

Georgia Southern University
LEVEL II University Implementation Plan

ENROLLMENT MANAGEMENT PLAN

Revised by the President's Cabinet
in Cooperation with the Strategic Planning Council

Spring 2009

INTRODUCTION

Twelve strategies have been identified to address enrollment management issues encompassing marketing, recruiting, recruitment, retention, and advisement. Each strategy identifies action plans that specify time lines as well as other accountability measures. Presented in matrix format, the following pages detail the strategies, tactics, and progress to date.

MAJOR GOALS

- Create and implement enrollment management strategies that support the University's mission.
- Develop retention and graduation targets with the support of academic units.
- Research enrollment demographics and use for planning in recruitment, marketing, retention, and programming.
- Increase on-campus housing facilities and on-campus student population in University Housing to support student retention.
- Determine programming and strategies to increase the graduate student population.
- Increase opportunities for students to interact with internship, international and corporate sponsors to broaden exposure for career success.

STRATEGY 1: RECRUIT STUDENTS WHOSE PROFILE INDICATES PERSISTENCE.

Tactic 1: Target high schools whose average SAT is consistent with our admission standard and target ACCEL secondary options student (formerly post-secondary options student) whose high school performance/SAT is consistent with our admission standard.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Admissions, Strategic Research and Analysis	Track SAT scores provided by high schools that are currently recruiting targets. Additional workload.	Begin now/define timeline appropriate given recruiting cycle	Percentage of qualified applicants increases.	Moved to unit operations

Tactic 2: Reward faculty/staff who participate in recruitment.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Dean, Department Chairs, Promotion and Tenure committees, Task Force Appointed by Provost	Recognition in P and T and annual review; Incentives for successful departments; Training	Next recruiting cycle	Increased faculty participation; enhanced number of majors.	Continue as ongoing

Tactic 3: Coordinate/develop annual strategy for mailings for recruitment.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management Team	Materials for mailing/budget	Immediately	Reduced publication/mailing costs	Moved to unit operations

Tactic 4: Target 2-year schools; draft and/or update articulation agreements.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Registrar/ Admissions/ Academic Advisement Ombudsperson	Honors organizations at two-year schools; curriculum comparisons; establishment of departmental relationships; assistance with transfer analysis Website addition targeting core curriculum	Fall 03	Increase in number of transfer students and in number of visits to two-year schools	Moved to unit operations

Tactic 5: Direct advertising to media zones of target schools.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communication, Admissions	Advertising; list of target schools by zip code.	Annual, fall and spring ad flights	Increase in apps from target zones.	Moved to unit operations

Tactic 6: Provide state-wide publicity for academic programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	Target high-potential markets for advertising	In progress	Increased applications; matriculations from target areas	Moved to unit operations

STRATEGY 2: ENHANCE STUDENT RETENTION.

Tactic 1: Complete analysis of students who persist.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management, Strategic Research and Analysis	Analyze characteristics of successful graduates (students who graduate)	Begin now	Database to be used for recruiting/Report	Moved to unit operations

Tactic 2: Calculate dollar value to institution of retention.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Controller	Controller; financial data/tuition fee requirements	Immediately	Enhanced revenue to institution/report on retention	Moved to unit operations

Tactic 3: Identify student at-risk strategy

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management, Academic Affairs, Registrar, Academic Success Center, Behavioral Assessment Team	Mid-term evaluation/ Div. of Student Affairs/ Counseling Center/ Identify Task Force	Immediately	Response procedures in place in each unit.	Completed

Tactic 4: Increase class availability.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	Faculty/space/redirection/Program review; Analysis of student demand/space	Begin immediately	Increased average SCH generation	Moved to unit operations

Tactic 5: Increase faculty/majors involvement.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs	Increased opportunities for research/Include incentives for faculty/students	Begin immediately; tie continued efforts to Level III development	Increased retention of students in specific majors	Continue as ongoing

Tactic 6: Educate campus on financial impact of losing students.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Human Resources, Departments, Student Affairs and Enrollment Management, Academic Affairs	Time/involvement of campus leaders/student leaders; Senate and General Faculty presentation	Immediately/Continuous Updates	Increased retention/internalization of broad impact of retention	Completed

Tactic 7: Strengthen living/learning communities

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Academic Affairs	Campus education/complete housing plan/ budget	Immediately/Continuous	Satisfaction surveys of students/completion of housing/completion of programs/GPA enhancements	Moved to unit operations

Tactic 8: Create “traditions” in academic programs and extracurricular activities to establish a “Georgia Southern identity” for each student.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Marketing and Communications, Student Government Association, Academic Affairs	Unit plans (e.g., Homecoming) link to 100 th Anniversary plans	Start now/culminate in 2006 for centennial	Level III plans	Completed

Tactic 9: Develop departmental action plans.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Colleges, Departments	Department Level III plans	2002-2003	Enhanced retention in departments where action plans are implemented.	Completed

Tactic 10: Reward for faculty advisement.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Deans, Department Chairs	Enhance visibility; recognize outstanding advisors; recognition in Promotion and Tenure and annual review	Immediately	Increased retention	Moved to unit operations

Tactic 11: Schedule farther into the future for greater ease of student academic program planning.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Registrar's Office	Set up course rotations/cycles for major programs; schedule classes for two years out; make schedule intentions available in both written and electronic formats/Academic Departments, Registrar's Office, Advisement Centers	Begin immediately	Increased average SCH generation at the upper division level.	Moved to unit operations

STRATEGY 3: ENHANCE ACADEMIC ADVISEMENT

Tactic 1: Pursue optional allocation of advising resources.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Department Chairs, Colleges	Budget, utilize retirees and peer advisors; tie advisement activities to annual evaluation; Promotion and Tenure	Immediately	Enhanced student satisfaction.	Completed

Tactic 2: Channel advisement for students with <30 hours to Advisement Centers, where available.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Advisement Council, Dean's Council	Identify population and designate Centers	2002-2003 Change to 2003-2004	Policy implemented	Completed

Tactic 3: Develop minimum standards for academic advisors.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Advisement, Academic Affairs, Registrar's Office	Annual workshops for faculty advisors; WINGS training and updating, increased communications to advisors	Begin immediately	Greater student satisfaction with advisement services	Completed

STRATEGY 4: ATTRACT AND RETAIN HIGH ABILITY STUDENTS

Tactic 1: Obtain funding for additional merit-based scholarships; increase by 50/add 10 per year.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
University Advancement, Alumni, Admissions	Include a Capital Campaign process	Begin now; culminate in 2006	Determine % of scholarships consistent with size of freshman class	Completed

Tactic 2: Provide enriched experiences to enhance student involvement and retention.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Academic Affairs	Performing Arts Center, CLEC, Study Abroad, Honors Programs, Budget, Student Affairs and Enrollment Management	Immediately	Surveys/Increased retention.	Moved to unit operations

Tactic 3: Implement preferred registration for all UHP and 1906 Honors students. Consider preferred registration for other select groups.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Affairs, Registrar	University Honors Program, 1906 Honors	Immediately	Implementation	Completed

Tactic 4: Enhance conversion rate.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Honors, Admissions	Provide more scholarships; develop definitive process; utilize peer ambassadors	Immediately	Conversion rate increase.	Moved to unit operations

STRATEGY 5: MANAGE ENROLLMENT GROWTH

Tactic 1: Review current targets/adjust as necessary.

Responsible for Implementation	Resource Requirements /Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Enrollment Management Team, President's Cabinet, Strategic Research and Analysis	Board of Regents Targets	Ongoing	Enrollment Profile is developed; new projections are endorsed.	Moved to unit operations

STRATEGY 6: PROMOTE EXCELLENCE IN THE DELIVERY OF ACADEMIC INSTRUCTION

Tactic 1: Provide additional resources to enhance core curriculum (improve technology, faculty development opportunities).

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Center for Excellence in Teaching (CET), Faculty Development Committee	Budget-faculty lines, sabbaticals, classroom equipment needs (number of facilities); Training-Faculty Development awards, CET workshops; Recognize/honor core instruction, First Year Experience, Budget and Development, Promotion and Tenure recognition	Immediately	Retention Evaluation of Instruction; Survey of courses available. Satisfaction.	Continue as ongoing

STRATEGY 7: LINK CLASS SIZE WITH CLASS EFFECTIVENESS

Tactic 1: Consider faculty ability and interest in the determination of appropriate class sizes. Provide training where appropriate.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
CET, Faculty, Departments	CET specialized training/ workshops	Immediately	Student rating of instruction, workshop participation	Moved to unit operations

Tactic 2: Utilize graduate assistants and peer leaders to enhance effectiveness.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Graduate Dean, Provost, Departments, CET, Student Affairs and Enrollment Management, Academic Success Centers	Assistantships; CET training, Integration of graduate students with undergraduates – mentoring, tutoring, peer leaders	Immediately	Graduate Assistant Survey, Utilization and Effectiveness	Continue as ongoing

STRATEGY 8: MARKET THE UNIVERSITY AS A STATE-WIDE “FIRST CHOICE” FOR QUALIFIED STUDENTS

Tactic 1: Build Georgia Southern’s recognition for academic distinction throughout the state.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications	Media releases, advertising, President’s speaking engagements	Ongoing		Moved to unit operations

Tactic 2: Supply information packets to all participants in academic outreach programs.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Marketing and Communications, Admissions	Hometowns on participants, distribution of recruiting	As events occur	Placement of stories, number	Moved to unit operations

Tactic 3: Promote consistent message of academic distinction in all communications.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
President, Provost, Marketing and Communications	Surveys and focus groups of high-ability students	Immediately	Increase top quarterly enrollment	Moved to unit operations

Tactic 4: Use campus/external communications to spotlight success stories.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Academic Units, Marketing and Communications	Campus newsletter, Web page; departmental meetings; Presidential attention	Immediately	Increase interest and participation by departments	Moved to unit operations

Tactic 5: Improve website – provide funds to keep current.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Provost, Marketing and Communications, Computer Services	Web designer, Computer Services tech support	In Progress	Increase prospect activity via web.	Moved to unit operations

Tactic 6: Encourage students to show Georgia Southern University brand.

Responsible for Implementation	Resource Requirements/ Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Admissions, Union, Bookstore	Give-aways at orientation – apparel, car decals, etc.	Ongoing	Notice increase in brand visibility	Moved to unit operations

Tactic 7: Offer seminars and workshops to attract business and community leaders to campus.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Career Services, Academic Units, Continuing Education	Continuing Education/Academic Units	Immediately	Increase internships, enhanced participation on Career Day, increased placement of graduates	Continue as ongoing

STRATEGY 9: IMPLEMENT HOUSING PLAN TO INCREASE NUMBER OF ON-CAMPUS BEDS TO ACCOMMODATE ONE-THIRD OF UNDERGRADUATES.

Tactic 1: Increase percentage of freshmen living on campus in coordination with Housing Plan.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Student Affairs and Enrollment Management, Physical Plant Review	Budget – additional housing, partnerships; Housing Plan; Environmental Oversight/Integration Plan	Ongoing	Increase number of beds to equal 1/3 enrollment; Housing Plan	Continue as ongoing

STRATEGY 10: LINK UNIVERSITY WITH CAREER SUCCESS.

Tactic 1: Increase internships/co-ops

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Career Services, Colleges, Departments	Coordinate available internship opportunities through department plans; establish database of internships	In progress	Increase number of internships and co-ops	Continue as ongoing

Tactic 2: Enhance alumni/academic linkages.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Alumni Relations, Academic Units	Improve alumni lists for Colleges and Departments	Immediately	Database developed for departmental use; increased alumni support	Continue as ongoing

STRATEGY 11: ENHANCE PROFILE OF FINANCIAL AID.

Tactic 1: Improve internal/external opinion of Financial Aid – review staffing in light of technological advancements.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
Financial Aid, Enrollment Management	Review student/staff ratio; increase budget; technology enhancement	Immediately	Client satisfaction survey	Moved to unit operations

STRATEGY 12: INCREASE GRADUATE ENROLLMENT

Tactic 1: Develop enrollment management model that includes identification of target populations, enrollment prediction models, program enhancements/developments, application processing/admissions, and recruiting and marketing strategies, materials and activities.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, Strategic Research and Analysis, Admissions, Marketing and Communications	TBD	Spring 2003 Ongoing	Model developed and implementation begun	Moved to unit operations

Tactic 2: Develop and implement a new admissions model that increases cross-unit integration and technology.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, Academic Colleges, Office of Admissions	TBD	Spring 2009	Development/implementation of new enrollment services model for graduate studies.	Moved to unit operations

Tactic 3: Continue to expand delivery models for curriculums to include off campus centers, web-based instruction, and non-traditional scheduling.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies and all Academic Colleges	TBD	Fall 2004	Increase in delivery models.	Continue as ongoing

Tactic 4: Implement a systematic and assertive marketing/recruiting model.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, all Academic Colleges	TBD	Fall 2002 Ongoing	Development and implementation of model.	Continue as ongoing

Tactic 5: Increase the number of and the monetary award for graduate assistantships and fellowships.

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress	SPC REVIEW Spring 2009
College of Graduate Studies, Provost	TBD	Fall 2003	Increase in number of funding.	Moved to unit operations