Mission / Purpose
The primary purpose of the Admissions Office is to attract a diverse student population to The University of West Alabama. The Office serves as the liaison between the University and the college bound population. Admissions staff members represent the University at college/career day programs and other activities, serving as counselors to prospective students and families. They are the primary representatives for the University regarding enrollment and as representatives are expected to be knowledgeable about all aspects of the University.

I. Goals and Outcomes/Objectives, with Any Related Measures, Targets, Findings, and Action Plans

A. Goal: Address the educational, social, and cultural needs of the overall student body.
Address the major educational, social, and cultural needs of the overall student body.

1. Objective: Secure an incoming class of new students
The Office of Admissions and Enrollment Management will promote a positive self-image of the institution through its work with prospective students and student influencers (families and counselors) to secure an incoming class of new students.

a. Measure: Increase the number of freshmen and community college transfer students
The Office of Undergraduate Admissions will increase the number of incoming freshmen and community college transfer students by attending College Day fairs; scheduling private visits to high schools and community colleges; hosting preview days, college nights, and other recruiting events; and purchasing names of prospective students from ACT.

1. Achievement Target:
Recruit 435 new freshmen students and 200 transfer students. This will be accomplished by recruiting additional counties in Mississippi, Georgia, and Florida Panhandle; providing in-state prices to out-of-state scholarship recipients; and directly targeting students in the 22-27 ACT range.

2. Findings (2015-2016) - Target: Not Met
Enrolled 357 freshmen and 201 transfer students for Fall 2016. This does not include students that started in Summer 2016 and continued enrollment in Fall 2016 semester; with those numbers, we were over 200 transfers but still short on our freshmen target.

3. Action Plans:
a. Increase travel budget
Increase travel budget for Undergraduate Admissions Office to provide additional resources for recruiters. Travel to college visits and fairs is costly, but important, and an increase is needed to both allow for more travel to high school hosted events and to allow us to host our own off-campus events.

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: High
Responsible Person/Group: Blake Bedsole
Additional Resources Requested: $40,000: total travel funds for recruiters
(transportation, room and board, college fair registration fees, hosting off-campus events, etc.)

**Budget Amount Requested:** $40,000.00 (recurring)

**Implementation Notes:**
10/21/2016 Travel budget for FY 2017 was not increased. Hopefully this can get done next year.

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**b. Train Admissions recruiting staff on Datatel Recruiter system**

With assistance from the IT department, all recruiting staff will be trained on how to use the Datatel Recruiter system in the 2016-2017 academic year.

**Established in Cycle:** 2013-2014

**Implementation Status:** Planned

**Priority:** High

**Implementation Description:** Work with IT department to schedule training session for recruiting staff. May need to have Ellucian staff conduct some of the training.

**Additional Resources Requested:** If training from Ellucian staff is required, office would have to pay for that.

**Budget Amount Requested:** $10,000.00 (one time)

**Implementation Notes:**
10/21/2016 With updates to the Recruit system, and turnover amongst Admissions office staff, more training is needed.

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**c. Increase postage budget**

The university is substantially increasing its pool of prospective students in its efforts to increase enrollment. This is through greater interest in UWA, purchasing names, and offering in-state tuition to out-of-state students who qualify for scholarships, along with other initiatives. The new Datatel Recruiter system allows UWA to be on the cutting edge of communications with prospective students. For the 2013-14 recruiting year the office exhausted its postage budget before the end of the fall 2013 term, and this has continued through 2016. An increase in the postage line, as well as the printing line, is necessary to sustain these recruiting efforts.

**Established in Cycle:** 2014-2015

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Increase the number of freshmen and community college transfer students | **Outcome/Objective:** Secure an incoming class of new students

**Responsible Person/Group:** Blake Bedsole

**Budget Amount Requested:** $40,000.00 (recurring)

**Implementation Notes:**
10/21/2016 Postage budget was not increased for FY 2017. Request that postage and printing lines be increased for FY 2018.

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**d. Increase Printing/Marketing budget**

To maintain undergraduate and transfer student growth, the communication plans need to be drastically updated for UWA to stay relevant and competitive in the higher ed. marketplace. This will positively impact our recruitment impact and enrollment yield. Specifically, the Office of Admissions would like to implement a personalized, multi-channel marketing campaign complete with personalized admissions microsites, variable-printed view books, and other pieces, supplemented with new postcards, letters, and other collateral. To accomplish this, we will need an increase in the printing and marketing budget.

**Established in Cycle:** 2015-2016
Implementation Status: Planned
Priority: High
Responsible Person/Group: Blake Bedsole
Additional Resources Requested: $40,000 - Variable microsite creation, hosting, and maintenance; variable view book creation and printing; admissions postcards and mailer production
Budget Amount Requested: $40,000.00 (recurring)

e. Recruit System Upgrade
Will need to do whatever can be done to have IT department upgrade the Recruit CRM to the current software version.
Established in Cycle: 2015-2016
Implementation Status: Planned
Priority: High
Projected Completion Date: 12/30/2016
Responsible Person/Group: Blake Bedsole/Mike Pratt
Implementation Notes:
10/21/2016 Mike Pratt worked spring and summer of 2016 to start the upgrade process and brought us forward several versions. IT will need to continue to run the appropriate processes until Recruit is updated to the most current version.

B. Goal: Enhance the culture of communication on the UWA campus.

Enhance the culture of communication on the UWA campus.

1. Objective: Provide prospective students with timely correspondence
Prospective students will receive correspondence in regards to his or her admissions questions, applications, required/missing documents, scholarship applications, and upcoming events hosted by the office in a timely manner.

a. Measure: Utilize fully Datatel Recruiter system for correspondence with prospective students
The Office of Undergraduate Admissions on-campus recruiting staff will use the Datatel Recruiter enrollment management software as the primary means of corresponding with and tracking prospective students from inquiry to application to admission to campus visit to enrollment.

1. Achievement Target:
All enrollment management functions within the Datatel Recruiter system will be implemented by Information Technology department by September 2014, and all recruiting staff will be using the Datatel Recruiter system by that time.

2. Findings (2015-2016) - Target: Partially Met
Admissions staff is using Recruiter more, but there is still work to be done with regards to expanding digital campaigns and in implementation/upgrades by IT department.

3. Action Plan:
Recruit System Upgrade
Will need to do whatever can be done to have IT department upgrade the Recruit CRM to the current software version.
Established in Cycle: 2015-2016
Implementation Status: Planned
Priority: High
Projected Completion Date: 12/30/2016
Responsible Person/Group: Blake Bedsole/Mike Pratt
Implementation Notes:
10/21/2016  Mike Pratt worked spring and summer of 2016 to start the upgrade process and brought us forward several versions. IT will need to continue to run the appropriate processes until Recruit is updated to the most current version.

b. Measure: Phase out paper admissions applications
Prospective students will be encouraged to complete the online admissions application instead of a paper application during this recruiting cycle. This will increase the number of applications able to be processed per day by the admissions processing staff. Paper admission applications will be available for limited use.

1. Achievement Target:
Only accept paper applications in extreme circumstances.

2. Findings (2015-2016) - Target: Met
An application station was set up in the Admissions office lobby so that students could apply online from on-site. Very few paper applications were accepted.

c. Measure: Formulate scholarship awarding policy
A comprehensive scholarship awarding policy will be formulated to streamline the process for awarding scholarships by the staff of the Office of Undergraduate Admissions and to ensure there is consistency and fairness in all awards.

1. Achievement Target:
All scholarship applications will be reviewed and processed within 1 week of being received.

2. Findings (2015-2016) - Target: Met
Trustee scholarships were reviewed and processed in a timely fashion. Awards were made beginning early spring 2016 for those that had applied by then, and after that, new applications were evaluated and awarded within a week of being received.

II. Other Plans for Improvement

A. Increase travel budget
Increase travel budget for Undergraduate Admissions Office to provide additional resources for recruiters. Travel to college visits and fairs is costly, but important, and an increase is needed to both allow for more travel to high school hosted events and to allow us to host our own off-campus events.
Established in Cycle:  2009-2010
Implementation Status:  Planned
Priority:  High
Relationships (Measure | Outcome/Objective):
Measure:  Increase the number of freshmen and community college transfer students |
Outcome/Objective:  Secure an incoming class of new students
Responsible Person/Group:  Blake Bedsole
Additional Resources Requested:  $40,000: total travel funds for recruiters (transportation, room and board, college fair registration fees, hosting off-campus events, etc.)
Budget Amount Requested:  $40,000.00 (recurring)
Implementation Notes:
10/21/2016  Travel budget for FY 2017 was not increased.  Hopefully this can get done next year.

B. Salary increases for counselors
Merit salary increases for counselors in order to retain our counselors for extended years.

**Established in Cycle:** 2010-2011  
**Implementation Status:** Planned  
**Priority:** High  
**Responsible Person/Group:** Danny Buckalew  
**Budget Amount Requested:** $7,500.00 (recurring)

C. **Purchase kiosk for Admissions office**  
Purchase kiosk for Admissions office to allow students to complete online application in the office. This can be used as an incentive for students to complete an application on-site.  
**Established in Cycle:** 2013-2014  
**Implementation Status:** Finished  
**Priority:** High  
**Implementation Description:** Purchase kiosk  
**Additional Resources Requested:** $1,200: laptop and rolling kiosk  
**Implementation Notes:**  
10/21/2016 Current office resources were reorganized to allow for an application station within the Admissions space.

D. **Train Admissions recruiting staff on Datatel Recruiter system**  
With assistance from the IT department, all recruiting staff will be trained on how to use the Datatel Recruiter system in the 2016-2017 academic year.  
**Established in Cycle:** 2013-2014  
**Implementation Status:** Planned  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
**Measure:** Increase the number of freshmen and community college transfer students  
**Outcome/Objective:** Secure an incoming class of new students  
**Measure:** Utilize fully Datatel Recruiter system for correspondence with prospective students  
**Outcome/Objective:** Provide prospective students with timely correspondence  
**Implementation Description:** Work with IT department to schedule training session for recruiting staff. May need to have Ellucian staff conduct some of the training.  
**Additional Resources Requested:** If training from Ellucian staff is required, office would have to pay for that.  
**Budget Amount Requested:** $10,000.00 (one time)  
**Implementation Notes:**  
10/21/2016 With updates to the Recruit system, and turnover amongst Admissions office staff, more training is needed.

E. **Enhance scholarships awarding procedure**  
The Director and Assistant Director of Admissions, along with the Scholarships Committee, will formulate an updated scholarships application/awarding process, including an online application, by December 15, 2015.  
**Established in Cycle:** 2014-2015  
**Implementation Status:** Finished  
**Priority:** High  
**Implementation Description:** -Admissions created an online scholarship application and will be making awards from that system moving forward.  
**Projected Completion Date:** 12/14/2015  
**Responsible Person/Group:** Admissions  
**Implementation Notes:**  
10/21/2016 The online scholarship application was developed and launched in summer 2016.

F. **Increase postage budget**
The university is substantially increasing its pool of prospective students in its efforts to increase enrollment. This is through greater interest in UWA, purchasing names, and offering in-state tuition to out-of-state students who qualify for scholarships, along with other initiatives. The new Datatel Recruiter system allows UWA to be on the cutting edge of communications with prospective students. For the 2013-14 recruiting year the office exhausted its postage budget before the end of the fall 2013 term, and this has continued through 2016. An increase in the postage line, as well as the printing line, is necessary to sustain these recruiting efforts.

Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Increase the number of freshmen and community college transfer students |
Outcome/Objective: Secure an incoming class of new students
Responsible Person/Group: Blake Bedsore
Budget Amount Requested: $40,000.00 (recurring)
Implementation Notes:
10/21/2016 Postage budget was not increased for FY 2017. Request that postage and printing lines be increased for FY 2018.

G. Increased Printing/Marketing Budget
To maintain undergraduate and transfer student growth, the communication plans need to be drastically updated for UWA to stay relevant and competitive in the higher ed. marketplace. This will positively impact our recruitment impact and enrollment yield. Specifically, the Office of Admissions would like to implement a personalized, multi-channel marketing campaign complete with personalized admissions microsites, variable-printed view books, and other pieces, supplemented with new postcards, letters, and other collateral. To accomplish this, we will need an increase in the printing and marketing budget.

Established in Cycle: 2015-2016
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Increase the number of freshmen and community college transfer students |
Outcome/Objective: Secure an incoming class of new students
Implementation Description: Work with University Printing to maintain proper quantities of postcards, view books, etc. Contract with a third-party vendor (Likely Direct Development or Liaison) to create and host variable personal microsites.
Responsible Person/Group: Blake Bedsore
Additional Resources Requested: $40,000 - Variable microsite creation, hosting, and maintenance; variable view book creation and printing; admissions postcards and mailer production
Budget Amount Requested: $40,000.00 (recurring)

H. Recruit System Upgrade
Will need to do whatever can be done to have IT department upgrade the Recruit CRM to the current software version.

Established in Cycle: 2015-2016
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Increase the number of freshmen and community college transfer students |
Outcome/Objective: Secure an incoming class of new students
Measure: Utilize fully Datatel Recruiter system for correspondence with prospective students |
Outcome/Objective: Provide prospective students with timely correspondence
Projected Completion Date: 12/30/2016
Responsible Person/Group: Blake Bedsole/Mike Pratt

Implementation Notes:
10/21/2016 Mike Pratt worked spring and summer of 2016 to start the upgrade process and brought us forward several versions. IT will need to continue to run the appropriate processes until Recruit is updated to the most current version.

III. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
The Admissions team does a great job of maximizing results per the resources available. Great strides were made in updating systems/processes that will take the office to the next level in office recruiting and enrollment efforts. Transfer recruitment performed very well, and while the freshman application pool was smaller, the Admissions team did a great job of increasing the yield rate from that pool.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
Budget continues to be a concern, although the office is extremely pleased that the Royall investment was made and what that will mean for recruitment operations moving forward. The office suffered a bit in regards to the freshman application pool and number of new students this year, but have made changes that the office knows will result in a better incoming class of freshmen for Fall 2017.

C. What plans were implemented?
An enhanced transfer recruitment plan was implemented. An enhanced summer orientation schedule was implemented, along with adding a new Parent Orientation option. All orientation changes were scored at a very high level. A new scholarship application process was implemented. Admissions office staffing was updated, including adding an additional regional recruiter to the Gulf Coast.

D. What plans were not implemented?
Due to lack of training and staff availability, the Recruit CRM system has not been utilized as fully as it could be.

E. How will assessment results be used for continuous improvement?
The assessment results, along with other data, will be used to evaluate all of the operations moving forward.

IV. Annual Report Section Responses

A. Key Achievements
- Enrolled 357 freshman and 190 transfer students in the Fall 2016 semester
- Adapted a new scholarship application that will expedite reviews and notifications back to applicants
- Enacted a more intensive transfer recruitment campaign
- Major changes to the new student orientation program, including adding another summer freshman session and creating a new Parent Orientation

B. Staff Achievements
Professional Activities
Blake Bedsole: Appointed to SACRAO Resolutions Committee and to SACRAO Admissions, School Relations, Financial Aid, International, and Graduate Program Planning Committee
Libba McClendon: Elected as Vice President of School Relations for ALACRAO
## ANNUAL PLAN

<table>
<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td></td>
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</tr>
<tr>
<td>Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit's mission and the University's mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet.</td>
<td>YES</td>
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<td></td>
<td>NO _____</td>
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<tr>
<td><strong>Outcomes/Objectives</strong></td>
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<tr>
<td>Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities.</td>
<td>YES</td>
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<td></td>
<td>NO _____</td>
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<tr>
<td>Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit’s mission.</td>
<td>YES</td>
<td></td>
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<td></td>
<td>NO _____</td>
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<tr>
<td><strong>Measures</strong></td>
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<tr>
<td>Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met.</td>
<td>YES</td>
<td></td>
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<td></td>
<td>NO _____</td>
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<tr>
<td><strong>Achievement Targets</strong></td>
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<tr>
<td>Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements.</td>
<td>YES</td>
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<tr>
<td>SELF-STUDY Item</td>
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<tr>
<td><strong>Findings</strong></td>
<td>YES</td>
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<tr>
<td>Findings are indications whether an outcome/objective was met or not. Findings are put into the system under each achievement target. Findings include an interpretation of results, possible uses of results, reflection on problems encountered, indicated improvements/changes and strengths or weakness.</td>
<td>NO</td>
<td></td>
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<tr>
<td><strong>Action Plans</strong></td>
<td>YES</td>
<td></td>
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<tr>
<td>Action plans are detailed plans created by the unit to meet an outcome/objective that was only partially met or not met or to make improvement to those outcomes/objectives that were met but still need some strengthening. The plan includes a projected completion date, implementation description, responsible person(s)/group, resources required, and budget amount (if applicable).</td>
<td>NO</td>
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<tr>
<td>Action plans created in previous cycles have been updated with implementation notes.</td>
<td>YES</td>
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<tr>
<td><strong>Annual Report</strong></td>
<td>YES</td>
<td></td>
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<tr>
<td>The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.</td>
<td>NO</td>
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<tr>
<td><strong>Analysis Report</strong></td>
<td>YES</td>
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<tr>
<td>The unit has reflected on and created narratives for each of the following areas: specific strengths and progress made on outcomes/objectives, specific weaknesses or challenges, plans that were and were not implemented, and how assessment results will be used for continuous improvement.</td>
<td>NO</td>
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</tbody>
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Approved by: ____________________________  Date: 2-16-17

Signature of Dean or Vice-President

Received by OIE: ____________________________  Date: 2/16/17

Signature of Coordinator of Planning and Assessment