

Strategic Enrollment Management Plan 4.0

July 20th, 2017

MISSION: To develop, execute, and monitor key objectives, goals, and metrics that will help Stockton University reach 10,000 annualized headcount by June 30, 2021.

- I. Stockton University’s Strategic Enrollment Management Planning (SEMP) team consists of representatives from Stockton’s key divisions, including: Academic Affairs, Administration & Finance, Admissions (UG & GR), Faculty Senate, Information Technology Services, Institutional Planning & Research, Student Affairs, and University Marketing & Relations.
- II. The SEMP team has constructed a concise, well-defined document which maps out key steps necessary to help Stockton achieve a 10,000 annualized headcount goal by June 30, 2021.
- III. SEMP Priorities. Stockton’s SEMP 4.0 document consists of three strategic priorities:
 - (1) Increase predictive and reporting abilities
 - (2) Increase the quantity, quality, diversity, & yield of applicant pool
 - (3) Support student retention and completion
- IV. The strategic priorities are tied to planning categories to guide Stockton’s efforts:
 - Academic Planning
 - Marketing & Recruitment
 - Operational Efficiency
 - Research

These specific planning categories combine with metrics, lead units of accountability, and deadlines.

- V. The four-year enrollment goals (FY18 – FY21) are based on certain assumptions, including:
 - Funding from both the state and philanthropic sources will remain flat
 - Stockton will aim to modestly increase annual tuition and fee rates (2-3% or less)
 - Full-time attendance will remain consistent with historical averages (about 95%)
 - No significant change in Stockton’s 1st semester UG retention rates (about 88% annually)
 - No significant change in Stockton’s UG graduation rates (56% 4-year; 70% 6-year)

If these, or any other assumptions change, the headcount goals identified in this document may need to be re-evaluated and adjusted (up or down).

- VI. Abbreviation coding for lead units of accountability.

Code	Lead or Support Unit	Code	Lead or Support Unit
AA	Academic Affairs	IR	Institutional Research
CC	Career Center	ITS	Information Technology Services
CPO	Chief Planning Office	MVS	Military & Veteran Services
EM	Enrollment Management	OGE	Office of Global Engagement
EOF	Educational Opportunity Fund	SA	Student Affairs
GS	Graduate Studies	URM	University Relations & Marketing

NEW STUDENT ENROLLMENT GOALS: FY18 THROUGH FY21

	FY18		FY19		FY20		FY21	
Semesters	FL-17	SP-18	FL-18	SP-19	FL-19	SP-20	FL-20	SP-21
Headcount Goals	9,065	8,605	9,444	8,966	9,844	9,346	10,260	9,740
Annualized HC Goal (Fall HC + Spring HC / 2)	8,835		9,205		9,595		10,000	
# Growth over Previous FY	+349		+370		+390		+405	
% Growth over Previous FY	+4.1%		+4.2%		+4.2%		+4.2%	
New FR: Fall & Spring HC Goal	1,340		1,397		1,455		1,517	
New TR: Fall & Spring HC Goal	1,508		1,571		1,638		1,706	
New GR: Fall & Spring HC Goal	473		493		514		537	

SEMP PRIORITY #1: Increase Predictive and Reporting Abilities.

Aligned with:

- [Cabinet's Strategic Priority #4](#): Develop and support planning and governance processes that are integrative, collaborative, transparent, and sustainable.
- [Cabinet's University Priority #5](#): Improve and expand the University's internal operational efficiencies.

Goals	Description	Lead Units
1.1	Develop a more accurate predictive model for new freshman and transfer students	CPO/IR
1.2	Enhance weekly reports to better integrate and convey data to key stakeholders.	CPO/IR

SEMP PRIORITY #2: Increase the Quantity, Quality, Diversity, and Yield of the Applicant Pool.

Aligned with:

- [Cabinet's Strategic Priority #1](#): Advance the University's mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.
- [Cabinet's Strategic Priority #3](#): Support human diversity and inclusion in all of its forms and in a manner that serves the needs of our region and recognizes our place in a global society.

Goals	Description	Lead Units
2.1	Strengthen coordination of enrollment planning with academic planning and course scheduling.	AA
2.2	Expand marketing efforts and allocate necessary resources to support efforts.	EM, URM
2.3	Expand recruitment efforts and allocate necessary resources to support efforts.	EM
2.4	Focus planning on intentionally increasing student diversity.	EM
2.5	Expand articulation agreements for attracting new transfer students.	AA, EM
2.6	Build capacity for specifically targeting adult learners for degree completion.	CPO/IR
2.7	Optimize use of scholarships and Stockton grant-in-aid program.	EM

SEMP PRIORITY #3: Support Student Retention and Completion.

Aligned with:

- [Cabinet's Strategic Priority #1](#): Advance the University's mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.
- [Cabinet's Strategic Priority #2](#): Develop the academic, human, and financial resources that support the University's aspiration to be a premier regional educational institution.

Goals	Description	Lead Units
3.1	Develop a written persistence and retention plan.	CPO/IR, SA, AA
3.2	Support continuous improvement and expansion of the EOF and Veteran Student programs.	EM, EOF, MVS
3.3	Increase Career Center engagement with students and faculty.	CC, AA

SEMP 4.0

APPENDIX – WITH METRICS AND ACTION ITEMS

SEMP PRIORITY #1: Increase Predictive and Reporting Abilities.

1.1 Develop a more accurate predictive model for new freshman and transfer students.

Metric #1	<u>Predictive Measurements.</u> <i>Analyze, test, and endorse a set of 3-5 key predictive measurements to improve the University's persistence and progression efforts.</i>	
<i>Planning Category:</i>	Research	
<i>Lead Unit / Support:</i>	CPO/IR	
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>	•	

1.2 Enhance weekly reports to better integrate and convey data to key stakeholders.

Metric #1	<u>Enhanced Weekly Reporting.</u> <i>Include new tabs for weekly reporting efforts, such as housing, financial aid, bursar, and others.</i>	
<i>Planning Category:</i>	Research	
<i>Lead Unit / Support:</i>	CPO/IR	
<i>Deadline:</i>	Process to begin in Summer 2017	
<i>Updates:</i>	•	

SEMP PRIORITY #2: Increase the Quantity, Quality, Diversity, and Yield of the Applicant Pool.

2.1 Strengthen coordination of enrollment planning with academic planning and course scheduling.

Metric #1	<u>Coordination of New and Existing Academic Programming.</u> <i>(a) Develop communication plan for new academic programming to coordinate all aspects of enrollment, course scheduling, and marketing.</i> <i>(b) Enhance reporting to assistant deans/deans earlier in enrollment cycle to better utilize resources for new, incoming students.</i>	
<i>Planning Category:</i>	Academic Planning, Operational Efficiency, Marketing & Recruitment	
<i>Lead Unit / Support:</i>	AA	EM, CPO/IR, URM
<i>Deadline:</i>	January 1, 2018	
<i>Updates:</i>	•	

2.2 Expand marketing efforts and allocate necessary resources to support efforts.

Metric #1	<u>Marketing Analysis.</u> <i>(a) Conduct competitive marketing/recruitment analysis.</i>	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	CPO/IR, URM
Deadline:	Jan. 1, 2018; annual review and update through FY21	
Updates:	•	

Metric #2	<u>Marketing Communications.</u> <i>(a) Develop competitive marketing communications and advertising plan based on peer activity and current research findings (Web, social media, PR, print, advertising, and recruitment events).</i> <i>(b) Strengthen alignment of marketing communications (all channels) with branding and recruiting initiatives.</i>	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	URM	AA, EM
Deadline:	Ongoing	
Updates:	•	

2.3 Expand recruitment efforts and allocate necessary resources to support efforts.

Metric #1	<u>Recruitment Plan.</u> <i>Update annual undergraduate admissions recruitment plan each cycle.</i>	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	CPO, IR, & URM
Deadline:	August 15; Annual review and update through FY21	
Updates:	•	

Metric #2	<u>Enroll high-quality, persistent students.</u> <i>Using predictive model from Goal 1.1, focus recruiting efforts on students who exhibit likely patterns of quality performance and long-term persistence.</i>	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	CPO/IR
Deadline:	Review draft model by July 1; implementation and review throughout FY18.	
Updates:	•	

Metric #3	<u>Northern New Jersey Campaign.</u> <i>Increase completed applications (FR and TR) from northeast NJ (Gateway region) and northwest NJ (Skyland region) by a total of 3% annually from FY18 through FY21.</i> <i>(a) Gateway: Bergen, Essex, Hudson, Middlesex, Passaic, Union</i> <i>(b) Skyland: Hunterdon, Morris, Somerset, Sussex, Warren</i>	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	URM
Deadline:	Annual review through FY21	
Updates:	•	

Metric #4	<u>Out of State Students.</u> Increase completed freshman applications from DE, MD, NY, and PA by 3% annually from FY18 through FY21.	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	URM
Deadline:	Annual review and update through FY21	
Updates:	<ul style="list-style-type: none"> Plan for out-of-state recruiter 	

Metric #5	<u>International Students.</u> (a) Process international applications in Recruiter beginning in the 2018 admissions cycle. (b) Grow undergraduate international enrollments to 15 students in FY18, with five new students each subsequent year through FY21.	
Planning Category:	Operational Efficiency and Marketing & Recruitment	
Lead Unit / Support:	(a): OGE, EM, ITS (b): OGE	(a): CPO/IR; (b): OGE and URM
Deadline:	Annual review through FY21	
Updates:	<ul style="list-style-type: none"> 	

Metric #6	<u>Graduate Student Recruitment Plans.</u> Update annual graduate enrollment and recruitment plans for each program based on collaboration with program faculty each cycle and report out.	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	GS, AA	CPO/IR
Deadline:	September 30; Annual review and update through FY21	
Updates:	<ul style="list-style-type: none"> 	

2.4 Focus planning on intentionally increasing student diversity.

Metric #1	<u>Diversified Population.</u> Stockton will increase its diverse population by 1% annually for four consecutive years (to 35%) to better reflect the state's diversity.	
	Ethnicity	Stockton %
	Black or African Am	7.6
	Asian	5.5
	Hispanic/Latino	12.3
	White	70.0
	Other (2 or more)	2.9
	Unknown	1.7
	Total	100%
	Diversity Population	31%
		New Jersey %
		14.8
		9.7
		19.7 ¹
		56.2
		2.8
		n/a
		100%
		100%
		44%
	Source: https://www.census.gov/quickfacts/table/PST045216/34#headnote-js-b	
	¹ Hispanics may be of any race, so they are included in applicable race categories	
Planning Category:	Academic Planning	
Lead Unit / Support:	EM	AA, CPO/IR, URM
Deadline:	Annual Review through FY21 (June 30, 2021)	
Updates:	<ul style="list-style-type: none"> 	

2.5 Expand articulation agreements for attracting transfer students.

Metric #1	<u>Articulation Agreements.</u> <i>Initiate two new articulation agreements for transfer students every year through FY21.</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	AA, EM	
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>	•	

2.6 Build capacity for specifically targeting adult learners for degree completion.

Metric #1:	<u>Research Effort.</u> <i>Initiate research effort to determine potential of adult learner market.</i>	
<i>Planning Category:</i>	Research	
<i>Lead Unit / Support:</i>	CPO/IR	
<i>Deadline:</i>	Executive Summary to be issued by June 30, 2018	
<i>Updates:</i>	•	

2.7 Optimize use of scholarships and Stockton grant-in-aid program.

Metric #1	<u>Freshman Yield.</u> <i>Maintain freshman scholarship and SGIA enrollment yield at approx. 37%.</i>	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	EM	URM
<i>Deadline:</i>	Annual Review through FY21 (June 30, 2021)	
<i>Updates:</i>	•	

SEMP PRIORITY #3: Support Student Retention and Completion.

3.1 Develop a written persistence and retention plan.

Metric #1	<u>Planning Document.</u> <i>Prepare a draft persistence and retention planning document.</i>	
<i>Planning Category:</i>	Research; Academic Planning	
<i>Lead Unit / Support:</i>	CPO/IR, AA, SA	
<i>Deadline:</i>	First draft due to Cabinet by June 30, 2018	
<i>Updates:</i>	•	

3.2 Support continuous improvement and expansion of the EOF and Veteran Students programs.

Metric #1	<u>EOF Students.</u> <i>Utilize the Achieve Program to increase the academic profile of EOF students.</i>	
<i>Planning Category:</i>	TBD	
<i>Lead Unit / Support:</i>	EM, EOF	AA
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>	•	

Metric #2	<u>Veteran Students.</u> <i>Review the acceptance of prior learning credits policies/procedures to attract additional veteran students.</i>	
<i>Planning Category:</i>	TBD	
<i>Lead Unit / Support:</i>	MVS, AA	EM, GS
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>	•	

3.3 Increase Career Center engagement with students and faculty.

Metric #1	<u>Career Instrument.</u> <i>Administer career decision-making instrument to incoming freshman and transfer students beginning in Fall 2018.</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	CC, AA	
<i>Deadline:</i>	Initial report prepared for Spring 2019	
<i>Updates:</i>	•	

Metric #2	<u>Classroom Presentations.</u> <i>Expand collaborations with faculty to increase the incorporation of classroom presentations as part of the existing career community model.</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	CC, AA	
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>	•	