Division of Enrollment Management: Overview

Student-Facing Units:
- Undergraduate Admissions
- Office of Financial Aid
- Office of the Registrar
- One Stop Student Services Center

Administrative Units:
- Strategy and Analytics, IT and Business Office

Prospect, Referral, K-12 Program Participant
- Donor
- Applicant
- Admitted Student
- Enrolled Student
- Graduate Student
- Alumnus/a
- Current Student
Transforming the Student Experience and Driving Innovation

Student-facing Units:
- Office of Financial Aid
- Office of the Registrar
- One Stop Student Services Center

Key Priorities for 2021-2022:
- Continue to enhance customer service efforts, particularly through providing self-service and digital options
- Reduce number of student handoffs within departments and across EM
- Improve customer service experience on phones
- Build an environment dedicated to collaboration, respect, accountability and empowerment
- Proactively respond to constituent feedback in real time and continue to improve resolution rates and time to resolution for incoming inquiries
- Empower and educate students to make sound financial decisions
Office of Financial Aid
Office of Financial Aid: Overview

Unit Leadership
Director: Sherrell Watson-Hall
Associate Director: Fred Kain
Assistant Director: Wendy Karch
Assistant Manager: Eboni Camacho
Assistant Manager: Sheraz Qureshi

15 NB staff

Dr. Samuel DeWitt Proctor Hall
Office of Financial Aid: Highlights from AY 2020-2021

Operational Updates:
- 49% increase in CIFC submissions
- Increased presence at Admission events
- FWS New Hire orientation

Awarding Updates

<table>
<thead>
<tr>
<th>Awarding Comparison</th>
<th>2020-2021</th>
<th>2021-2022 (to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average UG Award</td>
<td>$15,676</td>
<td>$16,647</td>
</tr>
<tr>
<td>Average GR Award</td>
<td>$17,881</td>
<td>$20,973</td>
</tr>
<tr>
<td>Total Aid Disbursed</td>
<td>$440,333,743</td>
<td>$444,486,527</td>
</tr>
</tbody>
</table>

Higher Education Emergency Relief Fund:
- CARES (Fall 2020) awarded: $16,752,776
- CRRSA (Spring 2021) awarded: $17,561,804
Office of Financial Aid: Goals

- Improve customer service and the student experience:
  - Minimize response time to inquiries
  - Cross train staff to increase efficiency
- Implementation of Financial Literacy program
- Administer the Garden State Guarantee program for 3rd and 4th year, full time, NJ undergraduate students and new transfers for fall 2022
- Develop a support program for FWS supervisors

- Move call center in-house within the One Stop
- Implement Oracle Student Financial Planning (OSFP)
- Award ~$40M in HEERF III/American Rescue Plan funds to students
- Advocate for increased funding for Scarlet Promise to support access and affordability
Office of the Registrar
Office of the Registrar: Overview

Unit Leadership
New Brunswick Registrar: Juli Hibbard
Assistant Director: Tim Wuorinen
Associate Registrar: Monica Licourt
Associate Registrar: Brian Warcup
Transcripts/Verifications Supervisor: Eric Decker

16 NB staff

Dr. Samuel DeWitt Proctor Hall
Office of the Registrar: Highlights from AY 2020-2021

Enrollment Updates:

- 2020-2021 Enrollment
  - Undergraduate: 35,793
  - Graduate: 15,086
  - Total: 50,879

- 2021-2022 Enrollment
  - Undergraduate: 36,176
  - Graduate: 15,406
  - Total: 51,582

**Enrollment numbers include RBHS enrollment

Degrees Conferred:

- Undergraduate: 8,563
- Graduate: 3,035
- Total: 11,598

**Not including RBHS
Office of the Registrar: Highlights from AY 2020-2021

Operational Updates:

- Electronic transcripts have been received well; now process more electronic transcripts than paper

- Managed PA/NC process since spring 2020 due to Covid. Totals across all terms:
  - 602,256 courses
  - 64,223 submissions
  - Average ~800 requests per month outside of the application

- Preferred name is now available on the SDW
Office of the Registrar: Goals

- Improve the student experience
  - Continue to cross-train staff

- Implementation of additional online forms & processes
  - Certificates of completion
  - Commencement invites
  - Residency form

- Processes moving online this year
  - Leave of absence
  - Electronic diplomas
Office of the Registrar: Operational Plans for AY 2021-2022

- Salesforce implementation as of September 1, 2020
- Reviewing forms and processes with perceptive content to determine what additional processes can be moved online
One Stop Student Services Center
One Stop Student Services Center: Overview

**Unit Leadership**
Director: Jay Stefanelli
Associate Director: Jim Stapleton
Assistant Director: Justin Makowski

**Team leads:**
- Beth LaBarbera
- Dawn Gandy
- Misun Kim
- Stephanie Jones

**Staff:**
- 23 NB staff
- 45 Student workers

**Location:**
Dr. Samuel DeWitt Proctor Hall
One Stop Student Services Center: Highlights from AY 2020-2021

Operational Updates:

- Led first application of enterprise-wide Salesforce CRM at Rutgers University
- Hired and trained 9 additional Student Services Advisors and 25 student workers
- Finalized walk-in queueing platform
- Merged with RU-info
- Rebranded NBOSL to “One Stop Weekly”
- Began to offer replacement ID cards
- Opened the One Stop Student Services Center!
One Stop Quick Facts (January 2020 through September 2021)

<table>
<thead>
<tr>
<th>Student Experience</th>
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<tbody>
<tr>
<td>![RU-info Inquiries Icon]</td>
</tr>
<tr>
<td>110,224 RU-info Inquiries</td>
</tr>
<tr>
<td>![One Stop Inquiries Icon]</td>
</tr>
<tr>
<td>147,330 One Stop Inquiries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>One Stop Satisfaction</th>
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</thead>
<tbody>
<tr>
<td>![Rutgers Logo]</td>
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<tr>
<td>84% Check-in/Submission</td>
</tr>
<tr>
<td>85% Knowledge</td>
</tr>
<tr>
<td>92% Friendliness</td>
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<tr>
<td>79% Timeliness</td>
</tr>
<tr>
<td>81% Overall Experience</td>
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<tr>
<td>21% Escalation Rate</td>
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</tbody>
</table>
One Stop Student Services Center: Goals

- Create student advisory group
- Launch community outreach & workshops
- Continue to develop student success partnerships
- Improve satisfaction rates
- Improve response times
- Continue to improve the student experience
One Stop Student Services Center: Operational Plans for AY 2021-2022

- Open in-house call center
- Develop enhanced training plan for One Stop team members
- Collect, use, and visualize data to enhance insights and inform practice
- Develop quality assurance mechanisms and processes
- Continue to identify opportunities for process improvement and self-service
Enrollment Management Analytics
Enrollment Management Analytics: Overview

Unit Leadership
Director: Jason Schweitzer
Assistant Director: Kelly Dietz

4 NB staff

Dr. Samuel DeWitt Proctor Hall
Enrollment Management Analytics: Highlights from AY 2020-2021

Operational Updates:

- Hired and on-boarded team during spring 2021 semester
- Assisted Undergraduate Admissions with Holistic Review process and final admissions decisions
- Provided guidance on wait list criteria and insights into which schools students were most likely to enroll from the wait list
- Provided Scholarship Determination Support and ongoing monitoring reports
Enrollment Management Analytics: Goals

- Continue to develop partnerships throughout the Division of Enrollment Management
- Gain increased access to university data
- Ongoing development of reports, dashboards, metrics, & analytics
- Integration of Salesforce and Othot to further assist Undergraduate Admissions
Enrollment Management Analytics: Operational Plans for AY 2021-2022

- Salesforce reporting library
- Expanded use of Othot analytics platform
- Scholarship redesign support & analysis
- Assist Financial Aid in strategically awarding need based aid
Undergraduate Admissions
Undergraduate Admissions: Overview

Unit Leadership
Assistant Vice Chancellor: Marco Dinovelli
Applicant Evaluation: Phyllis Micketti
Campus Programs: Melissa Welch
Marketing & Communications: Fred Guzzi
Recruitment & Outreach: Jenna Yount

43 NB staff
Proctor Hall/Visitor Center
Undergraduate Admissions: Other Fall 2021 Enrolling Class Highlights

- 83,524 applications reviewed
  - 74,016 FY applications reviewed
  - 9,508 TR applications reviewed
- Class Size: 7,107 FY and 2,262 TR
- 53% Test Optional
- Mean FY SAT: 1344
- Mean FY ACT: 29
- TR GPA: 3.45
Undergraduate Admissions: Other Fall 2021 Enrolling Class Highlights

- 377 Honors College | 523 Honors Programs
- EOF Eligible: 290
- 12% Non-resident FY
- 28% First Generation
- 123 ROSE China Program
- $8,998,407 awarded in merit scholarships to top 13% of enrolling students
  - $1,618,907 dedicated to low-income students
Undergraduate Admissions: Outreach & Communications Highlights

- **80 Scarlet Ambassadors**
- **Open House: On Demand**
  - 56 live sessions | 6,711 Session Attendees
- Focus on communications: new chat platform, new self-guided tour app
- **2,200 virtual recruitment & yield events:**
  - 384 NJ | 1,256 OOS | 413 INT | 147 for transfers
  - 35% of those that attended a virtual recruitment event applied
Undergraduate Admissions: Outreach & Communications Highlights

- 600K visits to Admissions website | 9,820 Chat threads | 17K custom view books
- 191 information sessions/virtual tours | 7,009 attendees
  - 55% of those who attended a tour applied
  - 72% had more positive impression of Rutgers after program
- 11,932,034 emails sent | Youtube impressions 271,276 | 314 social media posts
Undergraduate Admissions: Goals for 2021-2022

- Reimagined recruitment/campus visits: accommodating all modalities-hybrid with flexibility
- Increased focus on the student experience and improved customer service
- Moderate growth; focus on composition
- Continue to maintain and focus on diversity & access initiatives
Undergraduate Admissions: Goals for 2021-2022

- Increase the number of non-resident students
- Improve services for transfer students (NJCCCOG)
- Leverage/utilize robust data & analytics for informed decision making
- Successful utilization of 5 new platforms: Salesforce: Fonteva, Marketing Cloud, Enrollment Rx, Reader Rx, Case Management