity of NC State's campus, and evidence suggests that progress is being made as a result of that focus. The Staff Well-Being Survey of 2008 asked specific questions about the role of diversity in the division's mission and upper management's support of diversity related issues. EMAS scored above university averages on nearly every measure; reflecting a culture that respects and appreciates the value of diversity within the university. While this is in part due the nature of our work and the quality of our staff, it is also the result of enlightened managers, supervisors, and employees demonstrating these values, on a day-to-day basis, throughout the division. Efforts to embrace and promote diversity throughout the campus is visible in everything we do -- from targeting recruitment activities toward under-represented populations -- to participating in the university's Lavender Graduation ceremony.

EMAS is dedicated to promoting diversity issues throughout the entire enrollment cycle. Within the division, the concept of "diversity" is applied broadly and includes ethnicity, socioeconomic, geographic, gender, curricular, and other dimensions. Undergraduate Admissions hosts African American, Latino, and Native American visitation days, which are designed to inform admitted students and their families about the academic and support resources available at NC State. The Joyner Visitor Center hosts numerous events targeted toward out-of-state and high achieving students. A new program this year, Pack Faculty Partners, invited highly qualified admitted students to spend an evening with some of the university's most prestigious faculty. These

faculty members presented their research, engaged students and their families in conversation, and answered questions about their disciplines.

Recipients of financial aid tend to be a very diverse population, including ethnic, socioeconomic and geographic diversity. Pack Promise continues to promote diversity by encouraging a very diverse population of students to enroll each year. Of the 1,037 students funded through the Pack Promise program for the 09-10 year, 46.4% were white and 53.6% were from other populations (31.3% African American, 1.4% Native American, 6.4% Hispanic, 10.4% Asian and 4.1% Unknown).

Efficiency and Effectiveness

EMAS continued its commitment to providing quality customer service and efficient processes for students, faculty, and staff despite being significantly under-resourced compared to peer institutions. UNC General Administration assesses student services across the university system through its sophomore survey. Results of these assessments suggest that the Office of Scholarships and Financial Aid and the Department of Registration and Records have continued to maintain outstanding satisfaction ratings – consistently ranking above our peer doctoral institution (UNC-CH) and the UNC System as a whole (Tables 5 and 6).

Table 5. Percentage of Students rating Financial Aid Services as Excellent/Good (2008 Sophomore Survey)

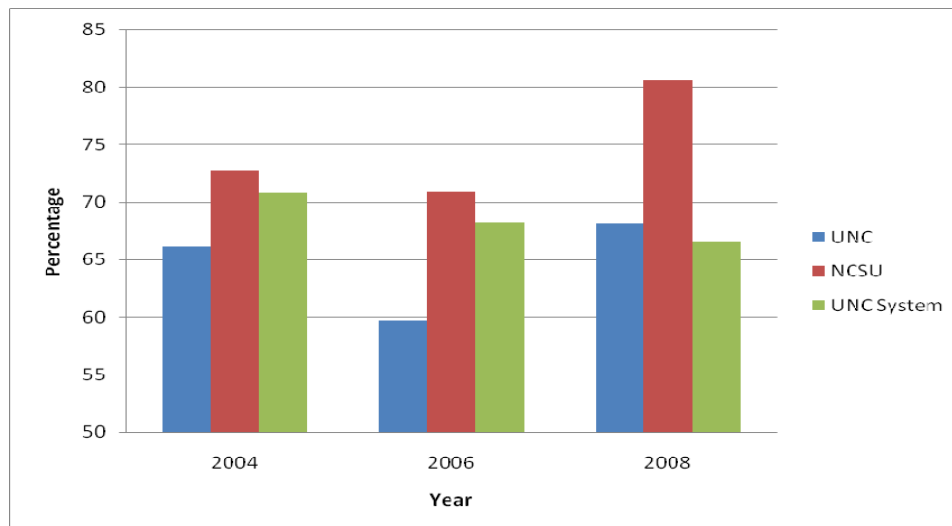
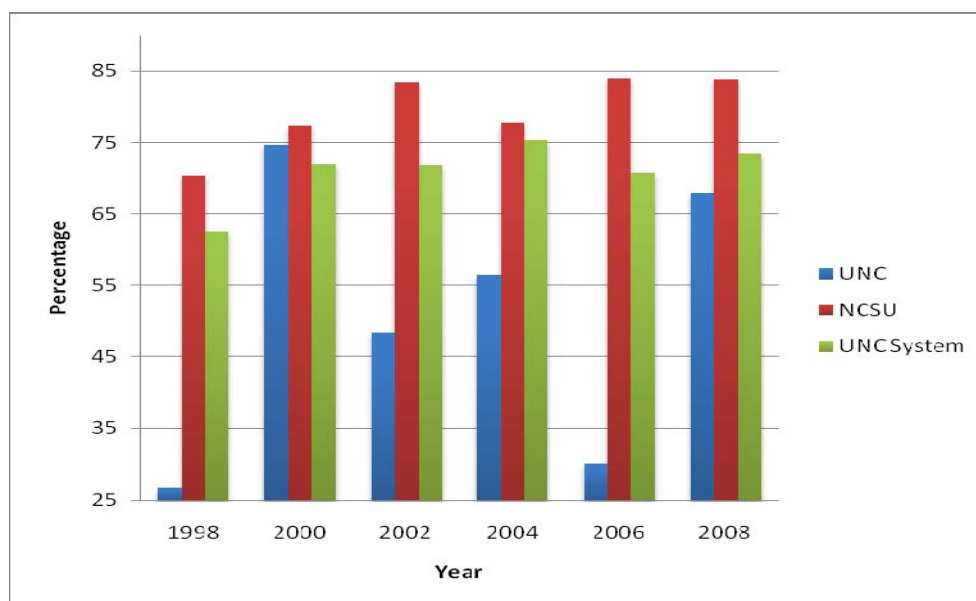


Table 6. Percentage of Students Rating Registration Services Excellent/Good (2008 Sophomore Survey)



After several years of planning, preparation, and testing, the first phases of the university's new student information system (SIS) are live and benefiting the campus. This implementation put the university in a position to realize many efficiency gains and business process improvements. Several notable examples are the implementation of paperless grade changes, an online graduation clearance processes, outsourcing of diploma production, and the implementation of electronic transcripts. These processes are more efficient, less expensive, reduce errors, and improve customer services. The Department of Registration and Records with the Office of Information Technology worked together to execute, arguably, one of the most successful PeopleSoft ERP implementations in the nation. Similarly, Scholarships and Financial Aid implemented "Net Partner," which delivered the ability for students to interactively manage their financial aid awards. The improved ease of service is essential to Scholarship and Financial Aid's implementation of Federal Direct Loans.

To better serve our students and alumni in an increasingly global environment, Registration and Records implemented a new product, AVOW, that allows for secure electronic ordering and distribution of transcripts. Secure electronic distribution is a fantastic new service that has resulted in the reduction of paper, envelopes, postage and labor needed for paper distribution. In the first two months post implementation, 38.33% of the transcript requests received have changed from paper to electronic distribution.

During the fall semester, Registration and Records partnered with JES to implement a new online workflow for processing grade changes. This new process can be used to request and route for approval grade changes for classes taught during spring 2009 and forward. During the 2009-10 academic year, 9564 grade changes were processed. Of those, 5286 were processed using the online grade change workflow. During the first semester of implementation, Fall 2009, 79% of grade changes for that term were submitted through the online process. For the spring 2010 semester, 97.5% of grade changes for that term were submitted through the online process resulting in the elimination of thousands of paper forms and a reduction in the time required to complete grade change requests.

The department worked with the State Veterans' Approving Agency to move to a 100% paperless catalog submission which served as a model for other schools.

Registration and Records streamlined the graduation process by eliminating paper graduation clearance forms and implementing online processes for student application for degree as well as departmental review and college graduation approval. Additionally, the department has reduced diploma delivery time and labor costs by outsourcing diploma printing and distribution.

The department implemented a pilot project to allow Non-degree Studies students to process current term withdrawals online – eliminating the need to route a paper form to various offices for approval. Registration and Records, in collaboration with the Cashier's Office, Financial Aid, the Counseling Center, and the Office of International Student Services, plans to expand this online withdrawal process to degree seeking students in the near future.

In order to better protect the student records in our charge and to improve online access to those documents, Registration and Records hired an outside firm to complete the scanning historical records. These documents will be available through the university's new enterprise-level imaging system.

Despite a 13% increase in applicants for financial aid and a 16% increase in needy undergraduates who applied for aid for 2009-10, the OSFA continued to distribute aid funds equitably, efficiently and in a timely fashion. The OSFA absorbed mandatory budget cuts by eliminating and restructuring positions to distribute work flow more efficiently, and cut costs by pushing more communications to students and parents through electronic means rather than hard copy.

Partnerships and Collaborations

In addition to its many internal collaborations, the division continues to form relationships with entities external to the university - supporting NC State's reputation as a leader in the state. These strategic partnerships enhance university brand, promote diversity, and promote student success.

The division spearheaded a partnership with Wake Technical Community College to form the "Partnership for Access to College." This program guarantees admission and facilitates the seamless transfer of community college students to NC State. An alliance with the NC County Extension Agency was formed to promote access to higher education. This relationship takes advantage of the respect and unique position extension faculty have in communities across the state to promote access to an NC State University education. Additionally, EMAS is a key participant in the planning of NC State's early college high school, which is scheduled to enroll students for the 2011 academic year.

The JVC has established two new collaborations with the College of Education. Partnering with the Counseling Education Department, a graduate assistantship was funded that will provide daily leadership to the University Ambassador program including the development and instruction of a course designed to teach customer service skills. In addition, the JVC and the Department of Math, Science and Technology Education submitted a proposal and received the 2010 Clean Fuel Advanced Technology grant (CFAT). CFAT is a six-year project focused on reducing transportation related emissions in NC counties that have air quality concerns. The project is funded by the NC Department of Transportation and the State Energy Office. With the funds we are purchasing a Ford Freestar Electric Conversion Minivan and EV Charging Station for the E. Carroll Joyner Visitor Center. This partnership will focus on raising awareness and educating the public and prospective students about current research in alternative transportation, emission reduction and innovative educational technologies both at NC State and throughout the State of North Carolina.

Registration and Records has collaborated with Joint Enterprise Services (JES), the Cashier's Office and Parent and Family Services, to implement the Parent/Guardian portal allowing parents/guardians to login and access academic records and/or financial data for their students online via the MyPack portal. The department also coordinated with Human Resources, the Office of Legal Affairs, and JES in the development of a new online process for updating and selecting information to be displayed in the university's online directory.

NC State's financial aid staff have partnered with UNC-CH staff to share PeopleSoft implementation strategies as well as the consultant used by both campuses. OSFA also partnered with the College of Agriculture and Life

Sciences to provide an online scholarship application for the Chancellor's Leadership Scholarship program. Through this online application students could apply for the scholarship, and staff could coordinate an online review process in which numerous NC State faculty and staff participated. In addition, the OSFA partnered with colleagues in Undergraduate Admissions and the McKimmon Center to host *FAFSA Day*, a day set aside each February during Financial Aid Awareness Week to provide assistance to students and parents who need help completing the FAFSA (Free Application for Federal Student Aid) for the upcoming year. One of the most critical partnerships is ongoing and involves the partnership between EMAS and DUAP to provide coaching, mentoring, and academic support for Pack Promise Scholars. Within the division OSFA partnered with Undergraduate Admissions to share processing staff resources during peak processing times. Financial Aid staff assisted admissions last fall in logging in imaged documents and Admissions staff has assisted the OSFA this spring by mailing, logging in and filing documents that have been received from aid applicants.

Undergraduate Admissions has partnered with Student Affairs, Alumni, and the academic colleges and departments to host numerous events and outreach activities. Collaborations with Multicultural Student Affairs are essential to the success of African American, Latino, and Native American Visitation Days. Similarly, partnerships with Alumni have facilitated the creation of Pack Partners, a program that allows out-of-state alumni to participate in recruitment activities. The department has also worked extensively with International Programs to devise a recruitment plan aimed at increasing enrollments of international, undergraduate students. Over the past year, Admissions has significantly increased its outreach and visitations to North Carolina's community colleges, too.

Student Success Initiatives

In collaboration with the College of Engineering and the Academic Support Program for Student Athletes, the division facilitated three sections of E 298 to assist Engineering students having difficulty transitioning to college life. Students in the course were given the information and tools needed to enhance their academic achievement. The academic coaching model used in E 298 is similar to the method that has proven itself through the division's Pack Promise program. Pack Promise, now in its third year, has shown how an alignment between EMAS and the Division of Undergraduate Academic Programs has been able to substantially change the financial and academic outlook of low-income students many of which are first generation college goers.

In an effort to better serve military personnel and veterans, an agreement was reached to grant military personnel Physical Education, Military Science, Aerospace Science, or Naval Sciences credit for specific military training. Registration and Records will award the credit after receipt of the required military documentation. EMAS also worked collaboratively with Student Affairs' ROTC units to create MOU's with

Louisburg College and Wake Technical Community College. As part of the Post 9/11 Veterans Educational Assistance Act, NC State is actively participating in the Yellow Ribbon GI Education Enhancement Program (Yellow Ribbon Program) and is expanding the program to fund some out-of-state undergraduate student veterans. This program allows degree granting institutions to voluntarily enter into an agreement with the VA to fund tuition expenses that exceed the highest public in-state undergraduate tuition rate. The institution can contribute up to 50% of those expenses and the VA will match the institutional funding.

One of the standards and key performance measures being assessed by the UNC FIT project involves the university's monitoring of satisfactory academic progress of financial aid recipients. To conform with these standards, the OSFA restructured its satisfactory progress review process and created a new online appeal form for students to complete. The new process involves training all professional staff in the office to provide them the knowledge and tools to make appropriate judgments regarding financial aid reinstatements when students fail to meet satisfactory academic progress guidelines. This training will enable the staff to be better informed regarding the academic performance standards students must meet for continued financial aid eligibility, and assist them in making appropriate referrals to academic support services students may need to restore eligibility.

Conclusions

EMAS is integral to the recruitment, enrollment, funding, and progression of students toward graduation. The technology that the division has implemented over the past year has set the stage for NC State's positioning as a "Red Means Go" institution. With its collaborations, EMAS exemplifies what it means to be a partner in the education of NC State students as well as a member of the community at-large. For the past five years, the management team of EMAS has worked to create a shared vision for the division and to ensure that vision is aligned with the goals and objectives of the Chancellor and Provost.

The staff-well being survey assessed some of these items and, again, EMAS performed quite well on nearly every measure. Concerning leadership, EMAS was higher on almost every measure as compared to the university averages. Scores suggested that there is good communication and an appropriate level of transparency in decision-making processes. There was a high level of satisfaction with the clarity and appropriateness of short and long-term goals within the division. In addition, most employees believe that resources are allocated appropriately and in accordance with division priorities. EMAS also looked strong on issues related to vision and direction. Employees gave very high scores on the vision and direction of their departments and the division. Overwhelming majorities thought things had improved and were getting better.

Many of the questions had no negative responses. Overall, this survey suggests that a shared vision has emerged and that all members of our organization “buy-in” to that vision. Furthermore, there seems to be a sense that the vision and direction within EMAS is in alignment with those established by Academic Affairs and the university as a whole.