

DIVISION OF ENROLLMENT MANAGEMENT

**2000-2001
INSTITUTIONAL EFFECTIVENESS REPORT
(Executive Summary)**

**2002-2003
REVISED INSTITUTIONAL EFFECTIVENESS PLAN
(Goals and Objectives)
AND**

**2002-2003
RESOURCE REQUESTS**

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Division of Enrollment Management Mission Statement

The Division of Enrollment Management is committed to improving the recruitment and retention of students at Texas A&M University-Kingsville through the delivery of high quality service to our prospective and current students. In pursuit of these goals, the Enrollment Management Unit will model exemplary customer service skills, intern and intra-office communication, and unit teamwork.

Goals:

- **Recruitment and Retention**

Refine and improve existing recruiting strategies helping Texas A&M University-Kingsville to become more efficient in the recruitment of students

Develop new and innovative ways to recruit and retain students that have the potential to earn a college degree.

Create special programs and activities to improve the recruitment and retention of transfer students.

- **Customer Service**

Deliver high quality customer service to internal and external audiences.

Analyze, evaluate, and improve policies and procedures in each department in an effort to improve service to students.

Seek ways to utilize technology to improve staff effectiveness and improve service to students.

- **Professional Development**

Encourage staff participation in professional development opportunities to remain informed about current trends and practices in their field and to improve professional competence.

2000-01 Institutional Effectiveness Report Executive Summary

I. Significant Accomplishment/Achievements/Outcomes for Academic Year 2000-2001:

Division of Enrollment Management: This office increased in size by inheriting International Programs and the University Director for Academic Advising in 2001. The function of this office is to coordinate enrollment management activities for the division and provide guidance and leadership to the directors comprising this division. The office also has a responsibility to coordinate recruitment and retention functions with all the academic colleges to insure that there is no duplication of effort.

During 2000-01 renewed contacts were made with South Texas Community College, Coastal Bend Community College, Laredo Community College, and South Texas Technical College. In addition a collaborative agreement was signed with the Alamo Community College District and the System Center-Palo Alto in San Antonio during the summer of 2001. A 2+2 Articulation Agreement Committee has been organized on campus with representatives from every college to review existing 2+2 agreements, renew them and initiate new ones.

Working in collaboration with the College of Agriculture and Human Sciences, discussions were held with South Texas Community College to develop a Child Development articulation agreement for students already working who have completed their associate degree. Conflict with class scheduling prevented the classes from happening. Discussions will be reinitiated to keep this alive and to promote a pre-veterinarian program. Also in conjunction with the College of Education, assisted with the Regents Initiative on teacher education, which resulted in the hiring of a full-time staff person at South Texas Community College. This person has an office at STCC and works to recruit college education majors in high need areas to attend and matriculate at A&M-Kingsville.

A registration program was held at San Antonio College that allowed students to register for classes both at the Kingsville and San Antonio campuses. This type of activity will be pursued at other community colleges in the area.

Retention, which is the other half of enrollment management, still plagues the University. Our overall retention for the University for 2000-01 was 61%, same as the previous year. With the hiring of the Director for Academic Advising in August 2001, the coordination of advising and the 1201 classes is beginning to take place. Advisors from the various colleges have been identified and discussions held regarding advising concerns and possible solutions are being addressed.

The Director of Academic Advising also heads the Sub-committee on Graduation and Retention, which is part of the Uniform Recruitment and Retention Strategy required by the State of Texas. In this area, we are looking for a strategic plan that will address retention problems at our campus, including reviewing the effectiveness of the retention programs we have at this campus.

The Uniform Recruitment and Retention Steering Committee continuously met during 2000-01 in order to submit a progress report due to the Coordinating Board in October 2001. A consultant from STAMATS provided some training in the spring of 2001 on the development of the Integrated Marketing Plan. The marketing plan was not completed in December 2001, due to the fact that one of our committee members in charge of writing the plan resigned. The Marketing Plan is currently being worked on and will be submitted to the Coordinating Board in October 2002, along with the Uniform Recruitment and Retention Plan. During the 2000-01 year, the Steering Committee divided itself into sub-committees for the purpose of getting other constituents involved in the development of the plan.

Financial Aid Office: Two customer service workshops were provided to the University community through the efforts of this office. The Brazos Higher Education Corporation has been working with the Financial Aid Office and the Office of Enrollment Management to institutionalize the workshops for the benefit of the University. The Director in this Office has been proactive by continuously providing training to the staff on customer service and the use of technology. A work-study allocation committee, chaired by the Associate Vice President for Enrollment Management was established for the purpose of equitably allocating work-study hours among departments on campus. Recognizing the default rate at this institution and the ramifications it can bring if left unchecked, a proactive Default Management Committee continues to pursue educating the University community, specifically those students who have loans. In order to provide faster response to students' needs and to have the latest in technology, the Office purchased 8 new computers for the staff. The office provides support to the System Center-Palo Alto by having a staff member on that campus at least once a month.

Office of the Registrar: The telephone situation seems to be a concern with many who call to this office, especially during peak times. By working with CIS, this problem has been partially addressed in that now callers have the option to leave a voice mail in the event all the lines are busy. The main problem is staffing, in that the office does not have a dedicated staff member to attend to all incoming calls. Staff in this office participated in customer service workshops and is continuously looking for ways to improve services. With Web for Students in place, the office has installed computers in the lobby area for students to register and look up grades and other pertinent information. Web for Faculty was a tremendous success and faculty embraced it wholeheartedly. The vault area was expanded and a new filing system installed. This effort allowed both the Office of Admission and Registrar to safeguard all the files in one location. More than 2000 transcripts have been evaluated and corrected and for the first time all core courses are coded in SIS. In addition, codes for core courses are included on students' transcripts. The Office has also created several processing reports to assist with data entry checks and has developed a program for generating labels, which allows for accurate filing of paperwork. Data cleanup has been a constant focus of this office. More than 100 incorrect IDs with certain names have been cleared out of SIS. The office continues to assist staff at the System Center-Palo Alto in San Antonio by providing training and assistance in the use of technology and processes.

Office of Admission: The staff in this office has participated in customer service workshops and continuously looks at ways to improve its delivery of services. Early in the Spring 2001, a consultant was brought in to review the office. As a result of this review, a number of changes were made to the office. The office continues to work with the Financial Aid Office to award Presidential Series Scholarships by placing priority on freshmen application

processing and by helping in identifying eligible students for the Texas Grant. In international processing, the office admitted 153% more students for Fall 2001 than the previous year. Unfortunately, our yield rate did not match the number of I-20s that were issued to international students. The staff participated in the Texas Association of College Registrars and Admission Officers (TACRAO) circuit, which includes San Antonio, Houston, Austin, Coastal Bend, Gulf Coast and the Valley. The office produced one search piece to be used in recruiting activities. The office hosted Senior Days in Fall 2001, in which 1,994 students and 111 counselors attended. The office continues to assist staff at the System Center-Palo Alto in San Antonio in the area of technology and admission processing.

The University's recruiters and outreach coordinators again did much to improve our recruitment efforts in the area of transfer and graduate students. The University was flat in regards to freshmen students. Nonetheless, the number of freshmen and transfer applications from primary recruitment areas increased for Fall 2001. For example, the San Antonio area experienced a 12% increase; the Rio Grande Valley experienced a 32% increase and the South Texas area was up 6% from Fall 2000. Overall, the number of freshmen admitted increased by 11% in Fall 2001 compared to the previous year. It is unfortunate that our yield rate for Fall 2001 was 43.8% compared to 46.7% in 2000 for freshmen applications. Some faculty contributed to the effort in the overall recruitment of the University and if the University is going to experience an increase in numbers in the future, this will have to continue and be supported by the academic deans.

Beginning with fall 2001, the University implemented the Probationary Admission category for students with a composite ACT score of 16 or less and/or an SAT score of 810 or less. The implementation was done in concert with College I, which provides intrusive advising, monitoring of attendance, and consultation with parents in the event the students do not adhere to the agreement signed by the student. Results pertinent to student success and retention are forthcoming by both College I and the Office of Institutional Research.

Javelina Highlights, Senior Days, Orientation for Transfer Students, and individual visits to the University by various elementary, middle and high schools will continue to be done by the Admissions Office.

Office of International Programs: This department joined the family of Enrollment Management in August 2001. With it, came the assistant director for international student services, who has provided leadership in the area of international admission. The Office of International Admissions is trying to create its own identity separate from that of the domestic admission office. The Director of International Programs is very active in the international arena and works very closely with our international students. In November 2001, he helped organize and conducted a recruitment trip for the College of Agriculture and Human Sciences to visit faculty at three universities in Mexico. The office coordinated the effort in which 11 students from TAMUK presented papers at the Rio Bravo Conference in Monterey, Mexico. The office established a Study Abroad Library of materials to help students investigate study abroad options and opportunities. The office submitted a proposal for \$60,861 to the U.S. Department of Education-Fulbright-Hays Section in October 2001. The first Gilman Scholarship in the amount of \$5,000 was awarded to a TAMUK student, affording him the opportunity to study abroad for one semester. The office also submitted a federal initiative to TAMU for \$26,000, outlining how the office might provide activities to

build mutual understanding among international students. In the area of enrollment, the office saw an increase of 355 (11.3%) students for Fall 2001, compared to 319 for Fall 2000. The office has also seen a dramatic increase in international requests for information on admission (8,603 for Spring 2000 compared to 9,443 for spring 2001) from the previous year. In Spring 2001, a consultant was brought in to review our processes and as a result of this review a number of changes were made which resulted in a significant increase in international students admitted to this institution (153% more than the previous year). The office also promotes international programs at TAMUK via a campus newsletter, dedicated Web Page, special promotional events, and by taking students to civic organizations in the local community. During fall 2001, the office provided support for the International Fest, which was held November 10 and attracted more than 400 individuals from the University and community.

Office of the University Director of Academic Advising: The director joined the University and the Division of Enrollment Management in August 2001. During the short time the director has been on board, he has been working to enhance the overall academic advising effort of the University and is working with 1201 instructors to provide leadership and guidance in order to improve the delivery of this course. The director has attended an international conference on advising, visited with all of the academic deans, college advisors, and has instituted a series of meetings with advisors to determine solutions to the problem of advising. Plans are under way to administer an advising survey to approximately 1000 students in order to determine a baseline that will tell us what areas in advising need improving. The director has been assigned to work with the Uniform Recruitment and Retention Strategy Team and chairs the sub-committee on retention. In coordinating the 1201 classes, the Director is working with all of the instructors to develop a common curriculum and serves as a resource to them.

2002-2003 Goals and Objectives

Goal I. *Refine and improve existing recruitment and retention strategies that will help Texas A&M University-Kingsville to become more competitive in the recruitment and retention of students.*

Objective 1.1: Provide recruitment off-campus to all South Texas high schools through individual visits or college day/night programs.

Assessment Measure: All area high schools will be visited at least two times during the recruitment period by University recruiters, financial aid staff, or faculty.

Assessment Cycle: The data will be collected yearly

Assessment Outcome:

Narrative:

Objective 1.2: Generate 2+2 agreements with South Texas Community College, Del Mar College, Coastal Bend Community College, Laredo Community College, and with the Alamo Community College District.

Assessment Measure: At least one 2+2 agreement will be generated from each of the community colleges listed.

Assessment Cycle: This will be done on a yearly basis with the input and collaboration of the 2+2 Committee comprised of members from each of the academic colleges.

Assessment Outcome:

Narrative:

Objective 1.3: Increase international enrollment by 10 per cent, using fall 2001 enrollment as a base.

Assessment Measure: The number of I-20s issued will have to be increased in order to be able to generate more international enrollments at the rate of 10 per cent more from the previous year.

Assessment Cycle: This will be done at the end of the 12th class day during the fall semester.

Assessment Outcome:

Narrative

Objective 1.4: Increase overall enrollment at the Kingsville main campus by at least 3 per cent.

Assessment Measure: University recruiters, financial aid staff, Special Student Services staff, and faculty will have to collaborate in order for this to occur. A 3 per cent growth from fall 2002 to fall 2003 is attainable with the support the campus community.

Assessment Cycle: The attainment of this objective will be determined after the 12th class date of the fall semester.

Assessment Outcome:

Narrative

Objective 1.5: Increase overall enrollment at the System Center Palo Alto by 100 per cent.

Assessment Measure: The System Center-Palo Alto is going to grow no matter what. How fast this growth occurs will depend on three factors: facilities, new programs, and the promotion (recruitment) of such programs. Enrollment for fall 2001 was 246. It is estimated that by fall 2002, the Center will attract an additional 250 students

Assessment Cycle: This will be determined by the end of the 12th class day during the fall 2002 semester.

Assessment Outcome:

Narrative

Objective 1.6: In collaboration with the Office of Institutional Research, the Division of Enrollment Management will assess at least one-half of all the retention programs to determine their effectiveness.

Assessment Measure: The effectiveness of these programs will be determined by evaluating data on students who have participated in these programs. Social security numbers will be used to determine if students are still in school or have graduated. A determination will be made on whether to continue these programs or not based on the findings.

Assessment Cycle: This activity will be performed on an annual basis.

Assessment Outcome:

Narrative

Objective 1.7: Create, update, and revise all publications used in the recruitment process for new freshmen, transfer, graduate and international students.

Assessment Measure: A number of changes have taken place at Texas A&M University-Kingsville that will require updates on all publications printed for recruitment or that serve for information purposes, i.e., new University Mission Statement, new President, etc.

Assessment Cycle: At least every 2 years.

Assessment Outcome:

Narrative

Objective 1.8: Enhance recruitment efforts on-campus by providing quality customer service.

Assessment Measure: Staff will be trained on customer service and on knowledge in their field in order to provide the best and fastest service available to students, faculty and staff (customers). Staff will be given the opportunity to attend customer service workshops or professional development in their field either on- or off-campus.

Assessment Cycle: Customers will be surveyed at least once a year to determine the effectiveness of the service being provided by the various offices.

Assessment Outcome:

Narrative

Goal II. *Deliver high quality customer service to internal and external audiences.*

Objective 2.1: Provide customer service workshops to University faculty and staff.

Assessment Measure: Recognizing the need for customer service that needs to be provided to our customers, the Division of Enrollment Management will offer at least two customer service workshops to faculty, staff and students working part-time.

Assessment Cycle: These workshops will be offered each spring semester.

Assessment Outcome:

Narrative:

Objective 2.2: Improve the integrity of admission data entry as well as maintain the academic integrity of student records in order to provide students and the University Community with accurate information.

Assessment Measure: It is important that our students, faculty and staff be provided accurate information from all areas in Enrollment Management. Training on the use

of new technology and processes will be done by each office to insure the integrity of data that is generated from each of these offices. Procedures manuals will be developed/updated from the Offices of Admission, Records, and Financial Aid.

Assessment Cycle: Regular audits will be conducted to determine the accuracy of data entry.

Assessment Outcome:

Narrative:

Objective 2.3: The five offices in Enrollment Management will insure that telephones are answered promptly, accurately, and courteously.

Assessment Measure: Customer service is of the utmost importance in all these offices. Fewer complaints will be lodged against each of the offices in Enrollment Management based on surveys that will be conducted.

Assessment Cycle: This will be done on an annual basis.

Assessment Outcome:

Narrative:

Objective 2.4: Each of the Offices in the Division of Enrollment Management will conduct a systematic program review to determine whether the stated mission and goals are being met.

Assessment Measure: Two offices have already conducted program reviews: Admissions and Financial Aid. It is the intent that the Office of the Registrar conduct a program review during academic year 2002-03, followed by International Programs, followed by the Director of Academic Advising.

Assessment Cycle: This will be done on a yearly basis.

Assessment Outcome:

Narrative:

Objective 2.5: Assure that each of the Offices in Enrollment Management are at the forefront of technology.

Assessment Measure: It is imperative that technology be used to carry out the functions of all the Offices in the Division of Enrollment Management. Pentium IV computers and other technology software are being requested in the various departments to make this a reality. In addition, this Division is proposing a change in a new Student Information System that if adopted will put us in the forefront of technology with all South Texas universities.

Assessment Cycle: Yearly, based on resource requests approved to each of the departments in Enrollment Management.

Assessment Outcome:

Narrative:

Objective 2.6: Move from current student information system to new web-based technology.

Assessment Measure: This is a bold step that will place this University in the forefront of all other universities in South Texas. The new system will allow staff the capability to generate their own reports, allow for much better communication on- and off-campus, facilitate the recruitment effort, allow for a degree audit, and many other fine capabilities.

Assessment Cycle: Sometime after the budget process is completed for 2002-03 academic year.

Assessment Outcome:

Narrative:

Objective 2.7: Promote and enhance the Web for Student registration, transcript and schedule capabilities.

Assessment Measure: 30 per cent of students should use the web features in the first year and 50 per cent the second year.

Assessment Cycle: This will be done on an annual basis

Assessment Outcome:

Narrative:

Objective 2.8: Comply with Coordinating Board efforts to electronically submit Admission and Registrar Reports (documentation) to the Coordinating Board.

Assessment Measure: Purchase scanner so that course descriptions can be electronically submitted to the Coordinating Board

Assessment Cycle: This will be done on an annual basis.

Assessment Outcome:

Narrative:

Objective 2.9: Insure that the Office of Financial Aid, Registrar, and Admission (domestic and international) are knowledgeable relative to all laws, rules, and regulations imposed by the State of Texas and Federal Government.

Assessment Measure: This will be determined based on feedback we get from agencies that the various offices submit a report to, i.e., Coordinating Board, A&M System, Texas Guarantee Corporation, feedback from customers, etc.

Assessment Cycle: This will be done on an annual basis.

Assessment Outcome:

Narrative:

Objective 2.10: Insure that the Office of Financial Aid is knowledgeable and responsive to laws and regulations relating to students concurrently enrolled at two institutions of higher learning.

Assessment Measure: No complaints to very few complaints will be lodged against the Financial Aid Office from students who are matriculated at the two institutions.

Assessment Cycle: This will be done on an annual basis.

Assessment Outcome:

Narrative:

Objective 2.11: Conduct customer service surveys in all departments reporting to the Division of Enrollment Management to determine effectiveness of the department.

Assessment Measure: Each Department that reports to the Division of Enrollment Management will conduct at least one customer service survey.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

Objective 2.12: Conduct regular meetings and training sessions to improve communication and knowledge with and among academic advisors and 1201 instructors.

Assessment Measure: There will be one meeting per semester with advisors and at least 2 meetings per semester with 1201 instructors.

Assessment Cycle: August 31 of each year.

Assessment Outcome:

Narrative:

Objective 2.13: Enhance availability of resources for academic advisors and 1201 instructors by compiling syllabi for 1201 courses in each college and compiling a list of textbooks for appropriate use in 1201 courses.

Assessment Measure: Place handbook and syllabi on Web Page. Compile a list of 1201 speakers and place on Web Page.

Assessment Cycle: When posted on Web.

Assessment Outcome:

Narrative:

Goal III. *Create Special programs and activities to improve the recruitment and retention of transfer students.*

Objective 3.1: Continue to develop community college agreements and expand the Presidential Transfer Scholarship Program with South Texas Community Colleges.

Assessment Measure: Develop at least one 2+2 agreement with South Texas Community Colleges. Use the Presidential Transfer Scholarship as a marketing tool to attract more quality students. Continue to purchase names of Phi Theta Kappa International Honor Society of Two-Year Colleges in South Texas using the Presidential Transfer Scholarship as an enticement. Promote the BAAS Program by developing a special brochure for community colleges in South Texas.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

Objective 3.2: Involve more deans from the academic colleges in the development of relationships with community colleges in South Texas.

Assessment Measure: Visit with each of the academic deans to determine what their goals are in recruitment in their specific college. Develop pathways with administration of community colleges for our deans and administrative staff from these community colleges to get together and discuss partnerships and other types of collaboration agreements.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

Goal IV. *Complete the Uniform Recruitment and Retention Strategy Plan and Submit to the Texas Higher Education Coordinating Board.*

Objective 4.1: The plan will be completed and submitted to the Coordinating Board by October 2002.

Assessment Measure: Continue to meet on a regular basis with the Steering Committee to complete the various components that will assist in the completion of this document. Each of the components should be done no later than July 2002.

Assessment Cycle: October 2002

Assessment Outcome:

Narrative:

Objective 4.2: The Integrated Marketing Plan, the Admission/Recruitment Plan, and the Retention/Graduation Plan will all be completed by July 2002.

Assessment Measure: Continue to meet on a regular basis with the Steering Committee to complete these documents that will assist in compiling the Uniform Recruitment and Retention Plan for the University.

Assessment Cycle: July 2002

Assessment Outcome:

Narrative:

Goal V. *The Division of Enrollment Management will collaboratively work with Palo Alto System Center in promoting success in the areas of admission, registration, and financial aid.*

Objective 5.1: Continue to provide technical assistance to the Palo Alto System Center in the areas of admission, registration, and financial aid throughout the 2002-03 academic year.

Assessment Measure: The Registrar and Admissions Office will note fewer errors as a result of a better trained staff at the System Center-Palo Alto. The Financial Aid Office will continue to have a presence there (in San Antonio) at least once every month.

Assessment Cycle: Audits will be conducted on a regular basis to insure minimal errors.

Assessment Outcome:

Narrative:

Objective 5.2: Continue to provide assistance to new faculty at the System Center Palo-Alto on how to use Web for Faculty.

Assessment Measure: Fewer faculty will be hesitant in using Web for Faculty

Assessment Cycle: Every semester.

Assessment Outcome:

Narrative:

Objective 5.3: Continue to provide assistance in the area of recruitment, especially with all new programs being developed at the System Center.

Assessment Measure: TAMUK recruiting staff will assist in the recruitment of new students at the various community colleges they visit. A continuous effort will be made to find scholarship monies for these students.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

