

Uniform Recruitment and Retention Strategy

Strategic Enrollment Management Plan Report

As required by Texas Education Code 61.086

Online Reporting Form: Instructions

House Bill 1678, [TEC 61.086] was passed by the 76th Texas Legislature. It directed the Coordinating Board to “develop and annually update a uniform recruitment and retention strategy to identify, attract, enroll and retain students that reflect the population of this state. The bill further directs higher education institutions to “implement the uniform strategy and report annually to the Coordinating Board the manner in which the institution has implemented the Uniform strategy.”

The Uniform Recruitment and Retention Strategy is included in the *Closing the Gaps* initiative and is important to the State’s future success in educating larger proportions of all of its citizens. For that reason, it is important that each institution links its recruitment and retention strategies to the institution’s targets for *Closing the Gaps*. Information on *Closing the Gaps* can be found at

<http://www.thecb.state.tx.us/AdvisoryCommittees/HEP/0096.htm>.

The uniform strategy was designed and recommended by a representative, statewide advisory committee of Texas higher education professionals who assisted the Coordinating Board in meeting its legislative mandate. It is prescriptive by design so that all higher education institutions, regardless of local resources, can have equal access to good management practices in the Strategic Enrollment Management field. Many institutions have, for some time, been practicing good strategic enrollment management using a campus-wide, comprehensive approach to solving problems in recruitment, enrollment and retention services. This mandate simply assures that all institutions do so.

The strategy is “uniform” in the structure of the process for developing and reporting strategic enrollment plans. However there is no requirement that every institution have “uniform” solutions to what are certain to be local and individual issues. In fact, one of the strengths of Texas higher education is the diversity of educational offerings and campus climates. One of the strengths of the reporting function is that it allows the Coordinating Board to collect and then disseminate, new and creative ideas that all

institutions can consider for local implementation. This report will also address reporting requirements for HB 400 and the College For Texans campaign.

The Uniform Recruitment and Retention Strategy advisory committee continues to assist the Coordinating Board with this legislative mandate. It is their hope, and the hope of the Coordinating Board staff that created it, that this online reporting process is less onerous for institutions than paper reporting.

The Coordinating Board staff stand ready to help you meet your obligations under the law but more than that to help your institution take its necessary place in the future of education for all Texans.

The report consists of a signature page with two electronic signatures [(1) administrator in charge, (2) president's approval], plus the strategic enrollment management plan report. The strategic enrollment management plan reporting will include:

Section 1 [Update on Steering Committee Activities;](#)

Section 2 [Update and Progress toward Goals;](#)

Section 3 [Data Collection;](#)

Section 4 [List all College for Texans Campaign activities;](#)

Section 5 [Initiatives to improve participation and success of underrepresented populations and/or First Generation Low Income Students;](#)

Section 6 [Describe the top 3 successful success/retention activities](#)

The manner in which the data is stored in the Texas Higher Education Coordinating Board database may lead to the loss of some formatting. To preserve formatting, you may wish to send these documents to your institutional authority as e-mail attachments and request that he or she forward them to natalie.coffey@theccb.state.tx.us if approved. According to our records, the institutional authority responsible for reviewing this report is John Doe, e-mail address john.doe@institution.edu.

If you choose to paste your reports directly into the Texas Higher Education Coordinating Board database, you will be able to review them to determine whether they come through in an acceptably clear form.

UNIFORM RECRUITMENT AND RETENTION STRATEGY STRATEGIC ENROLLMENT MANAGEMENT PLAN REPORT STEERING COMMITTEE ACTIVITIES

The charge to the steering committee should communicate a commitment for successful development and implementation of the plan and should be issued by the chief executive officer.

The steering committee is responsible for:

- policy oversight
- evaluation
- assessment
- planning
- advising on strategies, goals and objectives

The committee's work should focus on:

- research
- analysis
- marketing
- recruitment
- retention

1. Does your institution have campus-wide representation on your strategic enrollment management steering committee? Possible committee members include: **Yes**

- senior administrators, such as vice presidents of student affairs and academic affairs
 - deans of enrollment services/management
 - admissions counselors and recruiters
 - fiscal staff
 - directors of admission and financial aid
 - director of Recruitment and Retention programs
 - faculty leaders
 - key staff from institutional research, housing, student life
 - other student services staff
 - alumni affairs staff
 - marketing and public relations staff
 - current and former students
-

Please list the members of your steering committee.

<u>NAME</u>	<u>TITLE</u>	<u>PHONE</u>	<u>E-MAIL</u>
Craig Balch	Director, Student Life	254-526-1259	craig_balch@ctcd.edu
Caroline Dakin	Coordinator, Employee Training	254-526-1381	Caroline.Dakin@ctcd.edu
Don Donaldson	Department Chair, Industrial Technology	254-526-1349	Don.Donaldson@ctcd.edu Resigned-Work Load
Andrea Howard	Coordinator, Community Relations and Marketing	254-526-1391	Andrea.Howard@ctcd.edu
David McClure	Associate Dean, Guidance and Counseling	254-526-1452	david.mcclure@ctcd.edu
Marky Price	Director, Recruitment and Retention	254-526-1610	marky.price@ctcd.edu
Dr. Phyllis Sisson	Faculty, Developmental Studies	254-526-1831	phyllis.sisson@ctcd.edu
Annette Skinner	Director, Student Support Services	254-526-1357	annette.skinner@ctcd.edu
Annabelle Smith	Director, Financial Aid/VA	254-526-1205	annabelle.smith@ctcd.edu
Marie Smith	Faculty, Accounting	254-526-1424	Marie.Smith@ctcd.edu
Dr. Julie Thomas	Coordinator Institutional Research	254-526-1484	Julie.Thomas@ctcd.edu
Jhonnelle Welsh	Dean, Student Services	254-526-1298	johnelle.welsh@ctcd.edu
Lillian Young, Chair, URRS Steering Committee	Director, Institutional Effectiveness	254-526-1264	lillian.young@ctcd.edu

2. Did the steering committee meet this year? **Yes. The Committee met on a monthly basis during the Fall and Spring Semesters.**

3. Did the steering committee make any significant changes related to your strategic enrollment management plan that would affect student participation and success this year? **No**

Please discuss the changes and the rationale for the changes below.

**UNIFORM RECRUITMENT AND RETENTION STRATEGY
STRATEGIC ENROLLMENT MANAGEMENT PLAN REPORT
UPDATE AND PROGRESS TOWARDS GOALS**

1. Has your institution made any changes or updates to the goals of your Strategic Enrollment Management Plan? **Yes**

Please list your goals and any changes or updates below. Please note if the goal has been deleted, revised, or achieved.

Goal 1: Climate for Living, Learning, and Working

We are committed to fostering a campus environment of inclusion, knowledge and understanding in which faculty, staff, and students learn to value diversity and to respect the individual differences that enrich the College community.

Goal 1.A.: Campus Environment: Continue to build and maintain a campus environment that is inclusive, safe and respectful for all people. **Ongoing**

Key Strategies:

1.A.1

Enhance systems for generating feedback from students, faculty and staff about the status of campus climate; utilize survey information in formulating future strategies. **Done**

1.A.2

Identify practices or policies that may have negative impacts or create barriers for particular populations; develop coordinated strategies for addressing any issues identified. **Ongoing**

1.A.3

Collaborate with the Coordinator of Training to add diversity forums, information exchanges, art programs, and community partnerships that enhance the campus climate for all students. **Ongoing**

1.A.4

Review and report policies and procedures that address general harassment and discrimination issues, including strategies for responding to bias-motivated acts. **Done**

1.A.5

Continue to enhance core services for students with disabilities, including assistive technology, interpreting services and learning needs' assistance.

Ongoing

1.A.6

Increase awareness by faculty and staff regarding the needs of students with disabilities; set specific responsibilities and expectations for the enhancement of campus service programs, including classroom experiences. **Ongoing**

1.A.7

Broaden the concept of diversity to include services for nontraditional students and immediate families of students in order to develop a more inclusive climate on campus. **Ongoing**

1.A.8

Review and broaden the orientation for new faculty, staff, and students to include cultural norms, climate, services, resources and other diversity-oriented topics. **Ongoing**

1.A.9

Review and enhance diversity training programs designed for faculty and staff; increase participation in training programs as educational tools for improving campus climate. **Ongoing**

1.A.10

Enhance Dormitory diversity programs to increase participation by students. **Ongoing**

1.A.11

Improve services provided by the campus bookstore, food services, library, and student services to help meet the special needs of students from under represented groups. **Ongoing**

Goal 1.B. : Learning Experiences for Diversity: Provide increased opportunities for enhanced awareness of multi cultural issues and foster an appreciation of the full range of human experience among students, faculty, and staff.

Strategies:

1.B.1

Expand student participation in campus clubs that provide strong academic support and sense of community. **Ongoing**

1.B.2

Continue to increase support for improved teaching about diversity and for teaching increasingly diverse student body through the Faculty Professional Development plan. **Ongoing**

1.B.3

Increase opportunities for gaining knowledge and understanding of the unique history and perspectives of under represented groups, including curricular enhancements and extracurricular programming, to improve the overall education experience. **Ongoing**

1.B.4

Encourage governance organizations for faculty, staff, and students to develop specific strategies for supporting diversity initiatives. **Ongoing**

Goal 2: Student Access and Opportunity

We are committed to ensuring equal access and opportunity for a quality education at Central Texas College among all students, including members of racial/ethnic groups traditionally under represented in higher education.

Support Goals:

Goal 2.A.1

New Students: Demonstrate continuing improvement in the number of students of various ethnic groups who enter CTC as freshmen or transfers, while increasing the graduation rate. **Ongoing**

Goal 2.A.2

Retention Rates: Continue to enhance the retention rate for first time in college students. **Ongoing**

Goal 2.A.3

Graduation Rates: Demonstrate continuing improvement in the graduation rates of students in diverse groups while increasing the number of new students. **Ongoing**

Strategies

2.A.1

Analyze numerical and percentage trends in degrees awarded, graduation rates, applications and admission rates, and new students. Revise specific strategies as needed to reach institutional goals. **Ongoing**

2.A.2

Engage student body to assist with recruitment of students of diverse races and to contribute to retention through community and academic support. **Ongoing**

2.A.3

Enhance highly focused recruitment strategies aimed at students of diverse ethnicity at schools in the service area. **Ongoing**

2.A.4

Build partnerships with universities aimed at attracting transfer students of diverse ethnicity, as well as easing the transition between the college and university. **Continuing** through CTC's collaboration with **Tarleton via Texas Two Step Program**

2.A.5

Increase financial aid to make a CTC education more attainable for more students; improve understanding among minority communities about availability of financial aid programs and the need for early financial planning. Streamline financial aid procedures for all students. **Ongoing**

2.A.6

Expand and enhance academic support services. **Continuing**

2.A.7

Expand and coordinate K-12 outreach efforts from throughout the campus, with a special focus on earlier levels of education, to enhance partnerships with the schools. **Ongoing**

2.A.8

Establish specific strategies by each department and unit for increasing the number of degrees earned by CTC students of various ethnic groups. **Done**

2.A.9

Establish a set of core services by each department and unit/division aimed at increasing success rates of students from under represented groups. **Ongoing**

2.A.10

Enhance "Parents as Partners" programs for parents of students of diverse ethnic groups to establish closer ties among parents, students, and the college. **This very effective strategy is continuing.**

Goal 3: Diverse Faculty and Staff

We are committed to building and maintaining a diverse community of faculty and staff that reflects a broad range of racial/ethnic groups, cultures, and gender.

Key Strategies:

3.A.1

Establish strategies and implementation plans at the college and departmental levels for increasing the number of women, ethnic groups, and cultures. **Ongoing**

3.A.2

Engage women faculty in successful recruitment and professional development to aid in attracting and retaining diverse faculty. **Ongoing**

3.A.3

Review starting salaries for new faculty to identify any gaps related to gender; develop strategies for addressing any gender-related variances. **Done**

3.A.4

Enhance the exit interview process to identify opportunities for improved retention of faculty between women and ethnic groups. **Done**

3.A.5

Collect data on women faculty from the THECB public research institutions for use in establishing benchmarks.

3.A.6

Explore potential for new “Grow Your Own” programs aimed at attracting women and various ethnic groups to the College. **Ongoing. (The nursing department has already implemented this strategy.)**

Goal 3. B

Administrators of various ethnic groups: Demonstrate continuing improvement in the number of officers and professional exempt staff of women and various ethnic groups.

Key Strategies:

3.B.1

Develop specific strategies by departments and units for increasing administrative staff diversity; monitor progress according to employee groups. **Ongoing**

3.B.2

Engage administrators, faculty and staff in successful recruitment and professional development efforts to aid in attracting and retaining diverse administrative leaders. **Done**

3.B.3

Examine recruiting Practices for officers and professional exempt staff to determine opportunities for enhancing diversity. **Done**

3.B.4

Review the hiring methods for administrators and professional exempt staff for relevance and equity. **Done**

3.B.5

Collect comparison data from the Equal Opportunity annual utilization analysis and other sources for use in establishing benchmarks. **Ongoing**

3.B.6

Enhance the exit interview process to identify opportunities for improved retention of administrators. **Done**

Goal 3. C

Diversity Among Staff Members: Demonstrate continuing improvement in the number of classified staff members from diverse groups.

3.C.1

Implement high priority recommendations by the Staff Recruitment Outreach Task Force to attract potential employees from under represented communities. **Ongoing**

3.C.2

Examine state employment processes to determine opportunities for enhancing diversity; recommend needed changes. **Done**

3.C.3

Enhance staff development opportunities and succession strategies to improve upward mobility throughout the institution. **Ongoing**

3.C.4

Extend staff recruitment efforts by building community partnerships and enhancing communication with nontraditional networks. **Have partnered with the Killeen Independent School District's *Community in Schools Project* to mentor and award CTC scholarships to each of its graduates**

3.C.5

Evaluate retention of diverse groups by department; establish strategies and implementation plans at the department and unit levels to improve retention where needed. **Ongoing**

3.C.6

Coordinate efforts to improve Work Study experience for students; encourage mentoring of Work Study students/employees. **Continuing**

Goal 4: Marketing Plan

We are committed to enhancing the current comprehensive marketing plan to target prospective and current students, especially nontraditional, Hispanic, and Black students.

Key Strategies

4.A.1

Conduct a review of the institution's publications and promotional publications to ensure they reflect CTC's image. **Done**

4.B.1

Build a plan for contacting prospective students through promotional materials. **Done**

4.B.2

Conduct a collaborative review of outreach programs and partnerships with local schools and transfer universities to evaluate and improve the current pipeline to students. **Done**

As stated in the instructions, "It is critical that each institution align its Strategic Enrollment Management Plan with the numerical targets it sets for moving toward the participation and success goals of *Closing the Gaps*." You will need the password for your institution. Please review your targets below and make any changes that are needed. Any questions about your numerical targets should be addressed to Susan Brown, Director of Planning at susan.brown@theccb.state.tx.us.

No changes have been made to our numerical enrollment targets.

The following may be of interest: In the June 21, 2004, issue of *Community College Week*, CTC was listed as 16th among the nation's top associate's degree producers. CTC was fourth nationally for associate's degrees awarded to **minority students**, second nationally in associate's degrees awarded to **African Americans**, and 45th for degrees awarded to **Hispanic Americans**.

**UNIFORM RECRUITMENT AND RETENTION STRATEGY
STRATEGIC ENROLLMENT MANAGEMENT PLAN REPORT
DATA COLLECTION**

A data management/student tracking system which allows the various campus offices to monitor and communicate with students throughout the process from initial contact to graduation is fundamental to the success of the strategy.

Some examples include:

- cohort tracking;
- surveys and questionnaires;
- focus groups, interviews (personal and telephone)
- current and historical student and institutional data.

1. Are you collecting and using data to
improve student participation and success? Yes

Please give examples including names and contact information for those responsible for the evaluation of the data and activities.

Graduating student survey
Student Evaluation of Course Instruction
Faces of the Future Survey
For the three items above:
Julie Thomas
Coordinator, Institutional Research
Phone: 254 526 1484

Registration focus groups (Spring 2004)
Barbara Merlo,
Director, Community Relations
Phone: 254 526 1999

**UNIFORM RECRUITMENT AND RETENTION STRATEGY
STRATEGIC ENROLLMENT MANAGEMENT PLAN REPORT
COLLEGE FOR TEXANS GO CAMPAIGN ACTIVITIES**

<http://www.thecb.state.tx.us/SAMC/index.cfm>

College for Texans is a statewide campaign to 1) tell students, their parents, and others who influence students about the benefits of higher education and how to prepare for it academically and financially, and 2) to motivate students to pursue it. *College for Texans* was officially launched on November 12, 2002 with the slogan *Education. Go Get It.* The campaign was mandated by Senate Bill 573 of the 2001 Texas Legislature and is part of the *Closing the Gaps by 2015* campaign. For additional information or to get involved please contact us at (512) 427-6210 or via email at lynn.denton@thecb.state.tx.us.

1. Is your institution participating in College For Texans Campaign Activities such as College Enrollment Workshops, GO Theater, GO Centers or GO Train-the-Trainer? **Yes**

[College Enrollment Workshops](#) Academic Year 2003

# of K- 12 students served	800
# of parents served	424
# of elementary and middle schools served	428
Names of high schools City, County, District	Killeen High School, Killeen, Bell, Killeen Independent School District (KISD); Harker Heights, Killeen, Bell, KISD; Ellison High School, Killeen, Bell KISD; Shoemaker High School, Killeen, Bell, KISD; Copperas Cove High School, Copperas Cove, Coryell, Copperas Cove Independent School District; Gatesville High School, Gatesville, Coryell, Gatesville ISD; Lampasas High School, Lampasas, Lampasas Independent School District; Llano High School, Llano, Llano ISD; Crossroads High School, Copperas Cove, Coryell, Copperas Cove ISD; Salado High School, Salado, Salado ISD; Comanche Youth Center Fort Hood, Texas Military Reservation; Hamilton High School ; Hamilton High School, Hamilton, Hamilton ISD; Blanco High School; Lometa High School, Lometa, Lometa ISD; Grossbeck High School; Cedar Crest Hospital, Private High School, Killeen, Bell; Bell County EXPO Center.

(Links to Texas Higher Education Coordinating Board College Enrollment Workshop Information)

<http://www.thecb.state.tx.us/SAMC/campaign/Strategicplan.doc>

<http://www.thecb.state.tx.us/ane/CEW/cewm.htm>

<http://www.thecb.state.tx.us/reports/pdf/0473.pdf>

GO Theater Motivational Groups Academic Year 2003

Theater Groups were not used. We are collaborating with the Art department to get one started next year.

No	
# of K-12 students served	-0-
# of parents served	-0-
# of elementary and middle schools served	-0-
Names of high schools City, County, District	NA

<http://www.thecb.state.tx.us/SAMC/news/dramaRFP.pdf> (Link to GO Theater Information)

GO Center Academic Year 2003

# of K-12 students served	-0-
# of parents served	-0-
# of elementary and middle schools served	-0-
Names of high schools City, County, District	NA

<http://www.thecb.state.tx.us/SAMC/campaign/Strategicplan.doc> (Link to GO Center Information)

GO Train-the-Trainer Workshops Academic Year 2003

# of K-12 students served	800
# of parents served	424
# of elementary and middle schools served	428
# of community-based organizations served	
Names of high schools served City, County, District	Killeen High School, Killeen, Bell, Killeen Independent School District (KISD); Harker Heights, Killeen, Bell, KISD; Ellison High School, Killeen, Bell KISD; Shoemaker High School, Killeen, Bell, KISD; Copperas Cove High School, Copperas Cove, Coryell, Copperas Cove Independent School District; Gatesville High School, Gatesville, Coryell,

	<p>Gatesville ISD; Lampasas High School, Lampasas, Lampasas Independent School District; Llano High School, Llano, Llano ISD; Crossroads High School, Copperas Cove, Coryell, Copperas Cove ISD; Salado High School, Salado, Salado ISD; Comanche Youth Center Fort Hood, Texas Military Reservation; Hamilton High School ; Hamilton High School, Hamilton, Hamilton ISD; Blanco High School; Lometa High School, Lometa, Lometa ISD; Grossbeck High School; Cedar Crest Hospital, Private High School, Killeen, Bell;</p>
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<http://www.thecb.state.tx.us/SAMC/campaign/Strategicplan.doc> (Link to GO Train-the Trainer Workshop Information)

Other College for Texans Campaign Activities

<http://www.thecb.state.tx.us/Samc/news/Newsletter.cfm> (Link to Additional information on GO Campaign Activities) **None**

**UNIFORM RECRUITMENT AND RETENTION STRATEGY
STRATEGIC ENROLLMENT MANAGEMENT PLAN REPORT
INITIATIVES TO IMPROVE RECRUITMENT AND PARTICIPATION
OF UNDERREPRESENTED POPULATIONS AND/OR
FIRST GENERATION LOW INCOME* STUDENTS**

Programs and initiatives that can improve the success of underrepresented students include:

- extended student orientation;
- learner-centered teaching;
- a curriculum that celebrates diversity;
- student success courses, bridge programs;
- “early alert” systems;
- qualitative and effective advisement and counseling systems;
- access to faculty;
- academic support services (tutoring, supplemental instruction, writing and math labs, study skills assessment);
- access to appropriate role models (teachers, mentors, speakers, staff), and
- institution-wide programs and activities that celebrate diversity.

For at-risk students, special programs should be developed, such as a summer bridge and first-year emphasis program which includes:

- student assessment;
- academic advising;
- mentoring;
- tutoring;
- supplemental class instruction; and
- workshops in life skills, study skills, money and time management.

***First Generation Low Income:** The term "low-income individual" means an individual whose family's taxable income for the preceding year did not exceed 150% of the poverty level* amount and first generation means a student from a family where neither parent graduated from college. For current poverty level definitions, thresholds and guidelines see

<http://www.census.gov/hhes/www/poverty.html>.

****School-Oriented:** A school-oriented activity focuses on such areas as P-12 teacher training, staff development, and/or improvements in curriculum and the academic culture of the schools.

Student-Oriented: A student-oriented activity is one which involves a direct intervention with P-12 students and/or their families to help motivate, prepare and assist them in pursuing a higher education.

At this time we have only partial quantitative data available on this section. Please see the list of services provided, followed by those with quantitative data.

Academic Tutoring/Auxiliary Instruction

Project Pass (Tutoring, Book Loan, and Workshops)

Learning Resource Center (Tutoring, GED Preparation, TABE Testing/Preparation for Skill Center)

Math Lab (Tutoring/Instruction)

LEP/ESOL (Carl Perkins/Vo-Tech) (Tutoring/Instruction and Reference Library)

Gender Equity Project Library (Reference Library and Limited Textbook Support)

Single Parent/Displaced Homemaker Book Loan (Textbook Support)

Learning Disabilities Services (Equipment Loan, Taping of Books, and Accommodations)

Disabilities Support Services (Equipment Loan, Deaf Sign Interpreting, Note taking, and Accommodations)

Child Care Assistance

Economic Disadvantaged (up to 150% of Poverty Level) (Carl Perkins/Vo-Tech)

Single Parent/Displaced Homemaker Support (up to 150% of Poverty Level) (Carl Perkins/Vo-Tech)

Gender Nontraditional Student Support (up to 150% of Poverty Level) (Carl Perkins/Vo-Tech)

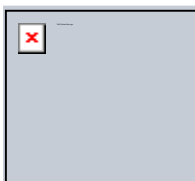
Recruitment and Retention

Letter mail-out to students on Probation or Suspension (Early Alert System) and Counseling/Advisement RE Academic Needs and College Requirements

Saturday Start (Open House for High School Students and Parents)

OUTSTANDING SERVICES AT CTC

	Students Served				Fulltime Staff				Part-time Staff			
	FL02	SP03	SU03	PY03	FL02	SP03	SU03	PY03	FL02	SP03	SU03	PY03
Academic Tutoring/Auxiliary Instruction												
Project Pass (Tutoring, Book Loan, and Workshops)	550	547	372	1469				2	40	32	47	Mean 33
Learning Resource Center (Tutoring, GED Preparation, TABE Testing/Preparation for Skill Center)				1044 (347 Vo-Tech)				3				11
LEP/ESOL (Carl Perkins/Vo-Tech) (Tutoring/Instruction and Reference Library)	17	17	9	43				0.4				
Gender Equity Project Library (Newsletter, Reference Library and Limited Textbook Support)				156				0.6				
Single Parent/Displaced Homemaker Book Loan (Textbook Support)								1				
Learning Disabilities Services (Equipment Loan, Taping of Books, and Accommodations)	111	211	50	372				2				
Child Care Assistance												
Economic Disadvantaged (up to 150% of Poverty Level) (Carl Perkins/Vo-Tech)	29 (52 Child ren)	22 (37 Child ren)	7 (10 Child ren)	58 (99 Child ren)				1				
Single Parent/Displaced Homemaker Support (up to 150% of Poverty Level) (Carl Perkins/Vo-Tech)	13 (23 Child ren)	10 (17 Child ren)	2 (4 Child ren)	25 (44 Child ren)				1				
Gender Nontraditional Student Support (up to 150% of Poverty Level) (Carl Perkins/Vo-Tech)	1 (2 Child ren)	2 (3 Child ren)		3 (5 Child ren)				0.6				
Recruitment, Retention, and Career Advancement												
Letter mail-out to students on Probation or Suspension (Early Alert System) and Counseling/Advisement RE Academic Needs and College Requirements	370	385	806	1561				4				1
Career Planning and Placement	641	664	523	1828				3				1



Uniform Recruitment and Retention Strategy

Strategic Enrollment Management Plan Report

As required by Texas Education Code 61.086

Online Reporting Form

Please indicate who will be submitting the report.

Name *Dr. Julie E. Thomas*

Title *Coordinator, Institutional Research*

E-mail address: *Julie.thomas@ctcd.edu*

Telephone: 254 526 1484

Ext.

Update

CENTRAL TEXAS COLLEGE
Strategic Plans of Action for Fiscal Year 2002-2003
Department and Unit Support

CTCD Goal 4, Objective 2: To Promote Equal Access and Equal Opportunity
Closing the Gaps: Goal 1, Target One: Close the Gaps in Participation

Participation:

1P-1 To increase, in Fall 2002 and Spring 2003 headcount enrollment.

Nursing	1. To continue the collaborative efforts with the Texas Needs Nurses initiative for recruitment during 2002-03. 2. Establish an extension of the EMS program in Burnet. This extension will absorb the current Burnet EMS Program with an enrollment of 40-50 students per year.
Radio/Television Broadcasting	The department will be active in recruitment activities at high schools to increase awareness of the College and all its programs in addition to the Radio/Television Broadcasting program.
Mental Health Services	The department will participate in Saturday Start by providing in-service and staff education to facilities with which we affiliate, will serve on advisory committees and boards in the communities, and will be attracting additional students through the new Social Work specialization option Fall 2002.
Student Activities Office	By providing quality tours for visiting high school students to encourage them to select CTC.
Navy Campus	Will work with the Navy to increase participation

2P-1 To increase, in Fall 2002 and Spring 2003 the percentage of minority students enrolled

Department	Action
Mental Health Services	The department will participate in Saturday Start by providing in-service and staff education to facilities with which we affiliate, will serve on advisory committees and boards in the communities, and will be attracting additional students through the new Social Work specialization option Fall 2002.
Student Services	Assist the System Registrar in the compilation and distribution of enrollment data to identify benchmarks for headcount enrollments, academically disadvantaged and economically disadvantaged students and track growth and/or declines.

3P-1 To increase, in Fall 2002 and Spring 2003, the percentage of academically disadvantaged students enrolled

Department	Action
Mental Health Services	The department will participate in Saturday Start by providing in-service and staff education to facilities with which we affiliate, will serve on advisory committees and boards in the communities, and will be attracting additional students through the new Social Work specialization option Fall 2002.
Student Services	Assist the System Registrar in the compilation and distribution of enrollment data to identify benchmarks for headcount enrollments, academically disadvantaged and economically disadvantaged students and track growth and/or declines.
Student Support Services	Student Support Services will use a variety of recruitment methods to encourage special populations students to enroll at CTC. These methods include attendance at area high school transition meetings, campus tours, and informational sessions and invitations to attend workshops

4P-1 To increase in Fall 2002 and Spring 2003 the percentage of economically disadvantaged students

Department	Action
Mental Health Services	The department will participate in Saturday Start by providing in-service and staff education to facilities with which we affiliate, will serve on advisory committees and boards in the communities, and will be attracting additional students through the new Social Work Specialization option Fall 2002.
Student Support Services	Student Support Services will use a variety of recruitment methods to encourage special populations students to enroll at CTC. These methods include attendance at area high school transition meetings, campus tours, and informational sessions and invitations to attend workshops

5P-1 Develop recruitments strategies that incorporate a data management/student tracking system

Department	Action
Nursing	1. The nursing Department will develop a data base of variables that are needed for tracking, recruitment, and retention of students and work with the office of Institutional Effectiveness to get periodic reports for the department, and the regulatory/accrediting agencies as requested. 2. To institute the Field Internship Data Acquisition Program (FISDAP) to track students' clinical/field experiences to assure that we meet requirements for patient contacts and frequency of skills performed.

CTCD Goal 1, Objective 2: To Meet the Educational, Occupational, and Developmental Needs of a Diverse Student Population
Closing the Gaps: Goal 2, Close the Gaps in Success

Success:

1S-1 To increase the number of students completing degrees and certificates in Fall 2002 and Spring 2003

Department	Action
Mental Health Services	To attract additional students through the new Social Work specialization option Fall 2002. The curriculum revisions that have been made to the Basic Certificate in Chemical Dependency should allow more students to complete that certificate.
Student Services	Track student progress toward certificates and provide degree audits to students who are within 9 semester hours of completion to increase the number of degrees and certificates awarded.

1S-2 To increase the number of minority students completing degrees and certificates in Fall 2002 and Spring 2003

Department	Action
Mental Health Services	To attract additional students through the new Social Work specialization option Fall 2002. The curriculum revisions that have been made to the Basic Certificate in Chemical Dependency should allow more students to complete that certificate. There are more jobs available in the At-Risk Youth and Chemical Dependency fields for minorities. That information is shared with potential students.

2S-1 To increase the percentage of students who pass a licensure exam in Fall 2002 and Spring 2003

Department	Action
Mental Health Services	Fall 2002 curriculum changes will enable to be more prepared for the LCDC Exam.
Student Financial Aid	Conduct workshops in schools and organizations assists students in enrollment and retention by helping students with their financial needs which can help them remain in college.

3S-1 To increase the percentage of course completers in Fall 2002 and in Spring 2003

Department	Action
Student Services	Maintain data on course completions and assist in identifying profiles of at risk students.
Student Support Services	Student Support Services will provide course accommodations, individualized counseling/advising and individualized tutorial assistance for students with documented disabilities to ensure equal access and equal opportunity. Tutorial assistance is provided for academically disadvantaged and limited English Proficiency students in a variety of formats

4S-1 To increase the number of students completing engineering associate degrees and certificates in Fall 2002 and Spring 2003

Department	Action
Student Services	Assist the System Registrar and departments in tracking the number of students who enter, drop out, and/or complete the engineering, computer science, mathematics, physical sciences, and allied health and nursing certificates and degrees

5S-1 To increase the number of students completing computer science degrees and certificates in Fall 2002 and Spring 2003

Department	Action
Student Services	Assist the System Registrar and departments in tracking the number of students who enter, drop out, and/or complete the engineering, computer science, mathematics, physical sciences, and allied health and nursing certificates and degrees

6S-1 To increase the number of students completing math degrees and certificates in Fall 2002 and Spring 2003

Department	Action
Mathematics	1. To expand the mathematics library, study and tutoring areas and upgrade laboratory. 2. Upgrade software and increase the number of graphing calculators to provide opportunities for students to do meaningful exercises related to their fields of interest and enhance their success in mathematics.
Student Services	Assist the System Registrar and departments in tracking the number of students who enter, drop out, and/or complete the engineering, computer science, mathematics, physical sciences, and allied health and nursing certificates and degrees

7S-1 To increase the number of students completing physical science degrees and certificates in Fall 2002 and Spring 2003.

Department	Action
Student Services	Assist the System Registrar and departments in tracking the number of students who enter, drop out, and/or complete the engineering, computer science, mathematics, physical sciences, and allied health and nursing certificates and degrees

8S-1 To increase the number of students completing allied Health and Nursing degrees and certificates in Fall 2002 and Spring 2003.

Department	Action
Nursing	1. To conduct courses in rural communities to increase enrollment and the percentage of minority, academically, and academically disadvantaged students to ultimately increase the number of certificate and degree completers. 2. To increase the number of clinical hours in the EMT program to increase the percentage of students passing the initial certification examination. 3. To offer the NCLEX_RN and NCLEX_PN review courses to all graduating students in an effort to increase the pass rate of ADN and VN students.
Student Services	Assist the System Registrar and departments in tracking the number of students who enter, drop out, and/or complete the engineering, computer science, mathematics, physical sciences, and allied health and nursing certificates and degrees

9S-1 To increase the number of students who transfer to upper divisions in Fall 2002 and Spring 2003

Department	Action
Student Services	1. Assist the Guidance and Counseling Associate Dean in tracking students who transfer to four-institutions. 2. Procure and implement the IFAS Transfer Equivalent module to enhance student service operations through technology; and resume degree works that automates a student's program choice.

Excellence:

1E-1 To increase the number of nationally recognized Programs and Services at CTCD during Fiscal 2002-2003

Department	Action
Mathematics	The opportunities in the new technology center will provide

Mathematics	possibilities for the facility and the mathematics program to gain national recognition. The department will apply for the opportunity to host the Texas Section Meeting for the Mathematical Association of America. This will give CTC the opportunity to showcase the new facility and the mathematics department.
Nursing	1. To retain accreditation by the National League for Nursing. 2. Will offer the National Registry Testing for the Paramedic graduates, which will assure that those graduates receive recognition for their education. 3. Will offer national standard courses, such as the ACLS, BTLS, PEPP, PALS to students, faculty and community. 4. Faculty will participate in national meeting for nursing organizations and bring back information that is useful for implementation for departmental programs.
Radio/Television Broadcasting	The department will continue to improve departmental activities to meet all requirements for exemplary educational programs which are dedicated to student success..
Guidance and Counseling	By continuing to improve services and maintain the “exemplary” status on the State level may lead to national recognition

Campus Climate

1C-1 To design a needs assessment regarding new student orientation

Department	Action
Nursing	A system for assigning rotating faculty to be available to perspective students will be implemented Fall 2002. Data from these sessions will be gathered to develop a new student orientation plan for the department.
Student Services	Assist the Director of Student Life, faculty, and administration in developing a needs assessment regarding new student orientation.

2C-1 To include a customer service module in new employee orientation.

Department	Action
Student Services	Work with the CTC Training Coordinator to identify those portions of the customer services module that are applicable to positions in student services

3C-1 To develop a strategy to enhance student participation in the orientation program for new students

Department	Action
Student Services	Assist the Director of Student Life, faculty, and administration in developing a needs assessment regarding new student orientation
Guidance and	By providing input to Student Life an effective needs assessment will

Counseling	lead to an orientation program that a larger percentage of students will participate.
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4C-1 Design a system to monitor and communicate with students using their enrollment and participation at the college

Diversity

1D-1 To evaluate current recruitment and support Programs

Department	Action
Nursing	1. Will evaluate the current recruitment and support programs then take that data and the information gained from the workshops on recruitment and recruitment to develop a comprehensive recruitment program. 2. Will seek grants to fund recruitment efforts and seek ways to provide faculty “extenders” in the clinical area to accommodate a maximum number of students.
Guidance and Counseling	New strategies are being developed by Guidance and Counseling Recruitment and Retention Office as a result of evaluations and surveys.
Student Support Services	All Student Support Services are evaluated for effectiveness. These student evaluations are utilized to make program improvements and increase participation of special populations.

2D-1 To include diversity training and orientation programs for students, faculty and staff

Student Services	Will work with the Training Coordinator in developing Diversity-training program for student services personnel.
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Marketing

1M-1 Development recruitment strategies that incorporate a data management/student tracking system

Department	Action
Medical Laboratory Technician	1. To send a questionnaire to each graduate to verify employment, higher education completion, and continuing education. 2. To advertise with the local media to promote student recruitment for the MLT program.
Guidance and Counseling	Through new initiatives using the SAM system and Internet capabilities to include improvements of our Web page with enhance this objective.

2M-1 To design advertising /recruitment strategies to reach a diverse population

Department	Action
Agriculture	1.Improve CTC’S image among the high schools within the service area to encourage them to select CTC by visiting and speaking to AG Classes. 2. Continue to host the Central Texas District AG Teachers and FA Meeting in April 2003. 3. Identify and provide education training programs for targeted audiences. 4. Continue to enhance and expand an ongoing public relations program in which the Texas Association of Nurserymen (TAN) will be invited again to give their regional wide certification exam at CTC. In the past, examinees from a 100+ mile radius of our campus have taken the exam in January and June each year.
Aviation	1. Develop a high quality department brochure to increase exposure and reduce costs of mail outs to prospective students. 2. Develop a video to send to prospective students to enhance recruiting efforts through emphasizing the many positive aspects of choosing the CTC Aviation Program.
Nursing	The department will implement The Texas Needs Nurses recruitment initiative which targets high school students in 2002-03. 2. We will develop the Paramedic Program to add to the ADN program, targeting paramedics who wish to make a career change.
Continuing Education	Create a coordinated advertising strategy that will reach a wider range of people living in the area. The strategy will include the following aspects: 1) continued upgrade of the course brochure; 2) a marketing video(will share the cost with Community Relations and Marketing); 3)increase the number of print ads, radio, and television commercials and billboard ads; 4) increase participation in community and school events; 5) increase the number of presentations to civic organization and groups; 6) conduct a general population survey; 7) continue the improvement of our community events; 8) CE giveaway items for community events; 9) list a yellow Page Ad for preparatory fine arts classes
Student Life Activities Office	Will work closely with Community Relations & Marketing and Recruitment & Retention in the Marketing process to actively promote CTC.
Guidance and Counseling	Through new initiatives using the SAM system and Internet capabilities to include improvements of our Web page will enhance this objective.

3M-1 Conduct marketing research using a variety of tools to assess community perceptions of CTC’s programs and services

Continuing Education	Increase memberships and participation in professional
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Continuing Education	organizations in order to obtain the latest information regarding continuing education trends.
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Developmental Studies:

1D-1 Continue to implement the CTC Developmental Plan

2D-1 Study alternate methods of developmental studies and examine their success/failure rate

Department	Action
Mathematics	To work closely with the developmental studies department, guidance and counseling, and testing office to improve and assess the effectiveness of the developmental studies department in the mathematics area.

3D-1 Survey current students in developmental studies for their perceptions and satisfaction of current methods of presenting classes and support services

4D-1 Survey instructors currently teaching in developmental study areas for their perceptions and satisfaction of current program

Training:

1TR-1 Publish a Faculty Development Plan to be implemented not later than Fall 2002

Department	Action
Aviation Science	1. Provide travel expenses for two faculty members to attend the University Aviation Association (UAA Fall Training Conference. The conference is held in conjunction with the National Business Aircraft Association Trade Association Exposition so attendees have an additional opportunity to become familiar with the latest technology within the aviation industry. 2. Provide travel expenses for Department Chairman to attend four annual meetings of The NIFA Fall Training Conference. Note: the Dept. Chair was recently re-elected to serve a second three-year term on the governing body of NIFA.
Business, Hospitality, Management/ Legal Assistant Real Estate Programs	Department full-time faculty plan to attend a total of professional developmental workshops and seminars.
Medical Laboratory	To attend meetings, on the state and national level, of the

Technician Program	American Society of Clinical Laboratory Scientists, and the Texas Association of Clinical Laboratory Scientists.
Nursing	The department faculty development plan has four foci: (1) To Provide training for a faculty member of the ADN Program to develop grant writing expertise so we obtain monies for increasing enrollment and retention of students; (2) programs to enhance expertise in clinical specialties; (3) Programs to assist faculty to increase their skills with the use of technology; and (4) programs to assist in developing reliable and valid evaluation instruments (e.g. examinations, clinical evaluation tools.).
Radio/Television Broadcasting	The Department will assist in training in the use of instructional technology in educational setting for interested faculty.
Counseling and Guidance	Improvement of services through new technology will also link other support services and instructional services to meet new demands of students locally and around the world.

Instruction:

II-1 Establish strong relations with schools and business for school-to-work planning and initiatives

Department	Action
Agriculture	1. Continue to teach SCANS Competency Curriculum. 2. Provide new technology to support departmental goals and objectives.
Business, Hospitality, Management/ Legal Assistant Real Estate Programs	1. Continue to provide business assistance to prospective and existing small business owners. 2. Provide 10 hour-week Intern to the Central Texas Business Resource Center. 2. Students in Free Enterprise Programs will continue to provide community support by giving presentations on the free market in local schools and on campus.3. Continue supporting the Central Texas Business Resource Center with printing, software, and counseling assistance. 4. Continue to pursue Tech. Prep Strategies.
Communication Electronics Technology	1. Improve CTC's image among local high schools. 2. Furnish equipment for demonstrations in area high schools and junior high schools. 3. Participate in local school career days. 4. Identify and provide education and training programs in specialized classes for Ft. Hood and local businesses. 5. Continue to provide local testing for certification of Electronic Communications
Computer Science	1. Maintain articulation agreements with four year schools to facilitate transfer of lower division courses. 2. Participate in Tech-Prep activities
Mathematics	To support efforts to obtain a grant to aid in the development of programs to enhance science and mathematics teaching in local schools. 2. To host middle and high school students and have programs and presentations to recruit students to CTC. 3. To

Mathematics	participate in the college recruitment called Saturday Start. 4. Continue to work with local high schools, Tarleton University, and local businesses to plan school-to-work initiatives. As a result, CTC has implemented several new offerings and expanded the number of online offerings. 5. The department will apply for mini-grants offered by Teachers Teaching with Technology to help defray costs for two mini-workshops for instruction on the use of technology in the classroom in mathematics curriculum.
Medical Laboratory Technician Program	Medical Laboratory Technician students attend nine clinical facilities thus strengthening the relationship between CTC and the community.
Nursing	1. The Department will work closely with Scott and White Hospital and Olin E. Teague Veterans Center to provide experiences for our students through their student nurse technician programs.2. Continue Tech-Prep Agreements with Killeen and Copperas Cove ISDS. 3. Continue efforts with Scott and White Hospital to develop a partnership where masters prepared nurses will serve as adjunct, unpaid, faculty for the AND Program. 4. Will continue working with area hospitals to provide faculty and student support.
Mental Health Services	The Mental Health Services Department Advisory Committee provides strong business to work support. The Advisory Committee were involved in and supportive of the planning for the revised curriculum for Fall 2002 and the addition of the Social Work specialization

2I-1 Continue to implement and evaluate revised curriculum

Department	Action
Mental Health Services	The Mental Health Services Department Advisory Committee were involved in the revising the curriculum for Fall 2002 and the addition of the Social Work specialization. The Committee is also involved in the curriculum evaluation process.

Technology:

1T-1 Continue using the Technology Committee as an ongoing technology coordination body with the membership of the committee to be representative of users and providers of technology services

2T-1 Continue to advance educational program technology including computer technology, multimedia and methods of program delivery to meet the anticipated demands of the military, business and industry to prepare students for the would of work

Department	Action
Aviation Aviation	1. Purchase three standard CTC Computers to replace existing hardware needed to utilize new software for maintaining student records, counseling, and registering students. 2. Purchase new LaserJet Printer to replace old printer located in the Aviation Science Department's main officer.3. Upgrade hardware of Frasca 142 Flight Simulator to replace outdated equipment and software. 4. Purchase one Frasca 131 Flight Simulator to replace two outdated ATC-160 simulators. 5. {purchase CD ROM Programs to enhance instructional capabilities and update training curriculum. 6. Purchase video training programs with aviation applications for video training lab at the CTC flight training hanger at KMAP.
Business, Hospitality, Management/ Legal Assistant Real Estate Programs	<ol style="list-style-type: none"> 1. Incorporate computer aided instruction in all courses. 2. Expand course offerings in the distance learning format.
Computer Science	1. Replace mainframe controllers to support TCPIP to allow students to do all courses, micro, AS/400, and Mainframe from one location and to facilitate dial-in capabilities for students. 2. Upgrade labs to 1 ghz throughout to facilitate the offering a Web Page Design degree. 3. To obtain a new computer projector system to give the student optimal lighting for taking notes and still see instructors presentations clearly. 4. To install 30 computers in a new classroom/lab designated to support a new degree in Web Design.
Nursing	Will equip all classrooms with state of the art technology to incorporate teaching methods that address the varied learning styles of students; e. g. visual learners, auditory learners, kinesthetic learners etc. The technology will allow for active learning to promote clinical reasoning for students.
Radio/Television Broadcasting	The department will continue to develop courses to be offered by distance techniques. Faculty will continue to serve on committees dealing with technology and distance learning as requested to provide the benefit of technology understandings deriving from their fields of study.
Student Support Services	Will provide adaptive technology information and ADA information to the committee.

<p>College Development:</p>	<p>To raise financial support for faculty development programs. To involve faculty and staff in the development of programs supporting their educational objectives and seeking funding for those projects. To develop and raise financial support for programs supporting new technologies for instructional, research and administrative purposes. To develop programs to raise financial support for the College's five-year plan for facilities management and maintenance.</p>
<p>KNCT/KNCT-FM</p>	<p>To broadcast college credit telecourses that complement the college's commitment to distance learning. To provide down linking services for teleconferences which serve the college and local communities.</p>
<p>Institutional Effectiveness</p>	<p>The IE Office will facilitate the accomplishment of CTCD strategies through research and assessment and reporting results to departments and units as necessary for continuous improvement of operations.</p>