

**Division/Unit/Department: Enrollment Management & Marketing  
Plan 2012-2017**

**I. Introduction**



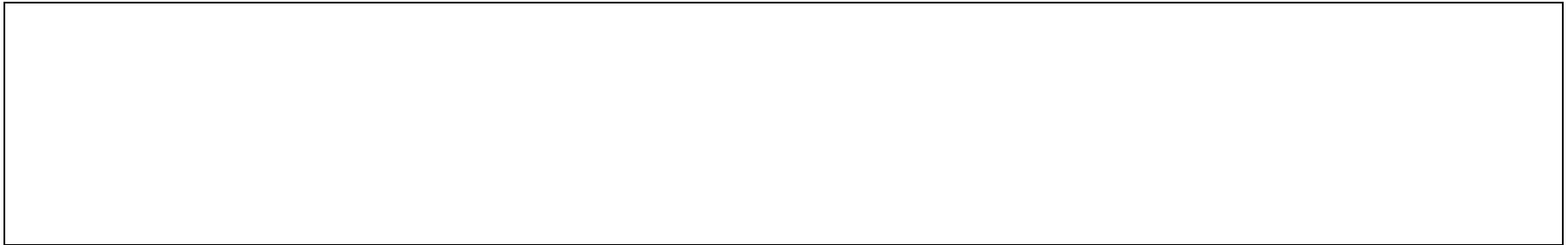
State your administrative department/unit/division mission statement.

Enrollment Management and Marketing advances the goals and aspirations of Texas State University by providing exemplary leadership in enrollment management planning and services, and by influencing internal and external constituencies through effective marketing activities.

Outline briefly your “vision” for the 2012-2017 planning cycle.

Enrollment Management and Marketing will:

- Meet the University’s annual undergraduate enrollment goals;
- Continue to improve with respect to the maintenance, use and enhancement of the new Banner SIS;
- Provide accurate and timely service to students, faculty and staff; and
- Position Texas State as a nationally recognized, public university.



Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

1. Stabilize the Banner student information system and offer a level of functionality and service greater than that in the previous system. (Goal 5.14)
  - a. Leverage the Banner system and other technology/software investments to improve services to students, faculty and staff.
2. Achieve undergraduate enrollment goals. (Goal 2.1, 2.6, 4.2 and 4.3)
  - a. Successfully manage the number of enrolling freshmen and transfers.
  - b. Improve the overall academic profile of entering freshmen.
  - c. Attract a more diverse student body, including international students.
3. Strengthen institutional compliance and student services in Financial Aid and Scholarships. (Goal 2.1, 2.3, 2.5, 4.3, 4.4, 5.9, and 5.13)
  - a. Minimize the potential for interruptions in the awarding of aid to students.
  - b. Ensure compliance with highly complex and constantly changing Title IV regulations.
  - c. Provide more effective and competitive services to our students.

4. Provide additional on-line services for distance education students and improve the quality and quantity of communications to Veteran students. (Goal 2.8 and 3.1)
5. Conceptualize, film and produce videos, commercials and *Hillviews* magazines showcasing academics, research, scholarly/creative activity, internationalization, diversity, athletics, student life, PACE, and compelling donor-focused stories. (Goal 1.2, 1.6, 1.8, 1.9, 2.1, 2.3, 2.5, 2.6, 2.7 3.1, 3.3, 3.4, 3.8, 3.11, 4.1, 4.2, 4.3, 5.2, 5.11, and 5.15)

Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2012-2013 fiscal year and in the remaining 2-5 years.

FY 2013 Staff Requests:

1. Systems Support Analyst—Financial Aid and Scholarships \$50,400
2. Program Analyst I—Undergraduate Admissions \$46,000
3. Administrative Assistant II—Registrar \$32,436
4. Graphic Artist I (*Hillviews*)—University Marketing \$34,000

FY 2014-2017 Staff Requests:

1. Federal Title IV Compliance Officer—Financial Aid and Scholarships \$42,840
2. Administrative Assistant II—Registrar \$32,436
3. Coordinator of Recruitment Campaigns—Undergraduate Admissions \$35,000

- 4. Four part-time processing staff—Undergraduate Admissions \$31,000
- 5. Systems Analyst I—Registrar \$49,260
- 6. Coordinator of New Student Orientation—Undergraduate Admissions \$35,000
- 7. Systems Support Analyst—Financial Aid and Scholarships \$46,000
- 8. Two Admissions Counselors—Undergraduate Admissions \$32,400 each
- 9. Financial Aid Assistant—Financial Aid and Scholarships \$31,000
- 10. Financial Aid Counselor—Financial Aid and Scholarships \$35,000

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 fiscal year and in the remaining 2-5 years.

New Funding Needed:  
\$162,836 in FY 2013  
\$402,336 in FY 2014-2017

State the facilities (e.g. offices, work space) that will be required for anticipated growth and new initiatives.

- Undergraduate Admissions: 1. New or additional space is needed for The Visitor's Center to accommodate the current volume of visitors. Last year, more than 28,000 people utilized this facility.
- Undergraduate Admissions: 2. Continued remodeling of the Admission's Annex is needed to accommodate the increase in staff.
- Financial Aid and Scholarships: Renovation of JCK suites 210, 220 and 240 is required to provide adequate office space for current and future staff, enhanced customer service and privacy during counseling sessions.
- University Marketing: 1. JCK office remodel – convert file server room and product room to office space for additional Videographer I position.
- University Marketing: 2. JCK Office remodel – convert file room to office space for the additional Graphic Artist I position assigned to the *Hillviews* magazine project.
- Registrar's Office: One workstation, as well as furniture, a computer and equipment for an additional office to accommodate new staff. No renovation is needed.

## II. Process



Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

The department heads and I discussed the planning process and the goals and initiatives set out in the revised plan. Given the budgetary realities of the state, we agreed to focus our attention only on the most important priorities facing our division in the next five years. Briefly stated these included: meeting our enrollment goals, enhancing our productivity within the new SIS system and the many third-party software products that accompany it, and contributing to the overall success of our students and university.

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**III. Program Maintenance**

Maintenance Need	Reason for Need	Cost	Result of Funding
Transcript and Diploma Postage	The cost of postage will increase due to the following: 1. Increase in amount of transcripts mailed because of the need to validate all transcripts before they are sent. This will continue for a minimum of one year. 2. Increase of enrollment and graduates for the mailing of diplomas 3. Increase of Veterans and their dependents for mail-outs.	\$1,660 per year.	Correct academic history on transcripts Better customer service
Graphic Design and Micro Web Site Support	Produce an annual research magazine and bring Hillviews magazine production in house on a three times a year production schedule. Design and produce Microsoft Word recruitment brochure templates and develop brand extension graphic system for each college. Develop iPad and mobile device compatible micro web sites.	\$8,000 one-time.	Purchase equipment necessary to increase graphic design support and develop micro web sites (High-end design computer as well as web and design software, cubicle and office equipment)

Admissions Postage	Due to a possible increase in postage as well a significant increase in the inquiry pool (recruits) that will receive our mail outs, the office will experience an increase in postage costs.	Est. \$50,000 over the next 5 years	<p>The office will be able to continue to recruit an incoming freshman and transfer class that meets the University's increased enrollment goals.</p> <p><u>Funding source:</u> Revenue from an increase in admissions applications. The office will evaluate all printed publications to determine if some publications should be discontinued, combined with other publications or change to email or video in order to offset some of this cost.</p>
Admissions Publications	Due to a significant increase in the inquiry pool, the number of publications needed will increase.	Due to incomplete data, it is difficult to estimate this cost. - \$75,000 over the next 5 years	<p>The office will be able to continue to recruit an incoming freshman and transfer class that meets the University's increased enrollment goals.</p> <p><u>Funding source:</u> Revenue from an increase in admissions applications. The office will evaluate all printed publications to determine if some publications should be discontinued, combined with other publications or change to email or video in order to offset some of this cost.</p>
Recruitment Travel Costs	The cost of traveling (a primary component of UG recruiting) has increased yearly – e.g. Gas prices, Hotel prices, Meal prices and Rental Car prices	5% increase yearly	<p>The office will be able to continue to recruit an incoming freshman and transfer class that meets the University's increased enrollment goals.</p> <p><u>Funding source:</u> Revenue from an increase in admissions applications. The office is continually evaluating ways to reduce the increase in travel cost.</p>
Visitors Center T-shirts	Due to an increase in the number of students visiting campus and participating in campus programming, the number of t-shirts needed has increased. The cost of t-shirts has also been increased due to the drought and cost of cotton.	\$30,000 over the next 5 years	<p>This will allow the office to maintain its current recruitment level of prospective students who visit and attend office programming.</p> <p><u>Funding source:</u> Revenue from an increase in admissions applications. To date, the office has offset some of the increase in cost by collaborating with other offices on campus to consolidate the purchase. The office, in conjunction with Marketing, will continue to identify other offices to add to the purchase.</p>
SAT/ACT Search	In order to grow the inquiry pool, additional names will need to be purchased through SAT/ACT – includes international students	\$7,000 per year to increase the names purchased by 20,000.	<p>The office will be able to continue to recruit an incoming freshman class that meets the University's increased enrollment goals.</p> <p><u>Funding source:</u> Revenue from an increase in admissions applications.</p>



		Total cost of \$21,000 over 5 years.	
Admissions Bus Trips	Conducting and sponsoring bus trips are one of our most productive recruitment tools to get first generation and diverse students to visit campus. The cost of these trips has increased significantly due to gas prices.	\$15,000 over the next 5 years.	The office will be able to continue to recruit a diverse freshman and transfer class that meets the University's increased diversity goals.  <u>Funding source: Revenue from an increase in admissions applications.</u>
Financial Aid Mailings	Increased enrollment results in increased volume of letters and first class postage.	\$5,000 per year	Ability to meet mailing costs associated with the administration of financial aid programs.
Financial Aid Brochures	Increased enrollment results in the need to increase the volume of printed brochures.	\$1,000 per year	Ability to communicate with a growing number of prospective and current students regarding financial aid programs.
Default Prevention	Financial literacy, loan indebtedness and default prevention—publications, advertisements and mailing costs.	\$10,000 per year	Ability to organize an effective financial literacy and loan indebtedness program for current students.

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**IV. Planning Categories**

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote academic quality by building and supporting a distinguished faculty.</b>								
<b>Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.</b>								
UG Admissions	Increase the size of the freshman and transfer class. Increase the number of names purchased through SAT/ACT, including international prospects.	X	X		\$21,000 per year	Revenue from increased number of applications. (Application fee.)	New freshman and transfer enrollment—particularly top scholars, international students, diversity and out-of-state.	2.1
UG Admissions	To handle the increased complexity of the Banner Relationship Management (BRM) product, increase the number of BRM recruiting campaigns, and support academic unites in their UG recruiting efforts, a Coordinator position is needed.	X	X	Coordinator position	\$35,000 per year	New Funding	Decrease errors in recruitment campaigns. Increase number of recruitment campaigns. Manage increased number of recruitment campaigns.	2.1; 2.6

UG Admissions	Return to standards of services for time to process applications and credentials.	X	X	4 part-time processing staff	\$31,200 per year	New Funding	Maintain standards of service for applicants.	2.1
UG Admissions	Increase the size of the freshman and transfer class.	X	X	New Student Orientation (NSO) Coordinator—to assist in managing NSO as we move to overlapping sessions.	\$35,000 per year	NSO Fee Account	New freshman and transfer enrollment.	2.1
<b>Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.</b>								
Financial Aid and Scholarships	Reduce Phone Wait by 5%	X	X	Fin. Aid Asst.	\$31,000 per year	New Funding	Reduced telephone wait times	3.6
Financial Aid and Scholarships	Fin. Literacy/Default Aversion Plan	X	X	Fin. Aid. Counselor	\$35,000 per year	New Funding	Reduced loan indebtedness and defaults	3.1; 3.8; 3.9
UG Admissions	Academic profile of the freshman class-by class rank and test scores.	X	X				Number of students enrolling with SAT scores of 1200+. Number of National and Assured Scholarship recipients.	3.3; 4.2; 4.3; and 2.1



Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.								
UG Admissions	Enhance diversity of freshman and transfer class.	X	X	Two Admissions Recruiting Positions (For this request and the one below.)	\$64,800 per year for the two positions. \$40,000 per year for travel and recruitment programming costs.	New Funding	Increase the number of new freshman and transfer students. Increase in the number of diverse students.	4.2; 4.3
UG Admissions	Increase international and out-of-state enrollment.	X	X	See above.			Increase in international and out-of-state freshman and transfer enrollment.	4.3
Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.								
Financial Aid and Scholarships	Enhance FA-Banner to minimize interruption of awarding, deliver expected level of customer service, and meet federal compliance requirements.	X	X	2 Systems Analysts	\$100,800 per year for both positions.	New Funding	Achieve system efficiency, customer service and compliance goals.	5.14
Financial Aid and Scholarships	Federal Title IV Compliance	X	X	Federal Compliance Officer	\$42,840 per year	New Funding	Achieve compliance with federal regulations.	5.13



