KENT STATE UNIVERSITY

Division of
Enrollment Management
Annual Report 2019-2020

TABLE OF CONTENTS

UNIVERSITY PRIORITIES

Priority #1:   Students First

Priority #2:   A Distinctive Kent State

Priority #3:   Global Competitiveness

Priority #4:   Regional Impact

Priority #5:   Organizational Stewardship

MESSAGE FROM OUR VICE PRESIDENT OF ENROLLMENT MANAGEMENT

Kent State Colleagues:

It is with great pleasure that I share the Annual Report for the Division of Enrollment Management for the 2019-2020 Academic Year.

It is no secret that the competitive environment in higher education has changed significantly over the past year, however, the most recent impact of COVID-19 has altered every aspect of campus life as we knew it. At home and in the workplace, our lives look different today.

While our conversation last year was around Strategic Enrollment Management, and how Kent State University must approach enrollment differently to be competitive in higher education, the new conversation includes doing so in a socially distant and safe manner.

I am proud of the creativeness and innovation of our Enrollment Management staff who have worked to find alternative methods to effectively deliver an exciting and interactive student experience as we continue our quest to advance this university by recruiting, enrolling and serving diverse and academically prepared students in support of their attainment of a Kent State degree.

Enrollment Management has had the added benefit of long-standing relationships across campus to orchestrate teamwork and shared effort to maximize the affect while developing new methods of navigation for students from pre-college programs or first inquiry through graduation and beyond.

I am honored to continue to lead the Division of Enrollment Management at Kent State University. I look forward to contributing as a part of the senior leadership team to support the academic mission of the institution during these difficult times.

Go Flashes,

Mary G. Parker, Ed.D.

VISION

To be deeply committed to transforming students' lives through access, engagement and success while working creatively and diligently to attain optimal enrollment to support the academic mission of the institution. Enrollment Management units will work with our colleagues to achieve cohesive, supportive and seamless navigation for students from the date of first inquiry through graduation and beyond. We strive to become the most innovative, strategic and visionary enrollment management team in the state and the nation.

VALUES

Respect
- We are committed to respect, inclusion and compassion with our colleagues and the people we serve.

Service
- Our service culture is demonstrated through honoring the diversity of each unique individual and situation.

Student Centered
- Our focus is on students and championing their causes.

Integrity
- We are committed to displaying a high standard of personal and professional ethics.

MISSION

Advancing Kent State University by recruiting, enrolling and serving diverse and academically prepared students in support of their attainment of a Kent State degree.

SERVICE PHILOSOPHY

In support of the University's vision, mission, values and strategic initiatives, Enrollment Management units will strive to consistently provide high quality services in support of programs that serve students. High quality service means that each member within Enrollment Management exerts every effort to:

- Provide student-centered service, where the student and their success serves as the driving force behind priorities;

- Take personal responsibility and pride for providing service that is prompt and efficient;

- Build long term student relationships by anticipating, listening to, understanding and exceeding our students' needs;

- Bring energy to everything we do so that every task is done well;

- Foster an inclusive environment to meet the needs of all members of our community and establish deep relationships across the division and the university;

- Personalize service in a thoughtful manner by collaborating to meet the students' needs, solve problems and implement effective solutions.

By doing so, we will earn and maintain the respect of students, staff and faculty to promote understanding and trust in our units and establish collaborative working relationships within Enrollment Management and the university community.

DIVISIONAL ACHIEVEMENTS

Enrollment Management is a vital part of the university's student success plan, covering the student success spectrum from recruitment to graduation. The Division is excited to share its top achievements for the 2019-20 academic year.

Admissions

- Implemented the in-state tuition discount program for out-of-state residents with a bachelor's degree from an Ohio institution.
- Implemented Holistic Review for undergraduate admissions:
    - Established procedures in order to meet student admission needs during COVID-19 Pandemic.
    - Individually reviewed student's academic and supporting credentials.
    - Consulted with University academic departments for selective admission programs.
- Expanded parent communication with the Parent Email Project to create more effective communications to be sent to the parent/guardian population.
- Launched Internal Marketing and Communications Team to improve prospective and admitted student communications.
- In an effort to become a more student-ready division, we launched and significantly grew Kent State University Admissions social media channels to keep students and parents informed about important application and confirmation messages, university updates and provided engaging content to keep Kent State top of mind.
- Launched a series of communications to keep students and families informed and engaged during COVID-19. Within this "Keep up with Kent State" campaign, we partnered with UCM to create a new one-stop landing page, created daily virtual information sessions, virtual one-on-one counselor appointments and a refreshed virtual campus tour.
- Partnered with the Division of Diversity, Equity and Inclusion and the Student Multicultural Center to create targeted URS Multicultural campaigns aimed at recruiting students of color and first-generation students. Efforts included the creation of a multicultural recruitment video, targeted email, text and social campaigns and assistance with registration of Kupita/ Transiciones and Academic STARS.
- Hosted our first event in Cleveland that brought in perspective students and families from the greater Cleveland area.

Student Financial Aid & University Scholarship Office

- Reduced the university's scholarship discount rate while increasing net tuition revenue.
- Developed and implemented a cost neutral strategy to support low-income students with tuition increase.
- Partnered with the foundation to draft the scholarship narrative for the campaign.
- Established new University Scholarships Office.
- Implemented complete online process to review Satisfactory Academic Progress appeals.
- Created an online Program of Study Form for students and advisors to complete to improve the student customer experience.
- Expanded counseling opportunities for students to learn about the Financial Aid and Scholarship process in a timely manner to make proactive decisions about financing their degrees.
- Focused on breaking down barriers for students to receive financial aid and scholarship funding so they can complete their higher education dreams of an advanced degree. We reviewed automation, process improvement and simple language to assist with reducing barriers.
- Focused on direct student counseling and providing students with helpful information throughout the financial aid and scholarship process. Increased focus was given to outreach, whether in person or through social media methods. Even during COVID-19 pandemic times, the focus remained on the student and providing timely information so they could make informed financial decisions.
- Created a Spanish language translation and recording of the Financial Aid 101 presentation to be used for prospective student recruitment.
- Provided one-on-one Spanish speaking financial aid appointments to over 35 students and families.

DIVISIONAL ACHIEVEMENTS

- Within the 19-20 year we paid over $55.5 million dollars in federal and state grants to students including 11,086 federal Pell Grants, 2,493 in the Federal Supplemental Opportunity Grant, 4,314 Ohio College Opportunity Grants, 173 TEACH Grants, and 410 PA State Grants:
  - Changed the system to only allow the federal Pell Grant to show as credit towards a student account when they are registered and have no outstanding requirements. Thus, avoiding confusion and phone calls when a student registered for class or failed to submit proper documentation by the start of the term.
- Grew participation in the Ohio Nursing Education Assistance Loan Program from 31 to 51 students through increased communications with Regional Offices and Academic Advisors, which resulted in $62,000 in funds disbursed to students in 2019-2020 academic year.
- Collaborated with Bursar's Office Final Payment Contract process for students with past due balances to improve timeliness and service to students to help positively impact student retention.
- Helped to save students from the cancellation list by creating a Teams list with the Bursars Office.
- Offered 60 hours of appointments with six financial aid staff members to provide enhanced counseling at the Ask Us Anything Event on move-in day August.
- A combined total of 123 outreach events between May 1, 2019, and April 30, 2020. These events were for a combination of 2019-2020 and 2020-2021 events.
- Developed several strategies to assist students selected for verification:
  - Created call campaigns in cooperation with regional partners, the Office of Admissions and One Stop for Student Services.
  - Provided additional counseling opportunities for students to help them navigate the process.
  - Developed an internal processing team to manage verification processing by providing additional cross training and electronic processing.
- Completed re-design of the Student Financial Aid Offer Letter to improve the simplification and understanding of the financial aid offer.
- Implemented complete online procedures to review SAP appeals, including review of appeals, and Program of Study forms. Documented procedures were set up and tested, with training to our regional campus appeal reviewers.
- Worked with colleges to optimize the strategic use of institutional and Foundation funds.

University Registrar

- Successfully transitioned the GPS team into the Registrar's Office.
- In the process of preparing for a GPS upgrade (last upgrade was August 2017):
  - will give students and advisors a more user-friendly interface.
  - allows GPS to be mobile compatible.
  - allows us to continue to use the Degree Works product as Adobe Flash is being retired at the end of 2020 and the administrative parts of the current system use that feature – to continue using GPS we must upgrade before 12/31/2020.
- Collaborated with college offices related to Spring 2020 pass/fail option:
  - Implemented a multi-step process to review and approve requests.
  - Revised the process as needed to meet university deadlines.
- COVID-19 actions:
  - Created a Pass/Fail request process using Docusign forms.
  - Applied a Term Comment to transcripts.
  - Created an EM (emergency) applied attribute to pass/fail courses.
  - Created a graduation ceremony RSVP modifications for Spring 2020 due to the switch to a virtual ceremony.
  - Graduated several hundred bachelor and associate degree nursing students and College of Podiatric Medicine students early to begin working in various health profession settings.
  - Printed, packaged, and delivered diplomas to graduating PhD students to ensure they received them in time for their virtual ceremony.

DIVISIONAL ACHIEVEMENTS

One Stop for Student Services

- Served as the University's initial front-line phone responders at the onset of the Coronavirus pandemic.
- In Response to COVID-19, One Stop transitioned from an on-campus 'front-facing' student service unit, to a fully remote student service unit within 4 days, without an interruption to serving students.
- Developed a 'first ever' series of step-by-step How-To enrollment related FlashLine navigation tutorial videos (closed caption available) for students, families, advocates and faculty/staff. The videos are housed on a How-To Video Landing page and is prominently connected from the One Stop main landing page.
- Served a total of 100,099 customers from June 1, 2019 – May 31st, 2020. (up from 95,131 students the previous year):
    - Emails: 20,889
    - Phone Calls: 60,603
    - In-Person: 15,042
    - Faxes: 3,565
- In Spring 2019, One Stop launched a Call Center for use during high volume/high traffic times. The One Stop team coordinated the recruitment, hiring and training of 15 student assistants and 50+ staff from across the Enrollment Management Division and other campus partners.
- In Summer (June) 2020, the One Stop coordinated the 'first ever' fully online/virtual staff training for 60+ volunteers across campus.
- The Unit leads the Removing Barrier Team. As an initiative of the Retention Task Force, the Removing Enrollment Barriers Team (RBT) was formed in the spring of 2020 to address specific complex intersecting enrollment issues on a student-by-student basis.

DIVISIONAL ACHIEVEMENTS

Enrollment Management Operations & Administration

- Student Services Event for New Students (Fall in a Flash)
    - Partnered with University College and the Division of Student Affairs to coordinate a one day, in-person student services event for new students and their families on freshmen move in day. This was a highly collaborative event that tied directly into Kent's annual KSU Kickoff. The services accommodated over 300 students and their families with in-person services related to scholarships, student loans, billing payment information, class registration, veteran benefits, student accessibility services and transfer of credits, to name of few.
- Implementation of Federal Regulations for Professional Licensure
    - Coordinating a cross-functional, cross-divisional team to implement new federal regulations on professional licensure disclosure requirements. These new regulations require Kent State to create new processes around the ongoing collection, dissemination and communication to prospective and current students for academic programs that meet professional licensure requirements in every state within the United States.
- Curriculum Recoding Project
    - Coordinating a cross-functional team to investigate a complete recoding of curriculum in Kent State's ERP system, Banner. Working collaboratively with Curriculum Services and other key functional areas to create a project implementation plan that outlines several recommendations for recoding academic programs to better align and support current operational and organizational structures.
- Ascendium Grant
    - Kent State this summer was awarded a $1million grant, along with Lorain CCC, Eastern Gateway CC, and Columbus State CC to help create a model of transfer pathways. This is to include pathways and surrounding student success experiences to aid in transfer student transition.
    - Served as a member of the PI Ascendium grant team with primary responsibility to help identify and create academic pathways.
    - Have worked to develop 10 different pathways for the coming year amongst the 3 institutions. Collaborated with faculty to identify programs, articulate courses, and create 4-year plans for the student.
    - Developing training sessions and exploring other marketing and surround support services to help make the transition more meaningful.
- Pass-Fail Policy
    - Worked on a cross-divisional team to craft and create a website of FAQs for the Covid-19 Spring 2020 Pass/Fail policy. In a matter of a couple of weeks we had the procedures, deadlines, policy, and extensive FAQs for students, faculty, and advisors created. We continued to refine the FAQs as questions came in. This policy was the embodiment of Students First- it broke with longstanding policies of how we view Pass/Fail, which was a challenge for many to accept, but seeing the effect of a quick transition to remote learning along with the stress of having to live in a pandemic, many realized how necessary it was for our students to succeed in such difficult circumstances.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Admissions

Graduate Admissions
- Over 2,000 applications were received during the two free application weeks held in September and January.
- Registration for the second annual Fall Networking Social, held the Friday of Homecoming weekend, exceeded 500 participants with over 250 people attending. Campus tours and meetings with academic programs were held in conjunction with the recruiting event.
- Over 660 prospective students attended or viewed the webinar Crafting a Remarkable Graduate School Application.
- The chatbot launched on March 24, 2020 and has seen nearly 200 prospective students.
- Integrated Everspring fully online degree programs and Sixth City inquiry forms with CollegeNET and coordinated communication flows.

Undergraduate Admissions Processing & Credit Transfer Office
- 21,025 transcripts reviewed and entered during 2019-20 academic year.
- Reduced Incomplete Freshman Application Rate by 3%.
- Elimination of paper processing:
    - New procedures developed to scan all paper documents to an electronic format for processing.
- Cross Training and Process Review:
    - Processing team spent 8 weeks cross training on all application procedures in order to provide students with uninterrupted service.
    - Procedures were reviewed and streamlined to increase efficiency and accuracy.
- Created a Virtual Packet for advising/faculty to encourage transfer-friendly environment/training on campus.
- CTAG electronic credit implementation in conjunction with State of Ohio/ODHE (to replace paper form process).
- Transfer rule accuracy – rule error report cleaned for ALL inactive courses, and new weekly process to monitor TAG/OTM updates from ODHE that have been approved.
- Summary of our Transfer Articulation Database (compared to 8/13/2019 report):
    - Source Institutions 4,427 (4,369 with courses) up from 4322.
    - Total TA course records 709,671 (unique source courses 456,378, Unique Rules 691,578) up from 691,120.
    - Xcourse Rules: 558,091 up from 536,775.
    - Equivalent Rules: 133,487 up from 135,295.
    - Course rules sent to Transferology 328,594 up from 316,353.
- General stats from June 2019-2020: (compared to 2018).
    - Overall courses added: 111,097   (112,350).
    - Overall students updated: 9,726   (9,159).
    - Overall transcripts/credit types entered: 12,948   (12,403).
    - Peak time: July (August).

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Recruitment

- 2,461 Scheduled recruitment events/appts. – see breakdown below.
- 23,109 Recruitment events/appts. attendees – see breakdown below.
- 21,783 Total campus visitors - students and guests (on-campus programs March 11 and forward canceled due to COVID-19 replaced with virtual visits and FBL).
- 13,648,752 Emails sent through TargetX email broadcasts in Salesforce to all populations resulting in 3,062,048 Views and 436,000 interactions – an increase of 679% over last year.
- 52,000 Views on 28 Facebook Live Events.
- 763 Summer/Fall 2020 inquiries registered for the new Future Flashes program; 287 (38 percent) are confirmed.

Freshman Recruitment Team
- 15,900 Direct calls made to students by professional staff through Salesforce Telecenter.
- 10,400 Personal hand-written notecards were sent to students by professional staff.
- 30,100 Incoming phone call were answered by a staff member.

Transfer Recruitment Team
- Developed and implemented virtual information sessions and virtual academic advising appointments.
- Developed and implemented automated transfer communication plan.
- Increased approved transfer pathways by 48 percent (new pathways for Belmont College, Columbus State, Sinclair Community College and Clark State).
- Updated transfer pathways for Cuyahoga Community College.
- Graduated 14 degree-completion students fall 2019.

Strategic Communications & Marketing

- Overhauled all Admissions Office print publications and mailers. This included partnering with UCM to create a brand new viewbook and acceptance letter welcome kit, both of which won Addy Awards in February. This also included a redesign of nearly all postcards, trifolds and campus visitor pieces.
- Refreshed all territory manager travel materials including travel book, pull-up banners, one-page fact sheets, Flash cutouts and presentation materials.
- Internally executed 25 targeted digital ad campaigns to promote application generation, confirmation, transfer lead generation, college partner activities and event registrations.
- Completed 28 Facebook Live virtual information sessions to meet the needs of our students and parents during COVID-19. These sessions featured college partners, divisions and departments around the university, as well as critical next steps information sessions. These interactive sessions have been viewed more than 52,000 times.
- Partnered with colleges, divisions and departments around the university to create and send targeted email campaigns, including college-specific communications focusing on student storytelling, value proposition and outcomes.
- We have increased these critical communications via email and text campaigns in the following areas:
    - DKS Communications by 54%.
    - Housing Communications by 25%.
    - Honors College Communications by 30%.
- Upgraded email communications by switching to the new TargetX Campaign Builder, providing a more modern and branded look for our email communications.
- Increased admitted student enrollment surveying by 50% to give us deeper insights and comprehensive data to use toward recruitment goals.
- Redesigned all event presentations including the daily campus tour and prospective and admitted student visit days.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Events & Campus Tours
- Executed 36 on- and off-campus major recruitment and visitation events.
- New events included:
    - An Evening with Kent State: Pittsburgh, Cincinnati and Columbus.
    - Fall School Counselor Luncheon.
    - Frisco Bowl Tailgate Events for school counselors and prospective students.
    - KSU in the CLE for school counselors and prospective student.
- Executed major changes for Future Flash Days (on-campus yield programs).
    - Name change to incorporate "Future Flash" campaign and brand recognition.
    - Blue and Gold Commitment – special recognition for committing to Kent State (bell ringing, celebrations, photo opportunities, special gifts, and signing experience).
    - Increased Financial Aid counselor availability.
- Executed major changes for Campus Tour Program
    - Created a campus tour guide leadership position called Senior Tour Guide allowing outstanding student staff to be recognized with additional responsibilities that include assisting in training, guest check in, group assignments, and other duties.
    - Designed and conducted mandatory customer service training and created a Tour Guide mission statement.

RECRUITMENT EVENTS/APPOINTMENT	ATTENDEES
Application Generation Visits	376
Campus Tours	7,867
College Fairs	3,599
Golden Flash Day Events	1,959
Group Tours	1,238
High School Counselor Events	3,236
High School Visits	612
High School Visits (Drop-off)	20
Instagram Live (Ask Me Anything)	N/A
Office Visits	460
Open Houses (Preview KSU!, Honors)	2,685
Receptions	569
Transfer Advising Visits	88
Virtual Appointments	333
Virtual Information Sessions	67

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Admissions Operations & Systems
- Created new Application Landing/Splash page for all Undergraduate applicants to present key application information and tips before entering the online application system.
- Made nearly 200 curricular updates to support additions, removals, suspensions or admission requirement changes of Collegenet graduate programs based on EPC/Graduate Studies documentation.
- Developed new graduate processes to support all admissions functions when applying to the Licensure or Endorsement Non-Degree programs in Collegenet.
- Continued to update Standard Operating Procedures documents and training materials for key process and system use changes. Started moving some key CRM training procedures to video format so could be accessible while in remote work environment.
- Completed the annual security review of select student Banner forms and user permissions for Plante Moran/KSU Internal Audit.
- Audited users and their assigned permissions in Collegenet; worked with IT and security administrators to inactivate or adjust as needed.
- Implemented security changes and document level security updates for key security groups and document types in B-S-ADMN (Application Xtender).
- Created multiple dashboards for AOS staff to track daily data issues and file upload discrepancies and for admissions staff to track records as they move within the funnel and for their assigned tasks.
- Created multiple reports to aid recruitment, event and communications functions.

Pre-College Programs
- Organized and co-facilitated with ODHE staff a CTAG workshop for Kent State faculty in January 2020.
- Successfully moved on campus Orientation, Advising and Registration program to an online format.
- Successfully presented a Facebook Live session in April 2020.
- Data Driven Results for the Kent Campus:
  - 38.3% increase in Summer CCP applications with 37.7% increase in Summer admits.
  - 17.3% increase in Fall CCP applications with 4.7% increase in admits as of 5/29/2020.
  - 27.2% (129/475) of Kent Campus CCP students achieved President's List, Dean's List, or Part Time Dean's List in Spring 2020.
  - 7.2% (36/498) of Kent Campus CCP students achieved President's List or Dean's List in Fall 2020.
  - 25.5% (100/397) of Kent Campus CCP students achieved President's List, Dean's List, or Part Time Dean's List in Spring 2019.
  - 10.8% (46/424) of Kent Campus CCP students achieved President's List or Dean's List in Fall 2018.
- Facilitated application of 186 new regional Tech Prep/CTE programs to the Ohio Department of Education.
- Created 93 new articulation agreements for Kent State University.
- Created new partnerships: a) with business and industry for student internships, b) with school districts and charter schools to open new Tech Prep/CTE programs in fall 2020, c) new program pathway – cybersecurity.
- Created new regional website.
- Assisted four school districts with Perkins V State Assessment Plans.
- Worked with state legislators to get a draft change of the legislative language in the Ohio Tech Prep line item.
- Provided numerous workshops and professional development for the NEO region, including hosting regional Equity Labs and year 3 & 4 Program Reviews for ODE.
- Created nine new agreements with Adult Education programs.
- Delivered technical assistance on career pathways, articulation agreements, CTAGs, etc. to districts and post-secondary partners.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Student Financial Aid & University Scholarship Office

Grants
- Working closely with the Office of Global Education we established the first financial aid counselor in KSU Advising for study abroad financial aid appointments. Which resulted in 4x as many scheduled financial aid appointments between fall 18 and fall 19.
- Provided over thirty study abroad financial aid outreaches to departments, offices, and classrooms across Kent and Regional campuses.
- Updated all communication seen by students involving federal and state grants in self-service Banner and through the Kent State webpage.
- Updated processing to go virtual by creating fillable PDFs that do not need to be printed.
- Updated the TEACH Grant Exit Counseling process to lessen the number of printed materials that are mailed to students.
- The number of students participating in financial aid Ad Hoc Consortium Agreements between spring 2018 to spring 2019 increased by 49%.
- Sponsored a financial aid guidance counselor workshop in collaboration with OASFAA for high school guidance counselors.
- Made system updates to support a student first approach:
    - Upgraded the federal TEACH Grant process to include a revamp of the logic behind awarding students and updating our system to make it easier for students to complete Department of Education requirements. Changes were made to the awarding structure of students to prevent the awarding of the TEACH Grant to those who cannot meet the teacher service obligation, who have the grant turned into a loan.

Loans
- When bills were delayed Summer 2019 due to the State of Ohio, able to meet the compressed awarding time for private loans.
- In 2019 - 1535 Private Loan applications were awarded and certified during that same time frame. Delivered a 10-day app received to certification completed turnaround.
- Removed NSLDS barriers for students to receive Pell grant funds with two process improvements:
    - Reviewing students with Less than Half Time enrollment.
    - Allowing medically discharged students to be awarded Pell without requiring a loan review.
    - Both improvements eliminated the need for a One Stop referral and reduced student frustration with the process.
- Conducted data analysis, modified the NSLDS process with holds and started performing student loan reviews earlier. We began reviewing Summer enrolled students in January instead of March.
    - This has had a downstream impact of fewer calls to the One Stop and fewer referrals of students waiting for a loan review so they can be awarded aid.
    - Because of the early start on Summer, we are working Fall students the same week as the requirement is added as of May 31st.
- Reaffirmation – NSLDS Overaward controls – Created a tracker and report that identifies overawards for students with the loan limit control removed. Now track if the error is KSU or external institution based. If internal, we correct the account and avoid needing a reaffirmation next year.
- Assigned remote work to students during the COVID-19 transition. Examples include, researching other college web pages, Social media campaigns, and researching NASFAA and IFAP financial aid policies.
- Revised the Student Employee Handbook and updated all Student Employee procedures.
- Private loan processing - Cut the Received to Certified average number of days from 18.2 in 2018 peak to 9.8 in 2019.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Packaging/One Stop/Outreach/Verification

- Based on guidance from the U.S. Department of Education all terminology and references to "Financial Aid Award(s)" were changed to "Financial Aid Offer(s)" on websites, publications, FlashLine, letters and emails.
- Provided 1900 hours (equivalent of 4.32 full-time) of staff support to the One Stop for Student Services from June 1. 2019 to August 31, 2019 during high call volume periods to assist with customer service phone support, help line and expert call center assistance.
- Facebook Live Events: Next Steps 4/29/2020 & Ask Us Anything 5/27/2020.
- Provided Virtual Financial Aid events twice a week in April –June.
  - April – 4 total.
  - May – 8 total.
  - June – 10 total.
- Virtual Financial Aid Meetings offered for 50 hours per week from April through July 2.
- IT Project on Enrollment Plans.
- The Packaging area and Systems area worked together on implementing a LEAN project that the Student Financial Aid Office completed in 2018-2019. This project enhanced the Enrollment Plan process already in place for returning students. The team worked with IT to make the Enrollment Plan questions more dynamic and user-friendly for our Kent State students. This has helped reduce the number of students submitting the Enrollment Plan Change DocuSign form with the same answers from an average of 26% to an average of 13%.
- Continued collaboration efforts with One Stop for Student Services and Regional Campus partners to provide annual and monthly topical training on financial aid topics throughout the year to enhance staff professional development and knowledge.
- Conducted semester campus visits with Regional Campus partners to provide training and support and to provide feedback opportunity and improvement suggestions.
- Provided One Stop with oversight review and input of Destination Kent State training videos for students and families.
- Moved Verification and Professional Judgment processing to entirely online process.
- Created new processing to manage One Stop mail processing electronically.
  - Total number of Financial Aid document entries on SharePoint from March 16, 2020 – June 11, 2020: 4406 entries.
- The Student Financial Aid Office printed, collated and delivered student documents to be distributed at Destination Kent State (DKS) and Transfer Kent State (TKS) events in the summer and fall of 2019.
  - Total DKS documents: 4,356.
  - Total TKS documents: 359.
- Created Coronavirus financial aid resource page for students and families and sent FlashLine announcement to students with resources and information.
- Provided expanded individual counseling sessions at Admissions recruitment events at Future Flash Days and Transfer In A Flash.
  - 104 appointments held at six Future Flash Day events prior to pandemic which switched counseling to online.
- Implemented office re-design and organizational structure in Student Financial Aid and Scholarship Departments to enhance staff strengths and talents and improve student experience. The restructuring plan helped highlight areas of change needed in processing and policies.
- Made process improvements with loan processing related to FlashLine Self Service Banner messages and requirements to improve customer service to students.
- Successfully managed the software installation and technology training to prepare staff to work in a remote setting and organized technology distribution within days to provide seamless service to students, families and stakeholder partners on campus.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Appeals

- Designed updated student specific data and language Satisfactory Academic Progress Citation letter for the 2019-2020 academic year, while still using regulatory language.
- In July 2019, 425 students were sent an email alerting them to the Maximum Time Frame limits within the SAP standards. Reminder communication is sent throughout the year in the middle of each semesters reminding students on financial aid probation what their academic plan is that they must meet in order to be approved for future semesters.
- Satisfactory Academic Progress Statistics:
  - 3,900-5,200 inquiries responded to in a year.
  - For the 2019-2020 academic year, 2,558 students were cited for not meeting the Satisfactory Academic Progress standards. By year's end, there were 1,267 appeals approved and 291 appeals denied throughout the eight campuses.
  - The number of Program of Study forms (a special form required for post undergraduate students) approved was 761 and the number that were denied was 30.
  - The number of class reviews completed was 479. These include combined students, students that were undeclared and students now in a graduate program.
- Complete overhaul of applications to better align with verification and ensure federal compliance. The new applications gather all necessary information regarding tax data and more clearly define documents required. Their alignment with the verification worksheet allows for easier processing. When a student is denied special circumstances, we must select them for verification. The new format of the application allows us to use the special circumstance application as the verification worksheet, simplifying the process for the student.
- The special circumstances application process was moved to electronic processing. The process was organized to allow for document imaging on the front end which will make documents available to view by all staff throughout the process. This will allow One Stop and regional campus staff to better assist students with questions about their applications.
- Due to the impact of the coronavirus pandemic on students and families, the application process was initiated early for the upcoming year to best serve students impacted by COVID-19.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

University Scholarships Office
- Created additional scholarship outreach activities.
- Assisted and supported staff in planning and implementing a scholarship search workshop for students.
- Developed scholarship alert to students reaching end of eligibility.
- Met with student advisory group to learn what students want/expect of a University Scholarships Office.
- Updated Scholarship Search Workshop presentation and presented to students.
- Created new scholarship publications.
- Created College Liaison/SFA Working group.
- Completed trainings for Drupal 8 (for web updates).
- Worked closely with the Akron Urban League, Portage County NAACP, Akron NAACP and Harold K. Stubbs scholarship committees in selecting and awarding scholarship recipients.
- Worked with various area high schools in the selection, and awarding of scholarship recipients: Hudson HS, Charles F. Brush HS, Euclid HS, Tallmadge HS, and Claymont HS.
- Developed a comprehensive scholarship communication plan through System solutions.
- Created the Scholarship Microsoft TEAMS group.
- Earned LEAN Trainer Certification.
- Provided Scholarship Administrator Training, both one-on-one, and in a group setting.
- Provided support in setting up scholarships, processing scholarship payment requests in the Scholarship Payment Authorization Workflow process, and the Student Online Donor Acknowledgement (SODA).
- Updated the comprehensive training program for Scholarship Administrators.
- Maintained processing of SODA forms, Scholarship Apps, External Scholarships awarding/reconciliation/check returns, SPAF awarding, Scholarship Search update/edits and Scholarship Mailings.
- Total 2019-2020 Student Online Donor Acknowledgements processed: 2,118.
- Total Scholarship Appeals Processed: 460.
- University Fee Waivers Processed: 1,740.

Systems
- Communication Updates:
    - Enhanced Letters and e-mail communications.
- Enhanced production calendar and scheduling frequency of financial aid processes.
- DocuSign:
    - Student Financial Aid Office increased the number of electronic forms by 16 new forms to streamline processing and improve student customer experience.
- 2019-2020 Academic year implementation.
- Total number of active DocuSign forms for the Student Financial Aid Office is 34. This includes 9 separate Satisfactory Academic Appeal Forms for each campus.
- Web design and updates.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

University Registrar

Graduation Planning System (GPS)
- Implemented 12 new graduate level programs into GPS.
- Preparing 21 new graduate level programs in GPS where we are working with the departments to get them usable
- Adjusted the GPS extract so College Credit Plus students will be pulled in nightly to GPS system.
- Updated GPS scribe coding to accommodate changes with Pass/Fail courses and allow them to apply properly due to COVID-19.

Graduation Services
- Assisted University Ceremonies with obtaining diplomas, supplies and information to mail graduation package to Spring 2020 graduates.
- Graduated CPM, BSN, and AAS-NRST students early.
- Printed, packaged, and mailed CPM diplomas express delivery in order to get them to students prior to their May 1, 2020 graduation.
- Printed, packaged, and mailed PhD diplomas express delivery in order to get them to students prior to their May 9, 2020 graduation.

Registration Services/Enrollment Services
- Updated student release of information DocuSign form to assist students with making a request for enrollment verification required for the unemployment applications and other forms of verification due to COVID-19.
- Provided customized enrollment verification letters in response to special 3rd party requests that were needed by students who could not submit a standard form of verification.
- Coordinated a more streamlined process for fulfilling requests (letters, forms, hardcopy records) that could not be done remotely or were received via FAX.
- Updated military call-up information on the Registrar's Office website to satisfy needs of the military population. This simplified the process, and improved communication between military students, Registrar's Office and Center for Adults and Veteran Services Office.
- Implemented temporary changes to the request for resident classification application submission and review that would assist students during COVID-19 and allow for continuation of the process, without unnecessary interruption or additional hardship on students.
- Made significant progress moving to an entirely comprehensive electronic transcript request system for student and third-party requests requested through Parchment e-transcripts. In situations where paper transcripts were required, we successfully coordinated and fulfilled requests with minimal staff coming into the office, and with minimal processing delays.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

- EOT processing run multiple times.
    - Early clearance of BSN students to allow them to get into the field sooner.
    - Early clearance of AAS-NRST students to allow them to get into the field sooner.
    - Late grades processing after term ended to adjust for pass/fail grading requests.
- The Registrar's Office has been extremely responsive to the needs of the university community as a result of the university's closure due to the COVID-19 Pandemic. We have made several modifications, allowances, staffing adjustments and procedural changes to support student success and maintain viable operations. Some initiatives in response to the COVID-19 situation include:
    - Withdraw deadline changes.
        - Testing.
        - DocuSign.
        - Updates in Banner to tables and courses.
    - Data Provided:
        - Provided several email lists to UCM.
        - Pre-requisite checking (assisted Curriculum in finding courses that needed to be updated; provided reports).
        - Pass/fail data to advising units.
    - Website Updates:
        - Removed regular pass/fail forms.
        - Updated information regarding pass/fail.
        - Updated information with numerous deadline changes.
        - Updated information regarding withdraws.
        - Created COVID/Coronavirus Resources and Forms page.

Processing and Fulfillment Data
- Degrees conferred (Summer 2019-Spring 2020) - 9,489.
- Grade Changes - 19,272 (this number is significantly higher because of pass/fail processing, typical is 5,000-6,000/year).
- Pass/Fail Requests for Spring 2020 - 10,330.
- Transcript requests (July 2019-June 2020 to date) – 46,965.
- Maintenance updates to Academic Programs – 35,830.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

Registrar Systems

- Fall 2019 and Spring 2020 RSVP Changes – Updated text for University Ceremonies to:
    - Make communication clearer for students.
    - Allow University Ceremonies the flexibility to modify text when needed.
- Changes to SWPRHDR Banner job to account for late registration.
    - We were previously removing header records when student had a pending late registration request. This removal negatively impacted the student because the instructor was not able to approve the late registration request without a header record. We adjusted the SWPRHDR to see if the student had a late registration request and if so, not remove the header record, allowing the instructor to approve the late registration request and the student to be enrolled in the course with less roadblocks.
- Blackboard testing for future upgrade to LMS.
    - Helped ensure students were pulled into Blackboard successfully so that they were able to access their courses, decreasing confusion and frustration for both students and instructors.
- Manage My Program enhancements/fixes.
    - Allowed for ease of processing in Registrar's Office.
    - Provided better routing for the college/campus/department approvers.
    - Fixed general issues that were making the application difficult for all users.
    - Overall allow students to have their change of program processed in a timely manner so they can see the information necessary in GPS and register appropriately for courses.
- SWPINHN job changes and Latin Honors SSB changes for the 2019 academic catalog.
    - Allows students and advisors to see accurate information regarding Latin Honors.
    - Calculated the transfer GPA and modified the logic to be compliant with new Latin Honors policy.
    - Allows students to view the accolades they have earned.
- Transcript Request page changes made in SSB so additional information can be gathered regarding students leaving the institution to support retention efforts employed by advisors and retention task force.
- Personalized Grading Confirmation emails to faculty – we are now sending personalized emails to instructors when they save/submit a change on their final grading roster in SSB to assist them in meeting grading deadlines.
- Personalized Missing Grades emails – we are now sending personalized emails to faculty at the end of each term informing them of any outstanding grades and to minimize any negative implications for students who do not receive a final grade.
- Banner Upgrade Testing for December 2019 upgrade.
- Adjustments were made to the FERPA release/revocation form in SSB.
- Incomplete Mark contract changes.
    - Fixed general issues that were making the application difficult for all users.
    - Overall allow students to have their academic record updated in a timely manner.
- Revised several DocuSign forms to better support student needs and to clarify instructions for students
- Made many changes to information that is pulled into the ODS to provide more accurate reporting abilities to university stakeholders.
- Implemented changes to Registration PIN job/SSB PIN Maintenance Page to support Transfer Kent State
- Tested/Modified Repeat Job to support Fall 2019 catalog policy changes.
- Collaborated with Bursar, Admissions and Graduate Studies on the new Graduate Residency process that allows any graduate from an Ohio institution the option to pursue a Kent State graduate degree with in-state tuition even if they are an out-of-state student.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

One Stop for Student Services

- The One Stop updated and adapted all of the Destination Kent State and Transfer Kent State Orientation materials to an online, video format.
- The unit participated in outbound calling campaigns to assist with unsatisfied financial aid requirements and/or remaining account balances.
- The One Stop streamlined incoming fax document processing by 'going digital'. This reduced paper waste and resulted in a savings of funds related to materials. This also created efficiency and an added layer of security, by reducing the number of steps taken to get the document to the appropriate campus partner.
- Partnering with (some) regional campus partners on QLess for shared cost and consistent service across campuses.

Enrollment Management Operations & Administration

> *Enrollment Management Academic Partnerships*
> *Budget & Resource Management*
> *Enrollment Management Data & Analytics*
> *Project & Portfolio Management*

- Admissions Process Mapping:
    - Partnered with the IT Process Improvement team and facilitated 10 process mapping sessions for each undergraduate admitting unit. The team documented the existing processes associated with the undergraduate admission application process at each campus, as well as College Credit Plus and the Office of Global Education. The primary goal is to create a better overall enrollment experience for our students as well as find opportunities and efficiencies for process improvements across our admitting units.
- Target X Audit & Assessment:
    - Worked with an external consultant, Kennedy & Company to lead a KSU team through completion of a comprehensive functional and technical audit and assessment of the Admissions' Target X and Salesforce CRM. This included a two-day on-site consultation with Kennedy & Company, Kent's undergraduate admitting units and representatives from IT. The outcome was an extensive report provided by Kennedy & Company that documented an audit of our CRM usage and operations as well as recommendations on how to more effectively utilize our CRM for recruitment and admissions.
- Micro Credentials Steering Committee:
    - Leading a co-divisional steering committee to research and implement micro-credentials for Kent State University. Providing project management expertise and leadership to facilitate and implement a strategy and operational plan for developing high quality, faculty governed micro-credentials.
- Advising Pins & Communication:
    - Developed a process for and applied advising PINs for students across the 8-campus network to prevent registration before meeting with an academic advisor. Then developed and executed an email campaign throughout the semester to continually update those who had not met the requirement yet. The importance of advising pins, which we started in 2012 has been immense in helping students achieve their graduation goals in a timely fashion and reduce advising errors.
- Online DKS:
    - Worked with the DKS Orientation team to help stand up the Advising portion of DKS in an online format in the matter of several weeks. This involved creating the content for both the app and the Qualtrics survey, developing and recording a video for the Reg Prep session, creating Kent Core interactive documents, and proofing all of the pieces. I feel this gave the students the right information they needed, for the time they needed it to help them have a successful DKS advising experience.

KEY ACHIEVEMENTS BY ENROLLMENT MANAGEMENT UNITS

- Coding for New Major GPA Policy:
  - EPC Ad Hoc passed a new major, minor, certification GPS policy in Fall 2019. It was determined that we should implement it in GPS immediately so more students could take advantage of the more lenient, best-grade policy. We quickly created testing of how to execute the new rules and made updates to all of the blocks in GPS for every catalog year. This did allow for students who were previously not eligible for graduation, due to a low GPA to be able to graduate. This policy puts the effort of the student front and center and better reflects their knowledge gain. It also allows them to explore without repercussion to their major/minor/cert GPA.
- Led TES Position Search for Admissions:
  - Created new job description to accurately detail the responsibilities of the position and led a completely remote job interview and hire process. This position will help to serve the three institutions on the Ascendium grant while also supporting other transfer student initiatives. This position will have a great impact on students within the region to transfer to Kent State to complete their bachelor's degrees.
- Implemented Flash Survey for all campuses, including CPM (49% completion rate for fall 2020 semester):
  - During the spring and fall 2019 semesters, the implementation team worked together to move all student surveys of instruction online. Prior to fall 2019, only the online course had online surveys. During the fall 2019 semester, we were able to achieve a 49% completion rate.
- Hired and fully trained FlashFolio support (September 2019):
  - Justin Duchaine was hired in September 2019 as the System Support Specialist for the FlashFolio system. Since then Justin has fully learned the system, created multiple performance actions, updated the FlashFolio website and provided many training sessions to faculty.
- Implementation of Flash Mentor (WISR) system:
  - Flash Mentors is a new program being piloted by LaunchNET to connect Kent State students with professionals who can help answer questions about careers, ventures, and specific topics. Flash Mentor is open to all current students and is also looking for alumni willing to help connect students to information and opportunities. The Project and Portfolio Management team worked with the WISR vendor and the leadership of LaunchNet to successfully plan and implement the Flash Mentor system during the fall 2019 semester.
- The Enrollment Management Operations and Administration team was able to seamlessly transition to remote work without any interruption of service or support.

POINTS OF PRIDE

Representatives of Kent State University – Division of Enrollment Management at a State, Regional or National Levels:

Admissions
- The College Credit Plus Team was invited to present at the November 2019 OADEP Conference.
- Kristin Bechter began the second year of her term as the OADEP 4 Year Public Institution Representative.
- Johanna Pionke co-presented at the Archibold on CCP, the Law and You.
- Mark Ledoux, Amber Wood and Aaron Berger had conference session proposal acceptance for the national CIVSA conference.
- Amber Wood serves as on the National Association for College Admission Counseling as the Local Arrangements Committee Chair for the Cleveland National College Fair. She also site on the Ohio Association for College Admission Counseling as an Executive Board Member.
- Dawn Lipscomb was honored as part of Mothers, Mentors, Muses program.
- Aaron Berger passed comprehensive exams for his Ph.D. program.
- Sherylynn Chapman-Thomas passed mid-year formative review for her Ph.D. program.
- Michael Storay earned his Master's Degree.
- Ted McKown is President-Elect of the Ohio Transfer Council.
- Leo Lewis completed his 16th consecutive semester as a student conduct hearing officer.
- Admissions and UCM received two Siler ADDY awards during the 2020 American Advertising Awards for Direct Marketing conference for the Kent State Freshman Welcome Packet and KSU Viewbook.
- Dee Campbell served on the Admissions Academy and celebrated her 30-year anniversary at KSU.

Student Financial Aid & University Scholarship Office
- Valerie Rose served on the EPC Ad-Hoc Committee for Academic Policies.
- Pamela LaFleur was nominated for Mother's Mentors and Muses Class of 2020 and was a Wellness Ambassador.
- Sylvia Bustard served on the Tuition Refund Appeals Committee and the Retention Task Force Committee.
- Anissa Strickland served on the LEAN Scholarship Project Group, Enrollment Committee, the Student Ready - Expanding Student Employment Committee, Academic Continuity Planning Committee, the Scholarship Awarding Committee and Chaired the Financial Aid/Scholarships/College Liaison meetings.
- Marsha Kraus served on the Kent State University Veteran Steering Committee, the Parenting Student Task Force - Center for Adult and Veteran Services, LEAN Scholarship Project Group and the Scholarship Awarding Committee.
- Sheila Wilson served on the Scholarship Awarding Committee, the Student Employment Committee, LEAN Scholarship Project Group and SFA Office Events Committee.

POINTS OF PRIDE

University Registrar
- Processed over 10,300 pass/fail requests.
- Presented at OBUG in October 2019.
- Presented at the KSU Summer Advantage Program in July 2019.
- Gail Rebeta served on the Ad-Hoc Academic Continuity Committee, Academic Continuity Grades Subcommittee, Academic Continuity Grades Subcommittee, Academic Continuity Student Oriented Issues Subcommittee, Academic Continuity Course Delivery/Class Scheduling Subcommittee, Reopening Space Requirements Subcommittee, Advising Deans, Academic Advising Advisory Committee, Graduate Deans Administrative Council, Undergraduate Deans Council, Banner Leadership Team, Curriculum Recoding Project, Removing Barriers Subcommittee, Retention Taskforce, Tracking Assessment Retention Taskforce Team and the Cyber and Privacy Advisory Council.
- Lynette Johnson served on the Ad-Hoc Academic Continuity Committee, Academic Continuity Grades Subcommittee, Academic Continuity Student Oriented Issues Subcommittee, Academic Continuity Course Delivery/Class Scheduling Subcommittee, Reopening Space Requirements Subcommittee, Advising Deans, Academic Advising Advisory Committee, Graduate Deans Administrative Council, Educational Policies Committee Ad-Hoc Committee, Banner Leadership Team, Curriculum Recoding Project, and the Cyber and Privacy Advisory Council. Lynette also represented the department by presenting *Mathletics – It's a thing!,* a new repeat course evaluation for continuing athletic eligibility and *Dust to Digital: Migrating Pre-Banner Hardcopy Forms into the Digital Age* with the Kent State University IT Department.
- Kim Edge serves as Great Place Initiative Staff Subcommittee Co-Chair, on the KSU Enrollment Management Division Professional Development Advisory Committee, Mothers, Mentors, Muses Scholarship Reception Planning Committee, Bursar Appeals Committee and a mentor for the Kent State Women's Center Mentorship Program. Kim also Presented at the OACRAO Staff Development Workshop on Interpersonal Skills: *The Not So Soft Skills Vital to Successful Work Partnerships, Superior Service and an Optimal Office Culture* in July of 2019 and attended the KSU Symposium (GPI Ad-Hoc on Race) on Professional Development Panel in January 2020.
- Stavros Atsas served on the EPC Ad-Hoc committee.
- Dev Yogi served as a Student Conduct Hearing Officer.
- Melissa Anderson served as an Adult learner focus group participant and a Student Investigator for the Dean of Students.

One Stop for Student Services
- Rhonda Dahlheimer and Iris Mirelez participated in the Lean Leader Certification program. They both participated in the Private Loan lean project.
- Rhonda Dahlheimer, Jill Morrow and Iris Mirelez participated in the Lean Final Payment Contract project.
- Chelsea Ford was promoted to Counselor II, Call Center Supervisor, One Stop for Student Services.
- Tyler Hilbert was promoted to Counselor II, One Stop for Student Services.
- Iris Mirelez served as the President of the Latino Networking Caucus.
- Jameka Wilson served as the inaugural Chair of the EM Professional Development Committee.

Enrollment Management Operations & Administration
- Jennifer McDonough serves on the NEOMED Higher Learning Commission Quality Initiative Taskforce.
- Krystn Hood completed Kent State's Institute for Excellence in 2020.
- Krystn Hood earned her certificate in Institutional Research and Assessment from Kent State in May 2020.
- Michealle Gabrovsek and Joanna Liedel, along with their team, completed LEAN Practitioner Training.

UNPRECEDENTED TIMES – COVID19

Kent State University has experienced unprecedented times through great disruption, great uncertainty and great change caused by the Covid-19 pandemic. The pandemic struck during the height of the enrollment process which made the already competitive recruitment and retention process more challenging.

Kent State's Division of Enrollment Management has been aggressively working with campus partners to combat the impact of the virus on our enrollment efforts. This crisis has caused our students to grapple with the financial and psychological impacts of the virus. Students are questioning their future enrollment and wondering if they should choose to stay closer to home, go to less expensive schools, take a year off or not go to college at all.

The dissatisfaction on how the virus caused major disruptions in the student experience has led to concerns for how Covid-19 will impact the student experience. Through the uncertainty, our focus was and is our student's well-being and success.

Enrollment Management Offices worked across divisions to focus on the needs of all students, new and continuing. Our team worked on various strategies that would support recruitment and retention, especially our vulnerable populations. Many of our students and families experienced loss of wages, food insecurities, and mental health challenges.   Due to the economic fallout from the virus, Kent State's students and families endured unexpected hardships.

Due to the hardships our students were facing, The Kent State Foundation began raising money for an emergency grant to support students. In addition, the university received CARES funding from the federal government. Both funds enabled Enrollment Management and Student Affairs to take a holistic approach to meeting the needs of our students. We focused on the student's financial as well as emotional well-being.   The holistic approach was well received by our students and continued to enforce our students first values.

The disruption of the virus and our focus on students first produced an opportunity for our enrollment team to be innovative and lead differently in this time of crisis. We had to move from crisis management, to scenario planning and then future visioning in a short period of time.
- The office of Admission moved all recruitment efforts to an online format by enhancing our online platform being used for virtual campus visits and programs.
- One Stop transitioned from an on-campus 'front-facing' student service unit, to a fully remote student service unit within 4 days, without an interruption to serving students.
- The University Registrar's Office worked tirelessly with academic affairs to adjustment academic policies, course scheduling, and commencement.
- The Financial Aid and University Scholarship Office partnered with Student Affairs to award KSU Emergency Grant Funds to our students in need.

Through all the unexpected disruptions and changes caused by Covid-19, Enrollment Management stands by our commitment to our students and embodies the values represented in our Flashes Take Care of Flashes culture of care. The pandemic reaffirmed our resiliency and perseverance to forge ahead in our mission and continue working tirelessly to support our students.

FY21 DIVISIONAL GOALS

Develop a University Strategic Enrollment Plan
- Admit, enroll, retain and graduate a desirable student body that respects our mission and values, in accordance with academic policies, initiatives and campus priorities.
- Continue to assess student pre-enrollment processes that achieve a seamless transition to the university and eliminate barriers to admission.
- Coordinate with academic colleges and regional campuses to incorporate enrollment goals into a larger university strategy (leverage 8 campus system).
- Work with academic affairs and finance and administration to stabilize academic portfolio finances.
    - Evaluate and adjust the mix of academic programs to ensure long-term financial viability.

Continue with Aggressive Strategies on Retention & Reducing Time to Degree
- Continue to assess student enrollment processes that achieve a seamless transition to the university and eliminate barriers to success.
- Adaptation of our student service areas to meet the needs of our constituents.
- Develop a data strategy that will enable academic colleges to better predict course demand.
- Expand on financial aid and scholarship counseling to support retention efforts.

Elevate Kent State University Brand in the State, Regionally, Nationally & Internationally
- Extend marketing and communication plan to include all academic and regional colleges.
- Utilize outcome data to better support Kent State's Value Proposition.
- Support staff presentations at state, regional and national conferences.

Continue to Enhance a Financial Aid Optimization Strategy
- Develop a scholarship policy and awarding process that will help to leverage institutional dollars to impact enrollment.
- Continue to decrease the university discount rate and increase net tuition revenue.
- Develop and implement a new strategy with advancement and academic colleges to track and award foundation scholarships.

Utilizing Data, Technologies & Systems to Support Enrollment Efforts & Enhance Student Success
- Continue assessment of how the division utilizes technology to support and enhance student success.
- Utilize process review improvement techniques to be better help us define our technology needs to better support students.
- Implement a technology strategy to support a better overall enrollment experience for our students.
- Utilize data to holistically support students as they progress through the student lifecycle.
- Work with IT to establish appropriate data governance, data warehouse, and business intelligence tools to support data driven decisions.
- Creation of an enrollment dashboard.
- Analyze and report data in a transparent and consistent manner.
- Implement a centralized CRM solution to collaborate on recruitment and enrollment initiatives across campuses.