

**Office of Enrollment Management
FY18 Planning Document**

Submitted by:

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I. Major Objectives for FY18

Enrollment Management

1. Maintain enrollment between 20,000 and 21,000. Continue to attract a high quality, diverse FTIC class. Maintain high levels of student retention and graduation rates.
2. Continue the substantial amount of collaboration among Enrollment Management and Academic Services departments to facilitate successful campus-wide operations and optimize enrollment and retention/recruitment opportunities.
3. Collaborate with colleges/schools/departments to optimize enrollment and student retention. This includes working with them to meet student demand regarding available major programs. In addition, work with colleges/schools/departments to review scholarship processes and utilize additional funding from variance or Foundation to increase available scholarship dollars.
4. Continue to develop the CRM system to be more effective in the recruitment and retention of students. Build a team with existing staff and potentially hire additional staff to manage and effectively use the system.
5. Create and implement a new online admission application system.
6. Collaborate with Academic Services to update and implement a new Multi-Year Enrollment Plan.
7. Conduct an internal assessment of Enrollment Management budget areas, including the Admissions Application Fee, to assess current effectiveness in areas such as Office of Admissions events, overall recruitment and retention activities and the possible creation of a centralized IT budget.
8. Explore opportunities to utilize analytics software to optimize internal analysis of recruitment and retention opportunities.
9. Re-establish regular meetings of the Enrollment Management Committee to aide in the communication and collaboration between Enrollment Management and the respective Colleges.
10. Conduct market studies on topics such as enrollment choice factors, price-sensitivity and market position.
11. Rebrand Enrollment Management. Update internal and external communications including the website for Enrollment Management and Academic Services. Explore creating a standard promotional communication piece that can be shared with outside institutions, as well as, be utilized by internal stakeholders.
12. Continue to contribute to plans for the Welcome Center facility in the redesign of the Bone Student Center.
13. Partner with the Graduate School to optimize recruitment and enrollment opportunities for graduate students.
14. Continue to develop strategies for increasing student retention with particular attention to underrepresented groups.
15. Continue to implement recruitment and retention responses to challenging State of Illinois and declining demographic conditions.
16. Ensure compliance with Illinois State policies, as well as state and federal laws. This includes but is not limited to required disclosures, Title IV and State Authorization. Follow and participate in public comment as appropriate on Illinois House and Senate bills that may affect Illinois State.

Office of Admissions

The Office of Admissions works to ensure that all of its goals align with the core values of *Educating Illinois: Individualized Attention, Shared Aspirations*. Although the Office of Admissions supports *Educating Illinois* in its entirety in our daily activities and communications, our primary focus is Goal 1.1: to enroll and retain high-achieving, diverse, and motivated students. Therefore, the following goals have been made for FY18:

1. Use the resources available to the Office of Admissions to effectively recruit new student populations to meet University enrollment goals. Maintain the quantity and quality of the applicant pool, while increasing the diversity of the new class and enrollment of out-of-state students.
2. Continue to evaluate marketing strategies, the campus visitor experience, recruitment activities (with an emphasis on personal attention and out-of-state recruitment), technology/social media initiatives, and programming to determine effectiveness and return on investment. Make necessary improvements that reflect our vision as a first-choice public university recognized as a national leader for educating high-achieving, motivated students who seek an individualized and transformative experience at an institution that offers premier undergraduate and graduate programs.
3. Manage the application and admission processes to meet new student enrollment goals, while maintaining a strong customer service focus.
4. Assess the changing demographics of prospective student populations and develop and implement strategies to meet these needs.
5. Identify new initiatives to better attract and serve transfer students.
6. Identify additional ways in which the Office of Admissions can work collaboratively with other campus and community constituents to recruit, enroll, and retain students.
7. Work with campus partners and INTO on the ongoing execution of the strategic plan for international student recruitment.
8. Collaborate with Administrative Technologies and key campus constituents to design and build our own flexible and dynamic admissions application. Research a new CRM solution and take steps to secure a new CRM solution for the Office of Admissions.
9. Evaluate daily operations and staff resources. Identify professional development opportunities for staff and encourage participation when possible.
10. Continue to evaluate merit-based scholarship programs to determine their effectiveness as a recruitment initiative and make adjustments as necessary.

Financial Aid

1. Continue to enhance the Student Information System by improving processes and procedures. Also, continue researching best practices at other universities in order to make our system better.
2. Monitor our 3-year cohort default rate. Dispute students who are on our list and should not be. Communicate with students at risk for default in a preventative effort.
3. Work with University College, Student Accounts and other departments to provide better service to students experiencing financial problems.
4. Improve the scholarship process for students and administration. Work with Foundation to determine schools that have additional dollars to spend. Work with Web and Interactive Communications to update and enhance the ScholarshipFinder search engine.
5. Increase Scholarship & Financial Aid's social media presence in order to inform more ISU students of scholarship opportunities.

6. Continue to encourage departments to leverage the limited number of institutional dollars in order to improve yield and retention.
7. Review policies and procedures manuals to ensure compliance.
8. Partner with the Office of Admissions to test text messaging as an alternative to email communication to students.

Office of the University Registrar (OUR)

1. Pursue the possibility of increasing the Transcript Fee.
2. Incorporate the University Testing Office into the Office of the University Registrar. Update all communications, including OUR's website, as needed.
3. Work to shorten completion time to pre-conversion standard for transfer evaluations.
4. Work to shorten completion time to pre-conversion standard for graduation petitions.
5. Begin development of new graduation application for graduate students.
6. Begin development of automated degree audit for graduate students.
7. Explore options and develop plan for sending electronic transcripts.
8. Work on creating a self-service option for departments/schools to update course maximum and instructor information.
9. Continue to meet the 8 Keys to Veterans' Success which is a voluntary initiative through the Departments of Defense, Veterans Affairs and Education. Specifically, we will concentrate on the following areas:
 - a. Collaborate with local communities and organizations, as well as government agencies, to align and coordinate various services for veterans.
 - b. Utilize a uniform set of data tools to collect and track information on veterans which includes demographics, retention and degree completion.
 - c. Provide comprehensive professional development for faculty and staff on issues and challenges unique to veterans.
 - d. Develop systems that ensure sustainability of effective practices for veterans.
10. Continue to support the iTransfer website and IAI mission of transfer and articulation for the State of Illinois as directed by IBHE and ICCB. This includes attending and administratively supporting panel and other IAI meetings.
11. Review the Withdrawal process and make any necessary changes.
12. Investigate alternative graduation audit systems.
13. Create a RFP for a Registration bolt-on that would allow students to use their personal schedules when looking for classes.

II. Permanent Funding Requests

Enrollment Management

None

Office of Admissions

1. Create, print, and mail an underrepresented/first generation brochure to prospective students and families. This would target rising seniors and would be mailed out with a cover letter (\$20,000).

2. Create additional mailings for sophomore name purchases and parents of prospects and inquiries in order to engage with these audiences earlier and in a more personal manner (\$40,000).

TOTAL **\$60,000**

Financial Aid

None

Office of the University Registrar

None

III. Strategic Budgeted Carryover (SBC) Requests

Enrollment Management

1. \$52,500 – Marketing/Recruitment Activities and Studies
2. \$5,000 – Travel/Conference Opportunities
3. \$115,000 – Outreach Activities

TOTAL **\$172,500**

Office of Admissions

None

Financial Aid

1. \$40,000 – Informational Kiosk

TOTAL **\$40,000**

Office of the University Registrar

1. \$7,000 – Computer Recapitalization and Warranties
2. \$87,110 – Software and Warranty Agreements

TOTAL **\$94,110**

IV. Provost Enhancement (PE) Requests

Enrollment Management

None

Office of Admissions

1. Enhance communications budget to allow for more targeted, personal, and variable print jobs. More print publications are needed to fill out the communications plan, especially for targeted populations like transfer students, underrepresented students, high achieving students, out of state students, sophomore and junior prospects, and parents (\$150,000).

2. Enhance budget for events. In this competitive recruitment landscape, both on and off-campus events are critically important to our ability to disseminate our core messages and engage with students and parents on a personal level. We need to conduct even more events than we currently do, and we need to accommodate guests to the best of our ability. Events are expensive—from parking validation to A/V needs to refreshments—but they are also incredibly effective (\$50,000).

TOTAL

\$200,000

Financial Aid

None

Office of the University Registrar

None