

Student Services Departmental Goals Aligned with Campus Strategic Plan

Strategic Goal I: Play a leadership role in defining and attaining annual new student enrollment goals as outlined in the campus enrollment plan.

Activity	Responsibility Office	Staff	Date	Measurement Assessment
Objective: 1. Increase high school applicants				
Weekly follow up on H.S. prospects. Improve communication flow from first point of contact. Hire students to call applicants and prospects. Have students complete the application while they are on campus for events or personal visits.	Admissions	Jennifer Reeta	February '07 and on going	Increase in number of high school applications.
Objective: 2. Utilize merit scholarship aid to attract applicants				
Continue using STAR and other merit scholarships as a recruitment tool. Mandate a deadline for merit and endowed scholarship acceptance to facilitate re-awarding.	Admissions Financial Aid	Reeta Tracy	December '06 - April '07 and and on going	Increase number of scholarships awarded and increase yield on scholars who matric.
Objective: 3. Increase number of Ivy Tech transfers				
Host information sessions at Region 5. Regular visits to be accompanied by Academic Advisors. Promote and utilize Ivy Tech transfer scholarships.	Admissions	Reeta Advisors	January '07 and on going	Increase student participation at sessions and number of Ivy Tech transfer matriculants.
Cooperate with Registrar Office to complete degree audits for TransferIN	Admissions	Reeta		
Objective: 4. Improve yield on all categories of applicants				
Weekly follow up with applicants. Assist with scheduling placement and advocate to have placement scheduling by e-mail/online. Follow-up aggressively with incomplete files.	Admissions	Reeta Jennifer	January '07 and on going	Improve yield from application to admit and from admit to matric [from 65% to 70%].

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Activity	Responsibility		Date	Measurement Assessment
	Office	Staff		
Objective: 5. Increase number of minority applicants				
Work as a team with Campus Climate to create a special day for minority students and the community; increase targeted mailings.	Admissions Financial Aid Campus Climate	Reeta, Jennifer, John and Catherine	April '07 and on going	Increase number of minority contacts and admits.
Establish a visitation program to targeted high schools by the Office of Campus Climate that is focused around the schools' diversity programs.	Campus Climate	Catherine	October '07	Number of minority student contacts during school visits.
Develop a program for Hispanic students with Ancilla. Develop programs at Logansport to reach students at an earlier age.	Admissions	Reeta	April '07 and annually thereafter	Increase number of Hispanic contacts and admits.
Objective: 6. Increase number of dual-credit degree matrices				
Begin Project ENGAGE to enhance 12th grade linkage to campus. Contact high ability ACP's and promote scholarship opportunities	Vice-Chancellor Admissions	Jack Reeta	on going	Increase number of ACP's over base year [05-06].
Objective: 7. Collaborate with IUB & IUPUI on applicant data				
Arrange for lists of IUPUI & IUB denials to be forwarded to Admissions for follow-up	Vice-Chancellor	Jack	Fall '06 and thereafter	Increase number of admits derived from this distinct population.
Objective: 8. Revise visitation programs				
Change Fall VIP Day to coincide with ISTEP to maximize attendance.	Admissions	Reeta	August '07 and on going	Evaluation of VIP with changes, internally and through student and parent evaluations.
Include Student Activities on the VIP Day committee. Increase student group participation on visit days.	Admissions	Jennifer and Kathryn W.	March '07 and on going	Track the participation of student groups

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	Activity	Responsibility		Date	Measurement Assessment
		Office	Staff		
Objective: 9. Improve prospect communication utilizing PeopleSoft					
	Arrange consultation with Todd Neal to learn about capability and utility of PS, 3C's.	Admissions	Reeta	April '07 and on going	Implement use of data and systems for tracking prospects, including one-to-one recruitment expectations, yield analysis, and information-gathering (e.g. source codes, decision factors for admits.)
	Review, update, and automate communication flow for applicants and admits	Financial Aid	David	July '07 and on going	Increase efficiency in communication flow; target messages to compel students to action.
Objective: 10. Collaborate on development of the web site to drive applications and campus visits					
	Work with Stamats and web-design team to utilize the website to our advantage in recruitment, including automating download of prospect generation and tracking prospect movement through the website. Begin Admissions Office blog to highlight the quality of student life.	Admissions	David Reeta	April '07 and on going	Track student engagement in the website, and subsequently develop strategies for moving prospects to action (e.g. applying, visiting campus).
Objective: 11. Expend more resources in Hamilton Co.					
	Maintain regular schedule of visiting Hamilton County high schools and recruitment fairs; work with OCM on targeted advertising paralleling visits.	Admissions	Jennifer David	January '07 and on going	Increase number of prospects and applicants from Hamilton County; more programming in Hamilton County high schools.

Strategic Goal II: Implement initiatives that will contribute to improved retention and the campus goal of improved graduation rates.

Objective: 1. Enhance admission criteria					
	Align curricular units with Core 40, increasing from 28 to 30	Admissions Committee	Jolane	Fall 2007	Faculty Senate approval
	Require Core 40 as admit curriculum standard for Fall 2011	Admissions Committee	David	2009-10	Faculty Senate approval
Objective: 2. Improve class scheduling					
	Provide registration and room scheduling data to Deans on a regular basis	Registrar Office	Stacey Tina Lesa	On going	Feedback from students
	Meet with Deans/Chairs on a regular basis to discuss class scheduling concerns/suggestions for improvements	Registrar Office	Stacey and Lesa	On going	Deans/Chairs feedback
Objective: 3. Complete all degree audits					
	Complete the coding of all degrees/majors in SIS: conduct sessions with advisors to accelerate completion.	Registrar Office	Tina and Lesa	2007-08	Degree Audit is tested and moved to production

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Activity	Responsibility		Date	Measurement Assessment
	Office	Staff		
Objective: 4. Revise policies, procedures, and business practices that impede student progress				
Review policies and procedures and understand exactly how they work, the impact they have on students, and how they can be more efficient or effective	Registrar Office	Stacey	On going	Monitor reduction in student complaints/problems
Participate in SES project to automate withdrawal to online procedure	Registrar Office	Stacey Faculty Tina and Lesa	2007-08	Monitor after implementation
Change probation criteria policy based on semester G.P.A. to criteria based on cumulative G.P.A.	Registrar Faculty Senate	Registrar	Sept. 2006	Reduced number of students on probation
Automate financial aid packaging to award earlier and encourage advance registration	Financial Aid	David	April '07 and on going	Track award dates and registration activity
Review verification and packaging policies.	Financial Aid	David	September '07 and on going	Focus UG funds on students with greatest unmet need for optimal utilization of all university funds.
Utilize data and reports to follow up aggressively on data entry errors and omissions; expect substantial improvement.	Admissions Financial Aid	Reeta David	On going	Reduce processing error rate to < 5%.
Objective: 5. Provide leadership in PeopleSoft upgrade to 9.0				
Coordinate campus SIS upgrade to PS 9.0; upgrade includes enhanced self-service	Registrar Office	Stacey	2007-08	Maximum performance of all units without delays or major problems.
Objective: 6. Promote participation in student life opportunities				
Promotion of comprehensive calendar including all student life activities	Student Development	Kathryn, Julie Catherine and Sarah	Fall '07	Number of students that attend and actually sign up on interest sheets.
Integrate Student Life opportunities in Freshman Learning Communities.	Student Development	Catherine Kathryn Sarah	Fall '07	Number of students from Learning Communities that attend or participate in a student activity or event to be assessed at end of semester.
Increase use of advertising in student newspaper and begin use of RSS to publicize student events	Student Development	Kathryn Sarah	January '07	Survey students about how they learned about events as part of assessment.

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Activity	Responsibility Office	Staff	Date	Measurement Assessment
Objective: 7. Increase scholarship funds available for continuing students				
Increase institutional funds committed to scholarships. Collobrate with E.R. to raise funds for general scholarships.	Vice-Chancellor	Jack	On-going	30% increase in Merit Scholarship Fund. Increase in annual Foundation gifts for scholarships.
Objective: 8. Provide Career Services support to Learning Communities				
Integration of Career Services in Learning Communities especially focusing on Career Planning and major selection and provide hand-outs and materials on services provided.	Career Services	Julie	Fall '07 and on-going	Number of students from Learning Communities that utilize the Career Services Office or attend a program offered by the office during each semester.

Strategic Goal III: Promote collaboration with faculty to enhance student learning and engagement.

Objective: 1. Foster students' personal growth and development				
Engage students in leadership development experiences	Student Development	Catherine Kathryn Sarah	Fall '07 and on going	Number of students that participate in leadership development activities.
Inform and advise students of organizations that complement their major	Student Development	Julie Catherine Kathryn Sarah	January '07 and on going	Involvement in major-based student organizations.
Promote applied learning and volunteer opportunities to increase student participation.	Student Development	Kathryn	on going	Number of opportunities made available to students each semester.
Guide students in documenting activities that relate to jobs/career.	Student Development	Julie	on going	Number of students attending resume workshops, and individual oppointments for resume assistance.
Assure that programming displays diverse values.	Student Development	Catherine Kathryn	on going	Annual evaluation of programs offered by department.

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Continue - Strategic Goal III

Activity	Responsibility		Date	Measurement Assessment
	Office	Staff		
Objective: 2. Foster an enriched campus community				
Utilize activities and events to connect students to faculty	Student Development	Julie Catherine Kathryn Sarah	Fall '07 and on going	Number of faculty that attend student events.
Integrate use of campus mascot in departmental programs	Student Development	Julie Catherine Kathryn Sarah	Fall '07 and on going	Promotional pieces to include cougar image.
Promote the importance of campus ownership.	Student Development	Julie Catherine Kathryn Sarah	Fall '07 and on going	Number of students involved in campus improvement projects. Number of reports of property damage on campus.
Objective: 3: Link campus and community				
Promote the importance of citizenship	Student Development	Kathryn	Fall '07 and on going	Number of students involved in service, political activism, and social advocacy.

Strategic Goal IV: Develop appropriate assessment activities which lead to continuous improvement

Objective: 1. Assess learning outcomes of select student life initiatives				
Implement a Student Development Assessment Plan that focuses on out-of-class learning	Student Development	Julie Catherine Kathryn Sarah	on going	Assessment Plan document
Objective: 2. Assess student satisfaction with enrollment services				
Create an online feedback form with appropriate satisfaction type questions for all Enrollment Services Offices: Admissions, Financial Aid, Registrar.	Vice-Chancellor Admissions Financial Aid Registrar	Jack, David and Reeta	December '06 on going	Regularly monitor feedback and utilize responses in action planning. Survey will provide important student feedback from students about service provided by offices; enact changes as appropriate to effectuate continuous improvement.
Objective: 3. Utilize AACRAO consultant to help refine recruitment processes				
Work on development of an action plan that will maximize resources, both human and financial, focusing where we will get the most return for our investment.	Vice-Chancellor Admissions Academic Affairs	Jack, Stu Reeta, David Stacey	May '07 through September '07 and on going	Implement action plan.

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Strategic Goal V: Develop and disseminate student data to inform campus decision-making

Activity	Responsibility		Date	Measurement Assessment
	Office	Staff		
Objective: 1. Make available to the campus community reports from Registrar and Information Management to be used in decision-making				
Create a webpage for posting of reports	Info. Mgt.	Norma	06-07	Number of available reports
Share information in pertinent reports with Deans, Chairs, class schedulers, advisors etc.	Registrar Info. Mgt.	Stacey and Norma	On going	Measure requests for/and utilization of data

Strategic Goal VI: Sustain a working environment which evidences, integrity, shared knowledge, open communication, and mutual support of co-workers.

Objective: 1. Make visible and extol shared values				
All Directors and Vice-Chancellor will model exemplary behavior	Vice-Chancellor Admissions Financial Aid Registrar Student Development	Jack David Sarah Stacey	On going	Employees acknowledge shared values
Objective: 2. Reward performance and acknowledge new initiatives				
All Directors and Vice-Chancellor will encourage the development of new ideas that effectuate improvements	Vice-Chancellor	Jack David Sarah Stacey	On going	Employees acknowledge the importance of superior performance
Review information from satisfaction surveys to guide improvement	Admissions Registrar Financial Aid	David Stacey	On going	Document changes resulting from assessment data
Emphasize the symbiotic relationship between Admissions and Financial Aid through shared staff meetings, communication of issues that cut across the offices, and informal staff gatherings each week.	Admissions Financial Aid	David	On going	Improve working relationships and understanding of persons' responsibilities and motivations; cross-train for effective service where possible.
Objective: 3. Foster a climate that recognizes new ideas and continuous improvement				
Staff meetings will include a discussion of recent concerns or problems evidenced by students or prospective students.	Vice-Chancellor Admissions Financial Aid Registrar Student Development	Jack, David Stacey and Sarah	Fall '07 On going	Assess issues and make changes as appropriate.

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Continue - Strategic Goal VI

Activity	Responsibility		Date	Measurement Assessment
	Office	Staff		
Re-establish monthly Student Development and Campus Life luncheons for the exchange of ideas and brainstorming.	Student Development and Campus Life	Sarah	May '07	Improved services and operations.
Staff in Admissions and Financial Aid will identify and shepherd one process or issues in our office that will improve service to students (initiative can be public or operations).	Admissions Financial Aid	Reeta David	May '07 and on-going	Minimize student call-backs and second visits necessitated by a lapse in our communication.
Objective: 4. Emphasize regular professional development				
All Directors and Vice-Chancellor will encourage active membership in professional associations and regular conferences or similar learning.	Vice-Chancellor Financial Aid Admissions Registrar Student Development	Jack David Stacey Sarah	On going	Review of annual learning experiences for each SSER Staff member
Encourage staff to take advantage of on-campus training (computer, etc.)	Vice-Chancellor Admissions Financial Aid Registrar Student Development	Jack David Stacey Sarah	On going	Employees who learn new tools and have access to new resources will demonstrate increased functional knowledge.