



Enrollment Management Primary Goals for 2017-19

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
<p>1. By October 2017 complete the three-year comprehensive Strategic Enrollment Management Plan (SEMP) to include metrics and strategies to achieve and maintain an overall enrollment goal of 10,406 within three years. The plan will include targets for new freshmen, transfer and graduate students; continuing, retention and graduation rate goals; and strategies for achievement in support of rightsizing, stabilizing and subsequently growing enrollment in targeted areas based on available data, analytics, demographic shifts and future expectations within the various markets.</p> <p>Rank priorities and identify resources (including institutional data support and planned technology infrastructure improvements) required to achieve enrollment growth particularly for non-traditional populations (i.e., Transfer, international, and graduate students). Begin to implement strategies in fall 2017</p>	<p>A multi-year plan that outlines tangible strategies to align energies and resources in support of enrollment stabilization with incremental metrics for undergraduate and graduate levels.</p> <p>Clearly defined goals with appropriate fiscal and human resources allocated to the degree possible for all prioritized strategies from 2017 through 2020.</p> <p>An appropriate staff and technology infrastructure to support increased data needs, model development, and decision-making tools to forecast enrollment.</p> <p>Increased minority, transfer, and graduate students as identified in the SEMP document.</p>	<p>2015-25 Strategic Plan goals 1, 2, and 4</p> <p>President’s Vision for Southern document, May 2017</p> <p>Presidential Priorities Fall 2017</p> <p>Best practices literature</p>	<p>Submitted the draft report, strategy tables and proposed budget for three years. Currently under executive review. Will be shared with appropriate leadership groups. Disaggregated data remains a pending project. Information Technology and Institutional Research are working to address minimal data requirements.</p>

<p>2. Provide the required support for Enrollment Management departments to successfully complete the Banner Modernization and Standardization (BMS) project including participating in the GAP analysis process to identify, purge, prioritize and justify new and existing tools in partnership with Information Technology. Beginning summer 2017, begin the system-wide effort to migrate to Banner 9.</p> <p>By spring 2018 clearly articulate technology priorities as a component of the SEMP. As a result of desired functionality, solidify recommendations and develop implementation plans for structures, user roles, campus-wide training and assessment measures.</p> <p>Successfully implement identified technologies by the agreed upon dates.</p>	<p>SEMP identified strategies completed.</p> <p>New technologies implemented and fully functional; improved efficiencies as reflected in student satisfaction; reduction of processing time and steps to perform simple to complex functions.</p> <p>Each EM department will have up-to-date electronic documentation on all processes posted within Confluence.</p> <p>To the extent possible, manual processes will be reduced to a rare occurrence rather than the norm.</p> <p>Cross-trained staff with adequate “bench” strength and depth with regard to critical processes.</p> <p>A robust Constituent Relationship Management (CRM) tool(s) utilized by multiple EM units in collaboration with academic departments and Student Affairs to engage students throughout the student lifecycle.</p> <p>Reduction in team time dedicated to routine functions that can be managed via technology. Team time will be redeployed for other functions and/or reduce the processing time required for several office functions.</p>	<p>CSCU State-wide BMS project - http://cscu.ct.edu/it/bms/default.aspx</p> <p>2015-25 Strategic Plan Goal 4; Obj. a; Step 3: Deliberately provide professional development and training opportunities for all employees to improve and increase capabilities and build and maintain knowledge, skills and motivation.</p> <p>Obj. d; Step 3: Consider how to address human capital issues related to efficiency: faculty/staff professional development to increase knowledge of effective systems and practice, increases in technology use, models for practice, job shadowing/sharing for training, and other professional development.</p> <p>Obj. d; Step 4: Define and implement ways to employ technology for administrative processes as well as interpersonal interactions when appropriate/desirable.</p> <p>President’s Vision for Southern document, May 2017</p> <p>SEMP Outline</p> <p>Best practices literature</p>	<p>Successfully migrated to the cloud as of December 10, 2017 (a.k.a. the Lift). The second component to shift to Banner 9 is under discussion. Timeline, resources and prioritization will be released publically when determined.</p> <p>Meetings scheduled with IT and Ellucian on customizations.</p> <p>Progress made within the offices of Financial Aid and Registrar on procedure development.</p> <p>TargetX Admissions portal implemented. Navigating usage and training needs to maximize the tool. Addressing troubleshooting challenges.</p>
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<p>3. Provide the overall leadership to implement recommended strategies to address internal control deficiencies within Financial Aid and among other offices (i.e., Registrar, Academic Affairs and Student Accounts) to support compliance.</p>	<p>Reduction in findings associated with federal or state regulations.</p> <p>Policy development, changes or modifications in practices to enhance functional effectiveness.</p> <p>By March 2019 secure upgraded compliance standing.</p>	<p>2015-25 Strategic Plan Goal 4; Provide exemplary, ethical stewardship of human, financial, technological and physical capital.</p> <p>Best practices literature and regulatory compliance guidelines.</p>	<p>Significantly reduced audit findings demonstrating improved compliance. There were no cited findings directly related to financial aid processing for the 2016-17 year which will significantly strengthen the next full DOE application in December 2018.</p>
<p>4. As a component of building an exemplary professional team, create appropriate structure, training and support systems, as well as new experiences that empower team members to achieve institutional, divisional, unit and professional goals beyond previous performance levels. Cultivate a division-wide culture of sharing information, celebrating successes and engaging with internal and external stakeholders.</p>	<p>Broader understanding of goals and expectations of unit and individual performance contributions to achieve goals.</p> <p>Identification of at least two processes/policies within each unit for development or modification.</p> <p>Improved processes and functionality division-wide.</p> <p>Demonstrated professional development opportunities throughout the division.</p> <p>Achieve an 80% satisfaction rating from students, parents, staff, and campus stakeholders using various methods to collect data at strategic points in time.</p> <p>Provide appropriate internal and external communications to stakeholders (i.e., publish three to four newsletters annually).</p>	<p>2015-25 Strategic Plan Goal 4; Obj. a; Step 3: Deliberately provide professional development and training opportunities for all employees to improve and increase capabilities and build and maintain knowledge, skills and motivation.</p> <p>Obj. d; Step 3: Consider how to address human capital issues related to efficiency: faculty/staff professional development to increase knowledge of effective systems and practice, increases in technology use, models for practice, job shadowing/sharing for training, and other professional development.</p>	<p>On-going. The EM Leadership Team is charged with more intentionally improving communication within the departments and cross-divisionally. The EMLT actively participates in strategies to enhance communication and share information.</p> <p>A transition to a more independent monitoring system to gather and report on satisfaction with services is planned for spring 2018.</p>

Graduate Admissions Primary Goals for 2017-19

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
<p>1. Meet established new student enrollment goals.</p> <p>New Graduate Studies goal is 680.</p> <p>Increase new graduate enrollment in priority programs</p>	<p>Increase new graduate student enrollment to assist in achieving the overall university goal of 10,406 enrolled students.</p> <p>Increased new enrollment in priority programs in computer science; business administration; exercise science, and the programs in the School of Education</p> <p>Increased collaboration with Integrated Communications and Marketing (ICM) and increased visibility in ICM marketing for the above priority programs</p>	<p>Strategic Plan 2015-2015 Goal 1: Provide exemplary, transformative, and accessible education in a student-centered environment.</p> <p>Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital.</p> <p>Objective E-1: Increase total enrollment</p>	<p>Achieved 98% of the new student goal for fall 2017. The SEMP provides additional specificity regarding recruitment and retention activities in collaboration with GRIS, Graduate Council, and the academic units.</p>
<p>2. Leverage the CRM to build and solidify relationships with prospective students and applicants, up through and including enrollment.</p> <p>Launch new TargetX portal to include Next Steps for graduate students</p> <p>Create customized communications for each program coordinator for inquiries and applicants</p> <p>Embed forms, where applicable, into the application to reduce the amount of application materials provided</p> <p>Remove redundancies with the School of Education and other areas in the admissions process.</p>	<p>Decreased time to decision by implementing efficiencies.</p> <p>A more seamless and user-friendly applicant experience.</p> <p>Reduced phone calls regarding general application process/status by providing a more robust communication plan.</p> <p>Customized application portal in real time based on application status, residency, and admission decision</p>	<p>Strategic Plan 2015-2025 Goal 3: Engage with local and global communities through exemplary leadership and service to promote community well-being, economic growth, and social justice.</p> <p>Objective C-4: Create unique opportunities for immediate engagement with new graduates</p> <p>Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital.</p> <p>Objective E-1: Increase total enrollment</p>	<p>TargetX Portal and next steps has been launched. Customized communications in the CRM has been completed for RDG, SED, EDU.</p> <p>Embedded SWK and SED forms into the application to create efficiencies. Streamlined SOE admission process and embedded TK20 info into the application.</p>

<p>3. Develop and implement strategies to partner with regional educational, business and government agencies that promote educational attainment and offer tuition assistance for employees.</p>	<p>Secure partnerships with two additional employers that provide tuition assistance</p> <p>Increase new graduate enrollment towards the university goal of 10,406 enrolled students</p> <p>Reduce debt for graduate students.</p> <p>Minimize financial barriers to pursuing graduate education</p>	<p>Strategic Plan 2015-2015 Goal 1: Provide exemplary, transformative, and accessible education in a student-centered environment.</p> <p>Objective C-8: Tap new and emerging markets to build a diverse university community, including a larger international presence.</p> <p>Goal 4: Provide exemplary, ethical stewardship of human, financial, technological, and physical capital.</p> <p>Objective E-1: Increase total enrollment</p> <p>Graduate Student Recruitment and Admission Plan (2014-2017), page 3: -Develop strategies to increase the number of graduate students who are employer/government funded</p>	<p>No update.</p>
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Undergraduate Admissions Primary Goals for 2017-19

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
<p>1. To meet University enrollment goals for Fall 2018 and Fall 2019, achieve the following enrollments: 1,400 Freshmen 860 Transfer students</p> <p>2. To meet University enrollment goals for Spring 2018 and Spring 2019, achieve the following enrollments: 30 Freshmen 300 Transfer students</p>	<p>Enrollment goals for new Freshmen and Transfer students are achieved, maintaining a Freshmen profile based on average High School GPA (3.0+), at least 40% of the incoming class being students of color, and an increased population of out-of-state students (greater than 5% of the class).</p> <p>Implement Admission process for TAP students from CT community colleges.</p>	<p>2015-25 SCSU Strategic Plan, Goals 1 & 4</p>	<p>Achieved 98% of freshman goal and exceeded the transfer goal by 15% for fall 2017.</p> <p>Freshman applications for Fall 2018 are up 4% over Fall 2017, as of 12/26/17.</p> <p>The first launch of Early Action decisions was December 13th to 1,407 FR admits.</p> <p>At this time, 83% of the Accepted Freshman have a High School GPA of 2.80 or higher, compared to 87% of the class last year. 33% of accepted FR are students of color. 9% reside out of state.</p> <p>Procedure implemented to identify and track TAP students applying for Transfer admission.</p>
<p>3. Continue implementation of new technologies in Admissions, including TargetX, in order to streamline the admission process and increase efficiencies.</p>	<p>New systems will decrease processing time and improve outbound communications to prospects and applicants throughout the process. A comprehensive communication plan will be developed and implemented, with the aid of admission technologies, to provide accurate and timely information to all constituencies throughout the admissions cycle.</p>	<p>Admissions Office 2018 Recruitment Plan</p>	<p>Implementation and usage of TargetX is ongoing with varying degrees of success. Staff are working with EM Banner ERP Specialist to troubleshoot and repair problems as they occur.</p>

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
<p>4. In addition to the successful recruitment activities already in place, implement new recruitment initiatives per the Strategic Enrollment Management Plan.</p>	<p>Recruitment, outreach and new initiatives result in the achievement of enrollment goals.</p> <p>New initiatives, such as expanded student search, off-site events and Transfer student recruitment efforts are completed.</p> <p>New initiatives implemented per the SEMP recommendations.</p>	<p>2015-25 SCSU Strategic Plan, Goal 1</p> <p>Admissions Office 2018 Recruitment Plan</p>	<p>A comprehensive 2016-17 Communication Plan is underway, and periodically reviewed and updated.</p> <p>Recruitment initiatives and communications outlined in the 2017-18 Recruitment Plan are being executed, including the Early Action review and notification program.</p> <p>The faculty and staff admission training program continues each semester, with 13 participants in the Fall 2017 semester.</p> <p>A training for alumni volunteers was conducted in December 2017.</p> <p>New recruitment materials were developed including a revised viewbook and admission package.</p>

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<p>5. Assure the enrollment of a diverse student population, maintaining access and opportunity within the admission and enrollment processes.</p>	<p>Develop recruitment plans to achieve a diverse class of students, including >40% students of color, >5% out-of-state students, and >1% international students.</p> <p>Implement a successful SEOP admission process to enroll 100 students each Fall with the potential to succeed at Southern.</p>	<p>2015-25 SCSU Strategic Plan, Goal 1</p> <p>Admissions Office 2018 Recruitment Plan</p>	<p>The current Freshmen applicant pool for Fall 2018 is 50% students of color and 10% out of state or international, compared to 49% students of color and 14.5% out of state or international last year at this time.</p> <p>SEOP meetings will be held in early January to finalize selection and on-boarding of applicants referred to the summer academy. Admissions and University Access will continue to deliver a comprehensive admission letter including summer dates and program cost information that proved last year to be very helpful to families considering this option.</p>
<p>6. Support the professional development of all Admissions staff to increase efficiencies, learn new skills and promote a culture of and expertise in superior customer service.</p>	<p>Each staff member has a Professional Development Plan and periodic updates with supervisor to assist in moving their goals forward.</p> <p>Staff participate in relevant professional development training on- and/or off-campus.</p>	<p>2015-25 SCSU Strategic Plan, Goal 5, Objective d</p>	<p>Staff are encouraged to participate webinars, DAS in-service training programs, and on-campus programming. Each staff member has a current Professional Development plan.</p> <p>Director and Associate Director attended the national ACAC conference September 2017.</p>

Registrar’s Primary Goals for 2017-19

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
1. Publish full year academic schedules to support on-time degree completion.	<p>Academic Deans and Department Chairs to develop planned programs and rotations, supported by full utilization of Ad Astra Platinum Analytics.</p> <p>Publish academic road maps in Degree Works to support student planning.</p>	University Strategic Plan Goal 1 – Provide Exemplary, Transformative, and Accessible Education in a Student-Centered Environment	Working on draft production timeline for scheduling a full academic year. This includes analysis of available analytics impacted by shift in timelines. Presentation of draft is scheduled for January 2018.
2. Enhance student and faculty self-service utilizing the new Banner 9 Ellucian Content Management (ECM).	<p>Optimize self-service to a standard point of entry that is an inclusive process for e-forms, workflow, and document storage provide greater accessibility to common procedures and forms.</p> <p>Automate graduation applications for efficiency in auditor processing.</p> <p>Automate all transcripts for electronic and mailed delivery to reduce expenses.</p>	University Strategic Plan Goal 4 – Provide Exemplary, Ethical Stewardship of Human, Financial, Technological, and Physical Capital	Lift to cloud complete, project is pending Banner 9 implementation by IT. Started automated graduation application project, currently reviewing Banner set up documentation. Transcripts automated by January 2018 to include electronic and mailed transcript delivery through single portal, project almost complete.
3. Develop comprehensive procedure manuals for training and compliance.	<p>Develop documentation by functional area for consistent application of policy.</p> <p>To provide an accessible and up to date reference for covering office operations as support due to staff absences/vacancies.</p> <p>Identify and implement best practices that ensure compliance with national clearinghouse enrollment reporting.</p>	Same as above	Master calendar by functional area in development as phase I of procedure documentation. Clean up of existing computer drives to start streamlining existing processing documentation underway. Clearinghouse procedures and error reports under regular review and some enhancements have been identified and implemented.

Academic & Career Advising Primary Goals for 2017-19

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
<p>1. In collaboration with the Advising Task Force, Academic Success Center, Student Affairs and faculty, implement the new Academic Advising Model established by the Academic Advising Revitalization Committee. Begin to pilot in Fall 2017 in hopes of full implementation by Fall 2018</p> <p>Move forward with an adopted advising model and plan of execution to enhance advising communication tools across departments to support accurate and consistent pathways for student persistence.</p>	<p>Move forward with an Adopted advising model and plan of execution to enhance advising communication tools across departments to support accurate and consistent pathways for student persistence.</p>	<p>2013-14 Student Success Task Force, recommendation #3. 2015-25 Strategic Plan, Goal 1 “3. Strengthen academic and career advisement.” Academic Advisement Revitalization Report</p>	<p>Successfully tested a small pilot with transfer students, assigning advisors to specific schools. Identified additional details for potential expansion. Executive leadership continues the examination of resource needs outlined within the recommendations.</p>
<p>2. Adopt SSC Campus as the preferred tool for advising, Early Alert, Targeted Campaigns, Appointment Campaigns, and Kiosk sign-ins.</p> <p>Begin to train department secretaries on using the SSC Kiosk system to check students in, and use the Calendar Syncing to utilize Appointment Campaigns.</p>	<p>An increase of 50% in faculty usage and 100% of professional advisors.</p>	<p>Strategic GOAL- Strategic Plan- Goal 4 Objective D Advising model recommendations- 5/2017</p>	<p>Introduced new kiosk check in options in the Success Center, Academic and Career Advising, the Math Emporium and Curriculum and Learning with plans to add University Access Programs and Veterans Affairs during the spring term. Trained 11 departments on SSC-Campus Calendar syncing and appointment campaigns.</p>
<p>3. Continue efforts to become the premier transfer friendly institution in Southern Connecticut. By Spring 2018 have an updated Transfer Bank and an online system where shoppers can analyze equivalencies.</p> <p>Increase the A to B in CT to five feeder schools by Fall 2018, and seamless TAP process and implementation</p> <p>Host transfer month in March 2018, increasing events to benefit transfer students and advisors.</p>	<p>An increase in Transfer Student enrollment by 10%</p> <p>Improved Transfer processing and satisfaction</p>	<p>Transfer Articulation Policy (TAP)</p> <p>Student Success Task Force Recommendations and SCSU Strategic Plan</p> <p>Transfer Task Force recommendations</p> <p>Transfer Orientation Staff Proposal</p>	<p>The full implementation of the Transfer Tickets (a.k.a. TAP) remains on-going in collaboration with the LEP Director, Registrar and others. Discussions on oversight of program are in progress.</p> <p>A professional advisor is scheduled twice a week at Gateway, once a week at HCC and Naugatuck and CC visits continue monthly to all other CC’s.</p>

<p>4. As a result of SEMP-C, develop a comprehensive plan for a premier Career Services unit with integration beginning in the first year, working closely with academic advisors, the Academic Success Center staff, faculty throughout the campus, including FYE staff. Integrate career development in more areas within the University, including academics.</p> <p>Increase the number of on-campus and off-campus experiential learning opportunities and intentionally begin career development earlier in the student experience.</p> <p>Educate colleagues across campus on the career related services and resources for students. Develop ongoing trainings in student resume development, utilization of JOBSs(online position search tool), interview strategies, etc.</p> <p>Enhance the partnership with the Alumni Office in the development of the Professional Network of Alumni and establish multiple networking opportunities for students identified.</p>	<p>An increase in employer relations by 5% which include additional visits and partnerships formed in a multiple industry.</p> <p>On Campus: more info tables, on-campus interviews, employer presence. Increase JOBS Posting (online job data base by more than 10%.</p> <p>A comprehensive plan to outreach to departments and offices on campus to hire students for valuable career building experiences.</p>	<p>2015-25 Strategic Plan</p> <p>EAB Student Services research and reports</p> <p>SEMP-C Career Services goals/outcomes</p> <p>Alumni Association Database</p>	<p>Career is transitioning to Student Affairs in June to improve alignment to improve synergy with other student services. Prior to that the services to students and planning of Career fair will continue within ACAC for the spring semester.</p>
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Financial Aid Primary Goals for 2017-19

Unit Goal	Expected outcome	Existing Linkages/Alignment	Status Update July 2017 -December 2017
<p>1. Complete a comprehensive review of the university’s standing with the Department of Education. (2017 – 2019)</p>	<p>Receipt of non-restrictive status by March 2019.</p> <p>Financial Aid Representative will continue to be an active member of the Curriculum Implementation Team (CIT). This will ensure the university follows federal regulations and is aware of new or modified academic programs.</p> <p>By March 19, 2019 secure upgraded compliance standing.</p>	<p>2015-25 Strategic Plan; Goal 1 (a)(10)</p> <p>2015-25 Strategic Plan: Goal 1(f)(3)</p> <p>2015-25 Strategic Plan; Goal 3 (a)(2)</p> <p>EM Goal 3</p>	<p>The Director and new Financial Aid Systems and Compliance Specialist attend and contribute to CIT proceedings.</p> <p>Began the process of auditing several processes including R2T4, SAP and verification of files.</p>
<p>2. Complete hiring and integration of all new team members as recommended by external consultants.</p>	<p>Ability to perform internal audits to improve the financial aid processes and identify staff or areas that need improvement.</p> <p>Reduced audit findings within Financial Aid and other departments.</p> <p>Financial Aid and other departments will be in compliance with federal, state and institutional regulations.</p>	<p>EM Goal 3</p>	<p>Hired the Financial Aid Systems and Compliance Specialist (new position) and a Financial Aid Counselor for Electronics in December.</p> <p>Audit findings for 2016-17 reduced.</p>
<p>3. Provide training to professional and clerical staff.</p>	<p>Improved training opportunities and evaluation of competencies.</p> <p>Various online and in person training sessions scheduled throughout the academic year will improve or refresh the knowledge of the financial aid staff (verification, special circumstances, over awards, etc.)</p> <p>Financial Aid Staff will provide training in their specialization (loans, scholarships, FWS, etc.). This will improve communication between staff, understand each other roles and increase the staff knowledge in answering questions from students, parents and colleagues (cross-train.)</p>	<p>2015-25 Strategic Plan, Goal 1 (b) (2)</p> <p>2015-25 Strategic Plan; Goal 4 (a) (3)</p> <p>EM Goal 2</p> <p>EM Goal 4</p>	<p>Financial Aid Officers (FAOs) and support staff continue to attend training through webinars, office trainings, and attending conferences (i.e., Tax workshop and national financial aid conference).</p>

<p>4. Improve technology and automate the financial aid processes.</p> <p>Prepare for Banner Modernization and Standardization (BMS).</p> <p>Prepare for Web Focus.</p>	<p>Campus Works, the office of Information Technology (OIT) and Financial Aid successfully automate the import process of ISIR records, direct loan response file, etc. by utilizing TD Client.</p> <p>Complete and utilize BDM. This will allow Financial Aid to scan documents instead of keeping paper files.</p> <p>Successfully develop, test and launch appropriate reports using Web Focus.</p>	<p>2015-25 Strategic Plan, Goal 4(c)(1)</p> <p>2015-25 Strategic Plan, Goal 4(d)(3)</p> <p>2015-25 Strategic Plan, Goal 4(d)(4)</p> <p>EM Goal 1</p>	<p>Axiom scheduling software implemented by IT.</p> <p>Currently creating WebFocus reports.</p> <p>Meeting with Information Technology to review schedule for implementation of TD Client.</p>
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