

Strategic Plan Goal 1a Update
January 5, 2018

Review statements for new student goals.

This document serves to provide an update on the activities related to Strategic Planning Goal 1.

1. Increase enrollment, retention, and graduation rates
 - a. Strategic Enrollment Management Plan: Create a multi-faceted plan designed to increase enrollment, retention and graduation rates for all student populations.

Institutionally, Clayton State experienced our first year of fall to fall enrollment growth since 2013 by reaching a fall 2017 enrollment of 7,003 over the fall 2016 enrollment of 6,996. The majority of the strategies relating to the Strategic Enrollment Management (SEM) plan's first year activities relate to new undergraduate student enrollment. Those efforts realized a growth of 7.2% over the new undergraduate enrollment for fall 2016.

The strategies to increase enrollment, retention, and graduation rates are listed below with a short summary of activity relating to their implementation.

Goal: Increase MOWR/DE student enrollment to 815 for fall 2022.

This goal seeks to continue to increase the new students enrolled in MOWR/DE through the increase of leads, communication, and improvements in process.

Strategy	Timeline	Status
List Buys for ACT/SAT and Communication Plan	Year 1	Completed and Ongoing
Development of University Collateral to Include MOWR/DE	Year 1	Ongoing
HS MOWR Staff to Attend Counselor Appreciation Day	Year 1	Ongoing
Develop Online Application	Year 1	Completed with Ongoing Modifications

Update: We were able to successfully implement the four strategies associated with this goal. While we were seeking to increase the pool of new DE students through these strategies, we eased the process for potential students to enroll but were not able to realize the overall enrollment increase. We increased our applicant pool by 2% but our new DE enrollment actually decreased from 518 in fall 2016 to 491 in fall 2017.

Goal: Increase the percentage of MOWR/DE seniors who matriculate at Clayton State to 20%.

This goal seeks to develop recruitment strategies of our current MOWR/DE students attending Clayton State as well as improve our communication strategies to these potential students.

Strategy	Timeline	Status
Admissions to assist with Henry MOWR Orientation – Connect Recruitment Message	Year 2	In Process
BRM Campaign for MOWR	Year 2	In Process
Capture Intended Major and Develop Programmatic Conversion Strategies	Year 2	In Process
Student Affairs Presentation to Henry and Fayette Sites of MOWR students	Year 2	In Process
Student Affairs Post Card	Year 2	In Process

Update: While all of these goals are associated with the second year of the SEM plan we were able to accomplish some in the first year. We have realized a challenge in comparing historical data to clearly understand if we are improving our conversion rates. This year we have discussed creating a consistent method in which to establish our historical conversion rates as well as implementing the remaining strategies associated with this goal.

Goal: Increase the undergraduate new student enrollment for fall, spring, and summer terms. This section contains multiple strategies which are divided into separate sub goals for accountability purposes and to assist in resource allocation.

Sub goal 1: Increase communication to prospective students at the inquiry stage.

Strategy	Timeline	Status
SCU – Merge outbound calls with inbound calls.	Year 1	Completed
SCU – Currently staffed with 5 student workers. Shift to: 1 FT – 2 student workers 2 FT – 2 student workers	Year 2 Year 3	Resources Requested
SCU – Call inquiries Call all inquiries and push applications	Year 1 Year 2	In Progress

Update: We were able to accomplish our year 1 strategies associated with this goal. Through this effort we were able to realize an increase from 28.7% to 30.9% of students who applied to enrolled. We are

focusing on strategies to increase the staff associated with year 2 as maintaining the office with student workers has proven to be a challenge.

Sub goal 2: Increase the reach and impact of the high school recruiting activities through greater inquiry conversion and increasing the generation of inquiries through targeted areas.

Strategy	Timeline	Status
Traditional – Add recruiter(s)	Year 2	Completed
Traditional – Modify recruitment model	Year 1/2	Completed
Traditional – Develop Low, Medium, High Impact School Strategy	Year 1/2	Completed
Traditional – Add part-time recruiter	Year 1	Completed – Not Renewed
Traditional – Strategic use of list buys.	Year 1	Completed
Tours – Increase campus tours 25% each year 2015-2016 – 784 2016-2017 – 980 2017-2018 – 1,225 2018-2019 – 1,530	Year 1 Year 2 Year 3	Year 1 Completed
Develop opportunities for new students to start in the summer that would normally start in the fall (Bridge, Early Start)	Year 1/2	Ongoing
Develop Staff and Faculty Recruiting Training Day	Year 2	To be Addressed

Update: We were able to accomplish the strategies associated with this goal. Through this effort we realized a 9.8% increase in our freshman enrollment (includes Bridge students). In year two we have used significant data analysis to continue to refine our recruitment strategies.

Sub Goal 3 – Add technology which will benefit recruiting, processing, and reporting within the Admissions Office.

Strategy	Timeline	Status
Add a CRM for Admissions	Year 2	Ongoing
Improve the speed and efficiency of lead and application processing. Introduce document readers and evaluate staffing levels (current 1 FT, 5 PT, 2 SW)	Year 2	Ongoing

Update: We have selected and are implementing a new CRM through TargetX with a launch date in February. We have also begun utilizing Captricity which is a software that scans lead cards and creates a database for us to upload in place of having them manually entered.

Sub Goal 4 – Increase new international student enrollment by 15 for fall 2017 (above fall 2016 levels) with increases of 5 more each fall to reach a goal of 40 new international students in fall 2022 (above fall 2016 levels).

Strategy	Timeline	Status
International – Designate Recruiter Part-time Recruiter Travel Budget Name Purchase Add International Coordinator Utilize IEP Program as feeder for matriculated students and support for matriculated students.	Year 1 Year 1 Year 1 Year 1 Year 3 Year 2/3	Completed

Update: We have accomplished the strategies associated with this goal. While we did increase the number of international student applications we did not realize a new international student enrollment growth of 5 for fall 2017. We remained flat due to the designation as a saturated enrollment level by the Saudi Arabian Cultural Mission (SACM) which has historically lead our international enrollment. The saturated enrollment designation specifically removed our ability to enroll students from SACM into our MBA program.

Sub Goal 5 – Grow transfer and non-traditional enrollment through the development of partnerships, articulation agreements, and strategic direct mailing efforts.

Strategy	Timeline	Status
Transfer – Develop partnership/articulation agreements with Southern Crescent, Atlanta Technical, and Georgia Piedmont	Year 2-3	To be Addressed

Military Develop articulation agreement with Air Force Community College Utilize BAS Program with change in block transfer credit criteria	Year 2 Year 1/2	
Add 2 Enrollment Corporate Partnerships per year Dedicated corporate partnership outreach – PT staff by Year 2 and move to 1 FT staff by Year 3	Year 1 Year 2 Year 3	In Progress
AJC Marketing Push	Year 1	Completed

Update: These strategies proved more challenging to accomplish. We were able to conduct an AJC Marketing push but were not able to accomplish the creation of 2 corporate partnerships. While we met with multiple corporations we were challenged in completing the work associated with creating 2 partnerships although we were able to create one with GEICO which has proven to be beneficial. We are currently seeking to hire a corporate recruiter who will be focused on this work. We were still able to realize a 10.1% enrollment growth due to other efforts associated with growing our transfer student enrollment.

Sub Goal 6 – Revisit new student and parent orientation programs.

Strategy	Timeline	Status
Develop a more engaging and interactive onsite and online orientation	Year 1/2	In Progress
Develop a parent multi-week orientation	Year 2	To be Addressed

Update: This fall we created more opportunities to engage students and parents in our orientation program. These strategies continue to be in progress for year two.

Goal: Increase undergraduate student retention.

Strategy	Timeline	Status
Develop formal support system for at-risk students	Year 2	Ongoing
Develop academic support course/program for students residing on campus with a GPA below 2.0.	Year 2	To be Addressed

Review current policies and practices interfering with student progression (withdrawal, major change, course sub)	Year 1/2	Ongoing
Develop student engagement opportunities on weekends.	Year 2	Reassessed
Report on retention rates by student type, sub student populations, and major annually aiming to develop strategies for each population.	Year 1/2	In Progress
New students enroll in math, 2 English, and 3 courses within major in first two semesters.	Year 2	In Progress
Develop block schedule for at-risk incoming students.	Year 3	To be Addressed
Develop mid-term and other academic support communication	Year 2	Ongoing
Create a University Retention Action Team to provide immediate action for low retention populations	Year 2/3	In Progress
Move entirely to Degree Works	Year 1/2	In Progress
Develop Degree Course Maps	Year 2	In Progress
Leverage SSC Campus Software and data analytics in identifying at-risk students, developing interventions, and to inform institutional student support services.	Year 2/3	In Progress

Update: There are multiple strategies associated with this goal. Updates are provided below.

- We have launched an early alert program. This program allows faculty from multiple sections to submit early alerts to a support network consisting of the Center for Advising and Retention, Center for Academic Support, Writing Center, and Residence Life. The alerts are then acted upon by those support networks. In addition, we created a Clayton Success Initiative targeting support to students thought to be at-risk upon entry into Clayton State. This effort consists of the Center for Academic Support, Center for Advising and Retention, Writing Center, Residence Life, Career Services, and Financial Aid. We are aiming to launch an Academic Support Program in Laker Hall as well as to enhance the Early Alert Program through this effort in spring 2018. This program will seek to provide a mandatory academic support program for students residing on campus with a GPA below 2.0.
- We are currently working on developing course maps which will demonstrate opportunities for students to enroll in math, 2 English, and 3 courses within their major to be launched for the entering fall 2018 freshmen. We made significant efforts this fall to ensure students were advised and registered for the appropriate math courses for their major.

- In our efforts to fully utilize degree works and move away from a manual advising and degree completion process, we realized that we needed to update our Degree Works platform. This has been in the works for fall 2017 and should be ready for spring 2018.
- We have nearly completed a rework of our student course withdrawal process which will permit faculty and support staff the opportunity to know a student has expressed an interest in withdrawing in order for us to act on that withdrawal.

Goal: Increase graduate student enrollment.

Strategy	Timeline	Status
Expand Online Options	Year 2/3	In Progress
Develop additional Graduate Programs	Year 3-5	To be Addressed
Combine undergraduate and graduate recruitment efforts and processes.	Year 2	In Progress
Move duplicated functions of Graduate Office to the duplicating office (graduation certification, catalog development)	Year 2/3	In Progress

Update: We have mapped out the duplicated Graduate School and Undergraduate functions. We anticipate relocating the School of Graduate Studies this spring into Edgewater Hall and to reorganize those duplicated functions to existing support mechanisms within the Admissions and Registrar's Offices. Additionally, we anticipate launching the MBA program online for fall 2018.

Goal: Improve administrative functions associated with student progression.

Strategy	Timeline	Status
Audit Communication to Students FA Award Letter Automated Emails Based on Major Student Bill and account communication Major Changes/Withdrawals Nudges to Accept Aid or Process Documents	Year 2	In Progress
Review SAP Policy, Process, and Support	Year 2/3	Ongoing
Add verification software in the Financial Aid Office.	Year 2	In Progress
Enhance Academic Support for Students who Need It	Year 2/3	In Progress
Utilize Texting to Communicate with Potential and Current Students	Year 2	In Progress

Continue to Evaluate Staffing Levels to Support Serve Students as Enrollment Increases	Ongoing	Ongoing
Review Institutional Aid Awards and Student Success to Ensure Funds are having a Positive Impact on Student Degree Progression	Year 2/3	Ongoing

Update: There are multiple strategies associated with this goal. Updates are provided below.

- We have identified multiple process improvement opportunities within Financial Aid. To date we have modified our method of loan processing to automate a significant amount of the tasks. We are working on moving from a paper parent loan application to an electronic application and we are currently working to implement Campus Logic, a software which assists with student FASFA verification which impacts approximately 28% of our students.
- We have begun work with a Registrar, Bursar, and Financial Aid task force to review communication to students, cross train staff, seek methods to decrease the students dropped, improve service, and have a positive impact on enrollment.
- We reworked our Satisfactory Academic Progress policy relating to financial aid. The new policy provides students with an opportunity to improve and adjust to college life while ensuring Federal compliance.
- We have launched the use of texting to prospective students as a means of communication and will do the same for current students in the spring 2017 term.