Enrollment Management

#4 Plan cycle - 4
Plan cycle 2019/2020
7/1/19 - 6/30/20

Introduction

The mission of Enrollment Management is to formulate and implement policies and initiatives related to recruitment, admissions, scholarships, financial aid, high school dual enrollment, testing, orientation, freshman advising, records, registration, international programs, athletic eligibility, veterans affairs, online degree audit, disability services, and electronic learning. The unit strives to enhance recruitment, improve retention, increase graduation rates, and maintain compliance with accreditation criteria through quality customer service, strong leadership, and student-centered initiatives It serves prospective students, current students, the campus community, and the global community by providing essential enrollment services as well as accurate and timely information. Enrollment Management consists of the following offices: Admissions and Recruiting, Community Services and Outreach, Disability Services, Electronic Learning, Financial Aid, General and Basic Studies, International Programs, MSU Programs at Fort Polk, Scholarships, Student Central, Testing Services, and Upward Bound.

Performance Objective 1 Administer compliance initiatives for Title IV.

1 Assessment and Benchmark

Benchmark: Ensure consumer information disclosures are publicized, distributed, and archived in accordance with the University's Title IV Program Responsibility Policy.

1.1 Data

2016-2017:
In March 2017, documentation of compliance was provided to the SACSCOC on-site review team.

2017-2018:
The internal committee for Title IV compliance met in October 2017 and February 2018 to review the SACSCOC review team suggestions, identify any required changes, and discuss any pending issues.

2018-2019:
In May 2019, a transition in leadership in enrollment management occurred. Consumer disclosure information was provided to the incoming associate vice president.

In July 2019, the Office of Enrollment Management circulated the Consumer Disclosures Recap among designated campus officials and requested updates be made known for inclusion on website and in email notifications.

2019-2020:
In July, 2020, the Office of Enrollment Management circulated via email the Consumer Disclosures Recap among designated campus officials and requested review and update. The data will be collected throughout the month of July and folded into the document and then incorporated onto the Consumer Disclosures website and in email notifications originating in Enrollment Management in the Fall 2020, Spring 2021, and Summer, 2021 terms. The Recap is now being date stamped to show the most recent revision date to eliminate confusion about the currency and accuracy of the information contained therein.

1.1.1 Analysis of Data and Plan for Continuous Improvement

2016-2017:
No findings related to consumer information disclosures occurred; however, the review team had suggestions for other modes of distribution.

Actions/Decisions Based on Results:

- Annually update (June 1) information on www.mcneese.edu/consumer_disclosures to ensure accuracy of links.
- Annually update the Compliance with Consumer Disclosure Requirements Chart to ensure compliance with federal regulations.
- Every term, distribute consumer information via email digests.
- Develop and revise notifications for additional modes of distribution.
- Continue archiving notifications in BDM.

2017-2018:
Changes needed to be made to the consumer information disclosures website as well as the Compliance with Consumer Disclosure Requirements Chart. Per the director of financial aid, cyber security and protection of student data and documentation is the focus of current audits in the financial aid world.

Actions/Decisions Based on Results:

- Changes were made to the consumer information disclosures website as well as the Compliance with Consumer Disclosure Requirements Chart.

- To address the issue of cyber security, UCS was contacted regarding the possibility of students being able to securely upload required documents in Banner Self-Service or the portal rather than emailing them.
- Consumer information was distributed via email digests and archived in BDM.
- Meetings with the committee will continue every fall and spring.
- Utilize the University's NAFSAA's membership to research Title IV compliance, including consumer disclosure compliance, and to attend their webinar in May 2019: Consumer Information Disclosure Highlights: What? When? Who?

2018-2019:
Meetings involving the associate vice president for enrollment management, director of special projects, coordinator of enrollment management, and director of public relations and university events were held to discuss status of consumer disclosures.

Actions/Decisions Based on Results:

- Information updates for consumer disclosures were requested from designated campus officials and incorporated into the master recap table and circulated to the Office of Public Information for inclusion on the University website.
- Consumer disclosures were initiated via email to current students and employees during the summer 2019 term. This distribution was late (occurred after census date) due to the transition in leadership in the department but was completed before conclusion of the summer term.
- Archiving in BDM is under review given change in Enrollment Management leadership. A determination about this approach will be made during the 2019-2020 period.

Plan for the 2019-2020 year includes review of the May 2019 Consumer Disclosure Highlights video webinar as prescribed but not completed in the prior year. Plan also includes review of the use of Banner Document Management (BDM) as a tool for archiving evidence of consumer notifications. Plan further includes discussions with committee and senior leadership about functional location of compliance monitoring (Enrollment Management or another University office) since disclosures are a broad institutional compliance concern.

2019-2020:
Meetings involving the associate vice president for enrollment management, enrollment management office coordinator, and director of public relations and university vents continued regarding status of consumer disclosures. Viewing the Consumer Disclosure Highlights video was not achieved but print materials from the same source were downloaded and reviewed. Fall, 2019 and Spring, 2020 disclosures originating in Enrollment Management were issued via email on or before the census date of each term. Disclosures for the Summer 2020 term were delayed by a few days due to unforeseen COVID-19 factors but were eventually distributed within the term. Updates to notifications originating in Enrollment Management were solicited from stakeholders in the month of July and are being collected now and will be updated in the master notification summary document. The addition of a date stamp was added to the master document to help verify the accuracy and currency of the document. The use of Banner Document Management (BDM) to archive evidence of emailed notifications was temporarily suspended during the transition in associate vice presidents in the division.
Actions/Decisions Based on Results:

- Initiate reminder notifications of Consumer Disclosure emails to the Director of Public Relations and University Events beginning on the first day of class and continuing through confirmation of distribution on or before the 14 th class day in each fall, spring, and summer term.
- Implement BDM-archiving of email messages by December, 2020. The enrollment management office coordinator has been charged with this task as part of her annual APR planning process.
- Continue to monitor guidance from the US Department of Education regarding consumer notifications that have implications for Title IV funds.
- Ensure changes to the master consumer notifications summary document are routed to the special projects officer in the office of the provost and vice president for academic affairs upon completion of each update in July.

1.2 Data

Updated information was requested from stakeholders and will be incorporated into the master consumer disclosures summary document in July, 2020.

1.2.1 Analysis of Data and Plan for Continuous Improvement

Data indicates the need for steps to ensure notifications are made in a timely fashion and that the most recent date on which the master consumer disclosures summary document is noted to ensure accuracy and currency.

Performance Objective 2 Administer implementation of Ruffalo Noel-Levitz recommendations.

1 Assessment and Benchmark

Benchmark: Ensure Ruffalo Noel-Levitz (RNL) recommendations are implemented in a timely manner.

1.1 Data

2017-2018:

RNL Recommendations	Completed Action Items
Track all recruiting activity and set engagement goals	Process to track recruiting activity in Radius has been implemented. (Since some of the recruiting data originated in Banner without clear lead sources, the activity for fall 2018 may not clearly reflect lead sources.)
Ensure we monetize all recruiting-related campus events	Fields have been created in Radius to track the cost of recruiting activities and campus events.
Review/revise transfer credit evaluation process to increase speed of evaluation and work with academic departments to review evaluations and enter petitions as soon as evaluations are entered	The transfer credit evaluation process has been reviewed and revised to increase speed of evaluation and eliminate duplication. All official transcripts, whether complete or incomplete, for applicants were being routed to the Registrar's Office for processing. Now, transcripts for those who have not applied will also be routed. The transfer GPA calculated by Admissions will no longer include the assumption that transfer student will not pass courses for in progress term at other institution. The email to advisors and department heads notifying them that transfer credit evaluations are complete has been revised to encourage them to proactively enter petitions as recruiting tool. Academic departments are encouraged to complete TES course evaluation requests in a timely manner. A report of outstanding TES requests greater than 10 days old is emailed to the deans twice a month. A website for the transfer evaluation system and TES public link has been built: www.mcneese.edu/tes.
Train Admissions Counselor for Transfer Students to conduct unofficial evaluations	The Admissions Counselor for Transfer Students has trained with the Registrar's Office on how to conduct unofficial transfer evaluations.
	Individual Tours: An Internal inquiry form was created in Radius for recruiter to enter prospective

Send automated evaluations within 24 hours of campus visit - include question 'Did this experience make you more likely to enroll?'	student's information. This triggers automated email with survey. Group Tours: Either internal inquiry form or integration template is used to load prospective student's information into Radius. Data load triggers automated email with survey.
Change agenda of campus visits - meeting with faculty should be the rule, have students conduct tours, include meeting with admissions counselor and maybe financial aid rep	Already happening: Campus tours include meetings with faculty. If student is available, student leads tour. Campus tours include meetings with admissions counselor and, if requested, financial aid or Student Central rep. Students with ACT composite of 27 also meet with scholarship director.
Preview Days - offer more, consider adding a student panel	A student panel has been added to the agenda for fall 2018 preview day.
Move to having one award letter (scholarships and financial aid) and make estimates on state and federal aid and get awards to students earlier; make financial aid estimates on prospective and current students, even those picked for verification or who need corrections	A combined scholarship and financial aid award communication for 2018-2019 was created and emailed through UCS/Banner processes. On June 27, over 6000 emails were sent out with the new award communication. 2018-2019 eTOPS is now displayed for student in Banner Self-Service (with disclaimer pending state funding) and included in award emails. 2018-2019 GO Grant estimates were awarded on RPAAWRD, displayed for student in Banner Self-Service (with disclaimer pending state funding added), and included in award emails.
Ensure that Admissions follows up with prospective students who submit FAFSA but haven't applied for admission	With UCS, developed processes to identify FAFSA applicants who have not applied for admission and to extract population from Banner for Radius upload. Process is run weekly and contacts are loaded into Radius. Comm plan includes initial email and then phone call from recruiter. Email for initial file of 3000 students went out on March 24, and cases for phone calls have been created in Radius.
Foundation funds - ensure that when we give scholarships to returning students that it is impacting enrollment - use as replacement funds	Scholarship director met with Foundation Office to discuss scholarship criteria and continue to use foundation funds to replace institutional scholarships (replacement is being done now).
Purchase names of high school freshmen and sophomores in addition to juniors and seniors to increase to 75,000	In March 2018, 2019 grad ACT grad and 2020 grad Pre-ACT names were purchased. In June 2018, high school junior and senior names from SE TX and SW LA were purchased for the following: 2019 and 2020 grad ACT, 2020 grad pre-ACT, 2019 and 2020 grad SAT, 2020 grad pre-SAT. As names become available, additional purchases will be made.
At the end of every comm plan, send 'Dear John' communication	High school senior comm plan emails have been revised.

Gather participant data from summer camps, campus events, etc and load into Radius CRM	Essential data elements needed to add prospect into Radius have been identified. On-campus camps and events that can generate prospective high school student leads have been identified.
Rename waivers to scholarships or awards	In the road piece and scholarship brochure for the fall 2019 recruiting cycle, non-resident fee waivers are referred to as awards.
Move away from college structure and focus on majors when having students register for orientation	The Orientation registration form has been revised and implemented. Now, the student selects intended major and is directed to appropriate orientation session.
Review/revise structure of Admissions and Recruiting - better alignment of job duties (i.e. recruiters should be recruiters)	To increase efficiency, a request has been submitted to UCS for processes to automate application decision making. Dual enrollment application processing duties have been shifted from recruiters to admission analysts.
Consider adding career component to orientation	McNeese has partnered with Advantage Design to develop a mandatory online orientation program to supplement the one-day orientation program. Plans are to add a career component to the online orientation.
Evaluate transition programs in this light - 'Do our transition programs resell their decision to attend and tie them to a major/career and set expectations?'	The question 'Are you more likely to attend McNeese after participating in orientation?' has been added to the orientation survey.

2018-2019:

RNL Recommendations	Completed Action Items
Track all recruiting activity and set engagement goals	Implemented with ongoing refinement. Lead source is now available in Radius along with multiple pre-set and self-generated list views designed to organize and structure recruiter daily/weekly /monthly work effort. Engagement goals will be determined once 2018-2019 RNL reports are received in September 2019.
Ensure we monetize all recruiting-related campus events	Cost fields in Radius are now in use and written recruiting plans include fields for estimating direct expenses associated with events.
Review/revise transfer credit evaluation process to increase speed of evaluation and work with academic departments to review evaluations and enter petitions as soon as evaluations are entered	Under review. TES piece. International students need to know ahead of time/arrival on campus. Proactive hand-offs to, and speed of evaluations by, academic departments still overall present a bottle-neck in completing credit evaluations and notifications to students, especially during breaks between and immediately before long terms.
Train Admissions Counselor for Transfer Students to conduct unofficial evaluations	Under review. There currently is not a dedicated transfer student admissions counselor. RNL recommended reorganization of admissions (admissions processing team; admissions recruiting team) has been implemented.

Send automated evaluations within 24 hours of campus visit - include question 'Did this experience make you more likely to enroll?'	Completed. Data is being collected and incorporated into recruiter training and campus visit improvement planning.
Change agenda of campus visits - meeting with faculty should be the rule, have students conduct tours, include meeting with admissions counselor and maybe financial aid rep	Student-led tours are priority when student leaders are available. Faculty meetings are priority when faculty are available. Admissions counselors have been trained to cover essential financial aid process information via new assistant director of admissions who has experience as a financial aid counselor.
Preview Days - offer more, consider adding a student panel	A third Preview Day has been added to the annual schedule (two in fall; one in spring). Recommended to VP for student affairs and to dean of students to incorporate student panel and/or student testimonials into student life segments of Preview Day schedule.
Move to having one award letter (scholarships and financial aid) and make estimates on state and federal aid and get awards to students earlier; make financial aid estimates on prospective and current students, even those picked for verification or who need corrections	Implemented.
Ensure that Admissions follows up with prospective students who submit FAFSA but haven't applied for admission	Implemented as part of the daily/weekly/monthly work activities of admissions counselors; Hobson /Radius CRM gives admissions counselors tools to monitor FAFSA activity and enact periodic nudges and prompts.
Foundation funds - ensure that when we give scholarships to returning students that it is impacting enrollment - use as replacement funds	Under review as part of the RNL Financial Aid Services consulting package.
Purchase names of high school freshmen and sophomores in addition to juniors and seniors to increase to 75,000	In progress. Multiple name buys have been initiated in 2018-2019 per RNL consulting in addition to those normally done. Prospective student pool for juniors and seniors now exceeds 72,000.
At the end of every comm plan, send 'Dear John' communication	Implemented in limited fashion with a target audience comm plan. Cold leads generated via name buys receive quasi-final communications that invite students to "reply" or otherwise engage with McNeese and imply cessation of the communication plan until the prospect takes action.
Gather participant data from summer camps, campus events, etc and load into Radius CRM	Under review. The CRM requires a valid email address and high school graduation year for optimum impact.
Rename waivers to scholarships or awards	Not yet completed. Under review in tandem with RNL Financial Aid Services consulting package.
Move away from college structure and focus on majors when having students register for orientation	Implemented. Students identify with chosen major rather than college in relation to registering for orientation.
Review/revise structure of Admissions and Recruiting - better alignment of job duties (i.e. recruiters should be recruiters)	Implemented. Admissions counselors focus on recruiting and student/family interactions. Admissions analysts focus on applicant processing. Cross training underway in 2019-2020 to prevent "gaps" in productivity and efficiency due to employee turnover and to address needs of unique

	populations (i.e. CompeteLA students to need individualized assistance with admission /readmission processes and procedures).
Consider adding career component to orientation	Under consideration as new student orientation is merged with Cowboy Camp into a two day, residential experience effective Summer 2020. Use of the RNL CSI (College Student Inventory) may provide a means for initiating career interest discussions and interventions with incoming students before classes begin and facilitate post-matriculation advising and intervention.
Evaluate transition programs in this light - 'Do our transition programs resell their decision to attend and tie them to a major/career and set expectations?'	Not yet initiated.

1.1.1 Analysis of Data and Plan for Continuous Improvement

2017-2018:
Since the RNL visit in January 2018, the action items listed in the Data section have been completed. In some cases, the completion of the action item implements the recommendation; in other cases, the completion of the action item implements a part or a piece of the recommendation.

Actions/Decisions Based on Results:
Enrollment Management will continue implementation of RNL recommendations (listed below) from the January 2018 visit until complete or until other instruction is given. At present, the University is seeking to partner long-term with an enrollment management consulting firm, so priorities may change as a result of that collaboration.

RNL Recommendations	Action Items to be Implemented
Include faculty in recruiting – campus visits, pre-made emails, targeted phone calls	Pre-made Emails: Contact academic departments to provide information for the creation of pre-made emails (for comm plans) with conditional logic based on student's area of interest. Targeted Phone Calls: Create plan for implementation to present to deans and department heads.
Review/revise structure of Admissions and Recruiting - better alignment of job duties (i.e. recruiters should be recruiters)	Streamline application processing procedures to increase efficiency. Reorganize office structure and redistribute application processing duties.
Complete admissions and recruiting territory goals (prospect, inquiry, app, admit, deposit, enrolled, visits)	Analyze prospect/inquiry, application, admit, enrolled data for past three years. Set territory goals for fall 2019 incoming class.
Track all recruiting activity and set engagement goals	Set Goals: Review recruiting activity and set goals.
Ensure we monetize all recruiting-related campus events	Enter into Radius costs of all fall 2019 recruiting activities and use data to calculate ROI for entering fall 2019 class.
Ensure Admissions/ Recruiting has annual meetings with each academic department late summer /early fall	Schedule meetings by college with department heads to provide recruiters with program selling points. (Schedule annually before fall college fairs and high school visits begin.)
Continue to work to become a data-driven enrollment office by conducting multiple and single source code analyses	As needed, develop source codes in Radius. Develop reporting tools for analyses. Involve IR when assistance is needed.

Train Admissions Counselor for Transfer Students to conduct unofficial evaluations	Develop template for transfer and course articulation guides and then create guides for SOWELA, LSUE, and other feed community colleges.
Have Admissions Counselor for Transfer Students be at each feeder community college at least once a week	Meet with SOWELA administration to strengthen partnership. Discuss weekly visits by admissions counselor, assigned McNeese space, revising existing applicant referral and exchange of data agreement, and strengthening reverse transfer. Meet with LSUE administration to strengthen partnership. Discuss weekly visits by admissions counselor and possible agreements: applicant referral and exchange of data (referrals that enrolled and graduation lists) and reverse transfer. Redistribute Admissions Counselor's job duties so she can be at community colleges at least once a week.
Change agenda of campus visits - meeting with faculty should be the rule, have students conduct tours, include meeting with admissions counselor and maybe financial aid rep	Investigate additional funding for more student recruiters and uniforms..
Move to having one award letter (scholarships and financial aid) and get awards to students earlier; make estimates on state and federal aid for all students, even those picked for verification or who need corrections	2019-2020 Aid Year: Set up Banner to load ISIRS, make estimated federal and state awards, and generate award and missing document comm plans.
Evaluate transition programs in this light - 'Do our transition programs resell their decision to attend and tie them to a major /career and set expectations?'	Have group external to GBST evaluate orientation program in this light - Does orientation resell students' decision to attend? Group should review orientation, interview students who went through Orientation for fall 2018, and make recommendations for change.
Build recruitment funnel for transfer students	Obtain graduation lists from SOWELA, LSUE, and other feeder community colleges after every graduation. Identify sources for transfer student name purchases and investigate how National Student Clearinghouse data could be used to add prospective students to funnel. Explore best practices for building transfer recruitment funnel, implementing change when feasible.
Gather participant data from summer camps, campus events, etc and load into Radius CRM	Meet with camp/event stakeholders to share essential data elements and develop plan for getting this data to Admissions and Recruiting (via inquiry cards, spreadsheet, camp/event registration forms, etc.). Launch internal use inquiry form for faculty and staff to capture prospective student information into Radius. Launch alternate way for faculty and staff to send prospective student information to Admissions and Recruiting. Develop initial email to follow up camp participation and then develop comm flows or assign exisiting comm plans. As camps are added, repeat process. Develop initial email to follow up on campus event participation (non-EM events) and then develop comm flows. As events are added, repeat process. Develop initial email to follow up on faculty/staff referrals and then develop comm plans or assign exisiting comm plans.
Preview Days - offer more, consider adding a student panel	Set date(s) and programming for an additional fall preview day(s) in 2019.
Move to a true one-stop - admissions, financial aid, business office	Continue discussions with Administrative Accounting regarding a presence in the one-stop, Student Central.

2018-2019:
Actions/Decisions Based on Results:
Enrollment Management continues to implement diverse elements of RNL Recruiting and Enrollment Services consulting recommendations from January 2018 and subsequent consultations. The University has entered into a three-year, comprehensive enrollment management consulting contract that includes recruiting, retention, enrollment, financial aid, strategic enrollment planning, academic program demand analysis, and website/search engine optimization services. While not exclusive to recruiting and enrollment services, most of the action items identified for more immediate attention in annual master planning within Enrollment Management include those directed toward new student recruitment. Sample action plans are provided as artifacts of planning and implementation efforts and to confirm efforts to monetize on-campus recruiting events.

RNL Recommendations	Action Items to be Implemented
Include faculty in recruiting – campus visits, pre-made emails, targeted phone calls	Faculty will continue to be proactively incorporated into Academic Signing Day, campus visits by prospective students, college and career fairs, and electronic communication plans via the Radius CRM.
Review/revise structure of Admissions and Recruiting - better alignment of job duties (i.e. recruiters should be recruiters)	Experiences in the 2018-2019 year involving employee turnover indicate a need to continue cross-training between admissions analysts and admissions counselors to ensure business continuity and timeliness of admission document processing and decisions. Recruiters will continue to primarily focus on recruiting, but will be trained to perform admissions processing duties to avoid backlogs and delays.
Complete admissions and recruiting territory goals (prospect, inquiry, app, admit, deposit, enrolled, visits)	The 2019 report on the University's fall admission and recruiting achievements is expected in late September 2019. Upon receipt, Admissions and Enrollment Management leadership will set goals at multiple levels of the recruitment funnel and set corresponding performance expectations for admissions processing and recruiting personnel.
Track all recruiting activity and set engagement goals	Recruiting activity is being captured via Radius and engagement goals will be established upon receipt of 2018-2019 RNL recruiting report expected in late September 2019.
Ensure we monetize all recruiting-related campus events	Data for monetizing events will be collected via fields in Radius CRM and on individual recruitment action plans.
Ensure Admissions/ Recruiting has annual meetings with each academic department late summer /early fall	These meetings were not documented in 2018-2019. In June 2019, Enrollment Management leadership contacted all deans and academic department heads requesting and obtaining updated information about key "selling points" for individual academic programs, majors, and related issues. This information has been incorporated into CRM communication plans. Meetings with academic departments will be conducted in Fall 2019.
Continue to work to become a data-driven enrollment office by conducting multiple and single source code analyses	RNL Demand Builder and Applicant Cultivator activities now result in data-driven referrals to McNeese admissions for follow-up recruiting effort. Source codes are now made accessible to recruiters and are incorporated into analysis of effort on a daily, weekly, and monthly basis by Admissions leadership.
Train Admissions Counselor for Transfer Students to conduct unofficial evaluations	No admissions counselor for transfer students position has been created. All admissions counselors will be trained on basic transcript evaluation parameters during the 2019-2020 recruiting season.
	Admissions counselors will make periodic visits to community colleges in their designated recruiting regions. Primary attention will

Have Admissions Counselor for Transfer Students be at each feeder community college at least once a week	be given to South Louisiana Community College (Lafayette), LSU-Eunice, SOWELA, Lamar State College Orange (Texas) and Houston area community colleges. Campuses located within 60 miles of McNeese will be visited approximately monthly during fall and spring academic terms.
Change agenda of campus visits - meeting with faculty should be the rule, have students conduct tours, include meeting with admissions counselor and maybe financial aid rep	Faculty meetings, student-led tours, and meetings with admissions and financial aid counselors will be typical for campus visits conducted in 2019-2020 as permitted by availability of personnel, especially during breaks between classes and during peak enrollment processing periods.
Move to having one award letter (scholarships and financial aid) and get awards to students earlier; make estimates on state and federal aid for all students, even those picked for verification or who need corrections	A combined scholarships and financial aid award letter, developed and implemented during the 2018-2019 recruiting season, will be continued in the 2019-2020 recruiting cycle.
Evaluate transition programs in this light - 'Do our transition programs resell their decision to attend and tie them to a major /career and set expectations?'	This evaluation will be initiated in Fall 2019 and data incorporated into recruiting planning for the 2020-2021 season.
Build recruitment funnel for transfer students	To be completed by December 2019.
Gather participant data from summer camps, campus events, etc and load into Radius CRM	To be studied in Fall 2019. This item is complex as Radius requires a valid email address and expected graduation year, which are not always easily obtainable given the young age of many participants in summer camps and related campus events.
Preview Days - offer more, consider adding a student panel	Three Preview Days (2 in Fall; 1 in Spring) will be offered in 2019-2020. The associate vice president for enrollment management has recommended the dean of students consider incorporating student testimonials or a student panel in student life segments of Preview Days.
Move to a true one-stop - admissions, financial aid, business office	By Spring 2020, McNeese will offer cashiering services on a pilot basis in Student Central.

Performance Objective 3 **Increase satisfaction and efficiency of offices in the division of Enrollment Management.**

1 Assessment and Benchmark

Benchmark: Aggregate average score of at least 4.00 (on a 5.00 scale) on each Administrative Performance Evaluation item for all administrators within Enrollment Management who participate in the Administrative Performance Evaluation process.

1.1 Data

Evaluation Item	Average			
	2014-2015	2015-2016	2016-2017	2017-2018
Shows a positive attitude about McNeese.	4.62	4.60	4.65	4.85
Shows consideration of others.	4.53	4.49	4.59	4.61
Performs work in a professional				

manner.	4.59	4.56	4.58	4.75
Communicates and listens well.	4.47	4.43	4.54	4.53
Is accessible.	4.43	4.44	4.53	4.45
Demonstrates initiative.	4.60	4.55	4.60	4.70
Considers input to improve services.	4.44	4.46	4.58	4.54
Overall Score	4.53	4.50	4.58	4.63

Evaluation Item	Average			
	2018-2019	2019-2020	2020-2021	2021-2022
Shows a positive attitude about McNeese.	4.71			
Shows consideration of others.	4.62			
Performs work in a professional manner.	4.65			
Communicates and listens well.	4.62			
Is accessible.	4.54			
Demonstrates initiative.	4.69			
Considers input to improve services.	4.56			
Overall Score	4.63			

1.1.1 Analysis of Data and Plan for Continuous Improvement

2016-2017:
Overall, students, faculty and staff seem to be satisfied with services provided within Enrollment Management; however, there is always room for improvement.

Actions/Decisions Based on Results:

- With the implementation of Student Central, service surveys must be revised to reflect the new model.
- Continue to emphasize customer service expectations of all EM staff and student workers.
- Work with the web task force to ensure essential information is easily accessiblele.
- Work with EM directors streamline processes and increase efficiencies.

2017-2018:
For each Administrative Performance Evaluation item, the aggregate average score for all Enrollment Management administrators surpassed 4.00, which exceeded the benchmark. (A score of 4.00 = Always, while a score of 5.00 = Almost Always.)

Actions/Decisions Based on Results:
The Enrollment Management administrators continue to focus on providing good customer service, improving processes, and interacting with others collegially. Since the move to Chozen Hall, an Enrollment Management staff meeting is typically held weekly which has helped provide focus to the unit and keep administrators informed. In 2018-2019, the focus will be to streamline processes, share resources and expertise, and collaborate on student communications and resources.

2018-2019:
Enrollment Management departmental leader scores continue to exceed the benchmark and range from 4.54 (accessibility) 4.71 (positive attitude about McNeese). These scores do not include those of the

director of international programs as this data was moved from a spring to fall collection cycle and will be incorporated into aggregate scoring when reporting on the 2019-2020 period.

Actions/Decisions Based on Results:
Enrollment Management department heads meet weekly to share information about projects, personnel, and initiatives in their respective areas and to communicate with one another about mutual challenges and opportunities. A pre-determined agenda drives discussions and minutes are taken and reviewed to foster communication and accountability.

Department heads also work collaboratively with other areas of campus to improve communication, foster strong working relationships, and increase accessibility among key personnel around the campus. For example in Summer 2019, two meetings were conducted with University Computing Services leadership in an effort to strengthen communication and resolve persistent technology challenges that reduce efficiency and potentially slow capacity to process enrollment related tasks and functions across multiple enrollment management departments. Representatives from Admissions/Recruiting, Constituent Relationship Management (CRM), Marketing and Licensing, and Public Relations and University Events meet monthly to discuss the focus and direction of messaging associated with recruiting, marketing and public relations in an effort to ensure a consistent, united front to prospective students and other key constituencies.

In the interest of improving the sense of accessibility of Enrollment Management department heads, the division is attempting to increase its visibility and participation in campus-wide events and activities (RNL meetings and consulting sessions, monthly campus faculty/staff forums, Howdy Rowdy Week) throughout the 2019-2020 reporting period. The division is also working closely to communicate key contact information (direct telephone extension, email addresses, office locations) to academic deans and department heads in the interest of ensuring these personnel have ready access to their colleagues, especially in the context of resolving student issues that may impact enrollment and retention.

2019-2020: