

Strategic Enrollment Management Plan FY19

Academic Year 2018/2019

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) council consists of representatives from Stockton’s key divisions, including: Academic Affairs, Administration & Finance, Enrollment Management, Faculty Senate, Information Technology Services, Institutional Planning & Research, Student Affairs, and University Marketing & Relations.
- II. The SEMP council 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 FY19 document consists of three strategic priorities:
 - (1) Monitor key performance indicators across enrollment-related functions and create planning efficiencies
 - (2) Increase the quantity, quality, diversity, and yield of the 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
 - Student Success
 - Operational Efficiency
 - Research

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

- V. The three-year enrollment goals (FY19 – 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 3rd semester UG retention rates (about 85-87% 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
NSFP	New Student & Family Programs	BR	Bursar’s Office

NEW STUDENT ENROLLMENT GOALS: FY19 THROUGH FY21

Enrollment Management Headcount Model

	FY16		FY17		FY18		FY19		FY20		FY21	
GOAL: Annualized Headcount Growth	8,439		8,486		8,993		9,342		9,685		10,002	
	+100		+47		+507		+349		+344		+316	
	1.20%		0.56%		5.97%		3.88%		3.68%		3.26%	
	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021
Total HC Fall & Spring	8,674	8,203	8,728	8,244	9,216	8,770	9,621	9,063	9,978	9,393	10,305	9,698
New Students	2,486	513	2,493	526	2,955	517	3,016	548	3,090	563	3,167	578
New Freshman	1,151	10	1,190	17	1,569	18	1,595	20	1,627	21	1,660	21
New Transfer	1,032	395	971	405	988	388	1,017	414	1,047	426	1,078	439
New Graduate	303	108	332	104	398	111	404	114	416	117	429	118
Continuing Students	6,188	7,690	6,235	7,718	6,261	8,253	6,605	8,515	6,888	8,830	7,138	9,120
	Actuals						Forecast					

	Fall:	Spring:
Freshman Growth:	2.00%	2.00%
Transfer Growth:	2.95%	2.95%
Graduate Growth:	3.00%	2.00%
FA-SP Cont. Std. %:	88.5%	
SP-FA Cont. Std. %:	76.0%	

SEMP PRIORITY #1: Monitor Key Performance Indicators Across Enrollment-Related Functions and Create Planning Efficiencies.

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	Leverage analytics to inform decision-making for continuous improvement within Admissions and Financial Aid offices.	EM
1.2	Evaluate and recommend faculty growth in relation to student enrollment growth goals.	AA
1.3	Strengthen coordination of enrollment planning with academic planning and course scheduling.	AA

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	Expand recruitment efforts and allocate necessary resources to support efforts.	EM
2.2	Focus planning on increasing student diversity.	EM
2.3	Increase the number of students entering through dual admittance agreements with Community Colleges partners.	AA, EM
2.4	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	Evaluate and recommend, if deemed appropriate, Student Success / Early Intervention Solutions.	SA, AA, ITS
3.2	Support continuous improvement of the EOF programs.	EM, EOF, SA
3.3	Support continuous improvement in recruitment and retention of Veteran Students.	EM, MVS, SA
3.4	Develop a communication campaign geared at increasing continuing student retention.	EM, SA

SEMP FY19

APPENDIX – WITH METRICS AND ACTION ITEMS

SEMP PRIORITY #1: Monitor Key Performance Indicators Across Enrollment-Related Functions and Create Planning Efficiencies.

1.1 Leverage analytics to inform decision-making for continuous improvement within Admissions and Financial Aid offices.

Metric #1	<u>Predictive Measurements.</u> Analyze the past five years student persistence rates from 2 nd to 3 rd year and develop a statistical model of retention and predict at risk students from freshmen and transfer cohorts for early intervention.	
<i>Planning Category:</i>	Research	
<i>Lead Unit / Support:</i>	IR, EM	
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>		

1.2 Evaluate and recommend faculty growth in relation to student enrollment growth goals.

Metric #1	<u>Faculty Growth.</u> Research and evaluate strategies to keep proportion of student and faculty consistent to past practice. Historically, the faculty to student ratio is 17:1 (Fall 2013 to Fall 2017).	
<i>Planning Category:</i>	Academic Planning; Research	
<i>Lead Unit / Support:</i>	AA	IR
<i>Deadline:</i>	Annual review through FY21 (June 30, 2021)	
<i>Updates:</i>		

1.3 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 enrollment goals by program based on mission relevance, market conditions, historical performance, and cost and capacity.</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	AA	EM, CPO, IR, URM
<i>Deadline:</i>	June 30, 2019	
<i>Updates:</i>		

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

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

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

Metric #2	<u>Northern New Jersey Campaign.</u> Increase enrollments (FR and TR) from northeast NJ (Gateway region) and northwest NJ (Skyland region) by a total of 3% annually from FY19 through FY21. (a) Gateway: Bergen, Essex, Hudson, Middlesex, Passaic, Union (b) Skyland: Hunterdon, Morris, Somerset, Sussex, Warren	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	URM
Deadline:	Annual review through FY21	
Updates:		

Metric #3	<u>Out of State Students.</u> Increase enrollment of freshman from DE, MD, NY, and PA by 3% annually from FY19 through FY21.	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	EM	URM
Deadline:	Annual review and update through FY21	
Updates:		

Metric #4	<u>International Students.</u> (a) Process all international applications in Recruiter beginning in the 2019 admissions cycle. (b) Grow undergraduate international enrollments to 15 students in FY20, with five new students in FY21.	
Planning Category:	Marketing & Recruitment	
Lead Unit / Support:	(a): OGE, EM (b): OGE	(a): CPO, IR, ITS (b): URM
Deadline:	Annual review through FY21	
Updates:		

Metric #5	<u>Graduate Program Recruitment Plans.</u> Update annual graduate program recruitment plans each cycle.	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	GS	AA, URM
<i>Deadline:</i>	August 15; Annual review and update through FY21	
<i>Updates:</i>		

2.2 Focus planning on increasing student diversity.

Metric #1	<u>Racial/Ethnic Diversity.</u> Stockton will increase its diverse racial/ethnic population by 1% annually for four consecutive years (to 35%) to better reflect the state's diversity.		
	<i>Ethnicity</i>	<i>Fall 2016 Stockton %</i>	<i>2016 New Jersey %</i>
	Black or African American	7.0	14.8
	Asian	5.8	9.7
	Hispanic/Latino	11.7	19.7 ¹
	White	70.7	56.2
	Other (2 or more)	2.8	2.8
	Unknown/International	2.0	n/a
	<i>Total</i>	<i>100%</i>	<i>100%</i>
	Diversity Population	27%	44%
	<i>Source:</i> https://www.census.gov/quickfacts/table/PST045216/34#headnote-js-b , visited 7/2017		
	¹ Hispanics may be of any race, so they are included in applicable race categories		
<i>Planning Category:</i>	Student Success, Marketing Recruitment		
<i>Lead Unit / Support:</i>	EM	CPO, IR, URM	
<i>Deadline:</i>	Annual Review through FY21 (June 30, 2021)		
<i>Updates:</i>	<i>Ethnicity</i>	<i>Fall 2017 Stockton %</i>	<i>Fall 2018 Stockton %</i>
	Black or African American	7.8	8.4
	Asian	5.8	6.0
	Hispanic/Latino	12.3	13.2
	White	69.2	67.9
	Other (2 or more)	2.5	2.5
	Unknown/International	2.4	2.0
	<i>Total</i>	<i>100%</i>	<i>100%</i>
	Diversity Population	28%	30%

Metric #2	<u>Adult Learners.</u> <i>Initiate research effort to determine potential of specifically targeting adult learners for degree completion.</i>
<i>Planning Category:</i>	<i>Marketing & Recruitment</i>
<i>Lead Unit / Support:</i>	<i>EM, URM</i>
<i>Deadline:</i>	<i>Executive Summary to be issued by December 1, 2018</i>
<i>Updates:</i>	The Office of Institutional Research completed an Impact Study that provides an executive summary on this area, which can used to develop a plan of action.

2.3 Expand dual admittance agreements with Community College partners.

Metric #1	<u>Dual Admittance Agreements.</u> <i>Initiate two new agreements with partners in FY19</i>
<i>Planning Category:</i>	<i>Academic Planning</i>
<i>Lead Unit / Support:</i>	<i>AA, EM</i>
<i>Deadline:</i>	<i>Annual review through FY21 (June 30, 2021)</i>
<i>Updates:</i>	Agreements are in place with Atlantic Cape, Brookdale, Camden, and Cumberland. We are discussing potential partnerships with Mercer, OCC and RCGC.

2.4 Optimize use of scholarships and Stockton Grant-In-Aid program.

Metric #1	<u>Freshman Yield.</u> <i>Increase enrollment of freshman scholarship and Stockton-Grant-In-Aid (SGIA) enrollment yield to get 50% capture rate.</i>
<i>Planning Category:</i>	<i>Marketing & Recruitment</i>
<i>Lead Unit / Support:</i>	<i>EM</i> <i>URM</i>
<i>Deadline:</i>	<i>Annual Review through FY21 (June 30, 2021)</i>
<i>Updates:</i>	

SEMP PRIORITY #3: Support Student Retention and Completion.

3.1 Evaluate and recommend, if deemed appropriate, a Student Success / Early Intervention Solution.

Metric #1	<u>Functional Requirements and RFP Document.</u> <i>Prepare a draft functional requirements specification for a Student Success Solution to guide an RFP or RFQ</i>	
<i>Planning Category:</i>	<i>Research; Student Success; Operations</i>	
<i>Lead Unit / Support:</i>	<i>AA, SA, ITS</i>	<i>CPO, IR</i>
<i>Deadline:</i>	<i>Budget needed for Program Review Request Draft due by December 1, 2018</i>	
<i>Updates:</i>	<i>Research, Student Success, and Operations will collaborate on this during Fall 2018.</i>	

3.2 Support continuous improvement of the EOF programs.

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

3.3 Support continuous improvement in recruitment and retention of Veteran Students.

Metric #1	<u>Veteran Students.</u> <i>Review the acceptance of prior learning credits policies/procedures to attract additional veteran students.</i>	
<i>Planning Category:</i>	<i>Student Success; Academic Planning</i>	
<i>Lead Unit / Support:</i>	<i>MVS, AA</i>	<i>EM, GS</i>
<i>Deadline:</i>	<i>Annual review through FY21 (June 30, 2021)</i>	
<i>Updates:</i>		

3.4 Develop a communication campaign geared at increasing continuing retention.

Metric #1	<u>Continuing Student Registration.</u> <i>Create and undertake a communication campaign to increase continuing student registration.</i>	
<i>Planning Category:</i>	<i>Operations; Student Success</i>	
<i>Lead Unit / Support:</i>	<i>EM, CPO, SA</i>	<i>ITS, AA, GS</i>
<i>Deadline:</i>	<i>Launch for Spring 2019 Pre-Registration</i>	
<i>Updates:</i>		