

Strategic Planning Committee
Enrollment and Marketing Working Group
Professor, Chair
DRAFT as of September 9, 2015

Charge:

This Working Group of the SPC is responsible for addressing the challenges and opportunities related to Arkansas Tech University's current and future initiatives for attracting and enrolling the students it wants and can best serve and for addressing the challenges and opportunities related to presenting the University's brand to its stakeholders (e.g., alumni, donors, government personnel, students, faculty, administration, staff, community partners, and prospective students and their parents).

Specific questions to be addressed:

1. What are the detailed enrollment patterns for the last five years and projections for the next five? By program? Locality? Ethnic group? Financial need?
2. Why do students come to Tech? What does the "Tech" in the name mean to people on campus and to prospective students and families?
3. How are students currently recruited?
4. What is the application process? Is it as simple and straightforward as it can be?
5. What follow-up is there with prospective students after they are admitted but before they enroll?
6. What enrollment opportunities are not being pursued currently?
7. Are there any barriers to enrolling more students?
8. What does the working group think the identity of the university is in the minds prospective students and families? In the minds of members of the campus community? What should the identity be?
9. Are the mission statement and vision statement crafted and presented in forms consistent with the multiple channels for communicating the messages of the University to its constituents?
10. A comprehensive review of the current publications and other media is necessary and must address the question: are the messages consistent and appropriate to the specific audiences to whom they are targeted?
11. Are the messages accurate reflections of the present-day campus and programs of the University?
12. What is the process for changing the messages to comport with the changing circumstances of the University?
13. How are messages crafted for content and style, and how are they delivered in order to reach their various audiences effectively?
14. How are messages coordinated? By whom?
15. Given the competitive nature of the admissions process, is the "value proposition" forcefully presented to prospective students and their parents?
16. Is the contribution to the "public good" intentionally included in the overall public relations of the University, especially in the context of encouraging and reinforcing public support of Arkansas University?
17. How does Tech differentiate itself from other institutions with similar missions, locations, and price points: With special themes? Programs of extraordinary excellence? Broad commitments to blended educational emphases (e.g. blending programs of study in ways that balance the development of professional

- skills with liberal arts in general education requirements)? Culture emphasizes on the work ethic and “grit” of its students and alumni?
18. How will the changing demographics of Tech’s primary market affect the messaging to prospective students and their parents?
 19. What is the “reach” of the current marketing? How far from the campus is there an intentional pattern of delivering messages and/or recruiting efforts, including markets that are in neighboring states?
 20. Are social media channels effectively deployed in communicating with the University’s constituents?
 21. How do faculty perceive themselves in the context of the broad marketing strategies of the campus? Do they sense there is good alignment with the realities of the campus and its academic programs?
 22. Is there an internal marketing strategy? Should there be? If so what should it emphasize?
 23. Is the budget for these efforts—both cash and human capital—well aligned with the communication strategy?
 24. Is the current administrative structure that oversees these functions adequately supported?
 25. What other members should be appointed to the working group after it is constituted initially to accomplish its charge?

As clearly noted above this is an initial draft of questions needing attention by the Enrollment/Marketing WG and I suspect there will be additional questions the chair, the SPC and the members of the WG will want considered. Plus when these questions are pursued during the planning process in the fall, new questions will surface. To the extent possible, the chair of the WG and the chair of SPC will want to examine the national patterns regarding how other campuses are tackling the challenges of delivering the messages of an institution in a truly “noisy” environment of the target audiences.

It is also important to note that the scope of this WG will overlap with other WG charges and that is expected. Where there may be real conflict—as opposed to common interests within the WG pattern—the SPC chair’s informal team of WG chairs are best positioned to reconcile any differences.