ENROLLMENT MANAGEMENT

Mission

Enrollment Management ensures student and institutional success by providing exemplary leadership in strategic enrollment planning and integrated programs and services.

Vision

Enrollment Management will:

- Be a leader in strategic enrollment management;

- Exemplify quality customer service;

- Ensure a culture that embraces an integrated approach to enrollment management;

- Advance Oklahoma State University's national reputation; and

- Ensure that OSU is the institution of choice in Oklahoma and the region.

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 opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources – We are dedicated to the efficient and effective use of 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: Student Recruitment and Enrollment Planning - Optimize university enrollment and student outcomes through strategic enrollment planning and effective student recruitment initiatives.

Critical Success Factors/Assessments:

- Enrollment management plan
- Enrollment of 25,000
- 5% increase annually in transfer students
- Average ACT 26 (SAT 1170) for entering freshmen
- 25 National Merit Scholars annually
- Class diversity reflects population of the state
- 30% entering freshmen top 10% of class
- 60% entering freshmen top 25% of class
- 85% retention rate
- 65% graduation rate
- Regional admissions offices in Dallas-Ft. Worth and Houston
- Written marketing plan for students in grades 9-12 and transfer students

Objectives:

Objective 1.1: Provide the campus with a strategic enrollment management plan.

Strategies:

- Establish an Enrollment Management Council for Stillwater/Tulsa.
- Write a five-year enrollment management plan for Stillwater/Tulsa.
- Establish an OSU-System Enrollment Management Council.
- Coordinate development of enrollment management plans for each of the campuses.

Objective 1.2: Increase the academic profile, diversity and academic performance of the freshman and transfer class.

Strategies:

- Increase the size and quality of the prospect and applicant pools.
- Expand out-of-state recruitment activities, including the establishment of regional offices in Dallas-Ft. Worth and Houston.
- Improve communications with high school and community college counselors.
- Create new recruitment programs for diverse and high achieving students.

- Develop a written marketing program for students in grades 9-12 and transfer students.
- Engage the campus community in a more coordinated recruitment effort.
- Coordinate the effort of Admissions, High School and College Relations and Scholarships and Financial Aid to maximize yield rates, especially among diverse and high achieving students.

Objective 1.3: Improve the coordination and use of scholarships and financial aid to maximize recruitment and retention efforts.

Strategies:

- Conduct a formal analysis of our scholarship programs and recommend changes in present programs, scholarship levels and awarding practices.
- Develop an electronic scholarship application that is integrated in SIS.
- Develop new financial aid publications that better communicate to parents and students the availability of aid.

Goal Two: Services and Programs - Provide modern programs and services that improve staff performance and meet the needs of students and other constituents.

Critical Success Factors/Assessments:

- 90% customer satisfaction
- 24-hour response to customer inquiry
- 90% using electronic FAFSA filing
- Imaging system
- 90% using electronic admissions applications
- Web-based recruitment software
- Electronic scholarship application form
- Process 100% of completed applications in three days
- 90% of transfer evaluations complete within 48 hours
- On-line transfer credit equivalency system
- *OnCourse* degree audit system
- Summer enrollment programs for all freshman and transfer students

Objectives:

Objective 2.1: Invest in technology to enhance divisional efficiency and service.

Strategies:

- Implement a document imaging system.
- Implement a web-based recruitment software package.
- Develop web-based applications for admission and scholarships.
- Develop a plan to increase the usage of the electronic FAFSA.
- Assist in the development of an *OnCourse* degree audit system.
- Maintain a current transfer credit equivalency system for community college courses and selected four-year institutions.

Objective 2.2: Ensure an effective college transition for all incoming students.

Strategies:

- Develop two-day summer orientation/enrollment sessions for incoming freshmen and transfer students.

Objective 2.3: Create and implement methods for measuring customer satisfaction.

Strategies:

- Implement annual divisional customer satisfaction survey.
- Utilize the College Board's Admitted Student Questionnaire every two years.
- Develop customer surveys for selected publications.
- Establish a student advisory group.

Goal Three: Infrastructure - Create an organizational structure and professional environment that promotes teamwork and achievement.

Critical Success Factors/Assessments:

- Conduct Semi-monthly departmental and divisional meetings
- Establish OSU-Stillwater/Tulsa Enrollment Management Council
- Establish OSU System Enrollment Management Council
- Provide professional development opportunities for all staff members
- Establish position manuals for all staff
- Maintain current job descriptions for all staff
- Maintain current organizational charts for all departments
- Conduct annual performance evaluations for all staff

Objectives:

Objective 3.1: Insure effective communication and planning throughout the enrollment management team.

Strategies:

- Hold regular divisional and departmental meetings to plan and execute the division's strategic objectives.
- The Vice President will meet with individual department staff at least once a semester to provide an overview of divisional activities and insure that communication lines are open.

Objective 3.2: Recruit, hire and retain a talented staff.

Strategies:

- All departments will improve their recruitment efforts to insure that every search produces a highly qualified and diverse pool of candidates.
- All departments will retain employees by insuring competitive compensation and appropriate technical and professional development support.

Objective 3.3: Implement a program of regular professional development for all staff.

Strategies:

- All employees will be offered at least one professional development opportunity annually.

Objective 3.4: Provide effective methods for evaluating staff performance.

Strategies:
- All employees will have current position descriptions on file.
- All employees will develop a position manual.
- All employees will have an annual performance evaluation with their supervisor.
- Current organizational charts will be maintained.

Goal Four: Diversity - Demonstrate a commitment to diversity in all that we do.

Critical Success Factors/Assessments:

- Diversity training for all staff members.
- Diverse candidates produced in all divisional job searches.
- Diversity celebrated in all divisional publications and websites.

Objectives:

Objective 4.1: Recruit and retain a more diverse staff.

Strategies:

- Develop a plan to insure all searches produce qualified diverse candidates.
- Insure that compensation, technical support and professional development opportunities are sufficient to attract and retain diverse employees.
- Working with the Vice President for Diversity, develop a database of prospective employees for key leadership positions within the division.

Objective 4.2: Increase staff appreciation for and understanding of diversity.

Strategies:

- Provide seminar/training opportunities for all staff.
- Provide written materials to staff and discuss at staff meetings.
- Demonstrate an appreciation for major events or holidays that hold significance for diverse employees.

Objective 4.3: Insure that our commitment to diversity is evident in all divisional websites, video productions, and publications.

Strategies:

- Review all websites and publications to insure that diversity is celebrated.

Goal Five: Collaboration and Partnership - Effectively use partnerships and collaboration to achieve strategic enrollment goals.

Critical Success Factors/Assessments:

- 75% of denied freshmen participating in NOC/OSU Gateway Program
- Regular interoffice meetings between HSCR, Admissions, Housing and Financial Aid
- Database of OSU alums teaching in Oklahoma high schools
- Fifteen Pathway Program agreements with community colleges
- All colleges involved in student recruitment
- Tulsa Community College/OSU Dual Admission Program

Objectives:

Objective 5.1: Develop effective partnerships with community colleges that improve institutional efficiency, simplify the transfer process and help attract a larger number of qualified transfer students.

Strategies:

- Establish and maintain an effective NOC/OSU Gateway Program.
- Develop and implement a Community College Pathway Program.
- Develop dual admission program with Tulsa Community College.

Objective 5.2: Utilize OSU alumni to help identify and recruit high school students.

Strategies:

- Develop and implement an alumni recruitment network in Oklahoma high schools.
- Develop an alumni network in selected out-of-state markets to support our recruitment efforts.

Objective 5.3: Develop a campus-wide approach to student recruitment.

Strategies:

- Annually meet with the academic colleges, Student Affairs and Fiscal Affairs to review publications and marketing activities for the coming year.
- The directors in Admissions, High School and College Relations and Scholarships and Financial Aid will meet regularly to insure coordination of divisional recruitment efforts.

Goal Six: Image and Reputation - Establish and promote a consistent institutional image/brand that focuses on academic quality and achievement.

Critical Success Factors/Assessments:

- Review all divisional publications
- New websites for all departments
- Website for Vice President
- Institutional achievements database

Objectives:

Objective 6.1: Develop divisional publications that elevate the university's visibility and have a common look and feel.

Strategies:

- Work with Marketing Services to insure that all major divisional publications have a common look and feel.
- Increase the quality and quantity of recruitment materials in High School and College Relations and Scholarships and Financial Aid.

Objective 6.2: Develop effective websites.

Strategies:

- Redesign divisional websites to coordinate with new university style.
- Develop new website for Vice President for Enrollment Management and Marketing.

Goal Seven: Accountability - Insure that all departments observe institutional, state and federal regulations, and are thoughtful stewards of the resources entrusted to them.

Critical Success Factors:

- No material audit findings
- Meet all reporting requirements

Objective 7.1: Ensure the accuracy and timeliness of state, federal and organizational reporting.

Strategies:

- Develop a calendar of all reporting functions.
- Work with Institutional Research and other entities to insure accuracy.

Objective 7.2: Ensure fiscal stewardship and accountability.

Strategies:

- Conduct periodic audits of each department.
- Conduct annual review of progress made on departmental strategic plans.