

# **Student Services Review Request for Information (RFI) FY 2024-25**

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**Enrollment Management**

## **Overview of Unit**

### **Our Mission**

The Enrollment Management unit champions accessibility and inclusivity, providing tailored support for every student, regardless of their background or circumstances. We remove barriers by providing excellent service and proactive support and empower students by meeting them where they are in their educational journey.

### **Our Core Values**

- **Student-focused:** Students come first and are at the center of all decisions.
- **Accountability:** Taking ownership of responsibilities, delivering on commitments, and ensuring transparency in actions to achieve collective success.
- **Collaboration:** Engaging with others to bring together diverse perspectives and strengths to achieve shared goals.
- **Solutions-oriented:** Proactively identifying challenges and driving solutions for impactful outcomes.

### **Our Goals**

1. **Student Success** – improve student success processes to help students to maintain eligibility to continue registering and ultimately graduate.
2. **New Student Enrollment** – execute data-driven strategies to support new students starting classes at the university.
3. **Service Excellence** – improve the student experience and reduce the administrative burden on students.

### **Our Offices**

Enrollment management comprises four offices: the Office of Admissions, the Office of Financial Aid & Scholarships, the Office of the Registrar, and the Office of Student Success.

The Office of Admissions serves students by providing outreach and engagement services to attract new students to our undergraduate and graduate programs. They facilitate events and visits, process applications, and support services to help our students enter the university.

The Office of Financial Aid and Scholarships provides critical services to support students in obtaining federal, state, and institutional aid needed to fund their education at CU Denver. They offer advising services, facilitate in-person and virtual workshops, administer all federal, state, and institutional grants, manage scholarship opportunities, and coordinate the disbursement of internal and external scholarships.

The Office of the Registrar is responsible for maintaining and managing the integrity of students' records. It manages the catalog, coordinates course scheduling, registration, and transfer credit evaluation, and ensures that grades are accurately reported on student transcripts. The office also performs other administrative functions to support faculty and administration in ensuring the accuracy of student records.

The Office of Student Success coordinates resources and services across the university to ensure that students can complete their courses and graduate from their program. Lynx Central provides phone and in-person support for students needing assistance from the Bursar, Financial Aid, Registrar, and Admissions questions. The Student Success Coaches provide coaching and mentoring to students who need additional support beyond the support provided by academic advisors. The office also administers and coordinates student success technology support and processes across the university to engage advisors and faculty in initiatives and actions that help students succeed in their courses.

## **Accomplishments**

### *Office of Admissions*

In April, we hosted our largest-ever Admitted Students Day, offering a campus tour and a firsthand experience of life as a Lynx to a record number of attendees. This year also saw the introduction of Transfer Night, an event that invited prospective transfer students to campus for an evening of dinner and connection with key campus partners. Achieving full staffing in the Office of Admissions significantly improved our recruitment efforts and led to higher enrollment numbers. Additionally, the Office of Admissions expanded its scope by integrating Graduate Recruitment and Admissions, enhancing collaboration and streamlining services.

### *Office of Student Success*

In Fall 2023, we introduced Milo the Bot to incoming classes, achieving a 42.2% engagement rate with active students through the texting feature and receiving 14,461 text messages. This past year we had 50 interactive texting campaigns. Milo the Bot is now live on all student-related webpages. Additionally, we trained students in peer coaching via ALPSS, hosted the BE !mpact Conference, and kicked off the Black Student Success Initiative. We successfully met re-enrollment goals for our student cohorts, with both transfer and first-year students retaining at higher rates compared to last year. Notably, part-time transfer students retained at a 3% higher rate, and part-time freshman retention increased by 8%.

### *Lynx Central*

To address historical concerns about wait times and issue resolution, Lynx Central has focused on increasing staffing, training, and communication with partner offices. These efforts have led to significant improvements, reducing wait times and ensuring that student issues are resolved more efficiently. In the past fiscal year, Lynx Central served 7,652 students in person and 26,913 students via phone, averaging to about 665 students per week.

### *Office of Financial Aid & Scholarships*

Over the past year, the Financial Aid and Scholarship Office has actively participated in over 30 events, including New Student Orientations, Transfer Nights, and FAFSA Workshops. They

have successfully posted financial aid and scholarships accurately and on time for the last three semesters, significantly reducing student inquiries and concerns. Additionally, FAFSA completion rates for both new and continuing students at CU Denver have surpassed the Colorado State averages, reflecting the effectiveness of their improved processes.

#### *Office of the Registrar*

Over the past year, our focus on supporting veteran and military-connected students has led to significant improvements. Our Assistant Registrar for VMSS, Justin, and School Certifying Official, Naomi, have streamlined the workflow for processing enrollment certifications and introduced a tutorial video on the VMSS website. They created a new request process for the Yellow Ribbon program and improved the Military Experience Form process to provide automated credit notifications. Additionally, they set up Teams chat groups for quick responses to new student inquiries, launched periodic VA Student Benefit Briefings, and established monthly visits from State Veterans Liaison Officer Drew Stem. These efforts have transformed our services, making them more efficient and supportive for our military-connected students. The Registrar's Office also completed the conversion of the grade forgiveness policy. The process now includes all student repeat attempts that fall into the policy framework. While student used to be required to fill out a form to be included in the process, now students only need to fill out a form if they want to opt out of the process. In the past, students may have missed this opportunity to use the grade forgiveness policy. Now all students, whether they are aware of the policy or not, will be included in the process providing a more equitable solution for all students.

We implemented new legislation enacted this year in the State of Colorado. One of these items allows students who have served in the Peace Corps to apply for the benefit of in-state tuition.

Finally, the Registrar's Office works with faculty groups and departments to bring consistency, equity, and a more streamlined process for evaluating core courses brought in as transfer credit. The CCOC and the Registrar's Office are collaborating to change the process so that instead of many advisors in many schools/colleges making separate decisions about the applicability of transfer Core courses, these decisions will be made more centrally with direct input from the faculty who teach similar courses. We will use the TES (Transfer Evaluation System) and Transferology software we already use to make course equivalencies happen faster and more consistently.

#### **Accessibility and Inclusion**

Our unit is dedicated to fostering an inclusive and supportive environment for historically underserved and marginalized students, including BIPOC, first-generation students with disabilities, and non-traditional students. We achieve this through targeted initiatives and comprehensive services designed to meet their unique needs and address any gaps in support.

#### *Office of Admissions*

Jaime Alvarez works closely with first-generation and Latinx students, engaging with the community and collaborating with AVID programs at high schools and community-based organizations. We support first-generation students and families through the Pre-Collegiate

Development Program, offering routine visits and presentations, including Career Day and Senior Retreat. The Leaping Lynx initiative provides admissions presentations to CU Succeed Ethnic Studies classes with large Latino populations. We also conduct increased recruitment travel in areas with significant Latino populations, such as Pueblo, CO, and offer Spanish-speaking tours and translation services during Admitted Students Days in Spanish and Vietnamese. Crysta Diaz, Director of Undergraduate Admissions, secured grants to translate recruitment materials, ensuring effective communication with prospective students and their families. We prioritize building a diverse team of student ambassadors to reflect our campus's rich diversity.

#### *Office of Student Success*

They lead the Black Student Success Initiative, offering events and spaces for the Black campus community to connect and by assigning coaches to students needing additional support. We participate in the First-Gen committee, engaging in programming for first-generation students and offering coaching to help them navigate their undergraduate programs. We are also initiating an Adult Learners project in Fall 2024 to assess and support the needs of adult learners based on their feedback.

#### *Lynx Central*

Serving all students, including undergraduate, graduate, prospective, and alumni, Lynx Central ensures that all students receive services regardless of background. They have ensured compliance with website accessibility and implemented a language translation tool on the web pages. They have also added a chatbot to all student-related web pages for 24/7 student support, making resources more accessible.

#### *Office of the Registrar*

Our interactions with students, including registrations, transfer requests, and email interactions, ensure that all students receive the best customer service possible regardless. Our website was included in the expansion of language translation (Spanish and Vietnamese) and the verification that it meets all accessibility requirements. Any student who needs additional assistance receives that assistance to complete requests and transactions with our office.

#### *Office of Financial Aid and Scholarships*

We provide financial aid and scholarship opportunities to all students, regardless of their background, to help finance their education and support their personal and professional development. Scholarships address both historical and ongoing societal marginalization by providing financial support to students who need it most so that they can focus on their educational pursuits without the burden of worrying about financing their education.

These efforts collectively ensure that we meet the needs of underserved and marginalized students while continuously identifying and addressing service gaps.

## **Measuring Impact**

Our unit is dedicated to continuously improving the student experience by actively measuring impact and gathering student feedback. This approach ensures that our services are effective, responsive, and aligned with student needs.

As part of our efforts to enhance service and the student experience, we implemented a Student Satisfaction Survey at Lynx Central (which also represents the student experience with the Office of Financial Aid, the Bursar, and the Office of the Registrar”. This survey is accessible via QR code and email to students who visited Lynx Central in person or by phone. The results show that 78.2% of respondents rated their experience as 3 or higher on a scale of 1-5, with an average rating of 4.02 for positive interactions with Lynx Central staff. Qualitative feedback includes comments like, “The Lynx Central workers are always courteous and helpful,” and “Super fast, everyone was nice, and we were able to get my issue fixed!” However, we also received critical feedback, such as the need for better processes to ensure issues are resolved in one visit and clearer communication on turnaround times for ongoing issues.

In addition to data collected via student feedback and surveys, we measure our impact by ensuring we maximize the aid we have available to serve students. In the 2023-2024 academic year, the office disbursed significant financial support to students at the Denver and Anschutz Medical Campuses. This included \$20,139,650.30 in federal grants to 4,004 students, \$154,153,848 in federal student loans to 7,598 students (including medical school loans at AMC), \$11,574,973 in scholarships to 2,774 students, \$18,943,269.43 in Colorado state grants to 4,372 students, and \$8,391,800.23 in university grants to 3,018 students. These efforts demonstrate our commitment to providing multiple pathways for students to secure the financial support needed for their educational pursuits.

Our office of admissions also gathers student feedback through post-event surveys sent via email after events and campus visits. This data helps us recognize student ambassadors and staff for positive mentions and make necessary improvements based on the responses. Additionally, we track event attendance to follow up with students who didn’t attend and invite them to future events, helping us identify the most successful days and times for hosting events. Similarly, our Office of Student Success implements post-event/program surveys. For example, to understand the satisfaction of our Project Graduate students, we conduct surveys that provide valuable insights. Some students shared their positive experiences, such as feeling exceptionally supported and appreciating the communication and resources provided by their coaches. For instance, one student mentioned, “I have never felt more supported in my life while attending college. My coach did an amazing job with her communication and really helped me finish my degree.”

Finally, our Registrar’s Office regularly gathers transaction metrics. Over the past year, we have responded to more than 23,000 emails, processed approximately 20,500 forms, sent nearly 3,500 transcripts, processed approximately 300 residency petitions, posted nearly 5,000 degrees and credentials, and posted more than 41,000 transactions for incoming transfer credit. These measures and feedback mechanisms ensure we continuously improve our services and effectively support our students’ needs.

## Future Goals

Our unit is not fee-funded and does not require student fee funds to operate.

The Enrollment Management unit is focused on attracting, retaining, and graduating a diverse student population. We seek to support the university's strategic plans by driving new student enrollment, improving retention and graduation rates, and providing an outstanding service experience for our students. We continue to operate with an equity lens to support and drive the success of all of our students.

## Budget Information

FY25 BUDGET						
ADMISSIONS AND RECRUITMENT						
Summary by SpeedType and Fund Type						
SpeedType	Description	FY24 Budget	FY24 Actuals May 2024	FY25 Budget	Changes (FY25-FY24)	Budget Target
<b>General Fund</b>						
61022303	ADMISSIONS OFFICE	852,096	812,896	1,305,108	453,012	975,775
61002263	UG ADMISSIONS OPERATIONS	482,732	387,118	488,798	6,066	356,050
61000958	NEW/ADMISSIONS ONE TIME	210,091	205,455	229,609	19,518	166,383
61001127	STUDENT MARKETING	710,970	190,696	710,970	-	710,970
61093943	OPEN HOUSE	50,000	33,864	50,000	-	50,000
61065158	ADMISSIONS RECRUITMENT	69,179	41,279	69,179	-	69,179
61016700	PUBLICATIONS	56,457	58,455	56,457	-	56,457
61101386	DENVER RECRUIT & EM INITIATIVES	-	494,560	-	-	-
61001744	TRANSFER CENTER	12,501	12,215	12,501	-	12,501
61001593	K-12 OUTREACH	162,672	200,028	160,913	(1,759)	136,126
<b>Total General Fund</b>		<b>2,606,698</b>	<b>2,436,565</b>	<b>3,083,535</b>	<b>476,837</b>	<b>2,533,441</b>
<b>Gift Fund</b>						
63402636	K12 OUTREACH ENGINEERING CAMPS	700	-	-	(700)	-
<b>Total Gift Fund</b>		<b>700</b>	<b>-</b>	<b>-</b>	<b>(700)</b>	<b>-</b>
<b>Overall Total</b>		<b>2,607,398</b>	<b>2,436,565</b>	<b>3,083,535</b>	<b>476,137</b>	<b>2,533,441</b>

FY25 BUDGET						
STUDENT SUCCESS						
Summary by SpeedType and Fund Type						
SpeedType	Description	FY24 Budget	FY24 Actuals May 2024	FY25 Budget	Changes (FY25-FY24)	Budget Target
<b>General Fund</b>						
61012530	TRANSFER INITIATIVE	90,000	7,804	90,000	-	90,000
61001835	STUDENT SUCCESS SUPPORT	270,946	209,963	270,946	-	270,946
61000494	LYNX CENTER	451,230	309,734	451,230	-	451,230
61063177	ODE RECRUIT/ENROLLMENT	-	441,303	-	-	452,927
<b>Total General Fund</b>		<b>812,176</b>	<b>968,804</b>	<b>812,176</b>	<b>-</b>	<b>1,265,103</b>
<b>Overall Total</b>		<b>812,176</b>	<b>968,804</b>	<b>812,176</b>	<b>-</b>	<b>1,265,103</b>

FY25 BUDGET						
FINANCIAL AID						
Summary by SpeedType and Fund Type						
SpeedType	Description	FY24 Budget	FY24 Actuals May 2024	FY25 Budget	Changes (FY25-FY24)	Budget Target
<b>General Fund</b>						
61018449	FINANCIAL AID ADMIN	863,108	579,941	863,108	-	863,108
61093518	OFFICE OF UG SCHOLARSHIPS	80,329	25,374	80,329	-	80,329
61193518	CF OFFICE OF UG SCHOLARSHIPS	-	-	-	-	-
<b>Total General Fund</b>		<b>943,437</b>	<b>605,315</b>	<b>943,437</b>	<b>-</b>	<b>943,437</b>
<b>Auxiliaries (Extended Studies, Fee for Service &amp; Other)</b>						
62063058	SSF-SCHOLARSHIP OFFICE	-	(72,866)	-	-	199,554
62619106	ADMIN ALLOW	122,978	81,746	-	(122,978)	130,000
62676762	SAL ADMINISTRATIVE ALLOWANCE	5,000	(62)	-	(5,000)	-
62926578	TUITION INTER VC-CFO	2,000	(10,194)	-	(2,000)	7,500
62975567	SOM & SOD STUDENT GRANT	2,000	(13)	-	(2,000)	-
<b>Total Auxiliaries Fund</b>		<b>131,978</b>	<b>(1,389)</b>	<b>-</b>	<b>(131,978)</b>	<b>337,054</b>
<b>Gifts and Grants</b>						
63400603	ANSCHUTZ SCHOLARSHIPS	-	1,595	-	-	-
63400174	BA-BS/MD SCHOLARSHIP	-	-	-	-	-
63010135	PELL ADMIN ALLOWANCE	-	-	-	-	-
<b>Total Gifts + Grants Fund</b>		<b>-</b>	<b>1,595</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Overall Total</b>		<b>1,075,415</b>	<b>605,521</b>	<b>943,437</b>	<b>(131,978)</b>	<b>1,280,491</b>

FY25 BUDGET						
REGISTRAR						
Summary by SpeedType and Fund Type						
SpeedType	Description	FY24 Budget	FY24 Actuals May 2024	FY25 Budget	Changes (FY25-FY24)	Budget Target
<b>General Fund</b>						
61002262	STUD ENROLLMENT OPS&COMP	571,149	496,137	428,632	(142,517)	428,632
61015992	DIPLOMA COST	9,713	12,724	9,713	-	9,713
61020639	RECORDS/REGISTRATION	833,644	670,300	936,289	102,645	925,644
61022304	INFORMATION TECHNOLOGY	338,086	270,548	170,224	(167,862)	170,224
61065008	RECORDS TECH FEE	92,000	28,667	-	(92,000)	-
61073149	TRANSCRIPT/MATRIC	-	30	-	-	-
61074081	SIS FEES FOR RECORDS & REGISTR	350,726	219,110	350,726	-	350,726
61120639	CF RECORDS/REGISTRATION	-	-	-	-	-
<b>Total General Fund</b>		<b>2,195,318</b>	<b>1,697,515</b>	<b>1,895,584</b>	<b>(299,734)</b>	<b>1,884,939</b>
<b>Auxiliaries (Extended Studies, Fee for Service &amp; Other)</b>						
62914175	A&R DATA LIST PROC	-	-	-	-	-
62920048	A&R MISC ACTIVITY	33,737	(66,792)	86,397	52,660	155,302
62920942	DIPLOMA MAILING	-	10,997	-	-	40,000
<b>Total Auxiliaries Fund</b>		<b>33,737</b>	<b>(55,795)</b>	<b>86,397</b>	<b>52,660</b>	<b>195,302</b>
<b>Overall Total</b>		<b>2,229,055</b>	<b>1,641,720</b>	<b>1,981,981</b>	<b>(247,074)</b>	<b>2,080,241</b>