

# **UF ONLINE ENROLLMENT SERVICES**

**DIVISION OF ENROLLMENT MANAGEMENT**

**ANNUAL  
REPORT**

**2019**

**UF** ONLINE  
UNIVERSITY of FLORIDA





# CONTENTS

## INTRODUCTION

Director's Welcome	4
--------------------	---

## WHO WE ARE

Office Description	6
--------------------	---

Mission & Values	7
------------------	---

## WHAT WE DO

UF Online Admissions	8
----------------------	---

UF Online Student Services	10
----------------------------	----

## YEAR IN REVIEW

COMPASS Transition	14
--------------------	----

Operational Enhancements	16
--------------------------	----

Organizational Changes and Staff Development	18
--	----

Marketing and Communication Initiatives	22
---	----

Expansion of Strategic Partnerships	24
-------------------------------------	----

Annual Engagement Summary	26
---------------------------	----

UF Online Enrollment Growth	28
-----------------------------	----

## UF ONLINE TRENDS

Future Focus Areas	30
--------------------	----

THIS IS NOT AN  
ONLINE EDUCATION,  
**IT'S A CALLING TO A  
GREATER PURPOSE.**

The University of Florida is committed to nondiscrimination with respect to race, creed, religion, age, disability, color, sex, sexual orientation, marital status, national origin, political opinions or affiliations, or veteran status.



# DIRECTOR'S WELCOME

Greetings from Gainesville!

They say that if you want to go fast, go alone, and if you want to go far, go together. Since the inception of UF Online five years ago, the University of Florida has proved that these approaches are not mutually exclusive. Together, we have gone fast and far to build one of the nation's premier online undergraduate programs.

As you review this year's annual report, you will see that UF Online Enrollment Services had to pivot hard and quick this past year. We expanded strategic partnerships, enhanced our business operations, re-organized our unit, and implemented new marketing and communication initiatives as we adopted new data systems and continued to serve a growing number of students.

During this pivotal year of transition, we never lost focus on attracting, recruiting, and retaining the highest quality students. Here are a few of our major accomplishments:

- UF Online rose fifteen spots to No. 5. for Best Online Bachelor's Program by U.S. News and World Report (2019).
- UF Online Enrollment Services achieved significant year-over-year (YOY) enrollment growth in 2018-2019 and saw steady increases in out-of-state enrollment this past year.
- At the end of the Spring 2019 semester, 1786 students had graduated with a UF Online degree and 892 students in the PaCE (Pathway to Campus Enrollment) program had successfully transitioned from UF Online to UF campus enrollment.
- Additionally, we are excited that the UF Online OneStop Center is now serving as a successful proof of concept for the Division of Enrollment Management and is directly influencing future service models for UF students on campus.

If anything is worth doing, I believe it is worth doing continually. So, from national conferences, to intensive workshops, leadership training, and more, we've networked across the campus, across the state, and across the country to learn, share, and plan for an even better future.

Together, we can go faster and farther. Together, Gators are unstoppable.

Best,

*Melissa Allen*

Melissa Allen  
Director, UF Online Enrollment Services





YOUR CONNECTION  
TO THE GATOR NATION  
**ONLY REQUIRES WI-FI.**

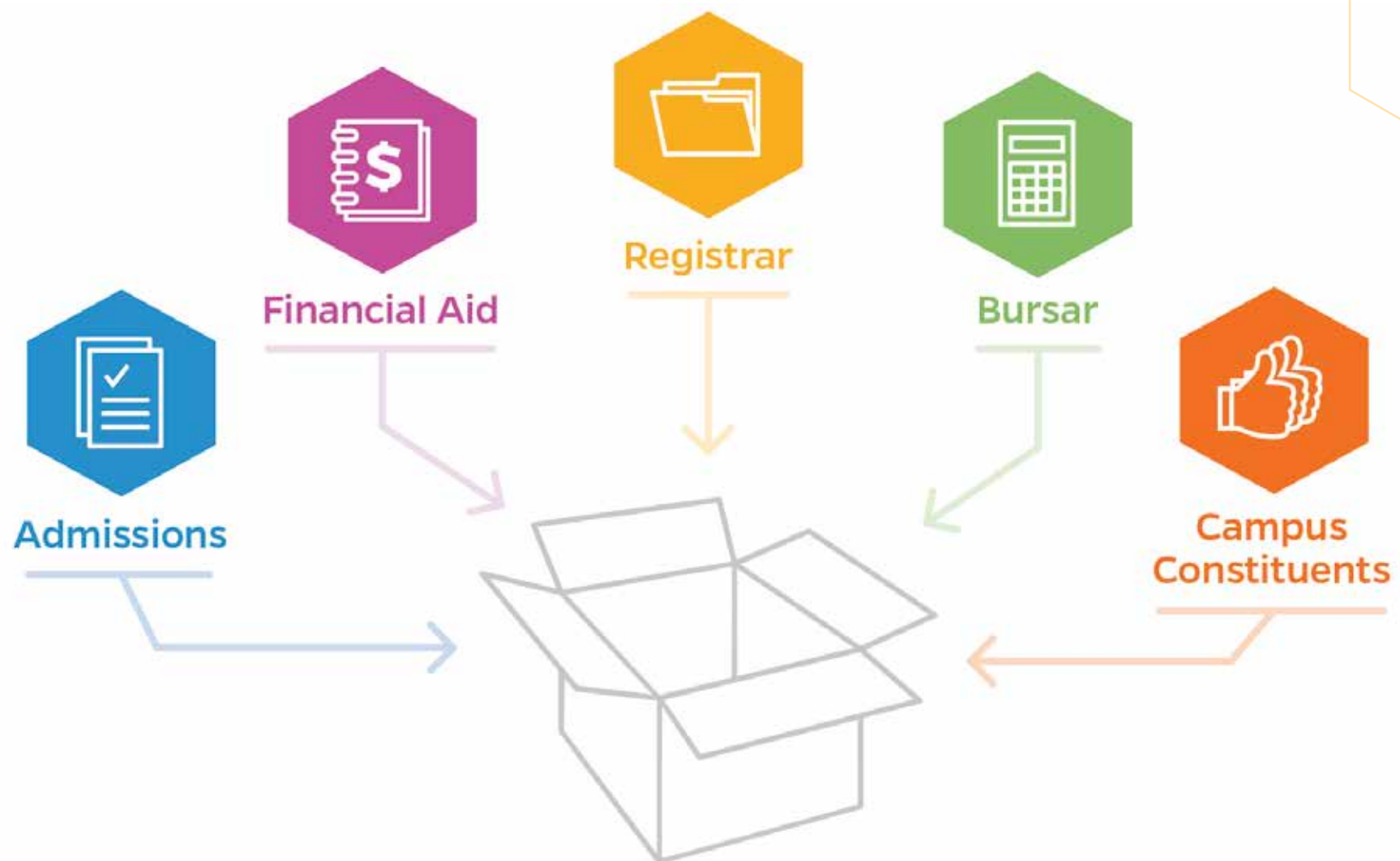


# OFFICE DESCRIPTION

## WHO WE ARE

UF Online Enrollment Services is part of the Division of Enrollment Management and is under the leadership of the Vice President and Associate Provost for Enrollment Management. The unit includes the UF Online Recruitment & Outreach Center (ROC) and the UF Online OneStop Student Services Center. Both centers are located on UF's main campus and share physical office space in Criser Hall. Since its inception, the unit has grown to 21 full-time staff members, all of whom support UF Online students at various points of the enrollment cycle.

## UF ONLINE ENROLLMENT SERVICES





# MISSION STATEMENT

## OUR WHY

The UF Online Recruitment & Outreach Center and the UF Online OneStop Student Services Center work with a high degree of cohesion to accomplish a shared mission.

Our mission is to provide UF Online prospective students, current students, and alumni first-class customer service throughout the entire enrollment lifecycle, with a specific interest in increasing student enrollment and retention.



# VALUES

## OUR HOW

Values are important because they directly inform our behavior and decision-making. Below are the values that focus and motivate our team to co-create our desired future:



**Collaboration**



**Excellence**



**Integrity**



**Respect**



**Diversity**



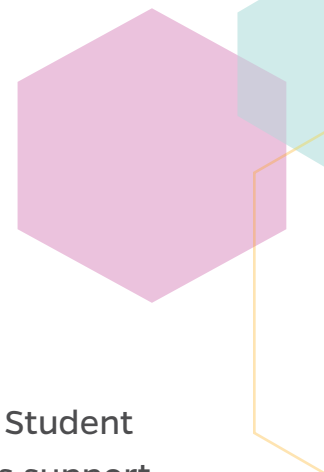
**Service**



**Fun**



# UF ONLINE ADMISSIONS



## WHAT WE DO

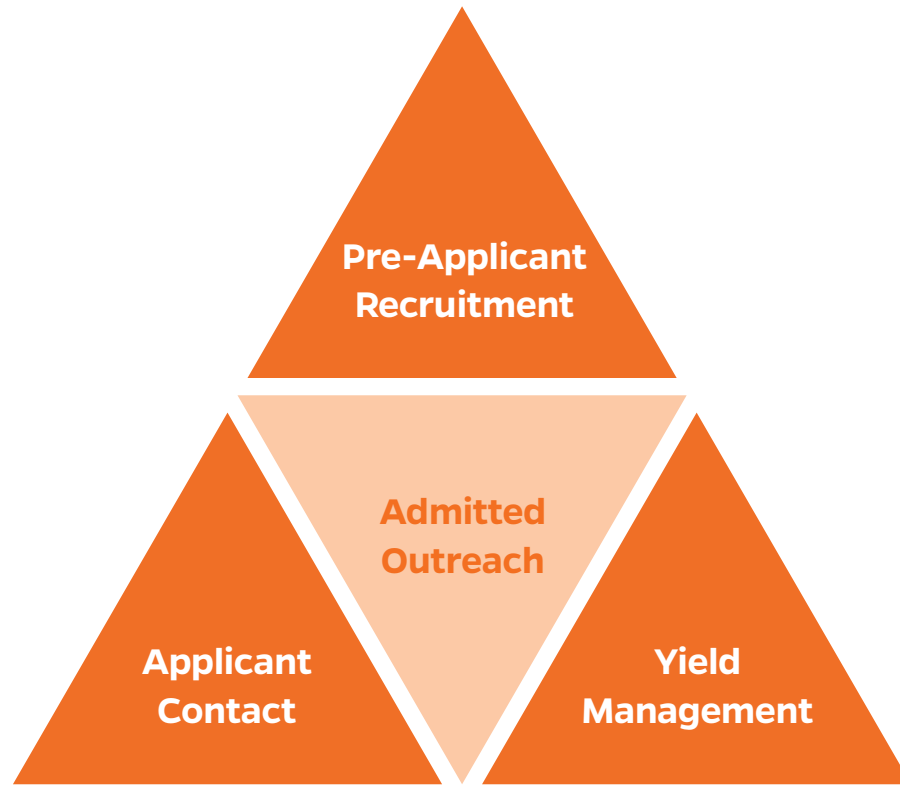
The Recruitment & Outreach Center (ROC) and the OneStop jointly support UF Online Admissions. The ROC is charged with recruiting the highest quality applicants to join The Gator Nation through UF Online's program. Admissions officers are responsible for direct outreach to all UF Online prospective students, including freshmen, lower-division transfers, upper-division transfers, second bachelor's degree applicants, international candidates, and readmissions. Once prospective students apply to the program, they receive personalized outreach to assist

with file completion and the UF Online OneStop Student Services Center provides all backend admissions support. The UF Online OneStop team is responsible for application services, screening, and transfer evaluation. Once new UF Online students are admitted, we continue to provide new UF Online students personalized support throughout the orientation and registration process. At every step of the admission journey, we are helping students understand how they can become a Gator through UF Online.





## **RECRUITMENT & OUTREACH CENTER ADMISSIONS FUNCTIONS**



## **ONESTOP STUDENT SERVICES ADMISSIONS FUNCTIONS**



Application Review



Record Management



Decision Making

Residency



Applicant Screening



Transfer Evaluation



# UF ONLINE STUDENT SERVICES

## WHAT WE DO

Once UF Online students are admitted, the UF Online OneStop Student Services Center becomes a primary resource to new gators. The Center is a cross-functional service unit that provides UF Online students convenient and centralized support on behalf of the Office of the University Registrar, Student Financial Affairs and the University Bursar. Instead of having to contact three separate offices for multiple questions, UF Online students contact the UF Online OneStop and speak with staff members who are cross-trained in these areas. One website. One phone number. One email. In addition, the OneStop serves as a centralized resource for campus partners who interact with UF Online students.

The UF Online ROC and OneStop communicate through a variety of channels with prospective and current students, and both centers maintain extended hours to accommodate the needs of both traditional and non-traditional students. Together, the two teams coordinate activity to attract, engage, enroll, and retain the highest quality students in UF Online.

## ONESTOP CROSS-FUNCTIONAL STUDENT SERVICES

### Registrar

- Registration Holds
- Drops/Withdrawals
- Ordering Transcripts

### Student Financial Affairs

- Financial Aid Advising
- Document Submission
- Financial Aid Deferments

### Bursar

- Student Account Questions
- Billing Statements
- Fee Payment





One Website



One Phone  
Number



One Email

*IT'S MORE THAN  
A HIGHER EDUCATION:  
IT'S A HIGHER CALLING.*





***YEAR IN  
REVIEW***





*UF ONLINE OPENS  
DOORS FOR THOSE  
**WHO SEEK MORE.***

# COMPASS TRANSITION

Nearing the end of a multi-year project, COMPASS (Campus-wide Modernization Program to Advance Student Services) finished implementing major system and infrastructure updates based on the student lifecycle this past year, including:

- Academic Structure
- Admissions
- Enrollment/Registration/Room Scheduling
- Advising/Student Records/Degree Audit
- Student Financials

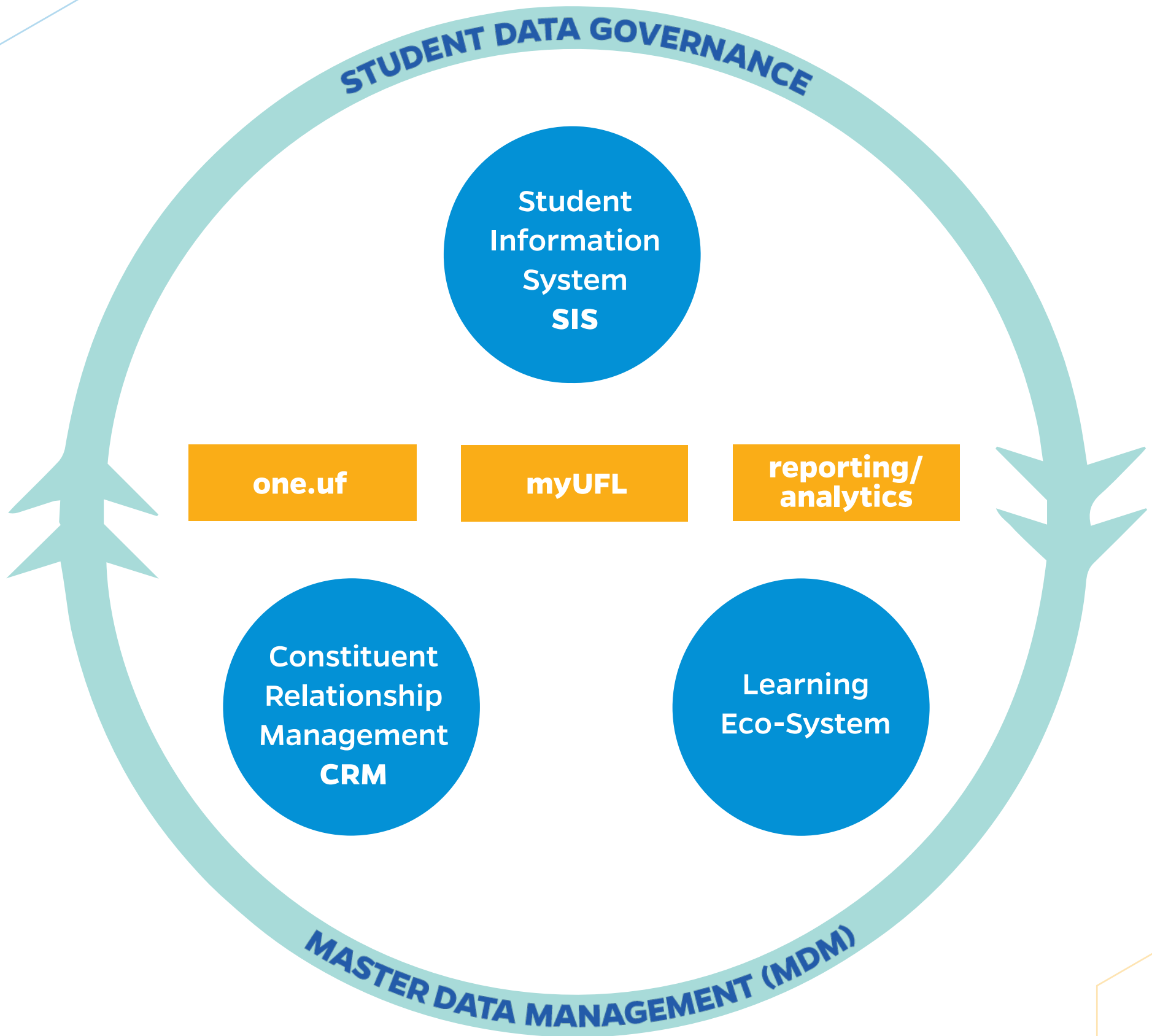
This last year marked the first full year that we completed the transition to the new data environment and operated exclusively in UF's current student information and constituent relationship management (CRM) systems. With the knowledge that these system updates would have major impacts on our team's day-to-day operations, one of our major goals for this year was to stabilize our business operations and maintain a high level of business continuity and student support.

With intense training and on-going support from the appropriate parties, the ROC and OneStop successfully transitioned to working in all of these new data systems, quickly putting to use the new technical abilities to improve the UF Online student experience. These major investments of time and resources led to gained efficiencies and increases in technical innovation.

In addition to transitioning to a new student information system and campus-wide CRM, the UF Online OneStop launched and transitioned all of UF Online application and admissions processing to Slate in Fall 2018. Moving these processes away from the university's long-standing mainframe system to a third-party supported product marked a significant milestone for the University of Florida.



# CAMPUS-WIDE MODERNIZATION PROGRAM TO ADVANCE STUDENT SERVICES (COMPASS)



# ***OPERATIONAL ENHANCEMENTS***

We serve a growing student population every year, which means we are always looking for the next best way to scale our operations with lean resource management. The most significant operational enhancements we made in the last 12 months are summarized here:

1. Redesigned the ROC and OneStop's phone trees using technology assistance to re-route misdirected calls to the proper UF offices, thus minimizing the need for human intervention.

This inexpensive tactic reduced the number of misdirected calls to our office. Ultimately, this allowed our staff to better focus on serving actual UF Online constituents and improved all callers' experience.



3. Set earlier admissions deadlines, providing UF Online students a better student experience and bolstering overall student success. With the support of the Colleges, Enrollment Management strategically moved the UF Online application deadline back by about four weeks.

Given that our program attracts primarily transfer students, the revised deadlines align more closely with our transfer deadlines for campus and work well for transfer students who are finishing their last semester at state colleges.

5. Built a more effective business intelligence strategy, reported on the “metrics that matter” and created a stronger sense of work accountability.

We produced and distributed new daily reports to measure recruitment activity, built new CRM dashboards to monitor customer service levels, and utilized new data queries to target “just in time” outreach to students at various points of the enrollment cycle.

2. Standardized our communication schedule for file completion and yield outreach, building off the prior year’s successful pilot of voice broadcasting services.

Early, frequent, and standardized engagement with applicants and admits provided operational stability for our team since we now had stronger patterns of predictable workflow.

4. Developed new resources to improve staff efficiency and to increase student self-service tools. In our new application management system, we enhanced the messaging of UF Online’s application status pages and streamlined our admissions e-notification process.

We also built a fully online confirmation and deposit process for PaCE students, which removed our staff entirely from the confirmation process for hundreds of incoming students.

Lastly, we developed a webpage that addressed the most frequently asked questions that denied students called us to ask. Together, these changes gave clearer expectations about the admissions process and better directed prospective students towards immediate and available online resources.



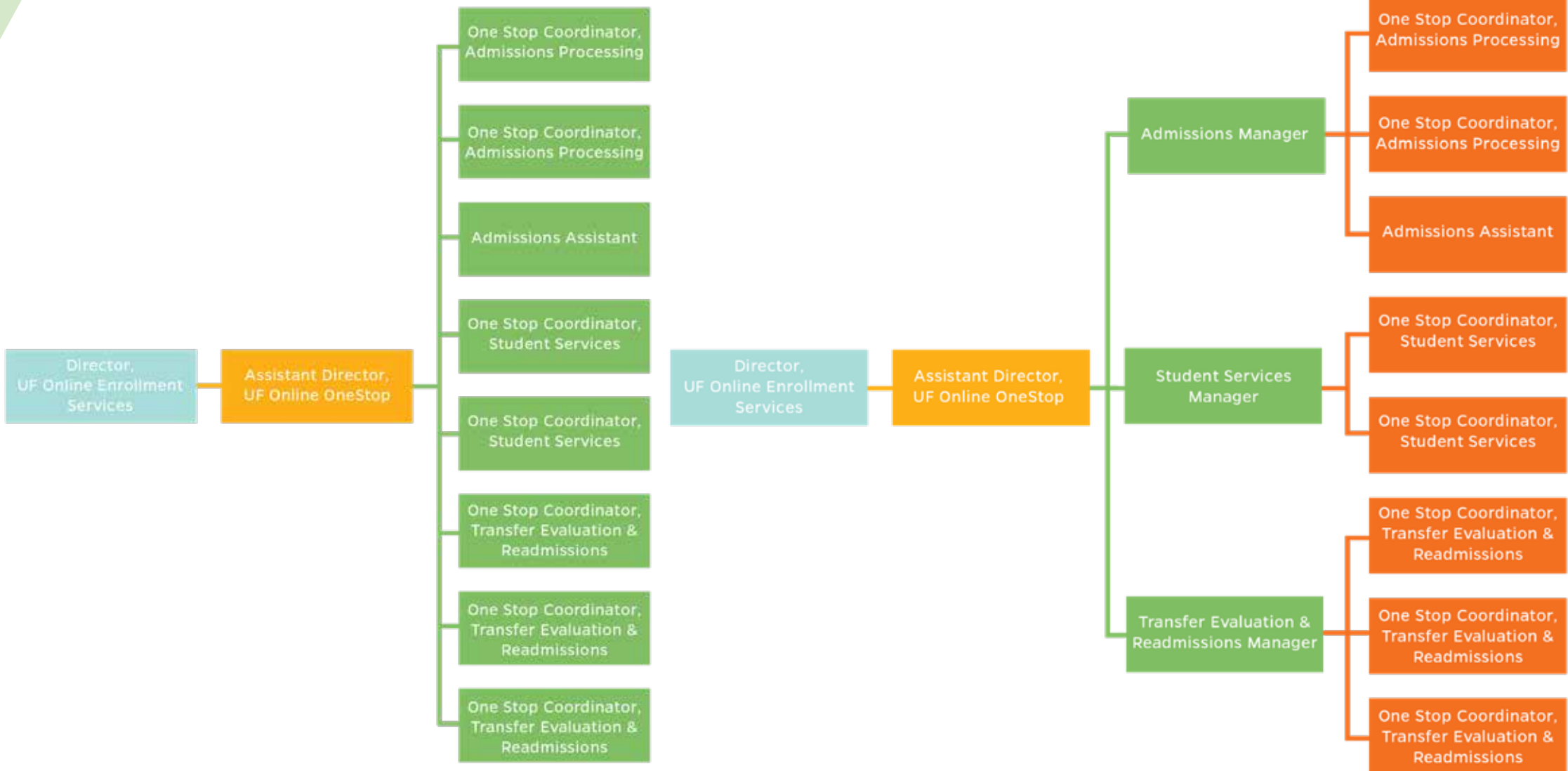
# ***ORGANIZATIONAL CHANGES AND STAFF DEVELOPMENT***

At the beginning of last year, the OneStop team had grown to nine staff; eight front-line staff reporting directly to one assistant director. Based on a job market analysis, evaluation of staffing resources - and most importantly - the unit's business needs, the unit underwent a strategic staffing reorganization in Spring 2019. We promoted the assistant director to the associate director role and established a direct supervisor over each of the three functional areas of the OneStop, including customer service, admissions, and transfer evaluation/readmissions. The staffing structure prior to the reorganization and the current staffing structure are shown in the organizational charts on the next page.



## BEGINNING OF FISCAL YEAR 2018-2019

## END OF FISCAL YEAR 2018-2019



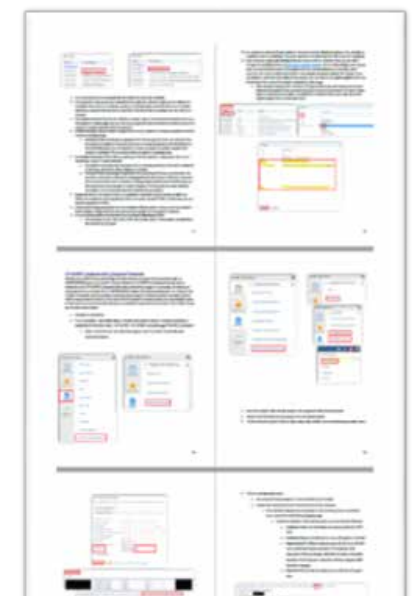
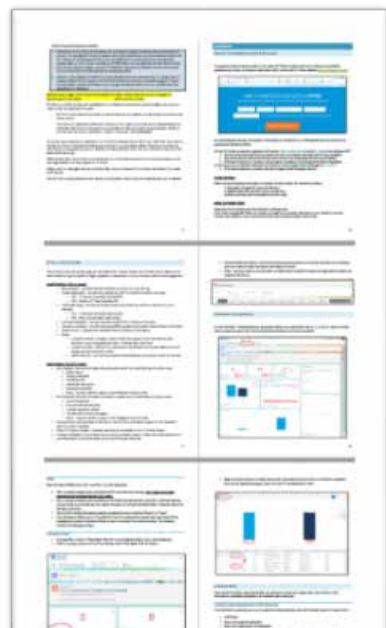
The current OneStop staffing model provides several important benefits:

- The associate director now has more time to focus on the higher-level activities that are most important to the unit's long-term success.
- Our daily operations are optimized by having multiple paths of clear escalation for various business issues.
- Each member of the team now receives a higher level of individualized supervisory support.
- Onboarding and training plans for new frontline staff have been enhanced.
- This new organizational structure supports career pathing within the team and for other enrollment management employees.

## A SYSTEM FOR SUCCESS

Both the ROC and OneStop have matured in function and size as UF Online enrollment has steadily increased over the past five years. Below is an organizational chart that shows both the OneStop and ROC's current organization with functional explanations for each role.

In addition to focusing on the unit's overall organization, we strategically focused on improving the onboarding and training process for each individual role on the team. Staff documented our standard operating procedures and created formalized training plans, which proved to be especially useful since UF implemented several new data systems in the same calendar year. As our processes and systems evolve, these documents and plans will be updated on a continuing basis so that we are best positioned to train additional members of our team, as needed. Samples of these operational manuals are shown below:





### ADMINISTRATION

- General leadership
- Strategy and tactical planning
- Policy development
- Project management
- Serve as liason to campus partners and external constituents
- Reporting and data analysis for decision making
- Coordinates hiring, training, evaluation, payroll and staff development for department
- Oversight of departmental budget

### UF ONLINE ADMISSIONS & READMISSIONS PROCESSING

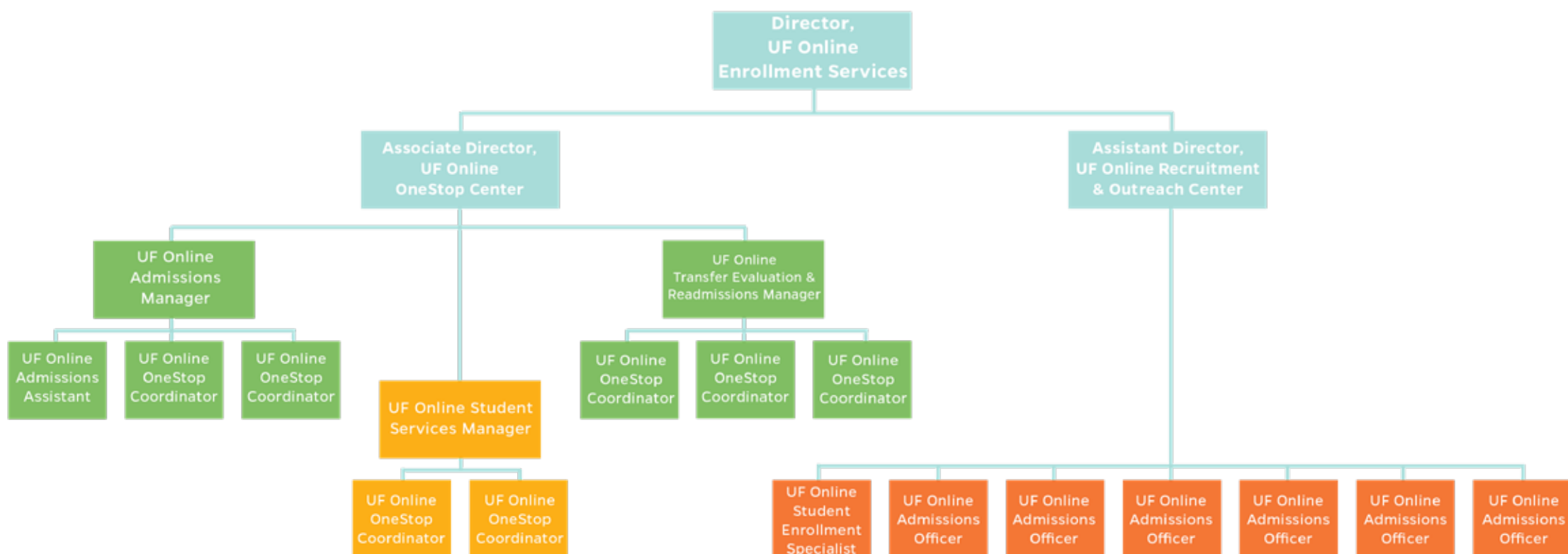
- Application review
- Residency determination
- Admissions materials matching
- Applicant screening
- Decision making
- Transfer evaluation

### UF ONLINE RECRUITMENT AND OUTREACH

- Prospective student engagement via phone, email and webinars
- Travel and in-person recruitment events
- File completion outreach
- Yield management

### UF ONLINE STUDENT SERVICES

- Centralized cross-functional student services via phone and email
- Represents the Office of Admissions, the University Registrar, Student Financial Affairs and Bursar
- Coordinates referrals to other service and support areas



# MARKETING AND COMMUNICATION INITIATIVES

The Recruitment and Outreach team works closely with the UF Online Marketing and Communications team to attract and engage prospective students. Below are four key projects that enhanced our recruitment efforts:

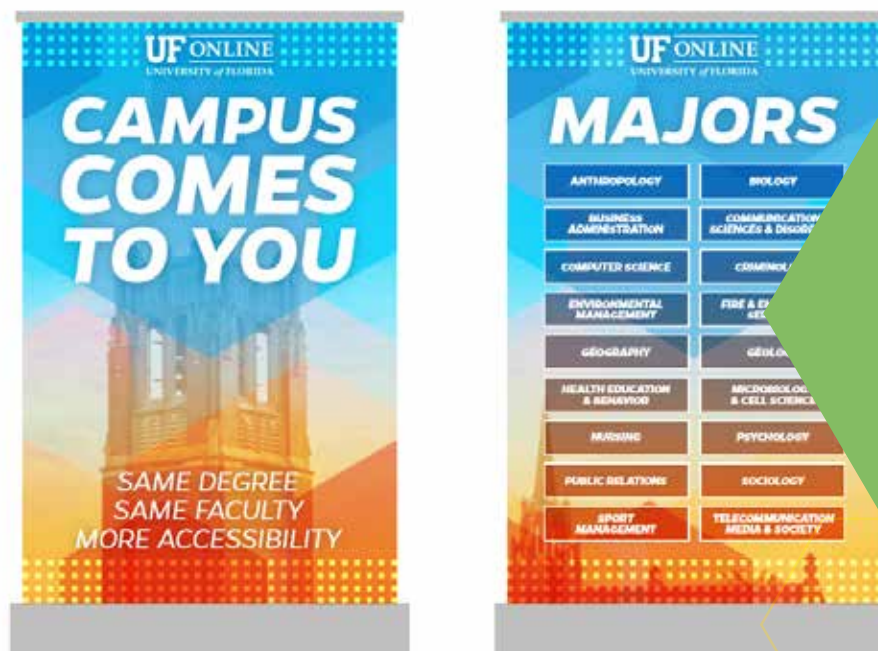
## REVAMPED BRANDING

Revamped the branding, content, and formatting of the UF Online Virtual Information Sessions and New Student Webinars to create more visually appealing and engaging online events.



## ENHANCED BRAND PRESENCE

Implemented a new recruitment tabling setup to enhance our brand presence at in-person recruitment events with new promotional items and versatile branding pieces, including tabletop mini banners.





## UPDATED DESIGN

Redesigned UF Online yield materials for admitted students with a specific interest in helping new students understand when and how to complete online orientation and academic advising.



## ON-DEMAND VIDEO CONTENT

Produced additional video content to assist applicants in understanding the five different UF Online application types with correlating admissions information for each kind of applicant.



ACCESS  
COURSEWORK  
**WHEREVER LIFE  
TAKES YOU.**





# ***EXPANSION OF STRATEGIC PARTNERSHIPS***

As we entered our fifth year of operation, we continued to invest our time and resources into the right relationships that would support our ultimate goal of increasing access to a UF education. Below is a summary of how we strategically engaged with diverse markets and built momentum for UF Online:

- To increase in-state enrollment, we focused on maturing our direct relationships with Florida state colleges. In addition to continuing to visit their campuses for routine recruitment, we also hosted several colleges here on our campus to meet with our team, tour our centers, and strategically explore how we could expand our partnerships.
- To increase out-of-state enrollment, we sponsored key events that aligned with our institutional goals and the program's mission so that we could build a stronger brand awareness across the country. As we engaged with out of state prospective students, we also highlighted our rise to a Top 5 national ranking.
- To reach more adult-learners in the workforce, UF Online expanded its Employer Pathways Program and UF Online Enrollment Services provided on-going training and support to bolster new corporate partnerships.
- To help the Division of Enrollment Management launch a new OneStop concept for campus students, we provided significant on-going support to this initiative through committee service, content creation, on-the-job training, and labs.
- To keep up-to-date with the ever-changing landscape of online higher education and strategic enrollment management, we engaged, networked, and pursued opportunities throughout the year with like-minded stakeholders.

# ANNUAL ENGAGEMENT SUMMARY

## UF Online Recruitment and Outreach

- 10,023 inbound calls
- Average wait time of 57 seconds
- 33,540 outbound calls
- 199 virtual webinars for prospective students

## UF Online OneStop

- 14,767 inbound calls
- Average wait time of 3 minutes and 42 seconds
- Average call length 5 minutes and 55 seconds
- The UF Online OneStop received 15,437 cases this past year.

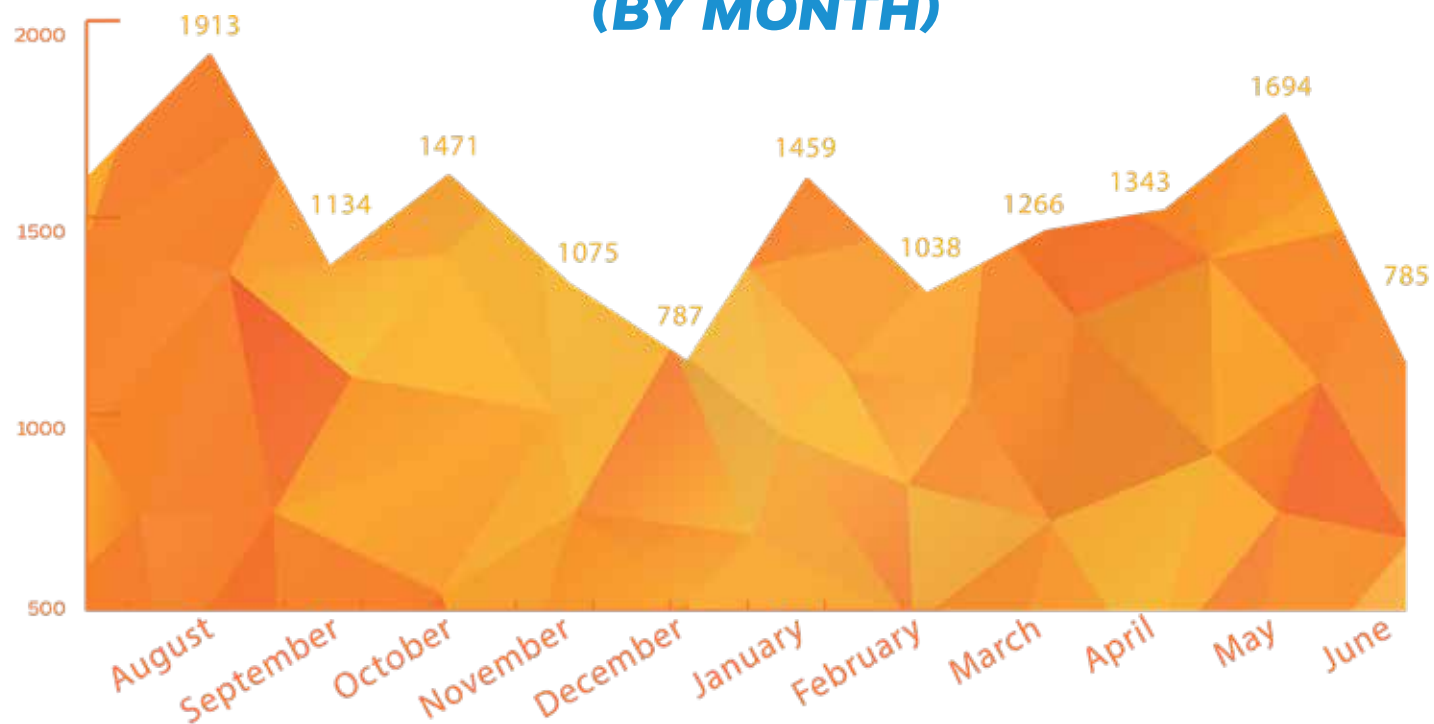
With 28% of cases closed in less than 1 business hour.

With 45% of cases closed in the same business day.

With 60% of cases closed within 2 business days.

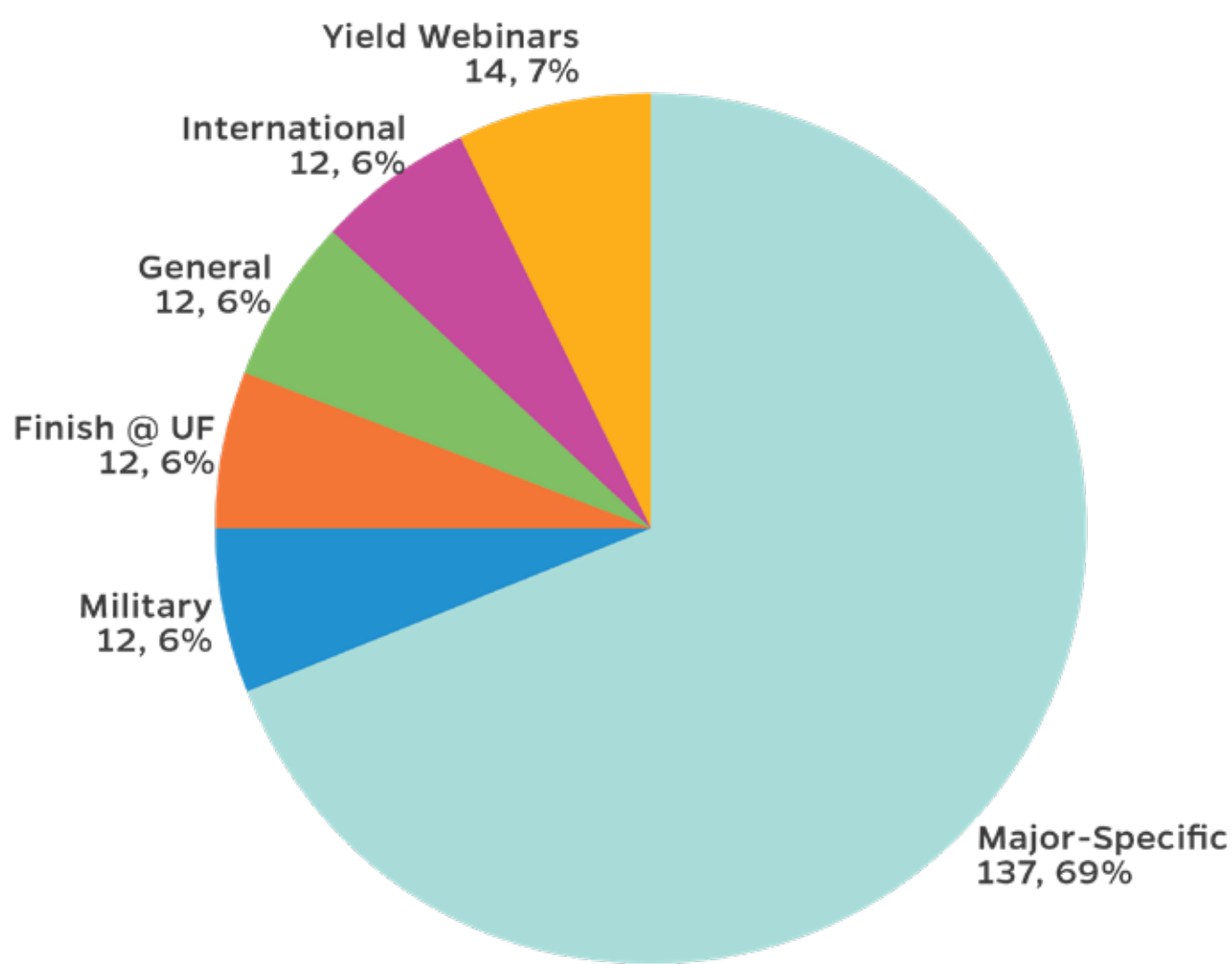
With 70% of cases closed within 3 business days.

## UF ONLINE ONESTOP CASES OPENED (BY MONTH)





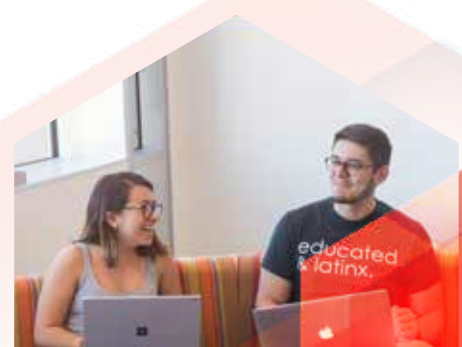
## UF ONLINE RECRUITMENT VIRTUAL WEBINARS (BY TYPE)



*WE'RE NOT ONLY SHAPING GRADUATES.*



**WE'RE SHAPING GATORS.**



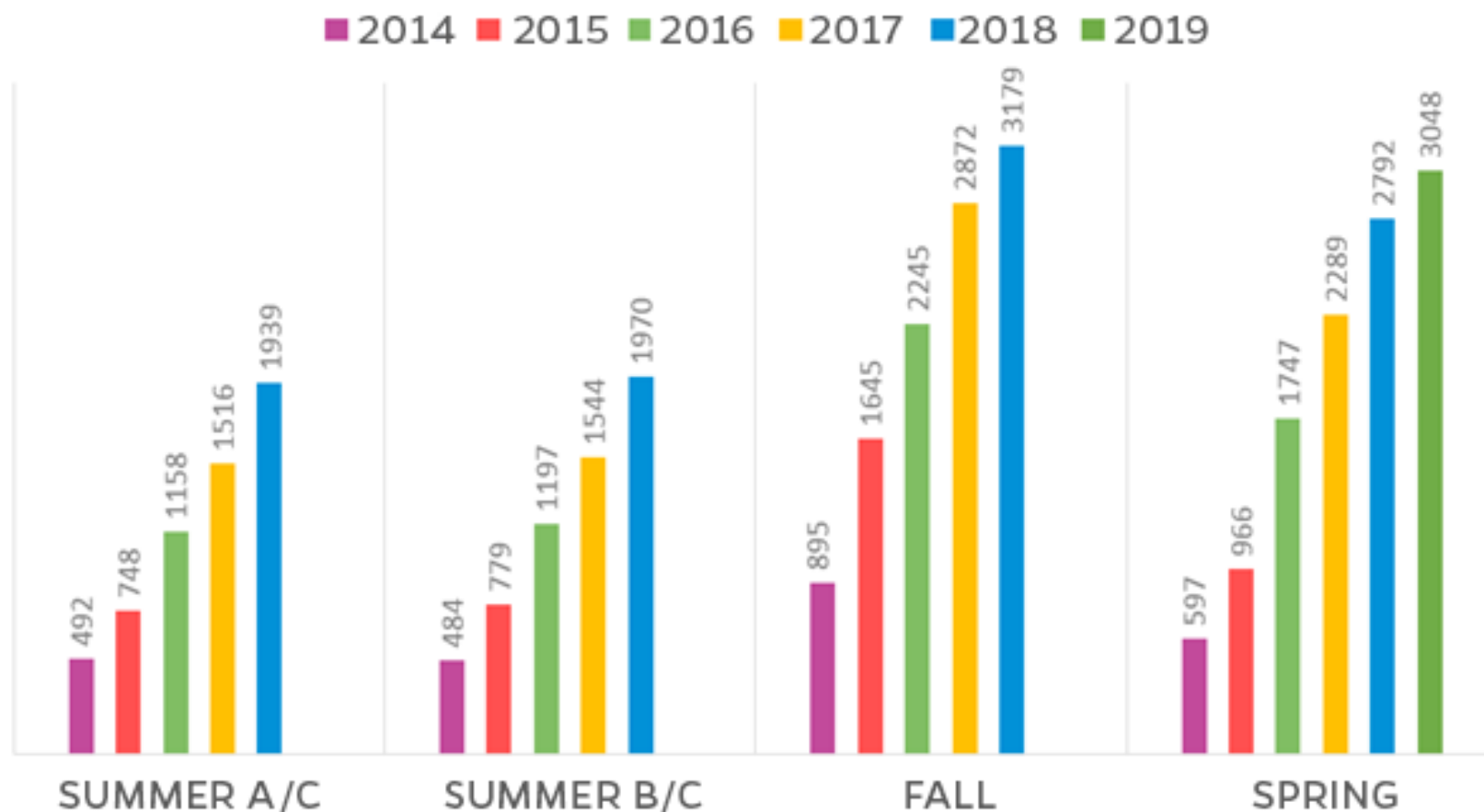
# UF ONLINE ENROLLMENT GROWTH

Increasing student enrollment is central to the mission of UF Online Enrollment Services. Therefore, we are proud to report that UF Online saw significant year-over-year (YOY) enrollment growth in 2018-2019.

- Summer A/C 2018: up 423 enrollments to achieve 27.9% YOY growth
- Summer B/C 2018: up 426 enrollments to achieve 27.6% YOY growth
- Fall 2018: up 307 enrollments to achieve 10.7% YOY growth
- Spring 2019: up 256 enrollments to achieve 9.2% YOY growth

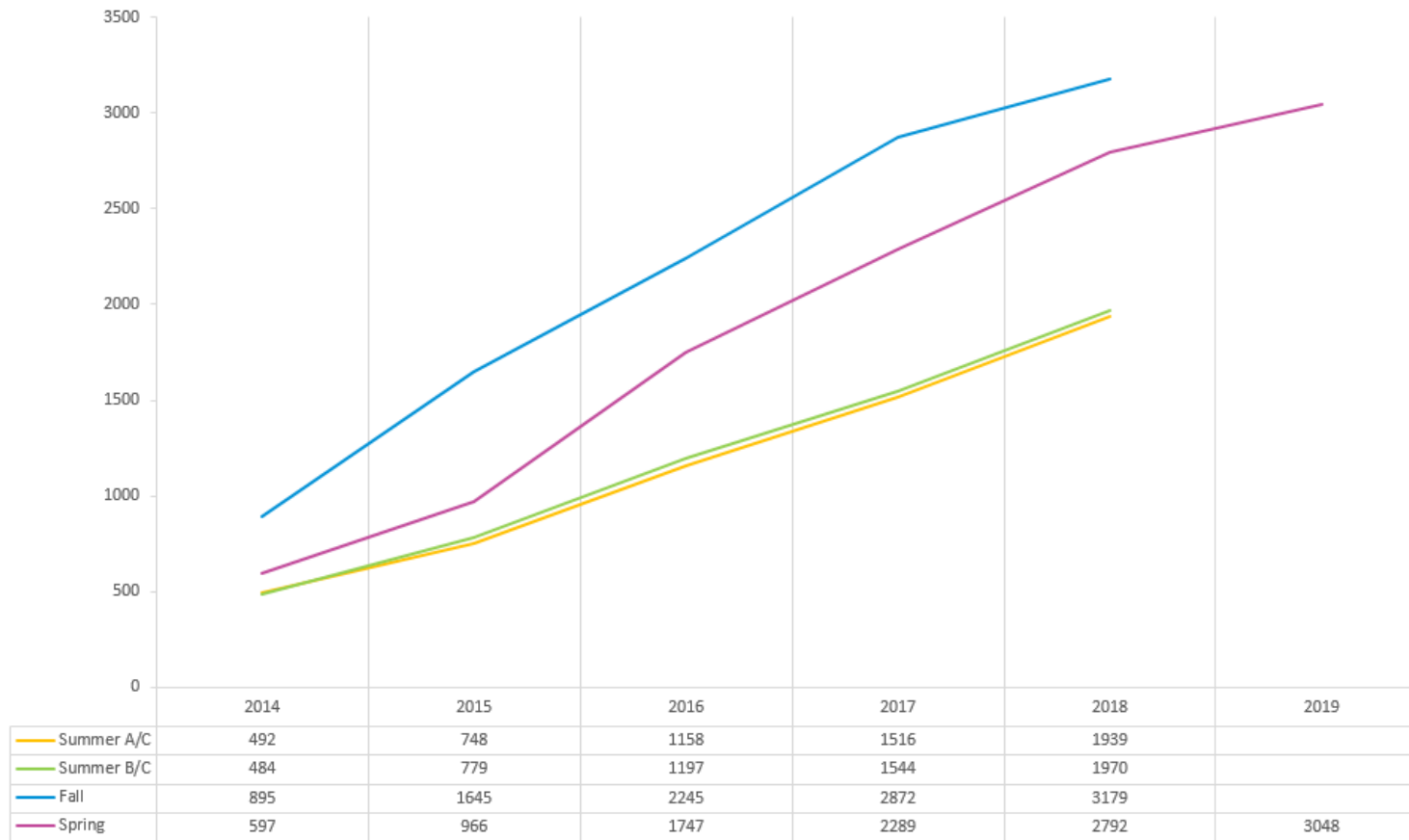
The following graphs show the program's enrollment growth and trends, by semester.

## UF ONLINE ENROLLMENT GROWTH (BY SEMESTER)





## UF ONLINE HISTORICAL ENROLLMENT TRENDS



Additionally, out of state enrollment in UF Online is growing steadily.

- Summer A/C 2018: out-of-state enrollment was 9.5% compared to 6.1% in 2017.
- Summer B/C 2018: out-of-state enrollment was 8.3% compared to 5.8% in 2017.
- Fall 2018: out-of-state enrollment was 10.4% compared to 8.2% in 2017.
- Spring 2019: out-of-state enrollment was 11.2% compared to 8.1% in 2018.

As UF Online's overall enrollment continues to increase, so do the number of UF Online graduates. At the end of the Spring 2019 semester, 1786 students had graduated with a UF Online degree and 892 students in the PaCE (Pathway to Campus Enrollment) program had successfully transitioned from UF Online to UF campus enrollment. Taken together, every year more students are taking advantage of UF Online's high-quality, low-cost program and the UF Online brand is attracting a growing number of out-of-state students. The only thing better than starting a UF degree is finishing a UF degree!

# ***FUTURE FOCUS AREAS***

Looking ahead, we are excited about the opportunities on the horizon because we know that UF Online's degrees make a significant impact on our students' lives. We will continue to explore new strategies and tactics, but will kick off the upcoming year with several focus areas on the forefront.



## **1. RECRUITMENT AND OUTREACH CENTER**

- Explore how to incorporate student ambassadors into the admissions process for effective peer-to-peer recruitment.
- Evaluate hiring regional Admissions Officers as a key recruitment initiative to support UF Online across the state.
- Pilot SMS texting campaigns to bolster file completion and yield efforts.

## **2. ONESTOP STUDENT SERVICE CENTER**

- Conduct an in-depth student journey mapping process to identify and resolve technology inefficiencies and inconveniences for UF Online students and staff.
- Enhance and automate additional CRM workflows and processes to maintain scalable high-quality levels of customer service.
- Implement a knowledge base and develop online courses to support future staff onboarding and training.



# DIVISION OF ENROLLMENT MANAGEMENT UF ONLINE ENROLLMENT SERVICES TEAM







*TOGETHER, **WE**  
**ARE UNSTOPPABLE.***







**UF Online  
Enrollment Services**  
Division of Enrollment  
Management

University of Florida  
304B Criser Hall /  
PO Box 114000  
Gainesville, FL  
32611-4000