

2005-2006 :: Student Affairs Operations (VPSA Office)**1. Mission Statement:**

The role of Student Affairs is to provide innovative, first-rate services and programs to students from enrollment to graduation. Student Affairs supports the University's commitment to producing engaged graduates, prepared for life, work and leadership in a constantly changing world.

2. Objectives:**2.1 Provide effective admissions processes:**

Provide a streamlined and simplified admissions process for prospects from pre-application through admission to UTD by analyzing the admissions process to identify potential for delays and/or road blocks in processing applications, review of marketing materials/tools, and recruitment methods.

2.1.1 Related Strategic Plan Item(s): II-3 Investment in People**2.1.2 Related Institutional Priority Item(s):**

SP-2 Add 5,000 New Students; SP-8 Reduce Costs; COM-2 Protect Enrollment Gains, Access and Student Quality as part of moving toward Tier One Status; CPT-1 Control enrollment expansion

2.2 Maintain high standards of service to students: Maintain high standards of service to prospective students, applicants and currently enrolled students by eliminating the need for students to go from office to office and by reducing the number of student complaints.**2.2.1 Related Strategic Plan Item(s):** II-3 Investment in People**2.2.2 Related Institutional Priority Item(s):** SP-8 Reduce Costs; CPT-5 Increase retention and graduation rates**2.3 Enhance the scholarship award process:** Enhance the efficiency of the scholarship award process through the general scholarship committee by realigning the award process with the academic calendar and ensuring endowed awards are made within the criteria defined in endowment agreements.**2.3.1 Related Strategic Plan Item(s):** II-3 Investment in People**2.3.2 Related Institutional Priority Item(s):**

SP-5 Improve Annual Giving and Endowment; SP-8 Reduce Costs; COM-2 Protect Enrollment Gains, Access and Student Quality as part of moving toward Tier One Status; CPT-5 Increase retention and graduation rates

2.4 Foster high-level, knowledgeable staff performance: Foster high-level, knowledgeable performance throughout the Division of Student Affairs through staff development opportunities and on-going training.**2.4.1 Related Strategic Plan Item(s):** II-3 Investment in People; III-1 Dynamic Change Management**2.4.2 Related Institutional Priority Item(s):** SP-8 Reduce Costs; CPT-5 Increase retention and graduation rates**3. Measures & Findings:****3.1 Analysis of admissions process:**

Analysis of admissions process to identify potential for delays and/or road blocks in processing applications (fall, 2005)

3.1.1 Success Criteria: Time to decision rendered on completed application shortened by 2 weeks**3.1.2 Related Objective(s):** Provide effective admissions processes**3.1.3 Results Related To Success Criteria:**

Time to decision on completed applications was taking as much as 3 to 4 weeks; most delays had to do with academic policies out of the control of the Admissions Office and different definitions of a complete application

3.1.4 Achievement Level: Partially Met**3.1.5 Further Action:** Yes**3.2 Review of marketing materials and tools :** Review of marketing materials and tools (fall, 2005)**3.2.1 Success Criteria:**

Marketing materials and tools look professional, are easy to understand and deliver the UTD message in an effective way

3.2.2 Related Objective(s): Provide effective admissions processes**3.2.3 Results Related To Success Criteria:**

Review showed too many marketing pieces and not one piece that truly communicated the UTD story. Materials also do not have a consistent look.

3.2.4 Achievement Level: Not Met

3.2.5 Further Action: Yes**3.3 Review and analysis of recruitment methods:** Review and analysis of recruitment methods**3.3.1 Success Criteria:**

Recruitment methods that lead to at least a 4% increase in the undergraduate class for the next year.

3.3.2 Related Objective(s): Provide effective admissions processes**3.3.3 Results Related To Success Criteria:**

Enrollment for next year is tracking at just under a 2% enrollment growth. Found need for a more comprehensive enrollment management approach that involves more faculty.

3.3.4 Achievement Level: Not Met**3.3.5 Further Action:** Yes**3.4 Student Service Needs Assessment:**

Conduct needs assessment through meetings with student groups, faculty and staff

3.4.1 Success Criteria:

Reduction in complaints (by at least 20%) and handoffs between departments; more satisfied customers.

3.4.2 Related Objective(s): Maintain high standards of service to students**3.4.3 Results Related To Success Criteria:**

Students were being passed around from department to department to have their needs met; students also feel they need more space for student activities in the Student Union; number of complaints that made their way to the VP office was reduced by approximately 25% from previous year.

3.4.4 Achievement Level: Partially Met**3.4.5 Further Action:** Yes**3.5 Research best practices for One-Stop Centers:** Researched “best practices” on other campuses related to One-Stop Centers**3.5.1 Success Criteria:**

Report of successful practices related to the operation of One-Stop Centers on other campuses.

3.5.2 Related Objective(s): Maintain high standards of service to students**3.5.3 Results Related To Success Criteria:**

Report of practices on other campuses revealed the greatest success with one-stop centers when the majority of service areas were located in a single building with a common reception/intake area; they also had a strong one-stop web presence through some kind of web portal.

3.5.4 Achievement Level: Partially Met**3.5.5 Further Action:** Yes**3.6 Review of scholarship application & award process:** Review of the scholarship application and award timeline (spring, 2006)**3.6.1 Success Criteria:** Timely applications and awards at the beginning of semesters.**3.6.2 Related Objective(s):** Enhance the scholarship award process**3.6.3 Results Related To Success Criteria:**

Found that many awards were continuing to be made well into the semester, causing original financial aid packages to be re-worked. Found a potential need for additional staff in the financial aid office to support the scholarship award process.

3.6.4 Achievement Level: Partially Met**3.6.5 Further Action:** Yes**3.7 Review criteria on endowed scholarships:**

Review and confirm criteria for award eligibility on all endowed scholarships awarded through the general scholarship committee. (spring, 2006)

3.7.1 Success Criteria:

Endowed scholarship criteria being used to award scholarships matches the official endowment agreement on file with UT System.

3.7.2 Related Objective(s): Enhance the scholarship award process**3.7.3 Results Related To Success Criteria:**

Advertised criteria for endowed scholarships does not always match the criteria on the original endowment agreement on file with UT System.

3.7.4 Achievement Level: Partially Met

3.7.5 Further Action: Yes

3.8 Staff development needs assessment:

Conduct assessment of need for staff development in the enrollment management branch of Student Affairs through meetings with leaders and staff. (fall, 2005)

3.8.1 Success Criteria:

All enrollment management staff have the opportunity to participate in frequent, high quality professional development activities that includes job-specific skills, interaction with staff from other units on campus and the opportunity to gain greater knowledge about the university in general.

3.8.2 Related Objective(s): Foster high-level, knowledgeable staff performance

3.8.3 Results Related To Success Criteria: Found that all of the staff in the enrollment management areas received some professional development through their own departments and participation in professional conferences and workshops but did not, in many cases, have ample knowledge of other areas of campus or opportunity to interact or collaborate with other areas on a regular basis. Also found that there is no formal mechanism for staff to share key learnings, new ideas, etc., from conferences and workshops they attend.

3.8.4 Achievement Level: Partially Met

3.8.5 Further Action: Yes

3.9 Staff & Director evaluation of staff development: Polled staff and directors for evaluation of monthly staff development program and interest in continuing the monthly all-staff meetings. (Spring, 2006)

3.9.1 Success Criteria:

Opportunities provided are perceived as useful and productive by at least 85% of directors and their staff members.

3.9.2 Related Objective(s): Foster high-level, knowledgeable staff performance

3.9.3 Results Related To Success Criteria: 100% of Directors and most of their (% not known) staff believe the programs implemented have been useful, informative and worth the time and effort.

3.9.4 Achievement Level: Met

3.9.5 Further Action: Yes

5. Closing the Loop:

5.1 Implement electronic imaging system:

Implement an electronic imaging system to allow front-end scanning of all application materials and electronic workflow of documents for approval. Discuss the value in considering a change in reporting line for the Admissions Office from Student Affairs to Academic Affairs where the academic policies are set and managed.

5.1.1 Related Objective(s): Provide effective admissions processes

5.1.2 Related Measure(s): Analysis of admissions process

5.1.3 Responsible Person: Admissions Director

5.1.4 Target Date: Summer, 2006

5.1.5 Priority: High Priority

5.2 Re-design marketing materials:

Work with new UTD marketing office to re-design marketing materials, both print and electronic, to better tell the UTD story and present a more consistent UTD look.

5.2.1 Related Objective(s): Provide effective admissions processes

5.2.2 Related Measure(s): Review of marketing materials and tools

5.2.3 Responsible Person: Admissions Director

5.2.4 Target Date: Summer, 2006

5.2.5 Priority: High Priority

5.3 Changed Admissions Office reporting line: Changed the reporting line of the Admissions Office from Student Affairs to the Provost in an attempt to get more faculty involved in the recruiting process and to improve efficiency of application processing

5.3.1 Related Objective(s): Provide effective admissions processes

5.3.2 Related Measure(s): Review and analysis of recruitment methods

5.3.3 Responsible Person: VP Student Affairs and Provost

5.3.4 Target Date: Spring, 2006

5.3.5 Priority: High Priority

5.4 Create Comet One-Stop:

Created the Comet One-Stop in the Office of Admissions; Met with student leaders to determine interest in conducting a referendum to establish an additional fee to fund a new student services building; included the referendum in the Spring, 2006 elections and it passed a vote of the students.

5.4.1 Related Objective(s): Maintain high standards of service to students

5.4.2 Related Measure(s): Student Service Needs Assessment

5.4.3 Responsible Person: VP Student Affairs and Director of Admissions

5.4.4 Target Date: Fall, 2005 & Spring, 2006

5.4.5 Priority: High Priority

5.5 Student Service Building Feasibility Study: Hired an architectural firm to perform a feasibility study to determine cost of building and maintaining a student services building; moving forward to take the initiative to the Regents and the legislature.

5.5.1 Related Objective(s): Maintain high standards of service to students

5.5.2 Related Measure(s): Research best practices for One-Stop Centers

5.5.3 Responsible Person: VP Student Affairs

5.5.4 Target Date: Spring, 2006

5.5.5 Priority: High Priority

5.6 Rework scholarship application and award timeline: Re-worked the timeline so the advertising of scholarships for the next academic year starts in the prior spring and awards for the following academic year can be made during the summer months. The timeline also accommodates the early advertising of spring scholarships early in the fall semester to facilitate earlier award notifications. Also hired an additional staff member and realigned staff in the Financial Aid Office to provide greater support for the scholarship award process.

5.6.1 Related Objective(s): Enhance the scholarship award process

5.6.2 Related Measure(s): Review of scholarship application & award process

5.6.3 Responsible Person: Asst. VP for Student Affairs, Committee Chair

5.6.4 Target Date: Summer, 2006

5.6.5 Priority: High Priority

5.7 Confirm endowed scholarship criteria:

Working closely with the Endowment Compliance Officer, all endowed scholarship criteria is being confirmed with UT System, and appropriate criteria will be included in all advertising. New endowment agreements are to include the basic UTD scholarship criteria with a statement that this criteria will be applied when awarding the scholarship unless otherwise specified by the donor.

5.7.1 Related Objective(s): Enhance the scholarship award process

5.7.2 Related Measure(s): Review criteria on endowed scholarships

5.7.3 Responsible Person: Ass't. VP for Student Affairs, Endowment Compliance Director

5.7.4 Target Date: Spring, 2006

5.7.5 Priority: High Priority

5.8 Monthly enrollment staff development meetings: Took one of the regular weekly director meetings to establish a joint monthly staff development event for staff in all enrollment management offices. A cross-departmental volunteer staff development committee was established to plan the monthly meetings, creating a professional development opportunity for those who volunteered. A cross-departmental volunteer staff awards committee was also established to create an annual recognition banquet and to establish several staff awards as a way for peers and directors to recognize and reward the special efforts of staff members. Consider implementing "trip reports"(written and/or oral) after attendance at conferences and workshops.

5.8.1 Related Objective(s): Foster high-level, knowledgeable staff performance

5.8.2 Related Measure(s): Staff development needs assessment

5.8.3 Responsible Person: Asst. VPSA & Staff Development Committee

5.8.4 Target Date: Fall, 2005

5.8.5 Priority: High Priority

5.9 Continue & expand monthly staff development: Continue the monthly staff development meetings with a volunteer committee to coordinate the program. The committee will work more directly with the Assistant VP for Student Affairs in planning and coordinating the monthly meetings.

5.9.1 Related Objective(s): Foster high-level, knowledgeable staff performance

5.9.2 Related Measure(s): Staff & Director evaluation of staff development

5.9.3 Responsible Person: Staff Development Committee & Asst. VPSA

5.9.4 Target Date: Fall, 2006

5.9.5 Priority: High Priority

6. Analysis:

6.1 Program/Unit Strengths:

6.1.1 Objectives/Outcomes Exceeded or Met:

The creation of the Comet One-Stop in the Admissions Office, the rearrangement of reporting lines, the implementation of monthly staff development meetings, and streamlined admissions and scholarship awards processes have all allowed for a more efficient operation and a higher quality of service to students.

6.2 Program / Unit Weaknesses:

6.2.1 Objectives / Outcomes Partially or Not Met: To offer the highest quality service to students, the Comet-One Stop will need to be expanded when space is available to locate all vital student services in one building. Staff will need continuous training in customer service skills and information about the university. The scholarship award process needs continuous monitoring to ensure compliance with all donor agreements.

7. Report:

7.1 Executive Summary:

Fiscal year 2005-2006 was a year of much transition and reorganization with the official appointment of a new Vice President for Student Affairs (VPSA). The new VPSA was given responsibility for all areas of enrollment management, student life and student information systems. The Office of the Vice President for Student Affairs (OVPSA) provided leadership and oversight for the programmatic and fiscal operations of these units with a focus on the delivery of high-quality customer service, the responsible use of available resources and the implementation of proven best practices across all units.

7.2 Top 3 Program/Unit Accomplishments: Under the leadership of the OVPSA, the Offices of Admissions and Enrollment Services were consolidated into one unit, and the Comet One-Stop was created in the Office of Admissions as the first phase of providing one-stop service to students. The reporting line for the new Office of Enrollment Services was then transferred to the Office of the Provost to provide a stronger connection to Academic Affairs, where all admissions policies are determined. The OVPSA also facilitated a successful student referendum for a fee to support a new Student Services Building in order to provide a fully integrated one-stop service center for all student services. The Office of Housing Operations was established in response to the Waterview Commission report, and the scholarship award process was re-worked so that award could be determined prior to the beginning of the semester they would be applied.

7.3 Research Activities or Publications: Nothing to report.

7.4 Instructional/Training Activities (presented or received): Nothing to report.

7.5 Public Service:

The Assistant VP for Student Affairs served as the university's representative on the policy board of the Destination Graduation program, a joint program between the Dallas Independent School District and the United Way of Dallas.

7.6 Other External Activities: Nothing to report.

7.7 Contributions to UTD:

The individual units within the Division of Student Affairs have outlined their respective contributions to the institution under separate sections of the WEAVEonline Assessment Management System. The Office of the Vice

President for Student Affairs (OVPSA) contributed oversight and advisement for each of these areas. In addition, the OVPSA coordinated staff development events, conducted project feasibility studies, facilitated new endeavors to enhance the quality of service to students and provided oversight for a revised scholarship award process that is more student-friendly and fiscally responsible.

7.8 Top 3 Program / Unit Challenges: Nothing to report.