

The University of Virginia's College at Wise
Planning and Institutional Effectiveness

Unit/Department or Functional Area	Name and Title of Person Completing Form
ENROLLMENT MANAGEMENT UNIT GOALS	Russell D. Necessary, Vice Chancellor for Enrollment Management

Mission of Department or Functional Area
The Enrollment Management Division works creatively and diligently to attain optimal enrollments, support the academic mission of the College, and enhance student success. By linking key administrative offices, the enrollment management team works to synergistically address five areas: recruitment, retention, affordability, the first year student experience, and new student orientation. In so doing, we value and respect others regardless of situation. We strive to become a service leader on campus and a national model for quality enrollment management services.

2005-2006						
	Outcome Goals in Measurable Terms	Desired Accomplishments/Goals	Critical Priorities	How Outcomes Will Be Achieved (Action Plan)	Method(s) of Assessment (Be Specific)	Results
	1. Freshman to sophomore retention increases 0.5%.	1.1 1.5	F H	Continued implementation of programming and research concerning the first year experience. This research will include benchmarking and continued evaluation of the freshman LART program.	Fall 2006 Institutional Research Enrollment Report	Information not yet available
	2. Enroll 560 new students (405 freshmen; 155 transfer students).	2.1 2.4	Q	Implementation of a strategic recruitment/marketing plan that includes, expanded direct mail solicitation, travel, campus events, college fair and high school programs, phone calls, and other specialized activities.	Fall 2006 Census Date Data	404 Freshmen First Day of Class 402 Census Date 146 Transfers First Day of Class 136 Census Date
	3. Muticultural and geographic diversity profile of new student enrollment increased by 1%.	1.3 1.6 2.4		Implementation of a strategic recruitment/marketing plan expanding out of state recruitment, attendance at national college fairs, and more aggressive recruitment of in-state students	Fall 2006 Enrollment Management Freshman Profile Report	16% Multicultural Enrollment 1% drop from last year 6% Out of State/International 3% drop from last year
	4. Decrease the overall percentage of enrolling students who indicated on the College Board Admitted Student Questionnaire that the total dollar amount of aid received from UVA-Wise was about the same or lower than that offered by other schools from 55% to 52%. This would represent a three percent decrease from the College's most recent College Board Admitted Student Questionnaire.	2.1 2.4		Establish a financial aid packaging policy that optimizes the distribution of available aid. Process and forward financial aid award packages to new students in a timely fashion, which provides them with the appropriate information sooner than our competitors.	Results of the 2006 Admitted Student Questionnaire as prepared by the College Board.	Results from the 2006 College Board Admitted Student Questionnaire will not be available until later in the fall semester.. Once received, the results of the 2005-06 this outcome goal will be updated and submitted for further assessment..

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Analysis and Documented Improvements Narrative

Outcome Goal #1: *Freshman to sophomore retention increases 0.5%.*

Based on your results, analyze and document the reasons the expected outcome was a) met, b) partially met, or c) not met.

1. If outcome goal was b) partially met or c) not met, what further actions will you take to address this shortcoming? As of this date, retention information from fall to fall is not available. Fall to spring rates stood at 82%, a rate which is lower than that in the past. The Advising Office will respond to this question when the retention reports are available.
2. What improvements have been made as a result of your efforts on this goal?
3. Did your assessment suggest other areas for further improvement?
4. Provide a one paragraph executive summary for the annual institutional effectiveness report:
The Office of Advising, Retention, and Assessment currently does not have the information to report on fall-to-fall retention for 2005. This report shall be made once information is received.

Outcome Goal #2: *Enroll 560 new students (405 freshmen; 155 transfer students).*

Based on your results, analyze and document the reasons the expected outcome was a) met, b) partially met, or c) not met.

1. If outcome goal was b) partially met or c) not met, what further actions will you take to address this shortcoming? This fall, the College enrolled the largest freshman class in its history. However, while the number of freshman increased by eight percent, the number of students applying did not increase significantly over last two application cycles. Increasing applications will be integral in not only keeping pace with our admission goal of 425 freshmen for fall 2007 but also having the flexibility to improve academic quality. The transfer goal has grown more difficult to reach for two reasons: 1) Transfer students attendance patterns are very regional and the three Virginia Community College System members from which our transfer students typically hail: Mountain Empire Community

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College, Southwest Virginia Community College and Virginia Highlands Community College have seen progressive decreases in enrollment each year and are projected to continue to decline through 2010. 2) Increased competition in our area from ODU through all VCCS sites, Bluefield College, classes in Norton, Virginia Intermont, cohort groups in various areas of Southwest Virginia, King College through outreach to hospitals and other area employers and the consideration of Washington, Scott and Lee county residents as in state students at ETSU. In addition to convenience of course offerings these institutions all have a cohesive adult degree program.

2. **What improvements have been made as a result of your efforts on this goal?** The Admissions Office has been in conversation throughout the spring and summer to develop creative strategies to reach out to a greater number of students and to have more meaningful contacts with them. Using the electronic resources at our disposal, we will work with IApply and TargetX to more effectively use Instant Messaging, blogs and add greater, more student specific content on the website to meet students where they are. Direct mail and extensive travel will also continue to play an important part in the creation of an inquiry pool. There will be one additional Open House opportunity for students in October. Our hope is that this will create amore intimate atmosphere for two, smaller groups and improve the quality of conversations that students will have with faculty. Individual and group visits will continue, with the hope of greater involvement with a student ambassador.
3. **Did your assessment suggest other areas for further improvement?** The development of a viable adult degree option, the creation of an articulation agreement with Northeast State Technical and Community College, the creation of an articulation agreement between the VCCS and state colleges in Pre-K – 6 education, which is imminent, expanded travel in the VCCS network, greater presence on local feeder campuses and outreach through area receptions and expanded out of state travel will all readily lend themselves to increasing applications and recruiting greater numbers of students.
4. **Provide a one paragraph executive summary for the annual institutional effectiveness report:** Each year the nature of college admission shifts drastically due to increased competition with other local institutions, regional distance education opportunities and the myriad of on line programs. To garner an equitable share of the ever growing college going population we must move outside the area and continue to use new and innovative ways of communicating our message to a generation of students whose expectations grow each year.

Outcome Goal #3: *Mutlicultural and geographic diversity profile of new student enrollment increased by 1%.*

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Based on your results, analyze and document the reasons the expected outcome was a) met, b) partially met, or c) not met.

1. If outcome goal was b) partially met or c) not met, what further actions will you take to address this shortcoming? Members of the advising and admission staff attended a national workshop on the recruitment and retention of minority students. Although the percentage of multicultural students decreased by 1%, because the freshman class was larger in number, the number of students indicating a multi-cultural background increased by 2 over the fall semester of 2005. Due to rising tuition costs, the number enrolling from outside Virginia decreased by 3%. garnered information that will be incorporated into our recruiting plan this fall. In addition to the ALCANZA fair in Northern Virginia that is geared to Hispanic students, the College will also be represented at a greater number of NSSFNS fairs this year in D.C., Atlanta, and Richmond. These fairs are geared toward African American students.

2. What improvements have been made as a result of your efforts on this goal? In order to seek out students who will not be discouraged by the out of state price tag the College will begin visiting private schools in Tennessee and Kentucky.. Additional OTAG grants will allow us to recruit desirable students from other states as well. We are also buying names of additional out of state students from both College Board and NRCCUA.

3. Did your assessment suggest other areas for further improvement? The web continues to play an important role in receiving inquiry from distant students and provides a way to quickly communicate the College's message to students nationwide. Expanded web content and more search friendly page would be very beneficial to encourage students to continue looking. MAPPOINT software will also make it possible for the Admissions Office to target areas of the country where students are highly mobile and financially capable of paying out of state tuition. This software has been purchased.

4. Provide a one paragraph executive summary for the annual institutional effectiveness report: Recruiting greater numbers of ethnically and geographically diverse students will require that the College's name and information about popular programs be spread to a wider audience. The development of a software engineering brochure may attract some students that would not have considered UVA-Wise. Greater student involvement in the recruiting process, i.e. campus tours for all visitors, blogs, e-mails, IM, may stimulate interest

Outcome Goal #4: *Decrease the overall percentage of enrolling students who indicated on the College Board Admitted Student Questionnaire that the total dollar amount of aid received from UVA-Wise was about the same or*

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lower than that offered by other schools from 55% to 52%. This would represent a three percent decrease from the College's most recent College Board Admitted Student Questionnaire.

Based on your results, analyze and document the reasons the expected outcome was a) met, b) partially met, or c) not met.

- 1. If outcome goal was b) partially met or c) not met, what further actions will you take to address this shortcoming?** ? Because the Admitted Student Questionnaire is not available, we are unable to determine if this particular goal has been met. Once the College has received the results from the College Board Admitted Student Questionnaire, a further evaluation of this goal will be conducted.
- 2. What improvements have been made as a result of your efforts on this goal?** To be determined upon receipt of questionnaire.
- 3. Did your assessment suggest other areas for further improvement?** To be determined upon receipt of questionnaire.
- 4. Provide a one paragraph executive summary for the annual institutional effectiveness report:** This outcome goal plays an important role in the recruitment of incoming freshmen and transfer students and will provide valuable information to assist with future retention. In order to be competitive with other institutions in the recruitment process, the Office of Financial Aid must continue to find ways to provide maximum financial aid to students, while adhering to the mission of awarding aid in a consistent and equitable manner and in accordance with established federal, state, and institutional guidelines. Retaining current students is also critical to the success of the College and the region; therefore, the Office of Financial Aid strives to make UVA-Wise an affordable option for all students. In fact, the College was listed in the most recent addition of U. S. News and World Report as having graduates with the least amount of loan debt as compared to liberal arts colleges nationwide.