

Enrollment Management

Combined Report for the:
Office of the Registrar/Admissions
Office of Student Financial Aid
Office of Outreach & Enrollment Support Services
Office of International Admissions

Executive Summary 2002-03
Assessment of Effectiveness Plan for 2002-03
Effectiveness Plan for 2003-04
Resource Requests for 2004-07

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Prepared for

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ENROLLMENT MANAGEMENT
EXECUTIVE SUMMARY
2002-03 IE Report

1. **Significant Accomplishments/Outcomes/Results for AY 2002-03:** In the area of recruitment, the University made some small strides and increased its enrollment from fall 2001 to fall 2002. The Kingsville campus saw an overall increase of 2.9% (from 5,902, fall 2001 to 6,076, fall 2002) and the System Center-San Antonio saw a 95.0% increase (from 246, fall 2001 to 480, fall 2002).

In fall 2003, the Kingsville campus saw an overall increase of enrollment of 1.4% (from 6,074, fall 2002 to 6,159, fall 2003) and the System center-San Antonio saw a 42.9% increase (from 480, fall 2002 to 686, fall 2003).

Joint Admission Agreements were signed with Coastal Bend College and Del Mar College. Two Plus Two agreements were revised and a common format was utilized for the first time in the history of the institution. The Presidential Transfer scholarship Program was implemented for the first time, with 27 students taking advantage of such scholarship during fall 2002. In addition, the Director of the Honors Program developed an agreement with Del Mar College that recognizes and transfers honors classes from Del Mar College to A&M-Kingsville.

In collaboration with the Javelina Alumni Association, the Division of Enrollment Management implemented evening receptions, which took the "University on the road" to South Texas communities. Conducted such receptions in Kingsville, Corpus Christi, San Antonio and McAllen.

Developed criteria for the first ever Presidential Persistence Scholarship to be awarded for fall 2003. Professional development is strongly supported in Enrollment Management and as such the majority of the staff participated in one or more professional development workshops, seminars, or conference.

The Uniform Recruitment and Retention Report to the Texas Higher Education Coordinating Board was submitted in November 2002. Feedback regarding the plan was given to every institution in the state in spring 2003. As a result of the lack in uniformity in reporting from statewide institutions, the THECB adopted an advisory committee to assist it in determining next year's key points that need to be included in everyone's plan.

In spring 2003, Enrollment Management and International Admissions, collaborated with the College of Agriculture and Human Sciences to do a six-city tour in Mexico through the CONACyT organization for the purpose of recruiting Mexican students into graduate programs at A&M Kingsville. More than 2,000 contacts were made as a result of this collaboration. Graduate and Engineering Spanish brochures were developed for distribution while recruiting in Mexico. A CD Rom, which included information about the University and the graduate and undergraduate catalogs, was also developed for dissemination during this activity.

In the area of International Programs, 31 students were able to study abroad; a total of 51 faculty participated in various academic out-of-country international activities, and increase of 18.0% from the previous year. The Office was awarded a \$55,000 Fulbright-Hays, which sent 11 faculty and three students to study culture and languages in Guatemala for five weeks. Dr. Walsh was selected and presented at the Annual Faculty Lecture. In addition this Office conducted three large events to integrate all students on campus, including the International Fest (500 attendees), Black Heritage Celebration (850 attendees), and Asian Pacific Heritage Celebration (550 attendees).

International Admission also organized an Operational Manual and is currently working on a manual for International Student Services.

In July 2003, it was decided that the Office of International Programs revert to the Office of Academic Affairs, effective September 1, 2003. At that time, Mr. Albert Salinas was identified as the new director for the next academic year.

Recognizing that approximately 85.0% of students are on financial aid and that 42.0% are on some type of loan, the Financial Aid Office conducted a Default Aversion Workshop with lenders and servicers to assist the University in reducing the default rate. The default rate was initially 17.0% and was reduced to 11.0% in 2003. Currently (2004), it stands at 9.0%. In addition, the Financial Aid Office contracted with Texas Guaranteed Corporation (TG) on a pilot program to help TAMUK with default aversion—early awareness. Also, adopted the USA Group as a secondary guarantor for students borrowing in 2002-03. On-line acceptance of financial aid awards was implemented; online submission of summer financial aid application and the Stafford Loan processing form were implemented. Online printable forms and applications were made available on the University's website. In 2002-03 there were 4,070 Title IV awards totaling \$28,406,233; 1,120 Texas Grant awards totaling \$2,927,545; and 301 Presidential Series Scholarships totaling \$460,000. Also in 2002-03, Work-study and part-time positions were posted on the website.

The Financial Aid Office conducted a program review late in fall 2001, by using Chase Manhattan. This was followed up with another visit in January 2003. Some of the recommendations pertaining to the processing of financial aid were implemented. The Office continues to utilize the committee that reviews appeals of students who fail to make academic progress by requiring counseling of all those approved.

In spring 2003, the Director of Student Financial Aid and the Associate Vice President for Enrollment Management presented at the USA Funds Symposium in Miami, Florida, regarding best practices in default aversion.

In the area of technology, Web for Faculty and Web for Students were successfully launched and accepted. The Office of the Registrar did away with the mailing of grades to the majority of the students, since students are able to view their grades via the Web. The purchase of SCT-Banner was a gigantic leap for the University. The Registrar's Office audited more than 7,000 transcripts since September 2000; developed procedures manuals for both the Offices of Admissions and Records; signed a contract with Clearinghouse for enrollment and degree verifications; and insured that Texas Higher Education Coordinating Board reports were done accurate and on time; handled registration and "Web for Students" demo at Hoggie Days Orientation; and demonstrated "Web for Students" at more than twenty 1201 classes.

Web for Faculty and Web for Students have increased the quality and speed of issuing and receiving grades. During Senior Days, 125 counselors received the assessment survey, of which 74 completed it. Of the 74 completed surveys, 55 (74.3%) counselors rated the overall program excellent and 16 (21.6%) rated the overall program as good. A total of 2230 students received the survey, of which 1059 completed it. Of the 1059 completed, 406 (38.3%) rated the overall program as excellent and 590 (55.7%) rated the program as good. Javelina Highlights was conducted in fall 2002 and spring 2003. In fall 2002, 95.0% of the students rated the overall program as excellent and 5.0% rated the program as good. In the spring of 2003, 85.0% rated the program as excellent and 15.0% rated the overall program as good.

Although not an accomplishment, the retention rate of freshman students went down from the previous year, 60.1% in 2001 to 58.9%, in 2002. This percent decreased even more, 58.9% in 2002 to 55.0% in 2003. This is an indication that the University is either attracting more poorly academically prepared students or the University is not doing enough to support its entering freshman. I tend to believe that the

University is guilty of both. To assist in the effort of retention, the University Director for Academic Advising has conducted skill enhancement workshops, developed an advising manual, and started on an advising Web Page. The University Director for Academic Advising also conducted skill enhancement workshops for advisors and facilitators of student success courses. The University Director for Academic Advising position was moved to College I, September 1, 2002.

The Division of Enrollment Management was merged with the Division of Student Affairs in January 2003.

2. Changes/Improvements/Plans in AY 2002-2003 that Resulted from Assessment Results of Previous Years:

After assessing the number of transfer students to the University, a decision was made to develop criteria and implement a Presidential Transfer Scholarship program. The scholarship program was implemented late in spring 2002 and saw only 27-transfer students take advantage of it for fall 2002. This did not help increase the number of transfer students to the University. Because of a System Review done the previous years, the scholarship program was moved from the Office of Outreach and Enrollment Support Services to the Office of Financial Aid. One of the staff members was appointed Scholarship Coordinator for the University. Also, the scholarship criteria for competitive scholarships used by out-of-state and international students were revised and clearer processes identified.

Staff handling international admission were transferred to Cousins Hall and merged with staff in the Office of International Programs to be more effective in processing applications. An audit was conducted, which resulted in the implementation of changes to the office.

In the area of recruitment, an emphasis was placed in developing collaborative agreements with area community colleges. Transfer Fairs became more regular with community colleges every semester. A focus to develop a common 2+2 articulating agreement with all area community colleges was pursued and is on going. In spring 2003, the Office of Outreach and Enrollment Support Services co-hosted South Texas Counselor Workshop. In preparation for the workshop, a Counselor Guide was prepared and disseminated to all in attendance.

A move to include graduate programs in the recruitment effort was implemented after the graduate dean asked for assistance. Efforts to support graduate faculty in graduate recruitment activities are part of Enrollment Management's goal.

Customer service workshops were integrated into the University—and all faculty and staff were/are invited every spring to attend one session. This has become a yearly activity and every employee on campus is given the opportunity to attend.

A push to use technology was made, especially in the Registrar's Office, with Web for Faculty and Web for Students in the forefront. The use of a new Student Information System was investigated during this time, with discussions taking place with SCT personnel. The SCT Banner Student Information System was purchased in spring 2003.

Banner implementation began in June 2003; implementation team was created and appointed by Dr. Clayton; project documents have been completed and training is on going; the Admission Office was divided between domestic and international. At the System Center-San Antonio, a training manual was created and files have been moved from the Center to Registrar's vault for storage.

In the Office of Student Financial Aid, staff were relocated to work the front counter and Financial Aid Officers monitored the front counter in order to provide better services. In addition, the Office trained all new staff on the details of the financial aid process. The Office also conducted two in-service workshops to

train and update staff members on new laws and regulations about the financial aid process. The Office of Student Financial Aid also continues to utilize technology to enhance its operation.

Because of our collaborative efforts, the Office of Student Financial Aid also saw the need to develop dual enrollment consortium agreements with Texas A&M-Corpus Christi, Del Mar College, and Texas A&M-College Station.

Seeing the need for improvement in all the departments under Enrollment Management, systematic evaluations have and will continue to be conducted to insure that everything is functioning well and that we are provided a quality service to our students and other departments.

In the area of International Admissions, closer scrutiny for fraudulent records has been addressed by implementing special country files to track fraudulent credentials and to ascertain the validity of all documents. Special training will be provided to individuals responsible for SEVIS and immigration rules.

Seeing a great need for the System Center-San Antonio to succeed, all offices in Enrollment Management were involved in one-way or another. This effort continues today and will continue until the System Center becomes a stand-alone institution.

3. **Plans for Improvement in Subsequent Years Based on Assessment Results of AY 2002-03:**

President Rinaldo Z. Juarez has made enrollment a top priority at Texas A&M University-Kingsville. As such, he is proposing that the Division of Enrollment Management, the academic deans, and the University community focus on enrollment during his tenure. He has reaffirmed the University's commitment to enroll 10,000 students by 2010. This will require the University to do things differently in years to come. Obviously, resources will have to drive this priority. The history and demographic data do not support this type of growth in years to come. Consequently, if the increases in enrollment that the President wants are to occur, resources have to be allocated. This means more advertising (radio, TV, newspaper, billboards, etc.), utilization of technology, more publications, additional scholarships—all these will required an increase in the operating budget for Enrollment Management.

Financial Aid Office: The aesthetics of the Financial Aid Office needs to be enhanced, as well as the technology to do business with. The Office still has some outdated computers that need to be replaced with new ones in order to increase the speed and efficiency of the Office, which will lead to better customer service to students. The University's default rate is moving downward and the Director needs to continue working with lenders/servicers to lower the Cohort Default rate. An effort was made to purchase InterfaSE software to streamline the Student Employment process and to hire an additional Financial Aid Officer to aid in the verification process. However, due to lack of resources, this did not occur.

Student complaints relating to accessibility of staff in the Financial Aid Office led to the implementation of a phone tree for students to allow them easier access to financial aid information. Implemented on line acceptance of Financial Aid awards. This, to some extent, eliminated students from having to wait for a mailed award letter. As always, the Office continues in providing in-service training to staff in the area of technology and customer service. Improved communication within the department and other departments within the University has been one of the goals of this Office. The Office continues utilizing the Financial Aid Waiver Committee, responsible for reviewing appeals from students whose academic progress is questionable. The Office also continues to focus on reducing the default rate for the University and to utilize technology to improve operations in all the offices. Satisfaction surveys were conducted to address any deficiencies that may be perceived by the students.

Registrar's Admission Office: Due to the current Student Information System (Plus) going down a number of times and because the system does not have the capability of performing certain functions, the SCT-Banner Student Information System was purchased. Implementation planning was initiated in June 2003. Admissions will go-live with Banner Student Information System November 2004 for the fall 2005 semester. The Office will continue the transcript audit process in order to insure integrity of its records. Admissions processes will continue to be reviewed and refined to ensure accuracy of data and improve efficiency. EDI Smart will be incorporated into the Banner process.

Outreach and Enrollment Support Services: Continue development of data gathering instruments for more accurate assessment. Serve as facilitators in the creation of articulation agreements with community colleges. Set up a systematic and personalized correspondence system for prospective students. Develop a tracking system to track recruits, admits, and enrolled students. Set up a systematic and personalized correspondence system for high school counselors. Work with academic deans to provide assistance in developing a faculty-recruiting program. Set up a program to bring prospective students to visit our campus from San Antonio and the Valley. Assist in formulating and executing collaborative agreements with area community colleges. Serve as active participants on the Banner Implementation Team and bring the recruitment module up to allow to fully utilize the recruitment functions of the program.

International Admissions: International student applications have steadily decreased from 2003, due to the 9/11 terrorist attacks. The Office needs to purchase SEVIS software for batch reporting to the Federal Government. The software will reduce time spent on this effort and in developing yearly reports. International travel funds to recruit students from under-represented countries have not been made available for the past two years. The University needs to take advantage of the opportunity to recruit via CONACyT in order to increase the number of Mexican students on our campus. The Office also needs to be fully funded to support the staff to take advantage of workshops, seminars, and other opportunities for professional development. There is much potential for this University to increase international enrollment, but the resources need to be provided.

ENROLLMENT MANAGEMENT
2002-03 Assessment of Effectiveness Plan
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 every three months

Assessment Result: All the high schools in our service area were visited at least two times by University recruiters or financial aid advisors. The number of high schools visited increased from 291 in 2001-02 to 302 in 2002-03, an increase of 3.8%. The number of college day/night programs increased from 98 in 2001-02 to 128 in 2002-03, an increase of 30.6%. The number of community college visits increased from 82 in 2001-02 to 117 in 2002-03, an increase of 42.7%.

Narrative: Collaboration between the Office of Outreach and Enrollment Support Services and the Financial Aid Office staff made it possible for all the high school to have been visited at least twice. In some instances schools were visited three or four times. The Office of Special Programs has also contributed to the recruitment effort, as they too, recruit for the University.

Objective 1.2: Revise/update existing 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 and develop new agreements with each of the community colleges.

Assessment Measure: All existing 2+2 agreements will be updated/revised by spring 2003 and at least one 2+2 agreement will be generated from each of the community colleges listed by spring 2004.

Assessment Cycle: On-going

Assessment Result: A common format was established and adopted, but not all 2 + 2s were updated, nor new ones generated from every community college listed.

Narrative: Changing format created some consternation on the part of some community colleges—and we had to sell them on the idea. In addition, approval from the departments was very slow and in some instances, departments did not report. This is still an ongoing process and will get them done by summer 2004.

Objective 1.3: Increase international enrollment by 5 per cent, using fall 2001 enrollment as a base and implement SEVIS reporting to the INS and State Department.

Assessment Measure: The number of I-20s issued will be increased in order for International Admission to generate the number of international enrollments at the rate of 5.0% from the

previous year. International enrollment for fall 2001 was 355. Implement SEVIS reporting by spring 2003.

Assessment Cycle: This will be done at the end of the 20th class day during the fall 2002 semester.

Assessment Result: International enrollment went from 355 in fall 2002 to 376 in fall 2003, an increase of 6 percent.

Narrative: Processes were improved as a result of an onsite audit of this office. Additional staff were also dedicated this function.

Objective 1.4: Increase overall enrollment at the Kingsville main campus by 3.8% using fall 2001 enrollment as the base.

Assessment Measure: Enrollment at the Kingsville campus for fall 2001 semester was 5909. Semester was 6, 076 students. University recruiters, financial aid staff, Special Student Services staff, and faculty will have to collaborate in order for this to occur. A 3.8 % growth from fall 2001 to fall 2002 is attainable with the support the campus community.

Assessment Cycle: The attainment of this objective will be determined after the 20th class date of the fall semester.

Assessment Result: Enrollment for fall 2001 was 5909 and for fall 2002, it was 6,076, and increase of 2.83 percent.

Narrative: Even though a concerted effort was made to attain the 3.8 percent increase in enrollment, the University did manage to see some growth. Much of the growth was experienced at the System Center-Palo Alto.

Objective 1.5: Increase overall enrollment at the System Center Palo Alto by 100.8 % using fall 2002 as an enrollment base.

Assessment Measure: Enrollment at the System Center-San Antonio for fall 2001 was 247. It is expected that this number will be double.

Assessment Cycle: This will be determined by the end of the 20th class day during the fall 2002 semesters.

Assessment Result: Enrollment for fall 2001 was 247 students and for fall 2002, it was 480 students, an increase of 94.3 percent.

Narrative: 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. It is projected that by fall 2003, the Center will have close to 1,000 students.

Objective 1.6: In collaboration with the Office of Institutional Research, the University Director for Academic Advising and the Uniform Recruitment and Retention Committee, the Division of Enrollment Management will assess the effectiveness of retention programs on campus.

Assessment Measure: At least one-half (six programs) of the retention programs will be evaluated to determine their effectiveness. 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 once each retention program is evaluated.

Assessment Result: The Living and Learning Community, the Mentorship program, and AIDE Programs were reviewed.

Narrative: The Living and Learning Community and AIDE Programs are still in place and are proving to be effective. However, the Mentorship program was discontinued due to a change in personnel.

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

Assessment Measure: The view book, search pieces, Presidential Scholarship Series brochure, Presidential Transfer Scholarship brochure, Presidential Persistence Scholarship brochure, scholarship handbook, and others will be updated or reprinted. The University has never had a scholarship handbook. In addition, the Office of Enrollment Management will work with the academic deans and Public Affairs to update the college brochures.

Assessment Cycle: Some publications will be done once a year, others every two years.

Assessment Result: The Presidential Series brochure, Presidential Transfer Scholarship brochure, Presidential Persistence brochure, search pieces, and others were revised and printed. A graduate brochure was printed in Spanish to disseminate with the CONACyT recruitment trip that took place in spring 2003.

Narrative: We were unable to print the view book and the scholarship handbook. The cycle for the view book is not due until 2004-05. There were no resources to print the scholarship handbook.

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

Assessment Measure: Provide customer service workshops to front line staff who deal with students; train students in the Office of Outreach and Enrollment Support Services to conduct tours in a friendly manner to all visitors. The use of technology will be utilized to provide faster and accurate information to students, faculty and staff.

Assessment Cycle: On-going.

Assessment Result: Customer service workshops were provided, students in the Office of Outreach and Enrollment Support Services were trained, and the use of technology was utilized to issue and receive grades.

Narrative: Two customer service workshops were provided in spring 2003 to the general university community. A total of 150 staff members attended and later were provided with a certificate of attendance. The Office of Outreach and Enrollment Support Services trains every new hire (student) to conduct tours of the campus and to provide quality customer service to all visitors.

Objective 1.9: Increase the quantity of TAMUK students and faculty studying or working abroad.

Assessment Measure: At least 1% of the students and 10% of the academic faculty will participate in study or work programs abroad.

Assessment Cycle: At the end of the academic year.

Assessment Result: Less than 1% of the students and less than 10% of the faculty participated in study abroad programs.

Narrative: The number of scholarships to allow for these types of activities is limited by the funds generated by the University. In addition, this is an unrealistic objective. Plans to raise the international fee to raise these funds will be presented to the student body in the near future.

Objective 1.10: Increase the quantity of foreign students and faculty that study or work at TAMUK.

Assessment Measure: At least 1% of the students and 2% of the academic faculty in residence at TAMUK will be from other countries as a result of signed exchange program agreements.

Assessment Cycle: At the end of each academic year.

Assessment Result: Information by the Director of International Programs was never presented to determine if this objective was met or not.

Narrative: Many of the international agreements that have been signed have generated short workshops for foreign students and faculty. We simply have not kept track to see if some of these students ever come back to study at our institution.

Objective 1.12: Increase the faculty awareness concerning the importance of internationalizing the curriculum through data collection surveys, publications, and faculty workshops.

Assessment Measure: Create and distribute a faculty survey annually, with 30% of the faculty responding; disseminate information via one annual professional publication, one annual faculty workshop and five articles in OIP newsletters.

Assessment Cycle: At the end of each academic year.

Assessment Result: A survey was conducted in which more than 30% of the faculty responded and at least five articles were published in the Office of International Programs newsletters. The dissemination of information via one professional publication and faculty workshop was also completed. This objective was accomplished.

Narrative: The Office of International Programs made a concerted effort to educate the general University community about international issues and agendas. In 2002

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 Result: Two customer workshops were conducted in spring 2003, one in the morning and one in the afternoon.

Narrative: Customer service is important to all of us, especially when dealing with students and other departments. New staff needs to be made aware of the importance they play in dealing with students and other departments. Quality customer service will enhance retention of our students and will provide a better working environment for all employees.

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 (domestic and international), Records, and Financial Aid. Completed audit of 6,500 transcripts by end of 2003.

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

Assessment Result: External reviewers have audited the Offices of Financial Aid, Registrar/Admissions, and International Admissions, in all instances recommendations have been made and implemented. Procedures manuals have been developed in the Registrar's, Admissions, Financial Aid, and International Admissions' offices. In addition, more than 7,000 transcripts have been audited in the Registrar's Office since September 2000.

Narrative: Training on the use of new procedures, including the use of technology is paramount in Enrollment Management. These offices are always in the spotlight. Therefore, it is essential that correct information be disseminated to all. In addition, the number of complaints from students regarding these offices has been reduced. However, we still receive complaints from students regarding the Financial Aid Office. This office continues to strive to improve, but complaints still come in.

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 twice a year.

Assessment Result: Fewer complaints were made during peak times in the Financial Aid, Registrar, and Admissions Offices. This objective was met.

Narrative: The customer service workshops that are presented in the spring semester serve as a springboard to all staff in Enrollment Management. Additional training is emphasized at the

Director's and departmental meetings. These offices are key to the University and customer service either in person or on the phone are critical.

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: Three offices have already conducted program reviews: Registrar/Admissions (domestic), International Admission, and Financial Aid. It is the intent that the Office of International Programs and the University Director for Academic Advising be next. These offices will be done during academic year 2003-04.

Assessment Cycle: Each semester.

Assessment Result: The Office of International Programs and the University Director for Academic Advising were not given program reviews. This objective was not met.

Narrative: The Office of Advising was moved to College I, effective January 1, 2003. The Director of the Office of International Programs never completed a review of his office.

Objective 2.5: Assure that each of the offices in Enrollment Management is at the forefront of technology.

Assessment Measure: Pentium IV computers, printers, and other technology software are being requested from the various departments in the Division to make this a reality. 100% of transcripts sent to universities and colleges that receive electronic transcripts will be sent through EDI Smart. 60% of students should register via the Web. 100% of Veterans, with the exception of Chapter 31, will be certified electronically.

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

Assessment Result: No new computers were purchased; the EDI Smart fell through; more than 80% of the students registered on the Web; Veterans were not registered electronically.

Narrative: It is imperative that technology be used to carry out the functions of all the offices in the Division of Enrollment Management. However, the funding to purchase Pentium IV computers did not materialize; CIS was unable to install the EDI Smart software, and the percentage of students registering on the Web was smaller. Veterans were not certified electronically due to the fact that there was a change in the software.

Objective 2.6: Train staff in each of the departments of Enrollment Management to become proficient in the use of SCT-Banner.

Assessment Measure: With the purchase of SCT-Banner, a new Student Information System, the Division of Enrollment Management will be most affected. A training schedule will be developed for each of the affected offices to receive training once SCT-Banner is in place. The new system will allow administrative 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: Fall 2003, spring 2004, and fall 2004.

Assessment Result: Still on going

Narrative: Each of the Offices in Enrollment Management is being involved in the training of the new Student Information System.

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

Assessment Measure: 60 per cent of students should use the web features in the second year.

Assessment Cycle: This will be done on an annual basis

Assessment Result: Eighty percent of the student body used Web for Students when registering and accessing grades. The use of the Web to register is also being promoted. This objective was met.

Narrative: Budget constraints have forced some departments to turn to the use of technology; for example fewer grades are being mailed to students, as they can be accessed via the Web; students are accepting financial aid awards online, and direct deposits are being made to students' accounts when financial aid disbursements are done.

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 Result: Scanner was purchased.

Narrative: Even though there were limited resources, the Office of Enrollment Management purchased the scanner for the Registrar.

Objective 2.9: Insure that the Office of Financial Aid, Registrar, and Admission (Domestic and international) are adequately staffed and qualified to accomplish their mission and goals, knowledgeable relative to all laws, rules, and regulations imposed by the State of Texas and Federal Government.

Assessment Measure: Hire and train additional staff in each of these areas to fill the personnel voids that currently exist.

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

Assessment Result: No new staff were hired, however, each of the Offices accomplished their mission and goals relative to keeping abreast of all new laws, rules, and regulations.

Narrative: Due to budgetary constraints, there was a freeze on hiring new staff and even replacing staff.

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 (Palo Alto College and System Center-San Antonio).

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 (System Center-San Antonio and Palo Alto Community College).

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

Assessment Result: Very few complaints were lodged against the Office of Financial Aid from these two institutions.

Narrative: The Financial Aid Consortium between the two institutions allows for both campuses to work together. In addition, a staff member was hired by the System Center to work with students in the financial aid arena.

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

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

Assessment Cycle: Annual

Assessment Result: all the offices conducted Customer service surveys.

Narrative: Financial aid conducted a student survey and the Office of the Registrar/Admissions conducts surveys on an on-going basis. The Office of Outreach and Enrollment Support Services conducts surveys during Senior Days and Javelina Highlights.

Objective 2.12: In the area of advising, seek advising input from various stakeholders.

Assessment Measure: Organize Advisory Council with at least one representative from each college in spring 2003.

Assessment Cycle: When completed.

Assessment Result: Advisory Council was organized.

Narrative: Although the Office of Academic Advising moved to College I in January 2003, the Director did manage to organize this group.

Objective 2.13: Continue skills enhancement of all advisors.

Assessment Measure: Conduct monthly training workshops.

Assessment Cycle: When posted on Web.

Assessment Result: Unable to determine.

Narrative: Since the Director for Academic Advising moved to College I, no knowledge exists regarding on whether he conducted monthly training meetings or not.

Objective 2.14: Ascertain student satisfaction with academic advising.

Assessment Measure: Conduct at least three surveys to collect data on satisfaction with advising.

Assessment Result: The Director of Academic Advising conducted an ACT Advising Survey and the Director of Institutional Research conducted the National Survey on Student Engagement (NSSE), in which the results were favorable. Exit interviews are being conducted by the Life and Wellness Center in which good academic advising is ascertained.

Assessment Cycle: Standardized survey every three years, NSSE will be done on a yearly basis, and the exit interviews with students are on going. This objective was met.

Narrative: These three different surveys were coordinated and conducted by three different offices; results were also coordinated and information was shared.

Objective 2.15: Enhance effectiveness of academic advising in two colleges.

Assessment Measure: Propose strategy for alternative advising model in the College of Arts and Sciences and the College of Education.

Assessment Result: No difference in effectiveness of academic advising.

Assessment Cycle: Spring 2003.

Narrative: A proposal to hire new advising staff in the colleges of Arts and Sciences and Education was rejected by upper administration.

Objective 2.16: In the area of Student Success Courses, implement a commonality of instructional content in term of success strategies.

Assessment Measure: Use the same textbook in all student success courses.

Assessment Result: Unable to determine if objective was met.

Assessment Cycle: August 31 of each year.

Narrative: The Director of Academic Advising was transferred to College I effective January 1, 2003.

Objective 2:17: Assist teachers in knowledge acquisition and pedagogical enhancements.

Assessment Measure: Conduct four workshops with content based on needs assessment.

Assessment Result: Unable to determine if objective was met.

Assessment Cycle: August of each year.

Narrative: The Director of Academic Advising was transferred to College I effective January 1, 2003.

Objective 2:17: Develop a process to enhance coordinator understanding of and knowledge about issues

unique to instructors.

Assessment Measure: Teach one section of Agribusiness 1201.

Assessment Result: Unable to determine if objective was met.

Assessment Cycle: At end of each semester.

Narrative: The Director of Academic Advising was transferred to College I effective January 1, 2003.

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 via the special brochure developed specific to each community college.

Assessment Cycle: Annual

Assessment Result: 2 + 2 agreements were created; the Presidential Transfer Scholarship program was used to promote recruitment of transfer students; Phi Theta Kappa International Honor Society names were purchased. However, the BAAS Program was not promoted as well as should have been.

Narrative: Two Plus Two agreements were created and most important, a common format was developed and implemented. Although the Presidential Transfer Scholarship was initiated for the first time, close to 30 transfer students benefited from it. Phi Theta Kappa Honor Society names will be purchased on a yearly basis. Little emphasis was placed on the BAAS degree program because the Office of Enrollment Management was focusing on other initiatives with community colleges.

Objective 3.2: Involve all 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 collaborative agreements.

Assessment Cycle: On-going.

Assessment Result: Visited with Deans at TAMUK and developed pathways with community college administration in formulating partnerships and collaborative agreements.

Narrative: As a member of the Deans Council, I am able to discuss enrollment issues with the academic deans. Certain deans were receptive to working with community colleges, others were not as enthusiastic. However, agreements were signed and consummated with Del Mar College, Coastal Bend College, and South Texas Community College.

Goal IV. *Use the Strategic Enrollment Management Plan and the University's Marketing Plan submitted to the Texas Higher Education Coordinating Board as a blueprint to increase enrollment.*

Objective 4.1: Review both plans and make sure they are in conformity to what everyone is supposed to do.

Assessment Measure: Continue to meet on a regular basis during 2002-03, with the Steering Committee to insure that each goal of the SEM and Marketing Plans are met as written.

Assessment Cycle: Every semester.

Assessment Result: Committee has not met on a regular basis.

Narrative: The Steering Committee is still in place, but did not meet on a regular basis and did not adhere to the schedule that is dictated in the Marketing Plan.

Objective 4.2: Utilize the Uniform Recruitment and Retention Committee to develop and implement best practices in the areas of recruitment and retention.

Assessment Measure: The UR&R Committee will meet at least once a month.

Assessment Cycle: Every month

Assessment Result: The UR&R Committee did not meet on a regular basis, but a Recruitment Council was created to focus on best practices in the area of recruitment, but not retention.

Narrative: The newly created Recruitment Council consists of individuals from the various colleges who work closely with the Office of Outreach and Enrollment Support Services. They meet on a monthly basis and discuss issues and strategies pertinent to recruitment both in the public schools and community colleges.

Goal V. *The Division of Enrollment Management will work collaboratively 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 System Center-San Antonio 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 Result: The three offices mentioned provided technical assistance to the System Center-San Antonio.

Narrative: The Office of Financial Aid has noted fewer errors coming from the System Center due to the fact that an employee was hired to handle financial aid issues. Even though extensive training has been conducted in the area of admissions and records, errors in admissions continue to plague the Kingsville Admissions Office. Errors are made by data entry employees at the System Center that have to be corrected by the staff in Kingsville. Correcting these errors has proven to be time-consuming.

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 Result: Faculty there are treated as faculty on the Kingsville campus.

Narrative: Any training done for faculty at the Kingsville campus will be duplicated at the System Center.

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

Objective 6.1: All staff in the Division of Enrollment Management will be given an opportunity to improve themselves professionally.

Assessment Measure: Staff will be sent to on-campus and off-campus workshops, conferences, and training sessions that promote professional development in their field. Departments will be encouraged to conduct their own retreats.

Assessment Cycle: Yearly.

Assessment Result: All staff in Enrollment Management received some type of professional development. This objective was met.

Narrative: Professional development is either conducted in-house or through external workshops, conferences, seminars, etc. Depending on departmental budgets, all staff get an opportunity to travel to these training sessions.

ENROLLMENT MANAGEMENT
2003-2004 Effectiveness Plan
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 every three months

Assessment Outcome:

Narrative:

Objective 1.2: Increase international enrollment by 10 per cent for fall 2003, using fall 2002 enrollment as a base and implement SEVIS reporting to the INS and State Department.

Assessment Measure: The number of I-20s issued will be increased in order for International Admission to generate the number of international enrollments at the rate of 5.0% from the previous year. International enrollment for fall 2002 was 376. Implement SEVIS reporting by spring 2003.

Assessment Cycle: This will be done at the end of the 20th class day during the fall 2003 and 2004 semesters.

Assessment Outcome:

Narrative

Objective 1.3: Increase overall enrollment at the Kingsville main campus by 3.8% using fall 2002 enrollment as the base.

Assessment Measure: Enrollment at the Kingsville campus for fall 2002 semester was 6, 076 students. University recruiters, financial aid staff, Special Student Services staff, and faculty will have to collaborate in order for this to occur. A 3.8 % growth from fall 2002 to fall 2003 is attainable with the support the campus community. A 4.4% increase is proposed from fall 2003 to fall 2004.

Assessment Cycle: The attainment of this objective will be determined after the 20th class date of the fall semester.

Assessment Outcome:

Narrative

Objective 1.4: Create a telemarketing program under the auspices of the Office of Outreach and Enrollment Support Services.

Assessment Measure: Three telemarketing stations equipped with computers, telephones, earphones will be established at the New Student Information Center during spring 2004. Students will be hired and trained to call on prospective students who have been admitted to the University beginning in April through August 2004.

Assessment Cycle: End of spring 2004 semester.

Assessment Outcome:

Narrative:

Objective 1.5: Increase overall enrollment at the System Center Palo Alto by 100.8 % using fall 2002 as an enrollment base.

Assessment Measure: Enrollment at The System Center-San Antonio for fall 2002 was 480 students. 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 2002 was 480. It is projected that by fall 2003, the Center will have an enrollment of 1,000 students and by fall 2004, a total of 1,800 (an increase of 80.0% from fall 2003).

Assessment Cycle: This will be determined by the end of the 20th class day during the fall 2003 and fall 2004 semesters.

Assessment Outcome:

Narrative

Objective 1.6: In collaboration with the Office of Institutional Research, the University Director for Academic Advising and the Uniform Recruitment and Retention Committee, the Division of Enrollment Management, will assess the effectiveness of retention programs on campus.

Assessment Measure: At least one-half (six programs) of the retention programs will be evaluated to determine their effectiveness. 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 once each retention program is evaluated.

Assessment Outcome:

Narrative

Objective 1.7: Develop initiative with Coastal Bend College to improve the retention of freshman to sophomore rate of 55% to a higher rate.

Assessment measure: The retention rate of Texas A&M University-Kingsville will increase from 55.0% to a higher rate, as a result of Coastal Bend College teaching developmental education courses on the TAMUK campus to students who are admitted provisionally.

Assessment Cycle: Fall 2005

Assessment Outcome:

Narrative:

Objective 1.8: Create, update, and revise all publications used in the recruitment process for new freshmen, transfer, graduate and international students.

Assessment Measure: The viewbook, search pieces, Presidential Scholarship Series brochure, Presidential Transfer Scholarship brochure, Presidential Persistence Scholarship brochure, scholarship handbook, and others will be updated or reprinted. The University has never had a scholarship handbook. In addition, the Office of Enrollment Management will work with the academic deans and Public Affairs to update the college brochures.

Assessment Cycle: Some publications will be done once a year, others every two years.

Assessment Outcome:

Narrative

Objective 1.9: Enhance recruitment efforts on-campus by providing quality customer service.

Assessment Measure: Provide customer service workshops to front line staff in the Division of Student Affairs and Business Office staff, who deal with students; train students in the Office of Outreach and Enrollment Support Services to conduct tours in a friendly manner to all visitors. The use of technology will be utilized to provide faster and accurate information to students, faculty and staff.

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: 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 (domestic and international), Records, and Financial Aid. Registrar Office will complete audit of 8,000 transcripts by end of 2004

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

Assessment Outcome:

Narrative:

Objective 2.3: The four 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 twice a year.

Assessment Outcome:

Narrative:

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

Assessment Measure: Three offices have already conducted program reviews: Registrar/Admissions (domestic), International Admission, and Financial Aid. Outreach and Enrollment Support Services will be done during academic year 2003-04.

Assessment Cycle: When the task gets done.

Assessment Outcome:

Narrative:

Objective 2.5: Assure that each of the offices in Enrollment Management is 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, printers, and other technology software are being requested from the various departments in the Division to make this a reality. Eighty percent of students should register via the Web. 100% of Veterans, with the exception of Chapter 31, will be certified electronically by end of academic year 2003-04.

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

Assessment Outcome:

Narrative:

Objective 2.6: Train staff in each of the departments of Enrollment Management to become proficient in the use of SCT-Banner.

Assessment Measure: With the purchase of SCT-Banner, a new Student Information System, the Office of Enrollment Management will be most affected. A training schedule will be developed for each of the affected offices to receive training once SCT-Banner is in place. The new system will allow administrative 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: On-going.

Assessment Outcome:

Narrative:

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

Assessment Measure: 80 per cent of students should use the web features in the third year and 90 per cent the fourth year.

Assessment Cycle: This will be done on an annual basis

Assessment Outcome:

Narrative:

Objective 2.8: Insure that the Office of Financial Aid, Registrar/Admissions, Outreach and Enrollment Support Services and International are adequately staffed and qualified to accomplish their mission and goals, knowledgeable relative to all laws, rules, and regulations imposed by the State of Texas and Federal Government.

Assessment Measure: Hire and train additional staff in each of these areas to fill the personnel voids that currently exist.

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

Assessment Outcome:

Narrative:

Objective 2.9: 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: Very few to no 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 2.10: Conduct customer service surveys in all departments reporting to the Division of Enrollment Management to determine effectiveness of each department.

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

Assessment Cycle: Annual

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 via the special brochure developed specific to each community college.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

Objective 3.2: Revise/update existing 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. Develop new agreements with each of the community colleges.

Assessment Measure: All existing 2+2 agreements will be updated/revised by spring 2003 and at least one 2+2 agreement will be generated from each of the community colleges listed by spring 2004.

Assessment Cycle: Once each of the functions is completed with the assistance of the 2+2 Committee comprised of members from each of the academic colleges.

Assessment Outcome:

Narrative:

Objective 3.3: Develop initiatives with area community colleges to offer University classes on community college campuses via TTVN or face-to-face.

Assessment Measure: Courses will be identified and promoted at each campus during spring 2004. Courses at the freshman, sophomore, and junior level will be offered at Del Mar College, Coastal Bend College, Southwest Texas Junior College, and San Antonio College, commencing with fall 2004.

Assessment Cycle: Every semester.

Assessment Outcome:

Narrative:

Objective 3.4: Involve all 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 collaborative agreements.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

Objective 3.5: Revise the Presidential Series Scholarship Program

Assessment Measure: The University Scholarship Committee will assist in the revision of the process to award the Presidential Series Scholarship Program by end of summer 2004.

Assessment Cycle: One time.

Assessment Outcome:

Narrative:

Goal IV. *Use the Strategic Enrollment Management Plan and the University's Marketing Plan submitted to the Texas Higher Education Coordinating Board as a blueprint to increase enrollment.*

Objective 4.1: Review both plans and make sure they are in conformity to what everyone is supposed to do.

Assessment Measure: Continue to meet on a regular basis during 2003-04, with the Steering Committee to insure that each goal of the SEM and Marketing Plans are met as written.

Assessment Cycle: Every semester.

Assessment Outcome:

Narrative:

Objective 4.2: Utilize the Uniform Recruitment and Retention Committee to develop and implement best practices in the areas of recruitment and retention.

Assessment Measure: The UR&R Committee will meet at least once a month.

Assessment Cycle: Every month

Assessment Outcome:

Narrative:

Goal V. *The Division of Enrollment Management will work collaboratively 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 System Center-San Antonio in the areas of admission, registration, and financial aid throughout the 2003-04 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:

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

Objective 6.1: All staff in the Division of Enrollment Management will be given an opportunity to improve themselves professionally.

Assessment Measure: Staff will be sent to on-campus and off-campus workshops, conferences, and training sessions that promote professional development in their field. Departments will be encouraged to conduct their own retreats

Assessment Cycle: Yearly

Assessment Outcome:

Narrative:

ENROLLMENT MANAGEMENT RESOURCE REQUEST

Academic Years 2004-2005
(September 2004 to August 2005)

Short-term Resource Request Summary						
Unit: Enrollment Management				Academic Year: 2004-05		
Priority	Request	Category	Justification	Cost (\$)	One-time or recurring	When needed?
1	Increase in Operating Budget	Operating	All 4 departments in Enrollment Mgt. have requested an increase in their operating budget to accommodate operating expenses: Admission/Registrar = \$15,000, Fin Aid = \$4,000, Outreach = \$25,000, and Int Adm = \$15,000. (Objective 1.1)	\$59,000	Recurring	Fall 04
2	Increase in Operating Budget	Operating	The Assoc. VP for Enrollment is asking for funds to support the needs of the CONACyT international recruitment effort. (Objective 1.2)	\$10,000	Recurring	Spring 05
3	Telemarketing	Operating	Create Telemarketing Center in the Outreach Office. Will need work-study money	\$5,000	Recurring	Spring 05
4	Evisions Software	Software	Several departments will use this across campus to print documents (e.g., transcripts, bills, award letters) out of Banner. (Objective 2.5)	\$35,000	Maintenance fees are recurring	Spring 05
5	Publications	Operating	Publications to support the recruitment effort will be needed, e.g., viewbook, search piece, scholarships, brochures, etc. (Objective 1.8)	\$30,000	Recurring	Fall 04
6	Pentium IV Computers	Equipment	All 4 departments in EM have asked for Pentium IV computers. A total of 14 computers at \$1,600 each + two laptops at \$2,000. (Objective 2.5)	\$26,400	One-time	Fall 04
7	Printers	Equipment	The Registrar/Admissions and Int. Adm need a total of 10 printers at \$625 each	\$6,250	One-time	Fall 04
8	Pocket PC Software	Software	Allows recruiters and other staff remote accessibility to Banner System. (Objective 2.6)	\$4,725	Maintenance fee recurring	Spring 05

9	Pocket PC	Equipment	5 pocket PC/s in support of Banner to allow remote of accessibility to system	\$2,500	One-time	Spring 05
10	2 new staff in Office of Adm/Reg.	Personnel	To replace the 2 Temps and support the increase in student and departmental load in these offices: one Admissions and other in Registrar's Office. (Objective 2.8)	\$25,118 + benefits	Recurring	Fall 04
11	2 new staff in Office of Fin Aid	Personnel	Need one professional staff to aid in the verification process and perform additional fin aid duties; need a financial aid clerk to assist in the overall operation of the office. (Objective 2.8)	\$25,490 + benefits \$14,000 + benefits	Recurring	Fall 04
12	One graduate student	Personnel	Assist Office of Int. Admissions with processing. (Objective 28)	\$8,206	Recurring	Fall 04
			TOTAL	\$251,689		

**ENROLLMENT MANAGEMENT
RESOURCE REQUEST**

Academic Years 2005-06 and 2006-07

Long-term Resource Request Summary						
Unit: Enrollment Management			Academic Years: 2005-06 and 2006-07			
Priority	Request	Category	Justification	Cost (\$)	One-time or recurring	When needed?
1	Increase in Operating Budget	Operating	All 4 departments in Enrollment Mgt. have requested an increase in their operating budget to accommodate operating expenses: Admission/Registrar = \$15,000, Fin Aid = \$4,000, Outreach = \$25,000, and Int. Adm. = \$15,000. (Objective 1.1)	\$59,000	Recurring	Fall 05
2	Increase in Operating Budget	Operating	The Assoc. VP for Enrollment is asking for funds to support the need of the CONACyT international recruitment effort. (Objective 1.2)	\$10,000	Recurring	Spring 06
3	Telemarketing	Operating	Create Telemarketing Center in the Outreach Office. Will need work-study money	\$5,000	Recurring	Spring 06
4	Evisions Software	Software	Several departments will use this across campus to print documents (e.g., transcripts, bills, award letters) out of Banner. (Objective 2.5)	\$35,000	Maintenance fees are recurring	Spring 06
5	Publications	Operating	Publications to support the recruitment effort will be needed, e.g., viewbook, search piece, scholarships, brochures, etc. (Objective 1.8)	\$30,000	Recurring	Fall 05
6	Pentium IV Computers	Equipment	All 4 departments in EM have asked for Pentium IV computers. A total of 14 computers at \$1,600 each + two laptops at \$2,000. (Objective 2.5)	\$26,400	One-time	Fall 05
7	Printers	Equipment	The Admissions/Registrar and Int. Adm need a total of 10 printers at \$625 each	\$6,250	One-time	Fall 05
8	Pocket PC Software	Software	Allows recruiters and other staff remote accessibility to Banner System. (Objective 2.6)	\$4,725	Maintenance fee recurring	Spring 06

9	Pocket PC	Equipment	5 pocket PC/s in support of Banner to allow remote of accessibility to system	\$2,500	One-time	Spring 06
10	2 new staff in Office of Adm/Reg.	Personnel	To replace the 2 Temps and support the increase in student and departmental load in these offices: one Admissions and other in Registrar's Office. (Objective 2.8)	\$25,118 + benefits	Recurring	Fall 05
11	2 new staff in Office of Fin Aid	Personnel	Need one professional staff to aid in the verification process and perform additional fin aid duties; need a financial aid clerk to assist in the overall operation of the office. (Objective 2.8)	\$25,490 + benefits \$14,000 + benefits	Recurring	Fall 05
12	One graduate student	Personnel	Assist Office of Int. Admissions with processing. (Objective 28)	\$8,206	Recurring	Fall 05
			TOTAL	\$251,689		