

## **2019-2020: Admissions**

### **Definition of Unit**

#### **Progress:**

Completed

#### **Reporting Year:**

2019 - 2020

#### **Providing Department:**

Admissions

#### **Department/Unit Contact:**

Stephen Keller

#### **Mission/Vision Statement:**

The Undergraduate Admissions Office is dedicated to providing premier customer service, unparalleled student access, and a resolute commitment to student success.

The mission of the Office of Undergraduate Admissions is to recruit, admit, and enroll students who have the potential to be successful at Tennessee Tech University. This mission aligns with the university strategic direction including enrollment, retention, and graduation goals.

Our responsibilities:

- Acquire and manage confidential prospect information
- Strategically communicate with prospects, applicants, and admits
- Offer both on-campus visits and events, in addition to off-campus visits (high schools, college fairs)
- Process applications for admission decision
- Execute consistent and holistic review of each application according to the University's established admission requirements, policies, and procedures

Communication and recruiting efforts are designed to align with the institution's Tech Tomorrow strategic initiatives for increasing the diversity of our student population and continuously developing and improving comprehensive strategic recruitment plans.

The Office of Undergraduate Admissions directly reports to the Vice President for Enrollment Management and Career Placement.

## **Goal 1: Be good stewards of university resources to achieve new student enrollment expectations that align with the strategic direction of the university.**

### **Define Goal:**

Monitor the admissions budget weekly to ensure we are spending allocated funds appropriately for the purpose of recruiting students. Itemized expenses are recorded into a spreadsheet to categorize/track expenses. The overall balance is checked against Banner. Discrepancies between the two are investigated and resolved.

### **Intended Outcomes / Objectives:**

The intended outcome is to use the budgeted funds, without overspending, for recruitment of students. Objective is to get an accurate accounting of the cost of recruitment per student. Improvement can be made by being more descriptive when logging expenses into the spreadsheet. We should be able to accurately predict the budget needed for each index each fiscal year.

## **Goal 2: Recruit qualified students and their parents through effective recruitment and marketing strategies that are appropriate and targets to specific sub-populations**

### **Define Goal:**

All prospective student information is housed in our CRM database. Once a student becomes an applicant, information is passed into our ERP system which is the system of record. Reporting has been developed using the ERP data to track our progress toward application/admitted student goals for each year. This data is to be used to alter recruiting strategies as needed.

Communication plans have been developed and continue to be monitored and improved. Communication is primarily emails from the CRM and some texting since feedback shows that Gen Z students respond better to texting. We also use personal phone calls to communicate deadlines, etc. to our student pool.

Better organization and timing of these communications needs to be a priority.

### **Intended Outcomes / Objectives:**

The outcomes will be a robust communication plan for the various categories and subcategories of students. Categories include prospective students and newly-admitted students with additional subcategories including students who have met with an admissions counselor in school, students

who have submitted an online inquiry form, students who have started their applications, students who have completed their applications, students who have been admitted, and students who have registered for new student orientation. The communication plan synchronizes the communication of multiple platforms (i.e. emails, texts, phone calls, and printed pieces mailed to their homes) into a seamless flow of information to help persuade the student to attend Tech and to guide them through the matriculation process. The communication plan is available for review at any time.

### **Goal 3: Develop on and off-campus relationships that lead to improving the quality and quantity of the new student enrollment.**

#### **Define Goal:**

We strive to increase the number of campus visitors each year. Data has shown that students are more likely to enroll at the university if they have visited. In addition to the normal visits during the workweek, additional visits are held on Saturdays.

Large scale events held each year are Preview Day, and the Spring Showcase. The intent is to bring mass amounts of students to campus to show what our university has to offer.

Our recruiters develop relationships with administrators/faculty at the high schools and community colleges. These relationships are invaluable in the recruitment of students. These people have a great influence over where the student will choose to attend college after graduating high school.

#### **Intended Outcomes / Objectives:**

The intended outcome and objective is to increase the on- and off-campus relationships to enhance the University's ability to attract prospective students and their families. There are several indicators of success:

On-campus relationship-building - the establishment of an All-University Recruitment team comprised of Tech employees who are responsible for recruitment for their various units such as colleges and departments, regular attendance at Deans Council, monthly reports to the President's Office, coordination of the Preview Day Executive Planning Committee that includes top-level administrators from across the university, monthly meetings with the Office of Communications and Marketing, monthly meetings with the Office of and Multicultural Affairs to improve diversity recruitment.

Off-campus relationship-building - improved number of visitors who attend recruitment events each year, the addition of new on-campus recruitment events like Tech After Dark and Race to Tech that allow for greater opportunities to explore campus, additional recruitment visits made to

high schools and college fairs, and a greater emphasis on following up with prospective students through every stage of the recruitment process (see communications plan).

### **Assessment Tool: Application and Admit Dashboard**

**Goal/ Outcome/ Objective:**

Goals 2 and 3

**Type of Tool:**

Other

**Frequency of Assessment:**

Used daily/weekly to allow us to alter recruitment strategies as needed.

**Rationale:**

Several dashboards were created fall 2018 and are monitored on a weekly basis to track application/admit counts and compare the counts to prior years on the same day. This is reviewed daily by those in enrollment and is shared with personnel in academic departments.

Spreadsheets are also created weekly to track progress for each region. Strategies are adjusted according to data shown.

### **Assessment Tool: Enrollment Reports**

**Goal/ Outcome/ Objective:**

Goals 2 and 3

**Type of Tool:**

FTE Enrollment, Tracking Spreadsheet, Other

**Frequency of Assessment:**

Enrollment is officially measured on the 14th day of the semester. Other reports must be monitored weekly to adjust strategy.

**Rationale:**

We have an enrollment dashboard that measures enrollment/yield percentages by high schools. This is used to develop recruiting strategy for the next year with more focus placed on schools with the best yield rate.

The bursar's office generates a report about 3 weeks prior to the beginning of class so that each area can encourage students to confirm enrollment.

The official enrollment report is generated by the IR office and is based on the numbers on the 14th day of each semester (census date).

Enrollment reports are also sent on a weekly (Weekly Admissions Report, Weekly Applied and Admitted) and monthly (Cumulative Applied and Admitted) basis to all of the colleges across campus. These reports allow college partners to have ready access to enrollment tracking data and students who can be contacted in an effort to improve enrollment.

## **Assessment Tool: Evaluation for Campus Visit/On-Campus Events**

### **Goal/ Outcome/ Objective:**

3

### **Type of Tool:**

Survey

### **Frequency of Assessment:**

After each visit and event

### **Rationale:**

Campus visit surveys are reviewed daily to ensure visitors had a good experience. If not, then someone will reach out to them to discuss the circumstances and take action if needed.

Survey URLs are emailed to visitors after the larger scale events. These are reviewed after enough time has passed to allow them to complete the survey.

## **Results: Goal 1**

### **Results:**

We did not overspend for FY18-19 or FY 19-20. Requested rollover amounts to help fund for new software and contractual name purchases for the new fiscal years, respectively.

### **Attachments:**

Copy of Budget (FY 18-19). Admissions (All Accts).Most Recent.xlsx;  
Re\_\_Admissions\_Monthly\_Budget\_Reports\_.zip

## **Results: Goal 2**

### **Results:**

The recruitment season ended for Fall 19. Enrollment was flat even though the new freshmen enrollment was down. We did increase transfer student enrollment.

The recruitment season ended for Fall 2020 enrollment. Despite significant challenges presented by COVID-19, student enrollment was actually pretty good.

### **Attachments:**

Admit to Enroll Communication Plan\_Master.xlsx; f19\_enr\_unit\_and\_student\_type.pdf;  
Prospective Communication Plan\_Master.xlsx

## **Results: Goal 3**

### **Results:**

Preview Day, Tech After Dark, and Spring Showcase events showed attendance improvements for the 2019-2020 academic year. VIP Campus Visitors were also on track to break the previous year's record prior to COVID-19 shutdowns.

### **Attachments:**

All-University Recruitment Team Agenda.pdf; Preview Day Planning Committee Agenda.pdf;  
TN Tech Event Student Attendance Tracking.xlsx; VIPCampusVisitUpdate-093019.pdf

## **Modifications and Continuing Improvement: Goal 1**

### **Goal/Objective/Outcome Number:**

Goal 1

### **Program Changes and Actions due to Results:**

Financial analyst has a new spreadsheet to predict expenditures based upon expenses from previous years. She will meet monthly with the director to review and discuss any anticipated costs.

### **Link to Assessment:**

Attached is a spreadsheet for one of the admissions indices and sample reports from this year's consistent and careful budget analysis.

## **Modifications and Continuing Improvement: Goal 2**

**Goal/Objective/Outcome Number:**

2

### **Program Changes and Actions due to Results:**

Director analyzed territories and reassigned staff to allow for a more balanced high school recruitment load spread across all of the Admissions counselors in the office to reach more high schools and provide wider coverage for statewide recruitment.

### **Link to Assessment:**

Recruitment personnel were strategically assigned to new territories based on high school information located within each county instead of simply being broken down by number of counties. The redistribution allows for a more equitable distribution of high schools and will allow for a greater number of high school visits in a recruitment year than in the past. Recruitment visit effectiveness and application tracking mechanisms are tracked using the EMCP Dashboard data.

### **Link to 'Tech Tomorrow' Strategic Plan:**

Efficiency and Effectiveness

## **New Modifications and Continuing Improvement: Goal 3**

**Goal/Objective/Outcome Number:**

3

### **Program Changes and Actions due to Results:**

Campus Visit program is under new management for academic year 20-21. Few changes have been made in structure and staffing.

### **Link to Assessment:**

The attached document shows that new method that was established in 2019 is working and is helping to increase our number of visitors to our campus.

### **Link to 'Tech Tomorrow' Strategic Plan:**

Efficiency and Effectiveness

## **New Improvement to Assessment Plan: Goal 2**

### **Improvements to Assessment Plan:**

Admissions has implemented Signal Vine texting platform to better communicate with prospective students.

We have also contracted with Capture Higher Ed to assist with identifying prospective students who are more likely to enroll at the university. This will allow us to better manage our available resources.