Mission Statement

The Division of Enrollment Management provides the highest standards of excellence in enrollment planning; actively identifies, counsels, recruits, and enrolls qualified students; and offers services that promote student retention and success.

Vision Statement

The Division of Enrollment Management will

be recognized as a national model for innovative enrollment management programs, services and practices;

ensure the University has a successful and diverse student population; and

engage the University community in the enrollment planning process.

The Division of Enrollment Management is committed to the values of

leadership;

cooperation and communication;

creativity and innovation;

excellence;

service; and

diversity.

Goals, Critical Success Factors, and Objective (including Strategies and Assessments)

Goal 1. Access and Diversity: To identify, recruit and enroll a student body that meets the enrollment goals of the University.

Critical Success Factors

Increase the matriculation rate 1% per year among targeted admitted student populations.

Make progress toward a mean SAT of 1200 for entering freshmen.

Percent of entering freshmen graduating in the top 10% of their high school class will be 26%.

20% of entering freshmen will be diverse students.

Enroll 75 National Merit scholars.

Objectives:

Objective 1.1: Increase the number of enrolling freshmen with SAT-I scores of 1200+ (27+ ACT).

Strategies:

Increase visits to competitive high schools.

Improve recruitment of top 10 percent students and National Merit Scholars.

Increase collaborative efforts with Honors College.

Assessments:

Number of enrolling students with mean SAT scores of 1200+.

Number of enrolling National Merit Scholars.

Number of enrolling top 10% students.

Objective 1.2: Increase freshman and transfer class diversity.

Strategies:

Identify and target markets with diverse populations.

Develop and implement new recruitment programs and events.

Assessment:

Proportion of diverse new students.

Objective 1.3: Develop and implement an Enrollment Management plan.

Strategy:

Establish an Enrollment Management Council and Plan Steering Committee.

Assessments:

Complete enrollment management plan.

Annual assessment.

Objective 1.4: Establish closer working relationships with two-year colleges.

Strategies:

Increase visits to and communications with community colleges in Texas.

Develop new recruitment strategies for high achieving transfer students.

Develop new transfer admissions programs.

Assessments:

Number of cooperative programs with community colleges.

Number of student participants in cooperative programs with community colleges.

Number of community college students.

Objective 1.5: Engage University community in a coordinated recruitment effort.

Strategies:

Develop new recruitment programs with the Texas Tech Alumni Association and the Office of Parent Relations.

Enhance the recruitment efforts of the colleges and departments.

Engage University administration in recruitment activities and events.

Assessments:

Number of new recruitment programs/projects.

Number of new partnerships with colleges and departments.

Objective 1.6: Reaffirm and expand recruitment efforts in West Texas.

Strategies:

Foster interaction with area educational and community leaders.

Increase visibility in and service to West Texas high schools and community colleges.

Increase visitation opportunities for West Texas students.

Expand higher education message to area 7th, 8th, and 9th grade students.

Assessments:

Number of new activities for West Texas students.

Number of enrolling West Texas students - freshmen and transfers.

Goal 2. Access and Diversity: Increase undergraduate retention and graduation rates.

Critical Success Factors

Freshman retention rate of 85%.

Six-year graduation rate of 55%.

50% of undergraduate students complete financial aid applications by June 1.

Increase by 1% per year, the retention rate of first-generation college students.

Increase by 1% per year, the freshman retention rate of diverse populations.

Objectives:

Objective 2.1: Define and determine reasons for student persistence.

Strategies:

Conduct and promote the Academic Advising Retention Research Project using the College Student Inventory (CSI).

Investigate best advising practices.

Inform parents about EM advising and support programs.

Research factors for student persistence.

Assessments:

Report on CSI Research Project.

Advising practices at peer institutions.

Number of publications and contacts with parents regarding TTU support services.

Follow-up survey for students completing support programs.

Report on factors promoting student persistence.

Objective 2.2: Define and determine reasons for student attrition.

Strategies:

Develop a profile of "at risk" students.

Research factors affecting student attrition.

Assessments:

Report on factors leading to student attrition.

Amount of knowledge gained.

Objective 2.3: Enhance retention programs.

Strategies:

Design a retention-based advising system.

McNair Scholars will complete a variety of assessments through the Testing Evaluations Assessments and Measurement Office.

Increase name recognition and awareness of services offered through PASS.

Expand course offerings in the Supplemental Instruction Program.

Ensure all printed materials within the division are clear and accurate.

Pair McNair Scholars with a graduate student mentor by the end of their first semester in the program.

Assessments:

Data from DISCOVERY! Program.

Report on McNair Scholars receiving assessments through the Testing Evaluations Assessments and Measurement Office.

Amount of media used to increase awareness.

Student e-mail to promote awareness of all support and advising services.

Number of workshops, emails, advertisements, etc. used to promote PASS Learning Center and the Academic Advising Center at Texas Tech.

Departmental assessment of printed forms and materials.

Number of McNair Scholars with graduate student mentor.

Objective 2.4: Enhance Enrollment Management services to students.

Strategies:

Provide and promote ACTT advising resources for students.

Improve space to deliver PASS testing accommodations programs.

Reconfigure space within the Learning Center to add testing accommodations space.

Assessments:

Amount of Outreach to Prospective Undecided Students.

Data from Compass for Campus (C4C).

Amount of coordination of advisor training across campus.

Testing accommodations space added.

Goal 3. Technology: Utilize technology to improve enrollment management processes and services.

Critical Success Factors

50% of forms and business operations in an electronic format.

Automated distribution calendar for all print and electronic communications.

Objectives:

Objective 3.1: Implement and utilize College Board "Recruitment Plus" system.

Strategies:

Fully implement and utilize Recruitment Plus.

Provide Recruitment Plus training for divisions, colleges, and departments.

Provide printing and communications support (technology) for colleges and departments wishing to utilize Recruitment Plus system.

Evaluate admissions publications and their use.

Assessments:

Integrated admissions marketing plan beginning with high school sophomores.

Analysis of admissions marketing plan and strategies.

Number of Recruitment Plus training sessions.

Objective 3.2: Enhance Enrollment Management's use of information technology.

Strategies:

Establish and implement departmental imaging plans.

Create web-based "on line status check" for admissions, orientation, housing, and financial aid related processes.

Create and market new advising software.

Implement e-mail plan to more effectively communicate with students concerning XL, TASP, and Supplemental Instruction.

Create and maintain interactive departmental websites.

Implement direct deposit of student refund checks and Parent Loan proceeds.

Create web-based financial aid and scholarship forms.

Create web-based applications, linked to the Texas Common Application, for University Housing and the Honors College.

Adjust on-line tutoring to move from e-mail system to interactive system with the PASS Learning Center.

Assessments:

Number of offices in the division using imaging.

Functionality of "on-line status check" systems.

New advising software package.

Interactive system for tutoring with PASS Learning Center.

Functionality of websites.

Direct deposit systems.

Number of web-based forms.

Objective 3.3: Enhance Enrollment Management's use of e-mail services.

Strategy:

Develop communications based on e-mail for use with prospective students, Texas Tech students, faculty, and staff.

Assessment:

E-mail plan in place for each unit.

Objective 3.4: Enhance infrastructure of division.

Conduct equipment needs assessment (internal and customer needs).

Develop an equipment master plan based on needs assessment.

Analyze financial position, cash flow, and pricing.

Determine purchasing requirements and initiate purchasing documents.

Assessments:

Implementation of a needs assessment

Amount of new equipment.

Goal 4. Tradition and Pride: Promote Texas Tech as the "university of choice".

Critical Success Factor

Increase by 10% the number of new publications and strategies - both printed and electronic - that promote Texas Tech to prospective students or provide service to enrolled students.

Objectives:

Objective 4.1: Use a division-wide publications strategy that elevates the university's visibility and stresses a common look and message.

Strategies:

Increase advertisement participation in state, regional, and national publications.

Place more emphasis on Texas Tech's academic strengths in promotional materials.

Establish a publications and distribution calendar for all Enrollment Management print and electronic communications.

Develop a common look and feel in all publications and on all websites.

Assessments:

Number of advertisements in state, regional, and national publications.

Distribution calendar for divisional publications.

Review of websites.

Objective 4.2: Enhance diversity in photographs used for print and electronic media.

Strategies:

Develop photo library of diverse students.

Use diversity in various types of publications, web sites, etc.

Assessments:

Growth in photo library.

Documented diversity in publications.

Goal 5. Human Resources and Infrastructure: Invest in our human resources to become a model Enrollment Management division.

Critical Success Factors

Increase the overall diversity of the division by 5%.

Each year, all employees will be offered some form of professional training or development.

All departments will develop and maintain a quality service plan.

Objectives:

Objective 5.1: Recruit, hire, and retain a diverse staff.

Strategy:

Utilize institutional resources to target diverse populations for position vacancies.

Assessment:

Proportion of diverse staff members in each unit.

Objective 5.2: Conduct performance reviews and incorporate a professional development plan for each employee.

Strategies:

Maintain accurate job descriptions for all positions.

Conduct annual performance evaluations, provide feedback, and offer professional development opportunities.

Assessments:

Results of annual performance reviews.

Amount of training or professional development.

Objective 5.3 Strengthen staff involvement and commitment to service.

Strategies:

Implement Climate Survey in each unit to acquire staff input.

Develop Quality Service Plan and incorporate into unit strategic plan.

Assessments:

Completed Climate Survey and follow up meetings with Quality Service staff.

Written Quality Service Plan.

Goal 6. Accountability: Enhance planning, performance, assessment, and public accountability.

Critical Success Factors

Compliance with all state, federal, and organizational reporting requirements.

Comprehensive division-wide assessment procedures.

Priority- and performance-based resource allocations.

Objectives:

Objective 6.1: Ensure the accuracy and timeliness of state, federal, and organizational reporting.

Strategies:

Identify individuals within units responsible for reporting functions.

Establish calendar with reporting assignments.

Assessment:

Unit report confirming proper reporting of data.

Objective 6.2: Develop a quality-based and performance-based system.

Strategies:

Identify key measurable factors related to performance and quality.

Integrate key measurable factors into an accountability system.

Evaluate the effectiveness of the accountability system for enhancing performance.

Reward successful performance consistent with university priorities.

Create a formal mechanism for ongoing review of strategic planning and assessment.

Assessment:

Accountability system in place.

Objective 6.3: Ensure fiscal accountability.

Strategies:

Develop systematic assessment of fiscal accountability.

Maintain open and accessible records.

Distribute an annual report to inform the public of performance.

Empower area leaders to allocate available resources based on University and area priorities.

Assessment:

Annual reports by units

ENROLLMENT MANAGEMENT COUNCIL

CHARGE

The Enrollment Management Council shall serve in an advisory capacity to the Vice President for Enrollment Management. The Council shall be responsible for making recommendations to the President, Provost, Dean of the Graduate School, and Vice President for Enrollment Management regarding policies, programs, and procedures that influence undergraduate and graduate student recruitment and retention. In addition, the Council shall be responsible for implementing new initiatives as assigned by the Vice President for Enrollment Management. The Council is also responsible for developing an enrollment management plan for the University and providing an annual assessment of its progress.

MEMBERSHIP

1. Enrollment Management: Department heads from Admissions and School Relations, Student Financial Aid, Office of the Registrar, Advising Center at Texas Tech (ACTT), and Programs for Academic Support Services (PASS);
2. Academic Affairs: Vice Provost, Vice Provost for Outreach and Extended Studies; one Assistant or Associate Dean from each of the colleges, the Graduate School, and the School of Law;
3. Student Affairs: Dean of Students and Director of Student Publications;
4. Fiscal Affairs: Operations Manager, Student Business Services;
5. Information Technology: Assistant Vice President for Information Technology and the Director of Institutional Research;
6. Faculty Senate: one representative; and
7. Student Government Association: one undergraduate and one graduate student representative.

APPOINTMENT

The Vice President for Enrollment Management will appoint one representative from each Enrollment Management department assigned to the Council. The Provost will appoint one representative. The deans of each college, Graduate School, and the School of Law will appoint their representatives. The Vice President for Student Affairs will appoint his/her representatives. The President of the Faculty Senate and the President of the Student Government Association will appoint their representatives. The Vice President for Information Technology will appoint his/her designees.

All appointed members serve one-year terms and can be reappointed.

OPERATING PROCEDURES

The Council shall develop operating procedures subject to the approval of the Vice President for Enrollment Management. Copies of all minutes and reports will be provided to all Council members, the President, the Provost, and the Dean of the Graduate School. All members of the Council may vote, including substitutes representing absent Council members. The President, Provost, Dean of the Graduate School, and the Vice President for Enrollment Management shall review and approve Council recommendations.

CHAIRPERSON

The Vice President for Enrollment Management shall chair the Council.

ENROLLMENT MANAGEMENT COUNCIL
2002-2003

	Michael R. Heintze Vice President Enrollment Management		
Elizabeth Hall Assistant Provost Academic Affairs	Norman Hopper Associate Dean Agricultural Sciences & Natural Resources	Stephanie Hays Assistant Vice President Enrollment Management	Earl Hudgins Director Student Financial Aid
Hansel Burley Associate Dean Education	David Driskill Associate Dean Architecture	Djuana Young Director Admissions & School Relations	Elizabeth Teagan Director ACTT McNair Scholars Program
Jim Gregory Associate Dean Engineering	Bruce Whittlesey Associate Dean Arts & Sciences	Don Wickard Registrar Office of the Registrar	Rebecca Owens Director PASS
Cheryl Carroll Honors Program Coordinator Honors	Cathy Duran Assistant Dean Business	Kay Whyburn Assistant Vice President Information Technology	Vicki West Director Institutional Research & Information Management
Steve Harris Associate Dean Human Sciences	Alden Roberts Faculty Senate Representative	Jan Childress Assistant Vice President Student Affairs	Jim Burkhalter Associate Vice President Student Affairs
Ann McGlynn Assistant Dean Graduate School	Terence Cook Assistant Dean School of Law	Garrett Middleton Undergraduate Student Student Government Assn.	Kelli Stumbo President Student Government Assn.
Robert Henry Associate Dean Visual & Performing Arts	Rosslyn Smith Vice Provost Outreach & Extended Studies	Becky Hyde Director Student Business Services	