

Compact Plan

July 2005 - June 2007

Division of Enrollment Management and Services

Undergraduate Admissions, Registration and Records, Scholarships and Financial Aid

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Vice-Provost**

March 17, 2005

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I. INTRODUCTION

The mission of the Division of Enrollment Management and Services is to support and enhance the total educational experience of NC State students through a commitment to quality service that is responsive to student needs. Further, the Division seeks to attract and enroll a highly diverse class of first time and adult returning students with outstanding ability and potential and subsequently to improve student retention and graduation commensurate with the goals of the University.

The Division of Enrollment and Services (EMAS) was created in January 1997 with a plan and vision to better coordinate and integrate the admissions, financial aid and registration processes for undergraduate students. This new focus was directed at achieving both higher yields of admitted students and greater retention and graduation of continuing students through a high service, seamless enrollment process. The Division, which includes the offices of Undergraduate Admissions, Scholarships and Financial Aid, and Registration and Records, with a dotted line relationship with the Credit Programs and Summer Sessions Office in Lifelong Education, has thirty-four EPA professional staff members, sixty-four SPA staff and a range of ten to twenty student workers at any given time for a total Division staff of over one hundred ten. The EMAS Division has a vision of providing high quality, fully integrated, student services using technology to its fullest advantage while maintaining the critical human interactions so important to a student's satisfaction with their NC State experience. The Division plays a critical role in the success of the University.

Enrollment Management and Services aspires to contribute in a significant way to NC State's ranking in the top tier of our designated benchmark peer institutions in measures of student quality, diversity, retention, and graduation. To measure Division success, we use both new and continuing student data collected from our designated peers, combined with University enrollment, retention, and graduation data from 1997 forward, along with NC State University Planning Analysis (UPA) sophomore and senior class survey results and periodic new student survey's like College Board's Admitted Student Questionnaire (ASQ). Both qualitative and quantitative data are evaluated.

The most recent review of Admissions data indicates that there has been significant improvement in student quality as measured by class rank, GPA and SAT/ACT scores since the Divisions creation. The one admissions goal that the monitored outcomes measures indicate as a persistent challenge for EMAS is "reaching the maximum permitted out-of-state enrollment of 18% for the freshman class." Specific areas of outcomes sought regarding this goal were increases in out-of-state enrollment as well as continued gains in diversity and pre admissions performance indicators such as percent of freshmen in the top 10% of their class, number of National Merit Scholars, and average freshman SAT/ACT scores. When accomplished these increases will result in admissions selectivity levels that would place us in the top tier of our designated peers. As a result of the review of this data a new recruitment plan for out of state students was developed and scheduled for implementation during the 2002 – 2003 academic year. It included

aggressive targeted recruitment, an enhanced admissions yield strategy, and better coordination of scholarship and financial aid resources.

From the Scholarships and Financial Aid perspective, recent UPA surveys indicate improved student satisfaction with financial aid services with all responses in the “good/excellent” range except for the amount of financial aid received (moderately satisfied) which is the one area the Division cannot control. In response to the review of these data and in light of the Division’s goal to be responsive to the needs of our constituents several initiatives have been undertaken that will result in increased availability of relevant information for students and their families through the NC State Scholarships and Financial Aid website. The types of information available includes financial aid application forms, the status of the student’s financial aid application (including online acceptance of financial aid packages), plain language details of the financial aid process and its limitations, as well as free information about alternative sources of financial aid. Initiatives to provide useful and usable information to our constituents will continue as an ongoing function of EMAS.

Additionally, all Division offices participate in a “rate our service” program providing students and other constituents an opportunity to evaluate performance and service. Responses are uniformly positive with the exception of those regarding “course availability” during the last cycle. As a result of this feedback Registration and Records has undertaken initiatives to provide detailed comparisons to academic departments of their seat offerings in heavily enrolled courses early in the planning period. The availability of this information has already begun to facilitate consideration of critical adjustments in scheduling plans before the start of the registration period by the responsible academic departments. Access to useful information services for students, academic departments, and faculty will continue as a focus for Registration and records and other EMAS units and will be addressed in Division initiatives under “Student Learning in a Technology Rich Environment”.

In general, demographic projections for the next ten years support NC State’s goal of growing in size to meet enrollment growth projections, while continuing to become more selective and diverse in admissions. Increased selectivity will have a positive impact in improving both retention and graduation rates. Using WICHE and College Board data, it is clear that the high school graduate population will increase substantially through 2010. Increases are expected in all ethnic populations with the most significant growth in underrepresented student populations. However, census data since 1998 show a slight decline in the college going rates for students from underrepresented minority populations. Further, it is projected that more women will graduate from high school than men over the next decade and overall increases will be greatest in North Carolina and our out of state secondary markets. These latter two trends represent additional challenges and opportunities for reaching the NC State enrollment management goals. In the short run, investment of personnel and financial resources in focused initiatives to attract well-prepared minority students will be required.

In spite of encouraging demographic figures, formidable challenges remain if we are to grow and improve quality, diversity, retention, and graduation rates. Competition for the best and brightest students remains fierce. The Admissions Office physical appearance is a significant handicap, especially when compared to competitors. Our university endowment, especially as it relates to providing financial aid and scholarships, lags significantly behind our peers, greatly affecting our ability to attract and enroll the best and brightest as well as a class as diverse as we wish. Our students continue to assume disproportionately high college loan debt levels. Further, while interest in NC State is at record levels and growing, that interest is not evenly dispersed across our nine undergraduate colleges. The interest is focused largely on a select few colleges such as engineering, business, humanities, and design; programs that are not able to grow substantially with current resources and classroom space. Since we admit 80% of our freshmen directly into a college, both the dilemma and the challenge are apparent.

While the challenges are indeed formidable, the opportunities are also tremendous. With strategic investments in financial aid, new and existing academic programs of high and growing interest, and enrollment management initiatives in admissions, scholarships and financial aid and registration and records, we can move forward, reaching and even exceeding our ambitious goals. The decisions necessary to move ahead will require courage and conviction as scarce resources are dedicated to institutional priorities. This Compact Plan details EMAS initiatives and priorities that will contribute to the University reaching its goals.

II. Primary Performance and Outcomes Measures

Admissions

- Number of applications received annually
- Yield rates of admitted students
- Yield rates of admitted students by quality (level of student preparation)
- Enrolled student quality measures
 - Top 10% of graduating class
 - Mean high school grade point average
 - Mean SAT/ACT scores
- Diversity (percentage by monitored race and ethnicity)
- Admitted Student Survey (administered periodically)

Scholarship and Financial Aid

- Use analysis of information website
- Analysis of responses to on-time financial aid applications by established deadlines (i.e., received by March 1 offer of aid package by May 1)
- Satisfaction surveys
 - Sophomore survey (selected items)
 - Senior survey (selected items)
 - Rate Our Services Survey (in house survey)
 - Students
 - Academic units

Registration and Records

- Use analysis of information website
- Analysis of responses to records and transcript requests
- Satisfaction surveys
 - Sophomore survey (selected items)
 - Senior survey (selected items)
 - Rate Our Services Survey (in house survey)
 - Students
 - Departmental Academic Administrators (scheduling)
 - Faculty (class rolls, grading and feedback to students)

Retention

- Retention rates by year of enrollment
 - All students
 - Full-time enrolled students
 - Analyses by race and ethnicity
 - Analyses by college

- Graduation rates
 - All students
 - Full-time enrolled students
 - Analyses by race and ethnicity
 - Analyses by college

III. INITIATIVES

Initiatives For Which Funding Is Requested

1. Develop University-Wide Retention Effort

During the spring semester, 2003, the Task Force on Undergraduate Retention and Time to Graduation completed its charge to develop for the consideration of the NC State University community, a sound philosophical perspective on the issue of retention and time to graduation. Based on that philosophical perspective the EMAS Division has begun the process of facilitating development and implementation of a functional university retention plan that seeks to engage all segments of the university directly or indirectly responsible for undergraduate students. Ultimately, each academic unit will identify its role, set objectives for its focus on retention, and identify measurable outcomes that provide information for ongoing improvement. This process will require some ongoing support.

Projected costs include \$25,000 for temporary wages to conduct focus groups, surveys, and roundtable discussions; support participation in the national dialog regarding best practices for enhancing student success; and, development and maintenance of a web presence for the retention effort. *Continuing funding in the amount of \$25,000 is requested from the Provost beginning in the 2005-2006 budget year.*

Assessment will be based on an analysis of the development, implementation and viability of academic unit plans.

2. Software and Programming in Support of the Progress Toward Undergraduate Degree Policy

Full implementation of the Undergraduate Progress Toward Degree Regulation will be a key element in improving graduation rate for all NC State students. The Undergraduate Plan of Work is expected to be a valuable tool for enhancing retention and graduation rates through improved planning and academic advising. Registration and Records will continue development and support the Undergraduate Plan of Work Template and will work with academic units and Administrative Computing Services to develop the programming necessary to enforce the Progress Toward Undergraduate Degree Policy.

The success of this initiative will be measured through feedback from administrators, students and faculty advisers as part of the ongoing analysis of progress toward full implementation while remaining sensitive to resource limitations and other critical academic functions.

Projected cost \$25,000. *Continuing funding in the amount of \$25,000 is requested from the Provost beginning in the 2005-2006 budget year.*

3. Preparation For Implementation Of PeopleSoft Student Administration System Software

The current University legacy student administration computer system can no longer adequately support our rapidly growing and changing student body and campus need for flexibility and quick adaptability in this rapidly changing technology environment. The need to track prospective students from initial inquiry to graduation or serve the registration needs of students out side of traditional semesters and to adequately deal with distance education students who stop in and out throughout their career are examples of changing needs. The University has already purchased the PeopleSoft software but has, for a variety of good reasons, delayed implementation. However, as a function of the original license agreement NC State continues to pay a \$223,000 maintenance fee annually on the software.

The pre fit gap study has been completed and submitted to the Provost. In short, it recommends proceeding with the full fit gap analysis and on to the implementation of the PeopleSoft Student Administration software as soon as possible. A suggested time line is included in the study report.

For the 2005 – 2006 budget cycle a continuation of the \$75,000 one-time allocation is requested in order to complete two preparatory projects prior to the fit gap analysis. The first project is an update of NC State’s records storage and retrieval processes. The current archival process, even with added high-density file capacity, is woefully inadequate for an institution the size and complexity of NC State. Our belief within the division is that an audit of our records long term storage and retrieval processes would result in negative findings. This situation must be corrected and can be done with the one-year extension of these funds.

The second project is to conduct a detailed business process review (BPR) in NC State Admissions Office. We are fully aware of the resource needs in that unit and have a complete though dated review of the office by an external consultant. However, that review was not done in the light of an impending implementation of a new student administration data system. Our goal is to conduct as “standard” a PeopleSoft Student Administration software implementation as possible. It is most common that the implementation process begin with the institution’s Admissions Office. A professional review of business practices is expected to identify changes in practices that need to be made prior to and during the implementation of the PeopleSoft Student Administration program. The BPR is not the same thing as the fit gap in that it will review core business goals and practices in depth. It will facilitate the fit gap analysis in that the Admissions Office staff will be better grounded in their responses to fit gap questions because of the review and consideration of core practices. The one-year extension of the

pre fit gap funding will allow for completion of the BPR prior to the beginning of a fit gap analysis..

4. Centralize University-wide Scholarship Administration

The Office of Scholarships and Financial Aid will develop and coordinate a centralized scholarship administration process for the campus. University-wide merit scholarship programs such as the Park, Caldwell and Hood will have similar application and selection processes developed and implemented. With the merit competition that will began in fall 2003 for the entering class of 2004-05, the OSFA will became the data steward for a common merit scholarship software application database to be used by all merit scholarship programs across campus. The OSFA will continue to coordinate collection of application materials; assist as needed in screening qualified applicants for each program, and assist in providing a common interview experience for all university-wide merit scholarship candidates. The OSFA will assure the pool of merit scholarship candidates is consistent with the University's demographic and intellectual diversity goals. Projected cost \$15,000. *Continuing funding in the amount of \$15,000 is requested from the Provost beginning in the 2005-2006 budget year.*

5. Growth and Expansion of Admissions Office Staff and Space

Expansion of Admissions professional and support staff. Undergraduate Admissions is faced with the realities of changing demographics, a rapidly growing applicant pool, increased expectations from the campus and system-wide leadership for continued quality and diversity growth as well as demands from the general public and campus community for more and better service. If Admissions is to serve the University and all of its customers, it must have a staff adequate to do the job. We are near the bottom in peer staffing level comparisons although we are near the top in application demand. Further, staff is needed with Spanish language skills to deal effectively with a growing Hispanic population. Three permanent professional staff and four permanent SPA support staff will be required over the next three years; \$240,000 is the estimated funding requirement for these positions. Adequate space is essential to accommodate these additional staff members.

New Admissions Office Space. There are no formal efforts underway to expand or enhance the Admissions Office physical operation in spite of a clearly recognized and stated need. There are well-advanced plans to build a Visitors Center in which Admissions will have a small presence (one staff office) that admissions will use for a staff member to conduct information sessions for prospective students and visitors. There are informal plans being developed that will allow space to build phase II of the Visitors Center dedicating the entire first floor, 8000+-sq. ft., to undergraduate admissions. Funds in the \$1.5-\$2.0 M must be identified for this project to move forward. A more realistic shorter-term solution would involve

Undergraduate Admissions occupying the entire first floor of Peele Hall, developing the space to meet staff needs as well as a warm and welcoming visitor portal. The Graduate School may be able to fully occupy space on second floor Peele Hall vacated when Co-Op moves to the Clark Infirmary building in the spring of 2003. *(Peele Hall Renovation Plans - In Progress)*

6. Space and Clerical Support – Vice Provost’s Office

The Office of Vice Provost for Enrollment Management and Services has operated for the past two years with part-time and student work study support for clerical functions. The decision to operate in this manner was driven in large part by limited space availability. During the 2003 – 2004 academic year the Vice Provost for EMAS operated out of space assigned to the Vice Provost for Diversity and African American Affairs. When the Room 2 Holladay Hall space was made available, it accommodated the vice provost and one staff member, with space set aside for a student work station. Because of the charge to facilitate a campus-wide retention conversation, the decision was made to hire and begin training a retention coordinator instead of a clerical assistant. As the role of this vice provost position matures the need for more standard clerical support also grows.

The request is made for a space appropriate for a vice provost, one clerical support staff member, one retention coordinator and a student work station. Additionally, the request is made for \$38,000 plus benefits on a continuing basis to support the appropriate level clerical position.

Initiatives For Which No New Funding Is Requested

7. Enhance Division Web Sites

The OSFA web site was developed and is maintained by OSFA staff. The site is currently being reviewed by Creative Services to determine if the site is ADA compliant, user-friendly, and comprehensive. This review will likely result in an overhaul of the existing site within the next year. No new funds requested at this time.

The Undergraduate Admissions web site is fast becoming the primary source of information for prospective students. Admissions will begin a comprehensive review of our current site in 2002-03 with a goal of ensuring ADA compliance and developing enhancements and functionality to fully reflect the NC State image as a national leader in science, engineering and technology. The Provost Office web master along with the NC State Office of Creative Services will be consulted. No new funds requested at this time.

8. Improve Classroom Utilization

Registration and Records will move new classroom scheduling software to full production. The improvement of classroom space utilization is an institutional priority given our projected growth over the next ten years and the challenges associated with renovating existing classroom space. Ad Astra, our new scheduling software application, has been installed and is currently in testing. Achieving our goals related to classroom utilization will require the university to reexamine issues related to the ownership of classroom space and classroom technology. Registration and Records is actively participating in those conversations. This project will be funded through the departmental operating budget.

Efficiencies associated with this implementation will be reflected through improved “Percent Student Station Utilization in Classrooms” as reported in the Facilities Inventory and Utilization Study. This study is conducted and reported annually by the UNC Office of the President.

9. Improve Access to Course Scheduling Information

Registration and Records will enhance the self-service reports available to departments on its website. Reports are currently available that provide detailed information concerning enrollment, graduation, and related topics. New reports will be designed to enhance the scheduling efficiency of departments across campus. These reports will provide information about the number of sections and seats available in each course, and will provide comparisons to previous semesters. These reports will provide valuable information about the adequacy of course offerings to the departments responsible for the course; as well as, to other departments who utilize the course in their curricula. This project will be funded through the departmental operating budget.

This data, in combination with data obtained from the Undergraduate Plan of Work, will enable departments to make better-informed decisions about course offerings. Improvement in these processes should better match supply with demand for specific courses. This improvement should result in higher satisfaction rates for the “Registration Process” as measured in the Sophomore Student Survey and the Graduating Senior Survey.

10. Continue Focus on Ways to Improve and Enhance Customer Service

All Division Offices regularly monitor customer satisfaction using in-house “Rate our Services” comment cards. The OSFA also has a web-based customer satisfaction survey. In addition, the OSFA and R&R are rated annually in the UPA sponsored graduating senior survey and every other year in the sophomore

survey. The results from both surveys show the continued improvement of the offices on relevant items in sophomore and graduating senior surveys.

11. Advocate for Adequate Need-Based Aid Resources

The OSFA will continue to advocate for adequate need-based financial aid resources to enhance access, affordability, and socioeconomic diversity, specifically within the undergraduate student body. Since ethnic diversity correlates positively with socioeconomic diversity, focusing need-based scholarship and grant funding to our highest need undergraduate students promotes ethnic diversity goals. Additionally, the OSFA will focus efforts to improve geographic diversity through strategic use of aid dollars, using leveraging knowledge gained from data collected by University Planning and Analysis. No new costs are projected.

12. Improve the Timing of Financial Aid Award Processing

The goal of the Office of Scholarships and Financial Aid is to make awards to entering students on or before March 1 for the upcoming fall semester, and to send award notifications to continuing students in early June. The OSFA has measured its progress in meeting this goal by keeping track of the number of batch financial aid awards processed by date for the past three years. The OSFA will continue efforts to encourage students to apply for financial aid early so larger numbers of notifications can be issued by the established notification dates.

Initiatives for Future Consideration When Funding is Available

13. Computing Initiatives to Improve Service and Access to Information

Initiatives designed to enhance service to students and other customers. Results will be reflected in annual UPA student surveys as well as solicited feedback from campus administrators.

Examples:

- Developing and enhancing web inquiry screens to make financial aid application and award information accessible online to students (and parents, with the student's permission) and campus administrators who need access to such information.
- Developing a process by which students are notified electronically via email when financial aid application information is needed, or award information is available on line for their review.
- Creating financial aid documents (application materials and promissory notes) that can be completed and submitted on line.

- Enhancing the scholarships database to enable colleges to report scholarship awards for individual students electronically, rather than using the paper process currently in place.
- Produce bi-monthly Admissions status report updates on the web that are designed to supplement UPA reports. This will provide quicker access to this time sensitive data used to drive enrollment management decisions.
- Staff - The Office of Scholarships and Financial Aid uses a client driven financial aid processing system that requires the client to perform all system upgrades as well as submit all batch processes. Currently there are only two staff, an Associate Director and a Computing Consultant I, dedicated to financial aid systems processing and enhancements. These two individuals must keep the financial aid system running, often requiring late evening hours and weekend work. *The demands of the system have exceeded the supply of staff hours to support the system.* To maintain efficiency, and to explore other more effective means of communicating financial aid information to students (better use of the web, as well as email), another computing staff position is needed.

Estimated salary and benefits for 2 additional technology staff positions = \$99,058. *Continuing funding in the amount of \$42,029 is requested from the Provost beginning in the 2005-2006 budget year and an additional \$57,029 beginning in the 2006-2007 budget year.*

14. Develop an environment for enabling “Work Flow” processes on campus.

The university current owns a software license for Documentum’s document management software. The Department of Registration and Records would like to use this software to develop workflow applications for business processes such as: schedule revision forms, curriculum change forms, grade change forms, and withdrawal forms. Using this software, a process like a curriculum change would be initiated on the web in a department, appropriate approvals would assigned to an electronic document, then the document would be routed to the student’s former academic department and to the Department of Registration and Records for processing. This would prevent the student from having to act as a delivery service, and it would create an electronic audit trail. We anticipate that once the initial methodology for accomplishing this task is in place, it could be easily replicated to additional business processes. We propose starting with the curriculum change form as a pilot project, and anticipate that the project could be completed for less than \$50,000.

15. Registration and Records Staff and Space Modifications

Registration and Records needs to expand its staff to ensure the integrity of the data it collects and distributes to campus. Our current student information system is poorly integrated and requires significant manual intervention to identify and

resolve errors. The size of the staff is inadequate and is small compared to our peers.

The Department needs a new Assistant Registrar position to maintain the Automated Degree Audit system and the Undergraduate Plan of Work. These are complex systems that significantly impact the quality of advising at NC State, and they require the attention of a professional staff person to ensure that the information contained in them is accurate and useful. This position would be a permanent, full-time, EPA position, to start immediately; the approximate salary and benefits would be \$46,000.

In addition, the department is in need of another programmer to: track course prerequisites, identify and track students in violation of the Progress Toward Degree policy, manage ongoing updates to the Plan of Work advising tool, develop a database and web front end for 8-semester curricular displays, develop a database and back-end process to support integration of Wolf Ware grade books with the current online grade submission application, provide daily data feeds to the Office of International Student Services for Federally mandated reporting of International Student data to INS and implementation of Distance Education online course registration. This position would be a permanent, full-time, SPA position, to start immediately; the approximate salary and benefits would be \$50,000. In addition to rationales provided above, both of these positions would improve the department's ability to assume a leadership role in the university's transition to a new student information system. The total projected cost for both positions is \$96,000. *(In Progress)*

The size of Registration and Records' staff is increasing, as is the scope and complexity of its duties. Although current square footage assigned to the department is adequate, the configuration of the space is not. The current configuration does not afford students the privacy needed to deal with sensitive academic issues, and it does not provide technical and professional staff with the quality of space needed to perform their assigned functions. In addition, some staff members are currently forced to discuss sensitive issues with students and parents in areas that are quite public. This situation is unprofessional and may cause significant embarrassment to students and their parents; it might also be considered a violation of FERPA. It seems likely that the quality of the space could be significantly enhanced at a minimal cost.

Projected cost for the renovation is \$75,000. *(In Progress – reallocation of year end funds)*

16. Support for Competitive Admissions salaries.

In order to compete for high quality students, the university must be in a position to retain an admissions staff of highly motivated and highly effective admissions professionals. Under funding of salaries in Admissions has led to turnover, and

salary inequities. In order to retain the type of admissions professional required to compete at the level to which the University aspires; additional funds must be available to support staff salaries. Additional salary support for existing staff is estimated at \$53,000. *(Done – Funds committed by Provost Fall 2005)*

III Summary:

1. **Develop University-Wide Retention Effort ... *On-going***
 2. **Software and Programming in Support of the Progress Toward Undergraduate Degree Policy ... 2005 - 2006**
 3. **Preparation For Implementation Of PeopleSoft Student Administration System Software ... 2005 - 2006**
 4. **Centralize University-wide Scholarship Administration ... *On-going***
 5. **Growth and Expansion of Admissions Office Staff and Space ... 2005 - 2008**
 6. **Space and Clerical Support – Vice Provost’s Office ... 2005 - 2006**
 7. **Enhance Division Web Sites ... *On-going***
 8. **Improve Classroom Utilization ... *On-going***
 9. **Improve Access to Course Scheduling Information ... *On-going***
 10. **Continue Focus on Ways to Improve and Enhance Customer Service ... *On-going***
 11. **Advocate for Adequate Need-Based Aid Resources Service ... *On-going***
 12. **Improve the Timing of Financial Aid Award Processing Service ... *On-going***
 13. **Computing Initiatives to Improve Service and Access to Information Service ... *On-going***
 14. **Develop an environment for enabling “Work Flow” processes on campus Service ... *On-going***
 15. **Registration and Records Staff and Space Modifications Service ... *On-going***
 16. **Support for Competitive Admissions salaries Service ... *On-going***
- 1.

Types of Initiatives

A: Initiatives Supporting University Goals

B: Initiatives Contributing to the University’s Planning for “Student Learning in a Technology-Rich Environment”

C: Initiatives Supporting Unit-Specific Goals and Aspirations

D: Initiatives supporting established targets for enrollment growth

E: Initiatives Supporting Improved Performance

F: Initiatives to Strengthen Existing Programs

G: Horizon Initiatives (Long-term as resources become available)

Initiative	Status	A	B	C	D	E	F	G
1. Develop University-Wide Retention Effort	In progress	X		X	X	X	X	
2. Software and Programming in Support of the Progress Toward Undergraduate Degree Policy	Phase 2		X	X	X	X	X	
3. Preparation For Implementation Of PeopleSoft Student Administration System Software	Phase 2	X				X	X	
4. Centralize University-wide Scholarship Administration	On Going	X		X	X	X	X	
5. Growth and Expansion of Admissions Office Staff and Space	New	X			X	X	X	
6. Space and Clerical Support	New			X		X	X	
7. Enhance Division Web Sites	In progress			X			X	
8. Improve Classroom Utilization	In progress				X	X		
9. Improve Access to Course Scheduling Information	In progress				X	X		
10. Continue Focus on Ways to Improve and Enhance Customer Service	In progress			X		X	X	
11. Advocate for Adequate Need-Based Aid Resources Service	In progress	X		X	X			
12. Improve the Timing of Financial Aid Award Processing Service	In progress	X		X	X	X	X	
13. Computing Initiatives to Improve Service and Access to Information Service	In progress		X	X		X		X
14. Develop an environment for enabling “Work Flow” processes on campus	Pending Funding	X	X	X		X	X	X
15. Registration and Records Staff and Space Modifications Service	In progress					X	X	X
16. Support for Competitive Admissions salaries Service	Done – Fall 2004			X			X	X