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 Other Outcomes/Objectives, with Related Measures, Targets, Findings, and Action Plans

A. Goal: Address the major educational issues of the region
   Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive self-image of the institution and the area.

1. Outcome: Assist students with navigating the enrollment process
   The Admissions Office will increase students' ability to demonstrate understanding of information needed to navigate the enrollment process to college.

a. Measure: Students requesting information will be assisted
   All students requesting information through college day programs will receive information about admissions process, applying for scholarships and other financial aid, and deadlines for completing necessary forms. The Education Dynamics report will be used to provide evidence for this measure.

1. Achievement Target:
   100% of all students requesting information through college day programs will receive information and assistance as requested.

2. Findings (2012-2013) – Target: Met
   100 % of all prospective students requesting information were communicated with.

3. Action Plan:
   Enter contact cards in Datatel quickly
   Ambassadors will be trained to enter cards in Datatel as soon as they arrive. Staff will speed up our response time to student inquiries.

   Established in Cycle: 2010-2011
   Implementation Status: Terminated
   Priority: High
   Implementation Description: When a Counselor comes in with cards, they put it in an assigned box. Students then begin to enter the cards in Datatel.
   Responsible Person/Group: Brenda Edwards
   Additional Resources Requested: Another full time application/ prospect processor.
   Budget Amount Requested: $20,000.00 (recurring)
   Implementation Notes: 1/9/2013  This process has been terminated. Due to the implementation of Datatel Recruiter, staff has implemented a better and more efficient way to enter
prospective students. Staff enter these students via an excel spreadsheet which captures name, address, phone number, email, major, and etc.

2. **Outcome: Secure an incoming class of new students**
   The Admissions Office 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 each year.

   **a. Measure: Attend college day programs in Alabama, Mississippi, and Florida**
   The Admissions Office will travel in and attend the college day programs in the entire State of Alabama, the eight service counties and gulf coast of Mississippi and the panhandle of Florida.

   1. **Achievement Target:**
      Attend all college day programs listed in the College Days of Alabama and Mississippi College Days guides as well as the College fairs in the panhandle of FL from Pensacola through Panama City.

   2. **Findings (2012-2013) – Target: Met**
      All college day programs in Alabama, Mississippi, and Florida were not attended.

   **3. Action Plan:**
      **Attend all college fairs**
      All college fairs were not attended during the year due to the availability of Admission Counselors and the scheduling of fairs.
      
      **Established in Cycle:** 2012-2013
      **Implementation Status:** In- Progress
      **Priority:** High
      **Implementation Description:** As the restructuring of the new Office of Admissions and Enrollment Management is completed, new goals will be set.
      **Responsible Person/Group:** Bill Wagnon

   **b. Measure: Use direct and electronic mail marketing efforts**
   Direct and electronic mail marketing efforts will be targeted to every student who requests university information through college day programs mail/phone requests or other means. These efforts should generate 800-1,000 applications for admission.

   1. **Achievement Target:**
      Admissions will send communications to over 4,000 students. From these communications, office will generate 800 to 1,000 applications.

   2. **Findings (2012-2013) – Target: Met**
      Communications were sent to more than 4,000 prospects and more than 1,000 applications were generated.

   **c. Measure: Increase the number of new students**
   The Admissions Office will increase the number of new students, including freshmen and transfers.

   1. **Achievement Target:**
      The Admission Office's is 750 new students including 400 freshmen and 350 transfers.

   2. **Findings (2012-2013) – Target: Partially Met**
      The University enrolled 372 new freshmen and 187 new transfer students and 66
dual enrollment students for a total of 615 new students.

3. Action Plans:

   a. Transfer Plan
      As schools see a decline in transfer students statewide, staff must be proactive in
      broadening the search for transfer students. Office would like to advertise in
      avenues targeted specifically for this population. Those avenues include Phi Theta
      Kappa, College Fish, Student Source, and more.
      Established in Cycle: 2010-2011
      Implementation Status: Finished
      Priority: High
      Implementation Description: Begin by attending fairs for transfer students.
      The data received from those fairs will be used to build messaging plans. Then
      staff will follow up with personal visits to those schools.
      Projected Completion Date: 08/30/2011
      Responsible Person/Group: Caroline Poole
      Additional Resources Requested: Increased travel budget, Professional
      development budget, and an increase printing and graphics budget.
      Budget Amount Requested: $5,000.00 (recurring)
      Implementation Notes:
      8/22/2013 The University began using Phi Theta Kappa and College Fish to
      recruit prospective transfer students.

   b. Increase enrollment of new students
      The University continues to face obstacles to recruiting transfer students as
      enrollment at local community colleges declines. An Enrollment Management
      Task Force has been created to develop new strategies that can be rapidly
      employed, easily maintained, and adequately sustained with minimal funding.
      Established in Cycle: 2012-2013
      Implementation Status: In-Progress
      Priority: High
      Implementation Description: As the restructuring of the new Office of
      Admissions and Enrollment Management is completed, new goals will be set.
      Responsible Person/Group: Bill Wagnon

II. Other Plans for Improvement

   A. Salary increases for counselors
      Merit salary increases for counselors in order to retain 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)

   B. Upgrade mini vans
      The Admissions Office gives campus tour to prospective students in mini vans. To upgrade
      each year would be beneficial for the success of campus tours.
      Established in Cycle: 2011-2012
      Implementation Status: Finished
      Priority: High
      Implementation Notes:
      7/27/2011 Not funded for in the budget and still request until fulfilled.
C. Additional Admission Staff

In order for the Admissions Office to reach more potential students additional staff is needed. With the addition of two new admissions counselors more high schools and community colleges students could be reached each year.

Established in Cycle: 2012-2013
Implementation Status: Finished
Priority: High
Additional Resources Requested: Salary per employee=$30,000 + $12,000 (40% benefits)=$42,000
Budget Amount Requested: $84,000.00 (recurring)
Implementation Notes:
1/9/2013 Received funding and were able to hire and additional employee (Admissions Processing Assistant) in the fall of 2012.

D. Admissions Technical Coordinator

Job Description: Communications Management, enter prospective student information into Datatel, process weekly letters to prospective students, process scholarship agreements, sort and mail scholarship agreements and appropriate letter, train student workers and Ambassadors on Datatel system, enter and initially process all on-campus undergraduate admissions applications and International student admissions applications, receipt application fee payments and deliver to Student Accounts, process and mail all orientation invitations, receipt orientation registrations and payments and deliver to Student Accounts, enter appropriate orientation codes on orientation/registration day, open and sort all Station 4 incoming mail; disburse said mail to appropriate department and employee, receipt all incoming college transcripts into Datatel IASU and CRI screens; enter any degrees posted on said college transcripts, receipt all incoming high school transcripts into Datatel IASU and CRI screens; enter graduation dates posted on said transcripts, enter ACT scores into Datatel TSUM and CRI screens, enter UWA Box addresses for students in ADSU and ADR screens in Datatel as received from campus mailroom, serve as liaison between the Admissions Office and Information Systems; complete work orders for Admissions Office reporting needs; work with IS department representative to meet reporting needs of Director of Admissions and Recruiters; also serve as liaison between EdDynamics and Information Systems, upload ACT tapes into Datatel Upload ACT tapes into AIM program, upload biweekly reports to EdDynamics.

Established in Cycle: 2012-2013
Implementation Status: Finished
Implementation Description: Post position announcement on University website
Responsible Person/Group: Olivier Charles/ Director of Admissions and Enrollment Management
Additional Resources Requested: $30,000 (salary) +$12,000 (benefits) +$2000
Budget Amount Requested: $44,000.00 (recurring)
Implementation Notes:
1/9/2013 Funding was received and an additional person was hired.

III. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)

- Ability to respond to all inquiries.
- Ability to incorporate email and social media into the inquiry process.
- Ability of personnel to quickly adapt to a new organization and new leadership while improving work effort and results at the same time.
- Ability to learn from colleagues at other institutions, especially in event planning.
- Ability of personnel to identify problems and issues and seek solutions.
• Ability of personnel to adapt to new technologies that can improve student recruiting numbers.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
• The university's recruiting efforts have suffered from changes in federal financial aid laws, especially the Pell Grant.
• There are declining enrollments at community colleges which affect the university’s ability to attract transfer students.
• UWA's name awareness outside of the local area continues to be an issue.
• The university does not have the personnel to actively recruit in-person outside of the state of Alabama.

C. What plans were implemented?
• The office assisted 100 percent of the students who requested information.
• Communications were sent to more than 4,000 students resulting in more than 1,400 applications.
• The Datatel Recruiter enrollment management software was implemented and all staff trained.
• The office began a reorganization under the new Dean of Admissions and Enrollment Management umbrella, including some employees assuming different responsibilities and creating new positions, with no additional funding.
• The 2013 Summer Orientation for freshmen saw a record attendance and record number of students registered for classes.
• Four new Admissions Counselors were hired and trained.

D. What plans were not implemented?
• The plan to attend all college day programs in Alabama and Mississippi and the Florida panhandle was not achieved. There were not enough Admissions Counselors to attend due to the scheduling conflicts.
• The office did not achieve its goals for new freshman and new transfer students. The university continues to face challenges due to increased competition, declining federal aid, declining community college enrollments.

E. How will assessment results be used for continuous improvement?
• The office will use the assessment results to continue to seek ways to increase new freshman and transfer student populations.
• The office will use the assessment results to find ways to continually provide the best customer service possible and the most efficient admissions processing possible.
• The assessment also will be used to gauge progress from year to year.

IV. Annual Report Section Responses

A. Key Achievements
• The office assisted 100 percent of the students who requested information during the year.
• Communications--email and paper--were sent to more than 4,000 students resulting in more than 1,400 applications.
• The Datatel Recruiter enrollment management software was implemented and all staff trained.
• The office began a reorganization under the new Dean of Admissions and Enrollment Management umbrella. This reorganization resulted in the creation of a new position
Admissions Communications Coordinator, with several other titles and positions expected. This was accomplished with no additional funding.

- Four new Admissions Counselors were hired in August and trained before leaving campus for recruiting that same month.
- The 2013 Summer Orientation for freshmen saw a record attendance and record number of students registered for classes.
- The recruiting territories were reworked to utilize the strengths of the new Admissions Counselors and to make travel more efficient.
- Dual Enrollment doubled and two new school partners were added.
- The Enrollment Management Task Force and the Communications Council were created to assist the college in various ways, including student recruiting.
- The office's student recruiting publications were revised over the summer to include the new "There's something about this place" theme.
- A new TV and web-based messaging system was installed that continually scrolls photos, messages, and the names of daily campus visitors.
- UWA entered into a "Reverse Transfer Agreement" with Meridian Community College.
- To improve customer service, the office's phone queue system was enhanced.
- The office's phone queue system was enhanced to improve customer service.
- The office began purchasing names of students through the ACT company in an effort to recruit additional academically talented students and to recruit outside the boarders of Alabama.
- The UWA Ambassadors student program was streamlined in an effort to increase productivity and effectiveness. The changes resulted in fewer Ambassadors with an increase in monthly pay.

B. Staff Achievements
- Olivier Charles received an Emerging Leader Award from the Alumni Association during Homecoming.
- Caroline Poole was named to the new position of Admissions Communications Coordinator.
- Libba McClendon was promoted to the position of Admissions Counselor.
- Brooke Luker, Coty Lovelady, and Donavan Johnson were hired as Admissions Counselors.
- Bill Wagnon was named Dean of Admissions and Enrollment Management as well as chair of the new Communications Council and Enrollment Management Task Force.
Planning and Assessment Approval

Department or Division: Admissions and Enrollment Management
Chair or Director: Mr. Bill Wagnon
Dean or Vice President: Dr. David Taylor

<table>
<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>YES ✓</td>
<td></td>
</tr>
</tbody>
</table>

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.

| Outcomes/Objectives | YES ✓ |  |

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.

| Objectives | YES ✓ |  |

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.

| Measures | YES ✓ |  |

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.

| Achievement Targets | YES ✓ |  |

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.
### Findings
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.

- **Approved:** YES
- **Remarks:**

### Action Plans
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).

- **Approved:** YES
- **Remarks:** Action plans created in previous cycles have been updated with implementation notes.

### Annual Report
The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.

- **Approved:** YES
- **Remarks:**

### Analysis Report
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.

- **Approved:** YES
- **Remarks:**

---

**Approved by:** [Signature]
**Date:** 10/28/13

**Received by OIE:** [Signature]
**Date:** 11/11/13