NON-ACADEMIC
DEPARTMENTAL REVIEW
TEMPLATE

August 2023

GCCC Admissions Department

GARDEN CITY COMMUNITY COLLEGE

Non-Academic Departmental Review
Self-Study

Department: Admissions

Department Head: Samantha Garcia

Submitted by: Samantha Garcia

Submission Date:

INSTRUCTIONS:

Complete this form using department documentation and your own observations. This self-study is designed to be a narrative document and all responses to questions should be supported by rationale, explanation and or specific documentation.

All documentation provided for the Non-Academic Departmental Review Self-Study should include the previous five years, beginning with the 2017-2018 academic year.

Adapted from Azusa Pacific University, Arizona State University, & Tyler Junior College, 2017.

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1: Non-Academic Departmental Review Participants

List the names of **your department personnel** who contributed to the writing of this report and their position/association within your department.

Name	Association/Dept Role
Samantha Garcia	Director of Admissions
Kimberlyn Fisher	Admissions Representative
Kelsey Kilgore	Technical Admissions Representative/Advisor
Abel Loza	Admissions Representative
Consuelo Pena	Student Services Assistant

2: Departmental Profile

A. Mission/Purpose

1. What is the mission of the department and how does it align with the institutional mission and other strategic priorities?

The mission of the Garden City Community College Admissions office is to attract and enroll undergraduate students from our community, service area and beyond, to provide educational opportunities to prepare them to succeed personally, motivate them to become active members and leaders within our campus community as well as society.

The Admissions Office will lead and support recruitment activities across the campus and disseminate information to all prospective students, regardless of age, sex, race or interest, to aid them in their educational decision-making process.

We support the overall mission of the college to produce positive contributors to the economic and social well-being of society by introducing and connecting students to the resources of the faculty and staff that assist with the various departments across campus, such as;

- We assist students with their career decisions by providing class and program information about various technical programs and transfer programs at GCCC. We also refer prospective students to an instructor/advisor in the specific discipline.

- The admissions office collaborates with various departments across campus with recruiting events such as Exploration Day and Junior Day, by encouraging exploration of the various technical and academic programs and careers.
- The department also collaborates with the Garden City Career Connections Academy to host enrollment events and assist students with admission and enrollment process.
- The admissions office also provides the opportunity for K-12 students to visit and tour the campus to learn more about career exploration and expose them to higher education.

B. Human Resources

Combine all Sub-units for analysis.

1. How does the department ensure that all personnel are qualified for their position?

   We look for candidates that have excellent written, spoken and interpersonal communication skills. Each candidate is required to complete the application packet that consists of a GCCC application, resume, cover letter, and official transcripts. Candidates are also required to prepare a 3–5-minute presentation on "How to Recruit Students to GCCC". This gives us the opportunity to evaluate their communication skills and review any handouts they might prepare.

   We also send all representatives to the annual state organization conference known as KACRAO. KACRAO is the Kansas Association of Collegiate Registrars and Admissions Officers. This is a nonprofit, voluntary, professional organization of more than 400 higher education administrators who represent nearly 80 institutions in the State of Kansas. The admissions staff are strongly encouraged to attend the annual conference in September every year.

   KACRAO provides a new counselor workshop that is intended for first year admissions professionals. It gives them an overview of the KACRAO organization, meet other new professionals and provides tips on how to be an outstanding professional. It also provides a Statement of Good Practices **(See Attachment 1)** for recruitment questions that representatives will encounter and how to handle them, as well as how to prepare for college fairs.
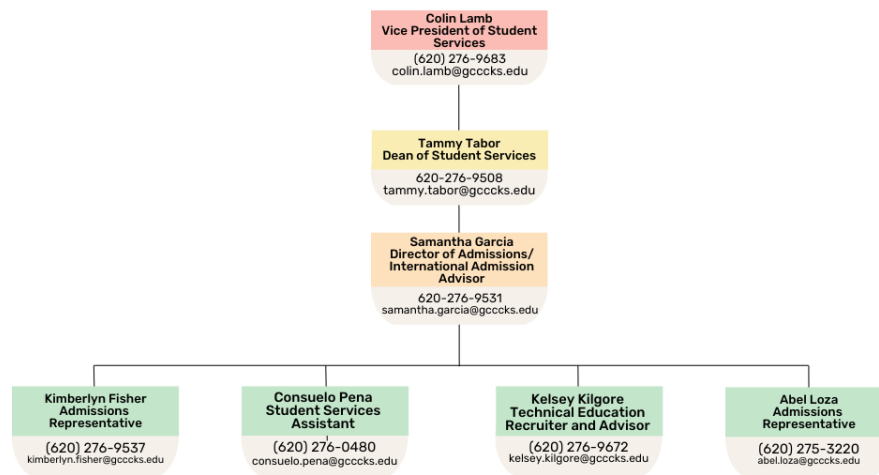
   KACRAO also provides training for more seasoned representatives. It provides speakers on how to stay current with technology, transfer information, KBOR legislative updates, and tools for recruitment.

   The College is also a member of AACRAO (American Association of Collegiate Registrars and Admissions Officers). AACRAO's mission is to provide professional development, guidelines and voluntary standards to be used by higher education officials regarding best practices in records management, admissions, enrollment management, and administrative information technology and initiation and development, interpretation and implementation to all levels.

   The Director of Admissions is able to attend annual conferences and utilize AACRAO services in all aspects of recruitment and international policy.

   The International Student Advisor is also a member of the Kansas International Educators (KIE) organization. An annual conference is held each year to learn about immigration laws regarding student visas and government updates.

2. Include an organizational chart with names and titles.

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3. List departmental, divisional, College, professional, or community committee or board activities and leadership roles, if applicable, of each full-time employee for the past **five** years.

Samantha Garcia is the Director of Admission and International Admission Advisor. She has been with Garden City Community College since August 2016. Samantha has a Bachelor of Art in Journalism and Mass Communications form Kansas State University. She is a member of the GCCC Diversity, Equity, and Inclusion committee, Exploration Day Committee, and is one of the chairs for the SEM Committee on campus. Samantha is a member of the Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO) and is serving as the secretary for the Executive Council, is a member of the Program Committee, and College Planning Conference committee. She previously served as the Publications Committee Chair in 2021 and has been a part of the CPC committee for the last two years. She is also a Designated School Official (DSO) which is an appointed school official who represents the school in all F1 Visa and Immigration matters. She is also a member of the Kansas International Education organization.

Kimberlyn Fisher is the Campus Tour Coordinator/Admissions Representative and has been with Garden City Community College since January 2020. Kimberlyn has an Associate Degree in General Studies from Columbia College. She is currently serving her second year on the Exploration Day Committee and serves on the Community Christmas Planning Committee as well. She is a new member of the Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO). Prior to moving to Southwest Kansas, Kimberlyn volunteered for the Tim Tebow's *Night to Shine* Prom for two years, and the

Springfield-Greene County, *Daddy Daughter Dance* for four years. Kimberlyn is currently the City of Deerfield's *City Treasurer*.

Kelsey Kilgore is the Technical Recruiter and Advisor with GCCC and has been with them since December 2020. Kelsey has a Bachelor of Science in Agriculture from Kansas State University. She also teaches online agricultural classes through GCCC to USDA employees. She is a member of the Kansas Associate of Collegiate Registrars and Admissions Officers (KACRAO), Kansas Livestock Association, and Kansas Farm Bureau. Prior to moving to Scott City, she attended Kansas State University where she was a member of Block and Bridle, Collegiate Farm Bureau, and Collegiate Cattlemen and completed a cattle and equine feeding focused internship with Purina. She also participated in K-State's first feedlot boot camp that exposed her to diverse livestock sectors in Western Kansas and eventually led her to moving to Scott City in 2020.

Abel Loza- Abel is an Admission representative and is new to GCCC, starting in February of 2023. Abel has a Bachelor of Science in History from Kansas State and a Master's in Public History from Wichita State University. While at Wichita State, Abel was part of the Wichita State Society of Public Historians. Before returning to the world of post-secondary education, Abel worked and volunteered for the Wichita Sports Hall of fame and the Finney County Historical Society and was a member of the Kansas Museums Association (KMA). After returning to Garden City, Abel was part of the Garden City Chamber of Commerce while working in the insurance industry. Abel is fluent in English and Spanish.

Consuelo Pena - Consuelo has been the Student Services Assistant since March 3rd, 2021, and she is also the switchboard operator for the main GCCC phone line. She is a member of the Retention Committee, Safety Committee, and also the GCCC Junior Day Committee. Consuelo is also a member of the Elks and the Finney County Historical Society. On her free time, she also volunteers at the Finney County Historical MuMusuem. Consuelo is fluent in Spanish and English.

4. List names and anticipated dates of retirement (month, year) within the next five years.

    None

NAME	MONTH	YEAR

5. How are the results of employee evaluations used in identifying professional development needs?

    Results of employee evaluations provide what goals the employee had previously set and if they were able to achieve those goals throughout the year. The employee also has the freedom to indicate what goals they would like to achieve and/or improve on, including professional development. This can include additional professional development that is not already provided from our KACRAO (Kansas Assocation of Collegiate Registrars and Admissions Counselors) organization and conference.

6. What department-specific professional development opportunities are offered/provided by the department?

The institution is a member of the American Association of Collegiate Registrars and Admissions Officers (AACRAO). This organization provides professional development, guidelines and voluntary standards to be used by higher education officials regarding the best practices in records management, admissions, enrollment management, and administrative information technology and student services.

The admissions staff are members of the Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO) and are strongly encouraged to attend the annual conference in September of every year. KACRAO provides sessions for first year admissions professionals including the new counselor workshop, road warriors workshop, mentoring sessions and round table meetings to network with other admissions representatives. KACRAO also hosts a Summer Drive-In workshop every summer to provide continuous professional development to current members.

The International Admission Advisor is a member of the Kansas International Educations (KIE) organization. An annual conference is held each year to learn about immigration laws regarding student visas and government updates.

7. Show evidence that employees have continued their professional development by attaching a list of current full-time employees who participated in professional development activities during the past **five** years, and those activities.

The admissions staff attends the annual state organization conference of the Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO) in September of 2018 2019, 2020 (Virtual), 2021, 2022.

The admissions director has attended the American Association of Collegiate Registrars and Admissions Officers (AACRAO) every two years.

The international admission advisor attends the Kansas International Educators every year in the spring semester, 2018, 2019, 2022, 2023.

C. Description of the Department and the Customers/Clients Served

1. What are the key functions, processes and services provided by the department? Include production level data such as students/customers served, transactions processed, etc. Explain any compliance duties or responsibilities.

Recruitment is the main function of the admissions office. We provide recruitment services by participating in high school visits, college fairs, and events held on and off campus throughout the year. The department also collaborates with the Garden City Career Connections Academy to speak at student orientations each semester and assists with enrollment nights for current GCCCA students to register for career development courses provided by GCCC.

The department also facilitates campus visits for middle school students in the surrounding area. Students get the opportunity to visit different departments on campus, including our technical programs.

Admissions personnel guide prospective students and families through the onboarding process of becoming a student at GCCC by providing information on how to apply for admission, scholarships, financial aid, assessment and enrollment processes. Students are encouraged to come on campus visits to meet with admissions, financial aid, academic programs, technical programs, and student organization advisors. All students who visit campus receive a personalized schedule. We also promote their visit across campus with a personalized "Welcome" graphic that includes their name and high school. This graphic appears on all TVs across campus on the day of their visit.

The Admissions Office is where the student record is created. The student record can begin through several different ways including applying to GCCC, completing a scholarship application, Financial Aid ISIR, completing a prospect card during a high school visit and/or college fair. The application is considered the official record where the student verifies the student's start term and program of study.

All official transcripts are submitted to the admissions office for verification of graduation dates and final transfer transcripts received. The staff verifies each transcript is from an accredited institution. We refer to several accreditation registries to verify accreditation, such as AdvanceEd, National Center for Education Statistics (NCES) and the Council for Higher Education Accreditation (CHEA).

The admissions staff also comply with the Family Educational Rights and Privacy Act (FERPA) and use best practices to maintain all personal information about students.

The International Admission Advisor is responsible for the data entry and daily processes in SEVIS (Student Exchange and Visitor Information System) for all GCCC international students. SEVIS is a web-based system for maintaining information on international nonimmigrant students in the U.S. This system is kept on behalf of the Department of Homeland Security as a tool to monitor schools and foreign students.

2. What impact do those services have on students and other key stakeholders? What are the department's enhancements to the institution?

Providing these services impacts students and key stakeholders by providing them with essential information needed to get them through the onboarding and enrollment process. These services also help remove barriers to those prospective students who are not familiar with the college admissions process.

3. Discuss how the department utilizes appropriate technology to provide services to its stakeholders.

The department utilizes Ellucian E-Recruit to process all inquiries and student applications. E-Recruit is our application hub where students create an account to apply to Garden City Community College. Students are also able to view where they are in the admissions process along with their acceptance letter. E-Recruit sends automatic communication out to students who create an account, start their application, submit their application, and ultimately get admitted to GCCC. Along with automatic communication, E-Recruit also populates a list of students who need to be contacted 2 days after their application is submitted. This follow-up phone call is to verify if prospective students have any questions regarding their application status.

E-Recruit also allows staff members to pull reports based on their application, required items for admission, by program, high school etc. This helps us get prospective student information out to departments on campus who may have students interested in the program or extracurricular activities.

The department also utilizes Colleague to process all Tuberculosis Questionnaires, unofficial and official transcripts for students who are full-time degree seeking.

Calendly is the department's online calendar to help prospective students and parents schedule their visit on campus. Through Calendly, the department gets automatic emails when the visit is scheduled and there are also automated emails and text message reminders that prospective students and parents receive before and after their visit.

The department also utilizes StriveScan to collect prospective student information during College Planning Conferences during the CPC recruitment season. This information can easily be stored in a CSV file to upload to E-Recruit and begin communication with those students who spoke to a recruiter during a CPC.

YouVisit is the online virtual tour that lives on the Garden City Community College website. This was lasted updated back in 2018. With the virtual tour, prospective students and parents can walk through campus, listen to information facts and information regarding each building, and view 360 pictures of classrooms and dorms on campus. Our YouVisit tour is also used for every campus visit to help highlight on-campus living.

The department utilizes the Ocelot Chatbot on the GCCC website to help answer prospective students' questions about admissions. Automated responses are available, including after-hours, when there is not a representative available to answer their question. Stakeholders also have the opportunity to request for a staff member to circle back with them if they need additional information.

Stakeholders can also communicate with the department by emailing the general admissions email address (admission@gcccks.edu). All emails received go to every staff member for them to reply and help answer any questions. Another location for stakeholders to request information is our information request form located on the GCCC website.

4. Describe any existing continuous improvement activities.

The department is continuously working with the GCCC marketing department to update any marketing materials and/or displays that are used during recruitment. Other improvements include updating our admissions acceptance packets to make this experience more personalized for each student.

The department also uses the results from the annual CWAS and SAS Survey Reports to see where the department can improve in its services and communication to prospective students.

5. Provide any other relevant information needed for a complete understanding of your department.

3: Departmental Resources

1. Describe the overall adequacy of resources (human, technological, capital, facilities, and fiscal) available to the department for providing effective service delivery and achieving outcomes. If additional resources are needed, please provide data and describe how those resources would improve services.

Include documentation if requesting additional resources.

The admissions department is comprised of one student services assistant, two full-time representatives, one director, one technical admissions representative/advisor, and four student workers.

In 2020, we implemented Ellucian CRM Recruit to replace our manual application and communication processes with prospective students. The student funnel begins at the inquiry stage where prospective students create an application account or are entered into the system from a financial aid ISIR report, a high school visit, college fair, or campus tour. Once students are inquiries, they are able to start an undergraduate application. After submitting their application, prospective students are able to see the status of their application account. Once all requirements are completed, they move to the admitted stage of the funnel and are ready for enrollment. Ellucian has automated workflows that send emails to students and generates phone calls to follow up with applications that our student services assistant completes. The department also uses Ellucian E-Recruit to produce and send out student acceptance letters. The department is also featured on the Ellucian website as a case study highlighting how the program has improved our processes. **(See Attachment 2).**

Additional hours with a support representative from Ellucian are needed in order for the department to use the CRM to its full potential. We need assistance with setting up drip campaigns for prospective students to receive additional communication and marketing to keep them engaged as they wait for enrollment to open and register for classes. We can also use this to set up event registration and campus tours through recruit.

We've recently introduced texting to our department through Ocelot. This gives us the opportunity to contact larger groups of students directly who are at different funnel stages of their application. Representatives can respond to each student individually and personalize their messaging.

4: Departmental Innovation

1. Does the department engage in extracurricular activities as a service to the students and community (yes or no)?

   Yes

   If yes, list activities and explain how they benefit the students and/or community (e.g. fliers, internal department documentation)

- The department visits service area high schools including schools in Northwest Kansas, North Central Kansas, Southwest Kansas, and South-Central Kansas. We have also started to expand our visits to schools in Eastern Colorado and the Oklahoma panhandle area.
    - These visits increase awareness about what Garden City Community College has to offer prospective students. We share information regarding programs, online classes, scholarships, resources, campus visits, etc.
- Along with visits, we also participate in high school athletic events and signing days for graduating seniors who intend on attending GCCC.
    - By attending these events, we are connecting with not only students but also parents and families. This gives them an opportunity to meet our staff and receive information regarding our institution.
- We participate in KACRAO sanctioned college fairs, Colorado college fairs, and GPACAC college fairs.

- - The fairs allow us to connect with a larger student population from multiple high schools across these areas. We also get the opportunity to meet high school counselors and staff from the schools in attendance.
- We patriciate in career and community fairs in the area along with the Southwest Kansas Entrepreneurial Education Showcases.
  - These showcases allow us to disseminate information to high school students interested in specific areas of study. This also gives our own faculty and staff the opportunity to share about how their program compares to other community colleges in our area.
- We also participate and present during the annual Hispanic Student Day event hosted by GCCC's Hispanic American Leadership Organization.
  - This event helps us reach a diverse audience of perspective students and allows us to share information about the college process and how to be ready to apply as a student to Garden City Community College.
- The department also participates and presents during the Garden City Career Connections Academy orientation each semester.
  - By participating in these events, we are making early connections with our adult learners and non-traditional audience. We are able to let them know that our department is available to assist them once they are ready to take the next step in their education.

2. What innovative ideas have been incorporated into the operation of the department during the last five years? Discuss the results and provide documentation.

- The department implemented and launched a new application system, Ellucian E-Recruit. E-Recruit allows students to apply online and track where they are with their application process. E-Recruit allows the department to track and create automatic communication with prospective students. The department no longer has to print and manually enter each application that is submitted by a student.
  - Outcome: Decreased time in manual work. Increased tracking and communication with students at each stage of applying.
- We have collaborated with the marketing department to revamp our acceptance packet to give students a more personalized experience as a new student at Garden City Community College.
  - Outcome: This will launch Fall 2023.
- Two viewbooks have been produced for recruitment within the last five years. A new viewbook is designed and printed every two years.
  - Outcome: We have been able to update and provide accurate information to prospective students and parents.
- We have incorporated StriveScan into recruitment for our College Planning Conferences. StriveScan allows us to gather prospective students' information when they stop by our table during the fairs by scanning a barcode, they receive with they register to attend.
  - Outcome: Increased leads to prospective students.
- We have implemented Ocelot chatbot to the website. The chatbot helps answer frequently asked questions and prospective students also have the opportunity to submit a request for an admissions representative to contact them for further assistance.
  - We have also recently implemented Ocelot texting to communicate with prospective students.
    - Outcome: Increased engagement and response time from students and admissions representatives.
- We have an information request form on the website that allows us to help answer student questions or direct them to the department they need to communicate with.
  - Outcome: This allows students more avenues to contact the department and help answer their questions.
- The department began using Calendly and Formstack to schedule campus tours.
  - Outcome: Calendly provides automatic reminders and text messages to students who schedule a visit. They also can select a date and time that works for them.

5: Outcomes, Assessment Measures, Targets of Achievement, and Prior Results

1. If data has previously been gathered, list the intended objectives for the department for the past three years and cite the institutional Essential Skills and other Strategic Plan priorities that each objective supports.

   2021-2022 Objective: Providing Efficient and Student Friendly Processes

2. Describe the data gathering process and give results.

   Measure 1: Decreased number of inquiry accounts. Inquiries are prospective students who have created an application account, but they have not started or submitted an admissions application.

   Measure 2: SAS survey results
   - These surveys are distributed and completed by current students every year. The results provided have shown that we are continuing to improve and provide efficient services to prospective students intending on going to GCCC.
   - Measure 3: CWAS survey
     - This survey is distributed to faculty and staff on campus to provide feedback to our department regarding recruitment events and

3. Analyze the data by comparing the actual results to the targeted levels of achievement and document what was learned.

E-recruit was implemented in the spring of 2021, moving forward we will track out conversion rates of inquiries and decrease by 2% by 2024. Our current conversion rate for number of inquiries is 14% for the Fall 2023 term.

4. The department will gather feedback regarding expectations and performance from stakeholders through interviews, surveys, focus groups or other appropriate measures. This feedback shall be considered when selecting performance measures and when continuous improvement plans are developed. Describe what changes have been made in response to these measures.

(CWAS 2021 Survey – See Attachment 3)
(SAS Spring 2021 Survey results provided below)
(SAS Spring 2022 Survey – See Attachment 4)

Attach copies of any stakeholder survey results for your department.
The Spring 2021 SAS Survey results provided below show that 97.17% of those who responded found it easy to apply for admission. This was similar in Spring 2022 with 97.00% of students reporting that they found it easy to apply. Less than half of those students had come to campus for a visit, but of those who did attend 66.67% reported that their visit influenced their decision to attend Garden City Community College. Moving forward to the Spring of 2023, this has increased to 76.74%. The

department is pleased with the reporting that students have an overall positive experience with admissions and will continue to provide excellent customer service to all stakeholders.

Garden City Community College
Spring 2021 Student Assessment of Services

26 - ADMISSIONS OFFICEI found applying to GCCC easy.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	103	97.17%		1.03
No	(2)	3	2.83%		

Response Rate	Mean	STD
106/1789 (5.93%)	1.03	0.17

27 - I came to GCCC for a campus visit.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	49	46.23%		1.54
No	(2)	57	53.77%		

Response Rate	Mean	STD
106/1789 (5.93%)	1.54	0.50

28 - On my visit I had a campus tour.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	39	79.59%		1.20
No	(2)	10	20.41%		

Response Rate	Mean	STD
49/1789 (2.74%)	1.20	0.41

29 - Campus Tour
On my visit I met with faculty in areas I was interested in.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	33	84.62%		1.15
No	(2)	6	15.38%		

Response Rate	Mean	STD
39/1789 (2.18%)	1.15	0.37

29 - Campus Tour
My campus tour guide was friendly and knowledgeable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	39	100.00%		1.00
No	(2)	0	0.00%		

Response Rate	Mean	STD
39/1789 (2.18%)	1.00	0.00

Garden City Community College
Spring 2021 Student Assessment of Services

29 - Campus Tour
My campus tour influenced my decision to attend GCCC.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	26	66.67%		1.33
No	(2)	13	33.33%		

Response Rate	Mean	STD
39/1789 (2.18%)	1.33	0.48

30 - Please rate your overall experience with Admissions in the Student & Community Services Center (SCSC).

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Excellent	(1)	43	40.57%		
Good	(2)	32	30.19%		
Average	(3)	13	12.26%		2.36
Fair	(4)	2	1.89%		
Poor	(5)	0	0.00%		
Did Not Use	(6)	16	15.09%		

Response Rate	Mean	STD
106/1789 (5.93%)	2.36	1.71

5. Use the results to develop a Continuous Improvement Plan for the department, improving efficiencies based on targeted outcomes. Include consideration for resources, processes, data collection, analysis and timelines for monitoring and assessing the results. List intended outcomes for the department that insures alignment with institutional Essential Skills and other strategic priorities.

For each outcome identify at least one method of measurement that will be used to assess progress toward the outcome. Assessment is strengthened when multiple measures are used. An assessment measure should provide meaningful, actionable data that the department can use to assess efficiency and improve processes.

Describe the target level of achievement for each measure. Levels of achievement shall be:
- Specific and measurable.
- Stated in numerical terms.
- Stated in realistic terms.
- Directly related to the outcome.
- Inclusive of all aspects of the outcome.
- Manageable and practical.

To demonstrate efficiency, determine if external or internal benchmarks are available for comparison.

(2023-2024 Non-Academic Assessment)

Planning		
KPI	Increase yield of students who apply and enroll for courses at GCCC.
Institutional Alignment	KPI 1.1.2
Data Source	Ellucian E-Recruit, Ocelot texting
Goal	Increase yield by 2%

Planning		
KPI	Increase number of service area high school seniors to enroll at Garden City Community College by 3% for Fall 2024.
Institutional Alignment	KPI 1.1.5
Data Source	Ellucian E-Recruit
Goal	35% of service area students.

Planning		
KPI	Increase number of Garden City High school seniors to enroll at Garden City Community College by 4% for Fall 2024.

n n i n g	Institutional Alignment	KPI 1.1.5
	Data Source	Ellucian E-Recruit
	Goal	43.15% of GCHS graduates.

6: Additional Comments

This space is for the department to add any additional comments to help clarify or explain its functions, if applicable.

Our department is the home of the student record. We process/create student records for financial aid ISIR reports to start communication with prospective students to apply through Ellucian E-Recruit. The department also enters college institutions to student records from the National Student Loan Data System. We also create student records for the assessment center for any incoming students taking the Accuplacer placement exam.

Our student services assistant is also the operator for GCCC's main phone line. She directs any incoming calls to the correct department. She is also in charge of updating all announcements on the electronic GCCC sign on Campus Drive.

7: Executive Summary

1. Briefly describe how the department review was conducted:

The department review was conducted in collaboration with the admissions staff as a whole. After analyzing and collecting all the information needed, I was able to able to record my findings in order to complete the review. During the department review process, I also met with the Dean of Student Services Tammy Tabor, VP for Student Services Colin Lamb, and VP of Instructional Services, Marc Malone.

2. Describe the MAJOR conclusions regarding the present state of the department:

The department has made improvements when it comes to giving stakeholders multiple ways to communicate and receive information needed to begin their admissions process or becoming a student at Garden City Community College.

With the removal of manually processing applications, the department has gained more time to focus on recruitment, communicating with prospective students and guiding them through the recruitment process to get admitted.

3. Briefly describe the goals and objectives of the department:

- GCCC Admissions will assist students in the application process. The department will also strive to maintain efficient and student-friendly admissions processes.
- GCCC Admissions will promote GCCC at outreach opportunities
- GCCC Admissions will provide prospective students with information about appropriate programs and services at Garden City Community College.
- GCCC Admissions will seek continuous improvement for their recruitment materials and services.
- GCCC Admissions will practice quality record keeping of student and institutional records.

4. Comment on the progress on previous Departmental Review Action Plans or Recommendations

Departments completing the review for the first time will not have these items and need not answer this question.

Recommendation 1: We have continued to increase enrollment of first-time freshman enrollment for our service area high schools.
Recommendation 2: We have implemented Ellucian CRM with auto communications
Recommendation 3: We were successful in hiring a student services assistant
Recommendation 4: All staff members now have personal laptops

5. Describe the department strengths:

The department is always ready to assist prospective students, parents, and visitors on campus and when attending off-campus events. They are responsive to campus, prospective student, and community needs. The department is also knowledgeable about processes on campus to help students through the recruitment, onboarding, and enrollment stages. They also provide support to faculty and staff on campus in their recruitment efforts. In addition, they create and foster positive relationships with all areas of campus and have open communication with all departments.

The department is also open to new ideas and ways to recruit students. We are always looking for new and efficient technologies that can help create a seamless student experience.

6. Describe what areas need improvement:

- Continued communication campaigns for prospective students to keep them engaged from the point of acceptance to enrollment in Ellucian E-Recruit.
- Customized communication campaigns for programs on campus to keep students engaged from the point of acceptance to enrollment in Ellucian E-Recruit.
- Strategic communications plan for admissions staff to utilize through each funnel stage to enrollment.
- Create a campaign or strategic plan for that focuses on our Garden City Career Connections Academy GED graduates looking to continue their education at GCCC.

7. State the recommendations for the department:

Increased training for the director and staff members on Ellucian E-Recruit tools and implementation of communication campaigns with prospective students. This will help the department retain students through the time of enrollment by keeping them engaged and providing the necessary information they need to be successful at our institution.

I would recommend dedicating an admissions recruiter to be the point person for all non-traditional and adult learners transitioning to higher education. This recruiter could work as a liaison for our Garden City Career Connections Academy department to work with the graduates and provide personalized experience that will help them get through the admissions and enrollment process.

8: Departmental Action Plan (with timelines for recommendations)

	Year 1	Year 2	Year 3	Year 4	Year 5
	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications
Recommendation 1: Measure of Success: Work with the Strategic Enrollment Management group to increase the number of adult learners.	Actions: Budget Implications: Timeline: 8/2023-8/2024 -Create recruitment at least two recruitment events for adult learners -Create marketing materials directed to adult learners	Actions: Budget Implications: Timeline: -Assess number of inquiries from year one recruitment events -Measure the number of students enrolled from year one	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:
Recommendation 2: Measure of Success: Create drip campaigns (continuous automated campaigns) to keep students engaged through enrollment	Actions: Budget Implications: Timeline: 8/2023-8/2024 -Additional Ellucian training for admissions director -Implement 2-3 drip campaigns	Actions: Budget Implications: Timeline: -Incorporate 2-3 more drip campaigns -Assess effectiveness of year one strategies	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:
Recommendation 3: Measure of Success: Increase visits to Eastern Colorado and Oklahoma panhandle high schools.	Actions: Budget Implications: Timeline: 8/2023-8/2024 -Add 5 high school visits in the Colorado and Oklahoma area -Increase number of college fairs attended in these areas	Actions: Budget Implications: Timeline: -Assess the number of inquiries from year one -Measure the number of enrolled students from year one -Implement new plan	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:

Recommendation 4: Measure of Success:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:
Recommendation 5: Measure of Success:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:

9:   Signature Page and Archiving

_____
Department Head/Director   Date

_____
Appropriate Vice President   Date

_____
Vice President for Instructional Services   Date

_____
President   Date

Archiving:

Division Leader submits to VP for Instructional Services

1. A complete electronic version of the Academic Comprehensive Program Review
2. All documentation (electronic)
3. A signed signature page

Attachment 1

KACRAO Guidelines

Guidelines for Institutional Representatives
Attending College Planning Conferences
Adopted by KCA, KASSP, and KACRAO

The College Planning Conference (CPC) system is the formal college fair program in Kansas. The Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO) sponsors a committee (CPC Committee) which coordinates the system. The CPC Committee is comprised of representatives from the Kansas Counseling Association (KCA), from the Kansas Association of Secondary School Principals (KASSP), and from KACRAO member institutions. These guidelines are intended to benefit the students, parents, hosts, and representatives attending these sessions.

The attending institutional representative should observe the following guidelines:

1. You must follow the Statement of Good Practices which has been approved by KACRAO and KCA.

2. Maintain the highest level of personal and professional conduct.

3. Remember you are the guest. Make all confirmations and cancellations in advance. All participants must register in advance through the CPC Chairperson/Committee. Hosts are not required to accommodate walk-ins to the CPC. Arrive early to set up and you must stay until the program is over. The location of your room/table may be pre-assigned. Do not ask to be relocated. Everyone takes their turn having the best location.

4. Do not bring students, cadets, or other non-professionals to the CPC's.

5. **Give-aways are not permitted.** This includes all representatives attending each fair. This may include but is not limited to universities/colleges, military representatives, community members, and business representatives. You may hand out brochures, catalogs, view books, information request cards, business cards, or anything else containing factual information. Do not hand out advertising gimmicks such as shopping bags, bumper stickers, buttons, pennants, posters, or flowers. No pictures of prospective students are allowed for promotional purposes and remember to confine all recruitment activities to your designated area. No representatives should stand in front of the table.

6. Transactions involving the exchange of money are prohibited, as are contests, drawings, or lotteries of any kind.

7. Audiovisual equipment is not allowed in browsing or commons areas. Only those schools with individual rooms can use this type of equipment. Call ahead of time if you want permission to use the host school's equipment.

8. Electronics are allowed at CPC's as long as they are battery operated and sound is NOT used.

9. Tabletop billboards or displays used in the browsing area are limited to 36" above the table. Larger floor displays are not allowed unless at a portioned college fair. Do not, at any time, block the view of another representative.

10. Your attendance at the CPC will be publicized through the host school. You are not allowed to buy publicity in the news media and/or high school papers.

11. KACRAO members: Before accepting an invitation to a college fair (an event with more than one college attending) during the CPC schedule that isn't listed on the schedule you must: 1) refer the prospective host to the CPC Chairperson to have the program approved, 2) call the CPC Chairperson to see if the proposed program fits under the guidelines of the CPC Committee. KACRAO member institutions are prohibited from attending any programs not approved by the CPC Committee.

12. It is the responsibility of the CPC host to make sure all institutions follow the Guidelines. Infractions will be reported to the KACRAO Executive Council. Institutions with repeated infractions may be prohibited from attending future CPCs.

1/23/2023

Attachment 2

Ellucian Case Study

ellucian

CASE STUDY

A personalized, modernized approach to recruitment

Garden City Community College improves outreach, increases applications, and streamlines manual processes

Garden City Community College (GCCC) is a public two-year institution located in Garden City, Kansas. The college serves approximately 1,900 students, about 60 percent of whom attend full time. GCCC is focused on providing a high-quality, affordable education to area residents, and is noted for its highly ranked nursing, technical, food-sciences, and athletics programs.

To optimize its recruitment processes and better highlight its unique offerings, GCCC recently moved to modernize its recruitment processes and technology. The college went live on Ellucian CRM Recruit in early 2021, and can now automate cumbersome manual tasks, tailor their prospect communications, and spend more time on high-value projects and personal outreach.

GARDEN CITY COMMUNITY COLLEGE

Enrollment
1,900

Challenge
Modernize recruitment processes to improve targeting, tailor communications, improve user experiences, and speed application and enrollment processing.

Solution
Ellucian CRM Recruit

Results
Increased applications immediately after implementation

Automated time-intensive manual processes

Personalized communications

Refocused staff toward strategic projects and 1:1 interactions

Saving time and increasing applications with automation

"Before CRM Recruit," says Samantha Garcia, an admissions representative, "it was really hard. We were doing every single application and every process manually, so 60–70% of our time was just processing applications."

By automating application processing and email responses, staff now have much more time for one-on-one prospect communications and other high-value work.

"Now we're able to actually focus on recruiting—calling students, following up," says Sydnee Sassaman, GCCC's director of admissions. "Sometimes you need to be in contact with a student five to seven times to get them to your institution. Now that's being done automatically with email in addition to our phone calls."

"Now, with the student dashboard and their communication history," says Sassman, "we can get a full picture of what emails they received, if they were called, if they closed their opportunity."

"The communication with students is so much smoother," Garcia says.

Demystifying the admissions process for prospects

As another key goal of their modernization process, GCCC sought to clarify the entire admissions process—not just the application phase—for all their prospective students. The college wanted to ensure that prospects could easily see and manage outstanding tasks and get full visibility into their application status.

"Before CRM Recruit," Sassaman says, "our students would really have no idea where they were in the admissions process. 'Have they received my transcript? What do I have left to do? What about supplemental items?' Now they have a place to go to see what they need to do instead of it being up to them to call us and ask."

"Now," says Sassaman, "they're getting automated emails, they know where they're at, they're getting reminders if they have supplemental items—and it's just been so much smoother."

"

"With CRM Recruit, we're setting up individualized emails with specifics about our programs and what they can do to enroll in those programs."

SYDNEE SASSAMAN
Director of Admissions, Garden City Community College

Immediate ID credentialing and registration

For students who accept and enroll, the college's new system is making a big difference in onboarding as well. Before GCCC implemented its new technology and process, newly accepted students wouldn't get their IDs or the ability to register for several weeks. Now, it's immediate.

Not only that, but automated follow-up emails keep them on track and up to date all the way through registration, continuing the momentum and increasing the odds of matriculation.

"Once they've turned in all their supplemental items," says Sassaman, "they get their ID right away so they can see their decisions on their dashboard and download their acceptance letters."

Tailored communications for more effective recruiting

Automated emails, alerts, and credentialing haven't just made things easier for prospects—they've improved transparency and lessened the burden for the admissions and enrollments team, too. "It's opened up a lot of time in our office, so now we have time for a lot more student contact instead of processing data," Sassaman says.

The college's new system has also enabled GCCC faculty to be more targeted with their outreach. Every two weeks, the admissions staff sends academic departments curated lists of students using CRM Recruit's Advanced Find feature. Staff then partner with faculty members to send faculty-signed emails with tailored program information.

"When we send departments a list of students who have applied, we also share where they are in the funnel, as well as how the conversation should go for the stage they're at," Sassaman says. "Then they can make contact and send directed messages, like 'You've started your application, but you need to finish it.' Or 'Thank you for submitting your application; you're ready to go for enrollment once we open in April.' Or 'Do you have any questions? Do you want to come on a campus tour?'"

"Having that data and making it available to our faculty really helps guide those conversations."

Adding that individualized, human touch is helping GCCC achieve one of its top priorities. "Students might already know that we have these programs," Garcia says, "but now with CRM Recruit, we're setting up individualized emails with specifics about [the] programs and what they can do to enroll in them. It's really going to help us push more of that directly to the students."

Attachment 3

CWAS Assessment 2021

General Survey Project - Report
Projects: 1 , Questions: 7
5/19/2021 9:17 AM

Question Results (7)

ADMISSIONS OFFICEDo you participate in GCCC recruiting events?   *Single Selection*

Spring 2021 Campus Wide Assessment of Services

	1 Yes	2 No
%	55%	45%
n	55	45

100 of 213 responded (46.95%)
Mean **1.45** / STD **0.50**

Have you used these services in the last year?   *Single Selection*

Spring 2021 Campus Wide Assessment of Services

	1 Yes	2 No
%	51.52%	48.48%
n	51	48

99 of 213 responded (46.48%)
Mean **1.48** / STD **0.50**

Please rate the following questions as they relate to the Admissions Office.   *Matrix*
Please rate the effectiveness of the staff in this area.

Page 1 / 5

General Survey Project - Report
Projects: 1 , Questions: 7
5/19/2021 9:17 AM

Spring 2021 Campus Wide Assessment of Services

	1	2	3	4	5
	Extremely Satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
%	25.49%	31.37%	41.18%	1.96%	0%
n	13	16	21	1	0

51 of 213 responded (23.94%)
Mean **2.20** / STD **0.85**

Please rate the following questions as they relate to the Admissions Office.   *Matrix*
Please rate the overall quality.

Spring 2021 Campus Wide Assessment of Services

	1	2	3	4	5
	Extremely Satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
%	23.53%	35.29%	37.25%	3.92%	0%
n	12	18	19	2	0

51 of 213 responded (23.94%)
Mean **2.22** / STD **0.86**

Please rate the following questions as they relate to the Admissions Office.   *Matrix*
Please rate the overall promptness.

GCCC Non-Academic Program Review Template   JMM
Office of Institutional Effectiveness & Accountability

General Survey Project - Report
Projects: 1 , Questions: 7
5/19/2021 9:17 AM

Spring 2021 Campus Wide Assessment of Services

	1 Extremely Satisfied	2 Very Satisfied	3 Satisfied	4 Dissatisfied	5 Very Dissatisfied
%	27.45%	39.22%	31.37%	1.96%	0%
n	14	20	16	1	0

51 of 213 responded (23.94%)
Mean **2.08** / STD **0.82**

Please rate the following questions as they relate to the Admissions Office. *Matrix*
Please rate our service attitude.

Spring 2021 Campus Wide Assessment of Services

	1 Extremely Satisfied	2 Very Satisfied	3 Satisfied	4 Dissatisfied	5 Very Dissatisfied
%	32.65%	34.69%	28.57%	4.08%	0%
n	16	17	14	2	0

49 of 213 responded (23.00%)
Mean **2.04** / STD **0.89**

Comments: Please provide brief constructive criticism with resolutions for this *Write-in*
department.

GCCC Non-Academic Program Review Template   JMM
Office of Institutional Effectiveness & Accountability

General Survey Project - Report
Projects: 1 , Questions: 7
5/19/2021 9:17 AM

Spring 2021 Campus Wide Assessment of Services

12 of 213 responded (5.63%)

Comments (12)

- Admissions does a lot to support our program operation. They distribute applications, they bring first generation visitors to our offices, and invite us to speak at recruiting events.

- Admissions has gotten better since I started Working for the college the only complaint I would have is we need a clear picture on how our program and omissions can work together to help us recruit.

- Admissions is rocking and rolling. Sam is amazing. Quick to respond and very knowledgeable. It will be exciting to get back in the schools.

- I do not agree with a minimum 2 week advance notice for campus tours. Many students decide to tour campus at the last minute. I understand that drop ins are problematic but if potential GCCC students are wanting to visit 2 days from now I feel we need to make sure they get on campus before they change their minds or visit someone else and decide to go there instead.

- I like how I receive an e-mail letting me know when a student wants more information about our program.

- I really like the time that the admissions office takes on their tours- to make sure the visitor has a great experience.

- I think everyone in admissions do an awesome job and present a great face for GCCC

- Keep up the good work.

- The employees in Admissions always go above and beyond to make our life easier and they never have a bad attitude.

- The whole staff is very accessible and nice. They work hard and are effective. They are very instrumental in recruiting new students.

- There were a lot of changes to this department and not all of them readily communicated with faculty. We would love to hear and learn more about the ways we can support recruitment!

- Work with advising to make sure we are getting students placed with the correct advisor immediately and that all paperwork is ready to go for the advisors. Also reach out to instructors for specific recruitment needs for individual programs

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Aggregated Results (2)

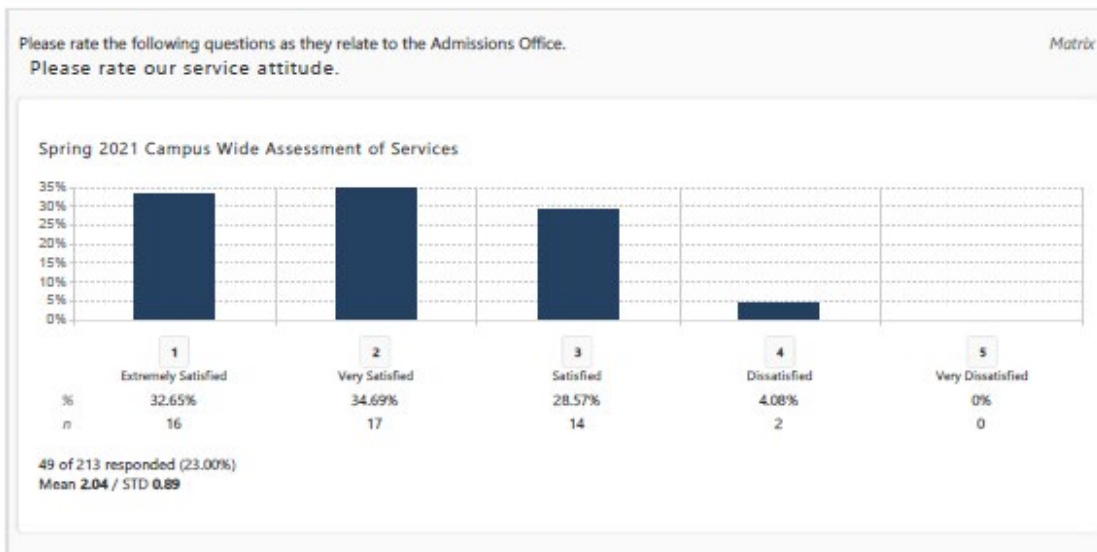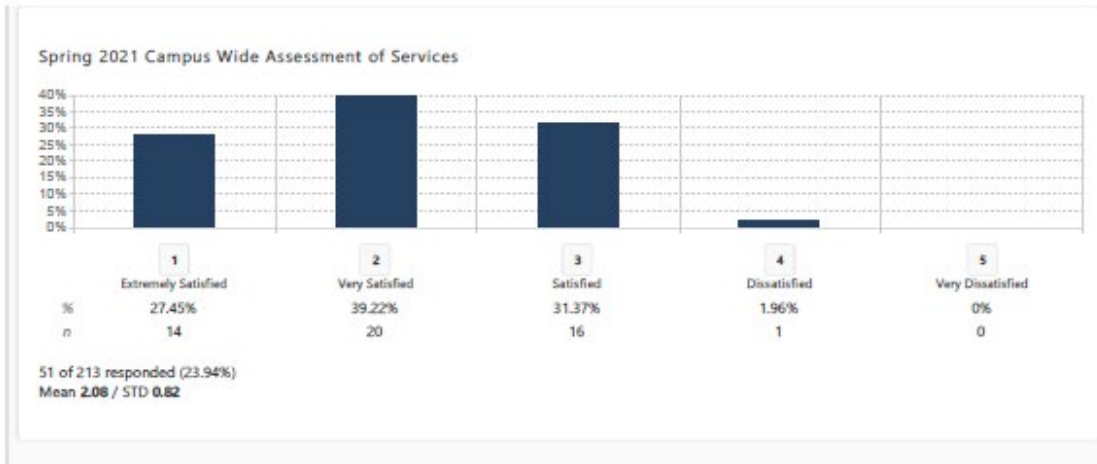Questions (4)   *Aggregated Results*

- Please rate the following questions as they relate to the Admissions Office. - Please rate the effectiveness of the staff in this area.
- Please rate the following questions as they relate to the Admissions Office. - Please rate the overall quality.
- Please rate the following questions as they relate to the Admissions Office. - Please rate our service attitude.
- Please rate the following questions as they relate to the Admissions Office. - Please rate the overall promptness.

General Survey Project - Report
Projects: 1 , Questions: 7
5/19/2021 9:17 AM

Spring 2021 Campus Wide Assessment of Services

	1 Extremely Satisfied	2 Very Satisfied	3 Satisfied	4 Dissatisfied	5 Very Dissatisfied
%	27.23%	35.15%	34.65%	2.97%	0%
n	55	71	70	6	0

51 of 213 responded (23.94%)
Mean **2.13** / STD **0.85**

Questions (2)   *Aggregated Results*

- ADMISSIONS OFFICEDo you participate in GCCC recruiting events?
- Have you used these services in the last year?

Spring 2021 Campus Wide Assessment of Services

	1 Yes	2 No
%	53.27%	46.73%
n	106	93

100 of 213 responded (46.95%)
Mean **1.47** / STD **0.50**

GCCC Non-Academic Program Review Template   JMM
Office of Institutional Effectiveness & Accountability

Attachment 4

SAS Spring 2022 Survey

Garden City Community College
Spring 2022 Student Assessment of Services

27 - ADMISSIONS OFFICE I found applying to GCCC easy.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	97	97.00%		
No	(2)	3	3.00%		1.03

Response Rate	Mean	STD
100/1720 (5.81%)	1.03	0.17

28 - I came to GCCC for a campus visit.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	43	43.00%		1.57
No	(2)	57	57.00%		

Response Rate	Mean	STD
100/1720 (5.81%)	1.57	0.50

28 - Campus Tour

On my visit I met with faculty in areas I was interested in.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	36	83.72%		1.16
No	(2)	7	16.28%		

Response Rate	Mean	STD
43/1720 (2.5%)	1.16	0.37

28 - Campus Tour

My campus tour guide was friendly and knowledgeable.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	42	97.67%		1.02
No	(2)	1	2.33%		

Response Rate	Mean	STD
43/1720 (2.5%)	1.02	0.15

28 - Campus Tour

My campus tour influenced my decision to attend GCCC.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	33	76.74%		1.23
No	(2)	10	23.26%		

Response Rate	Mean	STD
43/1720 (2.5%)	1.23	0.43

30 - I came to GCCC for a recruitment event (I.e. Exploration Day, HALO Day, Junior Day).

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	31	31.00%		1.69
No	(2)	69	69.00%		

Response Rate	Mean	STD
100/1720 (5.81%)	1.69	0.46

Page 1 of 112

31 - I remember meaningful conversations I had with a GCCC recruiter when deciding where I was going to attend college.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	38	38.38%		1.62
No	(2)	61	61.62%		
				0 25 50 75 100	Question

Response Rate	Mean	STD
99/1720 (5.76%)	1.62	0.49

32 - It was easy to find out information on GCCC programs and resources.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Yes	(1)	88	88.89%		1.11
No	(2)	11	11.11%		
				0 25 50 75 100	Question

Response Rate	Mean	STD
99/1720 (5.76%)	1.11	0.32

33 - Please rate your overall experience with Admissions in the Student & Community Services Center (SCSC).

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Excellent	(1)	41	41.41%		
Good	(2)	35	35.35%		
Average	(3)	14	14.14%		2.07
Fair	(4)	1	1.01%		
Poor	(5)	0	0.00%		
Did Not Use	(6)	8	8.08%		
				0 25 50 75 100	Question

Response Rate	Mean	STD
99/1720 (5.76%)	2.07	1.38

126 - Self-Service Access (SELECT ALL THAT APPLY)

Response Option	Weight	Frequency	Percent	Percent Responses	Means
I need more information about the services.	(1)	11	12.64%		
I need more information about how to use Self-Service.	(2)	13	14.94%		
I find Self-Service easy to use.	(3)	63	72.41%		
I find Self-Service difficult to use.	(4)	4	4.60%		
I know what kind of information is in my Self-Service.	(5)	40	45.98%		
				0 25 50 75 100	

Response Rate	87/1720 (5.06%)