Registrar
Annual Report
2001-2002
I. Unit Title: Registrar

Unit Administrator: Penney C. Gong

II. Data and information for department

<table>
<thead>
<tr>
<th>Data</th>
<th>2001-02</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students registered</td>
<td>10, 131</td>
</tr>
<tr>
<td>Degrees conferred</td>
<td>822</td>
</tr>
</tbody>
</table>

III. Personnel

Noteworthy activities and accomplishments:

Penney C. Gong
- Mississippi Association of Collegiate Registrars and Admissions Officers, member
- Administrative Staff Council, committee member
- Diversity Committee, committee member
- Reclassification Committee, committee member

John Elliott
- Mississippi Association of Collegiate Registrars and Admissions Officers, Executive Committee
- Mississippi ACT Council
- Mississippi Banner Users Group, Board of Directors

Judy Godbold
- Attended Mississippi Association of Collegiate Registrars and Admissions Officers Conference

Jamye Long
- Working toward a MBA degree

New position(s) requested, with justification
- None

Recommended change of status (promotion/tenure)
- None
IV. Goals/Student Outcomes Assessments

Unit Goal 1:

➢ Archive all permanent academic records prior to the implementation of Banner through the use of an imaging system and apply a document management system that will store the full spectrum of all university documents.

Institutional Goal:

➢ Provide administrative services and auxiliary enterprises which are effective and efficient in the support of the institutional mission.

Expected Results:

➢ Purchase scanners by the end of the December 2002
➢ Update on SCT imaging system to configure specific needs for our office and the university and to establish a training plan for initial implementation of document storage and document management

Assessment Procedures:

➢ Conduct a project review by the university and SCT on project scope

Actual Results:

➢ Implementation of document management system

Use of results:

➢ Immediate utilization of software and hardware for initial storing of permanent records

Unit Goal 2:

➢ Provide accurate data and information to the Board of Trustees on enrollment and credit hours produced.

Institutional Goal:

➢ Provide administrative services and auxiliary enterprises which are effective and efficient in the support of the institutional mission.
Expected Results:

➢ All reports submitted to IHL will meet audit requirements.

Assessment Procedures:

➢ Record audit by IHL staff based on reports submitted to IHL office.

Actual Results:

➢ Audit was not conducted in 2001-2002.

Use of results:

➢ Deans and Department Chairs use enrollment and credit hour information for institutional planning.
➢ Funding for the University, based on the use of the funding formula, has been based on enrollment and credit hours.

Unit Goal 3:

➢ Implementation of BANNER Curriculum, Advising and Program Planning (CAPP) which will aid in tracking a student’s progress in a degree program and will provide document sharing within departments with secured access.

Institutional Goal:

➢ Increase student retention by providing a support program with the following attributes: a comprehensive system of advising and other services to enhance student development,…

Expected Results:

➢ Implement CAPP module by Fall 2003

Assessment Procedures:

➢ Review implementation of CAPP

Actual Results:

➢ Implementation in initial stages will be in the organization, planning and training processes
Use of results:

- Faculty members will be able to place students in required courses and therefore should aid in more efficient retention efforts
- Faculty and students will be able to make decisions about courses needed to complete degree requirements.

Unit Goal 4:

- Utilize technological tools and upgrades to the network for a more secured and effective grading process and student record maintenance
- Maintain Web site with most current information

Institutional Goal:

- Provide administrative services and auxiliary enterprises which are effective and efficient in the support of the institutional mission.

Expected Results:

- Upgraded network and Web site would provide downloads on forms and information for university and registration processes

Assessment Procedures

- Survey campus-wide use of Web site and upgraded network

Actual Results:

- Documents are available for downloading and upgrades provide more efficient and secured document management

Use of results:

- More effective services provided for administration, faculty and students
Delta State chose not to develop Enrollment Services as a stand-alone Vice Presidential level division. The University developed the EM unit similar to model B (Dean reporting to Vice President) in the Scannell & Kurz report. The unit contains Recruitment, Admissions, Registrar, and Student Development. A working relationship with Financial-Aid, Career Services, and Institutional Research is in place, but a focus on the importance those areas play in the success of the University’s EM philosophy, structure, and implementation needs continual attention.

2. The combining of the Recruitment, Admissions, and Registrar’s office has begun. We at present do not have the physical space for the office to be housed in one location. Admissions was moved from Kethley and is now located on the same floor of the Union as Recruitment. Not being in one office has hindered our incorporation of the new process but we will continue to address the full participation in our new process.

3. An Enrollment Management Committee has been put into place (based on Scannell & Kurz recommendations) and meets on an as needed basis. From this committee a weekly meeting sub-committee was developed and is functioning.

4. Institutional Research is part of our weekly EM sub-committee. We need to continue working on the questions Institutional Research explores for Enrollment Services and making sure the time needed for processing is made available.

5. Our staff is learning how to better utilize Banner – some of the EM processes Banner is able to perform are not yet fully ready for the University market. DSU is not yet ready for those Banner products because we do not have enough tend data for the products to use and we are another two – three years away form being ready for those products according to our Banner consultant “James Squires”.

6. We are becoming more versed in Banner use and we have put forth the expectation our office will learn the use of the Banner system and what it can and cannot do for us.

7. Additional training in Banner has aided in the utilization of data collected to make decisions for planning in the Admissions/Recruitment process. Financial Aid uses Banner in a variety of ways in particular in tracking students that have applied for aid but have not applied to the University. Continued effort to broaden our use of data and data sources is a must for an improved decision making process. Also the development of databases to analyze information as it is being collected will be of great benefit to support our efforts and supplement what Banner is capable of providing.
8. We have begun a tracking system for inquiry - we still need to improve on what we are doing. There has been some resistance to change and doing things a different way but we must do what it takes to get the job done and that is being conveyed.

9. We are gathering the data to accomplish this task. It will take two to three years of data to get this done. We are looking at numbers and the areas that have produced for us in the past but this process will continue to be refined.

10. We did not use ACT search services this season – we did use Phi Theta Kappa list to target the transfer population. We are in conversation with ACT and discussing how to better utilize their services. We have contracted to gain labels from ACT that target male students with a score of 20 – 25 in Mississippi, Alabama, Tennessee, and Arkansas. We did not include Louisiana because of a scholarship program that covers the cost of school for students with a 2.5 are better if they remain in state for their education.

11. ACT has this data and we are working with them on the overlap issue. We did employ Astin’s CIRP survey with the freshmen this year and we are looking at how to better use that data. Our survey process does need work to gain better information on potential/current students. Employment of surveys will require an increase in budget allocations but the information gained is essential for the full development of our Enrollment Management process at DSU.

12. We did employ a new visit strategy for interested students. Over-night events were developed and we had a spring visit day, in-addition to our regular fall events for family and students for the second year in a row. These events will be continued in our programming. We do need to refine our visit programming so all of our team is on board with our new approaches. This process will be emphasized in the fall of 2002. We will also hold school counselor events on campus during the fall and spring.

13. New Recruitment materials are being developed along with new marketing approaches. We have also initiated a marketing in-service for our Enrollment Counselors and admissions staff. This in-service process is making use of our faculty resources in our College of Business.

14. Our new marketing and publications focus on continued contact with students and the process of qualifying students throughout the recruitment effort. This effort utilizes print, electronic, hand written, face-to-face, and voice contacts with the potential student and their family.
15. We have redesigned our marketing material with an interactive process in mind. We have four new pieces in addition to the traditional letters and postcards. Our recruitment material is to be delivered in stages to aid in the continuation of contact throughout the recruitment-to-enrollment process. These new pieces were designed by Scott Coopwood’s firm. This process of continued contact is to be used to qualify the student for likely enrollment.

16. We have not had specific publications aimed at parents during the early phase of the recruitment cycle. Those are in development as is a Parents Council. This Council will be made up of current student’s parents. The purpose of the Council is to utilize a group of our strongest supporters in recruiting both students and families to the University. Specific tasks are yet to be determined for the group but it is envisioned they will assist on move-in day in the fall and at local recruiting events in hometowns and cities.

17. The transfer student has been an important factor for the University in years past and the future will be no different. Scholarship opportunity for the transfer remains high and efforts to attract them are being stepped up by the Recruitment Office. Not only are the recruitment efforts being revitalized we are also working through the Registrar to broaden accepted coursework for Community College transfers. Penney Gong and Mark Steele are heading this effort in conjunction with Richard Myers in the College of Arts and Sciences. When complete this effort should make choosing DSU an easier choice for those Community College students that wish to continue to degree completion in the areas we offer.

18. An effort was started in the fall of 2001 to utilize our alumni clubs throughout the state. The effort was to empower them to target students in their local areas for recruitment efforts spearheaded by them in conjunction with support from the Recruitment Office. Local events could be developed by the local alumni group to introduce selected students to DSU in a familiar environment that are focused on meeting the student’s needs. Enrollment Services will continue efforts to develop this avenue and the potential.

19. Our student volunteer group was reorganized in the fall of 2001 and began serving in multiple roles related to our recruitment efforts. This group served as greeters and hosts when we had overnight guest. They also comprised the call teams that made contact with potential students via out telemarketing efforts. These efforts will be continued in our recruitment plans.

20. Faculty have been involved in limited recruiting activities such as letter writing, visit days, and the IHL college fair. Efforts were begun in 2001 to garner feedback from the Deans about inclusion of faculty in their areas. Enrollment Services seeks the increased participation of faculty in the recruitment process through such events as visit days and the possible develop of academic showcases or contest that are subject specific and aimed at high school involvement.
21. An interactive CD is being developed for use in our recruitment effort beginning Fall 2002. It is anticipated the CD will be converted to also be used on-line at the recruitment web site. Students will be able to access a full range of services and products geared toward meeting their information and recruitment needs. We are also developing an Enrollment Services bulletin board for frequently asked questions and will experiment with live chat room opportunities this fall.

22. The consultants noted our telemarketing as haphazard in approach. A more focused approach did begin in the spring of 2002 and will continue in our new recruiting cycle for future classes. Refinement of this approach is still needed and is underway.

23. At present our Financial Aid office has no Institutional dollars under its control. The director (Ann Margaret Mullins) has indicated the office as presently staffed could not take on additional duties. But she did state that if appropriately staffed they could look at a broader range of responsibilities. The office still functions as an operations center for Aid processing, distribution, and record keeping.

24. This recommendation was completed and helped maintain minimum staffing levels for essential duties when compared to staffing levels at comparable institutions across the nation. To broaden the services and Enrollment Services functions of this office additional staffing needs will have to be met.

25. Increasing the staff by one has been helpful and establishing a scholarship cap has begun to open the role Financial Aid plays in scholarship distribution. The Financial Aid office now has oversight of the student financial aid cap.

26. The Financial Aid office has established deadlines per consultant recommendations. The deadlines set for fall semester monies is April 1st and the summer school deadline is April 18th. This deadline has aided processing within the office.

27. All formal written communication is reviewed for message and content. Hand written post cards and notes are not reviewed. A communication plan is in place and implemented through Banner.

28. A mailings calendar is in place and runs through Banner. Mail for any individual depends on the time and date first contact was recorded. The communication plan keys off dates of entry for follow up mailings.

29. A formal training program has been initiated for our Enrollment Counselors and admissions staff. This training is making use of our faculty resources in our College of Business. We have a team that is versed in the virtues of DSU but we are working on marketing strategy.
30. Financial Aid has not developed a report that focuses on detailed package information but basic financial information is shared throughout the campus community. This affordability and value conversation is becoming more important as each semester passes. The staff is aware that this plays a stronger role in recruitment conversations. We have not developed paying for college vignettes at this time as Scannell & Kurz recommended.

31. All staff is trained or being trained in Banner. Along with Banner training the effective and timely use of Banner is also communicated as an expectation to our staff. We are also investigating potential student tracking software that would enable our recruiters to refine their efforts in the recruitment process.
DELTA STATE UNIVERSITY

Review of Organizational Structure for Enrollment-Related Offices
Recommendations by Scannell & Kurz, Inc.
September 15, 2000

I. ORGANIZATIONAL STRUCTURE, STAFFING, PLANNING

Recommendation 1

Delta State University should have a Vice President of Enrollment Management reporting to the President to oversee the enrollment-related offices of Admissions (Admissions and School Relations and Recruitment combined into one office), Financial Aid, Registrar, Career Services, Orientation, Retention, and Institutional Research.

Recommendation 2

Admissions, part of the Registrar/Admissions Office, and the Office of School Relations and Recruitment should be combined into one "Admissions Office."

Recommendation 3

Delta State should work to establish an Enrollment Management Committee bringing together the key campus constituencies to work in collaboration on issues such as setting annual enrollment goals (e.g., including NTR, quality, FTE, etc.), financial aid strategies, and retention initiatives. Recommended players include the Vice President for Enrollment Management, Vice President of Finance, Director of Financial Aid, Vice President of Student Affairs, Director of Admissions, and the Director of Institutional Research.
Recommendation 4

Delta State University will need to strengthen the Institutional Research efforts to support enrollment management needs and institutional expectations.

Recommendation 5

Improvements to the current Banner system for Admissions, Financial Aid, and Registrar are needed, and Information Technology Services will need to play a critical role in providing assistance.

Recommendation 6

The University must set an expectation that offices will fully utilize the Banner system, allowing and expecting individual offices to perform routine functions such as label runs, rosters of various types, and the ability to write retrieve/inform statements.

II. ADMISSIONS RECRUITMENT STRATEGIES

Recommendation 7

The new Admissions office, as well as the Financial Aid office, needs to begin to use data more effectively for planning, decision making, and program evaluation.

Recommendation 8.

Delta State must begin to manage enrollments from the point of inquiry rather than application.
Recommendation 9

Delta State will need to develop a data-driven plan for assessing, expanding, and refining recruitment efforts if the University’s goals for growth and NTR improvement are to be met.

Recommendation 10

The Admissions office should use the College Board or ACT’s Student Search Service to increase inquiries through direct mail to appropriate target audiences.

Recommendation 11

Delta State should either invest in College Board’s Admitted Student Questionnaire or should conduct their own survey of matriculants and non-matriculants.

Recommendation 12

Delta State should take steps to build demand in the marketplace by assuring that on-campus programming reflects the analysis of changing demand and the interests of prospects as they move through the admissions cycle. *(See Enrollment Management Goal #5.)*

Recommendation 13

As Delta State develops new recruitment materials and marketing strategies,
it will be important to ensure a balance between marketing the college/program and marketing the institution itself. Further enhancements to marketing academic programs should be integrated into a marketing plan.

**Recommendation 14**

Delta State should work to integrate a “relationship” marketing approach in its communication series with students.

**Recommendation 15**

Design the communication flow for inquiries as an interactive process, which will allow the team to “qualify a student’s level of interest” and focus resources on students more likely to apply and attend Delta State.

**Recommendation 16**

Delta State should communicate with parents of prospective students at key points in the application and enrollment process.

**Recommendation 17**

Delta State should pursue the transfer market more vigorously.

**Recommendation 18**

Delta State should leverage staff efforts through the use of alumni relations.
V. TRAINING

Recommendation 28

A calendar for operations and mailings, as well as a comprehensive procedures manual, should be developed, updated, and shared with staff in the newly formed Admissions office and in the Financial Aid office.

Recommendation 29

A formal and ongoing training program should be developed for admissions representatives. This training should focus on a thorough understanding of academic affairs, the extracurricular offerings, and service and programs of Delta State. Most importantly, as the new Admissions team is formed, each admissions professional should be able to compellingly and convincingly communicate a common, consistent message about the school’s value, strengths, and special opportunities, as well as affordability and outcomes of the Delta State experience.

Recommendation 30

The Admissions staff must be able to more coherently and convincingly discuss the affordability and value of a Delta State education.

Recommendation 31

All staff in Admissions and Financial Aid should be trained on using the Banner system and should be expected to use this technology in the daily work environment.
GOALS 2002-03

1. Continue and broaden our collection of data to be used to refine our enrollment process.

2. Implement new programs through recruitment and continue newly established programs. (Parents Council, Delta Diplomats, Student for a day, and Information delivery systems)

3. Unify/Consolidate office space in Recruitment and Admissions.

4. Continue in-service training for staff utilizing Business and Marketing faculty.

5. Reduce the number of ghost applications and increase yield to enrollment by focused and refined tracking and analysis in the recruitment and application process.

6. Train staff to use information that is available to reach goals.

7. Develop a CEU program for area high school counselors.


9. Purchase software to assist in recruitment process that is pre-Banner.

10. Produce 150 FTE's above Fall 2002 numbers with special attention to first time freshman and transfers.

11. Do flash presentation of Enrollment Management for Presidents cabinet, Academic Council, and Departments within the School and Colleges.

12. Continue to refine communication between Enrollment Services and University Deans.