Introduction

In support of academic colleges, the Division of Enrollment and Academic Services provides support services (outside the classroom) necessary for students, both undergraduate and graduate, to apply, enroll, pay, graduate and transition to careers from Texas A&M University.

The primary enrollment management functions include recruitment, admission, registration and records, curricular services, scholarships, financial aid, veteran services, international and sponsored student services, and career services. Additionally, the division provides central Academic Affairs support services for non-college units including financial and human resources management, data and research reporting and analysis, testing and evaluation, and IT development and support.

In preparation for this report, a thorough analysis of pertinent data has been reviewed and departments have submitted their own reports. This data was assessed based upon race/ethnicity, gender and age.

Recruitment

The Division of Enrollment and Academic Services utilizes protocols developed by AACDC and AABS for hiring a diverse work force, including advertising job postings on diverse online sites, including diversity-related responsibilities in position descriptions, and evaluating applicants as it relates to a diverse work environment.

A comparison of new hires for the 2019-20 academic year indicated that approximately 64% of new hires were from ethnic minority groups with 25% comprised of Hispanic/Latino ethnicity. The hiring of Black/African Americans showed an increase to 13%; Female hires outpaced males by a ratio of over 2 to 1 with Black/African American female hires outpacing males by a ratio of 5 to 1. A majority of new hires were under 45 years of age.
All departments within the division have made progress towards diversifying their workforce, which can be seen in the Recruitment: Ethnicity pie chart above. Departments have reported different methods for expanding their search and hiring process for viable candidates. Strategies include:

- Jobs placed on Indeed, Glassdoor, HigherEdJobs and the State of Texas workforce site.
- Departments engaged in outreach with The Association of Former Student Constituent Networks such as the Texas A&M Hispanic Network and the Black Former Student Network.
- Communications about job opportunities have been sent to national and regional organizations, including NACE, NASPA, NASFAA and SoACE.
- Enlarging interview committees to include diverse individuals including individuals from outside their office.
- Departments that did not hire last fiscal year engaged in reviewing and overhauling their hiring process with the assistance of AABS.

While many departments have made strides to increase the diversity in their offices, at least one department has noted the desire to see more of these individuals in leadership positions.

Not included in this report: Data on types and pay of positions being filled; data on relocation allowances or middle/high band salary offers; and data on where the successful applicants found out about the job. The division will consider adopting additional data collection to include this information in next year’s report.

Retention

One of the division priorities focuses on employee development. We seek to create a positive environment for all employees that recognizes and rewards innovation, success and excellence while fostering professional development, job satisfaction, diversity, adaptability and compliance. To meet that objective this past year, departments offered numerous professional development training opportunities while maintaining memberships within professional organizations. Employees participated in webinars, attended annual and regional meetings and served as presenters and committee members. Departments also offered flex schedules and salary adjustments based on performance and equity goals.

The Division will develop retention goals for the current academic year with key metrics identified and assessed. Reflecting on retention within the division, there were 87 positions hired for the last fiscal year, which accounts for only 14% of staff. Our efforts throughout the year on employee development will continue to enhance retention across all departments and reduce turnover.

Climate

As indicated in the below charts, the division’s ethnicity is approximately 8% Black/African American, 55% White, 25% Hispanic or Latino and 9% Asian. The division continues to increase diversity across
departments to meet state and national averages. Also, of note, 44% of the white population is 45 years of age or older, indicating a possible drastic change in the demographic of the division in the next 2 decades, especially when considering recruitment of ethnicities for current and future academic years. As noted earlier in the report, 64% of new hires in the division were from ethnic minority groups with 25% Hispanic/Latino and Black/African American increasing to 13%. The division will continue focusing on diversity hiring to align with state and national averages.

Virtual townhall meetings with the Vice President for Enrollment and Academic Services have been well received by members of the division. More than half of the division employees are participating, asking questions and providing input for the division on strategic initiatives and student service challenges faced during COVID. While it was initially created as a response to the pandemic, we are continuing townhall meetings into the future.

The division has had a number of climate improvement initiatives in various departments. These include encouraging communication between management and staff by creating staff steering committees that present topics/training needs and for hosting social events. One department created interest groups for lunches as well. Because of COVID and the need to move to a virtual environment,
departments have been able to find new ways of connecting with each other through virtual team meetings, game nights, coffee chats and interest groups. In addition, supervisors are participating in virtual meetings and coffee conversations to help build a more supportive and inclusive environment through recognition and rewards. The exploration on how to facilitate mentoring within the division is ongoing.

Equity

Report data for FY2020 shows that Whites (12%) are slightly more likely to be promoted than any other ethnicity. Hispanics and Black/African American populations both had similar promotion rates of 10.40%. Asians are the least likely to receive a promotion (8.9% of population).

![Equity: Percent of Ethnicity Recieving Promotions](image)

However, there was a major discrepancy between males and females for who received promotions. 9.85% of females received promotions, but only 7.72% of males received promotions within the division.

![Equity: Percent of Gender Recieving Promotions](image)
Some departments began to run regular reports on demographic data and to compare staff salaries with the rest of the university. Many departments noted a lack of career ladders for job positions. Departments are working with AABS to evaluate new career ladders that will provide additional opportunities for promotion based on scope of position, skill levels and interest.

No data was provided on pay equity, so it was not analyzed for this report.

Reflection

Related to diversity, accountability, recruitment, retention, campus climate, and equity: The division is comprised of great team members who are highly dedicated to the mission to be proactive and render excellent customer service and to maintain a quality operation despite COVID-19.

Comparing this past academic year to prior diversity report data, there is evidence that positive strides for the enhancement of diversity within the division have proven effective. Opportunities for personal, professional and in-person networking were curbed due to COVID-19. Nevertheless, it appears that strategic initiatives have led to success across the board. The data analyzed indicate these positive results.

NCORE was cancelled during the spring semester. However, the AACDC “IDEAS” contest was initiated during Fall 2019 and several excellent ideas for the enhancement of diversity within the division will receive recognition during Fall 2020. This helped to engage staff members in the identification of possible solutions that will benefit the team.

Recommendations:

- EAS leadership should read all the department reports and discuss what can be done to have a more uniform approach to improvement across the Division
- An in-depth equity report should be done to evaluate salary and pay equity across the division
- An in-depth report on retention should be done to look at who, what, and why of the division’s employee loss, as not only was no data provided for this report, but there were notes in individual reports of pay issues compared to employers outside the division

Challenges:

- COVID taking attention and resources
- Limited number of diverse applicants in some fields
- Salary compression, differences in supervisory evaluation styles and budget restraints
- Most qualified seeking salaries outside the range of budgeted position
- After hiring and training quality employees, they move to other departments at TAMU