A comprehensive Customer Service Training is needed for all student and professional staff in Admission.

A detailed analysis is needed to determine yield rates for applicants using demographic and academic data.

A thorough review of duties and tasks in Admissions is needed for both professional and student assistant staff.

2013 NSSE survey from these discussions: however is an area where we can improve. If we can attract more students who are expected to be eligible and who will choose HSU, then we will be

1) Admissions has experienced great success in increasing enrollment at HSU through the largest number of applications in our history. The yield rate

Narrative

2) Identify strategies for the future. Discuss any projected changes and anticipate how the changes may affect staffing, facilities, equipment, and other

Conclusions and Recommendations

6. Admissions relies heavily on support from other departments on campus. TRiO programs help at Fall Admissions Day, Registrar and Housing Staff recruit

will affect the way we provide access to students in the Admissions process. The Office of Enrollment Management in the Chancellor

5) Admissions will need to evaluate trends in the numbers of college

increase in the numbers of applications submitted, which translates to an increase in the number of transcripts, test scores, Letters of

Admissions was experiencing modest increases in applications submitted (1

3) Admissions has recently acquired use of the EOC for pre

AB540 Task Force (Kristin Mack)

that reviews Appeals for denied applicants and Petitions for students returning to HSU after being academically disqualified. Admissions staff also

3. Department Effectiveness

Judgment

Committee. The Committee reviews and evaluates the effectiveness of the Admissions office.

3) Discuss facilities, staff and equipment assigned to the unit and how well they support unit goals.

Department Environment

3) Discuss the unit's engagement in institutional efforts and activities.

If data is available, describe how well your program is doing in terms of the following outcomes:

1. Mission

State your mission, goals, and priorities for the unit. Discuss whether these match your institution's mission, goals and priorities. What evidence do you have to support your view?

Under the guidance of the HSU Enrollment Management Group, the HSU Office of Admissions strives to create a student body that is diverse and

4. Department Effectiveness

Judgment

Changing needs, technologies, external requirements, and/or other relevant factors.

*If the unit's goals have changed since the last self

evaluation, explain how and why they have changed. Show how the changes responded to

4) Admissions will have an opportunity to improve its relationship with

Campus Recruiter Program, an exchange of information between the University and local high school counselors. Admissions staff are

3. Department Effectiveness

Narrative

1) Summarize your areas of strength and areas that need improvement.

Present any conclusions and recommendations resulting from the self

6) An ambitious recruiting schedule continues involving 5 full

states as possible. Fall 2013 is the largest incoming class in Humboldt State

Under the guidance of the HSU Enrollment Management Group, the HSU Office of Admissions strives to create a student body that is diverse and

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1.

Mission
State your department mission. Discuss how the unit supports the broader university mission. Discuss how the unit evaluates its effectiveness in meeting the divisional mission.

Judgment
☐ Compliant ☐ Non-Compliant ☐ Not Applicable

Narrative
1. Mission
Under the guidance of the HSU Enrollment Management Group, the HSU Office of Admissions strives to create a student body that is diverse and representative of the State of California, to provide students with clear and consistent information, communications, and support in regards to the admissions process, and to be fair and equitable in the evaluation of student applications, while adhering to the CSU admission's criteria as well as campus-based initiatives that support under-represented students and Veterans.
2.

Goals
Describe the service under review, emphasizing the unit’s goals, and its impact on student success. Goals might include delivery of a specific service, compliance with state or federally mandated monitoring, or other activities directed at providing support to the institution or to students.

*If the unit’s goals have changed since the last self-evaluation, explain how and why they have changed. Show how the changes responded to changing needs, technologies, external requirements, and/or other relevant factors.

*This will be accomplished in the second year of review.

Judgment
☐ Compliant ☐ Non-Compliant ☐ Not Applicable

Narrative

2. Goals
Goal #1 Develop a recruitment strategy that will increase the number of students from all under-represented populations from 34.2% in Fall 2013 to approximately 37% in Fall 2014 (from page 6 of Enrollment Management Plan) This strategy will be based on yield data and demographic date from schools in California that will help us reach our targets.
Goal #2 Increase enrollment in Fall 2014 and Fall 2015 according to Enrollment Management Plan utilizing strategies in the Plan. Some initiatives that are being explored are virtual classroom visits, new out-of-state markets, a review of the Admissions web presence, and finally getting yield data from Receptions for Admitted students to measure effectiveness.
Goal #3 Develop and implement Customer Service trainings for Admissions students assistants and staff. Vikash has mentioned his experience in this arena so I will look to him for guidance on how to proceed.
3. Department Effectiveness

Describe your clients in terms of their roles on campus (student, staff, administrators, etc.), and reflect on whether you are serving the groups you are expected to serve (in terms of diversity, program goals, etc.). Describe how the unit engages all members in the discussion, review, assessment and relevant factors. How and when has your unit assessed program outcomes, and how have you responded to the results? What changes have been made based on the result of the assessed outcome?

If data is available, describe how well your program is doing in terms of the following outcomes:

- Volume of unit activity (number of students/clients served, number of appointments, etc.)
- Efficiency (responsiveness, timeliness, number of requests processed, etc.)
- Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)
- Client/student satisfaction with services (data needs to be disaggregated by gender, ethnicity, abilities, etc.)

Describe how program or achievement outcomes relate to the unit goals.

Judgment
☐ Compliant  ☐ Non-Compliant  ☐ Not Applicable

Narrative

3. Department Effectiveness

Goal #1: Diversity of students overall has been increasing over the last several years but has remained flat or decreased for African Americans and Native Americans. The Latino/a student population has increased to surpass the percentage needed to be considered a Hispanic Serving Institution. The number of "white" students has dropped slightly since Fall 2009 meaning that enrollment growth has come from under-represented students. Admissions Outreach efforts will focus on school districts with high proportions of students of color to help HSU demographics match that of California.

Goal #2: Admissions will allocate human and financial resources to reach as many potential applicants in California and WUE (Western Undergraduate Exchange) states as possible. Fall 2013 is the largest incoming class in Humboldt State’s history for first-time freshmen and upper-division transfer. These two applicant types are the highest priority due to their retention and graduation rates, according to the CSU Master Enrollment Plan. The Office of Admissions has also established a “rolling application” to accommodate Veterans who are released from the military throughout the year and not always able to meet traditional application deadlines. An ambitious recruiting schedule continues involving 5 full-time Outreach Counselors, up to 7 professional staff from Office of the Registrar and Housing, up to 35 alumni volunteers, and two retired annuitants in the Southern California region. High school and college visits, Instant Admissions appointments, regional college fairs, hundreds of phone calls, thousands of emails are employed to inform students about Humboldt State and to increase the application yield. Campus tours and Appointments with Outreach Counselors are also used to inform students.
4.

**Department Improvement**
Discuss how the unit addresses improvement. What activities has your unit engaged in to improve the administrative support service and environment?

**Judgment**
- Compliant
- Non-Compliant
- Not Applicable

**Narrative**
Goal #3
Admissions will attempt to improve our Customer Service to applicants. The 2013 NSSE survey states that while students are generally satisfied with their experience at Humboldt, there were comments directed to Student Services Staff that indicate a need to improve in the area of getting a clear answer and only getting calls transferred when needed and to the appropriate office. I am exploring a new position in Admissions who will work with Student Assistants and professional staff to be more effective when talking with students on the phone or by email, by gathering sufficient information before transferring the call or email. The intended goal of the new position will be to improve the student experience whenever they contact Admission by phone, email, or in person.
5.

Department Environment

1) Discuss the unit’s environment, including the relationships among staff and program engagement with other units or support areas.

2) Discuss the unit’s engagement in institutional efforts and activities.

3) Discuss facilities, staff and equipment assigned to the unit and how well they support unit goals.

4) Indicate the specific hours the unit operates and describe how the scheduled hours of availability meet the demand for services. If the unit operates during other than normal business hours, specify how these additional times meet the needs of other units/programs/students.

5) Describe the influences that external factors, such as state laws, changing demographics, and the characteristics of the students/clients served have on the structure and services of the program and how the unit addresses these factors.

6) Describe the interactions between this unit and other units/programs on campus and any particular influences these interactions have on the ability of the unit to meet its goals.

Judgment

☐ Compliant  ☐ Non-Compliant  ☐ Not Applicable

Narrative

1) Admissions staff participation extends beyond the Student Services Building to collaborate with Educational Opportunity Program, Graduate offices, Veterans Services, and International Programs to communicate with applicants and process applications. Admissions staff work with staff from the Office of the Vice Provost, the Learning Center, the Advising Center, Veterans Services, Student Disability Resource Center, and EOP on a Committee that reviews Appeals for denied applicants and Petitions for students returning to HSU after being academically disqualified. Admissions staff also collaborate with Orientation staff for high yield events such as Fall Admissions Day, Spring Preview and Humboldt Orientation Program.

2) Admissions Staff were engaged in the following campus initiatives for the 2012/2013 Academic year:

- AB540 Task Force (Kristin Mack)
- Retention and Student Success Reorganization Working Group (Steve Ladwig)

I intend to have Admissions staff participate in campus initiatives for 2013/14 that are appropriate to their classification, backgrounds, and level of interest.

3) Admissions has recently acquired use of the EOC for pre-campus tour presentations. This space has been well designed for this purpose. We are transitioning to a paperless office and will see space open up in file rooms in the coming year. Utilization of this space is under consideration. Admissions was experiencing modest increases in applications submitted (1 – 3%) each year for the last 4 years. However, for Fall 2013 we saw a 10% increase in the numbers of applications submitted, which translates to an increase in the number of transcripts, test scores, Letters of Recommendations, and other supporting documents that needed to be processed. We implemented a paperless system, starting with Spring 2014 with workflow capabilities and expect to see a decrease in time needed to process the applications through the various stages, once staff are comfortable with the new format and technology.

4) Admissions is open to the public 8 – 5 Monday through Friday. The phone lines are open to the public (with and 800-phone number) from 9 – 4 Monday through Friday. However Admissions staff work overtime on a regular basis to keep up with the number of inquiries coming in from prospective students and applicants. We also work long hours outside the 8 – 5 window for on-campus events such as Orientation, Preview, and Fall Admissions Day.

5) Admissions will need to evaluate trends in the numbers of college-ready high school graduates in the state of California expected in the next 5 years and adjust our recruitment strategies accordingly. Similar data are needed to keep abreast of transfer applicants. The CSU is involved in many initiatives that are legislative mandates such as Early Start, SB1440 and 440, Retention and Graduation, providing services to Veterans and more that will affect the way we provide access to students in the Admissions process. The Office of Enrollment Management in the Chancellor's Office does a great job of keeping campuses informed of what is changing in the Admissions landscape in the State and elsewhere.

Communicating with students in a format that is well-received is a constant challenge. Admissions routinely seeks input from student leaders on how we communicate with prospects and applicants. A variety of formats are currently employed such as a web presence, a VIP Interest page, email, classroom visits, on-campus events and presentations, social media, and phone campaigns.

6) Admissions relies heavily on support from other departments on campus. TRIO programs help at Fall Admissions Day, Registrar and Housing Staff recruit every year, and a variety of Student Support Programs are on the Reinstatement and Appeals Committee. Many Admissions staff have key contacts in Student Support Program office and make referrals in support of students as they transition to Humboldt.
Conclusions and Recommendations

Present any conclusions and recommendations resulting from the self-evaluation process, referencing any of the topics in the study. Include information on how the unit engages all unit members in the self-evaluation dialogue and how everyone participates in the program review process.

1) Summarize your areas of strength and areas that need improvement.
2) Identify strategies for the future. Discuss any projected changes and anticipate how the changes may affect staffing, facilities, equipment, and other operational areas.

Judgment

☐ Compliant  ☐ Non-Compliant  ☐ Not Applicable

Narrative

1) Admissions has experienced great success in increasing enrollment at HSU through the largest number of applications in our history. The yield rate however is an area where we can improve. If we can attract more students who are expected to be eligible and who will choose HSU, then we will be more efficient with our limited resources.
2) I have had some discussions with Vikash regarding the direction he wants to see Admissions go from this point forward. Here are some bullet points from these discussions:

- A detailed analysis is needed to determine yield rates for applicants using demographic and academic data. Once we know this information, we need to explore schools and districts that have students meeting our criteria.
- A thorough review of duties and tasks in Admissions is needed for both professional and student assistant staff.
- The budget needs to reflect the required expenditures (travel, trainings/conferences, supplies, salaries, etc) for planning purposes.
- A comprehensive Customer Service Training is needed for all student and professional staff in Admission.
- Diversity training is essential
- Regular meetings are needed to discuss enrollment projections for each term.
- A decision is needed regarding the role of purchasing names from ACT and SAT and how we will incorporate this into our annual planning.
- A Communications working group is needed to assess the effectiveness of all the ways in which we communicate with prospects and applicants.