

Annual Budget Hearings - 2015

Summary Report and Request for Non Academic Units

Annual Budget Hearings - 2015

Unit Name: Office of Admissions

Unit Mission Statement:

The mission of the Office of Admissions is to recruit, admit, and serve an eligible, diverse student population regionally and nationally. It embraces the University's commitment to provide a diverse and inclusive student-centered community environment. The Office of Admissions also maintains the integrity of the admissions process; thus ensuring efficient and systematic evaluation of credentials. Through multiple recruitment strategies, the Office of Admissions works to ensure that eligible students have access to a challenging and meaningful higher education experience.

Consistent with the missions of the University and Enrollment Management, the Office of Admissions will maintain a professional environment, which contributes positively to the development and growth of students— which promotes continuous development and serves as a catalyst for educational and economic development in the quality of life for the region.

Unit Key Performance Indicators (data for last three years):

1. Increase undergraduate applications:

2011-2012	2012-2013	2013-2014
3,743 (4.58% increase)	4,108 (9.75% increase)	4,699 (14.39% increase)

2. Provide a high satisfaction rating among campus visitors:

2011-2012	2012-2013	2013-2014
99% (885 surveys)	99% (755 surveys)	99% (1,132 surveys)

3. Increase efficiency in application processing times:

2011-2012	2012-2013	2013-2014
40.8 (Avg based on 4106 apps) 13.7% decrease	50 (Avg based on 4637 apps) 22.5% increase	46.5 (Avg based on 5406 apps) 7% decrease

Budget Requests for FY16:

1. Title of Request: **Addition of Regional Recruiter – Dallas/Ft. Worth Market (1.0 FTE)**

Dollar Amount Requested: **\$65,000 (salary and increased travel/recruitment costs)**

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? **Goal 2.1, Strategy 2.1.1, Strategy 2.1.2**

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018? **Yes**

How is this request anticipated to impact a unit KPI referenced above? **Directly impacts KPI #1 - Increase undergraduate applications:**

2. Title of Request: **Purchase/Lease of three vehicles for recruitment/travel**

Dollar Amount Requested:

Purchase option – (Pricing based on purchase of three Ford Transit Connect vans)

- **\$78,889.86 – HEAF fund one time use (\$26,296.62 per vehicle)**

Lease Option – (Pricing based on 36 month lease agreement)

- **\$9,600 – University budgeted increase annually to Office of Admissions (Pricing based enterprise long term lease option for three vehicles 12 month lease)**

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? **Goal 2.1, Strategy 2.1.1, Strategy 2.1.2, Strategy 2.2.1, Goal 1.10**

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018? **Yes**

How is this request anticipated to impact a unit KPI referenced above? **Directly impacts KPI #1 - Increase undergraduate applications:**

3. Title of Request: **Increase in M&O**

Dollar Amount Requested: **\$65,000 - Travel for regional recruiter anticipating 8,000 miles a year (\$5,000) and add'l recruitment communications expense as a result of increased interest from metro area of 2000 more inquiries and 250 more applications (\$5,000) and travel resources for other recruiters (\$5,000), which are needed because of perpetual deficits in their travel budget.**

Resources for recruitment marketing (postage, materials) as a result of increased requests for information from metro areas.

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? **Goal 2.1, Strategy 2.1.1, Strategy 2.1.2, Strategy 2.2.1, Goal 1.10**

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018? **Yes**

How is this request anticipated to impact a unit KPI referenced above? **Directly impacts KPI #1 - Increase undergraduate applications:**

4. Title of Request: **Name purchase through Chegg**

Dollar Amount Requested: **\$41,000 – Quantity 15,000 names**

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? **Goal 2.1, Strategy 2.1.1, Strategy 2.1.2, Strategy 2.2.1, Goal 1.10**

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018? **Yes**

How is this request anticipated to impact a unit KPI referenced above? **Directly impacts KPI #1 - Increase undergraduate applications:**

5. Title of Request: **Market Adjustment**

Dollar Amount Requested: **\$18,000 - The average salary of Associate Directors of Admissions within the TAMU System is \$55,505 (WTAMU is \$41,099). WTAMU has over the course of the past few years and expectant future, increased workload and responsibility of our Associate Directors of Admission as enrollment has increased. To stay competitive and maintain quality personnel in these highly impactful roles, salary adjustments need to be made. (Lowest paid TAMU system Assoc. Dir –not WTAMU- is TAMUI at \$47, 276, highest is \$64,515 at TAMUK)**

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? **Strategy 2.1.1, Strategy 2.2.1, Strategy 2.2.2, Goal 1.10**

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018?
YES

How is this request anticipated to impact a unit KPI referenced above? **Directly impacts KPI #2 and #3 – 2. Provide a high satisfaction rating among campus visitors:, 3. Increase efficiency in application processing times:.**

Summary Report and Request for Non Academic Units

Annual Budget Hearings - 2015

Unit Name: Financial Aid Office

Unit Mission Statement:

The mission is to support the enrollment of students by delivering and administering financial assistance to eligible students through a variety of resources including federal, state, institutional, and outside monies while adhering to the rules and regulation set forth by the Federal Government and the State of Texas.

Unit Key Performance Indicators (data for last three years):

1. In 2011-12 we awarded and processed **\$60 million to \$5,590 students**; in 2012-13 we awarded **\$70.6 million to 6,404 students**; and in 2013-14 we awarded **\$77.1 million to 6,782 students**.
2. National Association of Student Financial Aid Administrators (NASFAA) benchmark (using "NASFAA Staff Calculator" on the association's website) indicates average operational staff for WTAMU should be **12.8 FTE** to meet national standards. This calculation takes into account the type of institution, the total number of financial aid applicants, total number of financial aid recipients and the total dollar amount disbursed. It does not include any student workers in this calculation. WT is below the national level at 11.5 FTE.
3. Of 61 students that responded to Satisfaction with Services survey last year, 60 (98%) reporting "very satisfied" or "satisfied" with regard to information provided, help from staff, and wait time for services.

Budget Requests for FY16:

1. Title of Request: Hiring of one Full-Time Employee

Dollar Amount Requested: \$25,000.00

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? Strategy 1.1.2

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018? Yes

How is this request anticipated to impact a unit KPI referenced above? Currently the Financial Aid Office is 1.3 FTE below the national average based on the National Association of Student Financial Aid Administrators (NASFAA) website. In order to enable the financial aid office to process data and provide better service to our students, another full time employee is needed.

2. Title of Request: Requesting funds to incorporate default management into the financial aid processes.

Dollar Amount Requested: \$25,000 for the initial year and approximately \$20,000 for each year following.

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? Goal 1.10

Is this request consistent with the WTAMU Five-Year Financial Plan – 2014-2018? Yes

How is this request anticipated to impact a unit KPI referenced above? Currently our 3 year cohort default rate for FY12 is 10.8%. This request is for funds to implement a default prevention plan – whether it be outsourced or whether a position in the office is allocated for this. The dollar amount requested is having the process outsourced and includes the startup fees and pre-repayment and the contacting of student borrowers within the 120-350 delinquency range. Default prevention of loans will be a valuable asset to our students.

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Summary Report and Request for Non Academic Units

Annual Budget Hearings - 2015

Unit Name: International Student Office

Unit Mission Statement: The mission of the International Student Office is to recruit, evaluate, and admit qualified foreign students to WTAMU, in a student-centered approach, in order to provide the opportunity for an outstanding university preparation of future leaders for our community, the state, the nation and the world.

Unit Key Performance Indicators (data for last three years):

1. Applications from International Students. Although there was a slight decrease in application numbers by 17.5% for 2011-2012, there was an increase of 13.1% for 2012-2013 followed by another increase in 2013-2014 of 63.6%.
2. Enrollments of International Students. Enrollments of international students have been as follows: Fall 2012 (181), Fall 2013 (172), Fall 2014 (238). The enrollment increase from fall 2013 to fall 2014 alone represents an overall increase of 38%. These numbers do not reflect the additional 40-45 students enrolled in the Intensive English Language Center each term.

Budget Requests for FY16:

1. Title of Request: Int'l Admission Coordinator

Dollar Amount Requested: \$40,000

To which imperative, goal, and strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? The request is in support of **Imperative 1, Goal 1.10: strategy 1.10.4 and Imperative 2, Goal 2.1: strategy 2.1.5.**

Is this request consistent with the University Five Year Plan 2014-18 Financial Plan? Yes. The most current financial plan indicates an additional position for 2015-2016 and supports enrollment growth.

How is this request anticipated to impact a unit KPI referenced above?

Currently, the office has 2 full time positions. The increase number of applications has brought about increase enrollment. However, the wait times from receipt of an application to an admission decision has also increased. For example: Three years ago

from application to admission decision for an undergraduate was approximately 3-5 days. Currently, the time from application to admission decision is approximately 10-12 days. For graduate student applications, this time length varies depending on departmental admission reviews. However, we have also seen an increase in the application to decision wait time for these graduate applicants. This wait time has gone from 2-3 weeks to a month or more. The office recruits both undergraduate and graduate international students to the university. Our recruitment efforts include the following:

- Overseas recruitment travel
- Recruitment and training of study agents
- Establishment of MOU's with language centers and overseas partnerships

In addition to our recruitment efforts, we also serve the needs of our international students by providing services unique to these students as follows:

- Immigration advising
- Employment Authorization
- Assistants with tax preparation
- Administration of the Texas A&M mandatory insurance requirement

The additional staff person would be used to help process applications in an effort to shorten the wait times from application to admission decision for international students.

2. Title of Request: Travel overseas and domestic (community colleges across the nation.)

Dollar Amount Requested: \$8,000

To which imperative, goal, and strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of? The request is in support of **Imperative 2, Goal 2.1: strategy 2.1.5.**

Is this request consistent with the University Five Year Plan 2014-18 Financial Plan? Yes. The most current financial plan indicates this amount of M&O for 2015-2016 and supports enrollment growth.

How is this request anticipated to impact a unit KPI referenced above?

It will affect both KPIs listed: It is expected to support increase of applications (particularly complete applications) and increased number of international students enrolled.

Summary Report and Request for Non Academic Units

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Unit Name: Office of the Registrar

Unit Mission Statement: The Office of the Registrar strives to be an active member of the Enrollment Management Team in supporting the mission of West Texas A&M University as a diverse and inclusive student-centered community of learners. . In line with that mission, the Office of the Registrar directs an efficient student registration system, maintains accurate academic records, provides information for essential administrative, state and federal reports and services prospective and current students along with faculty and staff in a timely manner.

Unit Key Performance Indicators (data for last three years):

1. Document Imaging completed in ImageNow software – Time from document creation (scanning) to linkage with student – 2011-2012 = approximately 1 hour; 2012-2013 = approximately 1 hour; 2013-2014 = approximately 1 hour
2. Graduation Processing completed in Colleague (employee self-reported) – Time to process posting of graduation to transcripts once confirmed – 2011-2012 = approximately 2 days; 2012-2013 = approximately 2 days; 2013-2014 = approximately 2 days
3. Withdrawal Processing completed in Colleague (date stamps on forms imaged) – Time to process a request – 2011-2012 = 93% same day, 1% next day, 6% backdated due to weekend receipt or petitions; 2012-2013 = 95% same day, 3% next day, 3% backdated due to weekend receipt or petitions; 2013-2014 = 92% same day, 5% next day, 3% backdated due to weekend receipt or petitions.

Budget Requests for FY16:

1. Title of Request: Enrollment Management Specialist III

Dollar Amount Requested: \$24,179.00 annual salary plus \$14,072.89 in benefits for a total of \$38,251.89

To which imperative, goal, strategy of the WTAMU Five-Year Plan 2014-2018 is this request in support of?

The University's Strategic Plan goal (Imperative 2; Goal 2.1) of having a headcount enrollment of 11,000 by Fall 2018 will require the office to be positioned to effectively and efficiently provide services. Increasing enrollment will necessitate an

office that is able to respond quickly to meet the needs of our changing student population as well as the requirements of state and federal laws and local policies (specifically in support of Imperative 1 and Imperative 2).

While enrollment has increased from 7,293 in Fall 2005 to 8,981 in Fall 2014, an increase of 23.1 percent, the staffing in the Office of the Registrar has remained constant at 9 (the veteran position moved out of our office when the Veteran's Services area was created but that position did not support other functions of the Registrar's office). To the best of our knowledge (with information provided from Personnel Services) the last time a full-time position was added to the office was in 1995.

The Office of the Registrar has struggled this past year in providing quick and efficient service to our students and unfortunately that was reflected in a decrease in the satisfaction level of students based upon the Enrollment Management Satisfaction Surveys submitted.

Student satisfaction in all areas of the University experience is critical to retention – from freshmen through graduation (Imperative 2, Goal 2.4, and Strategy 2.4.1). The support system provided by the Office of the Registrar impacts the entire campus community from students to faculty to alumni and former students with the delivery of courses and transcripts. (Imperative 5 – supports strengthened external relations with alumni).

Is this request consistent with the University Five Year Plan 2014-18 Financial Plan?

Yes. Under Imperative 2, Goal 2, funding is provided to support activities geared at increasing enrollments across the entire university. Increased enrollment will mean increased workload and strain on services provided by the Office of the Registrar.

How is this request anticipated to impact a unit KPI referenced above?

Addition of this position would allow for some restructuring of responsibilities in the office as many large processes are very time sensitive and occur at similar times within the semester. The Withdrawal Processing KPI is an area as indicated above that has declined in the turnaround time recently so has the greatest potential to be impacted. Addition of this position could provide opportunity to focus on efforts to provide electronic submission of what are currently paper forms/processes and provide key services in a more effective and efficient manner.

Summary Report and Request for Non Academic Units

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Unit Name:

Scholarship Services

Unit Mission Statement:

Scholarship Services is a student-centered unit that supports the enrollment and retention of students through administration of institutional scholarship funds, while ensuring compliance with donor and instrument stipulations. The unit is committed to providing high quality service to students and ensuring that they are aware of financial opportunities, both internal and external to support them in fulfilling their educational goals.

Unit Key Performance Indicators (data for last three years):

1. Scholarship applications have increased as follows: 2011-2012 (5,138), 2012-2013 (5,502), and 2013-2014 (5,811). The increase in applications from 11-12 to 12-13 was a 7.08% increase and the increase from 12-13 to 13-14 was a 5.61% increase.
2. Although the number of offers of scholarships made to incoming freshmen has increased, the yields have decreased. The increase in offers and enrollment is as follows: 2011-2012 (534 offers, 333 enrolled), 62% yield; 2012-2013 (699 offers, 397 enrolled), 57% yield; and 2013-2014 (800 offers, 451 enrolled), 56% yield.
3. The total dollar amount awarded to freshmen with commitments has increased as follows: 2011-2012 (\$660,465), 2012-2013 (\$661,318), and 2013-2014 (\$800,327).

Budget Requests for FY16:

Dan, I am going to wait for FY17 to make a request for additional scholarship funds—WTI funds. At this point, I don't have enough data to justify the increase. The amount budgeted for the past 10 years and maybe longer has been \$200,000 so it's time for an increase although since we changed the way we award for 14-15, I want to ensure that I can justify making the request. I also feel that Kyle's request for cars is more important.

1. Title of Request:

Dollar Amount Requested: \$0

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Unit Name: College Talent Search

Unit Mission Statement: College Talent Search serves to increase the number of youth from first-generation and/or low-income backgrounds who complete high school to enroll in the post-secondary education institution of their choice.

Unit Key Performance Indicators (data for last three years):

1. Percentage of “college ready” project participants that completed a rigorous secondary school program and graduate during the project year with a regular secondary school diploma. **(Imperative 2; Strategy 2.1.1, Strategy 2.1.3)**

OUTCOME: **95%** in 2013-2014, **95%** 2012-2013, and **99%** of 2011-2012.

2. Percentage of “college ready” participants that enrolled in a program of postsecondary education during each budget period (or during the next fall term). **(Imperative 2; Strategy 2.1.1, Strategy 2.1.3)**

OUTCOME: **82%** in 2013-2014, **80%** in 2012-2013 and **76%** in 2011-2012.

Budget Requests for FY16:

Title of Request: None.

Dollar Amount Requested: \$0

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Summary Report and Request for Non Academic Units

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Unit Name: Special Programs (TRIO Upward Bound)

Unit Mission Statement: The mission of the Special Programs (TRIO Upward Bound) department is to recruit, identify and select low-income, first generation students from area target schools and provides services conducive to success in higher education. Specifically, the Special Programs mission is to provide academic skills and motivation for Upward Bound students' necessary for graduation from secondary education and entry and persistence through graduation from postsecondary education.

Unit Key Performance Indicators (data for last three years):

1. Ninety (90%) of all Upward Bound and Upward Bound Math and Science seniors served during the project year will have achieved at the proficient level on state assessments in reading/language arts and math. **(Imperative 2; Strategy 2.1.1, Strategy 2.1.3)**

OUTCOME: One hundred percent (100%) of 2013-2014, (100%) of 2012-2013, and (96.3%) of 2011-2012 of graduated seniors achieved the proficient level on their high school state assessments in reading/language arts and math.

2. Ninety (90%) of all projects' participants served during the project period will continue in school for the next academic year, at the next grade level, or will have graduated from secondary school with a regular secondary school diploma. **(Imperative 2; Strategy 2.1.1, Strategy 2.1.3)**

OUTCOME: One hundred percent (100.0%) of the 2013-2014, (98.7%) of the 2012-2013 and (96.9%) of the 2011-2012 participants continued in school for the next academic year, at the next grade level, or graduated from secondary school.

3. Seventy (70%) of all Upward Bound and Upward Bound Math and Science participants, who at the time of entrance into the project had an expected graduation date during the school year, will enroll in a program of postsecondary education by the fall or spring term immediately following the expected graduation date from high school. **(Imperative 2; Strategy 2.2.1, Strategy 2.2.2)**

OUTCOME: Eighty-one percent (81.0%) of the 2014, (80.0%) of the 2013, and (73.3%) of the 2012 graduated seniors entered postsecondary education by the fall or spring term after high school graduation.

4. Forty (40%) of all Upward Bound and Upward Bound Math and Science participants who enrolled in a program of postsecondary education during the fall or spring term immediately following high school graduation will attain either an associate's or bachelor's degree within six years following graduation from high school. (**Imperative 2; Strategy 2.3.1, Strategy 2.3.4**)

OUTCOME: Sixty percent (60.0%) of the 2008, (50.0%) of the 2007, and (46.7%) of the 2006 high school seniors received an associates or bachelor's degree within six years.

Budget Requests for FY16:

Title of Request: No non-federal dollars are being requested by the Special Programs (TRIO Upward Bound).

Dollar Amount Requested: \$-0-

**Metrics to Track Performance
Enrollment Management**

Key Processes	Measurement Means	Metrics to Track Performance	2011-2012	2012-2013	2013-2014
Processes associated with annual goals (ALL UNITS)	Varies	Comparison of goals with outcomes.	Published Enrollment Management Annual Report contains the variables.	Published Enrollment Management Annual Report contains the variables.	Published Enrollment Management Annual Report contains the variables.
Customer Service (ALL UNITS)	Printed survey card or electronic survey form	Satisfaction rate with service. Comparison with established goals and improvement over previous years' figures.	99% (2,070 surveys)	99% (2,043 surveys)	99% (2,282 surveys)
Customer Service (ALL UNITS)	Printed survey card or electronic survey form	Satisfaction rate with information. Comparison with established goals and improvement over previous years' figures.	99% (2,071 surveys)	99% (2,029 surveys)	99% (2,255 surveys)
Customer Service (ALL UNITS)	Printed survey card or electronic survey form	Satisfaction rate with wait-time. Comparison with established goals and improvement over previous years' figures.	98% (2,123 surveys)	99% (1,953 surveys)	99% (2,210 surveys)
Admission Applications - (ADMISSIONS)	Data in Colleague	Number of requests (demand) and increase over previous year.	3,743 (4.58% increase)	4,108 (9.75% increase)	4,699 (14.39% increase)
Undergraduate Application Processing - Initial Receipt (ADMISSIONS)	Data in EMAS and Colleague	Average date received to decision.	40.8 (Avg based on 4106 apps) -13.7% decrease	50 (Avg based on 4637 apps) - 22.5% increase	46.5 (Avg based on 5406 apps) - 7.0% decrease
Recruitment Costs (ADMISSIONS)	National Peer Data	Comparison with peer institutions (expenditures per undergraduate student, students recruited per employee.)	Benchmark: \$552 WTAMU: \$469 Benchmark: 96 WTAMU: 387		Benchmark: \$575 WTAMU: \$417 Benchmark: 102 WTAMU: 426
Campus Tours (ADMISSIONS)	Survey form mailed to visitor	Satisfaction with campus tour experience (a survey is provided at the end of the tour.)	99% (885 surveys)	99% (755 surveys)	99% (1,132 surveys)
Aid Applications (FINANCIAL AID)	Data in Colleague	Number of requests (demand) and increase over previous year.	10,856 (2.78% increase)	11,243 (3.56% increase)	11,626 (3.41% increase)
Staffing Costs (FINANCIAL AID)	National Peer Data	Comparison with peer institutions (number of employees per student.)	Benchmark: 14.4 FTE WTAMU: 11.5 FTE		Benchmark: 12.8 FTE WTAMU: 11.5 FTE
Scholarship Applications (SCHOLARSHIPS)	Data in Colleague	Number of requests (demand) and increase over previous year.	5,138 (9.76% increase)	5,502 (7.08% increase)	5,811 (5.61% increase)
Admission Applications (INTL ADMISSIONS)	Data in Colleague	Number of requests (demand) and increase over previous year.	221 (17.5% decrease)	250 (13.1% increase)	409 (63.6% increase)
Document Imaging (REGISTRAR)	Data in ImageNow	Time from document creation to linkage with student account.	approx 1 hr	approx 1 hr	approx 1 hr
Graduation Processing (REGISTRAR)	Employee self-reported	Time to process an application.	approx 2 days	approx 2 days	approx 2 days
Withdrawal Processing (REGISTRAR)	Employee self-reported documentation	Time to process a request.	93% same day 1% next day 6% backdated due to weekend receipt or petitions	95% same day 3% next day 3% backdated due to weekend receipt or petitions	92% same day 5% next day 3% backdated due to weekend receipt or petitions
Freshman Yield	Data in Colleague and EMAS	Number of offers of admission made vs. number of freshmen enrolled	2,851 offers, 1,211 enrolled (42% yield) Nat'l Benchmark: 38%	3,143 offers, 1,308 enrolled (41% yield) Nat'l Benchmark: 37%	3,559 offers, 1,350 enrolled (37% yield) Nat'l Benchmark: 36%
Transcript Request Processing (REGISTRAR)	Data in Parchment System and request forms in office	Volume of transcript and replacement diploma orders	All Student OTC docs = 19,269	6,679 Online orders (beg 12/17/12) = 9,015 docs Current Student OTC docs = 18,084 TOTAL docs = 27,099	9,459 Online orders = 12,491 docs Current Student OTC docs = 4,497 TOTAL docs = 16,988
Scholarship Yield	Data in Colleague and Unit Spreadsheets	Number of offers of scholarships made to incoming freshmen vs. number of freshmen enrolled	534 offers, 333 enrolled (62% yield)	699 offers, 397 enrolled (57% yield)	800 offers, 451 enrolled (56% yield)