

Assessment Cycle 2022-2023 – End-Year Report

Office of Admissions

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Date: 6-20-2023

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Date: 6-17-2023

Northwestern Mission. Northwestern State University is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

The Student Experience Mission Statement. The Student Experience provides the University community with programs and services to support the academic mission of creating, disseminating and acquiring knowledge through teaching, research and service while empowering a diverse student population to achieve their highest educational potential. The Student Experience creates a stimulating and inclusive educational environment that is conducive to holistic personal growth. The commitment to students initiates prior to entrance, sustains throughout the college experience and continues beyond graduation. Enrollment Services provides equal access to education for potential students throughout the state and region and promotes economic stability and financial access to citizens. Student Affairs enhances student development and broadens intellectual, social, cultural, ethical, and occupational growth. The Student Experience works closely with faculty, staff, students, and the community to ensure graduates have the capability to promote economic development and improvements in the region.

Enrollment Management. The Office of Enrollment Management is a student-centered division that is future focused providing educational access to students in our region to improve the lives of our citizens. High School Relations, Financial Aid and Scholarships, and Admissions work collaboratively with university faculty and staff to provide services and programming that are innovative and surpasses state and federal guidelines. Enrollment Management fulfills the university's mission and commitment to academic quality, diversity, equity, and inclusion.

Office of Admissions Mission. The Office of Admissions seek to enroll a full class of career-oriented students by delivering quality service and support to prospective students, faculty, and staff through interpretation of the admission criteria for Northwestern State University. Admissions also provide quality assistance to our stakeholders to assure a diverse student population has access to higher education by demonstrating consistency and fairness in the application review process. The Office of Admissions is committed to providing access to educational opportunities to meet students' academic needs.

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Methodology: The assessment process includes:

- (1) Data from assessment tools (both direct – indirect, quantitative, and qualitative) are collected and returned to the executive director.
- (2) The executive director will analyze the data to determine whether the applicable outcomes are met.
- (3) Results from the assessment will be discussed with the appropriate staff.
- (4) Individual meetings will be held with staff as required (show cause).
- (5) The executive director, in consultation with the staff and senior leadership, will determine propose changes to measurable outcomes, assessment tools for the next assessment period and, where needed, service changes.

Office of Admissions Effectiveness

Student Learning Outcomes

SO 1 The Office of Admissions will ensure applicants, prospective students, faculty, and staff are provided with quality service and support.

Measure 1.1

As a result of providing quality service, prospective students, faculty, and staff will be able to easily find and decipher admission criteria to the university. Surveys will be provided to new applicants to assess their thoughts on the admission criteria information and availability as they went through the admission process at NSU. Target is 90% will respond they had no issue in understanding the admission criteria.

Finding: Target was not met.

Analysis:

In AC 2021-2022, the target was not met. For AC 2021-2022, there were policy changes as well as departmental changes. Due to yearly changes, the Admissions director is continuously implementing new methods for a quicker admission turnaround, therefore, this learning outcome has not been measured.

Based on information gathered from the analysis of the AC 2021-2022 data, Admissions implemented the following changes in AC 2021-2022 to create stability, an effective workflow and increase the number of applicants. In AC 2022-2023, Admissions alongside Recruiting implemented a new software program called Ellucian CRM Recruit, made departmental changes, as well as admission policy and procedure changes, creating an increased workload for all staff members, therefore, this survey did not go out to students.

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Admissions' director is adjusting her role and tasks as needed. The Admissions department is adjusting to processing applications through a new system, Ellucians CRM Recruit, while resolving technical issues and implementing new methods for a quicker admission turnaround, therefore, this learning outcome has not been measured.

As a result of these changes, in AC 2022-2023, the target was not met.

Decision or Recommendation:

In AC 2022-2023, the target was not met.

Based on information gathered from the analysis of the AC 2022-2023 data, Admissions will implement the following changes in AC 2023-2024 to improve the work the workflow process and increase the number of students admitted. In AC 2022-2023, the department encountered major changes and adjustments with policy changes and new software installation. In AC 2023-2024, Admissions will continue to work with Information Technology and Institutional Research to resolve all system issues and develop a simple and easy survey with no more than 3-5 questions for all admission applicants after submission of their application. Based on information provided, we will explore more ways to better serve and measure the service provided by our faculty and staff.

Measure 1.2

Students will report satisfaction with the quality of the admission process. Evaluation of Admissions Survey will be emailed to all new applicants on their thoughts of the effectiveness of the admission process and understanding the admission criteria. Target is 90% will respond they had no issue with the effectiveness of the admission.

Finding: Target was not met.

Analysis:

In AC 2021-2022, the target was not met. For AC 2021-2022, there were policy changes due to updated guidelines as well as departmental changes, therefore, we did not survey our students.

As a result of these changes, in AC 2022-2023, the target was not met.

Decision or Recommendation:

In AC 2022-2023, the target was not met.

Based on information gathered from the analysis of the AC 2022-2023 data, Admissions is expecting the following changes in AC 2023-2024 to improve the department workflow process and increase the number of students admitted. In AC 2022-2023, the university expected to return to its normal state. In AC 2023-2024, we will work with Information Technology and Institutional Research to continue to resolve all issues, operate in our normal state with updated admission standards, and develop an online survey for all

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applicants.

Measure 1.3

Students will report satisfaction with the quality of service provided by the Office of Admissions. Target is 90% will respond they were satisfied with the quality of service provided.

Finding: Target was not met.

Analysis:

In AC 2021-2022, the target was not met. For AC 2021-2022, there were policy changes as well as departmental changes, therefore, we did not survey our students.

As a result of these changes, in AC 2022-2023, the target was not met.

Decision or Recommendation:

In AC 2022-2023, the target was not met.

Based on information gathered from the analysis of the AC 2022-2023 data, Admissions is expecting the following changes in AC 2023-2024 to continuously improve the department workflow process and increase the number of students admitted. In AC 2022-2023, the university expected to return to its normal state. In AC 2023-2024, we will work with Information Technology and Institutional Research to resolve all issues, operate in our normal state with updated admission standards, and develop an online survey for all applicants.

SO 2.1 Decrease the processing time of applications to admit students more efficiently, thereby increasing university enrollment and staff efficiency.

Measure 2.1

Increase the number of freshmen students by 5% per semester.

Finding: Fall target was not met. Spring target was met.

Analysis:

	New Freshmen	% Increase or Decrease
Spring 2023	58 (census)	12% increase
Spring 2022	52 (census)	
Fall 2022	1032 (census)	18% decrease
Fall 2021	1260 (census)	

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In AC 2021-2022, the target was not met. In AC 2021-2022, the enrollment for new freshmen decreased for the Fall and Spring. New freshmen enrollment decreased by 226 students from Fall 2020 to Fall 2021 and decreased by 61 students from Spring 2021 to Spring 2022. The target of 5% increase in the number of freshmen students was not met for Fall 2021 and Spring 2022.

In AC 2022-2023, the enrollment for new freshmen decreased for Fall and increased for Spring. New freshmen enrollment decreased by 228 students from Fall 2021 to Fall 2022. The target of 5% increase in the number of freshmen students was not met for Fall 2022. New freshmen enrollment increased by 6 students from Spring 2022 to Spring 2023. The target of 5% increase in the number of freshmen students was met for Spring 2023. For AC 2021-2022, Admissions adjusted their workflow process by creating new reports as needed, conducting a refresher training, setting goals, and working within a set time frame. All paperwork was processed within admissions guidelines. Emails and messages were returned within two to five business days. A back up schedule with the assistance of student workers were implemented so that the phones would be answered in a timely manner and the front desk covered to ensure that all visitors receive assistance. Freshmen Connection lists were generated earlier in the semester so that the students could be contacted for missing information to turn in sooner. Applications were reviewed, corrections made sooner, and missing documentation requested with the assistance of the Recruiting Department. Acceptance letters were also generated daily.

Based on information gathered from the analysis of the AC 2021-2022 data, Admissions implemented the following changes in AC 2021-2022 to create an effective workflow and increase the number of applicants. In AC 2022-2023, Admissions alongside Recruiting implemented a new software program called Ellucian CRM Recruit, made departmental changes, as well as admission policy and procedure changes that consumed a large amount of the department's time, therefore, this learning outcome was not measured. Admissions' director is still gaining knowledge of her role and tasks while making all necessary changes within the department. The Admissions department is still adjusting to processing applications through a new system, Ellucians CRM Recruit, while resolving technical issues and implementing new methods for a quicker admission turnaround, therefore, this survey did not go out to students.

As a result of these changes, in AC 2022-2023, the target for Fall was not met; however, the target for Spring was met.

Decision or Recommendation:

In AC 2022-2023, the target was not met.

In AC 2022-2023, failure to meet our goal of 5% increase in new freshmen enrollment for Fall 2022 mimics AC 2021-2022, it is the constant fear instilled within our new freshmen while attending high school at the beginning of the COVID-19 pandemic, the uncertainty

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of whether he/she would succeed due to almost two years of an altered high school education, and low ACT/SAT test scores.

Analysis of this metric overtime leads us to question the validity of the metric as a standalone metric for improved staff efficiency and the reassurance of students that all necessary precautions are being taken daily.

Based on information gathered from the analysis of the AC 2022-2023 data, Admissions will implement the following changes in AC 2023-2024. Admissions will continue to process applications within our specified guidelines, update staff on new policies and procedures while providing training as needed, push all applications, work with Information Technology on an effective workflow process in Ellucian CRM Recruit, develop a simple and easy survey for all applicants, and notify students with verified errors on their applications to reapply.

Upon resolution of all major issues, we will work with Information Technology to develop a survey that will be sent to new applicants for the current fiscal year. This new survey will include the timeliness of our responses.

Our goal will remain as is to increase the number of freshmen admits by 5% each semester and to decrease processing time. The Admissions Satisfaction Survey will give applicants an opportunity to report their experiences with admission immediately after their submission. We hope that this will be beneficial in assuring the department that our process and methods taken are successful and increase the number of applicants as well as surveys submitted. Admissions will continue to notify applicants of their acceptance upon receipt of all necessary documentation within three business days.

Measure 2.2

Increase the number of transfer students by 2% per semester.

Finding: Fall and Spring target was not met.

Analysis:

	New Transfer	% Increase or Decrease
Spring 2023	238 (census)	7% decrease
Spring 2022	257 (census)	
Fall 2022	432 (census)	4% decrease
Fall 2021	452 (census)	

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In AC 2021-2022, the target was not met. In AC 2021-2022, new transfer enrollment decreased by 97 students from Fall 2020 to Fall 2021 and decreased by 46 students from Spring 2021 to Spring 2022. The target of 2% increase in the number of transfer students was not met for both semesters with a significant decrease during Fall 2021 and Spring 2022.

In AC 2022-2023, new transfer enrollment decreased by 20 students from Fall 2021 to Fall 2022 and decreased by 19 students from Spring 2022 to Spring 2023. The target of 2% increase in the number of transfer students was not met for Fall and Spring. For AC 2021-2022, Admissions adjusted their workflow process by creating new reports as needed, conducting a refresher training, setting goals, and working within a set time frame. All paperwork was processed within admissions guidelines. All paperwork was processed within admissions guidelines. Emails and messages were returned within two to five business days. A back up schedule with the assistance of student workers were implemented so that the phones would be answered in a timely manner and the front desk covered to ensure that all visitors receive assistance. Applications were reviewed, corrections made sooner, and missing documentation requested with the assistance of the Recruiting Department. Acceptance letters were also generated daily.

Based on information gathered from the analysis of the AC 2021-2022 data, Admissions implemented the following changes in AC 2021-2022 to create an effective workflow and increase the number of applicants. In AC 2022-2023, Admissions alongside Recruiting implemented a new software program called Ellucian CRM Recruit, made departmental changes, as well as admission policy and procedure changes that consumed a large amount of the department's time, therefore, this learning outcome was not measured. Admissions' director is still gaining knowledge of her role and tasks while making all necessary changes within the department. The Admissions department is adjusting to processing applications through a new system, Ellucians CRM Recruit, while resolving technical issues and implementing new methods for a quicker admission turnaround, therefore, this survey did not go out to students.

As a result of these changes, in AC 2022-2023, the target was not met.

Decision or Recommendation:

In AC 2022-2023, the target was not met.

In AC 2022-2023, failure to meet our goal of 2% increase in new transfer enrollment mimics AC 2021-2022, possibly contributing to students' academic standing during the COVID-19 pandemic while attending other universities and the uncertainty of whether he/she can succeed or will be given another chance.

Analysis of this metric overtime leads us to question the validity of the metric as standalone metric for improved staff efficiency and the reassurance of students that all necessary precautions are being taken daily.

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Based on information gathered from the analysis of the AC 2022-2023 data, Admissions will implement the following changes in AC 2023-2024. Admissions will continue to process applications within our specified guidelines, update staff on new policies and procedures while providing training as needed, push all applications, work with Information Technology on an effective workflow process in Ellucian CRM Recruit, develop a simple and easy survey for all applicants, and notify students with verified errors on their applications to reapply.

The Admissions Satisfaction Survey will give applicants an opportunity to report their experiences with admission immediately after their submission. We hope that this will be beneficial in assuring the department that our process and methods taken are successful and increase the number of applicants as well as surveys submitted. Admissions will continue to notify applicants of their acceptance upon receipt of all necessary documentation within three to five business days.

We have also implemented Ellucian CRM Recruit, worked with Information Technology to resolve majority of our technical issues, and created various reports that should allow us to admit a larger % of students quicker and focus on fewer applications submitted with errors that prevent us from processing. Survey findings will be used to enhance or revise the processes currently in place. The goal is to increase the number of transfers admits by 2% each cycle.

We will continue our set goal of:

During peak times (April-August), 75% of applications will convert to admits within 5 business days.

During all other months, 75% of applications will convert to admits within 3 business days.

Comprehensive summary of key evidence of improvements based on analysis of results:

- Admissions paperwork was processed within 1-3 business days and 3-5 business days during peak periods.
- Emails were returned within 1-3 business days.
- Phone calls were answered in a timely manner.
- Front desk was covered to make sure that all visitors were assisted.
- Admissions criteria was updated on the website.
- Admission forms were updated as needed.
- Various reports were created to assist with admitting applicants sooner.

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- Create an effective workflow with Ellucian CRM Recruit.
- New processes were developed to inform applicants of missing admission requirements.
- Acceptance letters were automated, and new programs (Full Measure and Ellucian CRM Recruit) were implemented so that applicants would be informed quicker of their admission status.

Plan of action moving forward:

Working with Information Technology and Institutional Research, we will develop a simple easy survey with no more than 3-5 questions that will be sent to new applicants for the current fiscal year.

Admissions will monitor and update the website as needed to ensure applicants have the most up-to-date information.

The Office of Admissions will include additional areas for student input from new applicants in the 2023-2024 survey. We will use this information to increase our enrollment numbers and make all necessary changes based on the input from students, applicants, faculty, and staff for the betterment of student satisfaction. The Office of Admissions is committed to applicants having a better experience with the admission process and providing access to educational opportunities to meet students' academic needs.