

**UNIT / PROGRAM:** Admissions Office, Financial Aid Office, Information Technology, Office of Records and Registration

**DIVISION:** Academic Services and Information Technology Division

**AUTHORS OF THE PLAN:** Division personnel and David Medema MSW, President, Medema Consulting Associates LLC

## **PROGRAM OVERVIEW**

The Academic Services and IT Division is comprised of four units: Admissions Office, Financial Aid Office, Information Technology, and Office of Records and Registration. This Division is a service (vs. academic) entity that supports the experience of prospective, current, and former students. Through its four units, the Division conducts all recruitment and admissions activities, manages and provides all forms of student financial aid, provides university-wide information technology installation, maintenance, and repair services for students, faculty, and other personnel, and maintains timely and accurate records of the academic progress and accomplishments of the University's prospective, current, and former students

## **MISSION**

The Division supports students' academic achievement, faculty teaching, research endeavors, and efficient university operations by providing timely and responsive services.

## **VISION**

The Division of Academic Services and Information Technology will continue to grow, evolve, and improve in response to the needs of students, faculty, staff, the entire university community, alumni, and supporters. The Division anticipates change in three areas:

### *Supporting Student Success*

The Division will provide first-rate on-line and in-person services to all of our constituents in order to increase their timely access to needed information and resources in a seamless, efficient, and responsive manner.

The Division will be proactive in its outreach to students through effective communication to support the university goals of improved retention, time to graduation, and six year graduation rate.

The Division is committed to understanding, identifying, and articulating the needs of our students.

### Organizational Effectiveness / Staff Development

Staff will have the resources necessary to gain and maintain mastery of their job requirements.

The Division will enhance inter-departmental communications, ensuring optimal cooperation, elimination of any duplication of effort, efficient work flow, and maximum integration of resources and efforts.

The Division will continually seek to increase its effectiveness.

The Division will actively support University enrollment goals.

### Technology

The Division shall provide effective technology services available on a 24/7 basis.

The Division will continue to identify new or improved technologies that are user-friendly and accessible.

The Division will enhance effective and appropriate training in the use of technology by students, faculty and staff.

The Division will initiate efforts to increase university-wide awareness and use of all available security measures and the most effective practices in data protection.

## **VALUES**

- **Flexibility and acceptance**, in the treatment of students, faculty, and staff, taking into consideration diverse abilities, opinions, and backgrounds.
- **Ownership**, where staff accept responsibility for the delivery of service to the university community.
- **Quality Service**, where we seek to provide accurate, responsive service to the university community.
- **Collaborative work environment**, where all staff have the opportunity to offer input.
- **Staff**, where we value leadership, expertise, and the opportunity for professional development.

## **GOALS & OBJECTIVES**

### **Admissions Office**

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

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

Goal 2: Assure optimal allocation of Unit resources.

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

Goal 3: Improve Admissions Office liaisons to colleges and identified departments.  
Objective 3.1: 100% of all identified departments and colleges are contacted annually, beginning with the 2006 - 2007 academic year.

Goal 4: Increase effective use of available technologies.  
Objective 4.1: Staff demonstrates proficiency and effective use of all technologies that are required to successfully perform their job by September 2008.

### **Financial Aid Office**

Goal 1: Increase the level of confidentiality, accessibility, and efficiency of office and staff.  
Objective 1.1: Work space is redesigned by July 2008.  
Objective 1.2: A survey measures customer satisfaction with financial aid services beginning July 2007.  
Objective 1.3: All staff are trained and equipped for future roles. Ongoing.

Goal 2: Increase awareness of Executive Officers of the need for their support for need-based financial aid and student wage funding.  
Objective 2.1: Advocacy and documentation justifies the request for increased institutional funds to support students with financial need. Ongoing.

Goal 3: Increase staff knowledge and use of new systems and technology.  
Objective 3.1: All staff is trained in Banner by January 2007. Additional training will continue on an ongoing basis.

Goal 4: Assure sufficient information technology support.  
Objective 4.1: Existing IT staff capacity and response meets Financial Aid's needs by 2008.

### **Information Technology**

Goal 1: Increase and align staff capability to meet the university's IT needs.  
Objective 1.1: All staff are assigned and trained commensurate to their abilities and the IT Unit's needs. Ongoing.  
Objective 1.2: Tools to improve speed and efficiency are implemented. Ongoing.  
Objective 1.3: Develop and implement a temporary / contract staffing plan by October 2007.

Goal 2: Increase access to and use of emerging technologies.  
Objective 2.1: Banner is implemented according to schedule.  
Objective 2.2: Windows/Office software is implemented by December 2007.

Goal 3: Improve university-wide awareness of security risks and actions.  
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.  
Objective 3.3: All university personnel annually receive security information beginning September 2008.  
Objective 3.4: Policy is developed and used requiring IT's review of all new IT development projects by March 2007.

Goal 4: Strengthen security actions taken by IT.

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

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

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

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

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

### **Office of Records and Registration**

Goal 1: Maintain peak customer satisfaction.

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

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

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

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

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

Goal #3: Optimize staff resources.

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

## **BODY OF THE PLAN**

### **Overview of the Assessment Plan**

See Attachment A.

An Action Plan has been developed that provides implementation detail through August 2008. Since assigning definitive steps more than 2 years in advance is not practical, the Division is committed to a review of the strategic plan no later than summer 2008, at which time an Action Plan for the third year will be created.

### **Admissions Office**

#### **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: Led by an Associate Admissions Director, staff will target and contact schools, expand tele-counseling activity, and develop and implement a communications plan to reach target students. Begins September 2006 and will be ongoing.

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: The Director of Admissions will facilitate an overview of the current allocation of duties in terms of staff assignments in relation to the yearly cycle of activity. The overview will evaluate the effectiveness of staff deployment to meet shifting capacity needs. A staff deployment plan will be developed, implemented, and evaluated annually. Review and implementation will occur in 2007, with evaluation occurring in early 2009.

Procedures for data collection and analysis: Annual 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: During the next academic year, an Associate Director will lead the Admissions Office in taking steps to maintain strong campus relationships and assure that all university colleges and departments have accurate and current admissions information. This effort includes an outreach / contact strategy, use of a consistent message, and assignment of specific staff to contact specific colleges and departments.

Procedures for data collection and analysis: Team evaluation of strategy in August 2007.

Use of Findings: Determine effectiveness and identify the need for other ways to achieve this objective.

**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: Lead by an Associate Director, staff technology use needs are identified to assure that position-specific technology is used appropriately. Training plans and an evaluation of the degree to which staff effectively use technology is included over an 18 month period, beginning February 2007.

Procedures for data collection and analysis: Evaluation of performance.

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: Beginning July 2007 with feedback from staff and students, the Customer Service Team Leader will conduct an evaluation of the current office configuration. Recommendations will be presented to the Provost's Office to assure compliance with regulations, maximize staff productivity and a safe and private environment for students.

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: From July 2007 through January 2008, an external consultant will conduct this survey and provide findings. The Director of Financial Aid will lead implementation of responses to service improvement opportunities during 2008.

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: Upon completion of basic Banner training in January 2007, the Director of Financial Aid will lead a capacity assessment which will identify future staffing allocation, needed skills sets, and additional training needs.

Procedures for data collection and analysis: Review of findings with 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: The Director and Associate Director of Financial Aid will continually provide pertinent data to the Executive Office concerning student financial needs, with an emphasis on reducing the gap between rising tuition and resources available to the most-at-need students.

Procedures for data collection and analysis: Trend analysis regarding demand, student debt load, and availability of loans and grants.

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: Steps are taken to increase team self-sufficiency in training and development related to Banner. Various team leaders provide leadership and direction in this effort that commences September 2006 and occurs on a continuous basis.

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: The Associate Director of Systems and Director of Financial Aid will document and assess the sufficiency of IT support and work with the Director of IT to assure that the Financial Aid Office receives needed support. This may include recommendations concerning staffing resources in future budget requests for the academic year 2008 budget cycle.

Procedures for data collection and analysis: Track number and type of IT support requests and response time. Provide 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: IT Department Managers will continually lead an assessment of current staff training needs, make appropriate training available to meet these needs, and deploy staff in order to assure optimal response to the university's IT needs.

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

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: IT Department Managers will continually review and determine the need for future equipment, hardware, and software. This will require an acquisition plan and resources.

Procedures for data collection and analysis: Continuous gathering of information on available IT support resources, technology and best IT support practices. In concert with the Director of IT, 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: 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: Between September 2006 and December 2007, the Director of IT, Administrative Systems Manager, and Network Systems Manager will oversee Banner implementation, with a focus on staffing issues, hardware needs, and progress in the implementation schedule.

Procedures for data collection and analysis: Review of existing plans, review installation and use of software and hardware. Receive staff feedback.

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: Between September and December 2007, the Network Systems Manager will plan for, lead implementation of, and evaluate installation of Windows / Office software throughout the University system.

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: In the fall of 2006, the Academic Systems Manager will increase university-wide use of a variety of security enhancements. This involves organizing and providing necessary information, preparing IT staff to provide it to all university users, engaging in an outreach strategy, and evaluating the effectiveness of this initiative for continuous use.

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: The preceding objectives, 3.1 and 3.2, lay the groundwork by which the Director of IT will lead efforts to develop and utilize comprehensive security management policies for the entire university. This effort will require collaboration with Institutional Marketing, research on best practices from other universities security management policies, and the active engagement of the Provost's Office in promulgation of a university-wide policy. Foundational work begins in early 2007, with implementation in late 2008.

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: Beginning September 2006, the Network Systems Manager, Academic Systems Manager, and Director of IT will seek to establish university-wide policies governing the installation and implementation of all IT projects. A policy will be proposed to Facilities, Purchasing, and the Provost's Office by March 2007.

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: Beginning January 2007, the Network Systems Manager will oversee a doubling of the number of university-wide security scans.

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: Through direct review of department accounts, IT leadership will initiate efforts to eliminate unused accounts and unapproved access. Tighter account management will include verification of all department personnel account status by October 2007 and exploration into verifying data level security in 2008.

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: Beginning in January 2008, IT leadership will guide an evaluation of current software applications, acquire and install the software and then measure its effectiveness against pre-determined standards and efficiencies.

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: Between September 2006 and July 2007, the Telecommunications Systems Manager will lead efforts to determine the space / facility requirements of IT over the next 3 years. Coordination of the assessment will occur with Facilities and the 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: Beginning in September 2007, the Associate Registrar for Customer Service and Technology will lead efforts to increase the amount of information that is available via the web, printed media, and electronic means. Services that previously required in-person contact will begin to be offered on-line.

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: Between March 2007 and December 2008, the Associate Registrars and Registrar will conduct an assessment driven by examining what technology is available, position requirements in terms of needed skills, and a possible realignment of staff positions to optimize the use of technology.

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: Beginning in February 2008, the Registrar and Supervisors will incorporate technology use by each staff member into their performance evaluations. Staff progress will be supported by individualized professional development plans.

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: The entire staff team will continually contribute the knowledge and information it acquires concerning future technology uses and potential acquisitions. The Registrar will consult and coordinate with the Director of IT.

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: In 2008, the Associate Registrars and the Registrar will lead efforts to increase the staff cross functional capabilities by way of assessment of staff proficiency requirements and provision of training on both personal and professional levels.

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.