

**Orientation**

- Freshman Orientation underwent a comprehensive review and program redesign in 2006. Implementation of changes continued to produce positive dividends when initial Freshman Orientation publications and parent handbooks were mailed three months earlier in an effort to connect incoming students with the University. The marked increase in early reservations and attendance at orientation sessions was attributed to this strategy.
- Transfer students likewise benefited from major revisions to the Orientation Program. An online Pre-Orientation was designed and implemented allowing transfer students to complete placement testing and all procedural processes prior to arriving on campus. More personal interaction was thus afforded between students and our orientation and advising staffs during the on-campus portion of Orientation.

**Student Activities**

- Campus Activities Board (CAB) introduced the campus to a number of innovative programming initiatives in 2006-07 that included the highly rated and popular Xbox 360™ Live Tour with over 300 in attendance and 16-time “College Comedian of the Year” Buzz Sutherland who left students in throws of laughter. Back by popular demand were the hugely successful free movie nights at Cinema Hollywood and the new Trillium Cinema as well as the Palace Takeover II where once again 100+ students enjoyed a Pistons’ victory over the pesky Orlando Magic. Not to be forgotten were the various CAB activities in celebration of the University’s 50th Anniversary during the Welcome Back Picnic.
- The Student Government Council (SGC) worked diligently to improve comfort for students with a \$30,000 renovation of Clint’s Café. Students were greeted with new and contemporary lounge furniture, study tables, two flat-panel LCD televisions, and free pool tables. SGC also continued to promote student civic engagement by cosponsoring a College Town Holiday Food Drive with Baker College, Mott Community College, and Kettering University to raise over \$15,000 for needy families in the Flint community.

**STUDENT DEVELOPMENT CENTER**

**Academic Enrichment Center (AEC)**

- The Academic Enrichment Center continued to increase student utilization of Tutorial Services—particularly individual tutoring. There was a 22% increase in student-tutor individual contacts from Fall 2005 to Fall 2006 and a modest 6.6% increase from Winter 2006 to Winter 2007. The total for all 2006-07 AEC contacts (individual, walk-in, Math Lab, and Supplemental Instruction) exceeded 4,000.

- The effectiveness of tutorial and academic enrichment services was assessed in Winter of 2007. Student evaluations of individual tutors were overwhelmingly positive as 97% of respondents (n=55) ranked their tutors in the top two categories of being knowledgeable, prepared, clear, helpful, and friendly. Moreover, 88% reported increased understanding, confidence, and preparation for their studies after meeting with their tutors.

**Accessibility Services**

- The files of students registered with Accessibility Services were imaged to safeguard privacy and a similar process was established for all future clients to the office. New and prospective students with special needs were introduced to our campus through transition group visits and tours in partnership with the Disability Network. Equally important, the Committee for Disability Concerns continued its support and advocacy for students with special needs as well as provided ongoing guidance and strategic direction for the work of Accessibility Services.
- Our Disability Services Coordinator and veteran University staff member resigned in Fall 2006 to pursue an external professional opportunity. A search committee was formed with representation from the Academic Advising and Career Center, Academic Enrichment Center, Disability Network, Physical Therapy Department, and student body. The committee concluded its task, and a new Disability Services Coordinator was appointed for the upcoming academic year.

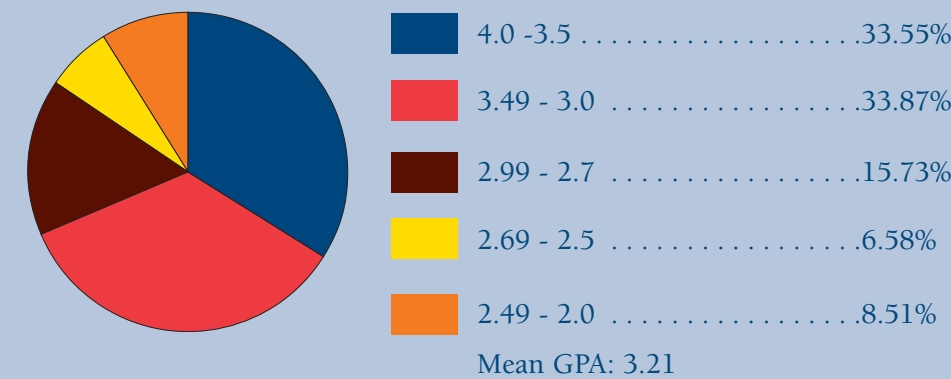
**Counseling Service**

- The Counseling Service collaborated with Ann Arbor’s Counseling and Psychological Services (CAPS) in the *Health-e Michigan Minds* project. This endeavor sought to develop an interactive Web site with mental health information and resources for undergraduate students on the Ann Arbor, Dearborn, and Flint campuses. Specifically, it was envisioned that the site will offer online screenings for mental health disorders, skill building components, online peer support, and chat rooms on broad topics such as depression, stress, relationships, and eating disorders.
- The Counseling Service and Student Life worked to establish an “Active Minds” chapter at the University of Michigan-Flint in response to the Virginia Tech tragedy. It was concluded that the Psychology Club was in the best position to move this proactive and student-centered initiative forward in the upcoming academic year. Active Minds is headquartered in Washington, D.C. and is the nation’s only peer-to-peer organization dedicated to the mental health of college students with a mission to increase awareness of mental health issues, provide information and resources regarding mental health and mental illness, encourage students to seek help as soon as it is needed, and serve as liaison between students and the mental health community.

## FALL 2007 FRESHMAN CLASS PROFILE<sup>1</sup>

Applications Received	1,901
Offers of Admission	1,554
Freshmen Enrolled	626
Minority	.160 (25.6%)
Male	.262 (41.8%)
Female	.364 (58.2%)
Mean ACT Composite	21.47

### HIGH SCHOOL GPA DISTRIBUTION



### MINORITY FRESHMEN

	Fall 2007	Fall 2006
American Indian/Alaskan Native	3	2
Asian American/Pacific Islander	27	14
Black/African American	90	92
Hispanic/Latino	24	11
Multi-racial /Multi-ethnic	16	10
<b>Total</b>	<b>160</b>	<b>129</b>

### TOP FEEDER HIGH SCHOOLS

	Fall 2007	Fall 2006
1. Grand Blanc High School	49	31
2. Flushing High School	29	31
3/4. Linden High School	27	17
3/4. Flint Southwestern Academy	27	24
5. Carman-Ainsworth High School	26	28
6/7. Fenton High School	25	17
6/7. Kearsley High School	25	19
8/9. Swartz Creek High School	22	31
8/9. Goodrich High School	22	7
10. Flint Central High School	21	17

(43.6% of Freshman Class is represented above)

<sup>1</sup>Unless otherwise stated, only the data of Enrolled Freshmen is considered. “Freshmen” considers those which are First Time In Any College (FTIAC).



# M FLINT | STUDENT SERVICES AND ENROLLMENT MANAGEMENT



## ANNUAL REPORT 2006 - 2007

# M FLINT | STUDENT SERVICES AND ENROLLMENT MANAGEMENT

## UNIVERSITY OF MICHIGAN-FLINT ANNUAL REPORT 2006 - 2007

Student-centeredness requires that decisions be guided by the question: *What is best for our students?* This is the foundation upon which Student Services and Enrollment Management (SSEM) was built and it signifies the context in which we carry out our mission. Our belief that a participatory approach to student persistence and success is in the best interest of those we serve resulted in meaningful collaborations across the institution in 2006-2007. Record increases in enrollment, gains in the FTIAC retention rate, and high levels of student satisfaction exemplify the power of teamwork. We look forward to the challenges and opportunities that lie ahead as the University embarks upon perhaps the most exciting phase in its distinguished history . . . campus housing. Let us be ever mindful of the need to launch this next chapter in the context of student-centeredness.



Mary Jo Sekelsky, Ed.D.  
Vice Chancellor

### OUR MISSION STATEMENT

*Student Services and Enrollment Management will promote the University of Michigan-Flint; support students, staff, and members of the community; and strive to provide exceptional service by:*

- Exhibiting accuracy, efficiency, and patience in our work.
- Maintaining integrity, professionalism, and respect.
- Valuing differences, diversity, open communication, and creativity.

### 2006/2007 SSEM PRIORITIES

**COMMUNICATION:** *Remain focused on the need for communication between units and the impact of decisions elsewhere in the division and University. Ask: How will this decision impact others?*

- The Academic Advising and Career Center, Admissions, Financial Aid, Registrar's, Student Development, and Student Life individually and collectively initiated and/or implemented a variety of programs, activities, and policies that necessitated ongoing inter-office communication. These ranged from specific events such as Preview Nights and a Transfer Blitz with division-wide participation to the more routine such as scheduling/processing issues and student referrals.
- Campus-wide, the Director of Admissions regularly engaged Deans and Assistant/Associate Deans for updating and planning purposes, our Senior Systems Analyst proceeded with implementation of ImageNow outside of the division, the Registrar worked with ITS on the Banner Curriculum Advising and Program Planning (CAPP) module build, the Academic Advising and Career Center uplifted the internationalization mandate with a co-hosted Graduate School Fair and International Study Abroad Fair, and all SSEM units worked closely with University Relations in the planning and design of publication materials. There was a keen appreciation of the need for collaboration outside the division in order to operationalize communication as a priority in 2006-07.

**ENROLLMENT GROWTH:** *Be mindful of enrollment growth as all SSEM units remain vigilant with regard to recruitment and retention.*

- Each SSEM unit reached across division lines and worked collaboratively with colleagues in Academic Affairs, Administration, and Institutional Advancement to align resources for purposes of continued enrollment growth, sustained levels of student

satisfaction, and increased retention and graduation rates. SSEM partnered with Academic Affairs in the execution of Scholarship Competition Day in February '07 and many SSEM units assisted in preparation for the Genesee Early College and GenNET/FANET partnership.

- Efforts to fully implement a Strategic Enrollment Management (SEM) model continued in earnest this past academic year. Progress was made on several fronts including a number of firsts such as targeted open houses and yield events by the schools and college; letters to prospects under the signatures of academic deans, program directors, and department chairs; and regular meetings between the Director of Admissions and key stakeholders in Academic Affairs.
- A *Campus-Wide Student Success Advisory Council* was inaugurated with programming and activities designed to inform, educate, and promote student success/persistence to the campus community. The Council sponsored and/or cosponsored a remote demonstration of EMAS Retention Pro software, a teleconference on "Cultivating Campus Cultures that Value Student Success," Web seminars on "Why Students Stay" and "Semester-to-Semester Retention," two Web seminars on developmental advising, a Web seminar on "Academic and Career Counseling for Sophomores," academic and career counseling for first-year students, and the First Annual Student Academic Success Summit with over 200 in attendance for a keynote address and facilitation by Dr. John Gardner—Senior Fellow of the National Resource Center for the First Year Experience.
- The Vice Chancellor for Student Services and Enrollment Management convened a Task Force for Serving Students Engaging Minds with diverse representation from faculty, students, and staff to assess the division's progress in meeting the vision and mission as

set forth in the University's Strategic Plan. With academic excellence, student centeredness, and civic engagement as the framework, the Task Force will help establish the SSEM agenda through 2010 based on a consideration of questions related to five basic categories.

**DATA UTILIZATION:** *Fully utilize a data-driven approach for planning/decision making, and use predictive modeling in the undergraduate admissions process.*

- Feedback from the Student Satisfaction Inventory (SSI) prompted a remodel of the Office of Financial Aid to ensure clients the highest level of confidentiality. The Office of Financial Aid also conducted a utilization study of University Grant dollars leading to a decision to terminate grant spending in late August '07 rather than February '08 and resulting in savings for housing start-up funds in 2008.
- The Academic Advising and Career Center (AACCC) had its FY06 genesis in feedback from the College Student Inventory (CSI) whereby a full integration of fiscal resources was achieved by the end of FY07. Meanwhile, the Academic Enrichment Center housed in Student Development comprehensively reviewed utilization data and continued to reduce walk-in tutorial services in favor of individual appointments.
- Undergraduate Admissions continuously used data in planning and decision making while working to refine qualifying and grading inquiry pools. A "mid-stream" adjustment was initiated in February '07 when comparison report data revealed a higher than expected number of incomplete files and triggered a campaign to request guidance counselor assistance in securing high school transcripts.
- The "Continuing Student Forecasting Model"—developed by the former Systems Analyst in Undergraduate Admissions and our Director of Institutional Analysis—proved to be fairly accurate in predicting change in continuing student enrollment within 1%. The model was successfully used this past academic year to confirm our level of confidence in the projected undergraduate enrollment increase for Fall '07.

**FINANCIAL AID ENHANCEMENT:** *Refine need-based financial aid awards to shape the Class of '07, and introduce customized software to create early and accurate financial aid estimates for prospective students and their families.*

- "Out-of-Pocket" letters were sent to newly admitted and prospective students indicating their estimated cost to attend the University of Michigan-Flint in 2007-2008 as predetermined by Undergraduate Admissions and Financial Aid. This provided students a truer picture of actual expense to the family as opposed to the overall cost of attendance used in determining financial aid awards.
- The Office of Financial Aid successfully launched the M-Flint-Calc Aid Estimator in March. This Web-based tool provided prospective and current students with an early estimate of full-time cost of attendance and financial aid.

**ENROLLMENT CONSULTANT:** *Engage the services of an external consultant to facilitate the establishment of a campus-wide enrollment plan.*

- SSEM engaged AACRAO Consulting Services through the American Association of Collegiate Registrars and Admissions Officers that resulted in an assessment of our current course of action and recommendations to enhance enrollment planning at the undergraduate level. Undergraduate Admissions immediately embarked upon the process of prioritizing and implementing key recommendations of the consultant.
- AACRAO Consulting Services, and previously Scott Healy & Associates, strongly recommended that the University of Michigan-

Flint contract the services of an external direct mail vendor. Undergraduate Admissions took the recommendation under review and revisited associated cost implications.

### OFFICE OF THE VICE CHANCELLOR FOR STUDENT SERVICES AND ENROLLMENT MANAGEMENT (SSEM)

#### Office of the Ombuds

- Enhancing professional competencies was the order of the day as the Office of the Ombuds completed its third year of existence on the Flint campus. The Ombuds successfully mastered the International Ombudsman Association (IOA) Intermediate Workshop in October of 2006 and received certification in "Challenges to Neutrality" at the Annual IOA Conference later in the year. The University Ombuds is an associate in good standing with the IOA and adheres to the principles of informality, independence, neutrality, and confidentiality.
- The total number of complainants leaped to fifty-three (53) in contrast to thirty (30) in FY06 and twenty-nine (29) in FY05. This represented a 75% increase in student and staff member clients from one year to the next! 344 ombuds actions were required to resolve and/or enable clients to resolve predominantly academic concerns with an average of six (6) per complainant.

#### Technology

- The SSEM Senior Systems Analyst coordinated division-wide Web site conversions to a new content management system. While some offices remained in the process of fine-tuning the look and feel of their respective Web sites, others went live such as the Academic Advising and Career Center, Admissions, and Financial Aid.
- The Michigan Transfer Network (MTN) selected the University of Michigan-Flint as a beta site. MTN is a statewide transfer equivalencies Web site that will enable Michigan college and university students to check on the transferability of coursework from one institution to another. This significant sign of voluntary cooperation among Michigan institutions of higher education answered a mandate of the Cherry Commission.

### ACADEMIC ADVISING AND CAREER CENTER (AACCC)

- The College Student Inventory (CSI) Program was designed to identify each student's academic strengths and areas that may require additional assistance. CSI continued to grow this past year with a 94% student participation rate from the 2006 Freshman Class. Results of the inventory were utilized in advising sessions, orientation programs, and special support services for academic and career planning purposes.
- The AACCC offered its first annual Education Career Fair to meet the needs of elementary and secondary education majors and alumni. Approximately 300 students and graduates attended this inaugural event. School districts from five different states were represented at the fair and offered employment contracts to numerous participants open to out-of-state relocations.
- The AACCC implemented a sequential advising/counseling program aimed at assisting undecided students explore their interests, abilities, and career options. Undecided students were invited to utilize the program with the following assessments: Discover; Myers-Briggs Type Indicator; and Strong Interest Inventory. Each instrument was used in conjunction with career counseling.
- Work continued on the consolidation of academic advising and career development that resulted in the integration of career counseling into academic advising sessions. The AACCC thus developed the Strategic Contact Interval (SCI) program to

systematically engage students at intervals throughout their academic careers. Identified chronological milestones prompt individualized AACCC contacts in order to explore ongoing student commitment and connection to academic, social, and personal goals.

### OFFICE OF ADMISSIONS

- Undergraduate Admissions officially moved from Student Services and Enrollment Management to Academic Affairs in August 2007. The Acting Chancellor elected to make this organizational change in order to promote continued momentum on the University's strategic plan, enrollment growth, and other initiatives.
- Student Services and Enrollment Management ended its longstanding organizational relationship with the Office of Admissions on a positive note. New freshman enrollment for Fall 2007 jumped by 19.5% with overall increases of 4.0% in undergraduate head count and 3.5% in credit hours! Meanwhile, continued double-digit growth in Graduate Programs equally contributed to the 5.5% increase in total head count and 4.6% rise in total credit hours.
- Undergraduate Admissions enhanced its operational and recruitment components during the preceding academic year. Two recruiters were added to the professional staff while communication plans utilized trend data to send specialized materials and messages in a timely manner. Consultants from the American Association of Collegiate Registrars and Admissions Officers (AACRAO) were duly impressed in Fall and Spring site visits, and enthusiastically embraced future enhancement projects involving performance dashboards, enrollment comparison reports, the Web site, international admissions processing, and more.
- Communications with the campus community evolved through the creation of a monthly e-newsletter replete with information on visit schedules, recruitment plans, upcoming events, and the like. The Fall newsletters outlined the basics of recruitment while an appropriate and popular figure of speech was introduced in 2007: *Move with the Cheese . . . An Admissions Metaphor.* E-newsletters were slated to return for the 2007-08 recruitment cycle following a Summer hiatus.
- Undergraduate Admissions devised and implemented a ten-month strategic recruitment plan. The plan included several critical components that were presented to various stakeholders early in the academic year. Benchmarks and targeted activities were established by college/school/program, and resulted in a 26% increase in freshman applications and 19% overall increase in freshman deposits.
- The Office of Admissions continued to partner with Academic Affairs on several key recruitment initiatives including an inaugural Scholarship Competition Day, the Linden Educational Services Tour to India, a Brown Bag Luncheon hosted by the Admissions Director and Acting Provost on *How Faculty Can Impact Recruitment Through Relationship Building*, dual-enrollment opportunities such as the Early Middle College, and other yield activities. A strong partnership between Academic Affairs and Admissions was envisioned to be the cornerstone of long term and sustained enrollment growth.

### OFFICE OF FINANCIAL AID

- Financial aid awards for 2006-07 exceeded \$41,000,000. This represented a 3.3% increase over total dollars awarded the preceding year.
- The Office of Financial Aid implemented the M-Flint-Calc Aid Estimator to assist students and families with an early estimate of awards. This was a noteworthy accomplishment as the program calculates estimated awards after students and/or parents provide answers to a few basic questions about family income. The M-Flint-Calc Aid Estimator may be viewed at [www.umflint.edu/finaid](http://www.umflint.edu/finaid).
- Financial Aid embarked upon a major remodel of the office in response to student feedback on the 2005 Student Satisfaction Inventory (SSI). Student-centeredness was at the heart of this project with a significant reconfiguration of the front-counter reception area. The renovations ensured a comfortable, professional, and confidential setting to complete business and discuss personal finances.

### OFFICE OF THE REGISTRAR

- The *2007-2009 University of Michigan-Flint Catalog* was completed and delivered to campus ahead of schedule in early May. A revised production process was implemented with new forms, a new signature process, and an accelerated timeline. This process afforded more consistency in catalog content as well as a timely delivery of the finished product.
- Work continued on the implementation of the Banner Curriculum Advising and Program Planning (CAPP) module. Two SunGard consultants built programs for our academic requirements and prepared the way for follow-up visits from a senior consultant. Testing began on graduate-level MBA, MLS, MPA, and MS in Health Education programs.
- The Office of the Registrar completed the School of Education and Human Services (SEHS) prefix project. Prerequisites, cross-listings, and initial builds for 180 courses were developed in the process of changing all previous SEHS prefixes. This project assumed top priority so as to ensure timely completion for inclusion in the *2007-2009 Catalog*.

### OFFICE OF STUDENT LIFE

#### Lesbian, Gay, Bisexual and Transgender (LGBT) Center

- The Ellen Bommarito LGBT Center staff completed and submitted to the Chancellor the *2006 Task Force Report on the Campus Climate of Lesbian, Gay, Bisexual and Transgender Students, Faculty and Staff*. The report offered perceptions of the campus climate and safety, provided insight into issues of inclusion and visibility, lifted up a mandate for services dedicated to the LGBT communities, and demonstrated a distinct need for heterosexual communities to similarly receive educational opportunities and services. This valuable resource redirected the programming and goals of the LGBT Center to better serve all students, faculty, and staff.
- The Ellen Bommarito LGBT Center underwent a complete renovation and expansion into the adjoining space previously used as a University Center meeting room. This created a 50% increase in safe space available to students and carved out a new office for the Program Manager. While students received more room to study and relax and the Program Manager was now able to manage client issues in a confidential and private setting, the new configuration also created meeting space for future workshops, training sessions, networking, and social groups.