

The Division of Enrollment Management (EM) is a Division of the Office of the Provost. The Division of Enrollment Management has a broad focus including undergraduate recruitment and admissions, integrated student services, financial aid and scholarship strategy, academic calendar and timetable, degree conferral and various efforts to support the student life-cycle from recruitment through retention, persistence and graduation.

EM includes a staff of 188 full-time professionals, 175 student employees and the following units:

- Central Enrollment Management
 - Enrollment Management Communications
 - Enrollment Management Research and Analytics
 - University Registrar and Academic Initiatives
 - Budget and Human Resources
- Enrollment Management Operations
 - Center for Financial Wellness
 - Financial Aid and Scholarships
 - One Stop Student Services
 - Enrollment Operations, Process Improvement & System Integration
- Undergraduate Admissions & Recruitment
 - Application Management & Integrated Systems
 - First-Year Recruitment
 - Diversity Recruitment & Outreach
 - Transfer Center
 - International Recruitment
 - Pre-College Programs
 - Visitors Center

The Vice Provost of Enrollment Management's responsibilities include:

- Provide strategic direction and oversight of undergraduate enrollment initiatives aimed to recruit, enroll and retain a thriving and engaged student community;
- Collaborate with the Provost, Senior Vice Chancellor for Finance and Administration and key campus leaders to establish undergraduate enrollment goals and class composition, including strategic planning across Enrollment Management units, building effective partnerships with internal and external stakeholders and evaluating recruitment and enrollment opportunities aligned with institutional goals;
- Engage all Enrollment Management offices as an integrated team to optimize collaboration, innovation, and identify key efficiency and process improvements that impact the student experience;
- Provide vision for and lead execution of the university's undergraduate strategic enrollment plan, including a comprehensive recruitment plan and financial aid strategy, to support enrollment goals and institutional priorities;
- Lead efforts to create a campus-wide recruitment, service and retention culture with shared ownership for enrollment goals and student success outcomes that differentiate the volunteer experience;
- Collaborate with the Senior Vice Chancellor for Finance and Administration and Financial Aid Director on scholarship and financial aid strategies designed to best serve institutional goals and support the long-term fiscal health of the university; and
- Lead enrollment analysis to guide strategic directions, forecasting and informed decision making, including key admissions and enrollment reporting tools for college and campus partners.

CENTRAL ENROLLMENT MANAGEMENT

Enrollment Management Communications

The Department of EM Communications is responsible for creating and implementing a comprehensive communication strategy (web, email, print, digital, media, etc.) serving first-year, transfer, international, students. Develop marketing, recruitment and retention strategies throughout the student life-cycle beginning with prospective students to current and graduating Volunteers and more broadly to parents, alumni, media and other external audiences. Manage communications within admissions & recruitment CRM fostering over 585,000 leads.

Enrollment Management Research and Analytics

The Department of EM Research and Analytics is responsible for conducting research, review and analysis of various data for the division of Enrollment Management. Daily management of various key performance indicators in support of the University's Strategic Enrollment Plan to include historical compares, market and competitor analysis, and financial aid indicators. Lead and review enrollment projections across headcount, aid investment and net revenue projections with financial aid optimization partner.

Office of the University Registrar & Academic Initiatives

The Office of the University Registrar is responsible for the creation, management and certification of all student academic records and the management of curricula functions, including residency, grade processing, degree verification, transcripts and diplomas. The Office serves as advisor and consultant regarding curricular structure and degree completion and directly supports commencement ceremonies for the University. In partnership with the campus community, the Office is responsible for the development and implementation of academic calendar, including the development and implementation of the academic timetable and student registration process. Provides oversight and leadership of implementation and compliance of the University's policies as well as applicable federal and state law and regulations, including the Family Education Rights & Privacy Act (FERPA).

ENROLLMENT MANAGEMENT OPERATIONS

Center for Financial Wellness

The Center for Financial Wellness supports prospective and current students by equipping them to make secure and informed financial decisions that impact their present and future goals through individual and larger group educational sessions. Education centers around financial literacy and money management: budgeting skills, management of aid and scholarships as well as personalized student financial planning pending graduate income. The Center for Financial Wellness also provides University campus stakeholders with resources to educate and support students in the areas of financial literacy and money management skills to encourage productive lifelong habits and practices.

Financial Aid and Scholarships

The Office of Financial Aid and Scholarships is responsible for increasing opportunities for student access, success and degree completion through the execution of UTK's strategic aid and scholarship strategy including the management and administration of all prospective and current student (undergraduate and graduate) financial aid applications, distribution of aid, awarding of scholarships, evaluation of aid needs & opportunities, in accordance with institutional, state and federal policy. The Office is responsible for the management of approximately \$400 million in annual aid expenditures to students across all programs, including institutional and external scholarships, state and federal education grants, the Tennessee state lottery program, federal work study, and federal or private loans.

One Stop

One Stop Student Services is the front line for Undergraduate Admissions, the Office of Financial Aid and Scholarships, Office of the University Registrar, and Bursar. Serves as the gateway for prospective and

currently enrolled students providing front-line support related to tuition and fees, financial aid and scholarships, registration/enrollment, transcripts, graduation, student records and the undergraduate admissions process. One Stop Student Services serves through in-person visits, phone, email, chat with 230,000 unique inbound touch points annually. The department is also responsible for targeted student outreach through Vol Success Team assignments as well as additional targeted outreach to prospective and continuing students.

UNDERGRADUATE ADMISSIONS & RECRUITMENT

Undergraduate Admissions & Recruitment serves a critical role in enrollment management efforts and is responsible for recruiting, selecting, and enrolling a first-year and transfer class at the University. Undergraduate Admissions in support of the University's Strategic Enrollment Plan, lead the design and execution of a comprehensive recruitment strategy designed to shape a class that best meets institutional goals (academic profile, residency, diversity, college program, etc.). Rely heavily on data, research, marketing, and a trained national recruitment team to build relationships with key stakeholders (prospective students, parents, school counselors, alumni). Partner closely with units across campus including Colleges, Student Success, Alumni, OIT, Athletics, in the recruitment of new undergraduate students.

- **Application Management & Integrated Systems (AMIS)**
Oversee and manage application processing and the review process for 30,000+ undergraduate admissions applications. In addition, AMIS manages admissions data, Slate CRM, and other information systems related to prospect, applicant, admitted and enrolled student populations.
- **First-Year Recruitment**
Comprised of twenty-nine admissions counselors based on campus and throughout Tennessee and the U.S. Their purpose is to strategically recruit, counsel, and enroll a bright, talented and diverse first-year class. Each member of the team serves as the primary recruiter/counselor for the students and school officials. They also evaluate and review applications to determine admission. Recruitment efforts, which help to generate inquiries, prospects, applicants, and enrollees, include participation at local, regional, and national college fairs; conducting visits to high schools for one-on-one or group information sessions; partnering with community-based organizations and Pre-College programs to help students be well-informed; meeting privately with prospective students and their family through in-person or virtual meetings; being present at events and programs hosted by the Undergraduate Admissions Office; and supporting One Stop Student Services in our front-line customer service efforts.
- **Diversity Recruitment & Outreach**
The Diversity Recruitment & Outreach Team's primary functions resemble the First-Year Recruitment Team with a strategic focus on diversity enrollment efforts in the broadest sense (racial, ethnic, cultural, religious, geographic, first-gen, socioeconomic, rural, etc.). Diversity Recruitment and Outreach collaborates with all of Undergraduate Admissions to provide strategic leadership and goal setting for programing/initiatives that impact diversity recruitment and enrollment and implement market driven strategies among the admissions recruitment staff. The Diversity team is comprised of eight staff, three of which are in Memphis and one located in the Nashville area.
- **Transfer Center**
The Transfer Center's primary functions closely resembles the First-Year Recruitment Team's work with a strategic focus on transfer students that are enrolled at Community Colleges and other 4-year colleges/universities. The Center is comprised of ten staff, two of which are located off campus, one at Pellissippi State Community College (UT's largest transfer feeder community college) and one in the

Nashville area. The Transfer Center manages and awards all advanced credit for first-year students (AP, IB, Dual Enrollment), military credit, and transfer credit.

- **International Recruitment**

Strategic focus on international students, both those residing in the US and international markets. The team is comprised of four staff members located on campus and one contracted employee in Mumbai, India. Due to the small size of the team, though their travel is significant in building global partnerships, they heavily leverage electronic and virtual channels in their communication/recruitment of prospective international students. In addition, the team manages relationships with agents that have been strategically selected to support recruitment efforts across the globe.

- **Pre-College Programs**

Pre-College Programs recently moved to the Division of Enrollment Management in the summer of 2020. The Pre-College Program team is responsible for a variety of events and programs for prospective students in middle and high school, including: Governor's School for Science and Engineering, Science Olympiad, Southern Appalachian Science & Engineering, Tennessee Junior Science & Humanities Symposium, Virtual Science Club, and the 4-H Next Chapter Program.

The long-term strategic plan is to have Pre-College Programs take a significant role in coordinating and collaborating across the many colleges/offices on campus that offer pre-college programs to maximize impact and contribute to overall pipeline development and enrollment growth.

- **Visitors Center**

The Visitors Center oversees the University's campus tour program and undergraduate recruitment events. The Visitors Center creates visit and event experiences that are authentic to the University and define the Volunteer Experience. Our events and tours highlight the academic richness of our programs, emphasize the incredible campus life, celebrate deep-rooted traditions, and showcase the greater Knoxville community and culture. Our amazing student Ambassadors host visiting families and help create a welcoming environment for all recruitment events. In 2019 (the last full visitation year before the pandemic), the Visitors Center hosted over 41,000 visitors. This represents a one-year increase of 25% and a 5-year increase of over 47%.

Vice Provost, Enrollment Management

Administrative
Coordinator

Associate Vice
Provost & Executive
Director

Assistant Vice
Provost, EM
Operations

Assistant Vice
Provost, Strategic
Initiatives & Registrar

Executive Director &
Chief Strategy Officer

Director, Enrollment
Management
Communications

Director, Budget &
Human Resources

Undergraduate
Admissions

Transfer Center

Visitors Center

International
Recruitment

Pre-College
Programs

Financial Aid &
Scholarships

One Stop
Student Services

Enrollment
Management
Operations

Center for
Financial
Wellness

Office of the
Registrar

Research &
Analytics



DIVISION OF
ENROLLMENT MANAGEMENT