

**Office of Enrollment Management
And Undergraduate Education
FY 17 Planning Document**

Submitted by:

**Troy Johnson, Associate Vice President for Enrollment Management
Jonathan Rosenthal, Associate Provost for Undergraduate Education**

March 16, 2016

I. Major Objectives for FY 17

Enrollment Management and Academic Services

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 EMAS departments in order to facilitate successful campus-wide operations and enrollment optimization.
3. Collaborate with colleges, schools, and departments to optimize enrollment and student retention.
4. Continue work to implement the new student information systems and serve as an advocate.
5. Develop the new CRM system and admission application to be more effective in the recruitment and retention of students.
6. Conduct market studies on topics such as enrollment choice factors, price-sensitivity, and market position.
7. Continue to implement the assessment program for General Education.
8. Make improvements to the Illinois State University Visitor Experience. Contribute to plans for Welcome Center facility in the redesign of the Bone Student Center.
9. Partner with the Graduate School, International Studies, and the Honors program to continue to optimize recruitment and enrollment of students in these areas.
10. Continue to work with University Curriculum to evaluate survey results and make recommendation to Academic Senate on Writing in the Disciplines and AMALI. Work with Senate in their discussion and make appropriate catalog changes.
11. Collaborate with the Career Center and University Counsel to develop uniform process and record keeping for students on internships.
12. Ensure compliance with ISU policies as well as state and federal law, including 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.
13. Continue to develop strategies for increased student retention with particular attention to underrepresented groups.
14. Continue implementation of new General Education assessment program and associated faculty development activities.
15. Work with the College of Education and all Teacher Education units to implement curriculum changes associated with near licensure requirements and “high-stakes” administration of edTPA.
16. Implement new math placement exam.
17. Implement recruitment and retention responses to challenging State of Illinois conditions.
18. Seek creative responses to the pending changes to the Fair Labor Standards Act. Collaborate with other units across campus to provide common responses to the impact on those with advising responsibilities.

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,

Strategy #1: to enroll and retain high-achieving, diverse, and motivated students. Therefore, the following goals have been made for FY17:

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. Continue to evaluate transfer recruitment plan, and identify initiatives to attract and serve transfer students.
6. Identify additional ways in which the Office of Admissions can work more collaboratively with other campus and community constituents to recruit, enroll, and retain students.
7. Work with International Studies, ELI, and the Provost's Office on the ongoing execution of the strategic plan for international student recruitment.
8. Collaborate with Administrative Technologies and key campus constituents to refine online application and student information system functions and workflows. Implement admit-by-query for FTIC students in OAA, and further pursue the creation of our own flexible and dynamic admissions application. Research a new CRM solution and further develop plans to implement the Coalition application.
9. Evaluate daily operations and staff resources. In light of the Fair Labor Standards Act, make adjustments where necessary to maximize efficiency and manage budget while meeting the needs of the office and our customers. 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. Monitor work study funds and assess the ability to increase the America Reads program. Assess the reasons potentially behind the reduction in campus employment of student workers.
2. Implement Prior Prior Year.
3. Monitor changes made by Reauthorization.
4. Enhance the new Student Information System by improving processes and procedures. Continue researching best practices at other universities in order to make our system better. Test Cognos to ensure prior year data is in the system correctly.
5. Monitor our 3-year cohort default rate. Dispute students who are on our list and should not be.

6. Work with University College, Student Accounts, and other departments to provide better service to students experiencing financial problems.
7. Improve the scholarship process for students and administration. Work with Foundation to determine schools that have additional dollars to spend.
8. Continue to encourage departments to leverage the limited number of institutional dollars in order to improve yield and retention.

University College

1. *Complete University College Strategic Plan*
Throughout FY16, University College has made significant strides on redeveloping the University College Strategic Plan. It is the goal of the University College leadership to have the plan completed by the beginning of fall semester 2016. This supports *Educating Illinois* Goal 1, Strategies 2, 3, 4, & 5
2. *Refocus on the Training, Development, and Morale of University College Staff*
Through the University College Strategic planning process and through the University College Advisement strategic review of services, it became clear that the stress level of many staff in University College is at a high level. While this is due to many factors, both within and outside of our control (Campus Solutions implementation, the Illinois Budget crises, etc.), University College is committed to developing a well-trained staff, providing significant and substantive professional development opportunities, and providing a work environment that promotes individual and collective wellness. This goal is particularly important to the morale of University College staff as it appears that most of the A/P staff in University College will be impacted by the new Fair Labor Standards Act guidelines. This supports *Educating Illinois* Goal 3, Strategy 2.
3. *Redevelop data gathering process to generate data for informed decision making and prioritization.*
Through its involvement in the planning for business intelligence, University College hopes to gain access to vital data as soon as it becomes available in Cognos, the business intelligence environment. Many programs and services in University College have suffered from a lack of data for decision making because of the other immediate and pressing IT issues facing the University. This supports *Educating Illinois* Goal 1, Strategies 2, 3, 4 & 5.
4. *Focus on Marketing and Promotion of University College Services*
While University College has finally and consistently entered the world of social media, we are just beginning to develop the method by which it can be harnessed to promote the services of University College. In FY17, through staff reassignment of duties, University College will continue to expand the marketing and promotion of its services to appropriate audiences. This support *Educating Illinois*, Goal 3, Strategy 2 and Goal 1, Strategy 2.
5. *Develop Relations with Alumni Associated with University College*
As University College assumed administration of the remaining IDS Majors, it became clear that this is a population of alumni who may not as engaged with the University that we would like. Through FY17, University College will work with Alumni Relations and Advancement to determine what opportunities may exist for alumni or donors relations with IDS graduates. This supports *Educating Illinois*, Goal 3, Strategy 2.
6. *Fully Implement a Replacement for COMPASS Math Placement Exam*
As of November 2016, the placement test used by Illinois State will be discontinued. University College will work cooperatively with the Department of Mathematics, Admissions, Registrar, and Administrative Technologies to implement a new placement test once it has been selected.

University Registrar

1. Continue to enhance and utilize the new Student Information System. This supports Goal 4, Strategy 2 of Educating Illinois.
2. Continue to find new opportunities and to work collaboratively with other units and offices. This supports Goal 3, Strategy 1.
3. Respond to changes and enhance processes related to client services, academic records, scheduling, registration, degree audit, graduation, and transcripts as resources and programming availability allow. This supports Goal 1, Strategy 1, 3 and 4.
4. Work on meeting the goals of the iTransfer website which is the statewide portal for transfer information. The goals are established by the Illinois Board of Higher Education and the Illinois Community College with input from participating Illinois institutions. This supports Goal 3, Strategy 3.
5. Work on the meeting the mission of the 8 Keys to Veterans' Success which is a voluntary initiative through the Departments of Education, Veterans Affairs and Defense. Illinois State University has voluntarily affirmed our support of the keys. This supports Goal 1, Strategy 1, 2, 3, and 5 as well as Goal 3, Strategy 3 and 4. The 8 keys are listed below.
 1. Create a culture of trust and connectedness across the campus community to promote well-being and success for veterans.
 2. Ensure consistent and sustained support from campus leadership.
 3. Implement an early alert system to ensure all veterans receive academic, career, and financial advice before challenges become overwhelming.
 4. Coordinate and centralize campus efforts for all veterans, together with the creation of a designated space for them (even if limited in size).
 5. Collaborate with local communities and organizations, including government agencies, to align and coordinate various services for veterans.
 6. Utilize a uniform set of data tools to collect and track information on veterans, including demographics, retention, and degree completion.
 7. Provide comprehensive professional development for faculty and staff on issues and challenges unique to veterans.
 8. Develop systems that ensure sustainability of effective practices for veterans.

II. Permanent Funding Requests

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 (\$15,000).
2. Create, print, and mail view book with extra pages and/or flip out pages to include necessary information while allowing for a more visually engaging and dramatic piece (\$10,000).

University College

1. University College requests permanent funding in the amount of \$25,000 annually to fund the cost of the expanded use of CampusLabs to execute coordinated assessment for University College, the

Foundations of Excellence recommendations, as well as the General Education program. CampusLabs is currently in use by the Division of Student Affairs for benchmarking, survey and assessment. By using the same product, the Division of Academic Affairs could coordinate assessment efforts with Student Affairs, sharing data from surveys and coordinating efforts when the results of one survey could or would benefit multiple areas on campus.

III. Strategic Budgeted Carryover (SBC) Requests

Enrollment Management

1. \$270,000 - FY 17 Backfill – Temporary Variance – These funds were initially Provost Enhancement funds for Financial Aid Renovation, Marketing Branding Initiative, and a Price Sensitivity Study. Going forward these funds will be used to support Admission’s work in the recruitment of students.
2. \$60,642.00 FY 16 Reduction – Temporary Variance

Admissions

1. \$70,916 FY 17 Backfill – Temporary Variance

Financial Aid

1. \$57,000 FY 17 Backfill - Temporary Variance

University College

1. \$75,000 FY 17 Backfill – Temporary Variance.

University Registrar

1. \$48,451 FY 17 Backfill – Temporary Variance
2. \$7,000 Computer Recapitalization and Warranties
3. \$47,110 Software and Warranty Agreements

IV. Provost Enhancement (PE) Requests

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, junior prospects, and parents (\$100,000).
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 (\$60,000).

University Registrar

1. University Registrar overtime in the amount of \$60,000. With the new Student Information System there has been a need for members of the University Registrar staff to work overtime to cope with

functional workarounds in CS. At this time we foresee the continued use of overtime in FY 17 and potentially FY 18. During FY 16 the overtime amounts have averaged \$3,780 during each payroll and as of February 29, 2016 totaled \$63,541.51. Based on the average and the remaining 8 payrolls for hourly employees we expect the overtime amount to be \$80,000 this year. LEAP funding covered a total of \$48,949.48 of that overtime amount during FY 16 and the University Registrar will be able to cover the additional amounts due to the budget reduction being less than expected. We will not be able to cover the entire amount next year.

V. Facilities Requests

University College

1. University College again requests continued consideration for additional space in Fell Hall either on the 2nd or 3rd floors as office relocations occur. We currently have four administrators (including one Associate Director) sharing office space. This has presented issues in terms of privacy for both students discussing academic issues as well as staff discussing personnel issues. Additionally, having the Developmental Math faculty in another building is causing continued communication issues, perhaps leading to labor-relations issues as a result.