

DIVISION OF ENROLLMENT MANAGEMENT

I. Vision:

The Division of Enrollment Management at East Stroudsburg University will be a vehicle for student life cycle management that provides students with a comprehensive university experience in a small college climate distinguished by innovation and tradition where they will learn to serve, lead and succeed in a global society.

II. Mission:

The mission of the Division of Enrollment Management is to assess, administer, coordinate, evaluate, and enhance student recruitment, admission, transition, enrollment, retention and graduation services to prospective and continuing students and their families. The Division of Enrollment Management works collaboratively with University faculty, staff and students, and with the broader community, to provide opportunities to promote ESU student success. Each department in the division is specifically charged to implement and monitor undergraduate student marketing, recruitment, admission, transition, enrollment and retention strategies. At the same time, the staff assesses and engages in continuous improvement to meet or exceed current student demands, needs and desires.

III. Values:

- 1. Excellence in Student Learning, Development and Success**
- 2. Integrity**
- 3. Diversity and Individual Worth Including Fair and Equal Treatment of All**
- 4. Stewardship in All We Do for Students, the University, and Our Communities**
- 5. Collaboration with Inter and Intra Entities to Promote Growth and Development**
- 6. Accountability for our Actions and the Resources Entrusted to Us**

IV. Strategic Themes:

- 1. ESU...A First-Choice Institution**
- 2. Retention Promotion**
- 3. Organizational Capacity**
- 4. Accommodating University Growth Plans**
- 5. Population Change**
- 6. Institutional Perception**
- 7. Commitment to Diversity**
- 8. Accountability**
- 9. Assessment & Continuous Improvement**
- 10. Enhancement of Student Service Delivery Options**
- 11. Collaboration with University Constituents**

V. Synergistic Outcomes:

- 1. An enrollment projection model that will aid university-wide course, human resources and space planning**
- 2. Strengthening of the University's position as a degree completion institution**
- 3. Development of an Enrolment Projections timeline to resolve institutional operational issues**
- 4. An increase in admission selectivity of all students, and more specifically, of student athletes**
- 5. Development of an annual advertising plan for student recruitment**
- 6. University image improvement via new publications and positive media contributions**
- 7. Collaborative, university-wide retention planning**
- 8. Strategic alignment of financial aid and student accounts initiatives to support recruitment and retention goals**
- 9. Excellence in Enrollment Management programs and services**
- 10. Delivery options for students and parents to avail themselves of Orientation and New Student Programs in accordance with contemporary demands**

- 11. Financial literacy education to equip students now and for life after the University**
- 12. Initiatives to accommodate current student lifestyles including but not limited to traditional four-year, transfer, re-entry, adult, veteran, and distance learners**
- 13. Student success initiatives including but not limited to an ESU academic forgiveness policy/program, enhanced Dean's list recognition, institutionalized academic performance reports, a specific mechanism for addressing students in academic jeopardy, development of a Veterans Affairs Office, distance education resources, urban partnerships, graduate assistantship development, addition of Steven Covey's "Seven Habits of Highly Effective People" into new student programs**
- 14. A new freshman and transfer student advising and course registration model that is student-centered and that improves university course management**
- 15. Adequate staffing for Enrollment Management areas to serve student, parent and University requests and issues**
- 16. Revision and streamlining of Enrollment Management processes and procedures for students as outlined in an Enrollment Pathways Website**
- 17. Improved course management as related to course offerings, availability, faculty workload and physical space**
- 18. Development of an Enrollment Management Assessment Plan and Annual Report that supports decision-making and drives division-wide continuous improvement through the analysis of findings from evaluations and assessments, benchmarking and comparison studies, e.g. benchmarked services**
- 19. A new family of publications (new marketing branding) will be available for fall recruitment season every two years**
- 20. Expansion into the global market via a new Office of International Connections in Enrollment Services**
- 21. An increase in diversity, the transfer student population, distance education, FTE, and articulation agreements**
- 22. An annual 3% increase in the number of diverse students between 2010 and 2115 in accordance with appropriate resources**
- 23. Production of an Enrollment Management Annual Report that defines vision, mission, goals and values, and overviews units of operation**
- 24. The enhancement of campus-wide marketing to prospective students**

- 25.Improvements in staff efficiency, effectiveness, performance and continuous improvement through professional development opportunities**
- 26.A secure method of student course registration for incoming students through the University Intranet**
- 27.New online technology functionalities that increase student service options**
- 28.A competitive advantage for ESU with neighboring and other similar institutions**
- 29.Timely exchanges/information to accommodate effective planning and service delivery**
- 30.Improvement within and across University divisions and departments**
- 31.Timely information and reports available to the Deans and Chairs to assist in the Colleges and Departments planning**
- 32.Informational exchanges among areas within the Division of Enrollment Management will enhance the collective ability to improve service delivery**
- 33.Quick feedback for applicants for admission based on specific individual interest**
- 34.A model ‘new student’ residence hall that provides on-site access to excellence via student success programs, mentoring, and honor student peer role modeling**
- 35.Education of the entire campus about the various divisions and departments of the University and their purposes/operations so as to develop a greater understanding of University units and thus to improve service delivery to students, parents and colleagues**

2009-15 Strategic Plan

Division of Enrollment Management

Strategic Theme Action Plan

STRATEGIC THEME: A First-Choice Institution. The Division of Enrollment Management is committed to fostering conditions that will cause high-ability students to select ESU as their first-choice institution.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Institute a progressive increase in admission standards (SAT scores, grade point average, and class rank) so that the class profile will be as strong or stronger than each previous class profile	Office of Admission, Enrollment Management, Student Affairs (housing) Orientation and Public Relations	Fall 2009 - Fall 2015	ESU admission will become more selective in each new year	Increase the admission operating staffing to appropriate numbers needed to function properly. Note that comparable operating staff for sister school far outnumber our current staffing. Increases need to be realized in both the professional and support staff (1 full time admission counselor and 2 clerk typist)
Participate in additional aid programs for students to equip them with tools in selecting ESU as their first choice institution	Enrollment Services	2009-10	Strategic alignment of financial aid to match recruitment and retention goals	Two positions needed: Additional Financial Aid Counselor and new Student Accounts Counselor

Explore various non-aid options for students to equip them with tools in selecting ESU as their first-choice institution	Enrollment Services	2009-10	Strategic alignment of non-aid options to match recruitment and retention goals	In conjunction with new resources listed above (Financial Aid Counselor and Student Accounts Counselor)
Update our transfer equivalency guides and enter into more articulation agreements with Community Colleges.	Enrollment Services	By Fall 2010	Strengthen ESU's position as a degree completion and graduate school institution.	One position needed: Additional Transfer Records Counselor
Provide staffing levels and position types that meet the needs of: 1. a growing and changing student/parent market and 2. operational requirements	Orientation and New Student Programs Enrollment Management Human Resources	2009 -10	Maintain excellence in Orientation and New Student Programs	Adequate level and appropriate staff position types for Orientation and New Student Programs; Program Coordinator needed
Work collaboratively with University Relations to develop a positive media presence, e.g. press releases, news articles, news columns, newscasts, etc. for Enrollment Management areas	Admission Orientation and New Student Programs • Academic Success and Retention Enrollment Services Enrollment Management University Relations	2009 -ongoing	A driving force to positively affect constituents' image of the University as it relates to admission, orientation, student service and student success	None

Strategic Theme Action Plan

STRATEGIC THEME: Retention. The Division of Enrollment Management is committed to increasing the overall retention of students and promoting (4 – 6)-year graduation rates.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Investigate ways to improve delivery systems for Orientation and New Student Programs	Orientation and New Student Programs	2009 -ongoing	Provide the best delivery options for students and parents to avail themselves of Orientation and New Student programs and services to meet contemporary demands	Program Coordinator for Orientation
Add to/enhance the student workshops on financial literacy based on economic trend changes	Orientation and New Student Programs Enrollment Services	2009 - 2015	Students educated on financial literacy to better equip them now and for life after college	Dedicated presentation space
Incorporate the University's initiative with Steven Covey's "Seven Habits of Highly Effective People" into the BALANCE workshop series	New Student Programs Office of the President First-Year Experience Course Director	2009-10 and annually through the life cycle of the initiative	Provision of student success strategies to University students	None
Develop a forgiveness policy or "Fresh Start" Program	Academic Success & Retention Enrollment Services Enrollment Management	2009-10 Proposal development and submission for approval	The program will provide for the return of former ESU students who wish to complete a degree after an extended absence and whose academic records were unsatisfactory	None
Develop "The Warrior Plan:	Academic Success	2009-10 Proposal	The program will guarantee four	Unknown

Graduate in Four Years"	and Retention Enrollment Services Enrollment Management Deans	development and submission for approval	year graduation by providing students who follow their degree program plan priority enrollment to ensure completion of all requisite courses for four-year graduation	
Deans List Initiative	Academic Success and Retention ESU Colleges and Schools Deans	2009-10 Development and implementation	Academic Success and Retention will centralize the disbursement of Deans List certificates and provide a Deans List award ceremony at the end of the academic year to promote retention by recognizing outstanding students	None
Develop a 'Persistence Work Group'	University-Wide, led by the Division of Enrollment Management	2009 – Ongoing	University Retention Plan	None
Design/develop a model to project future enrollment	Enrollment Projections Workgroup	By Fall 2010	An enrollment projection model that will assist in course, human resource and space planning for the University	None
Develop a new student advising and course registration model to accommodate the needs of new student scheduling and University course	Enrollment Projections Work Group Enrollment Management	2009-10	Student input into first-semester course scheduling Improved course management	To be determined following research of best practices and model programs

management	Enrollment Services			
	Orientation			
	Academic Affairs			

Strategic Theme Action Plan

STRATEGIC THEME: Accommodating University Growth Plans. The Division of Enrollment Management will determine optimum staffing levels for enrollment area				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Conduct a review of unit operations to identify needs relating to university growth plan	Admission Orientation and New Student Programs Enrollment Services Academic Success and Retention	2009 – 2010	The Division of Enrollment Management will be adequately staffed to serve student, parent/family, faculty and staff requests and issues	Unit reviews may need to be both external and internal (Consultants) Additional staffing may be identified since we are below our sister institutions average support staff size

Strategic Theme Action Plan

STRATEGIC THEME: Matriculation Management. The Division of Enrollment Management will develop and connect various enrollment resources to promote student success.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
			Streamlined process for students	

Develop an Enrollment Pathways website and Communication Guide (or newsletter)	Division of Enrollment Management	By Fall 2010	as they progress from freshmen to seniors	Website Content Manager and/or Newspaper Editor
Utilize Course Scheduling Software that ties into a Degree Audit Application	Enrollment Services Deans Department Chairs	For Fall 2011	Better management of course offerings, availability, faculty workload and physical space.	New Student Information System
Generate an Academic Performance Report that will be published every semester	Academic Success & Retention Enrollment Management	2009 – 2010 Implementation Data collection will be ongoing and take place at the end of every semester	The document will be gathered for benchmarking, comparison studies, and decision-making processes.	None
Develop a new mechanism to promote the future success of students in academic jeopardy	Academic Success & Retention Enrollment Services Enrollment Management	2009-2010 Procedure revision and policy implementation 2010 – 2011 Assessment	Revision of the course drop procedure for students on academic warning and probation	None
Develop Graduate Assistantships that address Orientation and Enrollment Management needs while providing student education, experience and career development	Orientation and New Student Programs for All of Enrollment Management	2009-ongoing	Graduate Assistants that prepare for future careers while assisting Orientation and other areas of Enrollment Management with responsibilities such as research, administrative duties, etc.	None

Strategic Theme Action Plan

STRATEGIC THEME: Population Change. The Division of Enrollment Management will explore new avenues to address population change and capitalize on opportunities.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Every two years, develop a completely new family of recruiting brochures (i.e. search pieces, brochures, diversity pieces and view books, targeting specific groups	Admission Deans University Relations	2010 – 2012 2013-2015	A new family of publications (new marketing branding) will be available for fall recruitment season every two years	None
Make deliberate efforts to recruit and retain international students and faculty	Admissions Orientation and New Student Programs Enrollment Services Deans Human Resources	By Fall 2012	Expansion into the global market	May lead to the creation of a new Office of International Connections. Staffing TBD
Provide distance education resources to accommodate the needs of traditional and non-traditional students	Admission Orientation Enrollment Services Continuing Education	By Spring 2009- Ongoing	New resources for ESU students to accommodate their contemporary lifestyle needs	TBD
Develop a Veteran Affairs Office to meet the needs of military personnel returning from overseas.	Academic Success & Retention Enrollment Services Admissions	2009-2010 Proposal development and submission for	Increased recruitment and retention of students that are veterans of the armed forces.	One Full-Time VA Director

	Orientation Enrollment Management	approval 2010 – 2011 Implementation		
Expand into urban markets/partnerships including the establishment of Dual Admissions Program with Community College of Philadelphia (CCP)	Admission Orientation and New Student Programs Enrollment Services Division of Enrollment Management Academic Affairs Community College of Philadelphia Graduate Philadelphia Office of the Mayor of Philadelphia	2009-Ongoing	Increase diversity, the transfer student population, distance education, FTE, and articulation agreements: - Students will contract at the beginning of the freshman year at CCP to attend ESU upon receipt of AA or AS degree. - Those students with a GPA of 3.0 or above will be offered a scholarship - ESU will share retention data with CCP Establish on-site advising and enrollment planning partnership in Philadelphia in collaboration with Graduate!Philadelphia Program –Jeff Jones-Fall 2009: - an ESU admissions representative will have recruitment and enrollment planning responsibility at one of their on-site office locations Establish and Present academic programs in Health Services Administration and Hotel, Restaurant and Tourism Management in Philadelphia via articulation agreements with CCP and the Graduate!Philadelphia	TBD

			Program: establishment of distance education courses for undergraduates and graduates	
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Strategic Theme Action Plan

STRATEGIC THEME: Institutional Perception. The Division of Enrollment Management will work to promote a positive institutional presence by developing a strategic marketing plan for university admission.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Develop a marketing plan to support the recruitment efforts of undergraduate admission	Admission University Relations Webmaster	Develop Fall 2009-10 Implement 2010 - Ongoing	An annual schedule of advertising and web updating will compliment recruitment efforts. Advertising will include both print and radio ads	None

Strategic Theme Action Plan

STRATEGIC THEME: Commitment to Diversity. The Division of Enrollment Management will work to promote equity and
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develop an ideal mix of campus constituents.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Institutionalize campus bus trips from high schools with large diverse populations	Admission	Fall 2009 – Ongoing	The number of diverse students will increase by 3% each year between 2010 and 2015	None
Develop promotional publications for recruitment and retention purposes	Admissions Orientation and New Student Programs Enrollment Services Academic Success and Retention	2009 - Ongoing	The number of diverse students will increase by 3% each year	None
Host special accepted students receptions in targeted recruiting markets	Admission Orientation	2009-Ongoing	The number of diverse students will increase by 3% each year	\$4,500.00 for two receptions
Factor the “ideal mix” of students into the development of an enrollment projections model for ESU	Enrollment Projections Work Group	By Fall 2011	Balanced campus community	None

Strategic Theme Action Plan

STRATEGIC THEME: Accountability. The Division of Enrollment Management will work to meet or exceed industry standards and report on divisional progress on an annual basis.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
The Enrollment Projections	Admission	2009- Ongoing	Resolution of institutional	None

Work Group will develop enrollment projections timelines to enhance enrollment projections	Enrollment Projections Work Group Admissions Orientation and New Student Programs Enrollment Services Graduate Admissions Academic and Institutional Effectiveness Deans Student Affairs		operational issues	
Define the Division of Enrollment Management's vision, mission, goals and values. Outline departments and units of operations that fit under this umbrella	Admissions Orientation and New Student Programs Enrollment Services Academic Success and Retention	By Spring 2010	Production of Annual Report for the Division of Enrollment Management	None

Strategic Theme Action Plan

STRATEGIC THEME: Assessment and Continuous Improvement. The Division of Enrollment Management will engage in ongoing assessment and use findings to develop strategies that will enable progress toward reaching outcomes.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
Coordinate and establish a	Admission	2009-10	Enhancement of campus-wide	None

flow chart of information to prospects and applicants from all areas of campus life (i.e. Admission, Financial Aid, Orientation, Housing Deans, academic and service departments	Orientation, Enrollment services, Deans and Student Affairs		recruiting efforts and continual marketing efforts with prospective students	
Develop a Division of Enrollment Management Assessment Plan that includes measurable goals, objectives and outcomes	Division of Enrollment Management	2009- Ongoing	Data upon which to base changes, enhancements and improvements in the Division of Enrollment management	Assessment tools
Publish a Division of Enrollment Management Assess Report	Division of Enrollment Management	Annually through 2015, beginning in 2010	Continuous Improvement	None
Engage in staff Development	All levels of the Division of Enrollment Management	2009 - Ongoing	Improvements in staff efficiency, effectiveness, performance and continuous improvement	Professional development funding
Enhance the course registration process via the ESU Intranet	Admission Enrollment Services Deans Department Chairs	2009	Secure method of student course registration for incoming students	None

Strategic Theme Action Plan

STRATEGIC THEME: Student Service. The Division of Enrollment Management will identify and utilize new technologies to promote student success.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)

Automated response will be generated to students who apply electronically. The responses will be tied to both academic and athletic interest	Admission Athletics	2009 – 2015	Applicants will quickly receive feedback based upon specific individual interest	\$5,000.00 annually
Automate processes to provide electronic access for students to their records; Allow updates to be made (e.g. credit card payment, address changes, graduation application)	Enrollment Services Computer Center	2010 - 12	Competing advantage with neighboring and other similar institutions; Benchmarked services	New Student Information System
Keep pace with technology to serve student, parent and University constituent needs	Admission Orientation Student Affairs	2009-10	Obtain a suite of online functionality solutions to accommodate applications for admission, orientation registration and payment and Student Affairs events registration and payment	VZ EDU

Strategic Theme Action Plan

STRATEGIC THEME: Collaboration with University Constituents. The Division of Enrollment Management will enhance communication to promote student success and to improve the fluidity of operations.				
ACTIONS/INITIATIVES	WHO	WHEN	OUTCOME	NEW RESOURCE (If Applicable)
The Admission Office, in	Admission	Fall 2009	Timely information and reports	None

consultation with the Deans, will create a Department Chairs Advisory Committee	Deans		will be available to the Deans and Chairs to assist in the Colleges' and Departments' planning	
Establish workshops with all areas of the Division of Enrollment Services with a cross-informational component	Admission Orientation and New Student Programs Enrollment Services Academic Success and Retention	Summer 2009	Informational exchanges among areas within the Division of Enrollment Management will enhance the collective ability to improve service delivery	None
Collaborate with Intercollegiate Athletics to enhance recruitment	Admission Enrollment Management Intercollegiate Athletics	Fall 2009 - Ongoing	Recruitment of more (and higher ability) student athletes	None
Create a Directors Operational Council to Organize Resources and Services (DOCTORS)	All campus directors	By Fall 2013	Improved communication within and across divisions and departments	None
Create a model 'new student' residence hall	Orientation and New Student Programs Student Affairs (Residence Life and Housing Operations) Honors Program Facilities Finance and Administration	By Fall 2011	Living-Learning Community for new students with access to on-site student success programs, mentoring, academic excellence, and peer role modeling	Optimum space for Orientation and New Student Programs, and Honors Program, in a new residence hall; Program Coordinator for Orientation and New Student Programs
Provide a University-wide delivery of the ESU Orientation program to University constituents at	Orientation All other ESU employee	By Fall 2011	Educate the entire campus about the various divisions and departments of the University and their purposes/operations to	Program Coordinator for Orientation

all levels in all divisions	constituents		develop greater understanding of University units and thus improved service delivery to students, parents, and colleagues	
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APPENDICES

APPENDIX 1

Description of the Strategic Planning Methodology for the Division of Enrollment Management

The strategic planning methodology employed by the Division of Enrollment Management involved a comprehensive, deliberate process based upon the priority areas of student success, increasing diversity and access, assessment and continuous improvement, and the development of operational and service effectiveness and excellence. The Department of Enrollment Management is the administrative area of the University that includes the offices of undergraduate Admission, Orientation and New Student Programs, Enrollment Services (Financial Aid, Scholarships, Student Accounts, Registration, Student Records), and Academic Success and Retention. Recognizing the potential of every student and understanding the challenges present in an academic setting, the Department of Enrollment Management is committed to providing students the guidance and support necessary to ensure intellectual and personal success at ESU, while working to promote a welcoming and understanding environment on campus.

The Vice President for Enrollment Management and the team of management leaders including the Assistant to the Vice President for Enrollment Management and Director of Orientation and New Student Programs, the Director of Admission, the Registrar and Director of Enrollment Services, and the Coordinator for Academic Success and Retention began the strategic planning process participating in a university-wide strategic planning workshop held by Dr. Alla Wilson, (Acting) Dean of the College of Business and Management.

The Vice President for Enrollment Management and the enrollment managers then met with Dr. Yun Kim, Associate Provost for Academic and Institutional Effectiveness, to discuss more specifically how to proceed with strategic planning to meet current requirements for the planning process and planning document. During the meeting, goal themes were identified based upon the ESU mission, vision, and values. Synergistic outcome themes were discussed.

As outcomes play an integral role in strategic planning, the Division of Enrollment Management hosted a day-long outcomes assessment workshop facilitated by StudentVoice, an assessment firm nationally recognized in assessment in higher education. The workshop assisted

enrollment management staff members to develop outcomes used in both their assessment planning and strategic planning. Outcomes development was based upon ESU mission, vision, values and goal themes.

An environmental scan and a SWOT analysis for all areas of Enrollment Management were completed.

Enrollment managers met routinely to draft an Enrollment Management strategic plan that included the requirements of the specified template: the division's vision, mission, values, strategic themes, synergistic outcomes, actions/initiatives, who would undertake the actions/initiatives, timelines, outcomes, and new resources needed. After the draft was completed, the managers of their respective areas asked for input from their respective staff members. A final plan was developed, which was provided to Dr. Yun Kym.

APPENDIX 2

Core Learning That Resulted from the Strategic Planning Process

Overview

The Division of Enrollment Management learned that it has many positive attributes, including but not limited to a leadership team that has a collaborative and positive attitude, that embraces positive change and forward thinking, and that is willing to do what it takes to drive excellence at East Stroudsburg University. The division learned that it is dedicated to student success, constituent service, and institutional effectiveness, and that it believes in integrity in all that it does. The division learned that it is committed to increasing campus diversity, academic quality, and institutional access in current and new markets.

A number of University policies, processes and procedures are in need of change to accommodate progress. While the University continues to grow and develop in size and complexity, its policies, processes and procedures have not kept pace. Opportunities are great for University enhancements, while threats can and need to be addressed with expediency.

Strengths

Specific strengths that were identified through the planning process include:

Reorganization of staff and responsibilities in multiple areas within Enrollment Management;

New and improved programs in campus tours, open houses, campus visitations days, guidance counselor information days, bus trips for diverse students, all-accept student receptions, recent improvements in application for admission processing, expanded recruitment territories, increased quantity of admissions high school visits and college fairs, instant admit days, improvement in the academic quality of incoming students, affordability compared to other four-year institutions;

Self-supporting fiscal stability from fee generation in orientation and new student programs with reinstituted new student programs grants for retention initiatives, national presence in the new student orientation field, enhanced academic assessment initiatives in new student orientation, consistently high new student orientation evaluations, new Orientation Leader student mentoring program, Middle States and nationally recognized new student educational workshops, new student activities, new/advanced orientation technologies, a new fall student orientation program;

Enrollment Services one-stop capability, summative staff experience of over 250 years, high-volume call center, cross training enhancements; streamlined processes, e.g. with NCAA compliance/Intercollegiate Athletics and with meal plan disbursements and assignments with the Business Office and Aramark, increased retention of international students, university-wide revenue collection , low collection rates, and full compliance with state and federal regulations with over \$40 million of financial aid awards to 70-75% of students;

Expedited transfer credit evaluation processes, new and valuable research/data reports on academic success and retention to aid in university-wide improvements in student service and student success strategies, successful grant acquisition particularly for diverse student academic success and retention, academic success and retention initiatives and personal academic support advising.

Areas for Improvement

There is an urgent need for: increased housing to accommodate the University's growth in enrollment and to be competitive in an imminent future downturn in the number of high school graduates, a new deposit practice for advance registration/orientation/housing, adequate staffing, adequate technologies for Enrollment Services, e.g. a new student information system, secure storage areas for academic and financial aid records, an 'unofficial' hub for student information and inquiries, a customer-friendly telephone system, an increase in allowable time for professional development, retention of top students, elimination of antiquated processes and procedures, e.g. drop/add, inadequate advising services during break periods, a forgiveness policy in Academic Standards, recognition of outstanding students, e.g. Dean's List, a degree audit on the student portal, more diversity in students/faculty/staff, removal of change resistance on campus, elimination of the 'silo mentality' of various areas on campus, eradication of duplicate services throughout campus.

Opportunities

Opportunities exist in the following areas: students being driven from private to public education due to economic crisis and cost factors, training offered by professional associations of which the Enrollment Management areas are members, University image enhancement to various publics, improved relationships with inter and intra communities, increased population growth in local and surrounding areas, increased number and quality of applicants for admission, Philadelphia initiatives, increase in diversity, University location, reduced affordability of higher education in surrounding states, online registration and payment system for new student orientation, advising and registration potential for new student orientation, increased participation in new student orientation, the new science and technology center for programming venues, varied online initiatives for new students that will positively affect budget/reduction in program procurement, e.g. online student planners versus expensive hard copy planners, increased financial literacy education for students due to economic conditions, future residence hall building projects that will provide space for new student success initiatives.

Threats

Uncertain economy, lack of e-billing and credit card processing in Enrollment Services, credit crunch/economic conditions may increase collection accounts, increased costs of student enrollment, increase in student recruitment by outside competitors in our local markets, uncertain availability of financial aid, reduced funding/budget freezes, hiring freeze, reduced retention due to economic conditions, community college completion (value), student body profile shift due to unemployment, reduced numbers at new student orientation due to economic conditions.

APPENDIX 3

Internal Individuals Involved in Developing the Division of Enrollment Management Strategic Plan

Dr. Henry A. Gardner, Vice President for Enrollment Management and Staff

Mr. Jeff Jones, Director of Admission and Staff

Mrs. Patricia A. Kashner, Assistant to the Vice President for Enrollment Management

Ms. Kizzy Morris, Registrar and Director of Enrollment Services and Staff

Mr. Juan Carlos Rodriguez, Coordinator of Academic Success and Retention