

**ADMINISTRATIVE DEPARTMENT REVIEW
STUDENT SERVICES TECHNOLOGY TEAM
2021 REPORT OVERVIEW**

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.

Outcome 1: Student Services' projects will have clearly stated project vision and goals as measured by an annual project file review.

Evaluation of project vision and goals is both quantitative and qualitative based on an annual review of project files. The quantitative aspect is an annual review to see that project files were created and maintained. The focus is on whether the Vision and Goals document was completed and whether stated outcomes were met. There is a qualitative component as well in reflecting on how each project went as a whole. If outcomes were generally met and the project not greatly derailed or delayed by unanticipated challenges or excessive scope creep, the project is deemed as meeting outcomes.

Outcome 2: Students will increasingly open and take action on enrollment/FYE email communications as measured by CRM open and click rates.

CRM email open and click rates for selected enrollment/FYE emails were generated directly from the CRM reporting tools and were compared with the prior year's data. Due to the timing of the CRM implementation and the annual report, the comparisons were for different terms (Fall 2020 and Spring 2021). In the future, we will pull data from the same timeframe and same term.

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?

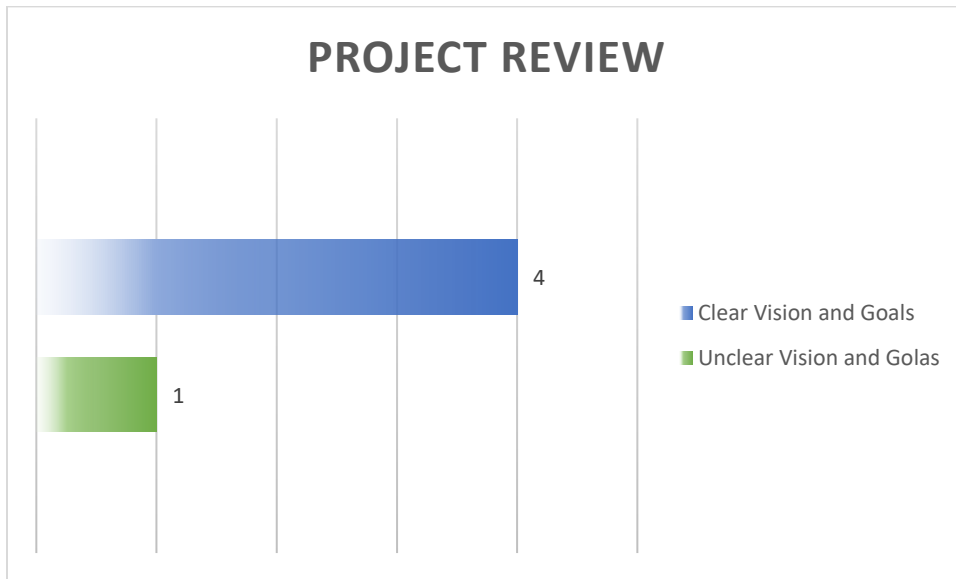
Measurement for Outcome 1: Project team will review project files annually to ensure that project standards are followed, and that project completions reflect stated goals.

File review of the projects below were selected as representative of our approach to project development. In order to easily assess this for the AUR we have found it helpful to have a

standalone vision development document that serves almost as a project summary. This is especially useful for internal projects where standard formal project preparation documents might be abbreviated. Used in tandem with project documentation developed in the course of project implementation, vision documents provide structure that allows objective evaluation of project outcomes and challenges.

Projects selected for review this year:

- CRM Phase II-Recruits (Documented goals; outcomes met)
- Automate Advisor Assignments (Documented goals; outcomes met)
- Dev Ed block in Grad Tracks (Project started late; not fully documented)
- Degree Partnership Program student management (Documented goals; outcomes met)
- Enrole/Banner student registration (Documented goals; outcomes met)



Measurement for Outcome 2: CRM data for email open rate and actionable item click rate will be collected yearly, and rates compared to prior year.

The CRM enabled us to reliably track the rates 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.

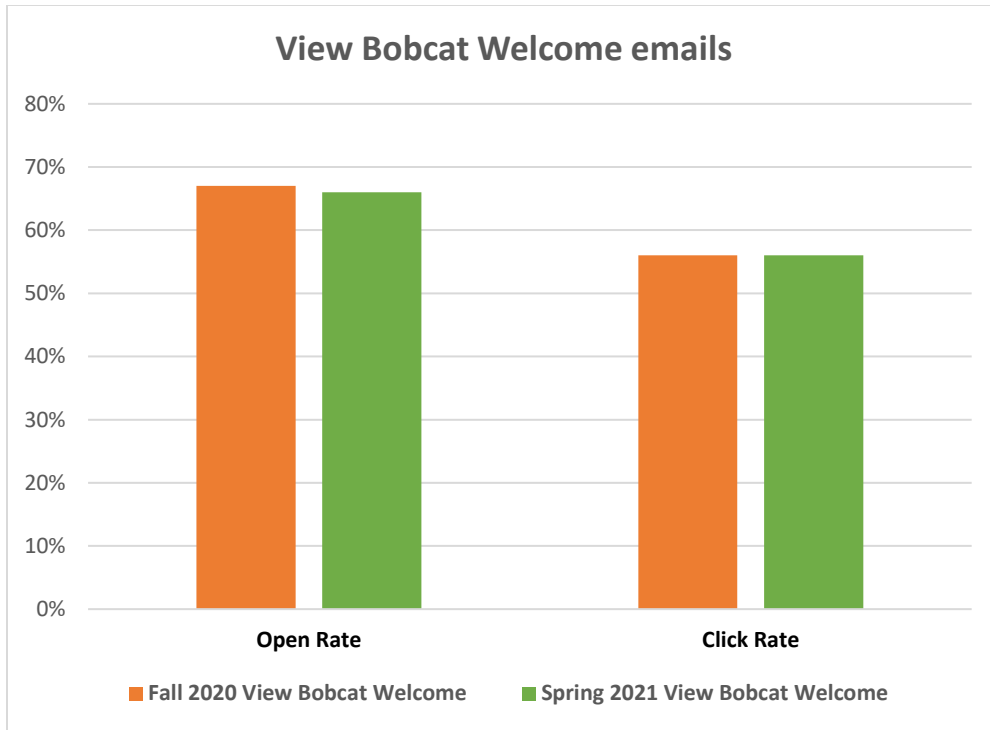
Baseline data was collected during the first year's implementation, from April– June 2020 for Fall term 2020 applicants. This year's data was collected from January – March 2021, for Spring term 2021 applicants. The selected emails were: Bobcat Welcome Invitation and Next Steps email. Both emails are notifying students of next steps in their enrollment process.

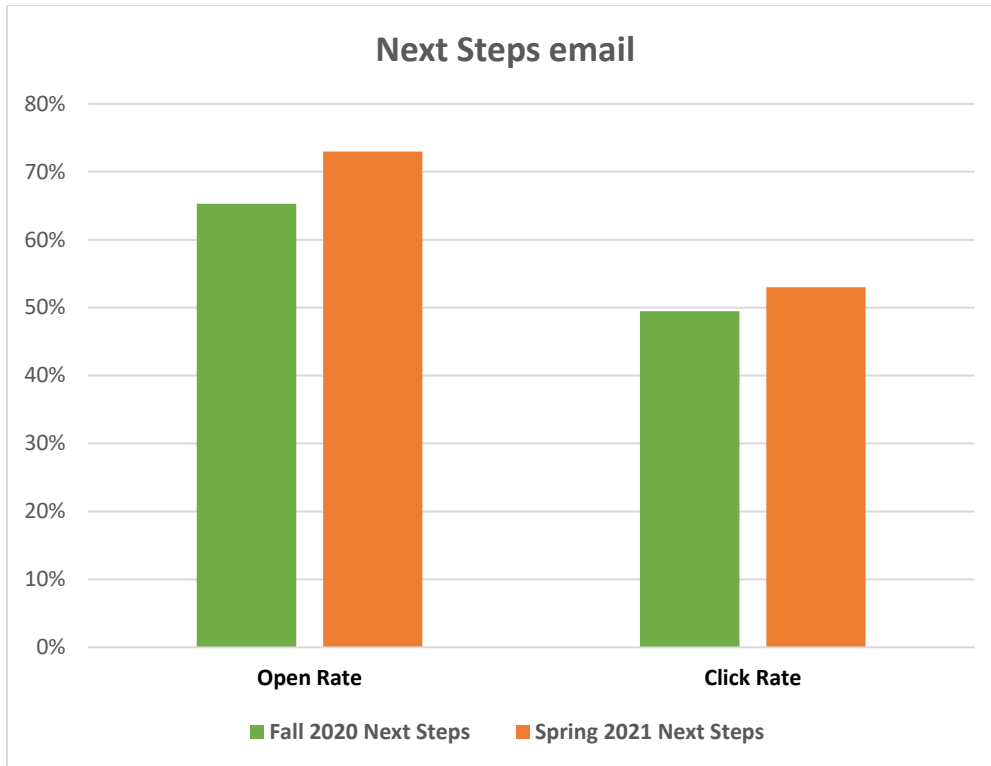
In the graphs below:

- **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

In all instances, the open and click rates were almost level or increased.





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?

Outcome 1: In 2019 we changed direction slightly as we acknowledged challenges in applying the principles we wanted to pursue to projects that we were not leading. As a result, we focused on developing a structured approach to projects where we have more influence. We see the value in our approach, but there is improvement to be had in applying the approach more consistently across a broader spectrum of work.

Outcome 2: 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. Because the outcomes from the selected emails are so consistently high, we will identify and select emails for next year that have substantially lower open/click rates and work on improving those emails.

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

Outcome 1: We acknowledge the benefits of a standard approach to project development, but it is not always easy to devote the necessary time to do it well. Additionally, there are a lot of 'popup' projects that seem to start with no pre-planning. This is not likely to change, but the team is committed to applying these principles with greater consistency.

Outcome 2: Reviewing the open/click rates for all of our emails, two stand out as having lower click rates: Recruit Email Connect (open rate is 69%, click rate is 21%) and Recruit Email Funding Oregon (open rate is 68%, click rate is 9%).

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

Outcome 1: The team plans to expand our standard approach to project vision and goal development by minimally filling out a vision and goals document on at least twice the number of projects as this year, and to experiment with using this structure to document and evaluate projects where we are team members, but not leads. We think that the structure can be used as a basis for discussion in any project.

Outcome 2: The goal for email open/click rates over the next year, is to institutionalize the practice of reviewing email rates against benchmarks as we update and add new communications. This is the first year we have the rates for recruit emails, so we will establish benchmarks and look for emails that we will focus on for improvements for next year.

- 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.