

**STUDENT SERVICES TECHNOLOGY TEAM
ADMINISTRATIVE UNIT REVIEW – 2020 REPORT**

Report to be submitted annually.

Data and analysis from three annual reports will inform a new assessment plan.

Section 6a: Measurement Tool and Timeline

How did you measure your success toward the 1-3 outcomes and mission fulfillment? What tools did you use? How frequently did you gather relevant data? Provide any data references that you used.

Our mission fulfillment goals directly align with college strategic plan goals of maximizing efficiency and increasing productivity for students, faculty and staff in order to support student success. This year, through collaboration with technical and functional teams across the college, we were able to make good strides in automating several previously manual and labor-intensive business processes, and to implement technology initiatives to improve communication with students and provide enhanced service.

In December 2019 we revised our original outcomes and the assessment plans for measurement because we found that they were not always within our control and therefore that the original outcomes and planned assessment, while valid, were not entirely realistic. Originally this felt like failure, but in reality, gave us deeper insight into how outcomes and assessment can be used realistically, not just to quantify achievements, but to help us take a more planful approach to how we work.

We assess the data for both outcomes annually, but data is being accrued as the year progresses. Physical files are kept as reference and reports are developed to pull the numbers needed for analysis.

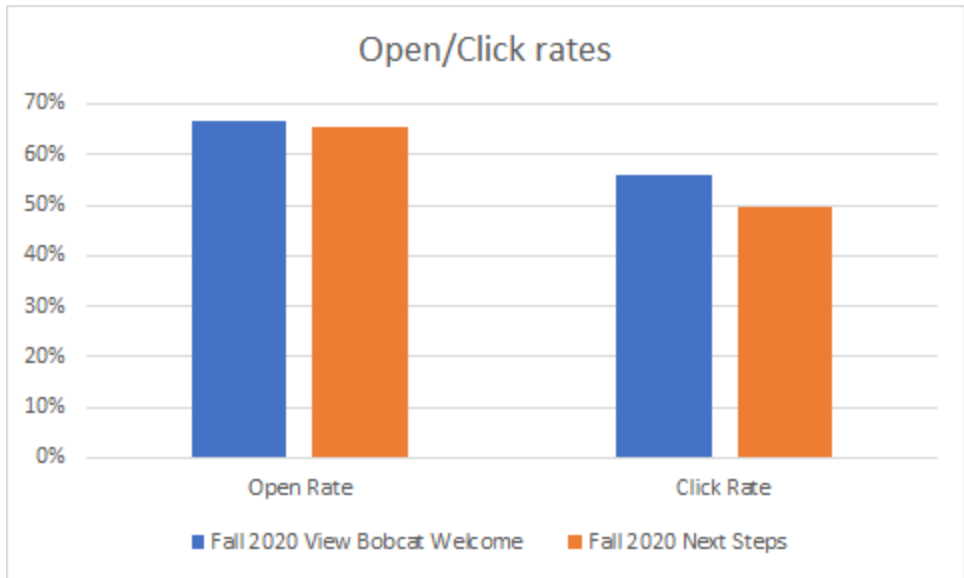
Section 7: Data

What data have you gathered that inform your department's effectiveness?

The implementation of a CRM enabled us to reliably assess the rate that students are actively opening and (presumably) acting on communication that we send to them. This lets us assess whether the means of communication is effective.

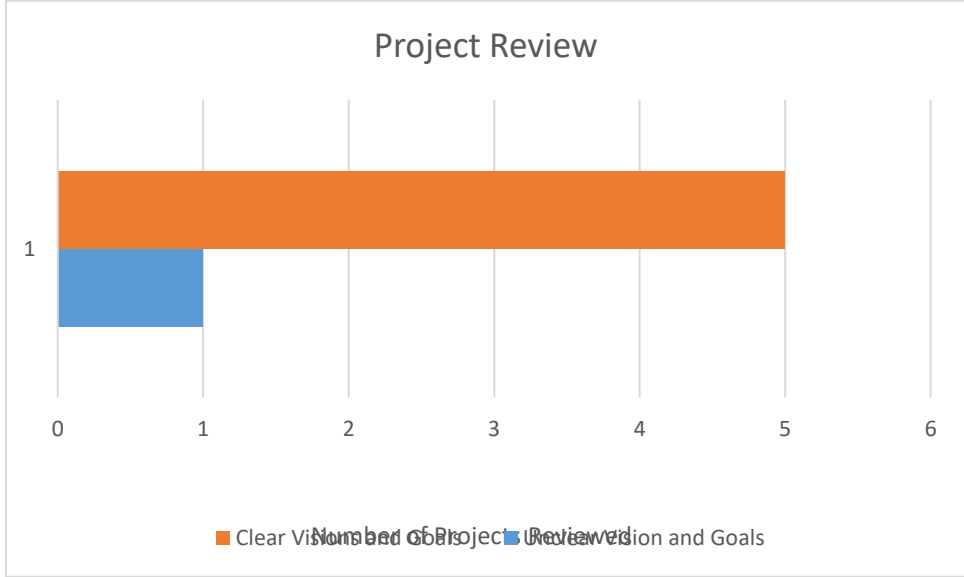
Graph based on data from April 2020 – June 2020 for two admissions emails:

- **Open Rate** is the percentage of emails that are opened
- **Click Rate** is the percentage of opened emails where the recipient clicked on a link



Knowing that our assessment of meeting project outcomes for clarity of purpose and goals would result in an annual file review encouraged us to devote ample time to refining the vision and goals for projects to ensure they were well-documented for future reference. In cases where we were involved in project implementation but not development, the implementation timeline was typically already set and did not allow for added planning. Vision and goals as stated were generally achieved, but perhaps should have been broader.

Graph based on review of six projects selected as representative of multiple business units.



Section 8: Summary and Analysis

What do these data suggest about your department's effectiveness?

- Have you accomplished your outcomes? Is there a need for a new direction?

This year's data for Outcome 2 (email open and click/take action rates) are a baseline for future year comparisons. In Higher Education, the average email open rate is 19.65%, the click-rate is 6.93%, which is substantially lower than the rates we collected. In fairness, the Higher Ed average would include recruit/marketing, which would bring down the overall average. However as a starting point, our benchmark rates are really encouraging.

The data that we reviewed for Outcome 1 (clearly define project vision and goals) shows that functional units tend to focus on current pain points or quick solutions to manual processes, but do not always anticipate how project implementation may influence business processes and become an impetus for further change.

- Which measurements indicate areas that you would like to focus on for improvement?

The benchmark email open/click rates will give us a baseline on which to measure and improve existing and new email communications. As we continue to send emails and add new emails, we will compare future open/click rates to our baseline and make improvements if needed.

Reviewing files and observing projects post-implementation, shows that additional upfront planning to look beyond initial implementation would be a good investment of effort. It could result in multiple phases for some projects, but planning for future phases could help to avoid rework, especially by our technical resources.

- Identify the goals and improvements that your department is committing to over the next year to help you accomplish your outcomes.

The goal for email open/click rates over the next year, is to institutionalize the practice of reviewing email rates against these benchmarks as we update and add new communications.

As a team we are committed to working with business units to help them look beyond immediate needs and scope in an effort to envision department needs post-implementation.

- What support do you need from the college to carry out your planned improvements?

The team is well-positioned to continue to work on these outcomes.