

# FOCUS ON THE FUTURE

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Division of Enrollment Management  
Strategic Plan



# STRATEGIC PLAN

The **Division of Enrollment Management** provides resources to assist students in achieving a successful college experience. Our goal is to recruit, enroll and retain a community of leaders, learners and thinkers who will contribute to the state of Florida and the nation. We are committed to connecting tomorrow's leaders with today's opportunities.



leaders + learners + thinkers

# ENROLLMENT MANAGEMENT LEADERSHIP

## The Importance of Collaborative Spirit



Zina L. Evans  
Vice President  
for Enrollment Management  
and Associate Provost

The Division of Enrollment is pleased to share its strategic planning efforts to recruit, enroll, retain, and graduate students who embody the high standards and traditions that have made the University of Florida a national leader in higher education.

Our strategic plan is a collective effort, which spans the entire division and is in concert with the University of Florida’s mission to “enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.” Our strategic plan is aligned with the university’s aspiration to “be a premier university that the state, nation, and world look to for leadership” and the goals and objects that support this aspiration.

The Division of Enrollment Management will utilize the guidelines contained within this comprehensive strategic plan to achieve the goals and objectives consistent with upholding the rich traditions of the Gator Nation as it continues its rise to national preeminence.

Zina Evans

Vice President for Enrollment Management  
and Associate Provost



The University of Florida has come a great distance in its journey to becoming a premier university. UF's 12th president, W. Kent Fuchs, began his tenure in January 2015. One of the chief initiatives of his inaugural year has been a university wide goal-setting process to unite faculty, staff and students in reaching their highest aspirations for the university. The Division of Enrollment Management supports the University's goals and objectives to become a premier university that the state, nation and world look to for leadership.

#### **GOALS FOR THE UNIVERSITY OF FLORIDA:**

1. An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds.
2. An outstanding and accessible education that prepares students for work, citizenship and life.
3. Faculty recognized as preeminent by their students and peers.
4. Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.
5. A strengthened public engagement of the university's programs with local, national and international communities.
6. Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.
7. A physical infrastructure and efficient administration and support structure that enable preeminence.



“As we seek to reach our highest shared aspirations for the University of Florida, these goals and objectives set forth a path that both enlivens our current strengths and establishes a bold new future. I look forward to joining everyone in our university community as we follow this path toward becoming one of the very best universities in the world.”

**W. KENT FUCHS**  
President, University of Florida

# STRATEGIC ENROLLMENT MANAGEMENT MODEL

The Division of Enrollment Management, led by the Vice President for Enrollment Management and Associate Provost, is comprised of the Office of Admissions, Office of the University Registrar, Office for Student Financial Affairs, UF Online Enrollment Services and Business Services Office. The division is charged with administrative functions associated with recruitment; admission; registration and record management; and awarding and managing financial aid.

Implementing a strategic enrollment management model shows a commitment by the university to a comprehensive enrollment strategy and data-informed decision-making. Bringing together the three areas of **Admissions**, **Registrar**, and **Financial Affairs** and a center focused on one stop enrollment and recruitment services for **UF Online** students provides the ideal environment for collaboration.

recruitment +

admission +

registration +

record  
management +

awarding  
financial aid

# MISSION STATEMENT

## commitment + collaboration

The mission statement for the Division of Enrollment Management shows a commitment to collaboration within the division, as well as across campus. The division is committed to a wise use of resources, avoiding duplication of efforts and using data to inform decisions.

### THE DIVISION OF ENROLLMENT MANAGEMENT MISSION STATEMENT

**The Division of Enrollment Management is committed to the development and implementation of data-driven strategies and collaborative campuswide partnerships that optimize university resources to recruit, enroll, support and graduate a community of diverse and talented students.**



# EM

OUR UNITS  
THEIR MISSIONS

## MISSION STATEMENT

### OFFICE OF ADMISSIONS

The Office of Admissions develops and implements outreach, application and selection processes to build a vigorous learning community that supports the university's mission and values.



# MISSION STATEMENT

## OFFICE FOR STUDENT FINANCIAL AFFAIRS

The mission of the Office for Student Financial Affairs is to enhance recruitment and retention of students through research and support of financial aid programs while assisting parents and students in planning for and meeting higher education expenses.



# MISSION STATEMENT

## OFFICE OF THE UNIVERSITY REGISTRAR

The Office of the University Registrar provides responsive, considerate and knowledgeable service, ensures adherence to academic policy, creates and safeguards academic records, collects and analyzes critical data and promotes collaborative, informed enrollment management decisions.



# MISSION STATEMENT

## BUSINESS SERVICES OFFICE

The mission of the Division of Enrollment Management Business Services Office is to provide responsive, expert and efficient services in the areas of talent management, fiscal, security, and regulatory support to enable the division to achieve the highest quality results in pursuit of enrollment goals for the University of Florida.



# MISSION STATEMENT

## UF ONLINE ENROLLMENT SERVICES

The mission of the UF Online Recruitment & Outreach Center and the UF Online OneStop Student Services Center is to provide UF Online prospective students, current students, and alumni first-class customer service throughout the entire enrollment lifecycle, with a specific interest in increasing student enrollment and retention.

# teaching + research + service

The Division of Enrollment Management has strong connections to the university's mission of **teaching, research and service** by:

- ❖ Recruiting and enrolling academically talented and motivated students.
- ❖ Providing coordinated efforts to maximize support to students in pursuit of their academic goals by ensuring adherence to academic policy and assisting in planning for and meeting education expenses.
- ❖ Developing and implementing collaborative data driven strategies that optimize university resources.
- ❖ Optimizing university resources to enroll and support students by implementing best practices and appropriate technological solutions.
- ❖ Developing administrative infrastructure to support innovative teaching and learning.
- ❖ Graduating a diverse community of highly educated and engaged citizens.
- ❖ Working collaboratively to broaden the university's presence nationally and internationally.
- ❖ Serving the campus community, local community, state, and nation through student service and community outreach.

connections  
+  
commitment

# GUIDING

# VALUES



## Excellence

Excellence is the cornerstone of academic distinction. We value quality, both in the achievements of faculty and students and in our efforts to support their success. We continually strive to deliver superior service to students, faculty, staff, and alumni in all of our interactions.



## Collaboration

Our relationship with all stakeholders facilitates the implementation of innovative ideas and solutions. Collaboration between our offices and the campus community is key to the realization of the enrollment and retention goals of the university.



## Respect

The integral worth of colleagues, parents, and students should be affirmed with continual respect and courtesy. We respect ourselves and each other not only for our roles in our work, but for who we are. This internal respect for each other is the cornerstone on which the foundation of our respect for all members of the university community is based.



## Diversity

We value the differences between and among us and in those we serve. Diversity enriches the learning environment and promotes understanding in the campus community and beyond. The exchange of ideas, values and opinions in our division prepares us to appreciate diversity and to support the university's membership in the global community.

## GUIDING

# VALUES



### Service

An attitude of service is essential to our support of our students, faculty and staff, and to those who collaborate with us to promote their success.

Outstanding service is achieved by the application of creative solutions to meet the needs of those whom we serve. Our offices strive to approach all internal and external interactions with courtesy and patience.



### Integrity

Our credibility relies upon acting with integrity in the conduct of our business. Our office provides vital support to the university and our interactions with everyone must be above reproach. We therefore practice doing and saying what is “right” in all facets of our daily work.

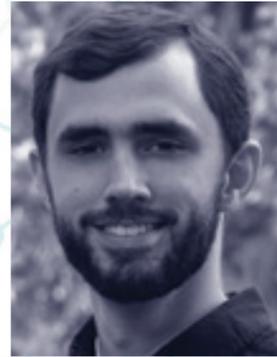


### Supportive/Fun Workplace

Our offices foster a daily attitude of good humor, thus assuring an environment of genial productivity. We strive to cultivate teamwork and promote good morale within our workplace, and to celebrate individual and collective achievements. The positive atmosphere of our offices encourages the generation of creativity and ideas.

In all of our services, we value the importance of listening to our students' voices. By adequately meeting their needs, we can be part of the empowerment of our students to make a difference in our state, nation and world.

The Division of Enrollment Management provides resources to assist students in achieving a successful college experience. Our goal is to recruit, enroll and retain a community of leaders, learners and thinkers who will contribute to the state of Florida and the nation. We are committed to connecting tomorrow's leaders with today's opportunities.



# CONNECTIVITY MATTERS



## THE PLAN

In alignment with the University's aspirations, goals and objectives and building upon the mission and values of the organization, this strategic plan will guide the division through 2020. This plan includes six key strategic areas. These areas are supported by goals and action items. The plan also includes specific assessment measures and timeliness.

# EM

# MOVING FORWARD TO 2020

## KEY STRATEGIC AREAS

- 1 Recruitment and Retention
- 2 Global Learning
- 3 Technology and Data Analytics
- 4 Talent Management
- 5 Statutory Development, Assessment and Compliance
- 6 Communication, Collaboration and Education

# STRATEGIC AREAS

## RECRUITMENT AND RETENTION

Recruitment of new students and providing administrative infrastructure and financial resources to support students through graduation are strategic areas for the division.

Recruitment strategies include:

- ❖ Promoting the UF brand;
- ❖ Identifying, cultivating, and supporting prospective students;
- ❖ Admitting students; and
- ❖ Encouraging enrollment.

Retention initiatives include:

- ❖ Providing financial aid resources to assist with educational expenses; and
- ❖ Facilitating student support and success through technology.



### EM will

Collaborate to expand the recruitment reach nationally and internationally.

Optimize financial aid for students.

Update administrative, academic support processes and technologies.

Work with campus partners to increase retention and graduation rates.

## GLOBAL LEARNING

The Division of Enrollment Management supports the next generation of higher education delivery to learners on the UF main campus and in the global environment.

These initiatives include:

- ❖ Traditional and evolving forms of course and program delivery;
- ❖ Creative and innovative infrastructure design; and
- ❖ Providing exceptional service to students, faculty and staff.



### EM will

Develop infrastructure to enhance and support innovative teaching and learning.

Deliver exceptional, seamless service to students and faculty regardless of their location.

# STRATEGIC AREAS

## TECHNOLOGY AND DATA ANALYTICS

The Division of Enrollment Management supports the implementation of technology and strong data analytics to inform strategic decisions.

Enrollment Management technologies:

- ❖ Provide the end-user with an interface that delivers needed information in an intuitive and secure device-neutral environment;
- ❖ Reinforce the university's position as a technology leader while integrating with various instructional systems and social media.



### EM will

Optimize university resources to enroll and support students by implementing best practices and appropriate technological solutions.

Expand end-user access to information to inform enrollment decisions.

## TALENT MANAGEMENT

The success of our organization is dependent on a committed, well-trained staff. The Division of Enrollment Management is committed to building and maintaining a team of highly effective personnel.

Talent management includes:

- ❖ Recruiting and developing staff in the areas of admissions, financial aid, registrar, and veterans' services;
- ❖ Training staff members who are committed to adhering to federal, state and university regulations and policies;
- ❖ Developing staff committed to providing outstanding service to students, faculty and staff;
- ❖ Planning for future staffing needs.



### EM will

Develop a stable, highly trained work force.

Develop assessment tools to measure staff effectiveness.

Recognize and reward staff accomplishments.

## STATUTORY DEVELOPMENT, ASSESSMENT AND COMPLIANCE

Creating professional best practices and successfully implementing regulatory directives are fundamental functions of Enrollment Management.



### EM will

Advocate for and influence the creation of meaningful federal, state and university regulations.

Assess the effectiveness and impact of enrollment-related regulations.

Assure compliance with federal, state and university regulations.

## COMMUNICATION, COLLABORATION AND EDUCATION

The Division of Enrollment Management is committed to partnering with other entities to promote the university and provide administrative services to support its mission. This includes:

- ❖ Providing timely, informative, and targeted communication to prospective students and their families; current students; faculty; staff; and decision-makers; and
- ❖ Communicating regulatory, policy, and process changes.



### EM will

Work collaboratively to broaden the university's presence nationally and internationally.

Develop strong working relationships with external and internal partners.

Educate students and staff on enrollment functions.

# ASSESSMENT

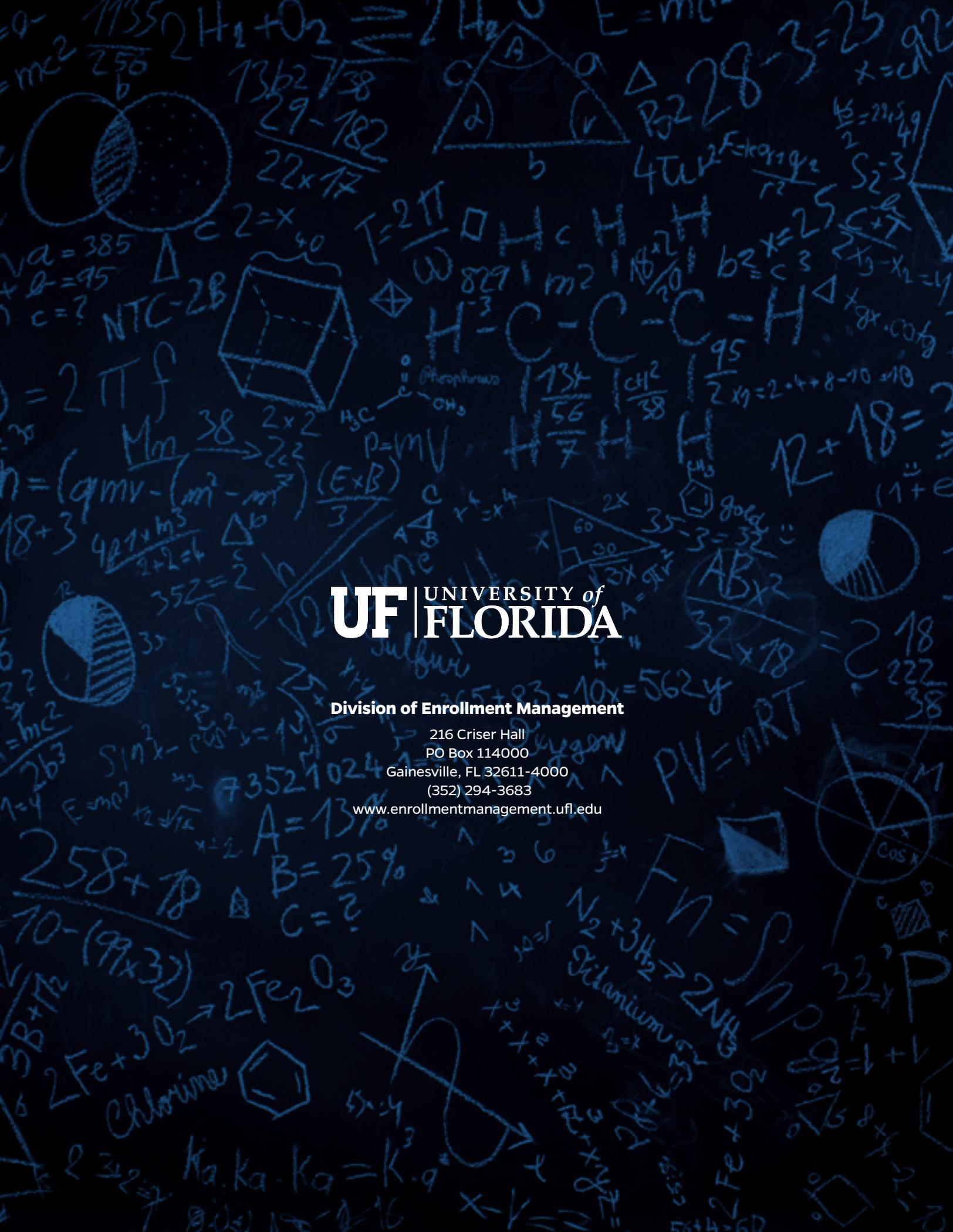
Assessment is one of the means by which we set forth and examine our beliefs about excellence. EM's dedication to thoughtful and intentional assessment practices supports the success of our students and our programs. Within the larger context of our institution, assessment aids us in creating objectives that embrace and achieve the vision of the University of Florida. We continue to define and measure our achievement of goals through clearly communicated outcomes, consistent methodology and the thoughtful use of data.

We have a responsibility to take on challenges and lead efforts that move the University of Florida toward national preeminence. While many strategies are implemented campuswide, it is the individual and combined efforts of our division that will help achieve that goal. At every level, each member of the EM team has a duty to plan, implement, evaluate and assess our practices.

## The Division of Enrollment Management's assessment initiatives are:

- ❖ Assess the effectiveness and impact of enrollment-related regulations.
- ❖ Advocate for and influence the creation of meaningful federal, state and university regulations.
- ❖ Assure compliance with federal, state and university regulations within the Division of Enrollment Management.





**UF** UNIVERSITY of  
**FLORIDA**

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