

## Strategic Goals for Enrollment Management

- 1) Achieve the target enrollment for new students.
  - a. Enroll a freshman class of 2750 students
    - i. Increase number of out-of-state students by 10% to 264 student (IP)
    - ii. Increase number of Hispanic/Latino students to 5% of Freshman Class (IP)
    - iii. Establish a new position or upgrade a current position to develop and maintain a Freshman Recruitment Plan designed to recruit students that are successful at ODU while responding to pressures such as economic decline, population shifts and demographic changes. (IP)
    - iv. Maintain an advisor group to assist in reviewing the Recruitment Plan and developing and enhancing recruitment strategies. (IP)
  - b. Enroll a transfer class of 1,929 students
    - i. Increase the transfer admissions GPA to 2.3 in fall 2010, 2.4 in fall 2011 and 2.5 in fall 2012. (IP)
    - ii. Implement the use of the intent to enroll form for all admitted transfer students. (IP)
    - iii. Increase communication with transfer students.
      1. Provide colleges regular reports of admitted transfer students. (IP)
  - c. Create an Undergraduate Enrollment Indicator Dashboard. (IP)
  - d. Develop target enrollment numbers for undergraduate and graduate international students at the College level, working with International Admissions to achieve those targets. (IP)
- 2) Improve student retention, persistence and graduation.
  - a. Develop a comprehensive retention, persistence and graduation plan including assessment of each initiative.
  - b. Develop a complete matrix of all existing retention, persistence and graduation initiatives across campus. (IP)
  - c. Achieve and sustain a three-year average retention rate of 80%. (IP)
  - d. Establish a mechanism to gather quantitative data on the underlying reasons that students are not retained.
  - e. Approve and support the Philosophy Statement from the Foundations of Excellence self-study on the First-Year Experience. (C)
  - f. Conduct a NACADA study of advising to help determine strategic enhancements to the current structure, including staffing levels. (C)
  - g. Develop a dashboard of progress towards graduation. (IP)
  - h. Align the admissions application deadlines to enhance qualified students access to the different types of financial aid available. (C)
  - i. Develop a strategic approach to expanding summer school offerings.
    - i. Conduct a summer school interest survey. (IP)
  - j. Enhance the transition support for transfer students.
    - i. Implement a pre-advising review of transfer credit evaluations. (C)

- ii. Develop a more robust online transfer orientation program by 2010. (IP)
    - iii. Require orientation (online or in-person) by 2011. (IP)
  - k. Improve the quality of service provided across campus.
    - i. Implement the use of MAP Communications to handle incoming calls during non-business hours in key service areas such as Admissions, Registrar, and Distance Learning. (C)
    - ii. Conduct customer service training at least once per year in the following offices: Admissions, Financial Aid, Finance and Customer Service, and the Registrar's Office. (C)
    - iii. Develop a customer service recognition program. (C)
    - iv. Develop and implement Standards of Service across all divisions and departments. (IP)
    - v. Enhance signage in Rollins Hall to provide students easy access to key deadlines related to admissions, registration, tuition and fees and financial aid. (C)
  - l. Increase staffing levels to respond to student needs.
    - i. Increase staffing in Disability Services: (C)
      - 1. One new learning specialist position.
      - 2. One new graduate assistant position.
      - 3. Convert the part-time Testing Coordinator position to full-time.
    - ii. Increase staffing in Counseling Services
      - 1. Add 2 new full-time doctoral level clinicians, and in each subsequent year add 1 new position to include 2 additional doctoral level clinicians, 1 master's level clinician and 1 psychiatrist. (IP)
- 3) Improve services and support for international students.
- a. Establish one organization with one location for all international student services and international education services, across the entire spectrum, with a Dean or Associate Vice Provost coordinating these services. (IP)
  - b. Provide access to more classroom space for the anticipated ELC growth.
  - c. Host GTA workshops that specifically address the needs of international students.
  - d. Create an effective mentoring network for international students that include activities that bring together international alumni, faculty, staff, and students in informal as well as formal settings.
- 4) Develop a comprehensive ODU Marketing Plan
- a. Establish baseline data relative to the University's reputation among external and internal constituents to inform the development and implementation of an ODU Comprehensive Marketing Plan.
  - b. Improve the Web sites across campus.
    - i. Develop a Military Web site. (D )
    - ii. Develop an Enrollment Management and Strategic Planning Web site. (C)
    - iii. Provide support to Colleges to update Web content. (C)

- iv. Purchase and implement a Content Management System. (IP)
  - v. Deploy a newly designed Web site that is dynamic and effectively target audiences with relevant content. (IP)
- 5) Strengthen the University's support of prospective and current military students.
  - a. Conduct an annual half-day event for Education Service Officers to enhance connections with individuals directly involved with coordinating education opportunities for military personnel.
  - b. Establish a Military Admissions Counselor position. (C)
  - c. Establish a flat-rate tuition structure for military students and their dependents that mirror the Department of Defense Tuition Assistance benefits as well as veteran benefits through the GI Bill. (IP)
  - d. Apply for grants to support a military student service center. (IP)
- 6) Develop a funding model that proactively responds to economic constraints.
  - a. Maintain the current per-credit tuition structure, while periodically examining the flat tuition rate model to determine if changing will benefit the institution. (IP)
  - b. Examine differential tuition rates for online courses as well as high demand, high cost programs. (IP)
  - c. Increase lab fees for specific courses based on related expenses for consumable and re-occurring supplies and equipments. (C)
  - d. Examine alternative tuition structures and its impact on retention for out-of-state students. (IP)
- 7) Project future classroom/lab room needs, scheduling practices and staffing levels.
  - a. Conduct a space usage and staffing level study using a consulting firm.
  - b. Develop a scheduling dashboard of academic space on campus. (IP)
- 8) Contract with the Council of Graduate Schools for CGS Consultation Services for recommendations surrounding assessing graduate programs, graduate enrollment management activities, allocation and management of resources for graduate programs and the organizational structure for graduate studies. (C)
- 9) Develop a strategic plan for distance learning. (IP)
- 10) Provide data and statistical analysis and research that supports evidence based decision making.
  - a. Enhance tracking of military and military affiliated students. (C)
  - b. Enhance the knowledge related to the transfer population including:
    - i. General demographic information of transfer students. (C)
    - ii. Report of transfer student by transferring institution, degree status and type (IP)
    - iii. Persistence and graduation rates of transfer students (C)

- c. Establish a new BI Data Analyst position to support the development of dashboards and Business Intelligence and Reporting Tools for evidence driven decision making. (C)
- d. Purchase and implement University-wide, multi-level dashboards and reporting tools. (IP)

11) Develop a growth plan for continuing education programs.

- a. Conduct research on best practices in continuing education operation structures. (C)
- b. Explore administrative structural changes to cause greater profitability and enrollments of Continuing Education programs for individual colleges and the University as a whole. (IP)
- c. Create a University-wide coordinating committee of continuing education directors and administration representatives to oversee the following activities: (IP)
  - i. Revise the centralized Procedures Manual for all CE programs
  - ii. Effectively brand and marketing the offerings across all programs.
  - iii. Work with Distance Learning and Military affairs to coordinate opportunities for growth in these markets.
- d. Develop a landing Web site for all Continuing Education programs. (C)
- e. Develop a unified registration process for continuing education programs that mirror traditional course registration processes. (C)

12) Improve communication across campus.

- a. Hold quarterly cross-campus communication meetings and post meeting minutes on the EM Web site. (C)
- b. Host at least 6 campus-wide fora on key topics to promote discussion and awareness. (C)
- c. Provide access to consulting reports to the internal campus community via the Enrollment Management Web site. (C)
- d. Develop an internal student recruitment communication calendar accessible to the campus community. (C)

(IP) = In Progress; (C) = Completed (including continuing to implement when appropriate)