

**ILLINOIS STATE UNIVERSITY
ENROLLMENT MANAGEMENT AND ACADEMIC SERVICES**

STRATEGIC PLAN 2007-2012

Executive Summary

November 2007

The Office of Enrollment Management and Academic Services was created in July 2003 and includes the Offices of Admissions, Financial Aid, University Registrar, and University College as well as a central staff.

Mission

Through enrollment planning and strategic recruitment, EMAS seeks to assist the University in meeting its goals by enrolling diverse, highly-qualified students who will be successful in their programs of study. Through excellent ongoing service and outreach, EMAS seeks to assist students to achieve their individual educational objectives.

Vision

Guided by the University-wide strategic plan, *Educating Illinois*, our vision is to provide excellent service to each of our constituencies: University faculty and staff, students and their families, alumni, as well as the state, national, and international communities served by the University.

Key Activities and Goals 2007 – 2012

- Maintain overall enrollment at 20,000 to 20,500, while maximizing the quality and diversity—broadly defined—of our student body in a period of state and regional demographic change.
- Collaborate with Colleges, Departments and Schools to determine and maintain optimal program enrollment consistent with overall University targets as well as to ensure sufficient capacity in key courses for students in transition to the University.
- Increase the role of Financial Aid in recruitment and outreach activities, including increased awareness and strategic use of scholarship programs as well as partnerships with University Advancement and academic units to increase giving and to ensure best practices in making awards.
- Continue to enhance advisement and academic support programming for all students, particularly those at risk for leaving the University.
- Continue to seek opportunities to use technology effectively for marketing and recruitment; convenient access to information; course and program registration; paperless, interactive exchange of data; as well as streamlined business practices such as document imaging and electronic exchange of data with internal and external constituencies.
- Review communication strategies and timelines of all EMAS units to prospective and enrolled students to ensure efficient, effective, and seamless flow of information.
- Provide opportunities for EMAS staff to acquire new skills related to our mission, and increase staff exchange / cross-training across EMAS units to ensure smooth delivery of service.

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Our vision includes:

- Providing reliable enrollment planning that meets University needs and goals;
- Creating an effective recruitment, application, and selection process for new students;
- Continuing efforts to make Illinois State accessible and welcoming to diverse groups, including first generation and low income students.
- Helping students and their families take full advantage of the range of scholarships, grants, loans, waivers, and student employment available to them to make college possible;
- Assisting students to make a smooth transition to the University and to make progress toward their degrees through academic advisement, academic support services, course registration and convenient access to educational records and academic requirements;
- Assisting the Division of Academic Affairs to match course and program capacity to the changing needs of students and the workforce;
- Making effective use of technology and various modes of communication to provide timely, personalized, and accurate information to all constituencies;
- Collaborating across EMAS units and across campus to provide excellent response and service to all constituencies.

Values

Consistent with the University-wide strategic plan, *Educating Illinois*, we in EMAS value:

- The University as a community that provides both a wide range of opportunities as well as attention to the individual student;
- A shared sense of responsibility in helping students make informed choices;
- Collaboration with colleagues across the University and, as appropriate, other institutions to ensure student success;
- Respect for the diversity of ideas, backgrounds, and approaches to the pursuit of knowledge that supports the growth of all students, faculty, and staff.

Goals

1. As directed by the President, maintain overall enrollment consistent with University goals, needs, and resources.
2. Collaborate with Colleges, Departments and Schools to determine and maintain optimal program enrollment consistent with overall University targets as well as to ensure sufficient capacity in key courses for students in transition to the University.
3. Provide information to students and families on how to make a college choice and strategies for making Illinois State University affordable.
4. Award financial aid equitably to help students, families and the University meet their educational goals and administer financial aid programs effectively to increase student recruitment and retention.
5. Provide students high quality advising on their academic plans and progress toward their degrees and provide appropriate academic support to help students meet their educational goals.
6. Provide convenient means to register for courses, make program changes, comply with academic policies and access academic plans, records, and transcripts.
7. Provide consistent and timely communication to all constituencies through a variety of means.
8. Provide opportunities for EMAS staff to acquire new skills related to our mission.
9. Use technology effectively with emphasis on user-friendly interfaces, reliability, disaster recovery and security.

Strategies, Actions, and Assessment Measures

Goal 1: As directed by the President, maintain overall enrollment consistent with University goals, needs, and resources.

Strategy 1: In collaboration with Planning and Institutional Research (PIR), EMAS will gather, analyze, and distribute data on sources of enrollment, enrollment history, and student persistence for the University.

Actions:

- EMAS and PIR will provide official census data on enrollments.
- In collaboration with PIR, EMAS will develop and implement predictive enrollment models accounting for new first-year and transfer students, students readmitted to the University, and student persistence rates.
- EMAS will educate the campus community on enrollment trends and demographic information.

Strategy 2: EMAS units will collaborate to recruit and enroll highly qualified students at the University in accordance with the predictive model and University needs.

Actions:

- Monitor and manage new student enrollment by assessing the applicant pool for the past three years and determine who to admit, wait list, or deny.
- Continue to review recruitment initiatives both on and off campus and revise methods when necessary.
- Create new programs to attract students from low income and educationally disadvantaged areas.
- Continue intensive follow-up with targeted applicants.

- Keep abreast of the competition; ascertain any changes in their enrollment targets and adjust matriculation rates accordingly.
- Increase contacts with the pre-admission advisement team with students unable to gain entrance to their first-choice major.

Strategy 3: EMAS will be a partner with other areas in Academic Affairs to ensure student success and retention.

Actions:

- The University Center for Learning Assistance will provide tutoring and academic support.
- EMAS and UCLA will identify particularly challenging courses and provide additional support for students in those courses.
- EMAS will provide services to at-risk students, including “Project Success” for students on probation, and a variety of programming for new and continuing students in at-risk groups.
- University College will continue to assist undeclared students to find a major in which they will be successful.

Accountability Measures for Goal 1:

- Enrollments in line with targets and goals.
- Persistence rates.
- Graduation rates.
- Time to degree.
- Participation in Admissions and other outreach events.
- Participation in academic support programs correlated to student persistence, GPA, and degree completion.

Goal 2: Collaborate with Colleges, Departments, and Schools to determine and maintain optimal program enrollment consistent with overall University targets as well as to ensure sufficient capacity in key courses for students in transition to the University.

Strategy 1: EMAS will gather, analyze, and distribute data on sources of enrollment and enrollment history for the University and for specific programs.

Actions:

- EMAS will continue to meet with Colleges, Departments, and Schools to determine appropriate program targets based on program data and University goals.
- As designated by the Provost, the Program Enrollment Management Committee will review and approve all criteria for admission to majors beyond the University minimum.
- EMAS will facilitate a common system by which students are able to review academic programs of study, view admission requirements, and submit an application for any major on campus.
- EMAS will seek to establish common practices and timelines to assist students in the major change process.

- Admissions will assess departmental recruitment initiatives and provide feedback when appropriate, encouraging departments to assess which schools are their greatest competitors and why.
- Admissions will review the admission and selection process with each department and provide bi-weekly reports of their students admitted.

Strategy 2: EMAS will continue to serve as an advocate for maintaining appropriate levels of instructional capacity.

Actions:

- Increase awareness of the large number of students without declared majors on campus and the need to increase overall capacity in the majors.
- Encourage discussion of the balance of resources devoted to supporting first majors, second majors, and minors.
- Provide regular updates on enrollment to departments and schools, particularly those offering General Education and Illinois Articulation Initiative courses as well as other key courses for students transitioning to the University.
- Collaborate in the development of a model to predict more accurately General Education and IAI capacity needs.
- University College will communicate need for specific courses to meet the needs of incoming and continuing students.

Accountability Measures for Goal 2:

- Year-to-date data indicating number of admitted students, matriculation rates, applicant profile, and date in which the major closed.
- Feedback from high school and community college counselors regarding the reputation certain majors have with their students.
- Changes in program capacity to meet University goals, workforce demand, and student demand where possible and appropriate.

Goal 3. Provide information to students and families on how to make Illinois State University affordable.

Strategy 1: Increase collaborative outreach programs to students, families, and communities.

Actions:

- Counsel students and families on the academic opportunities and expectations of Illinois State University.
- Communicate all admissions and financial aid deadlines, including the advantages of priority filing period and timely submission of the FAFSA.
- Process admissions applications in a timely manner, communicating effectively with both departments and schools and prospective students.
- Increase knowledge of the college selection process for first generation / low income students through a variety of targeted outreach programs.

- Contact selected feeder high schools to offer available services (participation in high school visits, open houses, etc.).
- Work with the Office of Admissions and other EMAS offices to identify potential target audiences for financial aid presentations.
- Expand audience for money management presentations.
- Develop brochures and presentations that discuss how to save for college (Early awareness, 529 plans, Education Savings Bonds).
- Expand/improve the content of the FAO Web site (pod casts, scholarship data, early awareness information).

Strategy 2: Encourage students to find and apply for institutional and private scholarships.

Actions:

- Centralize institutional scholarship information and develop support for the Scholarship Resource Office to communicate with donors and scholarship recipients.
- Continue to enhance the scholarship database.
- Seek new opportunities for outreach.

Strategy 3: Promote and encourage on and off-campus employment for students.

Actions:

- Locate and develop part-time positions in the local community for ISU students.
- Meet with local businesses to advertise part-time positions online.
- Hold an annual Job Fair.
- Increase the number of community service sites.
- Increase the number of students working at community service sites.
- Increase student awareness through online postings and email notification to specific student groups.

Accountability Measures for Goal 3:

- Increase the number of private and institutional scholarships by 10% each year.
- Increase the number of activities in which the Financial Aid Office participates.
- Increase the visibility and range of client services provided by the Scholarship Office.
- Track the number of visitors to the different sections of our Web site in order to determine if the new content is useful.
- Meet with at least 10 employers each month to promote ISU students, the online hiring process, and the Job Fair.
- Increase attendance at the Job Fair to 350 students and 20 employers.

Goal 4. Award financial aid equitably to help students, families and the University meet their educational goals and administer financial aid programs effectively to increase student recruitment and retention.

Strategy 1: Work effectively with campus constituents to increase campus-based scholarship funding and to award effectively.

Actions:

- Mobilize the campus community to use scholarship dollars as recruitment and/or retention tools.
- Continue to develop a scholarship database for a variety of constituencies.
- Work with Development Directors to create more general scholarship dollars.
- Serve as a resource for Departments in the awarding process.
- Assist the Foundation in the stewardship process through coordination in the Scholarship Resource Office.

Strategy 2: Use campus-based aid dollars to recruit and retain our neediest students.

Actions:

- Use campus-based aid dollars throughout the year for special circumstance situations to help retain at risk/high need students.
- Assign a counselor to monitor the accounts of the most at-risk students. Use campus based dollars to assist in retaining these students.
- Test the packaging program to certify the program is awarding SEOG, Student to Student, Federal Work Study, and Perkins to our lowest EFC students.

Strategy 3: Determine if ISU MAP Supplemental dollars are being used effectively.

Actions:

- Analyze financial information about all MAP Supplemental recipients and compare to those who do not receive MAP Supplemental funds across time.
- Examine the financial data of students who were admitted to ISU but did not enroll.
- Award MAP Supplemental to targeted groups.

Strategy 4: Ensure that tuition waiver, scholarship, and grant accounts are being fully utilized.

Actions:

- Work with Departments to determine the amount of tuition waiver, scholarship, and grant dollars available for recruitment purposes.
- Encourage Departments to use all available tuition waiver, scholarship, and grant dollars each year.

Strategy 5: Ensure the best alternative loan product each year for our students.

Actions:

- Send out a Request for Information (RFI) at least every 2 years.
- Continue to meet with different alternative loan providers throughout the year to determine if newer products are of better value to our students.

- Select the best alternative loan providers by comparing fees, interest rates, service, and approval rates.
- Request interest rate and approval data from the lenders with the most volume.
- Create comparison spreadsheets that include the interest rates being given to ISU students.

Strategy 6: Automate the alternative loan process.

Actions:

- Work with all alternative loan providers to encourage them to use ELM to disburse loan funds.
- Create a program that will download ELM data into our mainframe, process the alternative loans, and send data back to ELM.
- Reduce the number of times that the loan area has to manually enter data into the system in order to get one alternative loan to credit to a student's account.

Strategy 7: Increase collaboration in cash management.

Actions:

- Work with Student Accounts and the Comptroller to ensure that the funds we claim from federal and state governments are being received and deposited into the correct accounts.
- Work with the Foundation Office to identify all scholarships to be awarded.
- Work with Student Accounts to encourage students to sign up for the electronic deposit of refund checks.

Accountability Measures for Goal 4:

- Improved retention rates of targeted groups.
- Alternative loan providers monitored and accountable for providing the promised interest rates.
- All available funds awarded annually from all Foundation accounts.
- Electronic deposit of refunds at 90% of total by 2012.
- Tracking in place for the authorization and utilization of all institutional dollars.

Goal 5: Provide students high quality advising on their academic plans and progress toward their degrees and provide appropriate academic support to help students meet their educational goals.

Strategy 1: University College will serve as a central resource for first-year students, students in transition, and undeclared students with the goal of maximizing student success.

Actions:

- Orientation and Transition Services will continue to provide and assess programming for new first-year students (Preview) and transfer students (Transfer Days), and explore collaboration with the Passages program and Student Affairs.

- University College will offer a comprehensive set of advising services to first-year and undeclared students that will include intrusive advising, education on available resources, and referral to additional services as needed.
- University College will offer transitional advising services available to any student in the University who might be considering changes to their academic plans.
- University College will provide the main avenue of tutoring and success strategies through the University Center for Learning Assistance and will supplement those services through services offered at the Minority Student Academic Center and Developmental Mathematics.
- All EMAS units will collaborate on providing students the tools they need to review and assess their progress toward a degree.
- Explore and evaluate effective programming for undecided/general students to encourage early major exploration and declaration by:
 - Promoting, updating and assessing the use of the Find Your Major web site.
 - Piloting a new campus program, Advisor Walk in Periods, as an alternative program to the Major Fair.
 - Developing and fostering communication and programming for general students with University College, the Career Center and the Student Counseling Center.

Strategy 2: EMAS and the Academic Advising Advisory Council (AAAC) will coordinate new advisor training, staff development, and appropriate use of technology for advisors across campus.

Actions:

- The New Advisor Training Committee and the Professional Development Committee will be responsible for the ongoing training needs of new and continuing advisors.
- A University-wide mission statement for advisors will be finalized and distributed to the campus community and to entering students.

Strategy 3: For students not yet enrolled at the University, Admissions and University College will provide information on options and services.

Actions:

- Provide transfer options for students below the academic profile of admitted students.
- Work individually with students who have unique and compelling situations to establish academic goals to gain admission.
- Continue to participate in programs throughout the state that focus on coaching students and family members about navigating the college selection process.

Strategy 4: For selected populations, provide additional academic support programming and services to bolster student academic success and retention.

Actions:

- University College will continue to be a central resource on campus for academic support program that address the needs of specialized populations (SSS, MSAC, etc.)
- EMAS central Academic Services staff will continue to offer and assess Project Success, its program for students on probation, and will pilot and evaluate an intrusive, personalized, support group model called “Club Success” as an alternative to Project Success.

- EMAS central Academic Services staff will explore, develop, implement and evaluate academic support programming with Registered Student Organizations, notably “Greek Success” a version of Project Success modified to meet the needs of fraternity and sorority members.
- Continue to develop and explore effective academic support programming for at risk students by piloting and evaluating “Success 101” for at risk students.
- Continue to provide referral services for non-traditional students and aid in fostering a welcoming campus environment for this population specifically by supporting the Women’s Mentoring Network.

Accountability Measures for Goal 5:

- Increased reputation that Illinois State is accessible to all students (via Counselor impressions, feedback from families, Alumni perceptions, etc.).
- Stable to increased pool of transfer students.
- Persistence, graduation rates, time to degree

Goal 6: Provide convenient means to register for courses, make program changes, comply with academic policies and access academic plans, records, and transcripts.

Strategy 1: University College and the Office of the Registrar will work to continually refine and enhance the registration process for new and continuing students so as to make it as effective as possible.

Actions:

- Review timeline of open registration periods with particular attention to the needs of transfer students.
- Continue to refine registration through the iCampus portal and develop the Course Finder function.
- Review policy on Confirmation of Attendance
- Review policy on priority registration for specific student groups.
- Develop process to establish course interest inventory.
- Review and document override process.
- Develop process to allow course withdrawals through the portal.

Strategy 2: Provide students and alumni convenient access to records and policies.

- Continually review FERPA guidelines to ensure compliance.
- Meet with Clearinghouse to review online request process for transcripts.
- Develop a process to receive digital transcripts from Xap, Scriptsafe, and Docufide.
- Research process for sending digital transcripts.
- In collaboration with Administrative Information Systems and Web Services, maintain on-line degree audit and permit students to view their progress toward other possible majors through the iCampus portal.
- Provide a range of services, including the Academic Progress Summary through the Student Services and Referral Center.
- Implement a two-year undergraduate catalog with attention to readability.

- Review the Registrar’s website for ease of use.

Strategy 3: Continue to be a statewide leader in facilitating student transfer.

- Continue on-going improvements to the iCampus website and program coordination.
- Update articulation agreements and provide web access
- Continue participation in the Course Applicability System (CAS) and review CAS request import process.

Accountability Measures for Goal 6:

- Accurate, reliable registration.
- Convenient access to records, academic plans, in real time whenever possible.
- Client satisfaction as measured by questions / complaints received by Student Services and Referral Center, email, or web and student and staff focus groups.

Goal 7: Provide consistent and timely communication to all constituencies through a variety of means.

Strategy 1: Develop integrated marketing research practices for identifying constituencies and developing segmentation profiles.

Actions:

- Strengthen our marketing research through increased understanding of the demographics, needs and primary influences on the marketplace from which our students come.
- Use market research to guide decision making on new programs.
- Map student enrollment patterns and feeder high school interests.
- Coordinate and unify ACT, First View, Student Paths, and Pre-Registration databases.
- Develop a database and methodology for collecting important stories from faculty, students, and staff that could be used in marketing.
- Monitor web site traffic developing key indicators and dashboards for use in management review.
- Conduct a needs analysis for a customer relationship database.

Strategy 2: Develop new methods and channels of communication appropriate to constituencies and stakeholders and continuously evaluate current communication.

Actions:

- Develop, refine and enhance effective modes of communicating with prospective students, their families and friends, and guidance counselors.
- Compliment external marketing with internal marketing efforts.
- Implement a ‘customer focus’ strategy.
- Make personalized and timely strategic communication of marketing and recruitment efforts.
- Create recruitment material both on the web and in print in Spanish.
- Integrate marketing initiatives using Admission leads to generate customized literature based on web response, beginning two-way communication or conversation on the web.

- Change the focus in language from institutional to mentor.
- Communicate in a language that is appropriate to the message and audience.
- Develop alternate methods of communication and channels that students are most comfortable using.
- Investigate new technologies for communication such as blogs, video, widgets, texting, and podcasting; use of IM and Text messaging in Admissions, Advising, and Financial Aid.
- Evaluate current practices by utilizing focus groups, StudentVoice, Counselor Advisory Groups, and individual impressions of applicants.
- Research the various types of communication our bench mark institutions utilize and evaluate their effectiveness for our campus.
- Gather commonly asked questions and identify processes that cause confusion for our various constituents. Edit web sites, printed material, and language to address the concerns.

Strategy 3: Coordinate the goals of branding with related university units

Actions:

- Clarify our image and review our marketing plan.
- Utilize our Web sites as major marketing tools.
- Identify and promote the ISU identity through consistent branding.
- Identify and market programs of distinction, points of differentiation.
- Promote achievements and successes to improve ISU's image.
- Foster two-way communication and dialog opportunities with constituencies, particularly admission candidates.
- Market and promote ISU regionally through connections with local high schools.
- Implement use of collaborative project software to communicate effectively with all parties.
- Market the university distinctiveness and competitive advantages through focused promotional materials.
- Establish and implement coordinated department communication plans and communications audits.
- Develop methods of disseminating prospects to departments for follow up.
- Improve timing of communications.
- Increase participation levels and interactive communications using the web to create dialog.
- Improve the face of the university, such as web presence, campus and virtual tours.
- Develop and integrate marketing and communications plans throughout the institution.

Strategy 4: Strategy: Establish a master calendar for all EMAS communication, specifying date, audience, purpose, medium & responsibility.

Actions:

- Gather data on current practices and evaluate effectiveness by examining response rates.

Accountability Measures for Goal 7:

- Various measures of effective marketing / recruiting strategies and associated costs.
- Constituents respond appropriately to communication.

- Increased awareness of Illinois State University identity and marketing by internal and external constituencies.

Goal 8: Provide opportunities for EMAS staff to acquire new skills related to our mission.

Strategy 1: Collaborate across campus on staff development.

Actions:

- Increase cross-training to improve staff opportunities and knowledge and to provide additional backup in case of absence or peak demand for services.
- Assess current needs of EMAS staff and identify common topics of interest.
- Increase opportunities for units to meet regularly and to collaborate on shared outcomes.
- Consider ways in which staff in one unit can contribute to the needs of another in times of peak demand.

Strategy 2: Use off-campus professional development opportunities strategically.

Actions:

- Make use of cost-effective webinars and teleconferences that relate to the shared mission of EMAS.
- Provide EMAS staff with opportunities to attend skill-based professional development, including conferences, workshops, and technical training.
- Ensure that staff report back appropriately on information gained at conferences and workshops.
- Adopt a “train the trainer” model wherever possible.

Accountability Measures for Goal 8:

- Increased competency in staff performance.
- More content and competent work force.
- Increase in internal promotions.
- Increased ability to achieve goals in times of peak production.

Goal 9: Use technology effectively with emphasis on user-friendly interfaces, reliability, disaster recovery and security.

Strategy 1: Review use of technology from the user’s point of view.

Actions:

- Carefully consider balance the use of technology with personal contact and print materials.
- Continually review and revise web sites using WebTrends technology to ensure users are finding what they need easily.
- Increase use of convenient on-line forms in conjunction with databases to replace paper and other manual processes.
- Increase electronic reporting of data to facilitate analysis (sorting, statistical study, etc.) to replace paper reports when desirable for campus constituents.

- Increase use and range of technologies for communication with students (social networking, podcasting, streaming video, instant messaging, on-line chats, etc.)
- Compare our use of technology in the application/recruitment process with that of other universities with which we compete.

Strategy 2: Review technology for business continuation, reliability, and security.

Actions:

- Support the campus-wide IT strategic plan.
- Provide coordinated technology support for EMAS units with emphasis on common hardware and software platforms and group purchasing as appropriate.
- Continue to implement the document imaging plan and add new record series when possible.
- Enhance collaboration and cooperation among the EMAS technology team, AIS, and IWSS to ensure security, reliability and common approaches to minimize duplicated resources.
- Review and test disaster recovery plan.

Accountability Measures for Goal 9:

- Increased number of electronic submissions versus paper.
- Increased client satisfaction with processes (both data input and output).
- Increased resource sharing and reduced costs for increasing number of services provided electronically.