

ENROLLMENT MANAGEMENT PLAN

COMPREHENSIVE GOALS

2008-2010

Adopted by the

Enrollment Management Committee

for

West Virginia State University

and

West Virginia State Community & Technical College

CONTEXTUAL ISSUES & BACKGROUND

This plan was revised during a period of dramatic policy change prescribed by the WV Higher Education Policy Commission and having serious enrollment implications. Given this reality it seems valuable to indicate the issues which will directly impact the objectives itemized herein.

- Beginning with Fall 2008, baccalaureate admission will require an ACT composite score of 18 (up from 17) for prospective students within four years of high school graduation or GED completion.
- Beginning with Fall 2008, baccalaureate admission for prospective high school students will require satisfactory completion of the 2008 WV Higher Education Policy Commission Course Unit requirements, which increases the math unit to 4, and all 3 units of science must be lab science.
- Beginning with Fall 2008, baccalaureate admission will require the minimum ACT composite of 18 AND at least a high school gpa of 2.0 (changed from either/or) for prospective students within four years of high school graduation or GED completion; or at least a 3.0 high school GPA and ACT or SAT scores regardless of score.
- Students who do not meet the above requirements will be evaluated for conditional admissions. If a conditional admission is not approved then the prospective student will be *offered admission* to the WVSCTC.
- When examining the impact of the above policy changes, the HEPC reviewed Fall 2004 and Fall 2005 freshmen based on the new requirements and indicated a 40-50% loss of in-state admissibility and a 70-75% loss of out-of-state admissible baccalaureate students. When considering first-time full-time freshmen only, the enrollment losses are estimated at 30-38% of in-state and 69-74% out-of-state baccalaureate students.
- While not all newly admitted students take the national ACT (78% in 2000 and 60% in 2004), a comparison of the Fall 2000 and Fall 2004 Freshman Class Profile indicates a disconcerting drop in the average out-of-state composite score (16 → 15.6) and average African American student composite score (16 → 15.1), as well as a reduction in the percentage of students self-identifying as having completed the ACT “course” courses in high school (33% → 30%).
- Over the past three years, both WVSU and WVSCTC student enrollment has remained relatively static (WVSCTC approximately 1600 & WVSU nearing 3500) with a slight shift toward full-time status and a notable decrease in first-time full-time freshman student retention (WVSU 64→58→57% and WVSCTC 58→59→50%). In terms of enrollment goal setting, WV State is striving for: 25% African American enrollment in both WVSU and WVSCTC; 1-2% increase in FTFR retention each year; 3-5% increase in new students each year; and a 1-2% increase in our graduation rates annually.
- An optimum enrollment study would be helpful in order to determine capacity issues (i.e., classroom, lab, housing, dining, study, computing, and parking space) and assist with future goal setting and strategic planning. Indicators that an optimum enrollment study could be beneficial include: General Education courses are typically enrolled over 100% of capacity based on course offerings each Fall and Spring term; the residence halls reached capacity in Fall 2005, and the recent Land Grant office relocation allowed for additional Sullivan Hall East rooms to be returned to student living spaces for Fall 2006; and, students continue to articulate the need for additional parking.

RECRUITMENT PLAN

LONG RANGE RECRUITMENT GOAL: To develop a comprehensive recruitment program that attracts a large and diverse student population to West Virginia State University and West Virginia State Community & Technical College.

Objective	Task	Resource/Accountability
1) Examine existing enrollment patterns in Graduate, Baccalaureate and Associate Degree programs, as well as Certificate offerings, for use in strategic recruitment planning.	Collaborate with Academic Leaders to identify priority recruitment targets.	Director of Admissions WVSU Institutional Research WVSCTC Inst'l Effectiveness Academic Affairs (VPs, Deans, Chairs, etc.) Enrollment Mgmt Committee
	Examine possibility of opening early enrollment for spring First Time Freshmen during the fall registration period.	Academic Affairs New Student Orientation Admissions Office
	Institute a special fall advising and student orientation period for the above, incoming spring First Time Freshmen.	Academic Affairs New Student Orientation Admissions Office
2) Track and analyze recruitment data through all levels of the enrollment "funnel" (inquiries, applicants, admits, enrollments) to determine effectiveness and develop projections each term.	Collaborate with Student Affairs IT staff to fully implement BANNER recruitment module.	Director of Admissions Student Affairs IT Coordinator Computer Services WVNET
	Develop & disseminate a written recruitment/communications plan including policies, practices, and procedures.	Director of Admissions
	Examine persistence data regarding various recruitment targets (service region, county, high school, state, etc.) for use in planning future recruitment travel/activities	Director of Admissions Director, Enrollment & Retention Institutional Research Computer Services
	Ensure transparent and inclusive strategic planning by sharing territory and other predictive data with Enrollment Management Committee.	Director of Admissions Enrollment Mgmt Committee
3) Recruit, admit and enroll a strong incoming class of freshmen and transfers to both WVSU and WVSCTC each term.	Visit local and targeted out-of-state high schools to talk with students and guidance counselors about higher education opportunities at WV State.	Admissions Staff Alumni Volunteers Faculty/Staff Volunteers

Recruitment Plan Continued...

Objective	Task	Resource/Accountability
<i>Objective 3 Continued...</i>	Participate in the WV "Road Runners" recruitment circuit.	Admissions Staff
	Utilize a network with local churches to include WV State literature at events and organize cluster recruitment events.	Admissions Staff Faculty/Staff Volunteers
	Collaborate with academic departments to process graduate student inquiries and applications; and, as these enrollments grow, work toward the day when Admissions is responsible for graduate student recruitment.	Director of Admissions Academic Departments
	Develop or revise new student recruitment publications (i.e., travel piece, applications, viewbook) for both institutions.	Director of Admissions Printing Services
	Update the Admissions website and online applications.	Director of Admissions Graphic Communications
	Expand Middle School Outreach in our Service Area.	Admissions Staff
	Develop and facilitate non-traditional student recruitment events on campus and out in the community.	Admissions Counselor
	Coordinate annual seminar for high school guidance counselors in the service area; collaborate with Financial Aid and include WVSTC Women in Technology opportunities.	Director of Admissions Student Financial Assistance WVSTC Academic Affairs
	Examine possibility of instituting a metro tuition program for all contiguous states as Marshall University and others have done.	Director of Financial Aid VP of Finance Academic Affairs
	Examine increasing the number of residence hall fee waivers to make attending WVS more affordable.	Student Affairs VP of Finance

Enrollment Plan 5

Ojective	Task	Resource/Accountability
4) Increase minority student recruitment to contribute to the goal of 25% minority student enrollment at WVSU/WVSCTC.	Use strategic planning and data analysis to target academically eligible African American and other minority students for recruitment purposes.	Director of Admissions Enrollment Mgmt Committee
	Develop a recruitment publication specifically designed for minority students and families.	Director of Admissions Graphic Communications Printing Services
5) Collaborate with WV State faculty and staff to produce campus-wide recruitment impact.	Partner with WVSU Foundation to increase new student scholarship opportunities each year and increase continuing student scholarships.	Director of Admissions WVSU Foundation Executive Council VP of Academic Affairs VP of Finance
	Examine the possibility of providing waivers for both tuition and fees for faculty and staff who wish to enroll in classes at WVS	Director of Financial Aid HR Finance
	Involve faculty and staff in Open House activities.	Admissions Staff WV State Academic Affairs, Administrative Services, & Student Affairs
	Expand telemarketing & phone-a-thon efforts to increase yield.	Director of Admissions Student Activities
	Create recruitment teams of faculty, staff, students and administrators to visit area high schools and career centers in the service area.	Enrollment Mgmt Committee VP's Student & Academic Affairs WVSCTC Vice President Academic Affairs
	Continue University Alumni recruiting program and develop CTC Alumni recruitment.	Director of Admissions Director of Alumni Affairs Alumni Volunteers
	Provide consistent information to faculty and staff regarding recruitment activities and progress, as well as gathering feedback about said activities/impact.	Director of Admissions Enrollment Mgmt Committee
	Coordinate & develop annual strategies for print and media advertisement to increase WVSU/WVSCTC visibility in the region.	Director of Admissions Planning & Advancement Director of Public Relations Finance
	Centralize mailing for recruitment and new student orientation.	Admissions Staff Director, New Student Programs

LONG RANGE RECRUITMENT GOAL: To increase the visibility and public awareness of West Virginia State University and West Virginia State Community & Technical College.

Objective	Task	Resource/Accountability
1) Develop and implement a comprehensive marketing strategy and budget for promoting programs, community services, and special programs.	Secure funding to make this objective possible.	Director of Public Relations Academic Affairs Land Grant Finance Planning and Advancement
	Routinely advertise events, celebrations, significant awards, and other issues that will “tell the WV State story.” We need to “create a new brand” for the institution	Planning & Advancement Enrollment Mgmt Committee Student Affairs Public Relations Academic Affairs
	Publicize recruiting events specifically.	Public Relations Admissions
2) Ensure collaborative working relationships and information sharing between admissions, financial aid, housing, academics, registration, fiscal affairs, orientation and marketing	Provide opportunities for faculty, staff and students to inform or contribute to the message.	Public Relations Faculty, Staff & Students Campus Publications and Listserv
	Develop and produce specific recruitment publications for Admissions.	Graphic Communications Printing Services Director of Admissions
	Gather feedback from internal & external constituents in order to continually update and revitalize the campus website.	Graphic Communications Website Review Committee
	Maintain a campus-wide committee to explore relevant issues and monitor enrollment plan progress.	Enrollment Mgmt Committee Task Groups formed by Academic Affairs
	Review and recommend policy &/or procedure changes when appropriate	Enrollment Mgmt Committee
	Develop a WVSU honors program.	Academic Affairs, WVSU

RETENTION PLAN

LONG RANGE RETENTION GOAL: To develop a comprehensive retention program integrating current and proposed retention efforts for West Virginia State University and West Virginia Community & Technical College.

Objective	Task	Resource/Accountability
1) Describe current campus-wide student retention activities.	Conduct a survey of all retention activities presently in place by faculty, staff, students, and administrators.	Director, Enrollment & Retention Academic Affairs Administrative Services Enrollment Mgmt Committee Various Campus Listservs
2) Continue, revise, develop and/or enhance current retention strategies.	Intervene with students at risk of losing financial assistance due to poor academic progress (AIP program, financial aid education initiative).	Director, Enrollment & Retention Student Financial Assistance
	Examine the feasibility of instituting a year-around advising/information booth manned by paid upper classmen to answer student questions about advising, registration, financial aid, and others.	Grants to fund the initiative Student Affairs to select Graduate Students to assist. Academic Affairs Finance Planning and Advancement
	Utilize RA's in dorms to assist in notifying students of advising and financial aid procedures and deadlines.	Student Affairs
	Institute an EIP (Early Intervention Program) which would report all D and F grades at midterm and make efforts to contact these students instead of waiting for 3 semesters as the AIP currently does.	Director, Enrollment & Retention Student Financial Assistance Academic Affairs
	Maintain and evaluate academic assistance programs for students taking developmental courses.	Director, Enrollment & Retention Collegiate Support & Counseling
	Evaluate professional development opportunities for faculty and staff to enhance morale and effectiveness of service, which relates to student success and persistence.	Director, Enrollment & Retention Classified Staff Council Faculty Senate Academic Affairs Administrative Services
	Review staffing levels of WVS admissions, cashier, and registration depts. alongside those of our in-state peers to determine if staffing is adequate to provide necessary levels of service.	Human Resources Guidance from staffing models available from ACCRAO (Registration & Admissions) and NACUBO (Business Office)
	Design an automated scholarship eligibility protocol to insure a fair and equitable distribution of available scholarship funds.	Director of Admissions Director of Enrollment, Retention VP of Academic Affairs Director of Computer Services
	Institute a policy for notifying all students with holds via a uniform email format describing the consequences of holds on registration, grades, etc.	Director of Financial aid Director, Enrollment & Retention Director, Registration and Records Director of Computer Services

Enrollment Plan 8

Objective	Task	Resource/Accountability
3) Assess the student educational experience from their perception.	Administer the National Survey of Student Engagement or similar survey on a triennial basis and Comm. & Tech. College Student Survey Engagement on a yearly basis to gather student perception feedback about WVS educational experience	Director, Enrollment & Retention Enrollment Mgmt Committee WVSU/WVSCTC Faculty
4) Provide information about campus and private scholarship resources.	Maintain and enhance the WVS Scholarship & Grant Clearinghouse.	Director, Enrollment & Retention
5) Strengthen curricular efforts to address student retention	Continue development and refinement of WVSU First Year Experience Courses and Activities.	Enrollment Mgmt Committee Academic Affairs General Education Committee Special Asst. to the President Director, Enrollment & Retention
	Complete the development of an experience program required for Probationary students.	Academic Affairs Enrollment Mgmt Committee Admissions; New Stu. Orientation
6) Increase the utilization of available work study funds	Identify appropriate areas for employment and create job descriptions for those areas. Insure each area has a training program prior to receiving work study funds.	VP of Finance Director of Career /Coop Ed. Director of Financial Aid
7) Increase the opportunity for student employment	Identify additional funds for implementation.	VP of Finance Research and Development Corporation.

RETENTION PLAN

LONG RANGE RETENTION GOAL: To develop and utilize data regarding student persistence to inform programmatic decision-making.

Objective	Task	Resource/Accountability
Evaluate and expand data collection to ensure that administrative decisions and retention program development are based on current and accurate information.	Utilize HEPC & CTC Council overall retention data as base information and work with Computer Services to track specific sub-population retention trends (i.e., commuters, developmental education participants, program of study, race, sex, age, etc.).	Director, Enrollment & Retention Computer Services Enrollment Mgmt Committee
	Use qualitative and quantitative means to analyze why fall first time freshmen drop out in the first year and develop a corresponding statistically driven retention plan.	Director, Enrollment & Retention Computer Services Enrollment Mgmt Committee Institutional Research a Student Assessment

LONG RANGE RETENTION GOAL: Strengthen campus-wide communication about effective retention activities/strategies.

Objective	Task	Resource/Accountability
1) Educate campus community about national, statewide and campus retention strategies	Publish annual Pathways Retention Journal, bi-annual Commuter Connection and Family Focus newsletters, FAFSA and Registration reminder emails to the All-Students Listserv, and create poster education series.	Director, Enrollment & Retention
	Explore purchase and installation of marquee type sign(s) to publicize campus events, news, deadlines, etc.	Director Support Services Director of Public Relations Land Grant Enrollment Mgmt Committee Planning and Advancement
2) Strengthen the role of faculty in student retention activities	Examine and improve advising system for continuing students.	VP/AVP Academic Affairs Deans, Program Chairs, Faculty Registrar Enrollment Mgmt Committee Computer Services
	Examine the feasibility of developing a campus advising center that includes online advising as well as drop-in services.	VP/AVP Academic Affairs Deans, Program Chairs, Faculty Computer Services Enrollment Mgmt Committee
	Design and facilitate annual advising training for faculty based upon forthcoming Advising Task Group's online student advising survey and resultant recommendations.	VP/AVP Academic Affairs Deans, Program Chairs, Faculty Enrollment Mgmt Committee
	Facilitate Retention Connection Award to recognize exceptional work with students.	Director, Enrollment & Retention
3) Strengthen the role of staff in student retention activities	Conduct periodic student/customer service training via most effective methods of delivery.	Director, Enrollment & Retention Administrative Services Enrollment Management Comm.

LONG RANGE RETENTION GOAL: Provide academic support services and co-curricular services/opportunities to enhance student success and persistence.

Objective	Task	Resource/Accountability
1) Provide academic assistance and personal support services.	Ensure accessible group and individual tutoring for students via face-to-face and online tutoring.	Academic Assistance Counselor
	Provide academic skill building workshops and resources (i.e., study skills, test taking/note taking skills, etc.).	Academic Assistance Counselor
	Provide appropriate services and academic accommodations for students with disabilities.	Disability Services Counselor
	Offer learning disability diagnostic testing for students.	Mental Health Counselor
	Offer mental health counseling for students in need.	Director, Collegiate Spt & Cnslg Mental Health Counselor
2) Provide career exploration and career development activities for students at all levels of their college career.	Facilitate career interest inventories and follow-up individualized interpretation and/or counseling.	Career Svcs & Co-op Ed
	Facilitate periodic job fairs and job search workshops.	Career Svcs & Co-op Ed
	Coordinate student internship and co-op education opportunities.	Career Svcs & Co-op Ed
	Publicize Career Services and Cooperative Education resources and benefits so as to increase student usage of the services.	Career Svcs & Co-op Ed
3) Ensure a vibrant residential community that encourages and supports student connectedness and success.	Recruit, select and train residence hall staff (RA's & RD's) to fulfill the department's mission.	Director, Residential Life & Svcs
	Develop healthy and engaged floor and hall communities.	RD's and RA's
	Review and revise residence hall policies & procedures as necessary.	Director, Residential Life & Svcs
	Handle inappropriate behavior from an educational perspective and in accordance with the Student Code of Conduct.	Director, Residential Life & Svcs Director Leadership Mentoring and Judicial Affairs
4) Provide an educational and energized new student orientation experience to begin building a foundation for success.	Facilitate productive and engaging orientation experiences for new students each term.	Director, New Student Programs Student Orientation Leaders Entire Campus Community
	Recruit, select and train student orientation leaders to fulfill the department's mission.	Director, New Student Programs
	Continually evaluate, revise and refresh the orientation programs based on student, faculty and staff feedback.	Director, New Student Programs

Objective	Task	Resource/Accountability
5) Ensure an active, entertaining and educational series of campus activities and student involvement opportunities.	Facilitate periodic campus activities for both commuters and residential students.	Coordinator, Student Activities Student Activities Board
	Collaborate with Homecoming and Founder’s Week committees to provide events for current students.	Coordinator, Student Activities Student Activities Board Homecoming & Founder’s Week Committees
	Oversee student organizations including departmental, governing, honorary, media, and fraternal groups.	Student Activities & Union Staff
	Ensure the university union provides the environment and services to promote student involvement and connectedness.	Director, Stdt Activities & Union
	Continually assess, revise and refresh activities and services based on student feedback.	Student Activities & Union Staff
6) Provide Student Financial Assistance with federal, state and institutional funds.	Facilitate the application for and verification/disbursement of financial aid.	Financial Assistance Staff
	Continually assess, revise and update policies and procedures in order to enhance accuracy, efficiency and speed.	Director, Student Financial Assist.
	Collaborate with Fiscal Affairs to ensure a smooth disbursement process.	Director, Student Financial Assist. Manager, Auxiliary Services Supervisor, Student Loan Office
7) Provide healthcare services to enrolled students.	Publicize, staff, and manage the WV State Health Center.	Health Center R.N. Health Center M.D.
8) Provide dining services to students, faculty and staff.	Offer multiple options for campus dining.	Director, Dining Services AVI Food Service
	Continually advertise, assess and improve offerings based upon feedback.	Director, Dining Services AVI Food Services
	Conduct detailed territory analysis annually.	Director of Admissions Computer Services