

**UAC ASSESSMENT REVIEW – RESPONSES TO CITED ITEMS  
ACADEMIC SERVICES AND INFORMATION TECHNOLOGY DIVISION**

**Unit / Program: Admissions**

In this office's report to the UAC, the area cited in the UAC review for improvements concerned the appropriateness of measures suggested for evaluating the objectives. This unit responds to this assessment in this document.

**Goal 1: Increase exposure of diverse and qualified college-bound students to GVSU.**

NCA Criteria Core Component: 1b, 2a; University Goals: 4 and 7

Objective 1.1: Increase attendance during bus trips and events by 10% by June 2010.

Measures: Using 2006 figures as a benchmark, compare changes in annual participation levels in bus trips and events.

Procedures for data collection and analysis: Annual review of results vs. objectives.

Use of Findings: Evaluate the effect of current methods and determine need for new methods / implementation strategies.

**Goal 2: Assure optimal allocation of Unit resources.**

NCA Criteria Core Component: 1c, 2b; University Goal: 6

Objective 2.1: Staff plan is created by January 2008 that outlines reallocating individuals' time to meet shifting demands throughout the recruitment cycle.

Measures: Whether or not the staff plan has been completed.

Procedures for data collection and analysis: Review by Admissions leadership team.

Use of Findings: To evaluate current staff deployment and assure optimal deployment in support of effective customer service.

**Goal 3: Improve Admissions Office liaisons to colleges and identified departments.**

NCA Criteria Core Component: 1a, 5b, 5d; University Goal: 7

Objective 3.1: 100% of all identified departments and colleges are contacted annually, beginning with the 2006 – 2007 academic year.

Measures: Annual measure of what percentage of identified departments and colleges that have been contacted.

Procedures for data collection and analysis: In July 2007, an Associate Director will review and report to the Admissions Director regarding activity levels. Team evaluation of strategy in August 2007 to consider the need / benefit of evaluating the quality of contacts and the usefulness of information provided

Use of Findings: Determine outreach effectiveness, identify the need for other ways to achieve this objective, and how such contacts and information could be used for greater impact of the recipient departments and colleges.

**Goal 4: Increase effective use of available technologies.**

NCA Criteria Core Component: 2b, 2d, 4a; University Goal: 5

Objective 4.1: Staff demonstrates proficiency and effective use of all technologies that are required to successfully perform their job by September 2008.

Measures: Completion of determination of required technology proficiencies for each job. Incorporation of staff technology proficiency levels into all performance evaluations. Provision of staff training opportunities. Level of utilization of staff training opportunities.

Procedures for data collection and analysis: Review led by an Associate Director.

Use of Findings: To encourage staff competency and productivity through the use of technology.

## **Financial Aid Office**

**Goal 1: Increase the level of confidentiality, accessibility, and efficiency of office and staff.**

NCA Criteria Core Component: 1a, 1e, 2b, 2c, 5d; University Goal: 6

Objective 1.1: Work space is redesigned by July 2008.

Measures: Completion of work space redesign by July 2008.

Procedures for data collection and analysis: Student and staff feedback. Leadership team review and determination of appropriate follow-up steps.

Use of Findings: Assure regulatory and statutory compliance and student privacy in the disclosure / discussion of confidential or sensitive information.

Objective 1.2: A survey measures customer satisfaction with financial aid services beginning July 2007.

Measures: Completion of survey within assigned timeline. Determination of response to address findings. Possible creation of additional objectives to improve customer satisfaction. Comparison of customer satisfaction per survey with future surveys.

Procedures for data collection and analysis: Team review of / response to survey findings.

Use of Findings: Identify and implement actions to improve service quality.

Objective 1.3: All staff are trained and equipped for future roles. Ongoing.

Measures: Completion of Unit capacity assessment. Creation of plan to (re)allocate staff, assure development of needed skills sets, and identify and respond to additional training needs.

Procedures for data collection and analysis: Review of activities by leadership team.

Use of Findings: Determine future staff deployment and training.

**Goal 2: Increase awareness of Executive Officers of the need for their support for need-based financial aid and student wage funding.**

NCA Criteria Core Component: 1a; University Goals: 4 & 6

Objective 2.1: Advocacy and documentation justifies the request for increased institutional funds to support students with financial need. Ongoing.

Measures: Comparison between current and future gaps in tuition and available resources. Assessment of impact of advocacy and documentation. Determination of future strategies.

Procedures for data collection and analysis: Director of Financial Aid and Associate Director of Systems conduct a trend analysis regarding demand, student debt load, and availability of loans and grants. They also lead review of activities.

Use of Findings: To make recommendations to university leadership regarding allocations of financial aid.

**Goal 3: Increase staff knowledge and use of new systems and technology.**

NCA Criteria Core Component: 2a, 2b, 4a, 5b; University Goals: 5 & 6

Objective 3.1: All staff is trained in Banner by January 2007. Additional training will continue on an ongoing basis.

Measures: Completion of Banner training within timelines. Availability of additional training. Completion and distribution of documentation of processes and procedures.

Procedures for data collection and analysis: Ongoing staff contribution of new information and feedback to team leaders.

Use of Findings: To assure that the investment in training and systems is accompanied by optimal utilization and increased staff competence in its use.

**Goal 4: Assure sufficient information technology support.**

NCA Criteria Core Component: 2a; University Goal: 6

Objective 4.1: Existing IT staff capacity and response meets Financial Aid's needs by 2008.

Measures: Comparison between current and future response times to identified needs. Determination of future actions / responses.

Procedures for data collection and analysis: the Associate Director of Systems and Director of the Financial Aid office will lead efforts and provide a summary and assessment of impact on service delivery.

Use of Findings: Basis for communications between the Financial Aid Office and IT and recommendations to provide optimal support.

## **Information Technology**

### **Goal 1: Increase and align staff capability to meet the university's IT needs.**

NCA Criteria Core Component: 2d; University Goals: 5 & 6

Objective 1.1: All staff are assigned and trained commensurate to their abilities and the IT Unit's needs. Ongoing.

Measures: Completion of training needs assessments. Availability of training resources and opportunities. Determination of appropriateness of staff (re)deployment. Decisions made / actions taken to further reduce capacity gaps.

Procedures for data collection and analysis: Review of identified needs by IT Department Managers and the IT Director.

Use of Findings: To identify ways that IT must anticipate, prepare for, and respond to IT support needs.

Objective 1.2: Tools to improve speed and efficiency are implemented. Ongoing.

Measures: Results of acquisition, availability and expenditure of resources. Status of installation and use of needed tools. Decisions made / actions taken to further reduce capacity gaps.

Procedures for data collection and analysis: IT Department Managers will lead continuous gathering of information on available IT support resources, technology and best IT support practices. In concert with the IT Director, IT Department Managers will develop recommendations on which acquisitions will provide the best return on investment in terms of cost, staff productivity, quality of support and user benefit.

Use of Findings: Enhanced timeliness and efficiency of service.

Objective 1.3: Develop and implement a temporary / contract staffing plan by October 2007.

Measures: Status of development and implementation within timelines. Decisions made / actions taken to further reduce capacity gaps.

IT Department Managers will provide more proactive, planned, and continuous oversight and guidance in the use of temporary and contracted staffing. They will assess the requirements of future IT projects, determine the availability of IT staff expertise and time, identify any gaps that may be evident from this review and negotiate tightly defined contracts that meet these needs.

Procedures for data collection and analysis: Review of recent, current, and projected needs. Review of current contracts and the fit with actual need.

Use of Findings: To assure optimal use of temporary / contract staffing.

**Goal 2: Increase access to and use of emerging technologies.**

NCA Criteria Core Component: 2a, 2d, 5b; University Goals: 5 & 6

Objective 2.1: Banner is implemented according to schedule.

Measures: Comparison of anticipated schedule with actual schedule.

Procedures for data collection and analysis: The IT Director, Administrative Systems Manager, and Network Systems Manager will engage staff feedback in the review of existing plans, review installation and use of software and hardware.

Use of Findings: Identify and address barriers or other issues to assure timely and successful implementation of Banner.

Objective 2.2: Windows/Office software is implemented by December 2007.

Measures: Completion of activity within timelines.

Procedures for data collection and analysis: Review progress in adhering to pre-establish implementation plans. Acquire feedback from users and IT staff.

Use of Findings: Assure on-time, user-friendly implementation and use.

**Goal 3: Improve university-wide awareness of security risks and actions.**

NCA Criteria Core Component: 2b, 2d, 5b, 5d; University Goals: 5 & 7

Objective 3.1: Incorporate security content in all IT seminars by January 2007.

Objective 3.2: Contact all departments and offer to speak at meetings and seminars beginning January 2007.

Joint Measures: Initiation / completion of activities within timelines. Annual measure of what percentage of identified departments that have been contacted. Effectiveness of contacts and education as measured by changes in the level of use of recommended security practices and changes in the level of behavior that increases security risks. Determination of need for additional actions.

Joint Procedures for data collection and analysis: Acquire IT staff feedback on university-wide outreach, user receipt / understanding of security content issues. Acquire user feedback through ongoing customer satisfaction surveys.

Joint Use of Findings: To assess integration of security practices into daily operations. Determine what future steps will be needed to improve university-wide awareness and use of security practices and resources.

*Objective 3.3:* All university personnel annually receive security information beginning September 2008.

Measures: Completion of activity within timeline.

Procedures for data collection and analysis: IT leadership will review feedback from users regarding use of current security management practices as well as review and analyze security management issues and problems encountered over the past 1-2 years. IT leadership will identify the most promising and successful data security management practices now used by other colleges and universities.

Use of Findings: To develop a systematic, university-wide approach that minimizes and decreases vulnerability to violations of data security that are due to insufficient use of sound data management practices.

*Objective 3.4:* Policy is developed and used requiring IT's review of all new IT development projects by March 2007.

Measures: Policy is developed and implemented within timeline. Degree of compliance with policy. Determination and implementation of follow up decisions and actions.

Procedures for data collection and analysis: Review of progress made, assessment of response from Facilities, Purchasing, and the Provost's Office.

Use of Findings: Findings will guide subsequent efforts to develop and implement said policy.

#### **Goal 4: Strengthen security actions taken by IT.**

NCA Criteria Core Component: 1e, 2a, 5d; University Goals: 6 & 7

*Objective 4.1:* Increase vulnerability scans to twice annually beginning January 2007.

Measures: Implementation of activity within timeline. Completion of an evaluation of current and emerging security issues and determination of the need for additional actions.

Procedures for data collection and analysis: Measure impact of increased security scanning on the frequency and type of security issues. Determine the benefit of continuing an increased frequency of security scans.

Use of Findings: Determine the impact of increased scans in reducing data security vulnerability.

Objective 4.2: Department security reviews eliminate unused and unnecessary access by October 2007 and ongoing.

Measures: Comparison between current and future levels of unused and unnecessary access. Determination of the need for additional actions. Verification of data level security.

Procedures for data collection and analysis: IT leadership will facilitate staff assessment of their success in eliminating unused accounts and reducing unapproved access. This review will also include an assessment of departments' reaction and level of cooperation. This review will help determine the viability / feasibility to conduct more extensive and protective verification of data level security.

Use of Findings: Determine future steps.

Objective 4.3: University-wide installation of Anti Spyware reduces Spyware help calls by 80%, resulting in 250 staff hours recovered annually by September 2009.

Measures: Completion of activity within timeline. Comparison between current and future levels of calls. Comparison between current and future staff hours dedicated to Spyware help calls.

Procedures for data collection and analysis: The Network Systems Manager will compare previous to current activity levels to measure success / benefit.

Use of Findings: Determine continued use of Anti Spyware.

**Goal 5: Assure sufficient space to meet IT Unit's growth (Staff, Data Center, and Receiving).**

NCA Criteria Core Component: 1c, 2a, 2b; University Goals: 5, 6 & 7

Objective 5.1: Define and design facilities infrastructure needs for future growth by July 2007.

Measures: Completion of activity within timeline. Assessment of level of support from Provost's Office.

Procedures for data collection and analysis: The Telecommunications Systems Manager will facilitate a review of current space use, project expansion potential, and what is needed to make needed improvements in shipping / receiving, operations, security, and consolidated space.

Use of Findings: Determine near-term space / facility planning options.

## **Office of Records and Registration**

### **Goal 1: Maintain peak customer satisfaction.**

NCA Criteria Core Component: 1a, 2a, 5d; University Goals: 3, 6 & 7

Objective 1.1: Expand customer information and web-based services. Ongoing.

Measures: Comparison between current and future customer satisfaction levels. Determination of additional services, based on customer feedback. Follow up on the recommendations received.

Procedures for data collection and analysis: Analysis of customer satisfaction survey data will provide feedback and guidance regarding further service enhancements.

Use of Findings: To determine future opportunities to provide services in the most expeditious and customer-friendly methods available.

### **Goal #2: Optimize use of available and future technology.**

NCA Criteria Core Component: 2a, 2b, 4a; University Goals: 5 and 6

Objective 2.1: Identify the technology requirements for each position. December 2008.

Measures: Completion of activity within timeline. Actions have been identified, planned, and implemented based on findings.

Procedures for data collection and analysis: The leadership team shall review the assessment findings.

Use of Findings: To identify technology competency needs in order to fulfill the requirements of each staff position.

Objective 2.2: Staff use of technology is evaluated regularly. December 2008.

Measures: Completion of initial evaluation within timelines. Availability of staff training opportunities to respond to training / improvement needs. Incorporation of staff technology proficiency levels into all performance evaluations. Level of utilization of staff training opportunities. Level of participation at state, regional, and national conferences to sharpen technological and analytical skills.

Procedures for data collection and analysis: Comparison of degree of appropriate and effective use of technology with specified technology use requirements in each position description.

Use of Findings: To support increased use of technology to enhance staff productivity and customer service.

Objective 2.3: Future technology is identified, evaluated, and acquired. Ongoing.

Measures: Review the level to which technology has been identified, examined, and placed into the queue for implementation. Availability of resources / funding for acquisitions.

Procedures for data collection and analysis: Staff will share information on potential technologies gained from literature reviews, and their individual involvement in networking, conferences, users groups, and list serves. The Registrar will facilitate examination of this information and development of recommendations to be shared with and reviewed by the Director of IT.

Use of Findings: To identify which technologies are required to meet current and future needs.

**Goal #3: Optimize staff resources.**

NCA Criteria Core Component: 1a, 1c, 2b, 4a; University Goals: 3, 5 & 6

Objective 3.1: All staff are trained and prepared to assume a variety of functions. January 2008.

Measures: Completion of cross-training activities within timeline.

Procedures for data collection and analysis: Engagement of all staff in the assessment and training identification processes and in the development of a plan to increase cross-unit support.

Use of Findings: To develop and implement processes that allow for greater internal adaptability in response to shifting customer needs and the cycles of shifting activity throughout the academic year. This effort will assure optimal staff deployment to address capacity shortfalls.