ENROLLMENT AND STUDENT SERVICES
ANNUAL REPORT HIGHLIGHTS [2013-2014]

27,000 students.
200 staffers.
1 goal.
Student success.
MISSION & VISION

The mission of the ESS division is to deliver quality services and co-curricular activities that enhance the student experience and promote student engagement.

We believe that our success is measured by the way CMU students thrive here. On a small scale, it means a resident assistant going out of her way to check in on a student who seems particularly homesick during his first semester. It means that a freshman knows where to go to research possible career options.

On a large scale, it means our students are well connected, excited by the opportunities that are offered at CMU, staying in school through graduation, and leaving as proud alumni.

STEWARDS OF SUCCESS

As a student-centered educational partner, Central Michigan University’s Enrollment and Student Services (ESS) division is transforming the university’s learning environment. Over the past year, staff has worked hard to implement innovative and strategic enrollment management efforts through dynamic recruitment and retention practices, provide holistic services and meaningful engagement with students, and collaboratively impact learning by delivering co-curricular experiences — all endeavors that center around CMU’s no. 1 strategic priority of student success.

On a daily basis, dedicated ESS staff strives to:

- Foster student learning;
- Encourage student development;
- Enhance individual and social responsibility; and
- Provide learning experiences that promote leadership and civic engagement.
I am proud to share the following report, which summarizes the efforts and collective impact of Central Michigan University’s Enrollment and Student Services Division during the 2013-2014 academic year in the areas of recruitment, retention, student life, and engagement. Our goals were driven by the University’s Strategic Plan and centered on an ethos of service, success, and satisfaction.

In the following pages, you will find just a few of the highlights of our year within the division. Each of the accomplishments highlighted continues to build on and improve enrollment and co-curricular service offerings to the campus community:

- An Office of Student Success was launched in July 2013 to increase student retention, progression toward degree completion, and timely graduation. By the end of the 2013-2014 academic year, nearly 2,200 students had visited the office for success coaching.
- CMU increased institutional financial aid by $6 million and financial aid packages have been re-engineered to award more and larger merit scholarships to prospective students.
- Schools App, a branded CMU social network that connects admitted students to each other, was created. Students admitted for fall 2014 have made more than 21,000 posts and comments, and posted nearly 500 photos since December 2013.

Student success is a university-wide effort. While this report focuses on work primarily implemented through our division, many of these accomplishments could not have been achieved without the support of faculty, staff, and fellow administrators across campus. Through successful collaboration, we have proven that even in the midst of a profoundly competitive higher education environment, we can achieve much as ‘One CMU’ and provide an extraordinary experience for our students, both inside and outside the classroom.

As Vice President of Enrollment and Student Services, I am proud not only of the phenomenal work represented here, but also of the daily service provided to our students and their families, both on the front lines and behind the scenes. We will continue to evaluate, implement, foster, and grow programs and services that will enable our students to meet and exceed their educational goals, become leaders in their careers and in society, and enrich their time while at CMU.

We innovate. We grow. We lead. We serve.

Steven L. Johnson
Vice President
Division of Enrollment and Student Services
Last year, ESS division administrators were tasked with seven goals to address in the 2013-2014 fiscal year:

1. Implement the recommendations from the Enrollment Management Committee.
   - Refine undergraduate enrollment targets.
   - Review and verify academic program offerings as compared to occupational outlook and other demand indicators.
   - Review and update undergraduate admissions criteria, as needed.
   - Promote four-year graduation.
   - Conduct major demand analysis.

2. Implement and refine the communications cycle with prospective students through phases.

3. Refine a comprehensive recruitment strategy for increasing and diversifying the university’s student applicant pool.

4. Increase participation in co-curricular activities (student organizations, service opportunities, leadership events, campus activities) to enhance student engagement.

5. Implement strategies to identify and mitigate student attrition and to support student success.

6. Implement recommendations for a revised academic advising structure campus-wide.

7. Refine and implement recommendations for awarding student scholarships and financial aid.
1. Launched an Office of Student Success to promote student retention, progression toward a degree and graduation in four years.

2. Re-engineered CMU's financial aid packages to award more and larger merit scholarships for prospective students with GPAs of at least 3.0, while also expanding need-based awards for students who otherwise couldn’t continue their education.

3. Created a Schools App, a branded CMU social network that connects admitted students to each other, enabling CMU to answer student questions and concerns, and share key announcements and deadlines. CMU also launched a Virtual Tour, which uses photorealistic maps, compelling interactive videos and the integration of student commentary throughout the online experience to help personalize the university to visitors.

4. Began the recruitment of students earlier, starting in ninth and 10th grades. CMU has secured names and contact information of ninth and 10th grade students in Michigan, Ohio and Pennsylvania who meet certain academic criteria on the PSAT.

5. Implemented Talisma, a customer relationship management system that supports more frequent, methodical communications with prospective students.

6. Increased communications about our top-notch residence halls to prospective students, since CMU students ranked on-campus housing above the national average in each of 19 categories. Promoted CMU's two new graduate housing apartment buildings — which are the first multi-family Platinum LEED for Homes certified buildings in the Midwest — that also recently won the 2014 M Award for Excellence in Masonry Design.

7. Increased Alternative Break opportunities through the Mary Ellen Brandell Volunteer Center and also modified how students are registered through OrgSync, giving staff the ability to offer students additional volunteer opportunities.

8. Expanded Enrollment Dashboard and its reporting capabilities and now building new dashboards based upon student retention and progression, demographics, areas of interest, and financials — using all real-time data — that equips ESS staff with the necessary information to look at registration and enrollment in order to efficiently help monitor and track student progress.

9. Expanded the academic advising team based in the colleges across campus from 16 to 21 advisers.

10. Advising Workbench contains new programming of all of the majors, minors, graduate programs and degrees from the 2011-2014 bulletins thanks to a collaborative effort between the Office of Information Technology and the Registrar’s Office.
SUCCESS #1: OFFICE OF STUDENT SUCCESS

Office staff is working on an early predictive modeling tool — in partnership with Student Success Collaborative, an educational advisory board based in Washington, D.C. — and plans to launch an online forum in fall 2014. CMU is one of the original 29 schools involved nationwide in using this software.

STAFF WORKS TO ADDRESS 4 KEY AREAS:

- Understand and support academic advisers in each college.
- Run direct CRM intervention e-campaigns based upon identified student populations that need assistance, or students believed to be in need of assistance.
- Provide enrollment information services, understand the business needs of users on campus, and help create self-service reports in dashboards: What do faculty and staff want to know about the students they’d like to have, the students they do have, and how does it compare to enrollment data? All of this is centered on accurate, timely information that can be easily interfaced.
- Conduct transformational direct coaching with students through the use of appreciative inquiry and repeated meetings to help build motivation, resilience, and grit.
While student debt and college costs continue to increase nationwide, federal and state support is decreasing, and qualifying criteria for student loans is tightening. Students and families are then left with a greater, unmet financial need, and at CMU, close to 80% of our 27,000 students receive some form of financial aid.

ESS administrators and staff have worked hard to find efficient and effective ways of leveraging institutional resources and financial aid to help offset students’ uncovered expenses:

- A 2013 review of current financial aid provided to students on academic merit and need-based criteria resulted in an increase of $6 million in institutional financial aid.
- CMU is investing a record $61 million in an effort to make college education more affordable for more families and is distributing close to $300 million in private, state and federal financial aid awards and grants.
- New scholarships will benefit nearly 30% of the incoming freshman class.

Centralis Gold competitive, full-tuition, four-year scholarships for the most academically talented students — an increase of 20 awards per year.

New merit scholarships awarded on a first-come, first-serve basis based on GPAs of at least 3.0 and ACT scores of at least 21:

- **Academic Prestige Award:** $6,000 per year
- **Academic Excellence Award:** $4,500 per year
- **Academic Success Award:** $3,000 per year

(Under old guidelines, CMU merit scholarships were valued at $2,500 per year).

To renew the scholarships for 3 years, students must maintain a cumulative **3.25 GPA** and successfully complete **30 credit hours** each academic year.
SUCCESS #3: SCHOOLS APP & VIRTUAL TOUR

SCHOOLS APP

Launched in December 2013, the University Schools App is a branded CMU social network that connects admitted students to each other. It enables CMU staff to answer student questions and concerns, and share key announcements and deadlines.

More than 150 other universities — including the University of Denver, Eastern Michigan University, Columbia College, Hope College and Washington State University — use the app. It has been shown to engage students, reduce melt and boost yield, and was adopted by 4,097 students (28%) in the class of 2014, higher than the average adoption rate across all schools, which is 20%.

TRENDING TOPICS

The Schools App tracks posts and comments within the app based on keywords selected by CMU. Based on data tracking from December 2013 to June 2014, we know that students are most interested or concerned about (number of posts):

- ACADEMICS: 5049
- ADMISSIONS: 1607
- ATHLETICS: 1253
- CAREER SERVICES: 278
- FINANCIAL AID: 431
- HOUSING: 5963
- REGISTRATION: 165
- STUDENT LIFE: 2156
- STUDENT SUPPORT: 476

VIRTUAL TOUR

CMU launched an interactive virtual tour on March 4, 2014 to give prospective students an intimate, digital look at CMU. Since its inception, metrics through June indicate that the virtual tour has had:

- 1,180 visits to the cmich.edu website;
- 296 visits to the Request Information form;
- 146 visits to the online application; and
- 79 visits to the Schedule a Visit form.

In December 2013, CMU was the pilot university for the Schools App new text invite feature. 6,033 text message invites were sent to class of 2014 members, yielding 82 unique clicks with 62 admits joining.

Along with stats from another pilot school, University has determined that this is not the most effective way to drive adoption of the Schools App. We now know that students are more likely to sign up for the app when invited by email.

Students admitted to CMU for fall 2014 have made 21,972 posts and comments, and 468 photo posts since December 2013.

Activity from December 2013 to June 2014 indicates that:

- 4,115 users visited;
- 8,123 main posts were created;
- 1,805 questions were asked; and
- 21,729 Facebook friend requests were made.

The walking tour component of the virtual tour is consistently the most popular portion of the tour.

To date, the tour has driven:

- 14,658 sessions; 11,924 users;
- 170,350 page views; 11.62 page visits per session, with the average session duration = 3 minutes, 47 seconds; and 96% of visits from the United States and visits from 77 other countries, with India and Canada being the top two.
CMU’s Admissions Office made some significant enhancements in three main areas during the 2013-2014 academic year to improve its communications process, and hired a communications manager, Jason Kaufman, who has helped to advance the following initiatives:

**Effective Emails and a Website That Wows**

Launched admissions.cmich.edu to educate prospective students and their parents about the CMU application process, upcoming recruiting events and campus visit opportunities.

Communicated to prospective students through regular, targeted email marketing campaigns throughout the year.

**Print Publications That Pop**

Worked with University Communications to transform the content and look of all print materials into pieces that now engage prospective students and allow them to see themselves at CMU.

Enhanced the visual appeal of the offer of admission mailed to admitted students — the kit now includes a large, full-color envelope; a card announcing the appropriate scholarship; and a brochure instructing the student about how to secure their enrollment. Follow-up communications from President Ross and select deans are also being included in this mailing.

Created a colorful and exciting booklet geared toward recruiting out-of-state students.

**Events That Engage**

Improved the visual appeal of print and electronic promotional materials for recruitment events such as CMU & You Day, College Days and Centralis.

Added online registration and electronic follow-up for these events.

**Crossing Borders. Increasing Numbers.**

CMU’s former assistant director of admissions in Chicago, Amy Hauenstein, was promoted to associate director of admissions, alumni and out-of-state recruitment. In her new, expanded role, she works closely with CMU’s Alumni Relations office to secure recruiters to help cover previously untapped recruiting territories, and to-date has:

- Trained 6 alumni ambassadors who are ready to start recruiting in fall 2014: 3 in Chicago; 1 in Milwaukee; 1 in Minneapolis; and 1 in Philadelphia.
- Been recruiting alumni ambassadors to train in Indianapolis, Fort Wayne, Cleveland, Toledo, Columbus and Pittsburgh.
- Been working with Alumni Relations to develop an admissions ambassador training video for alumni.
- Scheduled several out-of-state visits for high school guidance counselors.
- Helped set up Next Steps (pre-orientation) events in Chicago, with another one targeted for either Wisconsin or Indiana.
- Been instrumental in increasing deposits from out-of-state students by 13.6% for fall 2014 — 175 out-of-state freshman projected for fall 2014 versus 154 students enrolled in 2013 — by targeting key areas in Chicago and Cook County, Illinois.

As a result of her efforts, EHS has experienced tremendous growth for fall 2014 and has a:

- 33% increase in its application confirmation total; 22% increase in its freshman application volume; and an 11% increase in its application offer volume.
SUCCESS #5: TALISMA

Implemented June 2, 2014, Talisma is a comprehensive, robust customer relationship management system that supports more frequent, methodical communications from CMU’s Admissions Office with prospective students. It benefits the university’s recruitment efforts by enabling:

**Better targeting of messaging, such as by a student's area of interest**

**Communications specific to a student's status within the application cycle:**

- Suspect/Prospect
- Inquiry
- Applicant
- Admitted Student
- Deposited/Attendance
- Confirmed
- First Time Enrollee
- Second Time Enrollee
- Retained Student
- Graduate

**Tracking capabilities for follow-up and advising**

The system allows Admissions to capture every communications interaction with a student including phone calls, emails and email responses.

**Targeted campaigns — based on GPA, ethnic background, location, events attended, etc. — to prospective students:**

**PROSPECT:** Welcome Message, Virtual Tour, and Visit Opportunities messages sent 7 days apart

**INQUIRY:** Respond to Request for Information, Push to Apply for Admission, and Tuition Discount for Out-of-State Students messages sent 7 days apart

**APPLICANT:** Thank You for Your Application, We Need Additional Information, and Admissions Decision messages

**ADMIT:** Offer Letter, Card from President Ross, Letter from Dean, and Please Deposit messages sent 7 days apart

We now have proactive communications efforts since the automated features allow for a much higher volume of messaging output than was previously possible.

Future plans for Talisma include tracking retention of current students, tracking graduates and alumni, and building in additional campaigns for:

**Visits**
- Daily admissions presentations
- Tours

**Events**
- CMU & You Day
- Centralis
- College Days
In 2013-2014, CMU students rated their residence halls above the national average in each of 19 categories, including:

- Dining services
- Facilities
- Sense of community
- Safety and security
- Overall program effectiveness

The annual survey, conducted by Education Benchmarking Inc. in partnership with ACUHO-I, was sent to 5,892 students in CMU’s 22 residence halls. The survey received a 51% return rate with 3,006 responses this past year.

The annual survey by the Association of College and University Housing Officers-International included 250 universities from across the nation.

Campus life clearly has a direct connection to academic success, as evidenced by the facts that:

CMU students who live in residence halls are 11.5% more likely to graduate in 4 years than those who live off campus; and 91% of students living on CMU’s campus in 2010 for their first year came back to school for their second year. This compares to just 78.4% of students living off campus their first year.

A shining example of sustainability, CMU’s $28.5 million Graduate Student Housing Apartments has obtained Platinum Certification under LEED for Homes guidelines, making it the first multifamily Platinum LEED for Homes building in the Midwest.

In May 2014, the apartments received the 2014 M Award for Excellence in Masonry Design for their representation of a solution where masonry is clearly a central design element.

Opened in summer 2013 to more than 160 residents representing 36 majors and programs, the 94-unit facility achieved 82.5 points in the LEED for Homes evaluation — surpassing the required 80 points for Platinum Certification — and was recognized for its:

- Innovation and design process;
- Water efficiency;
- Energy and atmosphere;
- Being a sustainable site;
- and Indoor environmental quality

All apartments are 100% occupied and there is currently a yearlong wait list.
SUCCESS #7: VOLUNTEER CENTER CHANGES

EMPOWERING STUDENTS. IMPROVING COMMUNITY.

Now in its 22nd year, the Mary Ellen Brandell Volunteer Center strives to show CMU students how their efforts can improve the world, expand their personal connections and enhance their professional potential.

According to Break Away’s 2013-2014 National Chapter Survey, CMU was ranked:

- #4 in the nation for the number of Alternative Break trips taken
- #7 in the nation for the number of participants
- #2 in Michigan for the number of participants

There were over 200 students on the wait list for spring break Alternative Break trips and just over 100 students on the summer wait list.

536 students participated in 50 trips during the 2013-2014 academic year.

The center increased the number of Alternative Break weekend trips, keeping within a 4-hour driving radius of campus and aligning with its commitment to bring service to the local Mid-Michigan region.

More than 5,000 CMU students already volunteer at local, national and international levels, and hundreds of volunteer opportunities are available to students through OrgSync, the center’s volunteer involvement database.

The center continues to see growth in the number of volunteers and students registering through OrgSync:

- 70% of CMU students report that they engage in some sort of volunteer work
- 10% above the national average for student’s engaged in volunteering
- 80% expected rate of student volunteer engagement by 2015

Dedicated to providing unique and dynamic programs, the center continues to experience tremendous growth, including training more than 600 students this past year for the David Garcia Project, a program that works to promote and advocate for people with disabilities.

Other popular programs include:

America Counts & Reads;
Lunch Buddies;
Adopt-a-Grandparent;
Service Ambassadors Project; and
Safer Sex Patrol.
SUCCESS #8: ENROLLMENT DASHBOARD

FOCUSED ON RECRUITMENT. DRIVEN BY DATA.

During the 2013-2014 academic year, ESS staff orchestrated the expansion of Enrollment Dashboard, an invaluable and powerful enrollment database that pulls real-time tracking data daily from CMU’s Data Warehouse.

The Enrollment Dashboard interface has been improved to make data easily accessible and up front so that decision makers can quickly see enrollment trends and patterns on a daily basis.

Improvements included:

- An expansion of query capabilities to include additional information beyond the top tier categories (i.e., Cabinet and Admissions) to crawl further down into Orientation, the colleges, etc.;
- Addition of data for Reserved Orientations (beyond paid orientations) to show a second level of student commitment;
- Addition of an Admissions Report Inquiry component via Talisma that enables staff to see where students are coming into the admissions process “funnel”; and
- Creation of a new Admissions Report by Colleges and Academic Period for the college deans, eliminating the previous month-long wait period for a report and allowing them to communicate with prospective students and develop targeted messages based upon a student’s commitment level in the admissions process.

Moving forward, ESS staff is working on plans for Enrollment Dashboard to be compartmentalized for key areas of the university. For example:

- Office of Student Success personnel are building dashboards based upon student retention and progression that will enable staff to look at registration and enrollment and help track a student’s academic progress.
- The Finance and Administrative Services division is working on financial dashboards.
SUCCESS #9: ACADEMIC ADVISING

The CMU Academic Advising and Assistance Office strives to connect students earlier and sooner to their academic program of choice — a choice that isn’t random, but thoughtfully considered based upon a student’s academic interests.

One year ago, CMU demonstrated its commitment to academic advising by hiring a significant number of advisers, both at the college level and at the general university advising level. During this time, CMU has:

- Increased general advising personnel by 1 person, bringing the total number of general academic advisers to 8; and
- Hired 4 college-level academic advisers for the:
  - College of Communication and Fine Arts
  - The Herbert H. & Grace A. Dow College of Health Professions
  - College of Humanities and Social and Behavioral Sciences
  - College of Science and Technology

2013-2014 academic year data indicates a growth in on-campus advising by 1,000-1,200 students.

Other notable developments include:

- College deans and their advisers have established joint reporting responsibilities with the central Academic Advising and Assistance Office, which has opened the lines of communication about student advising issues, academic program offerings and issues faced by students. In addition, we have seen:
  - Coordinated efforts with training faculty;
  - Increased advertising about Advising Workbench; and
  - Regular meetings between college advisers and faculty members.

- Transfer students are receiving additional advising on their transfer orientation day:
  - With the establishment of regular academic advisers within each college, college-level advising is a new, standard option for all transfer students in addition to the traditional university-level, general academic advising.

- Students benefit from AAAO staff members’ efforts to hone their professional advising skills and stay current through active membership in the National Academic Advising Association (NACADA) and the Michigan Academic Advising Association (MIACADA).

In May 2014, CMU hosted 220 advisers and academic advising administrators on campus for training, and was selected to host the MIACADA annual conference.
SUCCESS #10: ADVISING WORKBENCH

Advising Workbench (AWB) continues to be a collaborative effort between the Office of Information Technology and the Registrar’s Office. During the 2013-2014 academic year, there were two key areas of focus:

1. Programming all of the majors, minors, graduate programs and degrees from the 2011-2012, 2012-2013, and 2013-2014 bulletins for testing by the colleges.

   Goal is to have all programs in AWB by fall term for the bulletins noted above, and then work will begin on the 2014-2015 bulletins. Project is on track to meet these projected timelines.

2. Enhancing the site by adding new functionalities, including:

   - **Addition** of a hyperlink so that faculty and staff can generate an email message to a student directly from the AWB;
   - **Addition** of a hyperlink so that students can update their personal contact information within the AWB;
   - **Addition** of icons to identify courses that can be double-counted;
   - **Addition** of tabs under Degree Progress and Academic History so students can view multiple degrees and/or levels;
   - **Addition** of another view by term with semester and cumulative GPA totals under the Academic History tab;
   - **Added** functionality and ability to determine GPA for a select group of courses under the Academic History tab;
   - **Addition** of a Transfer Courses tab with detail on transfer courses, including the course number, title, credit hours and grade from the transfer institution, as well as how each course transferred into CMU;
   - **Addition** of an internal transfer worksheet to help determine if a student qualifies for a transfer block;
   - **Addition** of amendment functionality to process major/minor/graduate program modifications and degree substitutions (in beta testing currently and will be released to faculty and department chairs in fall 2014);
   - **Addition** of a Notes tab for faculty and staff to use for notes about their conversations with a student. Notes can be made available for the student to view, and there is also an area to indicate referrals to other offices on campus; and
   - **Modification** to the Degree Progress tab for students following the new General Education requirements.

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**POSITIVE FEEDBACK. DEMONSTRATED SUCCESS.**

“I love advising workbench! I feel like I am doing a much better job with advising because of it.”

Debra Linton, Ph.D.
Assistant Professor of Biology