

Enrollment Management

Combined Institutional Effectiveness Report
Resource Requests and
Revised Institutional Effectiveness Plan for the:
Office of the Registrar/Admissions
Office of Student Financial Aid
Office of Outreach & Enrollment Support Services
Office of International Admissions & Student Services

Executive Summary 2003-04
Resource Requests for 2005-06 (Short Term)
Resource Requests for 2006-07 and 2007-08 (Long Term)
Assessment of Effectiveness Plan for 2003-04
Revised Institutional Effectiveness Plan for 2005-06

February 18, 2005

Prepared for

Dr. Tom Jackson, Jr., Vice President for Student Affairs

By

Mr. Frank B. Ureno, Associate Vice President for Enrollment Management

ENROLLMENT MANAGEMENT
EXECUTIVE SUMMARY
2003-04 IE Report

1. **Significant Accomplishments/Outcomes/Results for AY 2003-04:** In the area of recruitment, the University made some small strides and increased its enrollment from fall 2002 to fall 2003. The Kingsville campus saw an overall increase of 1.4% (from 6080, fall 2002 to 6,164, fall 2003) and the System Center-San Antonio saw a 42.7% increase (from 480, fall 2002 to 685, fall 2003).

Joint Admission Agreements were signed with South Texas College and Southwest Texas Junior 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 began its second year of infancy, with more than 40 students taking advantage of such scholarship during fall 2003. In addition, the Director of the Honors Program developed an agreement with South Texas College that recognizes and transfers honors classes from South Texas College to A&M-Kingsville.

Awarded the first ever Presidential Persistence Scholarship for students matriculating 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 December 2003. This year's plan had a formatted look in which institutions were asked to provide specific information, based on recommendations adopted from an appointed THECB advisory committee.

The first ever yield CD both in English and Spanish was developed for domestic as well as international recruitment; in collaboration with the Office of Development, a proposal to the South Texas Academic Rising Stars Foundation was funded for \$75,000. The university, in turn matched this amount, for a total of \$150,000 worth of scholarship monies for students attending fall 2004. In Collaboration with Special Programs, A&M-Kingsville hosted its first Project GRAD-Houston summer program. A total of 52 students from five different high schools in Houston attended a two-week summer program.

Project I Can (PIC), in collaboration with Coastal Bend College was developed in spring 2004 for implementation during fall 2004. The project is gear to assist A&M-Kingsville with its low retention of freshmen students. Because of Senate Bill 258, A&M-Kingsville was able to develop Dual Enrollment Agreements with Academy High School and H.M. King High School. These agreements reduce tuition and fees for these students taking university courses while still in high school. The university courses apply to high school curricular requirements. Other Dual Enrollment agreements are being formulated with Orange Grove, Three Rivers, Bishop, and Kaufer high schools.

In spring 2004, the Board of Regents approved A&M-Kingsville's revised admissions standards, making the Recommended High School Curriculum the default admissions criteria for students attending the university fall 2005. Staff in Enrollment Management was also involved in the SACS reaffirmation process, with the Associate Vice President serving on the SACS Leadership Committee and serving as liaison for the Student Affairs standards and the QEP Committee. A close working relationship between Coastal Bend College, Southwest Texas Junior College and Del Mar College evolved as A&M-Kingsville developed partnerships to offer courses on community college campuses to students planning to transfer to A&M-Kingsville.

In spring 2004, Enrollment Management and International Admissions, collaborated with the College of Agriculture and Human Sciences, College of Education, College of Arts and 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 1,500 contacts were made during the tour. As a result, enrollment of students from Mexico doubled from 32 in fall 2003 to 64 in fall 2004. 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 International Admissions and Student Services department was created, with Mr. Albert Salinas as its first director. In addition to its Operational Manual, International Admissions and Student Services, completed its International Student Services manual. The Department of State re-designation for J-1 Exchange Program was approved March 18, 2004. Immigration on-site visit for re-designation was completed December 12, 2004. A Spanish version Graduate catalog was initiated in spring 2004 and once completed will be posted on the TAMUK Website.

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 8.0% in 2004. Currently (2005), it stands at 8.0%. In addition, the Financial Aid Office made 291 presentations to various schools, colleges and other organizations. Various financial aid staff attended 10 training workshops/conferences, which enhanced their professional development. This particular year, the Office of Financial Aid began its awards in spring 2004 and disseminated 4,253 Title IV awards, totaling \$31,808,868; the office also awarded 953 Texas Grants totaling \$2,606,200; and 284 Presidential Series Scholarships, totaling \$314,500.

The Financial Aid Office conducted a program review in January 2003. Some of the recommendations pertaining to the processing of financial aid were implemented in 2003-04. 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 the area of technology, approximately 50.0% of the new student information system (Banner) training and consulting was implemented. One-third of the admissions and general student validation tables and rules forms in Banner were completed. In August 2000, it was discovered that there was a 99.0% chance of transcript data error in the student information system. With the assistance of temporary employees, over 9000 transcripts have been audited since September 2000. Procedures manuals for the Office of Admission and Registrar continued to be maintained and updated with new procedures and /or revisions to procedures. Coordinating Board reports were accurate and sent on time.

The Senior Day program was successful in 2003. Survey results showed that students and counselors were satisfied with the program. Javelina Highlights was held in Fall 2003 and Spring 2004. Prospective students and their families attended Saturday events on our campus to learn more about our university. Survey results indicated that prospective students were satisfied with the program. The Office of Outreach and Enrollment served as members of the Banner LEAP Implementation Team and attended student training and consulting sessions. They began completing the validation and rules forms for General Student and Recruiting. Staff members were trained in basic navigation. The Office was awarded a \$15,000 grant from the Texas Higher Education Coordinating Board to facilitate a Collegiate G-Force on our campus. The staff served on the Steering Committee, along with Texas A&M-Corpus Christi, Del Mar College and Coastal Bend College in support of GO Centers in the Coastal Bend region. The Office continues to support GO Centers at Moody and West Oso High Schools in Corpus Christi and helped establish additional GO Centers throughout the region. The Office assisted in the organization of the GO

Theatre troupe. The Office reestablished the Telemarketing Center during the Spring 2004 semester and utilized telecounselors for a number of calling projects, including contacting all admitted freshman and transfer students to encourage attendance at Hoggie Days.

Although not an accomplishment, the retention rate of freshman students went down from the previous year, 58.9% in 2002 to 55.0%, in 2003. This percent decreased even more, 55.0% in 2003 to 51.1% in 2004. 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 deans from the colleges or Arts and Sciences and University College instituted a Resource Learning Center, located in the library. In addition, it is hoped that Project I Can and the revised admissions standards will contribute to an increase in retention in years to come. The Division of Student Affairs is also looking at a Living a Learning Communities project that will require faculty and residential life staff involvement. The College Success courses are also being reviewed to see if they can be enhanced in order to improve attendance.

2. Changes/Improvements/Plans in AY 2003-2004 that Resulted from Assessment Results of Previous Years:

After assessing the number of Presidential Scholarship acceptances and reviewing the actual number that attended the university under this scholarship, it was decided that a revised procedure would be implemented. In consultation with the University's Scholarship Committee, it was agreed that for students applying for this scholarship for fall 2005, they will have to complete an application and submit documentation as part of the application process. This new process does not award this scholarship automatically. Students will have to do a little work to get it. After careful review of this new process, it was decided that the same thing would be done for the Presidential Transfer Scholarship.

As a result of the Office of International Programs reverting to academic affairs, the staff in International Admissions has worked relatively close with the new director of International Programs, particularly in the area of recruitment. The Assistant to the President for Latin American Affairs recruits in Mexico and is also supported by the Office of Enrollment Management. As a result of an international student having submitted fraudulent documents and admitted to the university, the Office of International Admissions underwent a program review/audit of its processes. As a result of this evaluation, the department adopted safety measures to prevent this from happening again. Special country files were created to track fraudulent credentials and to ascertain the validity of all documents.

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 articulation agreement with all area community colleges was pursued and is on going. As a result of the statewide campaign to recruit more students into higher education, A&M-Kingsville, along with A&M-Corpus Christi, Del Mar College, and Coastal Bend College, established GO Centers throughout the Coastal Bend area. A&M-Kingsville, in collaboration with our drama department and Academy High School established a theater group that presents skits promoting higher education at junior and senior high schools in the area.

The Senior Days program was enhanced to focus more attention on the admission and financial aid process for students. More time was allotted to the exhibit area to encourage more individual interaction between students and faculty. Javelina Highlights program was enhanced by the addition of a Power Point presentation by the academic deans. This provided the prospective students and their families the opportunity to learn more about all of our academic colleges. During 2003-04, personal letters to seniors were sent to a larger number of area high schools encouraging them to apply for admission and scholarships as an addition to our communication funnel.

As a result of involving the graduate college in graduate recruitment, the university has experienced a growth in graduate students. 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.

As a result of the university purchasing Banner, staff in Enrollment Management, Business Office, and CIS, have been involved in the training and implementation of this new Student Information System. Portions of this system went "live" in fall 2004. Admission procedures for receipt of application fees were streamlined to increase efficiency, security, and accountability.

The Office of Student Financial Aid conducted systematic evaluations of program quality to determine whether the stated mission and goals were being met. The Office's front counter area will be redesigned to allow for a friendlier customer atmosphere and increased efficiency in the operation of the office. As a result of the Office of Student Financial Aid staff being trained and becoming more knowledgeable about laws, rules, regulations imposed by the State of Texas and Federal Government, reports submitted to the Federal/State agencies reflected minimal errors. An evaluation was conducted by a consultant from one of our lenders/services in regards to the Office's policy and procedures. The Office of Student Financial Aid also continues to utilize technology to enhance its operation.

Because of collaborative efforts to increase community college enrollments, the Office of Student Financial Aid also saw the need to develop dual enrollment consortium agreements with Del Mar College and Southwest Texas Junior College.

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 2003-04

Recruitment and retention are paramount to Texas A&M University-Kingsville improving its enrollment numbers.

In the area of recruitment a more concerted effort will be emphasized with community colleges in the geographic area. Joint agreements with community colleges, where A&M-Kingsville courses can be taught on the community college campuses will be pursued. Joint programs similar to the one with Del Mar College will be duplicated with other community colleges where possible. A push to increase dual enrollment with area high schools using Distance Education Wireless System will be pursued. A push to develop and get approved online degrees will also be pursued. Texas A&M University-Kingsville is the only system institution without an online degree. Coordination with the Provosts, academic deans, and Distance Education will be emphasized with the Office of Enrollment Management taking the lead in order to make this happen in the very near future. The use of technology, whenever resources allows will be utilized. Already the Office of Enrollment Management has developed a recruitment CD and a yield CD. In addition "virtual advisor" software has been purchased and integrated into the university's web page, allowing potential students to get answers to questions immediately.

In the area of retention, A&M-Kingsville has implemented the Project I Can (PIC), which allows Coastal Bend College to teach developmental education courses to A&M-Kingsville students on the A&M-Kingsville campus. This project will assist in the retention effort by placing students who are better prepared in University College's developmental education courses. Those not academically prepared to handle these courses will end up taking developmental courses through CBC. Through the efforts of the College of Arts and Sciences and University College, the Learning Resource Center has been established to tutor students in math science, English, history, and other academic areas. In addition, the Residence Life department in conjunction with the College of Arts and Sciences and University College are collaborating for a Living Learning Community that will focus on at-risk students. Furthermore, the College Success courses are being looked at for possible revision. A proposal to team-teach these courses using regular faculty and student affairs professionals is in process. Finally, the President approved a revision to our admissions standards, effective fall 2005. The revised admission standards make the Recommended High School Curriculum the default admissions to the university.

Financial Aid Office: In order to keep on decreasing the default rate on our student loans, the Office will continue to work with lenders/servicers as often as necessary. In addition, it is recommended that a Default Aversion Officer be hired to not only work with lenders and servicers, but students also. The aesthetics of the Financial Aid Office needs to be enhanced; as a consequence the front office, counter area, is being reviewed for a possible makeover. Customer service will continue to be a priority with staff when assisting students, faculty and staff. The publishing of a pamphlet with scholarship information is much needed and will be a priority for this Office.

Support to the System Center-San Antonio will continue from Kingsville. However, because of the number of students at the System Center, an additional person there needs to be hired. 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. Satisfaction surveys were conducted to address any deficiencies that may be perceived by the students.

Registrar's Admission Office: Continue with the training and implementation of the Banner student information system; insure that the integrity of data and transcript audit process continues; because of the implementation of Banner, all Admission and Registrar processes will be reviewed and refined to ensure compatibility with the new system, improve efficiency, and maintain the accuracy of data. Admissions went live with Banner student information system November 2004 for the fall 2005 semester. 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. Continue to work with department and community colleges in the creation and maintenance of articulation agreements. Continue to work with the Recruitment Council to foster collaboration and communication between university departments. This will include a master-recruiting calendar. Serve as active participants on the Banner Implementation Team and go live with the recruitment module and fully utilize the recruitment functions of the system.

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. The new

Banner Student Information System will allow for the creation of new personalized acceptance, missing documents, and rejection notification letters. 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
RESOURCE REQUEST**

Academic Years 2005-2006

(September 1, 2005 to August 31, 2006)

Short-term Resource Request Summary						
Unit: Enrollment Management				Academic Year: 2005-06		
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 = \$25,000, Outreach = \$25,000, and Int Adm = \$20,000. (Objective 1.1)	\$70,000	Recurring	Fall 05
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 06
3	Remodel Financial Aid Front Counter	Operating	The front counter area of the Financial Aid Office will be redesigned to allow for a friendlier customer atmosphere and increase efficiency. (Objective 2.1)	\$29,000	One-time	Fall 05 or Spring 06
4	Increase in Operating Budget	Operating	The Assoc. VP for Enrollment is asking for funds to utilize technology to improve recruitment, e.g. Goal Quest (2 modules), Hobson, SEM software. (Objective 2.4)	\$150,000	One time	Fall 05
5	SEVIS-fsaAtlas	Software	Support the online SEVIS Program that is mandated by the Federal Government. (Objective 2.4)	\$30,000	One-time License will be recurring	Fall 2005
6	Telemarketing	Operating	Support Telemarketing Center in the Outreach Office. Will need work-study money. (Objective 1.4)	\$10,000	Recurring	Fall 05

7	Evisions Software	Software	Several departments will use this across campus to print documents (e.g., transcripts, bills, award letters) out of Banner. (Objective 2.4)	\$35,000	Maintenance fees are recurring	Spring 05
8	Publications	Operating	Publications to support the recruitment effort will be needed, e.g., viewbook, search piece, scholarships, brochures, etc. (Objective 1.7)	\$35,000	Recurring	Fall 05
9	Pentium IV Computers	Equipment	All 4 departments in EM have asked for Pentium IV computers. A total of 18 computers at \$1,600 each + two laptops at \$2,000. (Objective 2.4)	\$32,800	One-time	Fall 05
10	Printers	Equipment	The Registrar/Admissions needs a total of 10 printers at \$625 each plus 1 network Printer. (Objective 2.4)	\$9,500	One-time	Fall 05
11	Pocket PC Software	Software	Allows recruiters and other staff remote accessibility to Banner System. (Objective 2.4)	\$4,725	Maintenance fee recurring	Fall 05
12	Pocket PC	Equipment	5 pocket PC/s in support of Banner to allow remote of accessibility to system. (Objective 2.4)	\$2,500	One-time	Spring 05
13	One new staff in Outreach and Enrollment	Personnel	To assist in the recruitment effort and stay competitive with other institutions. (Objective 2.8)	\$32,00 + benefits		
13	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)	\$32,000 + benefits	Recurring	Fall 05
14	3 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; need a Default Aversion Officer to assist in lowering our default rate. (Objective 2.6)	\$25,490 + benefits \$14,000 + benefits \$25,490 + benefits for a TOTAL of \$64,980	Recurring	Fall 05
			TOTAL	\$547,505		

ENROLLMENT MANAGEMENT RESOURCE REQUESTS

Academic Years 2006-07 and 2007-08

(September 1, 2006 to August 31, 2008)

Long-term Resource Request Summary						
Unit: Enrollment Management				Academic Years: 2006-2008		
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 = \$25,000, Outreach = \$35,000, and Int Adm = \$20,000. (Objective 1.1)	\$80,000	Recurring	Fall 06
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 07
3	Remodel Financial Aid Front Counter		The front counter area of the Financial Aid Office will be redesigned to allow for a friendlier customer atmosphere and increase efficiency. (Objective 2.1)	\$29,000	One-time	Fall 06
4	Increase in Operating Budget	Operating	The Assoc. VP for Enrollment is asking for funds to utilize technology to improve recruitment, e.g. Goal Quest (2 modules), Hobson, SEM software. (Objective 2.4)	\$150,000	One-time	Fall 06
5	SEVIS-fsaAtlas	Software	Support the online SEVIS Program that is mandated by the Federal Government. (Objective 2.4)	\$30,000	One-time License will be recurring	Fall 06
6	Telemarketing	Operating	Support Telemarketing Center in the Outreach Office. Will need work-study money. (Objective 1.4)	\$10,000	Recurring	Spring 07

7	Evisions Software	Software	Several departments will use this across campus to print documents (e.g., transcripts, bills, award letters) out of Banner. (Objective 2.4)	\$35,000	Maintenance fees are recurring	Spring 07
8	Publications	Operating	Publications to support the recruitment effort will be needed, e.g., viewbook, search piece, scholarships, brochures, etc. (Objective 1.8)	\$35,000	Recurring	Fall 06
9	Pentium IV Computers	Equipment	All 4 departments in EM have asked for Pentium IV computers. A total of 18 computers at \$1,600 each + two laptops at \$2,000. (Objective 2.4)	\$32,800	One-time	Fall 06
10	Printers	Equipment	The Registrar/Admissions needs a total of 10 printers at \$625 each plus 1 network printer. (Objective 2.4)	\$9,500	One-time	Fall 06
11	Pocket PC Software	Software	Allows recruiters (5) and other staff remote accessibility to Banner System. (Objective 2.4)	\$5,670	One-time	Sprint 07
12	Pocket PC	Equipment	6 pocket PC/s in support of Banner to allow remote of accessibility to system. (Objective 2.4)	\$3,000	One –time	Spring 07
13	2 new staff in Office of Adm/Registrar	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)	\$32,000 + benefits	Recurring	Fall 06
14	3 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; need a Default Aversion Officer to assist in lowering our default rate. (Objective 2.6)	\$25,490 + benefits \$14,000 + benefits \$25,490 + for a total of \$64,980	Recurring	Fall 06
15	Imaging	Software and Equipment	Space for storing files is becoming a problem. An imaging system needs to be purchased. This cans also be used across campus. (Objective 2.4)	\$200,000	Maintenance fees are recurring	Fall 07
			TOTAL	\$726,950		

ENROLLMENT MANAGEMENT
Assessment of the Institutional Effectiveness Plan
2003-2004

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: In 2003-04, the number of high school visits increased to 313, compared to 302 in 2002. However, the number of college day/night programs attended through TACRAO program decreased from 133 in 2002 to 120 in 2003.

Narrative: Primary feeder high schools were visited individually. Contacts were made with the guidance counselors as well as interested students. Each student received information about TAMUK including admission applications, viewbooks, scholarship information and scholarship applications. Visits to campus were strongly encouraged. The primary recruitment area will continue to expand to cover more of South and Central Texas. Recruiters will visit high schools more frequently. The decrease in TACRAO college day/night programs was due to a scheduling conflict between a Houston week and Senior Days on campus.

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: The number of I-20s issued for fall 2003 was less than 2002, but our yield rate was higher for 2003. The number of international students for fall 2003 was 471, compared to 376 in 2002, an increase of 25.3 percent.

Narrative: International enrollment at A&M-Kingsville is continually going up in spite of other institutions experiencing a decline. This is due to a concerted effort on the part of the staff in pursuing an aggressive email campaign to get as many applicants to submit their documents on time. Once an application is complete, the turn-around time to get that file evaluated takes from two to three days. The student is then notified of his/her status by email and regular mail.

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: This objective was not met, as the main campus enrollment for fall 2003 was 6,164, compared to 6,076 in fall 2002, an increase of 1.4 percent.

Narrative: Even though there was an overall increase in enrollment of 4.4 percent, the bulk of the enrollment occurred at the System Center-San Antonio. A&M-Kingsville main campus is recruiting and bringing students in, but the low retention of these students prevents the campus from increasing its enrollment. The revised admissions standards that will go into effect in fall 2005 and the Project I Can (PIC) have been implemented to assist in the retention effort.

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: A Telemarketing Center was established at the end of spring 2004, using three telemarketing stations equipped with computers, telephones, and earphones. Three student employees were hired and trained to conduct this type of activity.

Narrative: A Telemarketing Center had previously been in existence on campus, but the office that really needed to manage it was absent. Now, this center is under the auspices of the Office of Outreach and Enrollment Support Services and can control the type of activities that can be done using the students year-round.

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: In fall 2002, a total of 480 students matriculated at the System Center-San Antonio. In fall 2003, a total of 686 students matriculated. This reflects a 42.9 percent increase from one year to the next.

Narrative: The projection of more than doubling the enrollment did not occur from fall 2002 to fall 2003, primarily because of lack of space and limited educational programs. If the System Center is going to grow, physical facilities, separate from Palo Alto College will have to be constructed. In addition, more educational programs will need to be added to stay competitive with UT-San Antonio and the private institutions.

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: There was no assessment of retention programs conducted. The SACS reaffirmation process and the development of new admissions criteria for the university prevented this activity from being performed.

Narrative: The Mentoring program and the Living Learning Communities retention programs are being reevaluated. The LLC is being restructured under the direction of the Division for Student Affairs. In addition, the Division of Student Affairs is looking at partnering with academic affairs in the delivery of the university's College Success courses.

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: The program has not completed one full cycle to determine if the assessment measure was met.

Narrative: All indications point to the fact that our retention rate will increase as a result of the Project I Can (PIC) with Coastal Bend College. We should know more by fall 2005.

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: Publications were reviewed, redesigned, and reordered (i.e. search pieces, freshman and transfer presidential scholarship brochures). The Office of Enrollment Management worked with individual department chairs to develop and print graduate brochures.

Narrative: Increased volume of publications ordered due to increased recruiting activities. Continued to improve the tracking of student requests and responses. Begin working on recruitment CD for use as primary recruitment piece to replace the viewbook. Will continue to coordinate with Publications to ensure that publications can be ordered as needed.

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: Some offices in Enrollment Management, e.g., financial aid, outreach and enrollment support services, and registrar/admissions conducted random surveys. The majority of the students surveyed were satisfied with the services being provided in these offices.

Narrative: How students are treated on our campus will be marketed by word or mouth to other individuals. The Office of Enrollment Management conducts a university-wide customer service workshop every spring for all university employees. It is important that every front line employee make a positive first impression with all of our students, so they in turn can tell their friends about the friendly university.

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: Two customer service workshops by an outside consultant were provided to all faculty and staff on March 18, 2004.

Narrative: It is important to indoctrinate new and continuing employees of the university on the importance of customer service. This is critical for the success of any office. By conducting customer service workshops, we can make employees aware that this university is friendly user.

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: Reports submitted to the A&M System, the State of Texas, and the Federal Governments have reflected a 96.0-to 100.0 percent accuracy. More than 9,000 transcripts were audited by the end of academic year 2003-04.

Narrative: The integrity of academic records and reports is what makes a university credible. Through the use of technology and training of staff, Enrollment Management departments have performed very well in this arena.

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: We still receive complaints, but not as many as we used to three or four years back. The unfortunate thing is that some of these complaints go directly to the President.

Narrative: Some offices are more prone to receive complaints than others. This depends on the time of year, particularly as we get closer to the first day of class. It seems like everyone waits until the last minute to get things done. This is when the system gets “clogged” and students don’t get their answers on time or cannot get to a live person by phone.

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: The Office of Outreach and Enrollment Support Services will do its program evaluation in spring 2005.

Narrative: With the completion of Outreach and Enrollment Support Services, this will complete the cycle of all offices being reviewed. The Office of Enrollment Management was also reviewed in spring 2005 and is awaiting its report.

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: Only the Office of Financial Aid purchased new computers.

Narrative: All other offices did not have the resources to do so. HEAF funds were not provided to Enrollment Management or any of the departments. The Veterans Certification Office did not purchase the necessary software to certify VA students using Web-based 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 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: On-going

Narrative: The implementation of Banner has taxed the Offices of Enrollment Management, the Business Office, and CIS. Staff in these offices find themselves doing two jobs: their regular job plus Banner implementation.

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: By the end of Summer II, 2004, 100.0 percent of students were using Web for Students.

Narrative: This objective will be deleted for next year's plan, as it will no longer apply.

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: No new staff was hired.

Narrative: Due to lack of resources, the Office of Student Financial Aid did not hire any new personnel.

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: There were no complaints relative to the employees knowing the law and regulations. Most complaints stemmed from the fact that the student did not know what to do or waited until the last minute to address an issue or concern.

Narrative: The staff in the Financial Aid Office stays on top of any new changes in federal legislation applicable in the financial aid arena. Through NASFAA and other organizations, news releases, and other associations, staff stays abreast of changing legislation/regulations.

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: Three out of the four departments in Enrollment Management, conducted customer service surveys.

Narrative: The department that did not conduct a customer service survey has been asked to do one immediately.

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: The College of Education and South Texas College signed an agreement in spring 2004, to promote the recruitment of students pursuing education degrees in high need areas, e.g., math, science, special education, etc. In addition, the two institutions signed an Honors agreement, allowing students from STC, who are in the Honors programs, to transfer a certain number of honor classes to TAMUK and continue enrollment under A&M-Kingsville's honor program. In addition, a joint admissions agreement was signed with Southwest Texas Junior College in summer 2004.

Narrative: The College of Education, through its Regents Initiative, has a full-time recruiter on the South Texas College campus. This individual recruits high school students to South Texas College who are pursuing a degree in education. Once on the STC campus, these students are informed about A&M-Kingsville's College of Education programs and are recruited to continue their degree at A&M-Kingsville. The Joint Admission Agreement with SWTJC is an effort on the part of the university to increase transfer students in the area of engineering and human sciences.

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: Only articulation agreements with Del Mar College and Coastal Bend College were updated.

Narrative: The rest of the articulation agreements will be updated in 2004-05 and 2005-05.

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: Lower and upper division courses in engineering were offered fall 2004 at Del Mar College. A class in Beef Management was offered at Coastal Bend College, but did not make. Courses in engineering and human sciences were offered at Southwest Texas Junior College. No classes were offered at San Antonio College because UT-San Antonio objected, but classes in engineering were offered at the System Center-San Antonio for Palo Alto College students in spring 2005.

Narrative: The model of offering courses on community colleges will be expanded wherever feasible. With so many institutions of higher learning around us, some of these institutions may object to A&M-Kingsville offering classes in their service area. However, working in tandem with the Distance Education Office and the academic colleges, this effort will be pursued.

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: All deans and some department chairs have been involved in the development and expansion of relationships with Coastal Bend College, Del Mar College, South Texas College, Southwest Texas Junior College, and the Alamo Community College District. We have partnerships and initiatives with all these community colleges

Narrative: Transfer students from community colleges have traditionally performed very well at Texas A&M University-Kingsville. The relationship that has been developed with these community colleges will continue to be nurtured and expanded, as A&M-Kingsville strategizes to attract more transfer students to our campus.

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: Changes were made to the Presidential Series and the Presidential Transfer Scholarship program. These changes will affect students applying for these scholarships in fall 2005.

Narrative: Under the old scholarship program, students were automatically awarded one of these scholarships if they met the specified criteria. Under the new program, students who meet the specified criteria have to apply for the scholarship and include additional documentation as part of the application process. The rationale for doing this is that too many students were accepting this scholarship with no intent of attending this university. By implementing the application process, only the more serious students will apply.

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: The Steering Committee met at least a couple of times during the long semesters (2003-2004).

Narrative: With the implementation of Banner, the new student information system, and the focus of SACS, this committee did not meet as many times as it should have. The Marketing Plan was not adhered to, as some of the activities required additional resources, which were not available.

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: The Uniform Recruitment and Retention Committee met at least one time during the long semesters and one time during the summer session (2004).

Narrative: With the implementation of Banner, the new student information system, and the focus of SACS, the UR&R Committee did not meet as many times as it should have.

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: Personnel from the Admissions/Registrar and Financial Aid offices continue to assist personnel from the System Center-San Antonio. The number of errors did not decrease, but rather increased. As a result, staff from the Kingsville campus ended up making corrections, which took them away from their other responsibilities.

Narrative: The System Center-San Antonio is at a point where additional staff need to be hired to perform certain functions on their own. Complaints from currently enrolled students as well as potential students have ended up on the Kingsville campus. Once again, Kingsville staff have had

to deal with these situations, which in many instances has lead to the perception of the System Center-San Antonio being an unfriendly campus.

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: All new faculty are required to do this.

Narrative: This has become the standard.

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 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: All staff in the four departments have participated in professional development by either attending outside workshops, seminars, conferences, etc., or by someone coming to the campus and providing professional development presentations.

Narrative: All the departments reporting to Enrollment Management must stay abreast of new regulations affecting the offices, e.g., A&M System, Coordinating Board, state, and federal.

ENROLLMENT MANAGEMENT
Revised Institutional Effectiveness Plan
2005-2006

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 and specific high schools in the Houston area 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 resulting in a 5.0 percent visitation increase. Publications, CDs, search pieces will be needed to promote the university.

Assessment Cycle: At the end of each long semester.

Assessment Outcome:

Narrative:

Objective 1.2: Maintain international enrollment for fall 2005 rate, using fall 2004 enrollment as a base and implement SEVIS reporting to the INS and State Department.

Assessment Measure: The number of I-20s issued will decrease for International Admission to generate the same number of international enrollments from the previous year. International enrollment for fall 2004 was 556. Implement SEVIS reporting by spring 2006.

Assessment Cycle: This will be done at the end of the 20th class day during the fall 2005 and 2006 semesters.

Assessment Outcome:

Narrative

Objective 1.3: Increase overall enrollment at the Kingsville main campus by 3.62% using fall 2004 enrollment as the base.

Assessment Measure: Enrollment at the Kingsville campus for fall 2004 semester was 6,166 students. University recruiters, financial aid staff, Special Student Services staff, and faculty will have to collaborate in order for this to occur. A 3.62 % growth from fall 2004 (6,66) to fall 2005 (6390) is attainable with the support of the campus community.

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: Improve the telecounseling program under the auspices of the Office of Outreach and Enrollment Support Services.

Assessment Measure: Students in the Telecounseling Center will generate more reports as a result of more calling and increase utilization. As students in this program graduate or resign, new ones will be trained to respond to the various tasks assigned.

Assessment Cycle: End of each semester.

Assessment Outcome:

Narrative:

Objective 1.5: Increase overall enrollment at the System Center Palo Alto by 31.25 % using fall 2004 as an enrollment base.

Assessment Measure: Enrollment at The System Center-San Antonio for fall 2004 was 977 students. Palo Alto's growth is slowing down due to lack of classroom space and new programs. Enrollment for fall 2004 was 977. It is projected that by fall 2005, the Center will have an enrollment of 1,260 students and by fall 2006, a total of 1,660 (an increase of 31.75% from fall 2005).

Assessment Cycle: This will be determined by the end of the 20th class day during the fall 2005 and fall 2006 semesters.

Assessment Outcome:

Narrative

Objective 1.6: Continue and expand the Project I Can (PIC) with Coastal Bend College to improve overall retention of freshman to sophomore.

Assessment measure: The retention rate of Texas A&M University-Kingsville will increase from a fall 2004 rate of 51.0% to at least a 55.0% rate by fall 2005, as a result of Coastal Bend College teaching developmental education courses on the TAMUK campus to students who were admitted provisionally.

Assessment Cycle: Fall 2005

Assessment Outcome:

Narrative:

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

Assessment Measure: The viewbook, search pieces, CDs, Presidential Scholarship Series brochure, Presidential Transfer Scholarship brochure, Presidential Persistence Scholarship brochure, scholarship handbook, catalog, 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

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

Objective 2.1: Enhance the image of the university by providing quality customer service.

Assessment Measure: Provide customer service workshops to front line staff in the Division of Student Affairs, Business Office staff, and staff in the academic colleges, who deal with students. In the Financial Aid Office, the front counter will be remodel to provide a better ambience and customer service look.

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

Assessment Outcome:

Narrative:

Objective 2.2: 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 updated to reflect the new Banner student information system from the Offices of Admission (domestic and international), Records, and Financial Aid. Registrar Office will continue the auditing transcripts through 2005.

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

Assessment Outcome:

Narrative:

Objective 2.3: Each of the offices, including Enrollment Management will continue to conduct a systematic program reviews 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. Enrollment Management and Outreach and Enrollment Support Services will be done in spring 2005.

Assessment Cycle: When the task gets done.

Assessment Outcome:

Narrative:

Objective 2.4: 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.

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

Assessment Outcome:

Narrative:

Objective 2.5: Train staff in each of the departments of Enrollment Management to become proficient in the use of SCT-Banner.

Assessment Measure: With the implementation SCT-Banner, the departments in Enrollment Management will be most affected. A training schedule has been developed for each of the affected offices to receive training on Banner. The new system will 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 2.6: Insure that the Office of Financial Aid, Registrar/Admissions, Outreach and Enrollment Support Services and International Admissions are adequately staffed and qualified to accomplish their mission and goals, knowledgeable relative to all laws, rules, and regulations imposed by the A&M System, 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 2.7: 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. *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 new partnerships with community colleges or enhance current partnerships with community colleges in the areas of articulation agreements, onsite teaching via face-to-face, TTVN, or Internet.

Assessment Measure: Continue to purchase names of Phi Theta Kappa International Honor Society of Two-Year Colleges in South Texas Use the Presidential Transfer Scholarship as an enticement to attract student to TAMUK.

Assessment Measure: Promote the BAAS Program at each of the community colleges and by beginning to develop this program as an Online degree.

Assessment Cycle: Annual

Assessment Outcome:

Narrative:

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: Annual

Assessment Outcome:

Narrative:

Objective 3.3: Review the university's Scholarship Program

Assessment Measure: The University Scholarship Committee will assist in the revision of any of the scholarship programs in place.

Assessment Cycle: As needed.

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: Update the Strategic Enrollment Management Plan to reflect current and proposed practices.

Assessment Measure: Meet with the Steering Committee as often as necessary to gather input regarding what goes in the Plan.

Assessment Measure: Meet with the Marketing Committee to determine changes, make changes where appropriate to this document.

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 the System Center-San Antonio 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 admissions, registration, and financial aid throughout the 2005-2006 academic year.

Assessment Measure: The Registrar and Admissions Director will provide training in the new Banner student information system to staff at the System Center-San Antonio. The Financial Aid Office staff from Kingsville will provide Banner training to staff at the System Center-San Antonio involved in financial aid activities.

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

Assessment Outcome:

Narrative:

Objective 5.2: Refine and expand the delivery of engineering courses at the System Center to students in the Alamo Community College District.

Assessment Measure: Engineering courses will be taught face-to-face and/or by TTVN.

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 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:

