

## 2016-17 Annual Report

### 1. Transformative educational experience for all learners:

- *Student engagement and success, recruitment, equalizing success*
  - The Registrar's Office collaborated with advisors to map out all undergraduate degree programs so that four-year plans were available for all majors.
  - The Office of the Registrar streamlined the graduation process to reduce the time it takes to clear graduation requirements. The graduation clearance was reduced from 5 to 2 weeks.
  - Priority registration was offered to veteran students and dependents of veterans who are eligible for veterans' benefits. The Office of the Registrar and Enrollment Management worked with veteran students, the veterans' coordinator and government relations.
  - The Office of the Registrar expanded 'College Scheduler', a student favorite, to include course searching based on special attributes such as baccalaureate core, Ecampus and experiential learning. The tool brings ease of access to student schedule planning, improved advisor efficiency, increased ease of registration for classes.
  - The Office of the Registrar trained thousands of employees on a multitude of topics such as FERPA, Scheduling, Name-In-Use and Student Petition Processes so students could have a more successful experience at OSU.
  - The Office of Admissions assumed responsibility for administering new student scholarships and the University Scholars Program fall 2015. Through significant data analysis with Ruffalo Noel Levitz (RNL) and predictive modeling, revisions to the scholarship program and marketing were implemented. As a result, yield rates for high achievers and nonresidents increased for fall 2016. Data on the fall 2017 class is regularly shared and analyzed with RNL as we enter the second year of the three-year contract.
  - The Office of Scholarships was established and staffed in 2016/17. They worked closely with the Office of Admissions to award and administer new student scholarships based on the research and data from 2015/16. The Office of Scholarships took over responsibility for the University Scholars Program and will work to develop and promote the USP in 2017/18.
  - For the second year, Beaver Boxes were hand delivered to Presidential Scholars at their high schools. These students were celebrated on social media and promoted the exclusivity of the award. Other universities have started to emulate this practice and we saw our yield rates come back to historical averages.

- Admissions added a regional recruiter in Southern California, resulting in a 70% increase in event participation, while reducing recruitment travel expenditures.
- The Financial Aid office awarded students grants from the OSU Assistance and Emergency Scholarship funds, which support the retention of students at financial risk.
- The Scholarship Office worked with International Programs to integrate scholarship information and opportunities to all students, domestic and international. The staffs jointly participate in events, programming and student community service opportunities through the University Scholars Program.
- In consultation with RNL, Admissions and the APEM, the Scholarship Office adjusted recruitment scholarship criteria and streamlined awarding processes for 2017.
- The Scholarship Office collaborates with the colleges to increase coordination of scholarship awards with a focus on increasing recruitment and retention of target populations.
- Admission transferred a recruiter to the Hawaiian Islands, summer 2017.

## *2. Research, scholarship and creativity*

- The Office of the Registrar had staff (Rebecca Mathern and Allyson Dean) present to their peers at four conferences, both regional and national, on a multitude of topics. One presentation included a 3 hour advanced training session on FERPA.
- The Registrar's office trained all staff using Strengths Finder assessment in order to leverage all employee's strengths toward doing their best work for the unit.
- EMIT submitted several key surveys and datasets to support decisions on the use of scholarship, recruitment and marketing activities to attract and retain target populations, i.e. high achieving students, Honors applicants, prospects from the Portland area, students with need, diverse populations. For example, the National Postsecondary Student Aid Study (USED), the University Innovative Alliance, MAAPS.
- DPP supervised two CSSA graduate students in the community college leadership program.
- The Associate Provost for EM sponsored a CSSA student in completing a comprehensive study of student loan indebtedness at OSU. Results are distributed to the deans.
- Ruffalo Noel Levitz (RNL) provides OSU with two EM services: Forecast Plus – assigns predictive value/score to prospects and applicants on likelihood of applying and enrolling at OSU. Admissions uses this data to prioritize and target recruitment resources. Financial Aid Leveraging – analyzes and predicts student sensitivity to cost.

### *3. Impact and reach throughout Oregon and beyond.*

- *Outreach and engagement*
- *Grow rural and urban regional centers*
- *Engage alumni and other external partners*
- *Advance impact and reach in other ways*
  - Beaver Hangouts has grown due to popularity with schools and the OSU students who serve as coaches. Partners with 2 AmeriCorps members. Over 50 college student coaches. Work with organizations such as Elevate Oregon, AVID, I Have a Dream and rural focused GEAR UP schools. Over 750 4th-12<sup>th</sup> grade students served. Learning outcomes established for OSU student coaches. Developed college access curriculum lessons spanning 3<sup>rd</sup>-12<sup>th</sup> grades.
  - Financial Aid worked with the Registrar to develop policies and procedures for innovative and nonstandard course offerings.
  - Admissions hosted 443 high school visits, 19 counselor programs, 12 fall receptions, 15 yield events, 41 informational interviews, and 210 other out of state events.
  - Precollege Programs is key in OSU's role to fill the K-12 to-college pipeline, especially with focus on underrepresented groups. PCP leadership has active roles with the Outreach and Engagement Council, CL@SE Advisory Board, Coastal STEM Hub Steering Committee, UVR STEAM Hub partners, OSU Research Impacts network (ORIN) workgroup, and the Diversity Relations Strategy Group.
  - Admissions expanded the Alumni Volunteer Recruiter program to enhance recruitment efforts, particularly in out of state markets.
  - The Financial Aid office participated in more than 100 events, reaching over 15,000 students and parents, prospective and continuing, as well as provided support, resources and training to faculty and staff.

### *4. Commitment to three essential features at OSU*

- *Increasing diversity of faculty, staff and students*
  - The Office of the Registrar coordinated with multiple campus partners to implement a new legislative requirement for the collection of a students' "preferred" name so that the 'name-in-use' would flow to all student-facing systems. OSU employees will engage

students with that name instead of a legal name, creating a more welcome and inclusive environment.

- Precollege Programs offered bi-lingual tours to over 1,100 students and their families in Junto visits.
- Numerous partnerships to increase diversity of college-going pipeline includes Juntos, Adelante en Accion, CL@SE, with visits from college access programs, AVID, TRiO, WP and Juntos.
- Admissions added a second Portland based regional admissions adviser to provide more personalized service to Portland area high schools and community colleges.
- Admissions hosted 20 minority recruitment programs and 32 application workshops throughout the state, focusing on underserved areas.
- Admissions hosted 129 groups for on-campus tours and presentations, most from schools or programs serving underrepresented students. Added family reception.
- Admissions developed a website specifically for undocumented students.
- Admissions collaborates with the University's Diversity Community Relations Strategy group to build relationships and programs in the Portland area.
- The Financial Aid office continued their work in packaging financial assistance for students in the Foster Youth Tuition program, coordinating with the Education Opportunity Program (EOP) who provides student support.
- Financial Aid supported the Division of Undergraduate Studies MAAPS program, the Money Matters Class, Latino Outreach and the mission of Education Abroad by participating in numerous outreach events to provide students with funding options for their programs.

## *5. Stewardship of resources & efficiencies*

- Precollege Programs – SMILE partnered with over fifteen OSU faculty with their broader impact program for NSF proposals and continue to rely heavily on grant funding to sustain their programs.
- Precollege Programs received a grant from the Lemelson Foundation to offer 6 one-week mobile invention camps summer 2017, serving over 100 students across Oregon.
- Admissions provides ongoing support for the success of OSU Cascades through staffing, systems/technology support, coordinating marketing activities, coordinated publications, recruitment events. In 2016-17, transferred Associate Director Blake Vawter to direct the admissions operations at OSU Cascades. Blake implemented targeted communications and recruit plans, updated marketing collateral and campaigns, increased admissions applications and admit that should have yielded enrollment at or above the targets. However, yield for fall 2017 is a disappointing. The College Board admitted student survey (ASQ) was done to identify improvements.

## 6. *Technology as a strategic asset*

- The Registrar's office began using a method for mass applying and/or removing any type of hold to a specific population of students. This successful process reduces manual work for hundreds of students' records weekly.
- The Registrar team worked closely with Central Web Services to deliver the new mobile app to the student body by delivering myCourses, schedule and grade information.
- The Office of the Registrar assigned a cohort code to all full-time, first-time freshman students to provide Institutional Research and CORE with a clear code for tracking longitudinal progress of students. This will enable all members of the university community to use the same definition of a new student.
- The Registrar's office implemented the first university-wide Banner XE service to faculty for grade entry. This tool simplifies final grading submission for faculty and we expect it will decrease confusion and errors.
- Registrar's team maximized technical solutions to create reports that help academic units project course demand, send messages to students so they can track their withdrawal from the term, accurately run reports on minors being offered in academic programs and automated reports for daily use that previously were done manually. Collaboration with the CORE team occurred on many of the reporting projects.
- The Office of the Registrar worked with the Graduate School and the College of Business to deliver the first graduate program, the MBA, in MyDegrees- our automated degree audit tool.
- EMIT assumed supervisory responsibility for a shared FTE with the Honors College for Salesforce support and development.
- In working closely with the Salesforce Collaborative, EMIT built and launched an Undergraduate Admissions application and inquiry form in Salesforce, consolidating the maintenance of 75 applications to 1 using skip logic.
- EMIT updated numerous websites (EM and other customers') to Drupal 7.
- EMIT utilized Flipbook to create a cost effective digital alternative Viewbook for OSU Cascades.
- EMIT Provided the technical support for implementation of the early FAFSA, October 2016.
- EMIT developed a student enrollment checklist in Student Self-Service (individual student online account). Includes information and next steps for Admission, Financial Aid and Scholarships, Housing, Immunizations, Alcohol use training, START registration, consolidating all the information for new students into one place – changes dynamically as students complete each step.
- Admissions worked with Ecampus in unofficial transcript evaluations for prospective online learners – provide ongoing training for accuracy and consistent advising.

- Financial Aid streamlined the alternative loan process to assist Financial Aid and Student Account processing.
- Financial Aid is the pilot department to move to Banner 9 – successful transition summer 2017.
- *Performance metrics, statistics*

### *The Registrar's Office*

- Largest graduating class and commencement attendance in OSU history, June 2017. There were 6971 degrees awarded, up from 6391 in 2016.
- Offered general purpose classroom seating at 9909 seats campus-wide. This is a slight decrease from previous years as a result of the Peavy demolition and Bexell remodel. Scheduled 31617 sections for courses on all campuses.
- Trained 2806 people on FERPA compliance via our online FERPA training tool. This includes 1790 undergrad and graduate TAs, 980 staff and faculty and 36 agents of our institution.
- In the Registrar Student Satisfaction Survey:
  - i. 92% received a response in a timely matter
  - ii. 84% felt their questions or concerns were answered or resolved
  - iii. 82% said satisfied or very satisfied
- In the Commencement 2016 Survey:
  - i. 83% felt diploma distribution went smoothly
  - ii. 74% satisfied or very satisfied overall
- Processed 187 data requests for campus partners and researchers.
- Processed 936 new programs or curriculum modifications on behalf of the faculty and faculty senate (curriculum council).
- Scheduled 31617 sections for courses on all campuses.

### *The Admissions Office: Customer Service and Processing*

- Visit Programs went from 2800 last year to 2,560 visits. Open House attendees also declined by 8.6%. This is the second year of the half-day Juniors-only program in the spring. Space was a limiting factor in these events. Total students and guests was 5,773.
- Daily campus visits declined slightly, still significantly ahead of two years ago at 15,657. Nonresidents make up the majority of daily visitors.
- Group visits also declined slightly, going from 133 in 15/16 to 129 in 16/17. However, over six years, there was a 75% increase. Most of the groups are high school students from underserved schools.
- 4,920 walk ins; 21,989 emails received (close to 6.5 million sent); 30,072 phone calls; average call time 2:57 minutes. Average hold time: 52. Advance standings/transfer

credit evaluations completed 16,286; 22,623 Admissions applications processed; 402 residency affidavits.

- Inquiries increased 34% over fall 2016. Freshman applications are up 4.67% with the greatest increase in nonresidents. Transfer applications are up 3.5%.
- Nonresident recruitment events increased again this year, from 795 to 809. In-state events went from 375 to 390. Several large events canceled due to weather.

### *Precollege Programs*

- In 2016-17 SMILE clubs included 769 students, 44% Latino, 10% Native American, 15% multi-racial, 66% low-income, 81% first generation, 58% female.
- 100% of SMILE club seniors graduated from high school for a second year.
- Students who participate in SMILE 7-9 years are over twice as likely to go to college, and over 50% who graduated in the last five years are enrolled in college.
- The PreCollege Campus Field Trip program served 9,801 (FY16: 7,321) K-12 students, a 34% increase in one year.
- 846 teachers and parent chaperones were involved with the Campus Field Trip program. That translates to 23,484 contact hours. 41 student employees served as instructors, mentors, tour guides.
- In 2016-17, PreCollege Programs served 19,131 student participants, providing 696 college students a community service experience.

### *Enrollment Management Information Technology (EMIT)*

- 2500 web pages published and managed.
- 367 unique data reports generated for campus departments.
- 6,500,000 emails sent in 79 unique BRM communications plans launched in 2016.
- 831 work order/tickets received.
- Primary stakeholders, customers of EMIT: Admissions, Financial Aid, Scholarship Office, Registrar, Academic Colleges, University Honors College, Graduate School, CORE Team, Salesforce Collaborative, First Year Experience, Undergraduate Studies, Ecampus, International programs, GEAR UP, Precollege Programs, IS Web & Mobile, OSU Cascades, Degree Partnership Program, Institutional Research, Student Health Services, University Housing and Dining, the OSU Foundation, the Associate Provost for Enrollment Management.

### *Financial Aid Office: Customer service and processing*

- 47,796 Free Application for Federal Student Aid (FAFSA) processed.
- 24,407 Admitted students with FAFSA's.
- \$253,312,689 federal, state, institutional aid paid to OSU students (all campuses).\*
  - \*excludes some internships, federal or employee benefits, employment.

- 15,584 students received federal financial aid; 19,999 students paid all aid sources.
- 18,384 documents submitted requiring additional review, action and notification.
- 12,057 walk-ins, down 11% in one year; 43,188 phone calls, down 2.5% in one year.
- \$701,807 institutional veterans aid paid to student veterans (in addition to federal veterans educational benefits).

### *Degree Partnership Programs*

- 78 community college/high school transfer visits.
- 508 student and 84 faculty contacts during Oregon Transfer tour of Oregon community colleges.
- 235 appointments with OSU staff at the OSU Partners Office at Linn-Benton Community College.
- 396 students chose to change admit to DPP at START computer labs.
- 32 presentation for external partners (For Ex. high school advisors, community college advisors).
- Monthly visits to top 6 Oregon community college feeder schools.
- Weekly staffing at Linn-Benton Community College OSU Partner Office.
- Hawaii partner visits and Hawaii START participation, registration lab.
- 18 Financial Literacy presentations; including in Spanish.

### Challenges in 2017-18

Budget cuts resulted in staff reductions in Admissions, Financial Aid, Registrar's Office, Enrollment Management Information Technology and PreCollege Programs. Additional cuts were made in professional training and development, travel, publications, software licenses.

EM is not resourced at the level necessary to reliably meet the core mission of the unit. Challenges include: the increased complexity of OSU's academic delivery methods; ECS resources shifted away from core departments; assignments on new innovations and multiple student success projects; upgrades to major systems relied upon to do all basic operations; increased accountability at every level; increases in state reporting generation due to the elimination of OUS' institutional research staff; changes in college leadership that requires relationship building; responses and testimony on legislative actions. Risks are in the areas of institutional reputation, financial security, compliance and audit findings.

Technology support and campus expectations are out of alignment. The investment in technology over the next biennium will be critical for the overall success of the colleges' enrollment goals. Prioritization of major projects and clarification of roles and responsibilities across all OSU locations is needed in order to avoid duplication of work, enhance efficiency and reach a sustainable level of service.