

**Kentucky State University
Student Success and Enrollment Management**

Report to the Board of Regents

January 25, 2013

Executive Summary

Student Success and Enrollment Management (SSEM) continues to work with the university community in an effort to enhance recruitment, retention and overall student success efforts at the University. SSEM has been organized into four main areas to support student success: (1) enrollment services, which focuses on the recruitment and admission of students based on the university's admissions standards and recruitment policies; (2) retention management and advising services, which focuses on university-wide comprehensive retention strategies and serves as the lead for the coordination of university-wide advising services; (3) student engagement and leadership development, which focuses on the engagement of students outside of the classroom and character and leadership development; and (4) university police, which seeks to foster an educational enterprise where students may study and learn, faculty may teach, and scholars may conduct research in a safe and supportive environment.

Two new Assistant Vice Presidents (AVPs) have been hired to lead two of the four areas: Ms. Jacqueline Faulkner, AVP for Retention Management and Advising Services and Dr. Jacqueline Gibson, AVP for Student Engagement and Leadership Development. The search continues for a candidate to fill the position of AVP for Enrollment Services. Currently, the Vice President is acting in the position until it is filled.

SSEM has focused on interventions based on university trend data and nationally researched best practices to enhance recruitment as well as short-term efforts which will yield long-term impact in retention and graduation rates. The full implementation of current strategies is planned for Fall 2013. Some of the efforts currently underway include:

1. A comprehensive assessment of all areas is being conducted. A review has been conducted of the Financial Aid Office and the University Police Department. Recommendations received are currently being implemented and are expected to be completed in the 2013/2014 academic year. A comprehensive assessment of all enrollment and retention services is currently underway. This assessment is expected to result in recommendations for revision of the university's admissions standards, enhanced recruitment strategies and territory

management and other enhancements to include the effective utilization of technology to improve customer service and business processes.

2. The university's advising efforts have been replaced by the Center for Academic Persistence and Success (CAPS) which is staffed with professional advisors tasked with taking a holistic approach to serving students. CAPS will track and provide service to students from admission to graduation. The plan is for CAPS to begin to provide counseling and academic support, in a case-management style, to all students.
3. Student Engagement and Leadership Development (SELD) has become engaged in the monitoring of the academic persistence of all student leaders at the university. Based on trends in student disciplinary actions and the national trends with mental health concerns, SELD is focusing on enhanced programs related to substance abuse education and mental health support.
4. Student Orientation Services have been redesigned.
5. Given the trends in Fall to Fall retention, the university is also focusing on the coupling of services to be more supportive of student success. A new committee has been created to deal with 1st and 2nd Year Experience in an effort to enhance retention among freshmen and sophomore students.
6. The University has acquired several technological upgrades to support recruitment and retention and full implementation is expected during the 2013/2014 academic year.

The report includes specific observations in student success by department and outlines the programmatic strategies that are being implemented to address them and the expected outcomes. The departmental reports also include Fall 2012 programmatic highlights by department.

Student Success and Enrollment Management

Departmental Activity Reports

ENROLLMENT SERVICES

Programmatic Priorities/Strategies to support Student Success

- The university has entered into a contract with a consultant to evaluate effective recruitment strategies. The goals of the evaluation are as follows:
 - Provide a systematic assessment of strengths, weaknesses, opportunities, and threats, along with current marketing, recruiting, and retention strategies;
 - Establish mutually agreed upon institutional admission goals and priorities;
 - Encourage innovative thinking and problem solving;
 - Create awareness of obstacles that may need to be overcome;
 - Coordinate and unify staff effort;
 - Ensure more effective use of existing resources and identify the possible need for additional resources;
 - Assign responsibility and accountability, and schedule work;
 - Facilitate control and evaluation of activities;
 - Communicate and document the strategic enrollment management plan; and
 - Provide a basis for future planning.

- The university has acquired advanced student recruitment software that provides insight into the University's prospect pool, using enrollment probability and predictive modeling to facilitate the identification of ideal prospects. The expected outcomes of this acquisition include:
 - Increased completion of admissions applications
 - Enhanced ability to reach best-fit students with the right message
 - Enhanced ability to track and analyze the performance of recruiting efforts

This software is scheduled for full implementation in the Fall 2013-2014 academic year.

Expected Outcomes of Strategies

- Defined and enhanced university admission standards and recruitment policies
- Increased student understanding and satisfaction with the Financial Aid process

- Increased admissions application to enroll rate
- Increased number of students who transfer to Kentucky State University from colleges in the Kentucky Community and Technical College System
- More effective recruitment territory management

Fall 2012 Enrollment Services Program Highlights

Office of Admissions

- The University's online application is now available and connected to the android phone app. Students may now apply to the university using their Droid or I-phone.
- Hosted Fall 2012 Open House on November 3. There were approximately 120 people in attendance.
- Hosted the HBCU Showcase on October 26 in Louisville, KY and 126 applications were collected
- To date the office has admitted 1,790 students for the Fall 2013 semester. This time last year the office had admitted a total of 413 students.

Green to Gold Program

- Over 135 students were referred to the Green to Gold program for consideration for placement
- One hundred and nine students were placed in various departments. The average student award was in the amount of \$1,800.00 and the total amount awarded was approximately \$130,800.
- Two students were referred to be placed at the Frankfort Regional Hospital and were offered jobs because of their nursing certifications

Student One Stop Shop (SOS)

- The SOS Staff worked with the Office of Admissions on the data entry of applications and transcripts. They have entered over 800 applications.
- The SOS served an estimated number of to 1700 student-contacts for the fall term.

Financial Aid Office

- Financial Aid office disbursed over \$10 million in institutional, state and federal aid to 1629 students for the 2012-13 school year. (This includes new, continuing, transfer, or graduate students).
- In October 2012, three staff members attended the KY Association of Student Financial Aid Administrator (KASFAA) Fall conference in Lexington, KY.
- The Office successfully implemented the Banner functionality to track Federal Work-Study funds, interfacing the Financial Aid module with the Payroll module.
- The FA Director attended Federal Student Aid Conference in Orlando, FL.

Office of the Registrar

- Coordinated registration for spring 2013 semester; 1,800 students registered
- Produced 1,221 transcripts

RETENTION MANAGEMENT AND ADVISING SERVICES

Student Success

Research of freshman year programs reveals successful programs have the following elements in common:

1. **In-depth involvement** in the entire process by Academic Support Divisions including Student Affairs, Academic Affairs, the Office of Admissions, and the Office of the Registrar.
2. The most **successful first-year** programs start the process before classes officially begin.
3. The **early involvement** of students as active members in a learning community.
4. An intimate and an active **advising process** throughout the freshman year.
5. **Learning support** and other provisions of academic services that **reinforce and support** the courses in which the students are enrolled.
6. **Encouraging** participation in co-curricular activities that bond the student to the institution.
7. A conscientious effort to deliver a **strong message of success**.

Programmatic Priorities/Strategies for Student Success

- The university has initiated the acquisition of Course Signals software from Elucian to integrate into its Banner system. Course Signals is an innovative early intervention that warns students who are at risk of underperforming in a course. An intuitive stoplight tells students if they are performing well, holding steady, or underperforming in a course, and prompts at-risk students to take action. Using Course Signals, faculty can also intervene more easily with suggestions on actions students may take to improve their grades.
- Development of a comprehensive plan to communicate with students throughout the semester regarding academic performance
- Acquisition of Elucian Software Suite to promote retention, degree completion, and student success

- Revision of campus-wide student withdrawal policy to require consultation with an advisor before a withdrawal is finalized
- Creation of a campus-wide academic advising team to streamline academic advising
- Implementation of an early alert program
- Redesign of New Student Orientation

Expected Outcomes of Strategies

- Improve Fall to Fall Retention rates by 3% per year
- Decrease the Number of Students with Academic Actions (Probation, Suspension, Dismissal) by 3% per year
- Promote 6 Year Degree Completion of New Cohorts and Monitor Progress Checkpoints
- Promote increased student utilization of academic support offices that contribute to student success

Fall 2012 Retention Management and Advising Services Program Highlights

- *Development of the Center for Academic Persistence & Success (CAPS)* – The traditional academic advising office that was previously charged with advising all undecided majors was transformed into CAPS, with professional staff who take a holistic approach to serving students and that will track and provide service to students from admission to graduation. In addition to advising, the plan is to begin to provide counseling and academic support, in a case-management style, to all students. CAPS Staff held 1,125 individual advising/counseling sessions during Fall 2012.
- *Spring Pre-Registration Campaign to Impact Persistence* - To assist the spring preregistration efforts, staff within CAPS rigorously engaged in a calling campaign to assist students in eliminating any barriers to enrollment. Through this effort, over 75 percent of students that were enrolled in Fall 2012 completed pre-registration for Spring 2013.
- *Policy Revision for Students on Academic Probation* – The University has undergone a policy revision that governs students on Academic Probation, to include required academic support services and intrusive counseling, during a student's probationary status. Under the previous policy, there were no guidelines as to how students who are on Academic Probation were monitored during their probationary status, which led to a high number of those students being dismissed from the University. The goal of this new policy is to provide a better system of monitoring these students, offer more support, and build healthier relationships with this at-risk population of students and to improve retention rates.

- Individualized Advising & Support to Students with 100 or more hours – There is currently an internal campaign underway to improve graduation rates and degree completion by targeting currently enrolled students who have completed 100 or more credit hours and working with them one-on-one to complete a plan for graduation.
- Academic Support to Promote Academic Excellence - The Academic Center for Excellence served over 500 students during the fall 2012 semester with one-on-one, small group, and whole class supplemental support. The FRIENDS center for nontraditional and commuter students served over 150 students during the same time period.
- Testing & Placement for Academic and Local Communities - Kentucky State University Testing Center administered 1,532 tests during the Fall 2012 semester, ranging from national placement tests, professional entrance examinations, and individually scheduled proctored examinations. They also provided faculty-led workshops to assist KSU students in preparing and reviewing for professional tests, such as the Graduate Record Examination (GRE), Law School Admission Test (LSAT), and Praxis Assessment.

Student Engagement and Leadership Development

Programmatic Priorities/Strategies for Student Engagement

- Responsibility has been assigned to the Office of Student Life to monitor student leaders' grades and to increase evening/weekend activities. All student leaders are expected to maintain good academic standing in order to hold leadership positions in student organizations.
- The Judicial Officer/Director of Women (in collaboration with the Ombudsman/Director of Men) position has been established to implement the 1st and 2nd Year Experience Seminars for freshmen and sophomores. These monthly seminars will focus on academic success strategies, character building presentations, etc. and are geared for all freshmen and sophomores.
- The Office of Health Services has enhanced its programs related to substance abuse education and mental health support. A new mental health counselor has also been hired.
- Student Code of Conduct sanctions are being revised to include less punitive and more educational sanctioning workshops to foster student development (i.e., Conflict Resolution, Decision Making, Substance Abuse, and Anger Management) while still enrolled as opposed to out of school suspensions.

Expected Outcomes of Strategies

- Revised policies/procedures in areas of student conduct and decreased disciplinary sanctions which result in dismissal from the university
- Decreased number of judicial cases through character education and 1st and 2nd Year Experience Seminars

- Enhanced academic performance for all student leaders and the promotion of high standards of moral and ethical leadership among students

Fall 2012 Student Engagement and Leadership Development Highlights

Career Counseling & Placement

- 85% Job Placement Rate (without regard to major) for students that utilized the Career Counseling & Placement Office
- Federal Reserve Interview Day (November) – 2 Interns hired and 1 graduate offered a position
- Career Fair (Fall & Spring) – 45 companies present
- Developed Alumni Motivational Task Force – Alumni on campus discussing their experiences and pathway to their career
- Hosted an etiquette seminar

Student Life

- Provided book scholarships from the Chatman/Yates Book Scholarship Fund for twelve students
- The Annual Welcome Week Extravaganza was held and over 80 campus and community businesses, departments, organizations, churches, etc. participated
- The Annual Student Leadership Retreat was held in Louisville Kentucky. The Theme was 'Leadership is Not an Option' and topics included Being a Leader, College Survival Guide, Serving Your Purpose and Not Your Desire, Business Etiquette, etc. The Group also provided Community Service by working to beautify a park in Louisville.
- Kentucky State University Men's Conference was held
- Angel Tree served over 100 less fortunate children (featured in the Dec. 2012 issue of *The State Journal*) during the Christmas holiday and provided food baskets to 5 needy families

Health Services

- During the 2012 calendar year, the clinic had 3000 visits from KSU students and provided direct services to students for acute illness
- Collaborated with the Center for Disease Control and the State Laboratory Department to provide free sexually transmitted disease screening in 7 residence halls offering free voluntary testing to 181 students
- Betty White Student Health Center was granted to be a testing site to screen for specific STD's.
- Through an HIV initiative program with the state department of epidemiology HIV branch the clinic was granted permission and free three-day trainings for

performing Oral Rapid HIV tests. The state lab has granted the clinic the ability to offer free HIV screenings at no cost.

- Entered a collaborative agreement with the Kentuckian Epilepsy Foundation located in Louisville to offer education classes on epilepsy prevention
- Completed Annual Health Fair in collaboration with Nursing Department -- over 400 students attended

University Police

University Police Services

Programmatic Priorities/Strategies for University Police Services

- In support of efforts to ensure the University Police Department is appropriately aligned and organized, the university entered into a contract with a security consulting firm to:
 - review organizational functions and service delivery of the University Police;
 - review existing policies and procedures;
 - solicit comments and observations regarding personal and property safety at the University from various constituencies on campus; and
 - conduct an online voluntary survey of faculty, staff, and students.

The results of the review have been received, phased implementation is currently underway, and full implementation is expected to be completed by the end of the 2013-2014 academic year.

- Other programmatic activities include:
 - Identifying and cross-training for staff
 - Creating and publishing a Standard Operating Procedure Manual
 - Continuous training on active-shooter situations to campus
 - Continued focus to gain agency accreditation through Kentucky Association of Chiefs of Police (KAPC)
 - Continued University Police building renovation to support accreditation

Expected Outcomes of Strategies

- Effective staffing of the University Police Department (based on consultant recommendations) to fully support University mission
- Enhanced emergency preparedness and emergency planning coordination across the university

- Completion and publication of University Police Standard Operating Procedure Manual by beginning of Fall 2013

Fall 2012 University Police Department Highlights

- All sworn personnel successfully completed 2012 state-mandated training
- Officer Sirrethia Fox was named an “Everyday Hero” and featured in the winter edition of the *Kentucky Law Enforcement* magazine
- Completed all paperwork and made technical changes to assure federally-mandated compliance with radio broadband requirements