Educational Support and Administrative Review

Enrollment Services

Kim Mauldin
Director

1. Overview of Department

1.1 Brief Overview of Department/Area

The Office of Admissions, the Office of the Registrar, and the Office of Student Financial Services comprise the division of Enrollment Services. Enrollment Services seeks to provide a comprehensive array of quality services efficiently, effectively, and equitably to students, faculty, staff and the public at large. The Office of the Registrar endeavors to provide essential administrative support to faculty and assist them in their instructional and advisory responsibilities by providing technologically advanced record-keeping services. The Office of the Registrar is also committed to providing students with state-of-the-art registration and degree audit systems. The Office of Admissions strives to recruit qualified students to attend the University of North Alabama. These students are recruited through numerous venues to ensure that the university population is diverse without regard to age, color, disability, national origin, race, creed, sex, or religion. The departmental goal is to develop a recruitment strategy that identifies target populations and territories in order to achieve the UNA's enrollment goals. Student Financial Services (SFS) manages federal, state, and University student financial aid programs and coordinates those programs with external aid programs. The department is responsible for compliance with federal regulations. In the past five years, approximately 67% of all students received some financial assistance administered by SFS. The department provides financial aid planning and consultation in conjunction with determining the cost of attending the University and how those costs will be paid. Those receiving financial aid counseling from SFS include current students, prospective students, parents, alumni, scholarship donors, faculty, staff, and the general public.

1.2 Mission Statement for the Department/Area

The mission of Enrollment Services at the University of North Alabama is to effectively recruit, enroll and retain the most qualified students by uniting the offices of Admissions, Student Financial Services and the Registrar's Office.

1.3 Goals

a. *Office of the Registrar*

The division's goal is to deliver high quality service to facilitate the recruitment, retention and graduation of a diverse student population. Including a seamless transition from initial inquiry to enrollment and through to graduation. To that end, we strive to streamline the recruitment, admissions, financial aid, retention, registration and academic scheduling efforts of various divisions within the University. The Office of the Registrar endeavors to provide essential administrative support to faculty and assist them in their instructional and advisory responsibilities by providing technologically advanced record-keeping services. The Office of the Registrar is also committed to providing student s with state-of-the art registration and degree audit systems.

The following initiatives have been addressed during the last five year period:

1) Banner Student Initiative
2) Extender initiative
3) Space initiative
4) Graduation initiative
5) Degree audit initiative
6) Registration initiative

b. *Office of Admissions*
The Office of Admissions strives to recruit a diverse, qualified student population. Through providing prompt and friendly customer service, the Admissions' staff works diligently to promote and support the University's goal of building and maintaining a student-centered university while guiding students through the college admissions process.

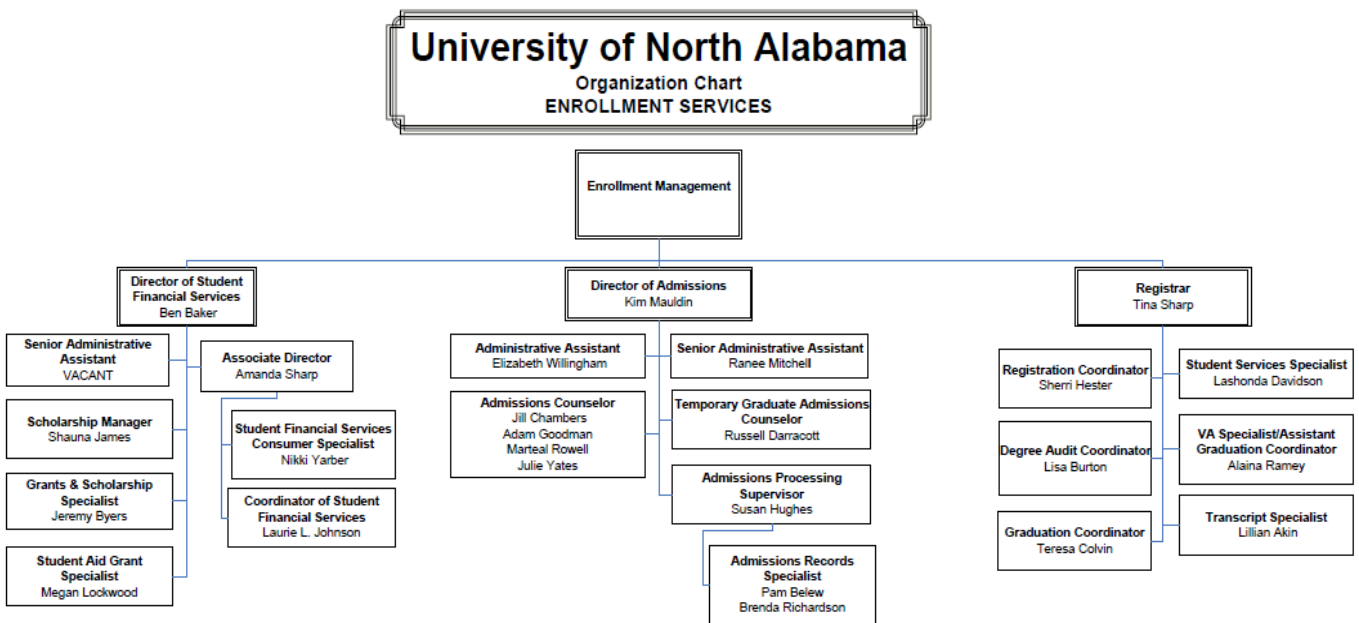The following initiatives have been addressed during the last five year period:

1) Banner Student Initiative
2) Extender Initiative
3) Space Initiative
4) Branding Initiative
5) Scholarship Initiative
6) Enrollment Initiative

c. *Student Financial Services*
1) Staffing and Training - Continue the training function of SFS team members in the Federal Aid process and Federal regulations. It takes 4 to 6 years to develop a skilled, seasoned, knowledgeable, financial aid professional. We will continue to utilize workshops and conferences for outside training of all team members that financial resources will allow.
2) Electronic Scholarship Acceptance - We continue to adjust and modify our electronic scholarship notices and acceptances. This goal is important in order to reduce paper, speed the delivery process and improve communication to the student. The 2010-2011 award year is the 2nd year for electronic scholarship processing. Students are becoming more acclimated to the process in time. However, continued education to UNA students about the business of scholarship processing is very important.
3) Methods of Electronic Communication - SFS currently does not use paper forms to notify students of missing documentation or Federal Aid awards. The basic method of communicating to the students comes through the use of the student's UNA Portal email account and Self Service feature. It might be possible to incorporate social media such as Facebook to communicate with students in the future. The department currently has a Facebook page for disseminating information general information to students. There is no one on campus using Facebook at this time.

4) Federal Reporting - It is essential to continuation in the Federal Aid programs that the department has adequately trained individuals who can prepare the required reports accurately, in compliance with Federal regulations, and in a timely manner. Allowances of time, training, and human resources are required for this goal.

5) Maximize Scholarship Dollars - It is critical to the Enrollment Management function that the University seek ways to maximize the available scholarship dollars. The department can assist the Office of Admissions in developing and managing strategies for the best utilization of dollars available for recruiting and retention.

6) Federal Aid Outreach Activities - The department regularly participates with area high schools in conducting Federal Student Aid workshops. The purpose of the workshops is to promote awareness of Federal Aid programs available to students. Furthermore, these workshops also offer information to students about other financial aid programs and other colleges.

1.4 Governance Structure of the Department/Area

University of North Alabama
Organization Chart
ENROLLMENT SERVICES

Enrollment Management

Director of Student Financial Services — Ben Baker
- Senior Administrative Assistant — VACANT
- Scholarship Manager — Shauna James
- Grants & Scholarship Specialist — Jeremy Byers
- Student Aid Grant Specialist — Megan Lockwood
- Associate Director — Amanda Sharp
  - Student Financial Services Consumer Specialist — Nikki Yarber
  - Coordinator of Student Financial Services — Laurie L. Johnson

Director of Admissions — Kim Mauldin
- Administrative Assistant — Elizabeth Willingham
- Admissions Counselor — Jill Chambers, Adam Goodman, Marteal Rowell, Julie Yates
- Senior Administrative Assistant — Ranee Mitchell
- Temporary Graduate Admissions Counselor — Russell Darracott
- Admissions Processing Supervisor — Susan Hughes
  - Admissions Records Specialist — Pam Belew, Brenda Richardson

Registrar — Tina Sharp
- Registration Coordinator — Sherri Hester
- Degree Audit Coordinator — Lisa Burton
- Graduation Coordinator — Teresa Colvin
- Student Services Specialist — Lashonda Davidson
- VA Specialist/Assistant Graduation Coordinator — Alaina Ramey
- Transcript Specialist — Lillian Akin

1.5 Emerging Issues

a. *Office of Admissions*

With shrinking high school graduating classes at many regionally located high schools in Alabama, northeast Mississippi and south central Tennessee, it is becoming increasingly difficult to recruit students. Similar problems are occurring in other non-metropolitan areas in our tri-state recruiting markets thereby forcing all regional institutions to more actively recruit outside of their primary market areas.

The economic impact of decreased state funding for higher education is negatively impacting many budgets, including scholarship budgets. As a result, even with a growing endowment, it is becoming increasingly more difficult to remain competitive in our scholarship program and scholarship offerings. Managing enrollment during times of economic crises is difficult for most public and private universities.

Meeting the needs of our United States Veterans who are interested in pursuing a college degree is becoming increasingly complex. As admissions personnel we are often given the responsibility of recruiting them yet many Universities are not equipped to meet their academic, psychological, emotional or social needs once they arrive on campus.

The "helicopter parents" and their demands coupled with FERPA guidelines are becoming more frequent. These discussions often result in a very tenuous and stressful dialogue with the parents of the prospective student and/or currently enrolled student. Managing this challenge can not only impact the decision of the student/parent to attend a particular university but it can also be very time consuming on the part of the office staff.

Trends in Admissions:

1) As a result of the economic crisis, many traditional and non-traditional students are beginning their higher educational experience at a community college thereby reducing their cost of attendance, focusing on completing the general educational requirements, and allowing time for self-exploration as they evaluate career goals. Therefore, many four-year institutions are focusing personnel and financial resources on recruiting community college transfer students.
2) The use of electronic media and social networking in the recruitment of students has been an emerging trend in the area of recruitment for the past several years. Many recruiting strategies now include utilizing cell phone applications, Facebook, Twitter, virtual tours, and personal institutional websites.
3) Field-based recruiters/Admissions counselors are becoming increasingly popular as a means of reducing recruiting travel expenses. Many institutions are hiring recruiting personnel to live in the markets where they are assigned to recruit. This not only minimizes travel expenses, but it also reduces the need for office space and administrative office support.

b. *Office of the Registrar*
One of the emerging trends on the national level is to migrate to a paperless office. To that end UNA has employed an Imaging Specialist to convert records from paper to optical imaging technology. Five years ago UNA embarked on a challenging effort - - the implementation of a campus wide student information system. New business processes were designed, training was paramount and perhaps the overarching key was communication to the entire campus. Through all these efforts Enrollment Services was instrumental in the largest student information system conversion in the institution's history. The Sungard Banner System was implemented which is a renowned leader in information systems nationwide. Due to proration in the State of AL, the University of North Alabama has fallen behind the national trend in aggressive student marketing.

c. *Student Financial Services*
In 2009-10, undergraduate students received an average of $11,461 per full-time equivalent (FTE) student in financial aid, including $6,041 in grant aid and $4,883 in federal loans. Graduate students received an average of $22,697 in aid, including $6,371 in grant aid and $15,744 in federal loans. In 2009-10, 44% of all grant aid (and 49% of undergraduate grant aid) came from the federal government. The maximum Federal Pell Grant increased by 16% in constant dollars in 2009-10, the largest one-year increase in its history. The maximum failed to keep pace with inflation in 2003-04 and the following three years, but it increased by 4% beyond inflation in 2007-08 and again in 2008-09. Thirty-six percent of grant aid came from colleges and universities, 9% from state governments, and 11% from employers and other private sources. Total education borrowing increased by about 10% from 2008-09 to 2009-10, but much of the increase was due to increased enrollments. Total borrowing, including federal student and parent loans, as well as nonfederal loans, increased by about 4% per FTE student, after adjusting for inflation. In 2009-10, 35% of undergraduates took out Stafford Loans. Twenty-four percent used both subsidized and unsubsidized loans. In other words, almost 70% of all undergraduate Stafford borrowers had both types of loans — and 80% of subsidized borrowers also had unsubsidized loans.

The financial aid industry continues to be very heavily regulated. The wave of new regulations seems to have picked up momentum in recent years as the U.S. Congress becomes more involved in the regulation of business in America. On October 29, 2010, the Department of Education issued most of its final regulations to curb fraud and abuse in the student aid programs. The regulations are lengthy, complex, and controversial. The formula for gainful employment, which is the most contentious of all the rules, will not be issued until early in 2011 and won't be implemented until July 1, 2012. With respect to state authorization, one of the concerns is that states could use these new requirements as an excuse to set up new oversight functions of private, not-for-profit colleges that go well beyond the grant of authority to operate as postsecondary institutions - which is the sole requirement in the law. In addition to these two issues, other issues of significance are: gainful employment, incentive compensation, and misrepresentation. Also noteworthy, because of its short timeline,

is the need to have a process in place for validating the authenticity of suspicious high school diplomas for students applying for admission for the 2011-12 academic year. Most of the regulations issued in the first round (with some exceptions on state authorization and FAFSA verification) are effective as of July 1, 2011, and none may be implemented earlier than that date.Many of the new requirements in the Program Integrity Regulations will create an additional administrative burden on all areas of the University.

2. Department/Area Evaluation

2.1 Evaluations
   a. *Office of Admissions/Office of the Registrar*
   1) Banner Student Initiative – extensive testing was conducted prior to the go-live date for Banner Student software. Hands-on testing of registration was performed by using student employees. This included use of a new policy requiring Personal Identification Numbers given to each student by their assigned adviser. All applications of the Banner Student Module were tested extensively.
   2) Extender Initiative – In the summer of 2010, the Office of Admissions implemented the optical imaging/indexing technology. This technological advancement will allow us to discontinue keeping hard copies of admissions' files thus saving space and paper expense. With the implementation of Extender the Office of the Registrar ceased maintaining hard copy files of permanent records and began the process of optical imaging of appropriate documents.
   3) Space Initiative - In the spring of 2010, the Office of Admissions relocated to Coby Hall. Although our previous location in Bibb Graves Hall was centrally located on campus and was readily accessible for current students, faculty, and staff, the new location offers a more welcoming and attractive environment for prospective students and their families.   The physical location of Coby Hall provides more convenient parking and is easy to access as families arrive on campus. The Office of the Registrar was able to utilize a space formerly occupied by the Office of Admissions following their move to Coby Hall. The Office of the Registrar assessed the remaining space under its purview and determined that a Banner Extender workstation should be established.
   4) Branding Initiative – In an effort to market UNA to prospective undergraduate and graduate students, a "brand" identity was needed. In 2008 an Atlanta-based educational marketing firm, Mindpower®, was hired to assist UNA in creating a brand that could be utilized across all campus constituent groups.
   5) Scholarship Initiative – In an effort to become more environmentally friendly, the Office of Admissions has utilized technology in the scholarship acceptance process.
   6) Enrollment Initiative – Competition for students is fierce both at the undergraduate and graduate levels. The use of scholarships and financial aid assists the Office of Admissions in the recruitment of undergraduate students; however, with shrinking demographics in our geographic region, UNA has had to explore other venues for maintaining enrollment. Non-traditional students, Special student (Early Scholars

and Senior Scholars) and Graduate students are becoming increasingly more important to the institution.

7) Graduation Initiative – The Office of the Registrar partnered with the Office of Career Planning and Development to sponsor a Graduation Expo each fall and spring semester. The results were that many student problems were determined and corrected prior to the graduation ceremony.

8) Degree Audit Initiative – the Curriculum Advising Program Planning (CAPP) application within the Banner Student Module was implemented and put online for students and advisors to access for degree audit purposes. This online degree audit has been a considerable time saver for students and advisors alike as it is available 24 hours a day, seven days a week. This application is updated as new curriculum decisions are made.

9) Registration Initiative – online registration has resulted in a considerable time savings for employees in the Registrar's Office. The registration system is available 24 hours a day as opposed to the antiquated software system previously used that was available only during a limited time period. All student feedback concerning online registration has been positive.

b. *Student Financial Services*
   1) Staffing and training - Training is an ongoing and never-ending issue in the department. Federal regulations change every year in one way or another. Staff must be kept current on new and/or changing regulations. The University must operate the department and conduct its financial aid program in a compliant manner. There have been only one or two citations for failure to adhere to state or federal regulations in the past five years.

   2) Electronic Scholarship Acceptance - The department initiated a method of electronic scholarship acceptance 2 years. This initiative has saved time and effort on both students and SFS employees. The outcome has been favorable.

   3) Methods of Electronic Communication - The University initiated electronic communication beginning in Fall 2008. There has been quite a "learning curve" for UNA students in handling the details of electronic communication versus paper correspondence. Many students have required extra assistance in grasping the concepts of electronic communication for their financial aid business. However, there have been many more students who have accepted the fact that business details are transacted electronically. Overall, the process has worked well, sped the delivery of funds to students more quickly, and required less effort of the SFS staff.

   4) Federal Reporting - All Federal reporting requirements of the Office of Student Financial Services have been filed on time in the past five years. The outcome has been favorable.

   5) Maximize Scholarship Dollars - The SFS Department has strived to maximize the use of institutional dollars to help as many qualified students as possible. The University's endowment has grown substantially in the past five years. Significantly more dollars have become available for scholarships. Many of the endowment scholarship dollars have specific criteria that restrict the number of qualified candidates. However, the department has utilized the talents and

knowledge of the academic departments to select worthy applicants for the endowed scholarships. One of the desired outcomes has been to increase the attractiveness of the UNA degree by utilizing institutional dollars to enhance the Enrollment Management process. The process of selecting scholarship applicants that maximizes the recruiting process and awards worthy students continues to evolve. The outcome has been fairly favorable in the past five years.

6) Federal Aid Outreach Activities - The department has participated in numerous financial aid workshops over the past five years. There is little doubt that many students and parents have been assisted by these workshops. The department has received special grant dollars from the Opening Doors College Access Challenge Grant in 2010 and 2011 to assist with expenses for these workshops. The outcome of the number of workshops and number of people attending has been favorable.

2.2   Results of the Assessments

a. *Office of Admissions/Office of the Registrar*
   1) Banner student initiative - Although the average processing time for entering a new student admissions application has more than doubled, the ability to have the information integrated throughout the Banner system has proven invaluable to the University community.
   2) Extender initiative - Although imaging and indexing every admissions document is a time consuming process, allowing other offices across campus to have electronic access to original documents such as high school and college transcripts provides is more user-friendly and more time efficient for the user and for the student. The ultimate goal of the extender initiative is to create a paperless environment in the Office of the Registrar. Progress has been slow due to financial constraints; however, a part time employee has been hired to help reach the goal of a paperless office.
   3) Office relocation initiative – To cost effectively facilitate the move to Coby Hall, the Office of Admissions worked very closely with an interior design specialist at Printers & Stationers, Inc. Various office space configurations were considered; however, through collaboration with the Admissions' staff and in consultation with the Dean of Enrollment Management, the Vice President of Academic Affairs/Provost, and the President, final decisions were made and the design plan/configuration was executed. Additional space has created a more positive work environment and user friendly access to services provided by the Office of the Registrar for student at the University of North Alabama.
   4) Branding initiative - After the Mindpower® team visited campus, interviewed various constituent groups, and designed various conceptual branding campaigns, the brand "History in the Making" was selected and launched campus-wide in the fall of 2008. The University has strived to incorporate this branding concept in all printed recruiting materials as well as in electronic media, television commercials and the recruiting video.
   5) Scholarship initiative - Although paper scholarship award letters are still being sent to the students, the students must accept/decline these scholarship offers

electronically. This electronic process also has increased proficiency by posting the scholarship acceptance to the students' billing account.

6) Enrollment initiative - In an effort to enhance graduate student enrollment, the Office of Admissions has revamped the UNA website to present graduate information in a more user-friendly format.

7) Graduation Initiative – the graduation application within the Banner student module has allowed easy access to reports concerning graduating students.   It has also allowed the Office of the Registrar to keep abreast of students that are eligible to graduate.

8) Degree Audit Initiative - the CAPP system has transformed the previous paper and pencil degree audit to a system available online 24 hours a day. This is both a time saver for the Office of the Registrar staff and students alike. It is a useful tool for advisors and students to determine their progress toward meeting degree requirements.

9) Registration Initiative – the Banner Student Module has transformed the registration process from a mundane manual process to an online sophisticated environment which is for all intents and purposes a seamless process for both the Office of the Registrar staff and University of North Alabama employees.

b. *Student Financial Services*

1) Staff training is an ongoing and never-ending issue in any financial aid office participating in the Federal Student Aid programs. Four new team members were employed in 2010. Three of the four remain at this writing. At present, the department has achieved a highly capable staff delivering quality service in a compliant manner.

2.3   Recent Improvements Based on the Results of the Assessments

1) Banner initiative – Although the University has now been using the Banner system for two full years, our processing time is still slower than desired; however, with the assistance of well-trained seasoned student workers, the Office of Admissions has become more efficient on processing applications both at the graduate and undergraduate levels.

2) Extender initiative – Although the Office of Admissions and the Office of the Registrar is still behind in optical imaging and indexing, by training various student workers to assist with the imaging process the office is beginning to make progress on the 2010-11 admission files.

3) Space initiative – none

4) Branding initiative – By creating a brand that is now utilized campus-wide, the University is delivering a succinct message that is being publicized through various means of delivery including the web, television, print media and radio.

5) Scholarship initiative – Requiring new students to accept their scholarships via their UNA portal accounts as been a learning process for the Office of Admissions as well as for the students. For the class of 2012, additional directions will be provided so as to provide greater clarity for the students as to how to access their

UNA portal account as well as how to electronically accept/decline their scholarships.

6) Enrollment initiative - Increased communication with the various constituent groups on campus has heightened the awareness of the needs and issues associated with graduate student recruitment and admission. Plans are still being discussed with regards to recruiting and enrolling other "special student populations" such as Early Scholars, Senior Scholars, former students/ non-traditional students. With budget constraints looming over the next several years, reallocation of current scholarship resources to attract a greater number of students is currently being discussed and evaluated.

2.4 Appropriate documentation to support the assessment

Many of the above initiatives were addressed through staff meetings, e-mail correspondence, oral communications with prospective students/family members, and through interoffice communications. In an effort to provide quality customer-service, the Office of Admissions values feedback and places a high emphasis on meeting the needs of the students. Due to student feedback students may now request to drop a class or be completely withdrawn from the university via their personal UNAPortal account online. Student dissatisfaction was a result that they were not adequately notified to appear before the readmissions committee. This caused a workflow to be designed to notify them automatically thus saving time for the committee and the student. In an effort to reach online students as well as traditional on campus students, a workflow was designed to notify graduating students when their degree audit has been processed. Federal reporting documents provide documentation to verify the timeliness of the federal reporting requirements. There are not necessarily documents to verify communication between the department and students or that the department achieved maximum utilization of scholarship dollars.

2.5 Brief analysis of those areas in need of improvement and an action plan for improvement in these areas

The Office of Admissions is continuously striving to improve services offered through the admissions process specifically as they relate to recruiting, admissions processing and scholarship awarding. By working with various offices on campus, specifically the Office of University Communications, the Office of Student Financial Services and the Office of the Registrar, enhancements will be made in the areas of technology and Banner-related processes. By working closely with Academic Affairs, the University will continue to develop strategies and programs that will assist in the recruitment of various constituent groups specifically graduate students, non-traditional students, special students and entering freshmen. A concerted effort needs to take place to image all existing UNA records dating back to the fall of 1994. Previous records

have been captured on CD's. The action plan for resolving this problem is the hiring of a Digital Imaging Specialist.

3. **Facilities and Resources that address the adequacy of resources and support services to support the goals and objectives of the department/area**

   3.1   **Equipment** – The University has provided adequate equipment to perform the necessary functions for Enrollment Management.

   3.2   **Space** – Adequate space for the Office of Admissions was achieved with the 2010 relocation to Coby Hall. The new location is more spacious, aesthetically appealing, and accessible to campus visitors. Furthermore, this created additional space for the Office of the Registrar when Room 122 of Bibb Graves was vacated by the Office of Admissions.

   3.3   **Staff** – In the fall of 2008, the Associate Director of Admissions moved to Texas. Shortly after her departure, proration began and budgets were frozen and/or reduced. As a result, this position has not been filled. The office needs this position and hopes to be fully staffed again during the 2011-12 academic year. When this position is returned to the office, a reallocation of staff resources will allow the University to consider placing a "regional" recruiter/admissions counselor in the Birmingham area to help with recruiting in the Birmingham, Montgomery and Mobile markets. Also, because of the increased undergraduate applicant pool over the past five years, an additional student worker and/or a graduate assistant is needed to assist with undergraduate admissions' processing. Current staffing is adequate as long as enrollment remains under 7500 students. Increased enrollment may require an additional employee in the Office of the Registrar. Once the current position of Senior Administrative Assistant for Student Financial Aid is filled, the staffing level will be adequate to support financial aid operations so that the department meets its goals and objectives.

4. **Achievements**

   a. *Office of Admissions*
      Record enrollment was achieved during the 2009-10 academic year. With no budget increases for the Office of Admissions/Student Recruiting, the Admissions' staff has been successful in doing "more with less" in terms of recruiting, student outreach, and office management. Various Admissions' staff members are involved in professional organizations at the state and regional level. Professional development opportunities have been provided annually for all staff members. University committee involvement is encouraged in the Office of Admissions. Staff members have served on numerous committees (often chairing committees) including standing University committees, search committees and awards/recognition committees.

b. *Office of the Registrar*

Dean of Enrollment Services and Registrar represented North Alabama on an Alabama Commission on Higher Education (ACHE) to develop an electronic transcript and common application for the State of Alabama. Associate Registrar was selected to receive the 2010 Alumni Faculty/Staff Service Award; served as secretary to the Alabama Association of Collegiate Registrars and Admissions Officers (ALACRAO) 2006 and 2007. Degree Audit Coordinator served as a program chairperson for the Records and Registration Committee of ALACRAO; currently serves as secretary to the Alabama Banner Users Group (ABUG); earned a Master of Business Administration degree May, 2010. Registration Coordinator earned a Bachelor of Business Administration degree with a major in Computer Information Systems. Transcript Specialist earned a Certificate in Administrative Management Skills and Practice July, 2009; currently working towards a Certified Professional Secretary credential.

c. *Student Financial Services*

SFS successfully completed the conversion from the Sungard SIS PLUS software system to the Sungard Banner software system in 2008, successfully implemented "electronic communication" as the official means of communication to students beginning in Fall 2008, successfully implemented the Federal Direct Student Loan program in Summer 2009, SFS successfully implemented the Electronic Scholarship Initiative in 2009-2010.

The SFS department facilities were completely renovated and expanded in August 2010. The entire office was painted and the carpet was replaced for the first time in over 20 years. The department had occupied room 206 in Bibb Graves Hall as part of its office space for 20 years. SFS moved from room 206 and assumed occupancy of room 222 to go with room 226. The entire SFS department is now located in room 226 of Bibb Graves Hall.The SFS department received an Opening Doors College Access Challenge Grant in the amount of $50,000 from the Alabama Department of Education in 2010 to conduct workshops for the Federal Student Aid program. The grant provided funds to purchase laptop computers, printers, copiers, scanners, desks, tables, chairs, copy paper, drinking bottles and wristbands for UNA's Preview Day, laminator, report binder, label maker, many office supplies, and workshop labor costs. The SFS department received an Opening Doors College Access Challenge Grant in the amount of $8,571 from the Alabama Department of Education in 2011 to conduct workshops for the Federal Student Aid program. The grant provided funds to purchase copy paper, label maker, many office supplies, and workshop labor costs.

5. **Responses to Previous Review Recommendations**

Student Financial Services was cited by the Examiners of Public Accounts for a violation in historical recordkeeping in the annual audit in 2009. That finding has been corrected and the department is now in compliance with historical recordkeeping requirements.

6. **Vision and Plans for the Future of the Area**

   a. *Office of Admissions*
   Design and implement an enrollment management plan that will assist the University in the recruitment and retention of students, hire an Associate Director of Admissions and another student worker or graduate assistant to help in the area of undergraduate admissions' processing, image and index all previous semesters' admissions files in order to be in a position to stay current with the processing, increase the use of technology in the recruiting process specifically social media and web-based applications, enhance our presence in the Birmingham market reallocating resources thereby allowing the office to hire a regional recruiter/admissions counselor to live in the Birmingham area.

   b. *Office of the Registrar*
   Using more strategic enrollment management to guide the enrollment of the institution. Reaching the division's goal of becoming paperless. The acquisition of a digital imaging specialist will allow for an on-going paperless environment. Once all documents have been imaged the Lektriever file storage units can be removed from the records room in the Office of the Registrar thus providing more space. Carpeting in the Office of the Registrar is over 15 years old and is desperately in need of being replaced.

   c. *Student Financial Services*
   Construction of a new administration building to house the offices of Student Financial Services, Admission, Registrar, Student Accounts, and Housing. Construction of such a building would provide for modern office space sufficient to accommodate the University's growth needs and would provide one location for students to conduct their business. The new building would feature at least 1 office suite for each department with a common lobby area. The common lobby area would feature computers at which students could apply for admission to the University, apply for financial aid and scholarships, check grades, request transcripts, apply for housing, make payments on their account, etc. The lobby area would also provide space for brochures and pamphlets on relevant subjects pertaining to being a student at the University.

7. **Unit Recommendations**

   7.1 **Recommendations for changes, which are within the control of the department/area, if appropriate**
   - Image and index all previous semesters' admissions files
   - Increase the use of technology in the recruiting process

   7.2 **Recommendations for changes that require action at the Vice President, Provost, or higher levels**
   - Hiring an Associate Director of Admissions

- Hiring an additional student worker/graduate assistant to assist with processing undergraduate admissions' applications for the Office of Admissions
- Construction of a new administration building to house the offices of Student Financial Services, Admission, Registrar, Student Accounts, and Housing. Construction of such a building would provide for modern office space sufficient to accommodate the University's growth needs and would provide one location for students to conduct their business.
- Development of a salary plan for financial aid professionals that recognizes their level of responsibility to the University and the skill and knowledge required to provide service to students and parents.