Office of Admissions Audit

SNOW COLLEGE

Office of the Internal Auditor

Audit Report 2017-05

Report Release Date 10/27/2017

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EXECUTIVE SUMMARY

Audit Purpose and Objectives

This audit was conducted at the request and approval of the Snow College Finance and Facilities Committee (Audit Committee) and as a result of an annual risk assessment conducted by Internal Audit. There were concerns around the cost and implementation of the Customer Relations Management Software (CRM) and Admissions Office budget overruns.

The objectives of this audit were to determine if the Office of Admissions is effective and efficient in recruiting and application processing, and to evaluate the level of compliance with Snow College policies and procedures.

Summary of Findings

1. The number of enrolled freshmen has remained flat over the past five years. Also, enrollment yields of new freshmen applicants have decreased by more than 50 percent over a five-year period and are declining.

2. The Office of Admissions experienced significant backlogs in application processing due to the increased volume of applications received during Utah College Application Month in November and manual procedures.

3. Budget overruns were due to inadequate controls with purchasing cards, reporting, oversight and lack of Admissions internal policies and procedures on spending.

4. Certain terms of the contract with Ellucian for the CRM did not adequately protect the interests of Snow College. Some purchasing controls were inadequate and there were insufficient resources leading to additional costs and delays in implementation.

5. Cash handling controls were inadequate to properly protect Snow College assets.

6. Inappropriate purchases were made for gift cards, medications and birthday recognition using Snow College funds and purchasing cards.

Summary of Recommendations

Recommendations were made to resolve the findings by increasing accountability for spending and budgets, evaluating and improving internal policies and procedures, and developing strategic goals, performance measures and reporting. Detailed recommendations can be found in the findings and recommendations section of this report. Following is a high level summary of the recommendations:

1. Develop strategies, goals, objectives and performance measures and report regularly on performance for recruiting and application processing. Ensure that recruiting and application processing are performed and in-line with Snow College strategic enrollment management objectives.

2. Implement controls to improve the application processing acceptance letter turnaround time and to ensure applicants receive personalized contact soon after submitting their applications.

3. Implement additional controls and reporting to prevent budget overruns and to improve accountability for budgets and spending.

4. Ensure staffing and funding is adequate for the implementation and ongoing administration of the Customer Relations Management (CRM) software requirements

5. Implement additional purchasing controls to help ensure resources and funding are adequate for new purchases of enterprise software systems.

6. Implement additional cash handling controls for Snow Blast to properly protect Snow College assets.

7. Maintain compliance with Snow College policies and procedures through enforcement of the policies such as the purchasing card policy

ADMISSIONS BACKGROUND INFORMATION

Mission

The Office of Admissions (Admissions) serves a vital role in the overall mission of Snow College. Through their recruiting efforts, the advantages of attending Snow College are communicated to the prospective students. The number of incoming freshmen is one of the most critical measures to determine if Snow College will be able to sustain the required number of enrollees and students working towards graduation.

The primary functions of Admissions are to:

1) Recruit incoming freshmen that reside within the United States, with the majority of the focus on the State of Utah and adjoining states such as Nevada, Idaho, Colorado and Arizona.
2) Process admissions applications and send acceptance letters for incoming freshmen and readmitted students.

The Utah State Board of Regents divided the state into service regions with the intent that the colleges and Universities would provide programs that would be of benefit to the students that reside within the service areas. The majority of the incoming freshmen come from the Snow College service area. The following counties make up the service area for Snow College:

- Juab County
- Sanpete County
- Carbon County
- Millard County
- Sevier County
- Emery County

Admissions focuses primarily on recruiting first-time freshmen, re-admits (students that previously applied and were accepted but did not attend), and transfer students. The recruiting and processing of applications for concurrent enrollment and foreign students is out of scope for Admissions because there are separate offices at Snow College with these responsibilities.

Budget / Funding

Admissions receives their funding for operations through State of Utah appropriations (general fund) and Snow Blast. Admissions has separate funds for Ephraim and Richfield offices.

The following chart illustrates the combined operational budgets for Fiscal Years 2013 – 2017. These totals include revenues generated through Snow Blast since revenues generated through Snow Blast are deposited into the Admissions operational funds.

Fiscal Year	Budget Amount
2013	$139,797
2014	$167,034
2015	$199,292
2016	$197,902
2017	$263,124

The increase in the budget amount between 2016 and 2017 was due to a new recruiting software product that Admissions acquired called CRM Recruit. Salaries and Benefits for full-time employees and tuition waivers for student ambassadors are not included in the operational budget amounts.

Admissions Organization

The Office of Admissions is led by the Director of Admissions who reports to the Vice President of Student Success. Admissions consists of eight full-time employees and 36 student ambassadors. Following is a brief description and number of the full-time and student ambassador positions in Admissions:

1) Director (1) – Sets goals and performance measures and provides oversight and direction for Admissions. Performs recruiting of incoming freshmen and is the budget holder for Admissions.
2) Administrative Assistant (1) – Provides office assistance to the Director and staff.
3) Admissions Specialist (2) – Inputs and processes applications and sends acceptance letters.
4) Admissions Advisor (4) – Performs recruiting of incoming freshmen at high schools, college fairs, scholarship open houses, and registration open houses. Provides oversight and training to the Ambassadors. Participates in Snow Blast and other recruiting activities.
5) Student Ambassador (36) – Maintains contact with assigned high school counselors. Performs recruiting visits to assigned high schools, participates in open houses, college fairs, Snow Blast, and other recruiting activities.

In addition, Admissions hires part-time employees and student workers to assist with the day-to-day operations of the office.

Ambassadors

Student Ambassadors are selected through an application and interview process. To be eligible the student must have a minimum of a 2.75 grade point average (GPA) and be enrolled in at least 12 credit hours at Snow College.

Ambassadors assist the Admissions Advisors at recruiting events. They are an important part of the recruiting process because prospective students are typically able to relate better with them. They assist with planning and conducting the Snow Blast activities and in giving campus tours to prospective

students and parents. A Snow Blast is where prospective students participate in activities, stay overnight and experience life as a student at Snow College.

Ambassadors are not paid through payroll, but receive tuition waivers in the amount of $800.00 per semester. The ambassador president and vice president each receive $1000.00 per semester. Admissions operational funds do not pay for the tuition waivers. Waivers are paid through the scholarship office through a separate account.

Recruiting

Recruiting activities have the following objectives:

1) Create awareness of Snow College – Performed in conjunction with the Snow College Marketing Department through advertising and awareness campaigns.
2) Generate a prospective student database – Done through participation in fall tour, spring tour, Utah College Application Week (UCAW), college fairs, emails, information requests, high school visits, phone calls and referrals.
3) Impact the decision to apply and enroll – Done through relationship building, marketing messages, calls to action within email and phone calls, campus visits, and follow-up communications.

To help provide the best recruiting coverage, high schools are divided up amongst the recruiters and ambassadors. Each of them are asked to contact the counselors at the high schools, get to know the students that apply to Snow College, and ensure the student's needs are met as they go through the application and enrollment process.

Snow Blast is the most effective recruiting activity. In a survey of incoming freshmen for the 2017 / 2018 academic year, nearly half of the students that responded stated that they attended a Snow College sponsored event prior to applying for admissions. The majority of these students that attended a Snow College sponsored event attended Snow Blast.

Application Processing

Application Processing is performed by the Admissions Specialists. Once a student completes an application for admissions, the Admissions Specialist ensures the proper supporting documentation is received such as high school transcripts, college transcripts (for transferring students), and ACT or SAT scores. The information is input into the student information system (Banner) and then acceptance / decision letters are sent to the students. Once a student has been formally accepted to attend Snow College they are able to apply for housing, enroll in classes, and apply for scholarships.

Customer Relations Management Software (CRM)

During the 2016 fiscal year, Admissions initiated a request for proposal (RFP) process to acquire a CRM software product to help with recruiting and reporting. Admissions awarded the contract to Ellucian for their CRM product called "Recruit". The contract was signed in October 2016 (fiscal year 2017) for a five-year term, and the implementation is currently underway.

The following table illustrates the cost for implementation and ongoing maintenance of the CRM.

	Cost
Hourly Service Fees for Implementation	$11,502
Implementation Fees	$56,000
Annual Subscription Fee 10/1/2016 – 9/30/2017	$53,568
Annual Subscription Fee 10/1/2017 – 9/30/2018	$53,568
Annual Subscription Fee 10/1/2018 – 9/30/2019	$53,568
Annual Subscription Fee 10/1/2019 – 9/30/2020	$53,568
Annual Subscription Fee 10/1/2020 – 9/30/2021	$53,568
Total	**$335,342**

Once implemented, Admissions will be using the CRM to assist with an overall communication plan with prospective students. Some of the benefits they hope to achieve include timed, consistent, sequential and targeted messaging with multi-modality methods of communicating with prospective students. Some of the methods of communication include: Direct mail, text messaging, email, and phone contact. They plan on using the software to help organize the communications and target audiences that would be most interested in receiving them.

CRM is a common software tool being implemented by other institutions for recruiting. Some USHE institutions have either already implemented the Ellucian CRM product or are in the process of implementing it.

AUDIT OVERVIEW

Audit Purpose

Utah State Board of Regents policy R567, Internal Audit Program, section 4.4 states: "In addition to audits required by policy, institution internal auditors shall conduct risk-based audits for their institutions, as assigned by the institution audit committee." This audit was conducted based on the results of a risk assessment and at the recommendation of the Snow College Finance and Facilities Committee (Audit Committee).

Scope and Objectives

The overall objective for this audit was to determine if the Office of Admissions was effective and efficient in their operations and to review compliance with Snow College policies and procedures. Fiscal years 2013 – 2017 were used for trend analysis and evaluation of effectiveness and efficiency in recruiting and expenses.

Recruiting activities and policies and procedures for the Concurrent Enrollment Office and the Center for Global Engagement procedures were excluded from the scope. Concurrent Enrollment Office focuses on enrolling high school students in college credit courses prior to graduating from high school. The Center for Global Engagement works with international students to recruit and assist them in the enrollment process.

Risk Assessment

A risk assessment was conducted as part of this audit to determine the areas of risk to the effectiveness and efficiency of operations and identify potential control weaknesses. The risk assessment was used to identify control areas that posed the greatest threats to the overall mission and goals of Snow College.

A self-assessment of Admissions was performed to compare their operations to the American Association of College Registrars and Admissions Officers (AACRAO) defined professional competencies of an Admissions Department[1]. The AACRAO professional competencies are defined as a maturity model with best practices ranging from entry level to expert level organizations. The Intermediate level was used as the baseline when assessing the Admissions department policies and procedures.

The following chart outlines the results and scores from this self-assessment:

AACRAO Professional Competencies for Admissions	Admissions Ranking / Score
Communications Plan	Below Entry Level
Staffing & Operations	Below Entry Level
Social Media Utilization	Below Entry Level
Market Analysis	Entry Level
Enrollment Goals	Entry Level
Emerging Technologies	Intermediate Level
Speeches & Presentations	Expert Level

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[1] AACRAO Admissions Proficiencies, http://www.aacrao.org/resources/professional-competencies/admission (accessed September 13, 2017)

Below Entry Level = Did not meet all the requirements for entry level as defined by AACRAO
Entry Level = Met all the requirements for entry level as defined by AACRAO
Intermediate Level = Met all the requirements for entry and intermediate levels as defined by AACRAO
Expert Level = Met all the requirements for entry, intermediate and expert levels as defined by AACRAO

Using the results of the self-assessment and risk-assessment, an audit program was developed to conduct audit tests of the areas of highest risk. The following were identified as areas of risk:

1) Admissions Strategic Planning and Alignment with Industry Best Practices
2) Application processing and acceptance
3) Information Technology and Project Management controls
4) Acquisition and Implementation of the CRM
5) Alignment of recruiting activities with Snow College enrollment management plans
6) Budget and operational expenses
7) Cash handling for Snow Blast

Audit Program Test Objectives

An audit program was developed with the following test objectives:

1) Determine if the Office of Admissions application processing and recruiting are done in accordance with industry best practices and standards. Use AACRAO published Professional Competencies and Proficiencies as the baseline for industry best practices.
2) Determine if controls and changes in application processing have been implemented to compensate for the increase of applications due to the College Application week. Also, review the date of application compared to the acceptance date to determine the average time elapsed between initial application to acceptance letter being sent.
3) Determine if Business and Information Technology controls are in place to help ensure the successful implementation of the CRM.
4) Determine if the acquisition of the CRM was done in accordance to Snow College Policy and Utah Purchasing Code and if the selected vendor and Snow College are in compliance with the contractual agreement.
5) Determine if waived application fees were enforced by policy and determine if waived application fees were appropriate (consistently applied according to policy language).
6) Perform a review of recruiting activities and determine if there is a correlation between the recruiting activities and Snow College applications for admission and enrollments. Identify other trends and results from recruiting such as efforts made in the Snow College service area, concurrent enrollment students, etc.
7) Determine the ROI of recruiting activities with application fees, enrollments and tuition paying students.
8) Determine if cash handling was done in accordance with Snow College policy and best business practices.
9) Perform a review of expenses and determine the cause of operational budget overruns.

Audit Methodology and Procedures

ACL (Audit Command Language) is a data analytics software tool that was used for several of the audit tests. Information for this audit was imported and organized using ACL and then exported to excel spreadsheets for further analysis. The Snow College Office of Institutional Research also provided data and analytics. Tools used for data analytics and research were ACL, Tableau and SQL. Information for this audit came from the following sources:

- Admissions Office, interviews and reports
- Financial and Student system (Banner)
- Purchasing card statements
- Travel Reimbursement Requests and Motor pool usage logs
- Contracts and agreements with vendors
- National Clearinghouse information
- Surveys of incoming Freshmen and High School counselors

The audit process included the following procedures:

- Risk assessment to identify highest risk areas to be audited
- Review of expenses and revenues recorded in Banner and P-Card transaction registers
- Analysis of recruiting activities and results
- Review of Admissions internal policies and procedures
- Interviews of Snow College employees
- Reviews and analysis of Admissions records

Sufficient and appropriate audit procedures have been conducted and evidence gathered to support the accuracy of the conclusions reached and contained in this report. The conclusions were based on a thorough review of controls in the Office of Admissions. The audit was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing.* The evidence gathered meets professional audit standards and is sufficient to provide senior management with the proof of the conclusions derived from the internal auditor.

FINDINGS AND RECOMMENDATIONS

Finding #1 – Freshmen enrollments are flat

The number of incoming freshmen enrolled at Snow College remains flat despite the increase in applications. Enrollment yields of new freshmen applicants have decreased by more than 50 percent over a five-year period and are still declining.

A trend analysis was performed on the number of applications and the headcount of enrollments to determine a general enrollment return on investment for all recruiting activities (yield). The following chart compares the total number of incoming freshmen applications and the resulting enrollments:
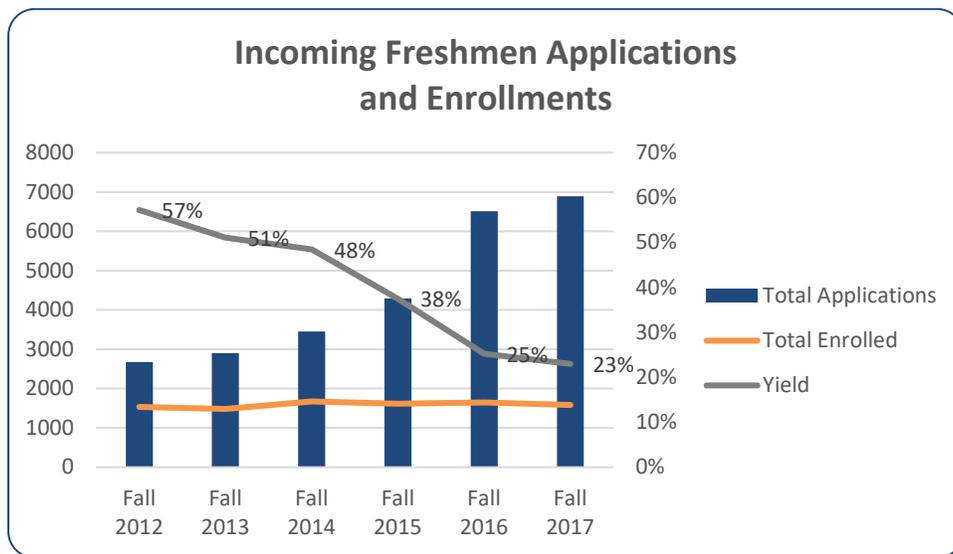
The large increase in the number of applications is primarily due to Utah College Application Month. Despite the large increase in applications, the number of enrollments has remained flat.

To help the college meet the enrollment goals, admissions performs recruiting at high schools throughout the state and in neighboring states. When asked about their objectives in recruiting, recruiters objectives did not align with the college's enrollment goals or the goals of the Admissions Director.

There was a misalignment of enrollment goals between Administration and Admissions. Also, recruiters stated that the primary goals of recruiting "were to build relationships with prospective students and encourage them to apply and enroll at Snow College."

The admissions department did not establish any written goals or performance measures for the recruitment visits and required little reporting on outcomes of the visits. They did have student

Ambassadors create written reports on their visits, but the reports didn't tie-in to the overall goals or strategies of Admissions or the college.

The recruiting activity reports that were submitted to the Director were reimbursement requests which included the schools that were visited and the main purpose of the visits. The reports did not tie back to any pre-stated performance measures or goals. For example, there were no numbers included in the reports of how many applications were obtained or the number of committed students or enrollments.

Recruiting schedules were established through the following methods:
- Admissions Director created a schedule of contact and visit high schools for each recruiter and ambassador.
- Fall High School tour was attended by several USHE institutions, including Snow and the schedule was established by an outside committee. These tour dates and times were scheduled each year for the months of September and October.
- Utah College Application Week which is now Utah College Application Month and was held each year during the month of November. Recruiters and Ambassadors visited high schools and assisted students in completing applications. The high schools visited were scheduled based primarily on requests from the high school counselors.
- Counselors held college fairs and events at their high schools and invited recruiters to attend.
- Recruiters or ambassadors contacted the high schools and set up tables or booths in at the high schools.
- Snow College conducted scholarship and registration open houses at centrally located venues such as hotel conference rooms and invited high school students from those areas to attend.
- Recruiters scheduled follow-up visits at high schools to follow-up with applicants and encourage them to enroll.
- Recruiters set up booths and participated in high school fairs and other events.

The recruiters were unable to provide a detailed calendar or report showing the recruiting visits and the results of the visits. To evaluate effectiveness and efficiency of recruiting for this audit: expense reports, p-card transaction reports, travel authorization and reimbursement logs, and ambassador reports were used to determine the locations and frequency of recruiting activities.

The Admissions Director made assignments to each recruiter and ambassador for schools that were considered priority schools. He requested that they maintain regular contact with the counselors and conduct some in-person visits to these schools. Priority schools were identified through reviewing the schools that historically produced the highest number of enrollees.

The following chart represents institutions where new student/freshman applicants to Snow College enrolled aggregated from 2012 to 2015:

Other Instutions Where Snow College Applicants Enrolled

Institution	Percentage
Westminster College	0.30%
University of Utah	2.60%
Brigham Young University	4.50%
Snow College	5.10%
Dixie State University	5.10%
Southern Utah University	5.30%
Salt Lake Community College	7.20%
Utah State University	10.10%
Utah Valley University	10.20%
Other Institution	15.10%
No Enrollment	34.50%
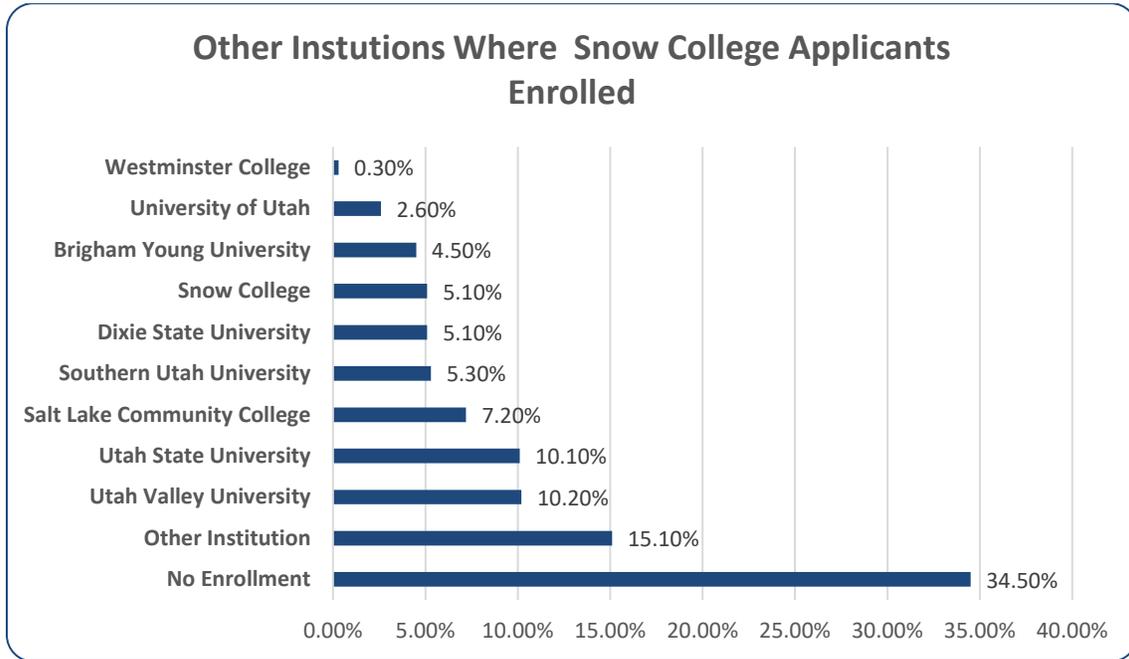
Notes: "Snow College" enrollments in this chart represent students that enrolled a significant time after their initial application to Snow (deferred enrollment). Other Institution represents other out-of-state schools and in-state schools. Including data from 2016 through 2017 doesn't change the order of the institutions, but changes the percentages. This is most likely due to the age requirements changing for LDS missionaries.

This chart compares the total number of incoming freshmen applications from students that earned concurrent enrollment credits from Snow College along with the resulting enrollments:

Concurrent Enrollment Seniors vs Enrolled Freshmen with CE Credit

Legend:
- Concurrent Enrollment Seniors
- #Applications - New Freshmen with CE Credits
- # Enrollments - New Freshmen with CE Credits
- Yield

Yield values: 67%, 52%, 49%, 50%, 39%, 43% (Fall 2012 – Fall 2017)
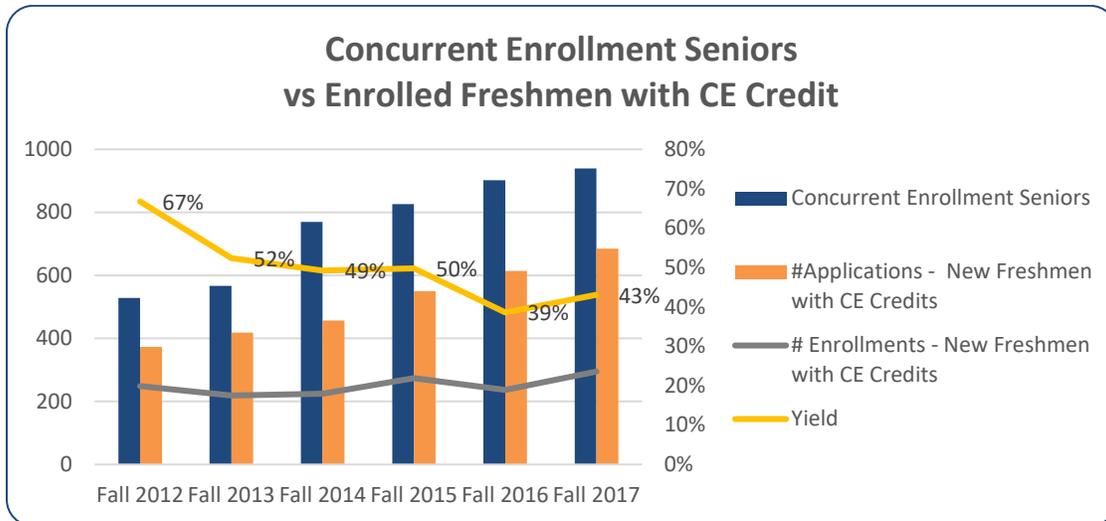
The number of concurrent enrollment students has increased over the past five years. However, the number of concurrent enrollment students that enroll to complete their associate's degree at Snow College has remained flat.

Currently Admissions has no strategies or procedures for targeting concurrent enrollment students for recruitment as incoming freshmen or to help them understand the benefits of completing their associate's degree with Snow College.

The following chart represents institutions where new student/freshman applicants to Snow College, who had earned Snow College concurrent enrollment credits, enrolled (other than coming to Snow College) aggregated from 2012 to 2015:

Other Institutions Where Snow College Concurrent Enrollment Students Enrolled

Institution	Percentage
Westminster College	0.10%
University of Utah	0.90%
Salt Lake Community College	1.30%
Brigham Young University	3.70%
Utah State University	3.90%
Utah Valley University	4.70%
Other Institution	5.20%
Dixie State University	7.20%
Southern Utah University	10.40%
Snow College	17.80%
No Enrollment	44.80%

Note: "Snow College" enrollments in this chart represent students that enrolled a significant time after their initial application to Snow (deferred enrollment). Other Institution represents out-of-state schools and in-state schools such as Stevens Henagar, Ogden-Weber Technical Center, etc.

The following chart shows the ROI for recruiting by institutional service area. Because there were no recruiting activity reports, the number and location of recruitment visits was compiled from the 2017 Fiscal Year travel reimbursements, purchasing card transactions, ambassador reports, and motor pool usage reports:

Recruiting Service Areas	Recruitment Visits		Applications			Enrollment		
	#	%	#	% of Total	Recruit Yield	#	%	Application Yield
Utah State University	69	16%	907	13%	13	172	11%	19%
Weber State University	69	16%	832	12%	12	164	11%	20%
Salt Lake Community/University of Utah	115	27%	1541	22%	13	228	15%	15%
Utah Valley University	64	15%	1681	24%	26	332	22%	20%
Snow College	**44**	**10%**	**814**	**12%**	**19**	**379**	**25%**	**47%**
Southern Utah University	16	4%	180	3%	11	20	1%	11%
Dixie State University	25	6%	388	6%	16	37	2%	10%
Out of State	24	6%	572	8%	24	173	11%	30%
Grand Totals	426	100%	6915	100%	16	1505	100%	22%

Institutional service areas were defined by the Utah State Board of Regents in policy R315, Service Area Designations and Coordination of Off-Campus Courses and Programs. The main purpose of the service areas is to provide principles for offering levels and types of instruction at off-campus locations. The principles include: responsiveness to state-wide needs for higher education, efficient and effective use of state resources, accessibility to higher education throughout the state, a high quality educational experiences.

Snow College Administration stated that in 2015 they requested Admissions put additional emphasis in recruiting within the Snow College service area while making sure to not neglect other key recruiting areas such as the Wasatch Front.

The following graphic illustrates the overall enrollment yield from the recruitment visits to all high schools during the 2016 / 2017 academic year:

Overall recruitment yield

Recruitment Visits	Applications	Enrollment

Prospective Students

426 Visits (in-state and out-of-state, includes fairs, high schools, open houses, etc.)

16 (average number of applications per visit)

22% (of applications resulted in enrollment)

Freshman Class

6,915 applications for fall 2017

1,505 enrolled new freshmen

*data taken as of August 31, 2017

This chart shows the enrollment yield by service region. Enrollment yield by service area represents the percentage of applicants from each service area that enroll at Snow College as incoming freshmen:

ENROLLMENT YIELD

- Out of State, 30%
- Utah State University, 19%
- Weber State University, 20%
- Dixie State University, 10%
- Salt Lake Community/University of Utah, 15%
- Southern Utah University, 11%
- Snow College, 47%
- Utah Valley University, 20%
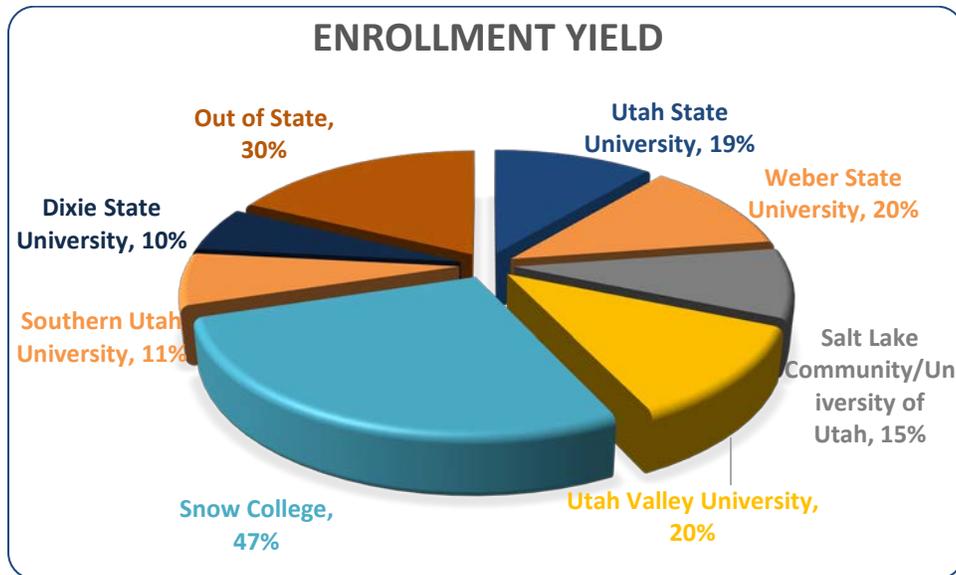
Snow College achieved the highest yield of new freshmen enrollments from the service area and only spent ten percent of recruiting time there.

The following map illustrates areas where the highest concentration of recruiting visits took place during 2017:

From an internal survey of high school counselors throughout the state, the counselors from service areas outside of the Snow College's service area indicated that in comparison to other colleges and universities, Snow College does an average to above average job at overall recruitment efforts at their high schools. However, for the Snow College service area schools, scores ranked from poor to average at overall recruitment efforts in their high schools.

The following chart illustrates the breakdown of new freshmen that enrolled from the Snow College service area and which counties they were from:

Percent of Freshman Students Enrolled from the Six County Area

	2012	2013	2014	2015	2016	2017
Wayne	0%	0%	0%	0%	0%	1%
Piute	0%	0%	0%	0%	0%	0%
Millard	2%	2%	1%	2%	2%	2%
Sevier	5%	4%	4%	4%	7%	7%
Sanpete	10%	8%	7%	8%	13%	12%
Juab	2%	2%	2%	2%	1%	2%
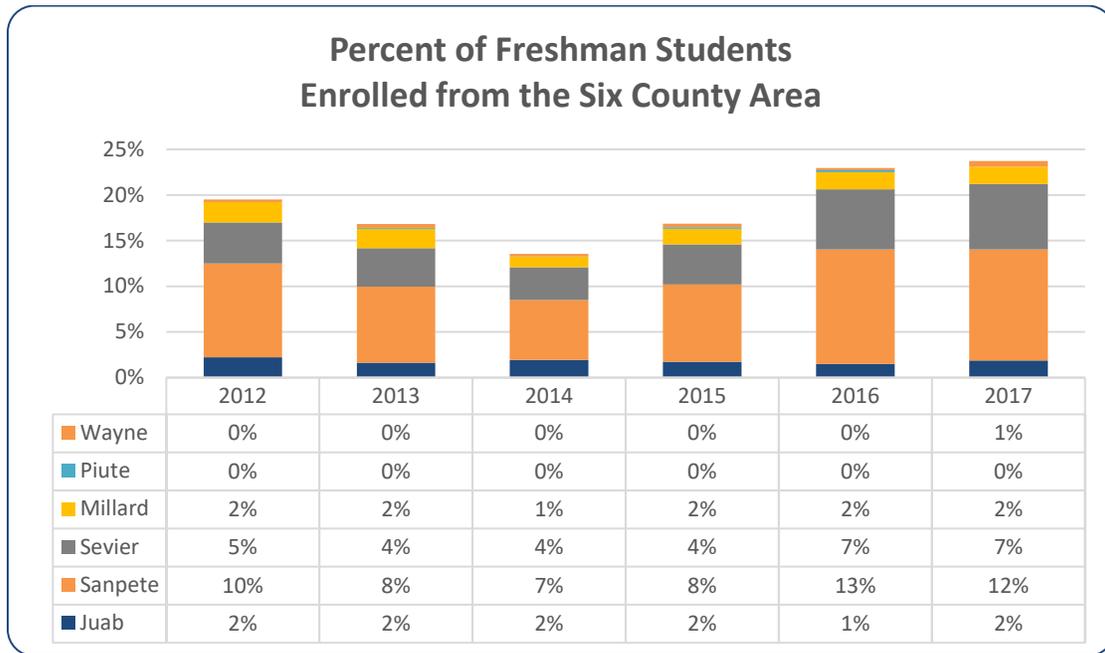
Snow College Administration has recently committed resources to the development of a strategic enrollment management plan. "A strategic enrollment management plan is an institution-wide responsibility and the central focus of the institution's overall strategic plan. Strategic enrollment management focuses on what is best for students and how to ensure their success while addressing all aspects of the institution's mission." Strategic Enrollment Management is a comprehensive approach to integrating all of the programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with "optimal" defined by the mission, academic vision, and strategic plan of the institution." [2]

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[2] A Practical Guide to Strategic Enrollment Management Planning in Higher Education,

The AACRAO professional competencies on Market Analysis state that:

"Admissions Offices should analyze the enrollment landscape for the college and develop a recruitment plan to help reach the enrollment goals. This includes using search tools to develop a prospect base (such as PSAT and AP), conducting outreach visits to high schools, selecting appropriate recruitment fairs both in and out of state, and identifying opportunities to deploy students, faculty, alumni and other potential recruiters."

The AACRAO professional competencies on Market Analysis state that:

"Admissions Offices should develop reports to help inform faculty and higher administration of progress toward achieving enrollment goals."

The AACRAO professional competencies on Communications Plans suggest that

"Admissions Offices should develop short and long term strategic communications plans that deliver key messages to the right audience at the right time using multi-dimensional approaches to student recruitment. Implement robust communication plans at each stage in the enrollment process from prospect to applicant to admitted student to enrolled."

Recommendation #1 – Develop strategies, goals, objectives and performance measures

It is recommended that the Admissions Department develop and implement internal strategies, policies, and procedures that integrate with the overall goals and strategies of the college and the strategic enrollment management plan. To implement the plan, performance measures and reporting should be established to dynamically measure the effectiveness of recruiting and application processing and make adjustments when needed to help ensure success in recruiting incoming freshmen and readmits and processing their applications.

Also, using data and research the Admissions Director should establish goals and performance measures for recruiting for each event and implement reporting measures to effectively measure the recruiting performance with the goals. In addition, reporting on the goals, accomplishments and setbacks should be reported to Administration or Administration designated committees such as the strategic enrollment management committee on a regular basis.

It is strongly recommended that the following be included in strategic planning and reporting:
   a) Admissions work with the office of Institutional Research to develop reporting templates that can be used to help measure and report of effectiveness of recruiting.
   b) Strategic communications plan that begins at the prospective student stage and continues until the student is enrolled which includes frequent and timely communications.
   c) Use of predictive modeling and qualification to group students according to their likelihood of enrolling and allocate resources accordingly. Ensure that high school concurrent enrollment students are included in the modeling.
   d) Comprehensive communication plans for parents of prospective students, high school counselors, and other stakeholders.
   e) Use results from market analysis, research and predictive modeling created by the office of institutional research, to help develop the strategies and allocate resources.

Finding #2 – Application Processing Backlog

The Office of Admissions experienced significant backlogs in application processing due to the increased volume of applications received during Utah College Application Month in November and manual procedures.

Utah College Application Week (UCAW) started in November 2012 and is a time where High School seniors are encouraged to apply to attend the college of their choice. As part of UCAW, Snow College offers to waive the application fee. Since the inception of UCAW, Snow College saw a dramatic increase in the number of applications submitted.

The following chart illustrates the number of incoming freshmen applications received:

Total Incoming Freshmen Applications

Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
2678	2901	3453	4295	6507	6894
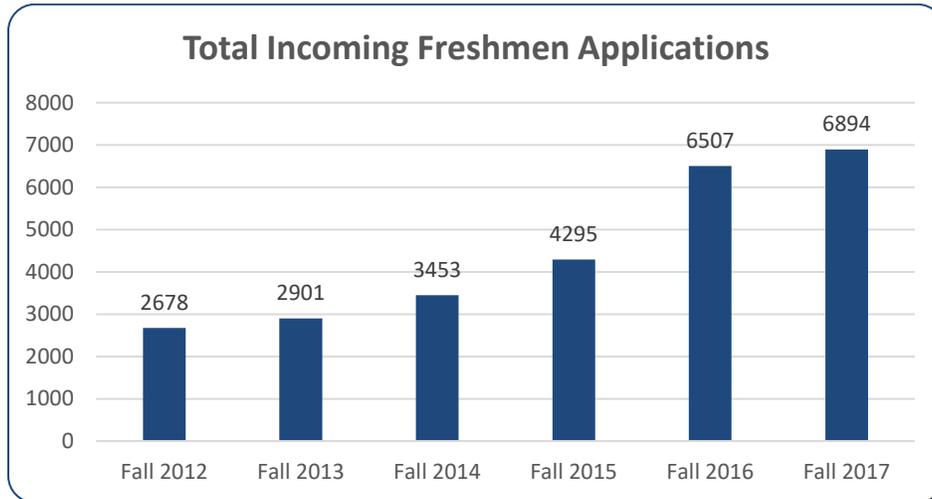
UCAW first piloted in 2013 in eight high schools. Today there are over 90 schools that participate in the event, which is now known as Utah College Application Month. The procedures for contacting students that applied and the processing the applications has changed very little despite the fact that the number of applications has nearly doubled.

Using application dates and acceptance dates (decision dates) in the student information system, it was determined that the average number of days it took from application to acceptance in 2017 was 47 days. Other USHE institution admissions departments were surveyed to establish benchmarks for application processing turnaround for undergraduate applications to official institutional acceptance letter mailing.

Average Days From Application to Acceptance

Utah State University	Salt Lake Community College	Dixie State University	Snow College	Utah Valley University	Weber State
14	3	9	47	22	12
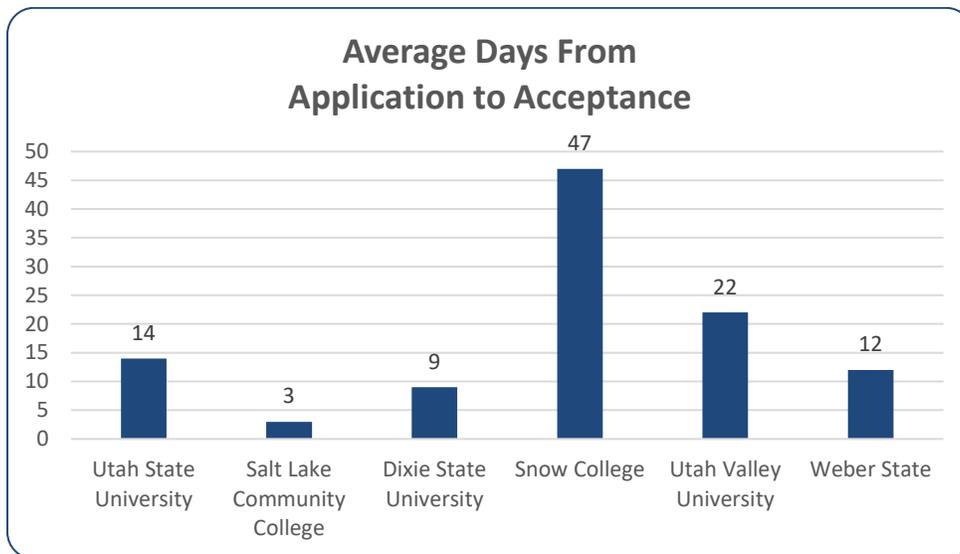
Note: Utah Valley University, Salt Lake Community College and Snow College numbers are based on actual results taken from the student information systems. Dixie State, Utah State and Weber State turnaround averages are based on estimates from their admissions departments.

The primary reason for the delay in processing applications at Snow College is due to the requirement of receipt and recording of the high school transcripts and ACT scores prior to sending the acceptance letter. Also, admissions specialists were required to attend CRM training and perform other office duties.

During UCAW, many of the high school counselors send the transcripts for their entire graduating class rather than for the students that applied. Typically, the transcripts are not sent in a standard format and required the admissions specialists to manually match up each application with a transcript, verify the information, and then manually enter the information into the student information system (Banner).

ACT scores typically arrive and can be updated electronically in Banner. However, the admissions specialists manually recorded the ACT scores on the transcripts and at times also had to manually record the scores in Banner.

There were also other manual procedures the admissions specialists performed to complete the application process prior to sending the acceptance letters. Follow-up communications with the students were most often sent via email, and were requests for transcripts and ACT scores. Follow-up communications were typically sent once per month to the student until the documentation was received. Appendix A is a flowchart of the Snow College application processing.

Some applications were completed after the March 1 scholarship deadline. This delay in acceptance to Snow College may have impacted and continue to influence some potential students' decisions to not enroll or attend another institution.

Consideration is given to the following comments regarding application to acceptance letter best practices:

- *The Chronicle of Higher Education published an article on the best methods for recruiting new students. This article defined a critical component of a communications plan as a quick response to a student inquiry or request. According to the article "A slow response to a student inquiry or request is the proverbial kiss of death. A slow response signals to the student that the institution does not care."*[3]

- *AACRAO best practices on staffing and organization states that: "Admissions should evaluate the staffing structure of the admissions office and identify the optimal configuration to complete necessary tasks and meet the enrollment goals of the institution. This would include the ability to anticipate workloads and appropriately deploy staff with an understanding of the admissions decision process, operational effectiveness, and application processing."*

- *The AACRAO best practices on communication plans state that an Admissions Office should "develop short and long term strategic communications plans that deliver key messages to the*

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[3] Marketing Institutions and Recruiting New Students: What Works Best? (2004, April 30). Retrieved September 13, 2017, from http://www.chronicle.com/article/Marketing-Institutions-and/19770Chronical of Higher Education

right audience at the right time using multi-dimensional approaches to student recruitment. Implement robust communication plans at each stage in the enrollment process from prospect to applicant to admitted student to enrolled … Communications plans should include a series of communications to alert students when their applications are complete or when items are needed. They should also utilize a variety of media including email, text and tele-counseling plan."

Changes have recently been implemented in applications processing for the 2017 / 2018 academic year to help improve the turnaround time. Specifically, five work study positions have been approved to assist with application processing which will provide the equivalent of one more full-time employee to process applications.

Recommendation #2 – Improve the application processing acceptance letter turnaround time

In addition to the changes that have recently been implemented, it is recommended that Admissions document and implement application processing policies and procedures with focus on meeting the Snow College strategies for acceptance and enrollment. Admissions should implement a more robust communications plan to ensure prospective students receive timely and relevant communications regarding their application status, acceptance, and enrollment.

The following should be considered to improve turnaround time for acceptance letters and to implement a communications plan:

a) Determine the need for high school transcripts and test scores prior to sending the acceptance letter. If transcripts are not required prior to acceptance, then procedures need to be modified to send acceptance letters prior to receipt of transcripts and test scores.
b) Train staff and ambassadors on the application processing policies and procedures to assist during peak application times such as college application month. Ensure that staffing levels are adequate to meet the turnaround times during these peak application times.
c) Research the further use of technology to automate some of the current manual procedures, such as matching up and recording transcripts and test scores.
d) Implement a communications plan to alert students when their applications are complete or when items are needed using a variety of media including email, text, in-person, and phone.
e) Make personal contact with the student as soon as possible following receipt of the application to discuss the next steps, request additional required information, and assist in the enrollment process.

Finding #3 – Admissions operational budget overruns

Operational budget overruns were due to inadequate controls with purchasing cards, reporting, oversight and lack of internal policies and procedures on spending.

There were inadequate controls to prevent Admissions from going over budget. It is the responsibility of the Admissions Director to monitor the expenses and budgets, establish spending limits for activities, and to ensure that they stay within budget. Also, there was a lack of documented internal policies and

procedures for admissions and inadequate oversight or reporting in place for the Admissions Director and his staff to report on financial matters of the office.

In Banner, there are controls in place to prevent overspending using purchase orders. However, there are no system controls to prevent overspending using purchasing cards. The use of purchasing cards and the lack of budgeting for recruiting activities, ambassador retreats, and travel led to budget overruns. The following chart compares the admissions operational budgets and expenses:

Admissions Operational Expenses and Budget

A bar chart comparing Expense (blue) and Budget (orange) from 2013 to 2017:
- 2013: Expense ~198000, Budget ~140000
- 2014: Expense ~232000, Budget ~167000
- 2015: Expense ~262000, Budget ~199000
- 2016: Expense ~280000, Budget ~197000
- 2017: Expense ~342000, Budget ~263000
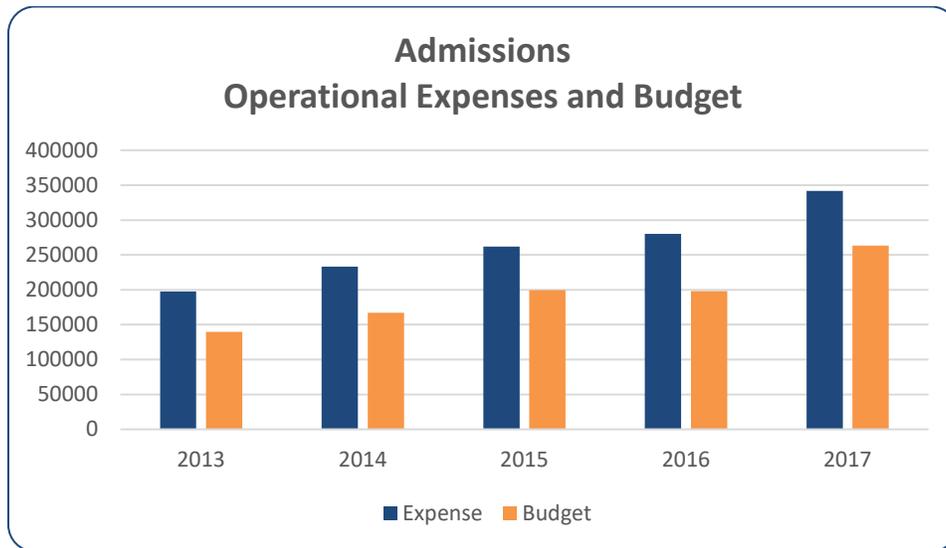
During fiscal year 2016, 74 percent of the Admissions budget was spent using purchasing cards. The highest expenditures were for recruiting activities such as college fairs, open houses and travel, but there were no expense reports by activity or budgets established for each activity. The following chart illustrates Admissions combined expenditures for fiscal years 2016 and 2017:

Combined Expenditures 2016 & 2017

Pie chart showing:
- Recruiting Activities, 38%
- CRM Activities, 19%
- Office Support, 12%
- Travel/Motor Pool, 12%
- Ambassadors, 9%
- Advertising, 9%
- Training & Development, 1%
- Service Projects, 0%
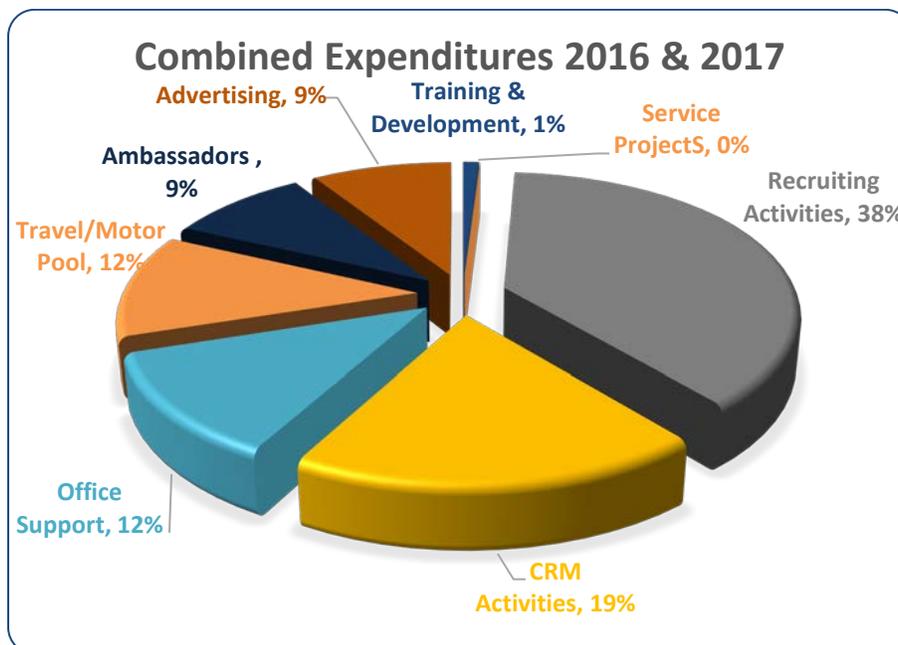
There were expenses for food and catering in several of the categories above which totaled $65,772.87. Food and catering expenses were not broken out separately for this analysis because the food was used for multiple activities such as Office Support, Recruiting, Ambassadors, CRM Activities, and Travel.

Recommendation #3 – Improve accountability and implement budget controls

It is recommended that Admissions work with Administration and the Business Office to establish improved accountability and controls for the budgets and expenses of the admissions office to prevent budget overruns.

The following should be considered to when implementing budgetary controls:

a) Admissions and the VP of Student Success implement controls such as regular monitoring and reporting on the budgets and expenditures of Admissions.

b) Monitor purchasing card expenses on a monthly basis and compare with established budgets. Establish budgets and track expenses for each admissions activity such as Snow Blast, Ambassador retreats, college fairs etc. Establish internal reporting and tracking of expenses, by activity and submit monthly reports to the VP of Student Success.

c) Controller's office, Budget Director, and Purchasing Director collaborate on implementation of preventative and detective controls to prevent budget over-runs due to overspending using the purchasing cards.

Finding #4 – Inadequate resources and purchasing controls

Certain terms of the contract with Ellucian for the CRM did not adequately protect the interests of Snow College. Some purchasing controls were not adequate and there were insufficient resources leading to additional costs and delays in implementation.

On September 29, 2016, an agreement was signed between Snow College and Ellucian for the implementation and use of the CRM Recruit software application. The agreement was for a five-year term which started on October 1, 2016. The following table illustrates the cost for implementation and ongoing maintenance of the CRM:

Purpose	Cost
Hourly Service Fees for Implementation	$11,502
Implementation and Training Fees	$56,000
Annual Subscription Fee 10/1/2016 – 9/30/2017	$53,568
Annual Subscription Fee 10/1/2017 – 9/30/2018	$53,568
Annual Subscription Fee 10/1/2018 – 9/30/2019	$53,568
Annual Subscription Fee 10/1/2019 – 9/30/2020	$53,568
Annual Subscription Fee 10/1/2020 – 9/30/2021	$53,568
Total	**$335,342**

Implementation and training of the CRM has been an ongoing process that started around March 1, 2017, but has not yet been completed. The college is at risk of paying another annual subscription fee of $53,568 without having the software implemented.

Implementation of the CRM Recruit software is a complex process. The CRM is an Enterprise Resource Planning (ERP) software solution used for customer tracking and reporting. Several organizations have published best business practices for purchasing and implementing ERP solutions. Following are the basic guidelines identified for successful implementation of an ERP solution:

1) **Strategic Planning** – Assign a project team, examine current business processes and information flow, set objectives, develop a project plan.
2) **Procedure Review** – Review software capabilities, identify manual processes, develop standard operating procedures
3) **Data Collection and Cleanup** - Convert data, collect new data, review all data input, clean-up data
4) **Training and Testing** – Pre-test the database, verify testing, train the trainer, Perform final testing
5) **Go Live and Evaluation** – Develop a final go-live checklist, evaluate the solution

According to these organizations, the most common causes of failure of implementation of ERP solutions were that the cost was more than expected and the client did not have adequate resources. Snow College is at risk of the CRM failing due to inadequate resources dedicated for implementation and on-going administration of the CRM Recruit software.

Ellucian's Rapid Deployment Essentials Guide shows the implementation and training schedule as a nine to twelve-week process. The following Utah System of Higher Education (USHE) Institutions purchased the CRM Recruit Tool and either have completed or are in process of implementing the CRM software:

Institution Name	Implementation Status	Implementation Timeframe
Utah Valley University	Completed	12 Months
Utah State University	Completed	9 Months
Weber State University	In Progress	10 Months (Still in progress)
Salt Lake Community College	Terminated Contract	Terminated Contract

Utah Valley University and Utah State University hired full-time project managers to drive the implementation and to administer the software once implemented. According to the project manager at Utah Valley University the implementation was more complex than originally anticipated. Salt Lake Community College was two years into the implementation, without completion, when they decided to terminate their agreement with Ellucian. The reason why Salt Lake Community college terminated their agreement was due to a lack of resources and unexpected costs for implementation and ongoing administration of the software.

Snow College's contract with Ellucian states:

> *"Client will assign a project leader who will lead the project at the Client's site and be the main point of contact for Ellucian throughout the implementation … Client will identify and provide access to the appropriate IT and application staff members to work with Ellucian throughout the implementation process. Client staff will complete preparation activities prior to all service engagements".*

Currently, The Director of Admissions is the designated Project Manager for the implementation at Snow. There is also an IT Department resource that is assigned to coordinate the technical aspects of the implementation. Resources for the implementation of the CRM are not adequate when compared with other colleges that have successfully implemented and are using the Ellucian Recruit CRM.

According to the Director, the go-live date has been pushed back due to unforeseen issues with the implementation and conflicting priorities on Ellucian's side. To date, Admissions has paid a total of $113,686 for the implementation and first year's subscription fee without having a working product.

Ellucian has provided project management resources to assist the project manager with the implementation, such as:

- Rapid Deployment Essentials for Ellucian CRM Recruit Implementation Guide
- Online project tracking tools which include timelines and issue management
- Online and in-person training
- Technical Support
- Ellucian project manager, nine hours

Responsibilities of the Ellucian project manager and Snow Project manager are outlined in more detail in the scope of service/statement of work in the contract.

Recommendation #4 –Assess staffing and CRM requirements

Admissions should determine the proper course of action whether to continue with the implementation or explore other solutions. If the decision is made to proceed with the implementation, then they should not only evaluate implementation requirements, but should also identify resources required for ongoing administration and support of the CRM. Admissions should review and determine the financial and staffing needs to finish the implementation of the CRM and to properly administer the software once implemented.

The following should be considered when determining the proper course of action with the CRM software implementation and use:

a) Admissions should work with legal counsel and purchasing to determine if the payment of the annual fees can be deferred pending successful completion of the implementation.

b) Admissions should evaluate the cost-benefit of continuing with the CRM to determine the feasibility of continuing and report their findings to Administration and if it's determined to finish the implementation modify staffing to designate a full-time dedicated project manager.

Recommendation #4a – Implement additional purchasing controls

Purchasing evaluate and modify the current RFP process for Enterprise Resource Planning (ERP) types of solutions and implement controls to have requesting departments ensure resources are adequate to implement and use the solutions.

The following should be considered when adding controls to the RFP process:

a) Requesting department complete and submit a needs analysis and administrative approval prior to initiation of the RFP.
b) Requesting department complete a cost and resource study to determine if the funds and resources are adequate for implementation of the solution.
c) Purchasing and legal review contract language for pricing to ensure the contract allows adequate time for implementation prior to paying subscription or software licensing fees.

Finding #5 – Inadequate cash handling controls

Cash handling controls were inadequate to properly protect Snow College assets.

Admissions performed cash handling for the Snow Blast events held in Ephraim. Payment for Snow Blast could be made online or in-person. At the beginning of each Snow Blast activity, the advisor checked out a cash box and accepted cash or check payments, but did not issue receipts. At the end of the event the cash and checks received were deposited at the campus cashier's office. Because receipts were not issued, the amounts collected could not be reconciled with the amounts deposited.

Snow College Cash Handling Policy, section 3.2 states:

> *"Every cash transaction must be receipted and recorded through an approved cash register system or use of approved pre-numbered receipts. In each case, a receipt must be produced and presented to the customer at the conclusion of the transaction. Approved pre-numbered receipt booklets are available at the Cashier's Office.*

Without receipts and reconciliation of deposits, it was not possible to verify that all money paid for Snow Blast was properly accounted for, protected, and deposited in a timely manner. Lack of controls in cash handling could lead to theft, loss, or misappropriation of college funds.

Recommendation #5 – Implement cash handling controls

Admissions document internal cash handling procedures in collaboration with the Controller's office

The following should be included in the documented procedures:

a) Requirements for the issuing and retaining receipts for each cash transaction
b) End-of-day and end-of-shift procedures for reconciling the cash with the receipts
c) Separation of duties between the person making the deposit and the one issuing receipts

Finding #6 – Purchasing Card Policy Non-Compliance

Inappropriate purchases were made for gift cards, medications and birthday recognitions using Snow College funds and purchasing cards.

Gift cards were purchased from vendors such as Yo-Crazy, Amazon, Subway, McDonalds, and Sip it. In most cases the gift cards were given out as drawing prizes for Snow Blast activities. There was $175 worth of gift cards purchased from Yo-Crazy for Ambassador birthday recognitions.

> *According to Snow College 13.5.12 Gifts and Awards Policy: "The use of College funds to purchase food or related items for birthdays, showers, weddings, etc. is not permitted." Form of Gift – The gift must be tangible personal property (i.e., the gift may not be in the form of cash, check, or gift certificate that could be transferred to another individual).*

> *Snow College Purchasing Card Policies and User Guidelines states: "Cardholders are authorized to use the Purchasing Card to purchase merchandise or allowed services, as required, as a function of their duties at the College, from any supplier with the exception of the following unless authorized by the Vice President of Finance and Administrative Services or the President of the College: … D. Gifts, gift cards, gift certificates … K. Personal purchases."*

The Director of Admissions stated that he will no longer permit his employees to purchase gift cards. He was not aware of the medications or birthday recognitions but will remind his employees that those are not allowable expenses.

There was proper segregation of duties with purchasing card reviews where the purchasing card transaction logs and statements for the Admissions office staff were reviewed and signed monthly by the Admissions Director. Also, the Director's transaction logs and statements were reviewed and signed monthly by the VP Student Success.

Recommendation #6 – Enforce Purchasing Card Policies

It is recommended that the Admissions Director and Vice President of Student Success enforce the Snow College Purchasing Card Policy by reviewing the transactions when signing the monthly transaction detail reports and ensuring the authorized expenses are for legitimate business use. When transactions are questionable or inappropriate, corrective actions need to be taken.

The following should be considered when implementing the enforcement of the purchasing card policy:

a) Discontinue purchasing items such as gift cards, and gifts for birthday recognition.
b) If gift cards are required for a legitimate business purpose, obtain the Vice President of Finance and Administrative Services or President's written approval and work through the controller's office to ensure controls are in place to safeguard the gift cards.

MANAGEMENT RESPONSE

On October 3, 2017, Internal Audit met with the Vice President of Finance and Administrative Services, Director of Budget and Director of Procurement to discuss the budget overruns and controls that could be implemented to help budget holders better manage and track their budgets. The following controls were discussed:

1) Develop policies and procedures on monitoring budgets and expenses.
2) Include overview of policies and procedures in supervisor and new hire training.
3) Include expectations in MOU's for new hires and consider adding as a performance measures for performance reviews and tenure reviews for all budget holders.
4) Update and provide periodic budget reports for budget holders to review.
5) Create a budget report that alerts Administration and respective budget holders when a department is within a pre-determined percentage of their established budgets. (in danger of going over budget).

On September 20, 2017 Internal Audit discussed the findings of this report with the College President, Vice President of Student Success, and Director of Admissions. Administration and Admissions appreciates the detailed review of the Admissions Office financial activity, performance and policies and procedures. Following are the documented responses from the Admissions Director:

1) Develop strategies, goals, objectives and performance measures and report regularly on performance for recruiting and application processing. Ensure that recruiting and application processing are performed and in---line with Snow College strategic enrollment management objectives.

    The President has provided a Snow College Enrollment Objective for New Freshmen of an additional 150-200 for fall 2018 over previous year. To support realization of that enrollment objective, the Office of Admissions, in addition to current recruiting strategies/activities, will:

    A. *Develop Admissions Advisor/Recruiter and overall recruitment performance measures to include historical trend data for # of personal contacts to applicants, # students per presentation by high school during high school tour, # of students assisted during UCAW, # of visits to high schools (# of students served at each visit), Snow Blast attendance and yield, fall and spring open house attendance and yield, and applicant to enrolled data/yield at each stage, by recruiting territory.* **Target Date for Implementation 11/15/2017**

    B. *Leverage the CRM tracking, communication plan workflow and reporting tools to directly impact yield at every stage of the applicant to enroll process. Tracking and reports will enable Admissions to make decisions on where, when and how to best leverage our recruiting efforts and resources, including determining/visiting priority high schools.* **Target date for implementation 12/1/2017**

C. *Under the direction of the President, and led by the VP for Student Success, Admissions, Advising and Institutional Research will attend an SEM conference in early November to fact find and bring back recommendations to the President and Key Stakeholders for development of a Snow College Strategic Enrollment Plan. The plan would provide goals and intended outcomes for Recruitment and Retention that would require participation from everyone campus-wide. The Office of Admissions will align all activities to support that plan.* **SEM Conference Concludes on 11/3/2017**

D. *Increase 6-County recruiting efforts. Increase outreach through new Richfield Admissions Advisor/Ambassador and Ephraim staff/Ambassador focus. Target and expand relationship building with counselors/administrators, increase visibility at high schools, continue and expand the new Snow College Senior Day and schedule earlier Academic Scholarship Eligibility visits. **Implemented and ongoing***

E. *Increase Concurrent Enrollment to enrollment as full-time student. Collaborating with the CE Recruiting Group, directed by the VP for Student Success, Admissions will help implement Snow's new CE Badger Fast Track to Admission strategy. Messaging will begin early November targeted to statewide Snow College junior/senior CE students (past/present). Promotion will be through email, text and CE Classes: "Click now and you are admitted for fall 2017, no application/no fee, see if you qualify for the new CE Scholarship Award, and take advantage of Snow's new Degree Pathway tool." **Target date for implementation 11/3/2017***

F. *In Collaboration with the office of Marketing and Communications, Admissions will leverage the President's New Social Media Consulting/Action Initiative. Increased presence on key social media platforms will allow Admissions to build messaging into an enhanced communication plan. Vital to this effort is increased Engagement with both Prospective Students **AND** their Parents through the best Engagement Channels: Email/text, Social Media, Website and Digital Marketing. **Target date for implementation 1/1/2018***

Engagement Takeaways

Consistency is Crucial

- Students and parents expect a combination of self-guided content and guided content when seeking information. An engagement strategy should offer relevant exploratory content as well as guided, next-step content.

- Parents and students still identify signaling interest in traditional ways, but expect highly personalized engagement in response. Follow-through engagement meets the students and parents where they are in the journey. Acknowledge how they signaled interest.

- Parents, like students, seek information in a multi-channel process. Engagement strategy must offer content over a multitude of channels.

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Ruffalo Noel Levitz –

2017 E-expectations

College-Bound Students

and Parents

https://www.ruffalonl.com/
papers-research-higher-
education-
fundraising/recruitment-
marketing-and-financial-
aid/e-expectations-research-
reports

2) Implement controls to improve the application processing acceptance letter turnaround time and to ensure applicants receive personalized contact soon after submitting their applications.

A. *To improve application processing and communication with prospective students, including applicants, the Office of Admissions has instituted immediate measures, and is in the process of implementing a CRM software solution:*

Immediate Measures

a) *Immediate Acceptance – an acceptance email and letter are generated as soon as an application for admission is submitted (the accept/admit decision had formerly been delayed until transcript and ACT had been received by Snow College). Document processing and handling of information in BANNER occurs after acceptance.* **Implemented on 9/20/2017**

b) *Additional Processing Support – we are repurposing Ephraim and Richfield students/staff to focus on application processing leading up to, and during, peak processing times.*
Student support in place – Additional Staff Implementation by 11/7/2017

c) *Improved Electronic Transcript Processing – Electronic transcripts are now being saved directly to a Snow College intranet file, available to advising and registration staff.*
Partially Implemented – Full Implementation by 11/15/2017

d) *Admissions has collaborated with Advising to transition transcript articulation from admissions processing staff to Advising. This frees up an additional 15% of the workload that can now be devoted to admissions application processing.*

Implemented on 10/5/2017

  e) *Implement an improved process for Personal Contact at Point of Completed Application (AACRAO Best Practice – "Students are influenced by relationships – a quick response is critical").*

  Target Audience: Snow College Applicants. Desired Personal Response Time: 24 hrs. – 24-96 hrs. during Utah College Application Month

   Expected Outcomes:

- *Qualify the applicant's Interest in Snow College (scale of 1-5).*
- *Begin building a relationship with applicant (Best Practices indicate traditional-age applicants final decision is "more emotional than rational").*
- *Reinforce Snow's main messages.*
- *Deliver CTAs (Call to Action): Sign up for a Snow Blast, come to a scholarship open house, apply for financial aid, register for classes.*

  Process – Accountability – Tracking: (see the document)

  Full implementation by 11/1/2017

  f) *CRM Implementation to provide a tool for a personalized, sequential and sustained multi-channel communication plan (AACRAO Best Practice – "Students want to be treated as individuals – deliver communications through multiple channels").*

- *Go Live Date is 10/23/2017.*
- *Application data migrates to Banner with quick admit messaging.*
- *Individual Admissions Advisor Territory Management will improve communication and tracking of applicants as they move through the application, registration and final decision to attend Snow College process, empowering admissions staff to direct their efforts to the right student, with the right message, at the right time.*
- *Communications with all prospective students, including applicants, will be greatly enhanced. Parent communication flow will be designed and implemented.*

  Initial implementation by 10/23/2017

3. Implement additional controls and reporting to prevent budget overruns and to improve accountability for budgets and spending.

  A. *The Director of Admissions will work directly with the Budget Director, Sherri Hansen, to create an Action Plan that includes the following remediation:*

   a) *Create and implement an improved set of criteria to set new budget-year allocations for each category of expenditure (line item) within the operational and Snow Blast budgets.*

   b) *Create and implement a tool/procedure to run a monthly budget review that tracks spending on categories of expenditure for both the operational and Snow Blast Budgets.*

   c) *Request and utilize a separate Snow Blast Account P-Card for all Snow Blast related expenses.* **Full Implementation by 12/15/2017**

4. Ensure staffing and funding is adequate for the implementation and ongoing administration of the Customer Relations Management (CRM) software requirements.

   A. *The Director of Admissions will leverage a portion of the new Richfield Admissions Advisor position to CRM operational assistance (the CRM is available anywhere through the Cloud).*
   Ongoing

5. Implement additional purchasing controls to help ensure resources and funding are adequate for new purchases of enterprise software systems.

   A. *Admissions will follow any new guidelines and/or policies.*

6. Implement additional cash handling controls for Snow Blast to properly protect Snow College assets.

   A. *Admissions requires a cash payment for two reasons and only during one of six on-campus Snow Blast events:*
   a) *Cash payment at Snow Blast registration (in the GSC). Most fees have been paid online, prior to the event. Because the only time a person can pay the registration fee in cash is when they show up at the GSC to check-in for a Snow Blast, we propose they go directly to the cashier's window and pay, and then bring the receipt over to our check-in station. Check-in typically goes from 3pm to 4pm (with some slightly late arrivals). IF the Cashier's Office would agree to keep a window open until 4:45pm on each of the six Snow Blast Fridays, Admissions can discontinue handling cash payments.*
   b) *Cash payment from Snow Student to attend a Snow Blast-sponsored event such as a dance or performer. Admissions requests guidance, and will follow guidelines for handling these payments.*
   Implemented 10/6/2017

7. Maintain compliance with Snow College policies and procedures through enforcement of the policies such as the purchasing card policy.

   A. *The Director of Admissions has reviewed the policy with all Admissions staff with the understanding that any staff member with a Purchasing Card will adhere strictly to the policy.*
   Implemented

Appendix A – Application Processing Flowchart

Snow College Admissions Department
Application Processing Workflow

Created By: Wayne Bushman
Office of Internal Audit

Application Processing → Application Fee Paid or waived

No → Application Hold for Payment (Pre-Banner Process) Boggedupapps → Admissions Fees received. Processor notified via phone or email

Yes → Application Data imported into Banner (SAAEAPS)

Application moved manually to Banner (SAAEAPS)

Applicant receives form email regarding application received / additional docs needed

Transcripts / ACT Received?

Yes → Print out Transcripts, Date Stamp → Record ACT Scores on transcript (Manual)

No → Applicant email (Manual process) from Application Processing

Monthly reminders sent manually via email

Letters sent Mon / Thurs Envelopes stuffed by Admissions

Banner Application Processing Workflow → Check for duplicates GUIALTI → Review application information SPAIDEN → Enter High School Transcript Information Manual SOAHSCH → Enter ACT Score Information Mostly manual (SOATEST) → Admissions Application review Manual (SAAADMS) → Admissions Decision Manual (SAADCRV) → Acceptance / Decision Letter mailed → Application Supplemental Information (SOASUPL)

College Credits to articulate?

Yes

No

Transfer Articulation Credits Workflow → Enter Instituion (SOABGTA) → Enter / Update Transfer Grade Codes (SHATGRD) → Enter / Update Transfer Institution Catalogue (SHATATC) → Update Application (SAAADMS) → Enter transfer credits (SHATAEQ) → Enter Prior College (SOAPCOL) → Other transfer instutions?

No → Scanning and Filing → End Application Processing

Yes