

## **ENROLLMENT DEVELOPMENT**

### **Mission**

Enrollment Development enhances student success by actively identifying, counseling and recruiting qualified prospective students.

### **Vision**

Enrollment Development will be recognized throughout the OSU system for its student-centered approach in attracting highly qualified, diverse students.

Enrollment Development will also:

- Advance and strengthen higher education in the Tulsa metropolitan area by serving as a model participant in strategic partnerships;
- Seek new and meaningful ways to be of service to individuals interacting with the OSU system; and
- Implement creative, responsive and innovative recruitment strategies by maximizing technological and human resources.

### **Core Values**

**Excellence** - We seek excellence in all our endeavors and we are committed to continuous improvement.

**Intellectual Freedom** - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Integrity** - We are committed to the principles of truth and honesty and we will be equitable, ethical, and professional.

**Service** - We believe that serving others is a noble and worthy endeavor.

**Diversity** - We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** - We are dedicated to the efficient and effective use of our resources. We accept the responsibility of the public's trust and are accountable for our actions.

## **Goals, Critical Success Factors, Objectives and Strategies**

**Goal One. Increase undergraduate and graduate enrollment at OSU-Tulsa to 5,000 students through emphasis on academic excellence of programs.**

### **Critical Success Factors:**

- 3,500 full or part-time undergraduate students
- 1,500 full or part-time graduate students
- Undergraduate student population with a 2.25 or higher grade point average
- A culturally diverse student population that reflects the demographics of the communities served by OSU-Tulsa

### **Objectives:**

**Objective 1.1:** Attract students through targeted marketing efforts to support and build enrollment in new and established academic programs.

#### Strategies:

- Identify programs with corresponding targeted audiences and the most effective means of reaching the audiences—e-mail, direct mail, web site, information session, special event or other appropriate activity.
- Build and utilize data in Prospective Student Database for focused marketing initiatives.
- Investigate the purchase of audience targeted mailing and email lists to expand contact pool.
- Collaborate with Minority Support Services to implement recruitment initiatives that target culturally diverse domestic and international populations.
- Develop recruitment programs in conjunction with 2-year and 4-year feeder schools to attract top achieving undergraduate and graduate students.
- Maximize resources in developing appropriate marketing literature in partnership with academic departments, advisors, student services staff and marketing staff.

**Objective 1.2:** Utilize a strategic enrollment management plan to drive efficiency in recruitment initiatives, processes, staffing and to achieve optimum use of resources.

#### Strategies:

- Develop a strategic enrollment plan in collaboration with academic and student services areas on the Tulsa and Stillwater campuses.
- Evaluate staff resources to determine most effective placement and use of talents in recruitment initiatives.
- Increase staff appropriately to meet demand of growing student body.

- Evaluate recruitment processes annually in an effort to better attract and serve prospective students.
- Coordinate recruitment efforts with other OSU constituents in order to maximize staff and material resources in attracting students to the OSU System.

**Objective 1.3:** Utilize new and available technologies to improve recruitment, tracking and matriculation of prospective students.

Strategies:

- Identify and install new integrated software for managing and tracking prospective student contacts.
- Identify and install web-based recruitment components that will integrate with database software.
- Review current web site on a quarterly basis or as needed to implement changes that will better serve our prospective students.

**Objective 1.4:** Increase ethnic minority students to reflect parity with Tulsa County census report.

Strategies:

- Research Tulsa County census data to identify various ethnic minority populations and their geographic locations within the county.
- Partner with Minority Support Services and Marketing to identify marketing strategies and resources needed to target culturally diverse populations.
- Collaborate with Minority Support Services and other Student Services units to host an annual multicultural leadership event that attracts ethnic minorities to campus.
- Ensure that 1 Student Services staff member is bilingual in Spanish to facilitate communication with the growing number of Hispanic Americans.

**Goal Two. Create an image of OSU as the university of choice in the Tulsa community and surrounding areas.**

**Critical Success Factors:**

- Marketing plan that is integrated with the OSU system plan
- Develop web site that is fully integrated with the OSU system web site
- 5,000 students enrolled in classes at OSU-Tulsa
- Increase in culturally diverse population
- 70% of new applicants indicate that OSU-Tulsa is their first choice

**Objectives:**

**Objective 2.1:** Establish OSU-Tulsa as the university of choice for students in greater metropolitan Tulsa and surrounding areas.

Strategies:

- Collaborate with marketing and the academic areas in an ongoing effort to develop marketing literature that reflects OSU's image and attracts prospective students to the campus.
- Evaluate web site information and technology on a continual basis to ensure that the Prospective Student Services site reflects the image of the OSU system, while serving the needs of college-bound and current students.
- Incorporate Operation Orange into marketing literature, web sites, and one-on-one contact with individuals in Tulsa to help them establish and reinforce a connection with OSU.

**Objective 2.2:** Target culturally diverse students through research and marketing literature that reflects the diversity of our student population.

Strategies:

- Develop a marketing plan designed to reach minority populations.
- Conduct a focus group to identify the most effective means of reaching a culturally diverse population and pinpoint graphic elements that attract students to an institution.
- Partner with Minority Support Services and Marketing to develop promotional materials that will attract ethnically diverse students.
- Identify and attend minority activities that will yield exposure for OSU-Tulsa programs.

**Goal Three. Recruit top engineering and technology graduate students that will help fulfill the research mission of the OSU-Tulsa Advanced Technology Research Center (ATRC) and contribute toward the economic development of the Tulsa metropolitan area.**

**Critical Success Factors:**

- 50 % increase in engineering and technology graduate students enrolled
- 50 colleges/universities contacted to promote opportunities through ATRC

**Objectives:**

**Objective 3.1:** Develop a comprehensive recruitment initiative to attract engineering and technology graduate students to the Tulsa metropolitan area, which will contribute to the state and local economy.

Strategies:

- Construct an effective recruitment plan in collaboration with the appropriate academic departments, advisors, current students and marketing staff.
- Market on-campus and off-campus housing opportunities to further attract out-of-area and international students.
- Partner with local companies to identify graduate candidates within their organizations.
- Collaborate with Development and Scholarships and Financial Aid Offices to attract new students with scholarship opportunities.
- Partner with Career Services to develop promotional strategy for internship opportunities that can be used as an effective recruitment tool.
- Identify area institutions that feed undergraduate and graduate engineering programs and develop effective recruitment strategies to attract students.

**Objective 3.2:** Promote research and graduate opportunities to a culturally diverse population of prospective engineering and technology graduate students.

Strategies:

- Partner with Minority Support Services to develop recruitment initiatives that will attract top students, which are culturally diverse.
- Identify and recruit current, high achieving ethnically diverse undergraduate students into graduate programs.
- Work with academic departments to host events that will showcase our academic and research programs to ethnically diverse prospective students.

**Goal Four. Strengthen strategic partnerships and alliances with area institutions, university departments and academic departments.**

**Critical Success Factors:**

- 1000 Tulsa Community College (TCC) transfer students
- Creation of an OSU academic track with TCC
- 12% increase in number of students transferring from feeder institutions
- Improved communications between Prospective Student Services and its various partners

**Objectives:**

**Objective 4.1:** Develop OSU as the partner of choice for Tulsa Community College through the expansion of services and student development opportunities.

Strategies:

- Expand placement of OSU-Tulsa representatives at all 4 Tulsa Community College campuses.
- Expand the role of OSU-Tulsa representatives, through appropriate training, to enhance services to student at TCC locations to include recruitment, admission and advising functions.
- Create opportunities for TCC and OSU-Tulsa students to interact through student organizations and activities by serving as a facilitator or advisor to various student groups.
- Seek new opportunities to strengthen relationships with Tulsa Community College counselors, administrators and recruitment staff.
- Promote OSU track to Tulsa Community College students and staff in order to increase the number of transfer students.
- Partner with Tulsa Community College in jointly recruiting area high school students.

**Objective 4.2:** Establish stronger partnerships with OSU-CHS, OSU-Stillwater, OSU-Okmulgee and OSU-Oklahoma City.

Strategies:

- Exchange promotional information with other OSU System institutions to serve as an additional recruitment resource and to promote all OSU degree programs.
- Assist in identifying opportunities for OSU System institutions to promote their programs in the Tulsa area.
- Develop OSU System recruitment events/activities for Tulsa and the northeastern Oklahoma area.

- Attend training and other activities with OSU-Stillwater High School and College Relations staff.
- Host OSU-Stillwater High School and College Relations staff in Tulsa.

**Objective 4.3:** Establish new partnerships with area higher education institutions that serve as feeder schools to OSU-Tulsa.

Strategies:

- Develop and facilitate partnerships at various levels between OSU-Tulsa and Connors State College, Langston University, Northeastern Oklahoma A & M College, OSU-Okmulgee and Rogers State University.
- Add a staff position to focus on recruitment and relationship building with other institutions of higher education in an effort increase support for OSU-Tulsa and matriculation of new students.
- Host on-site recruitment events at partner institutions that focus on undergraduate and graduate opportunities for students, faculty and staff.

**Objective 4.4:** Further develop relationships with common schools.

Strategies:

- Increase contact with area high schools to advance academic partnerships between 2-year institutions and OSU-Tulsa.
- Develop joint promotional materials with various 2-year institutions to be used at high school college fairs and other events.

**Objective 4.5:** Work with university and academic departments to leverage human and material resources used in the recruitment process.

Strategies:

- Meet annually with OSU-Tulsa Admissions, Financial Aid, Advisement, Enrollment Services and Bursar staffs to update information and printed materials related to recruitment.
- Meet with academic departments and marketing in developing program specific marketing initiatives and identifying resources to be contributed by each unit.
- Collaborate with the marketing department in developing OSU-Tulsa recruitment literature and identifying needed resources.
- Continue to develop relationship and communication with OSU-Tulsa advising staff to increase opportunities to better serve students.
- Support and assist other Student Service units in an effort to enhance OSU-Tulsa student development opportunities.
- Coordinate appropriate marketing materials with OSU-Stillwater.
- Develop “recruiter in a box” resources to assist academic advisors and others

in becoming instant recruiters at various community and professional events.



**Goal Five. Offer outreach opportunities to the community to learn about planning for college, careers and OSU-Tulsa.**

**Critical Success Factors:**

- 20 groups per year visiting the OSU-Tulsa campus
- 100+ participants attending annual Graduate Studies Fair
- Participation in 2 or more community career events
- Participation in 25+ college fairs annually
- 125+ attendance at College Goal Sunday event
- 5% increase in opportunities for the community to learn about college, careers and OSU-Tulsa

**Objectives:**

**Objective 5.1:** Increase the number of groups visiting the OSU-Tulsa campus to learn about college and career planning.

Strategies:

- Collaborate with Career Services, Minority Support Services and Financial Aid to host college and career planning workshops for middle school, high school, college and community groups that visit the campus.
- Develop age specific college/career planning literature.
- Host annual community-wide Graduate Studies Fair, in collaboration with Tulsa area universities.
- Work in conjunction with OSU-Tulsa Financial Aid, OSU-Stillwater High School and College Relations and Langston University to host College Goal Sunday.
- Conduct other on-campus events that will showcase OSU-Tulsa facilities and programs.

**Objective 5.2:** Increase participation in community events that support and promote higher education and career planning and development.

Strategies:

- Promote 2+2 partnerships at 25+ high school college fairs.
- Identify opportunities to participate in college/career related events in the community.
- Promote a different academic program annually at the Tulsa Career Expo.
- Work in collaboration with Tulsa Community College and other Tulsa area upper-division institutions to develop a joint presentation, which promotes educational opportunities to high school and community groups in the Tulsa area.



**Goal Six. Design an environment that promotes staff retention, professional growth, technical competency, and innovative thinking.**

**Critical Success Factors:**

- 80% retention of critical staff
- 80% of staff participating in OSU Ambassador or Leadership Development programs
- 80% of staff participating in professional conference or outside training opportunities annually
- 100% of staff participating in annual performance evaluation
- Development of position manual for all staff
- Annual performance review of each employee

**Objectives:**

**Objective 6.1:** Create a training plan for each staff member that meets the developmental needs of the individual, unit and division.

Strategies:

- Utilize on-campus and off-site training opportunities to enhance and develop skills.
- Attend national seminars and other relevant conferences.
- Encourage completion of advanced degrees.
- Promote participation and leadership roles in local, state, regional and national organizations.
- Establish a work environment that encourages innovative thinking, creativity and collaboration.
- Conduct staff development activities in collaboration with other Student Affairs units.
- Promote customer service philosophy through internal and external training opportunities.
- Provide diversity training for all staff.

**Objective 6.2:** Recruit and retain staff that reflects the demographic makeup of the OSU-Tulsa student population.

Strategies:

- Prepare new staff training program that includes interaction with all academic, student services and other appropriate university departments.
- Develop position manuals to serve as a procedural guide for new and current employees.

- Include representatives from partner institutions, academic areas and other students services units in hiring committees.
- Conduct annual performance review for each employee.
- Reward and compensate employees appropriately to encourage satisfaction and staff retention.
- Conduct annual review for each employee to evaluate work performance, accomplishment of goals and to develop a personal staff development plan.

**Objective 6.3:** Serve as a training resource to Human Resources.

Strategies:

- Conduct “Everyone is a Recruiter” program for OSU-Tulsa staff in an effort to emphasize the importance of everyone’s role in recruitment.
- Develop reward system to encourage non-recruiting staff to actively recruit for OSU-Tulsa.