Southern Connecticut State University

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Office of Enrollment Management

Enrollment Management
Primary Goals for 2016-17

Unit Goal	Expected outcome	Existing Linkages/Alignment
1. Through broad but strategic campus team formation, develop the primary components of a **comprehensive Strategic Enrollment Management Plan (SEMP)** to include overall, new student, continuing, retention and graduation rate goals and strategies for achievement in support of rightsizing, stabilizing and subsequently growing enrollment in targeted areas based on available data, analytics, demographic shifts and future expectations within the various markets.	A multi-year plan to provide a road map to focus energies and resources to support enrollment stabilization then through with incremental metrics and strategies for undergraduate and graduate levels. Completion and usage of the financial aid optimization study.	2015-25 Strategic Plan goals 1, 2, and 4 Best practices literature
2. As a component of the SEMP include a **comprehensive integrated technology plan** to include assessment, desired functionality, structures and teaming roles, and development of implementation plans/recommendations. Executing new technologies to include but not limited to TargetX functionality and Reporting tools, Degree Works Student Education Plans, Students Success Collaborative implementation (upgrade to existing advising platform), and Ad Astra's Platinum Analytics (scheduling tool enhancement toward a one year schedule and predictive analytics).	New technologies implemented; improved efficiencies as reflected in student satisfaction; reduction of processing time and steps to perform simple to complex functions. Increased modernization A launched Constituent Relationship Management (CRM) tool. Reduction in team time dedicated to routine functions that can be managed via technology. Team time will be redeployed for other functions and/or reduce the processing time required for several office functions.	2015-25 Strategic Plan Goal 4 In collaboration with IT and the evolving governance structure Best practices literature

Unit Goal	Expected outcome	Existing Linkages/Alignment
3. In collaboration with Academic Affairs, Student Affairs and selected stakeholders work to identify, adopt and plan for the early stages of an enhanced or new comprehensive advising model.	A sustainable advising model adopted by appropriate parties for implementation. Enhanced outcomes including retention at all levels in the student lifecycle. Increased satisfaction ratings from applicable surveys gathering advising data.	2015-25 Strategic Plan Goals Student Success Task Force EAB and other best practices literature
4. Provide the overall leadership to coordinate the planning and execution of functions and **internal controls** within EM and among other offices (i.e., Academic Affairs and Student Accounts) to support compliance. Within Financial Aid, complete a comprehensive review of the university's status with the Department of Education.	Reduction in findings associated with federal or state regulations within purview of Enrollment Management Identification of all concerns and detailed plans by appropriate units to address compliance concerns (new or existing). Recommendations of policy changes or modified practices to enhance functional effectiveness. Identification and deployment of technologies and reports that reduce manual intervention, support more timely and thorough monitoring, and alleviate some of the team burden of routine processes.	
5. As a component of building an **exemplary professional team**, provide the necessary leadership to communicate a clear vision; advocate for the necessary fiscal and human resources aligned with appropriate structures; require measurable and enhanced experiences that empower the EM divisional leadership and team to achieve institutional, divisional, unit and professional goals beyond previous performance levels.	Improved clarity among team regarding their individual contributions to achieve overall goals. Improved processes and functionality division wide. Provide appropriate internal and external communications to stakeholders (i.e., publish up to four newsletters). Demonstrated professional development opportunities throughout the division. Improved outcomes when measured through satisfaction surveys (i.e., students, parents and campus stakeholders).	

Banner ERP Specialist – Kim Laing

Unit Goal	Expected outcome	Existing Linkages/Alignment to the Strategic Plan
1. Branding the role of Banner Specialist and developing partnerships with key personnel in each EM department.	Colleagues will utilize Banner Specialist as a resource in project planning, and in the conversion of manual practices to automated efficiencies. End-users will be empowered in the knowledge and use of technological resources, and will utilize the Banner Specialist to explore how departments might leverage technology. Depth of Banner Specialist bench within each department.	Goal 4: Objective d: Step 3: Consider how to address human capital issues related to efficiency: faculty/staff professional development to increase knowledge of effective systems and practice, increases in technology use, models for practice, job shadowing/sharing for training, and other professional development. Step 4: Define and implement ways to employ technology for administrative processes as well as interpersonal interactions when appropriate/desirable.
2. TargetX implementation for Admissions	Successful implementation of TargetX as defined by detailed project plan, meeting timeline targets, and accurate data. Undergraduate and Graduate Admission utilization of TargetX beginning by April 2017 for Spring 2018 application cycle.	Goal 4: Objective e: Step 2: Develop/enhance enrollment predictive models, and academic program planning and delivery modes for optimal resource utilization and institutional competitiveness.
3. Degree Works (DW) – Student Education Plans (SEP)	Students will have the tools needed to create 4 year plans within Degree Works. At least 65% of students under DW catalog term, will have an active SEP by end of academic year (May 2017)	Goal 1: Objective a: Step 2: Strengthen academic and career advisement.
4. Develop Enrollment Management technology training framework	Framework of Enrollment Management technology training across campus as defined by roles, functions, and cyclical timelines. Consistent invitation, documentation, communication, and presentation of training across users and platforms.	Goal 2: Objective a: Step 5: Introduce and integrate the new structure and processes into relevant units and resources at the university.

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Unit Goal	Expected outcome	Existing Linkages/Alignment
1. To manage the overall job expectations at a high standard for the Enrollment Management Office and related units	Knowledgeable of the position as it relates to the everyday tasks and larger projects. To be a better planner and communicator. Become familiar with all of EM units and their functions.	2015-25 Strategic Plan Goal 1, Objective A In collaboration with the AVP of EM
2. Maintenance of EM budget and monitoring the other EM unit's budgets as necessary.	To become more familiarize with Banner SPROD and the necessary components needed for managing EM's budget. Keep better electronic records of EM expenditures and processes.	
3. Through SCSU and You explore, enhance and assess practices for EM faculty and staff recognition, support and encouragement of new ideas.	SCSU & You is currently being revamped. By representing EM, I will help facilitate the improvement of customer service within all of EM's units.	
4. To support the agency's Records Management Liaison Officer (RMLO) and function as the official information resource for the Enrollment Management department.	As the EM's ARMLO (Assistant Records Management Liaison Officer) I will serve as a liaison to the RMLO to ensure the coordination and compliance in all matters pertaining to the creation, maintenance, use and disposal of EM's official records. Represent EM as a member of the RIM Committee.	

Admissions – Alexis Haakenson

Unit Goal	Expected outcome	Existing Linkages/Alignment

1.Achieve University enrollment goals for Fall 2017:
    1,400 Freshmen
    750 Transfer students
	Enrollment goals for new Freshmen and Transfer students in Fall 2017 are achieved maintaining a Freshmen profile based on average High School GPA (3.0), at least 40% of the incoming class being students of color, and an increased population of out-of-state students (greater than 5% of the class).
	
	Implement Admission process for TAP students from CT community colleges.
		2015-25 SCSU Strategic Plan, Goals 1 & 4
		
		Admissions Office 2017 Recruitment Plan
		
		2016-17 EM Goals

2. Continue implementation of new technologies in Admissions including TargetX.	New systems will streamline the admission process, increase efficiencies, and improve outbound communications to prospects and applicants through the admission process. A comprehensive communication plan will be developed and implemented, with the aid of admission technologies, to provide accurate and timely information to all constituencies throughout the admissions cycle.	Admissions Office 2017 Recruitment Plan 2016-17 EM Goals
3. In addition to the successful recruitment activities already in place, implement new recruitment initiatives that suggest a positive return-on-investment.	Recruitment, outreach and new initiatives result in achievement of enrollment goals. New initiatives, such as expanded student search, off-site events and Transfer student recruitment efforts, are completed. New markets will be investigated for viable additions to the recruitment plan, and new initiatives implemented if resources allow.	2015-25 SCSU Strategic Plan, Goal 1 Admissions Office 2017 Recruitment Plan
4. Examine the recruitment plan to ensure efforts of maintaining access and diversity within the admission and enrollment processes.	Assure diversity of the incoming student population in Fall 2017 in terms of ethnicity (>40% students of color), geography (>5% out-of-state students), and residency (1% international students). Successful completion of the SEOP admission process and enrollment of those students in Fall 2017.	2015-25 SCSU Strategic Plan, Goal 1 Admissions Office 2017 Recruitment Plan

Unit Goal	Expected outcome	Existing Linkages/Alignment to the Strategic Plan
5. Support the professional development of Admissions team to increase efficiencies, learn new skills and promote a culture of and expertise in superior customer service.	Each team member has a Professional Development Plan and periodic updates with supervisor to assist in moving their goals forward. Team participate in relevant professional development training on- and/or off-campus.	2015-25 SCSU Strategic Plan 2016-17 EM Goals

Graduate Admissions – Lisa Galvin

Unit Goal	Expected outcome	Existing Linkages/Alignment to the Strategic Plan
1. Meet established new student enrollment goals.	Increase enrollment, increase the diversity of admitted students within graduate programs	Strategic Plan 2015-2015 Goal 1: Provide exemplary, transformative, and accessible education in a student-centered environment. Objective C-8: Tap new and emerging markets to build a diverse university community, including a larger international presence. Objective D-5: Increase and provide additional support to retain underrepresented faculty, staff, and students. Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital. Objective E-1: Increase total enrollment to 12,500 by 2025 Graduate Student Recruitment and Admission Plan (2014-2017), page 3: Increase international graduate student enrollment Increase the opportunities for veterans

Unit Goal	Expected outcome	Existing Linkages/Alignment to the Strategic Plan
2. Increase visibility of Graduate Admissions both Internally and Externally	Increased percentage of SCSU bachelor's degree recipients pursuing graduate level education at Southern. Improved awareness through more focused outreach.	Strategic Plan 2015-2025 Goal 3: Engage with local and global communities through exemplary leadership and service to promote community well-being, economic growth, and social justice. Objective C-4: Create unique opportunities for immediate engagement with new graduates Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital. Objective E-1: Increase total enrollment NAGAP Conference – April 2016
3. Develop strategies for recruiting students who are employer/government funded	Increase in enrollment and reduce accounts receivable issues	Strategic Plan 2015-2015 Goal 1: Provide exemplary, transformative, and accessible education in a student-centered environment. Objective C-8: Tap new and emerging markets to build a diverse university community, including a larger international presence. Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital. Objective E-1: Increase total enrollment Graduate Student Recruitment and Admission Plan (2014-2017), page 3: • Develop strategies to increase the number of graduate students who are employer/government funded

Unit Goal	Expected outcome	Existing Linkages/Alignment to the Strategic Plan
4. Redesign Graduate Admissions website for better navigation and enhanced experience	Fewer calls for information readily available, pleasant user experience, less confusion for current and prospective students, clarify roles of office and individuals	Strategic Plan 2015-2025 Goal 3: Engage with local and global communities through exemplary leadership and service to promote community well-being, economic growth, and social justice. Objective C-4: Create unique opportunities for immediate engagement with new graduates

Objective F-1: Identify new opportunities to promote events and increase visibility using Southern's website, social media, and other means of communication

Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital.

Objective D-4: Define and implement ways to employ technology for administrative processes as well as interpersonal interactions when appropriate and desirable.

Objective E-1: Objective E-1: Increase total enrollment

Graduate Student Recruitment and Admission Plan (2014-2017), page 3: Continue to improve the SGS website with special attention on the international section

Align with Best Practices |

Unit Goal	Expected outcome	Existing Linkages/Alignment
1. Complete a comprehensive review of the university's standing with the Department of Education. See EM goal on page 2 of this document.		
2. Complete a comprehensive review of all job descriptions, update the job descriptions, and provide recommended reclassification as appropriate.	Most of the job descriptions are outdated. Need to update the job descriptions to reflect the actual duties and responsibilities of each team member.	In collaboration with AVP EM
3. Increase quality of client services, awarding and electronic areas including cross-training.	Establish baseline data and develop measurable benchmarks for each service unit. Improved efficiencies and expanded outreach. For the awarding team: focus on more timely awarding, verification, file processing and enrollment verification; For the client services team: improve customer service satisfaction and counseling services.	2015-25 Strategic Plan, Goal 4
4. Increase FWS funds for the 16-17 year including community service and work with HR and Career Advising to automate the work study process and train the campus community.	Increase FWS by not transferring 25% FWS to the SEOG fund and apply for additional FWS funds for community service in August 2016. Automating the work study process will improve efficiencies. Will increase the number of students with FWS and this will help with retaining and recruitment	2015-25 Strategic Plan, Goal 4 (a)(4)

Student Financial Literacy and Advising- Lewis DeLuca

Unit Goal	Expected outcome	Existing Linkages/Alignment
1. Conduct 750 financial planning meetings with prospective and current undergraduate and graduate students during the fiscal year and use the feedback survey. This represents a 125% increase from the previous year.	Increased knowledge for financial planning as reflected in survey data.	2015-25 Strategic Plan Goals 1: Objective a, Action Step 7, Goal 2: Objective b, Action Step 1, Goal 3: Objective b, Action Step 1, Goal: Goal 3: Objective e, Action Step 1 & Goal 4: Objective e, Action Step 3. Student Success Task Force: 2013-14 report pg. 22 Updated website, scholarship database, and marketing materials. In collaboration with campus partnerships, i.e. faculty. Best practices literature: http://www.southernct.edu/financial-advising/index.html
2. Promote the Paying for College calculator and collect data on usage and feedback survey.	25,000 page views and increased knowledge for financial planning.	2015-25 Strategic Plan Goals 1: Objective a, Action Step 7 & Goal 4: Objective e, Action Step 3. Student Success Task Force: 2013-14 report pg. 22 Updated website, scholarship database, and marketing materials. In collaboration with campus partnerships, i.e. faculty. Best practices literature: http://www.southernct.edu/financial-advising/index.html

3. Develop a plan to train advisors in Academic and Career Advising and FYE on the basics of financial planning.	Advisors will use the Paying for College calculator for student financial planning.	2015-25 Strategic Plan Goals 1: Objective a, Action Step 7 and Goal 4: Objective e, Action Step 3. Student Success Task Force: 2013-14 report pg. 22 Updated website, scholarship database, and marketing materials. In collaboration with campus partnerships, i.e. faculty. Best practices literature: http://www.southernct.edu/financial-advising/index.html
4. Present financial literacy to current students in meetings and campus presentations to influence behavioral change by assigning monthly budget worksheet.	Students increased knowledge for financial planning by budgeting monthly with follow-up meetings to discuss learning outcomes.	2015-25 Strategic Plan Goals 1: Objective a, Action Step 7 & Goal 4: Objective e, Action Step 3. Student Success Task Force: 2013-14 report pg. 22 Updated website, scholarship database, and marketing materials. In collaboration with campus partnerships, i.e. faculty. Best practices literature: http://www.southernct.edu/financial-advising/index.html

Academic and Career Advising- Frank LaDore

Unit Goal	Expected Outcome	Existing Linkages/Alignment
1. In collaboration with the Advising Task Force, Academic Success Center, Student Affairs and faculty, continue to develop an appropriate best practices model of advising for deployment by Fall 2017. Begin the first phase of the new model with the launch and training of Degree Works and SSC Campus	An adopted advising model and plan of execution to enhance advising communication tools across departments to support accurate and consistent pathways for student persistence. 100% utilization in the SSC campus platform among the Academic and Career Advising office. 50% increase in usage of SSC Campus across administrative and faculty offices. Have each ACAC team member complete at least one targeted campaign by the end of the year.	2013-14 Student Success Task Force, recommendation #3. 2015-25 Strategic Plan, Goal 1 "3.Strengthen academic and career advisement." EAB
2. Continue to develop a comprehensive plan for an **enhanced Career Services** unit working closely with academic advisors, the Academic Success Center team, FYE, and faculty throughout the campus. Re-introduce the online recruiting platform (JOBSs) to all students and employer contacts, resulting in more online and on-campus recruitment opportunities for all students. Identify local employers interested in becoming major recruiters and create a professional development series with these employers on campus.	Recruit and add 15 new employer accounts on JOBSs within the academic year. Create and offer a professional development series with an increased employer presence on campus. Increase classroom presentations/ programming across all academic areas. Work in collaboration with FYE faculty to offer major and career development for new students, connecting freshmen to their future goals. Train supervisors in overseeing students and the JOBSs platform, offering support when needed.	Alumni Association Database 2015-25 Strategic Plan EAB Student Services research and reports
3. Continue the reorganization of Academic and Career Advising by working closely with team members and administration, making any necessary edits or changes to current job descriptions and finalizing the new transfer coordinator job description. Under the new organizational chart, work with associates to ensure that all professional	Have Associates in the office oversee 2-4 administrators. Professional development plans and evaluations completed by all associates Add additional staff to the Career Services area	Enrollment Management vision of AVP for EM

development plans are in place and performance evaluations are completed by the associate directors.	Enhance transfer student services and initiate phase I of a transfer center	
4. In addition to the successful recruitment activities already in place, **implement new recruitment initiatives** that suggest a positive return-on-investment by meeting or exceeding new enrollment targets by category. Carefully reexamine the recruitment plans to ensure commitments of access and diversity are aligned with the mission. In an effort to become **the premier transfer institution in Connecticut** within five years, launch Phase I of a more comprehensive effort to provide applicable resources and space for transfer students. This area will oversee the organization of the transfer banks and the transfer articulation process. Southern will continue to work with all of the Connecticut community colleges to improve transfer services, including how the transfer students are advised and transitioned.	Result in an increase of transfer students, pending the Enrollment Management transfer goal. Fall 2016 goal of 735 full time students and a 5% increase in Fall 2017. The Spring 2017 goal will be 300 full and part-time Transfer Students. Southern to become the transfer school of choice for many of the Community College feeders within three years. Have a complete and accurate transfer bank by Fall 2017. Prepare and execute, transfer month in March 2017 with the goal of increasing the Community College Counselor participation by 5.	Transfer Articulation Policy (TAP) Student Success Task Force Recommendations and SCSU Strategic Plan Transfer Task Force recommendations Transfer Orientation Team Proposal

Unit Goal	Expected outcome	Existing Linkages/Alignment
1. Review the Registrar organizational structure. Assess the current structure, evaluate the recent structural changes.	Reporting system that leads to more effective communication, and support cross training for backups. This will be a yearly review	Strategic Plan Goal 2:a
2. Expand professional development for the office team. Enhance recognition.	Indirect factor enhancing student satisfaction and success. Accomplished through at least one professional development opportunity for each team member including but not limited to Conferences, Webinars, and training opportunities on and/or off campus. Yearly review	Strategic Plan Goal 1:b
3. Review and redesign Registrar Home page And Registrar forms.	Clear mission and objective for excellence in student and faculty services. Easy to use forms.	Strategic Plan Goal 4:e-4
4. Implement Parchment-Hold transcripts for grades	Students will be able to request their transcripts to be released when grades are posted. This will save student time an effort in requesting transcripts leading to a better student services	Strategic Plan Goal 4: e-4
5. Complete scanning of 10,000 historical records	Save space and effort in searching for student records. This is a 5 year project (a total of 50,000 records to be scanned). Scanning old records will minimize student waiting time by 3 days.	Strategic Plan Goal 4: e-4

Academic Scheduling (Registrar's Office) – Bob Drobish

Unit Goal	Expected outcome	Existing Linkages/Alignment
1. Installation and Implementation of Ad Astra Platinum Analytics – Scope of Project, IT Governance/JIRA ticket, Timeline, Implementation	Less conflicts for students in creating their course schedule Credit Hours increased Better space utilization by reducing wasted time slots. Using Ad Astra metrics to measure success.	Strategic Plan Goal 4 e2 Student Success Task Force – Recommendation #4
2. Begin the process of developing a prototype for a Full Year Academic Schedule.	Release Spring 2018 offerings around the same time as detailed Summer 2017 and Fall 2017 schedules are released to allow students a better opportunity to map course program.	Strategic Plan Goals 1 f6, 4 e4 Student Success Task Force – Recommendation #4
3. Leverage Ad Astra Scheduling software for activity consolidation and energy efficiency.	Considerable measureable energy savings by utilizing Ad Astra software to consolidate classroom activity. Reduce our yearly UI rates which are determined by August usage.	Strategic Plan Goal 4 b5
4. Ad Astra integration with Degree Works – clarification of Scope	Creation of obstacle free paths to graduation using planned programs and 5 year registration analytics	Strategic Plan Goal 4 e2 Student Success Task Force – Recommendation #4
5. Creation of an Academic Scheduling Website – create project scope with clear design vision and function.	1-Increased office visibility through One Stop Informational site 2-Self-service information and reporting for Deans and Chairs 3-Improved communication	Strategic Plan Goal 1 e5