

2005/06 – 2009/10 COMPREHENSIVE SERVICE UNIT ASSESSMENT PLAN

Updated by IRA Office in September 2007 following meetings with departments

March 2008/gc

ADMISSIONS

Goal	SubGoal/ Objective	Alignment with College wide, Division, or Other Planning Goals	Action Required or Activities and Strategies	Indicator of Success or Assessment Measures and Criteria	Target Completion Date	Resources Needed	Person Responsible for Oversight	Outcomes	Recommendations
I. Underrepresented Student Enrollment	1. Increase recruitment efforts in New York Metropolitan area, Westchester, Long Island, and out of state.	II) Academic Affairs Culturally Competent Institute sub goal “3” part C	1. Hire an admissions advisor to recruit primarily in major metropolitan and out of state areas.	1.a. Minimum 100 recruitment visits completed by May 2007 1.b. Host up to two receptions at MRC 1.c. Arrange at least two bus trips to campus 1.d. Applications should increase by 58%, deposits by 1015% 1.e. Increased scholarships to CURE and other scholarships 1.f. Create an email and publication marketing schedule to generate admissions applications	1.a. Sept – May 2007 1.b. Nov – March 20062007 1.c. Sept – April 20062007 1.d. Dec – April 20062007 1.e. Jan – March 2008 1.f. Aug – June 20062007	1. a. SL3 Salary 1. b. 1,500 1.c. We will use current ASC grant funds	1. Admissions Director and Assistant Director of Admissions responsible for Underrepresented student recruitment		

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	2. Increase recruitment efforts in Upstate NY	MOU II 4.2 Enrollment mix 4.3 Enrollment Plans	2. Dedicate staff member to schools in upstate areas with significant minority populations (regardless of enrollment history at Cortland)	<p>2. a. Programs attended; recruitment contact cards posted to Banner</p> <p>2.b. Data Inquiry cards collected, indexed for reference, and entered in Banner Recruitment</p> <p>2.c. Reference list generated</p> <p>2.d. 24 group visits arranged with at least one arranged for a large on-campus program</p> <p>2.e. 12 on-campus or off-campus receptions hosted. Possible alumni involvement</p> <p>2.f. Personal letters sent by Feb. inviting to meet at school in March/April</p>	<p>2.a. Sept – May 2006 2007 2.b. Sept – Dec 2006</p> <p>2.c. Aug – Dec 2006</p> <p>2.d. July – Nov 2006</p> <p>2.e. Feb – April 2007</p> <p>2.f. Feb – April 2007</p>				
	3. Increase processing rate of applications		3. Dedicate application processing to single counselor (M. Johnson)	<p>3.a. Marking and application flow system created prior to Spring/Fall 2005 application processing</p> <p>3.b. Develop correspondence for missing information</p>	<p>3.a. Aug – Sept 2006</p> <p>3.b. Nov – April 2006 2007</p>				

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	4. Increase Athletic Department involvement with minority recruitment initiatives		4.a. Meet with coaches, AD in early fall	4. a. Schedule meeting through AD. Meet with coaches early in semester 4.b. School population lists to coaches in late summer	4.a. Sept 2006 4.b. Sept 2006				
	5. Increase diversity in student staff		5. Recruit and hire minority student staff	5. We currently have one minority student on staff. Any increase will prove successful.	5. Aug 2006				
	6. Purchase names of minority students via College Board		6.a. Develop a marketing/ mailing plan 6.b. Mail admission application 6.c. Use new CDROM 6.d. Develop an email series highlighting the campus and encouraging a visit.	6. Increased admission applications	6. July 2006				

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II. Selectivity for our entering freshman class	1) Develop a recruitment plan to generate applications to reach our final enrollment goals	I) MOU 4.4	1. a. Develop an email communication plan to reach students with the necessary academic credentials to meet the goals 1.b. Coordinate faculty and staff activities to support Fall/Spring recruitment events 1.c. Provide accepted student information by major so campus outreach can occur 1.d. Provide on campus activities to profile the College	1. 940 group 1 applications 1,315 group 2 applications and all other applications will be group 3 or special admits	20072010	1.a. \$135,000 development of both electronic and print publication to promote our new brand 1.b-d.\$15,000 to support recruitment activities			
	2) Increase yield percent in both group 1 and 2		2.a. Enhance our campus outreach and use our new market research to develop a communication plan both electronic and print 2.b. Enhance Scholarship resources to help increase yield	2.a. Increase yield from 12.5% to 13.5% by 2010 in Group 1 Increase yield from 22% to 23.5% by 2010 in group 2 2.b. Develop a process to distribute our scholarship resources with other outreach activities to increase yield	20072010	2.a. Read above 2.b. \$250,000 We hope these resources can be raised with the College commitment to Institutional Advancement			

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	3) Meet selectivity MOU goals		3) Develop an application review process to meet the MOU goals	<p>3) Fall 2007 Final Distribution Group 1 12.6% Group 2 56.9% Group 3 30.5%</p> <p>Fall 2008 Final Distribution Group 1 12.7% Group 2 57.0% Group 3 30.3%</p> <p>Fall 2009 Final Distribution Group 1 12.8% Group 2 57.1% Group 3 30.1%</p> <p>Fall 2010 Final Distribution Group 1 12.9% Group 2 57.1% Group 3 30.0%</p>	20072010	3) \$15,000 to enhance ONBase			
III International Student Recruitment	1) Develop training institute for SUNY Cortland faculty/staff	III) Academic Affairs Internationalize the campus sub goal "3"	1) Develop guidelines and training manual specific to the admissions process	1.a. Recruitment manual 1.b. Workshop attendance	1) December 2006	\$1,000	Director of Admissions and International Admissions Advisor International Programs		
	2) Recruit international students from two year colleges	MOU II 4.2. Enrollment mix 4.3. Enrollment Management Plan	2.a. Develop relationships with International Advisors 2.b. Develop presentation for two year colleges	2) Bus trip attendance from two year colleges	2) May 2005 – May 2008	\$5,000	Director of Admissions and International Admissions Advisor		

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	3) Enhance marketing material		3.a) Develop an interactive CDROM 3.b) Enhance current Web page 3.c) Add to market research	3.a) New CDROM 3.b) New web site	3) January 2007	\$5,000	Director of Admissions and International Admissions Advisor		
	4) Develop agreements with two-year colleges		4) Meet with TC3 and Herkimer CCC to formulate a plan to develop 2+2 agreements	4) New 2+2 agreement for at least one major at both TC3 and HCCC	4) Jan 2007	N/A	Director of Admissions and International Admissions Advisor Associate Provost for Academic Affairs		
	5) Develop comprehensive orientation program		5) Work with International Programs and Advisement and Transition to review current program	5) Strategic plan for future orientation programs for International students	5) Jan 2007	\$1,000	Director of Admissions and International Admissions Advisor		
	6) Cultivate current agreements with International Universities		6.a) Work with CCIE and academic departments to assist in student recruitment 6.b) Develop informational materials for International Universities 6.c) Develop a rotating travel schedule	6.a) Increase in student enrollment	6) Sept 2006 – Sept 2008	\$6,000	Director of Admissions and International Admissions Advisor		
	7) Develop articulation agreement with various ESL Institutes		7.a) Review ESL Institutes curriculum 7.b) Visit Institutes	7) Enrollment from ESL Institutes	7) Jan 2008	N/A	Director of Admissions and International Admissions Advisor		

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IV. Fully integrate a document imaging system into our application review	1)Develop computer programs with administrative computing to load our applicant data into the document imaging system	Academic Affairs Strategic plan: Highly Effective and Efficient Division	a) Review the application data supplied by the Application Services Center in Albany and select appropriate information to be loaded into the document imaging system b) Create a computer program to gather the data	Detailed list of data and a report which supplied the information in a format that is loaded into the document imaging system	Summer 2004	N/A	Admissions Office Administrative Computing	Functional Programs	
	2) Create system filters to identify applicants who meet College- wide or SUNY MOU II goals		a) Identify College-wide or SUNY MOU II goals which could be enhanced by entering student enrollment	a) Increased the application completion rate in the following areas: • Ethnic Minority • Out of State	Summer 2006	N/A	Admissions Office	Ethnic Minority completed applications: 2005: 92.3 % 2006: 94.6 % Out of State app. completion rate: 2005: 90.2% 2006: 92.7%	
	3) Develop a link between ONBase and Banner to inform applicants		a) Work with Banner groups to revisit the current practice of awarding Bannerweb access b) Fully develop the prospect module of Banner	i) Applicants have the ability to access Bannerweb to track the progress of their admissions application	Summer 2007		Admissions Administrative Computing		
	4) Increase our application review process		a) Create goals and a detailed timeline concerning the mailing of acceptance letters	i) Meeting or exceeded the documented goals and dates	Summer 2006	N/A	Director of Admissions	Acceptance by April 1: 2005: 5,026 2006: 5,171	Greater outreach prior to May 1 deposit due date by other areas of the College
	5) Integrate the ONBase ABI technology into Banner		a) Review the technology with all necessary experts to deem the process possible	i) A complete integration of Banner and ONBase	2007/2008	Programming resources \$250.00 per hour estimated total would be \$25,000	Admissions Administrative Computing		

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ADVISEMENT AND TRANSITION

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I. Increase understanding of first year and design support based upon that understanding	Foundations of Excellence	Academic Excellence Support of Faculty	1. Complete self-study and final report 2. Report findings to campus 3. Create a working group from the FOE council to enact action plans in relation to long range planning and other goals 4. Create an ongoing assessment strategy	Completed report and tasks - Established benchmark data - Long term study of initiatives to look at longitudinal effects on student performance and satisfaction	1. Dec. 2006 2. Dec. 2006 3. Spring 2007 4. Spring 2007		Van Der Karr		
	COR 101 Custom Reader	Academic Excellence Support of Faculty	1. Identify at least 10 campus authors 2. Create comprehensive theme for text 3. Integrate with student planner Collaborate across campus	1. Student assessment of book 2. Student assessment of COR 3. Faculty assessment 4. Teaching assistant assessment	Fall 2006 with relevant revisions for 2007 and 2008		Schlicht		
	Academic Advising Assessment	Academic Excellence Support Faculty	1. Identify departmental assessments 2. Bring together working group to look at SOS and consider campus wide survey	1. Completion of assessments	1. Fall 2007 2. Fall 2008	\$5000 for instrument development and distribution	Van Der Karr		
	Academic Advising Faculty Training	Support Faculty	1. Create school based advising workshops 2. Sandwich Seminar series	1. Faculty assessment 2. Student assessment on effectiveness of advisement 3. Time to graduation?	1. Spring 2007 2. Ongoing	\$12,000 for stipends and materials	Van Der Karr		

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	Learning Community Support	Support Faculty Academic Excellence International	1. Continue development of pre-major 2. Complete assessment of all learning communities 3. Provide faculty development (e.g., workshops)	1. Viable learning communities with significant enrollments 2. Planning one year in advance	Ongoing, yearly Assessment for Fall 06 through Spring 07 with summer 07 results	\$5000 for workshop \$5000 for LC faculty stipends/grants \$1000 materials	Van Der Karr/Schlicht		
	Teaching and Learning Center support	Faculty Support	1. participate in planning and implementation of concept		ongoing		Van Der Karr		
II. Increase support for first/second year students	Increase outreach to students at- risk academically	Academic Excellence Retention Time to graduation	Create case management approach involving Associate Deans, Faculty, Hall Directors and our office Reinstitute COR 129— course for academic probation students	1. Reduction of first year attrition 2. Increase communication among support system 3. Student satisfaction with program	Developed in Fall 2006 and implemented in Spring 2007		TBA		
III. Increase support to sophomore students	Develop and facilitate sophomore initiatives	Academic Excellence	1. Research the growing field of literature and practice 2. create campus council 3. identify 3 interventions	Increase sophomore academics and satisfaction	1. Development in Fall-Spring 2007 2. Implementation in Fall 2008	\$3000 for conference fees and materials	Thomas		
IV. Increase office efficiency	Restructure of office		1. Revise office staffing to provide an early intervention person and allow for leadership development		Implemented in Fall 2006- 2007		All in office		
	Online registration in Orientation		1. Explore orientation reservation/payment 2. Initiate online reservations	1. Time effectiveness 2. Clarity of information 3. Satisfaction of students/parents	Implement for either summer '07 or '08		Thomas		

2005/06 – 2009/10 COMPREHENSIVE SERVICE UNIT ASSESSMENT PLAN FINANCIAL ADVISEMENT MISSION

STATEMENT: To provide a broad range of financial services, advice and education to our students, their families and the Cortland area community.

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I. Continue to provide services appropriate to the needs of students, parents and the college.	Continuing to be the best financial aid processing unit in the SUNY system by being proactive and idea driven.	Provide the supportive environment in which our students, faculty and staff can realize their potential and develop the skills, knowledge and flexibility needed in a changing world. Develop a supportive enrollment plan. Improve student achievement and success.	Move forward with “imaging” to create as close to a paperless office as possible and the ability to find information on students quickly and efficiently. Develop a presentation specifically for COR 101 classes. Increased participation in COR 101 classes. Participate in brown-bag series to train faculty members about satisfactory academic progress requirements.	Having all staff up and running on imaging processes to start 2007-2008 financial aid processing. Paper evaluation. Paper evaluation.	Early spring 2007 Fall 2006 Fall 2206	Additional Computer technology Time Time	David Canaski and Kim Slater David Canaski and financial aid staff		
II. Increase the effectiveness of our interactions with the international programs office, Cortland students studying	Assisting international programs office with study abroad initiatives	Foster an international perspective in our teaching, research and service programs Campus-wide goal of internationalizing the campus. Increasing number of international students at SUNY Cortland.	Streamlining the financial aid process for students studying abroad. Gaining a better understanding of visiting students and the processes required to allow them to go through SUNY Cortland study abroad programs. Training staff on entire study abroad process from ISO to Student Accounts.	In-house manual developed for step-by-step processing as well as listing of all international study programs and cost-sheets. Training session evaluated by participants.	End of December 2006 January 2007	Time			

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<p>abroad, and visiting international students</p> <p>III. Increase our participation in recruiting activities supporting strategic enrollment management</p>	<p>Assist with diversifying the campus</p>	<p>Supporting the international programs office.</p> <p>Increasing number of SUNY Cortland, SUNY and non-SUNY students studying abroad and having an international experience.</p> <p>Becoming a more inclusive and diverse campus.</p> <p>Increasing the number of ethnically, culturally and economically diverse students on campus</p>	<p>Create a web-based tutorial for students traveling abroad.</p> <p>Continue our focused “yield project” in conjunction with the admissions office.</p>	<p>Decrease number of billing issues for students traveling abroad.</p> <p>50% increase in each of five targeted categories:</p>	<p>January 2007</p> <p>May 1st – date that the deposit is due.</p>	<p>Time</p>	<p>Entire financial advisement staff</p>		

REGISTRAR'S OFFICE 2006 2007 COMPREHENSIVE SERVICE UNIT ASSESSMENT PLAN MISSION STATEMENT: The Registrar's Office, a member of the Enrollment Management unit at SUNY Cortland is committed to offering quality, accurate and confidential services to students, faculty, alumni and outside agencies. Our focus is on the maintenance of the integrity of all academic records, the verification of enrollment status of our students, and the execution of operational procedures as prescribed by established college policy and FERPA guidelines.

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I . Support and Enhance Academic Excellence	1. To improve students' academic achievement and success	College Priority Goal 11	Assess student's successful progress to degree completion by developing a computerized student information port that allows students to self- monitor their progress to degree completion and graduation.	i) The student computerized information port developed to include the following checkpoints: change of status, candidacy, completion of culminating experience, degree completion within five years, application for graduation and diploma.	Spring 2007	\$ 0	Graduate Studies, Computer Programmers, Registrar, Graduate Coordinators	1. At least 90% of test cases sampled during pilot phase of development are accurate. 2. By implementation phase, at least 95% of sampled cases are accurate as verified by the Registrar's Office.	The Registrar's Office is to be involved during the final stages of development to verify test cases. If testing goal percentage is reached, then implementation can begin with randomized verification done of 10% samples (performed on a monthly basis).
			Increase usage of Banner reports to allow for department course planning for short term (semester) and long term (3-5 years).	Based on surveys conducted each semester, 75% of departments have indicated that regular use of Banner reporting has assisted with overall course planning.	May 2007	\$ 0	Registrar	Increased use of Banner reports by department for more effective and efficient course planning.	Training of department personnel is continuous and critical for success.
			Assess the effectiveness of the OnBase Document Imaging processes	Utilizing tracking mechanism within the OnBase Document Imaging system: 1) 80% of all transactions received within the Registrar's Office are completed within 48 hours, 2) 70% of all transactions requiring external decisions are completed within 48 hrs.	May 2007	\$ 0	Registrar	As a result of timely posting of academic record changes, student records will be more accurate and up to date.	Training of personnel in administrative offices is continuous and critical for success.