

## Strategic Initiative Project Work Plan Summary

<b>Project Name:</b>	<b>Strategic Enrollment Management Plan</b>	<b>Academic Year:</b>	2018 –2019
<b>Strategic Priority:</b>	1. Increase enrollment, retention and graduation rates.	<b>Project Leader:</b>	Stephen Schultheis
<b>Team Members:</b>	Merlene Aitken, Lakisha Sanders, Rebecca Gmeiner, Jelani Liddell, Justin Mays, Robert Morton, Winifred Nweke, Linda Proctor-Merritt, Patricia Smith, Eric Tack, Celeste Walley-Jean		
<b>Project Description:</b>	Create a multi-faceted plan designed to increase enrollment, retention and graduation rates for all student populations.		
<b>Success Measure(s)</b>	Achieve enrollment growth with a target of enrolling 7,800 students for fall 2022, obtaining a 75% retention rate for the IPEDS Cohort, and improving our graduation rate to 40% for the fall 2017 cohort.		

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#	MAJOR TASKS / Action Steps	Target Date	Responsibility	Deliverable(s) / Notes
1	<b>Increase Dual Enrollment (DE) student enrollment to 815 for fall 2022</b>	July 2017	DE/Admissions	<b>This goal seeks to continue to increase the new students enrolled in DE through the increase of leads, communication, and improvements in process. We successfully achieved this goal early as we reached 949 DE students for fall 2018.</b>
	List Buys for ACT/SAT and Communication Plan			Completed
	Development of University Collateral to Include DE.			Completed and Ongoing. We have developed common promotional material with an added insert for DE prospective students. We are beginning to work on common presentations.
	HS DE Staff to Attend Counselor Appreciation Day			Completed and Ongoing
	Develop Online Application			Completed
2	<b>Increase the percentage of DE seniors who matriculate at Clayton State to 20%.</b>	July 2018	DE/Admissions	<b>This goal seeks to develop recruitment strategies of our current DE students attending Clayton State as well as improve our communication strategies to these potential students. We have increased the matriculation rate from 8% of our Fall 2014 DE seniors to 11% for our Fall 2017 DE seniors.</b>
	Admissions to assist with Henry DE Orientation – Connect Recruitment Message			We have restructured our staff at the Henry County Site as well as our DE leadership. We will need to evaluate this goal based on our current structure.

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	BRM Campaign for DE			Completed and Ongoing - We developed a communication campaign to current DE students seeking to recruit them as matriculated students. We are now exploring opportunities to grow that campaign through programmatic messages and early acceptance.
	Capture Intended Major and Develop Programmatic Conversion Strategies			In progress – While we are capturing the intended major, we still need to develop the communications to utilize the intended major (Completed and Ongoing – We are capturing intended major. With our new CRM we are able to create custom messages to use with the intended major we are now capturing).
	Student Affairs Presentation to Henry and Fayette Sites of DE students			In Progress – With a new VP for Student Affairs we need to create a new video highlighting our Student Affairs Division. (Completed and Ongoing – Student Affairs created a video from the Vice President for Student Affairs highlighting the Division as a recruitment tool. This video was emailed to all DE students. With a new VP for Student Affairs we will be seeking to create a new video).
	Student Affairs Post Card			
<b>3</b>	<b>Increase the undergraduate new student enrollment for fall, spring, and summer terms.</b>		<b>Admissions</b>	<b>This section contains multiple strategies which are divided into separate sub goals for accountability purposes and to assist in resource allocation.</b>
<b>3a</b>	<b>Sub goal 1: Increase communication to prospective students at the inquiry stage.</b>			Through this effort we were able to realize an increase from 28.7% for fall 2016 and 30.9% for fall 2017 to 31% for fall 2018 of students who applied to enrolled.

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	SCU – Merge outbound calls with inbound calls.	July 2017		Completed
	SCU – Currently staffed with 5 student workers. Shift to 1 FT with 2 student workers for July 2018 and 2 FT with 2 student workers for July 2019.	July 2018		Completed and Ongoing. We now have a SCU Coordinator as the full-time employee.
	SCU – Call inquiries	July 2018		Ongoing. We are calling inquires using our SCU and an outsourced company. Due to the volume of inquiries we are strategically making calls to populations that are likely to apply.
3b	<b>Increase the reach and impact of the high school recruiting activities through greater inquiry conversion and increasing the generation of inquiries through targeted areas.</b>		<b>Admissions</b>	<b>Through this effort we increased our freshmen enrollment (including Bridge and Early Start students) 1% over fall 2017 which was a 9.8% increase over fall 2016. This brought us to a historic high of 627 new freshmen students.</b>
	Traditional – Add Recruiter	July 2018		Completed – Based on our success we have requested an additional high school recruiter. The additional recruiter will decrease the average number of high impact schools from 12 to 9 and for medium from 7 to 5. This will also assist us in coverage when a recruit leaves Clayton State. We are exploring the creation of a senior recruiter as a means of providing advancement and employee retention.
	Traditional – Modify recruitment model	July 2018		Completed
	Traditional – Develop Low, Medium, High Impact School Strategy	July 2018		Completed
	Traditional – Add part-time recruiter	July 2017		Completed – Not Renewed. We are exploring the use of an athletic staff member as a part-time recruiter.

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	Traditional – Strategic use of list buys	July 2017		Completed
	Tours – Increase campus tours 25% each year	July 2017-July 2019		Completed. We have increased our tours from 784 in 2015-2016 to 3,048 in 2018-2019. This is causing us to evaluate our staffing levels to support our Admission’s Events team. We are considering converting a part-time position to full-time to provide additional assistance with this effort.
	Develop opportunities for new students to start in the summer that would normally start in the fall (Bridge, Early Start)	July 2017/2018		Completed and Ongoing. Bridge student enrollment increased to 89 matriculated students. Early Start started with 8 students.
	Develop Staff and Faculty Recruiting Training Day	July 2018		To be Addressed.
3c	<b>Add technology which will benefit recruiting, processing, and reporting within the Admissions Office</b>	<b>July 2018</b>	<b>Admissions</b>	<p>Ongoing – We have implemented multiple solutions. In addition, we have restructured our staffing levels to add a full-time position to the processing team.</p> <p>TargetX – New CRM which will assist us with communications and pool management. We launched TargetX during the spring 2018 term. We are currently working with ITS to expand our institutional knowledge relating to TargetX. We are seeking to improve reporting and maximizing our use of the software.</p> <p>Captricity – Software that scans inquiry cards and creates a database for us to upload in place of having inquiries manually added into our CRM.</p> <p>Sparrow – In-house texting solution that increases our communication with prospective students.</p>
	Add a CRM for Admissions	July 2018		Completed

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	Improve the speed and efficiency of lead and application processing. Introduce document readers and evaluate staffing levels.	July 2018		Completed.
3d	<b>Increase new international student enrollment by 15 for fall 2017 (above fall 2016 levels) with increases of 5 or more each fall to reach a goal of 40 new international students in fall 2022 (above fall 2016 levels).</b>	July 2017 – 2022		We have accomplished the strategies associated with this goal. We have not realized growth in this area due to significant changes in the scholarship offered by the Saudi Arabian Cultural Mission (SACM) which has historically led our international enrollment. <b>We will need to reset our goal. We have increased our new international student enrollment for fall 2018 (from 23 to 37) and spring 2019 (from 1 to 10).</b>
	Designate a Recruiter, establish a travel budget, purchase names, add an international coordinator, and utilize the IEP Program as a feeder for matriculated students.			Completed – We made a decision to have a Coordinator of International Admissions and will re-evaluate the need to have additional staff in the future. <b>We have started to utilize recruiting agents as part of our recruiting strategies. We have established a goal to enroll 2-3 new international students for fall 2019 and 10 for fall 2020.</b>

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3e	<p><b>Grow transfer and non-traditional enrollment through the development of partnerships, articulation agreements, and strategic direct mailing efforts.</b></p>		<p><b>EM/Admissions /Academic Affairs</b></p>	<p>With the addition of a corporate recruiter we have been able to add additional corporate partners and are continuing to grow our relationships. <b>We are in the process of developing an articulation agreement with the entire TCSG which will include a sampling of their courses as well as with Southern Crescent. Through this process we have developed an articulation template, a process to add agreements, and revisited our transfer of credit policy.</b> We will use this to begin the discussion of what would make a strong partnership. Transfer enrollment realized a drop this fall making this area a significant priority.</p>
	<p>Transfer – Develop partnership/articulation agreements with Southern Crescent, Atlanta Technical, and Georgia Piedmont</p>	<p>July 2018-2019</p>		<p><b>In progress with Southern Crescent.</b></p>
	<p>Military – Develop articulation agreement with Air Force Community College</p>	<p>July 2018</p>		<p><b>To be addressed. We have charged a committee to develop a recruiting strategy. This committee will be presenting their plan at the end of Spring 2019.</b></p>
	<p>Utilize BAS Program with change in block transfer credit criteria.</p>	<p>July 2018</p>		<p>Completed.</p>
	<p>Add 2 Enrollment Corporate Partnerships per year Add dedicated corporate partnership outreach staff; part-time by 2018 and full-time by 2019</p>	<p>July 2018/2019</p>		<p><b>Completed. A full-time outreach staff has been added. We are now on pace to add 2 partnerships per year. We have presented at multiple County Department of Education meetings to non-certified teachers, 2 Amazon distribution centers, and are making additional relationships with other potential corporations.</b></p>

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	AJC Marketing Push	July 2017		Completed. We have launched the online MBA with program marketing support. We are in the process of continuing program marketing for the online MBA as well as launching the MPA and online Psychology programs.
3f	<b>Revise new student and parent orientation programs</b>	July 2018		We have restructured our student and parent orientation programs to be more engaging. We will continue to develop targeted strategies to use orientation to assist with onboarding students. We have requested mid-year funds to assist with a new online orientation program.
	Develop a more engaging and interactive onsite and online orientation	July 2018		Ongoing
	Develop a parent multi-week orientation	July 2018		To be addressed
<b>4</b>	<b>Increase undergraduate student retention</b>		<b>Center for Advising and Retention/EM</b>	<b>This goal seeks to increase our IPEDS Cohort retention rate but also increase our re-registration rates for undergraduate students. This year we have increased our re-registration rates and our IPEDS rate has also increased. Our IPEDS retention rate increased from 67.8% to 70.8% and our 6-year graduation rate increased from 30.6% to 31.1%.</b>
	Develop formal support system for at-risk students	July 2018		Completed and Ongoing. Our fall 2017 at-risk students retained at 65% for one year. This includes transfer limited and index less than 2,100. We continue to meet through our Clayton Success Initiative.



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Develop academic support course/program for students residing on campus with a GPA below 2.0.	July 2018		Ongoing. This spring we are requiring students residing in Laker Hall with less than a 2.0 GPA to participate in academic coaching.
Review current policies and practices interfering with student progression (withdrawal, major change, course sub)	July 2018		Ongoing. We have modified the withdrawal process to include notifications to staff and faculty with a grace period to permit proactive actions on behalf of the staff and faculty. Major changes and course subs are currently under review.
Develop student engagement opportunities on weekends.	July 2018		Reassessed.
Report on retention rates by student type, sub student populations, and major annually aiming to develop strategies for each population.	July 2018		In progress. Retention rates have been shared with departments by major.
New students enroll in math, 2 English, and 3 courses within major in first two semesters.	July 2018		In progress. We have implemented this strategy and established base lines.
Develop block schedule for at-risk incoming students.	July 2019		To be addressed.
Develop mid-term and other academic support communication.	July 2018		Completed and ongoing. Multiple communication is sent to students. We are evaluating the messages and seeking to consolidate our efforts with targeted approaches to specific populations.
Create a University Retention Action Team to provide immediate action for low retention populations	July 2019		In progress
Move entirely to Degree Works	July 2018		Near complete.
Develop Degree Course Maps	July 2018		In progress. Our degree maps were based on the 2015-2016 curriculum. We are in the process of updating the maps. (Complete)

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	Leverage SSC Campus Software and data analytics in identifying at-risk students, developing interventions, and to inform institutional student support services.	July 2019		In progress. Multiple offices are utilizing SSC in collaboration with a variety of support strategies.
<b>5</b>	<b>Increase graduate student enrollment</b>			
	Expand Online Options	July 2019	Academic Affairs	Ongoing – The MBA program added an online option which increased their new student enrollment from 47 to 75.
	Develop additional Graduate Programs	July 2021	Academic Affairs	In process.
	Combine undergraduate and graduate recruitment efforts and processes.	July 2018	Admissions/EM	We have merged the undergraduate and graduate student admission offices. Through this process we have outlined processes that are being streamlined and others that are being absorbed by the undergraduate staff such as processing. This is allowing us to recruit more and focus on new student enrollment. This fall realized an increase in new graduate student enrollment over fall 2017.
	Move duplicated functions of Graduate Office to the duplicating office (graduation certification, catalog development)	July 2019	Admissions/EM/ SoGS	Ongoing - We have mapped out the functions which need to be moved and completed some of those relocations such as catalog development. Faculty record keeping and graduation certification is in progress and should be complete in spring 2019.
<b>6</b>	<b>Improve administrative functions associated with student progression.</b>			

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	<p>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</p>	<p>July 2018</p>	<p>Financial Aid/EM</p>	<p>In progress – We have improved our communication regarding fee payment deadline, financial aid status, withdrawals, and proactive nudges. We continue to review solutions for our FA award letter. We are now changing our FERPA policy to encourage parent support. The policy will be used for Advising, Bursar, Financial Aid, and the Registrar Offices.</p>
	<p>Review SAP Policy, Process, and Support</p>	<p>July 2019</p>	<p>Financial Aid/Center for Academic Success</p>	<p>Ongoing – We have reworked our SAP policy and have collaborated in the development of our support services for SAP students.</p>
	<p>Add verification software in the Financial Aid Office</p>	<p>July 2018</p>	<p>Financial Aid</p>	<p>Completed. We added a technology solution to our verification process. This has allowed us to complete verification in 2 days versus 2 weeks, reduce the number of staff working on verification from 4 to 1, decreased the time a student is selected for verification to completely processed in half, and increased the percentage of students who have completed verification.</p>
	<p>Enhance Academic Support for Students who Need It</p>	<p>July 2019</p>	<p>Center for Academic Success</p>	<p>In progress – We have targeted Supplemental Instruction for critical courses impacting student retention. Fall 2019 will realize an increase in the number of courses being supported by Supplemental Instruction.</p>

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	Utilize Texting to Communicate with Potential and Current Students	July 2018	ITS/EM	An in-house solution, Sparrow, was developed by ITS. We have used portions of Sparrow to allow students to send messages and receive automated responses in return. We are developing a greater amount of strategic messages to be sent to students automatically based on Banner actions.
	Continue to Evaluate Staffing Levels to Support Service to Students as Enrollment Increases	Ongoing	EM	Ongoing – We added an Academic Advisor and Laker Hall Student Success Center Coordinator utilizing PBI grant funds. We are evaluating the needs of additional advisors and support staff.
	Review Institutional Aid Awards and Student Success to Ensure Funds are having a Positive Impact on Student Degree Progression	July 2019	EM/Financial Aid	Ongoing – We reworked our SEOG strategy to provide freshmen living on campus support if they qualify for the need based program. We targeted needy students for foundation grants when possible. We need to develop a communication to parents and students regarding the HOPE Scholarship and eligibility. This messaging needs to be regular and to both audiences.