

Chicago State University

Strategic Enrollment Plan (SEM)
2011-2013

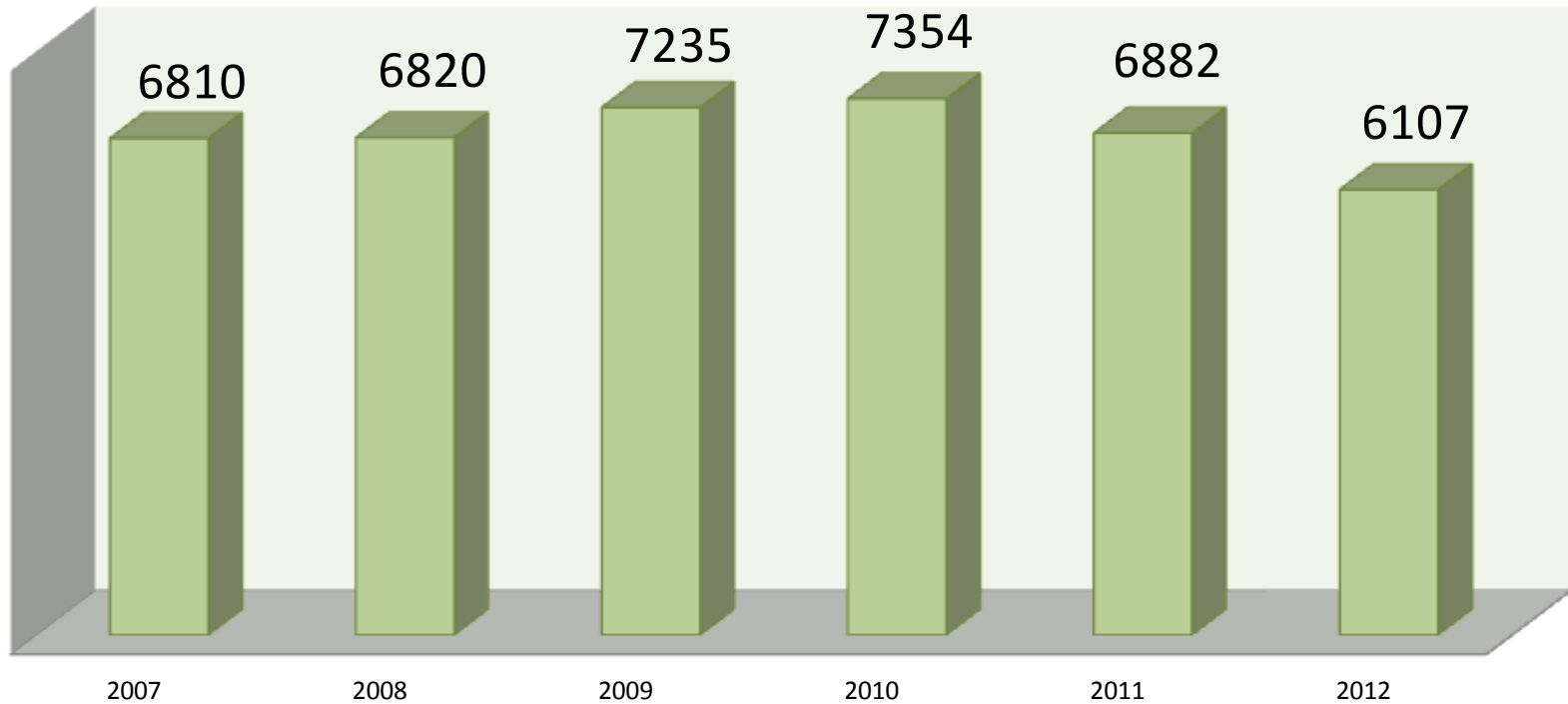
Division of Enrollment Management

Enrollment Trends

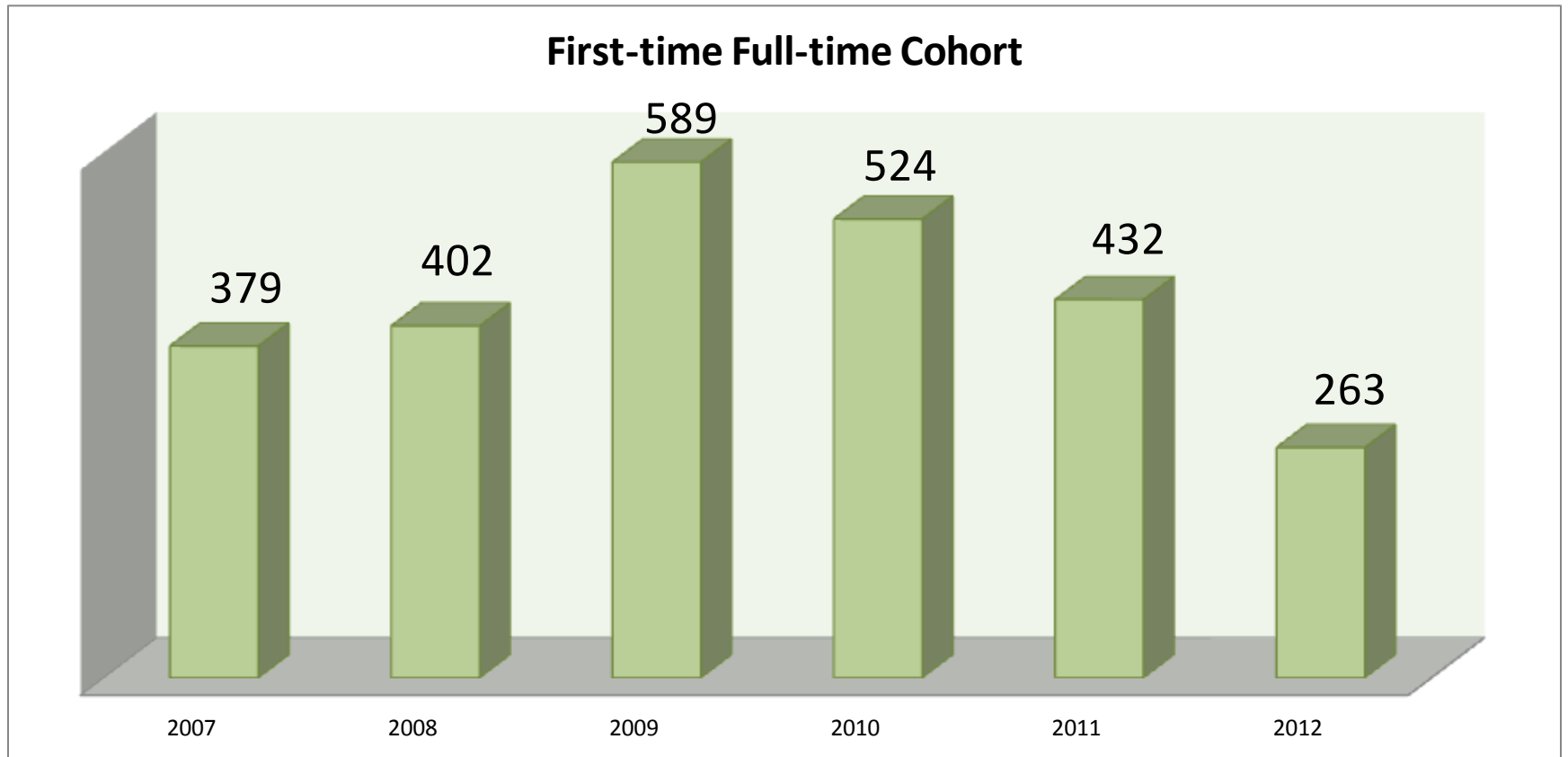
Year	Total Enrollment	First-time Full-time Cohort
2007	6810	379
2008	6820	402
2009	7235	589
2010	7354	524
2011	6882	432
2012	6107	263

Enrollment Trends

Six Year Enrollment Trend



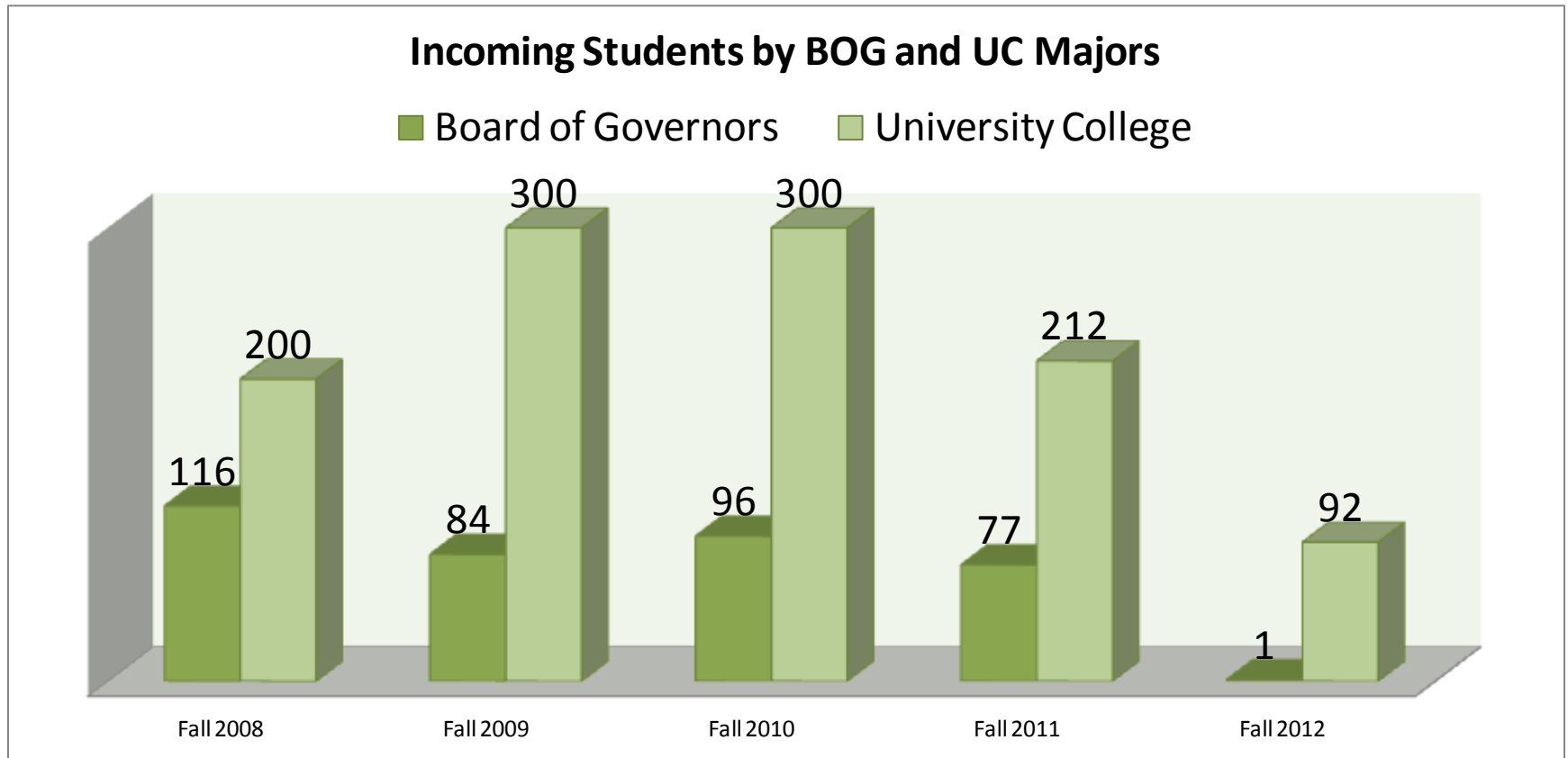
Enrollment Trends



Enrollment Trends

Total Enrollment			
Row Labels	Board of Governors	University College	Grand Total
Fall 2008	116	200	316
Fall 2009	84	300	384
Fall 2010	96	300	396
Fall 2011	77	212	289
Fall 2012	1	92	289
Grand Total	374	1104	1478

Enrollment Trends



Guiding Principles of Recruitment

For the Office of Admissions, the following guiding principles provide a framework for the recruiting plan and the ongoing development and optimization of the recruitment plan:

- Develop and train a recruitment team of individuals who are passionate about education, have a good work ethic and demonstrate relationship building skills
- Excellent customer service at all times
- Effective response time
- Leverage technology to more efficiently serve students in the recruitment funnel
- Campus-wide collaboration is essential

Targeted Priority Student Groups

- **Traditional First Time Freshman**
 - High school students ages 15-19
 - From local and tri-state high schools
 - Charter schools
 - CPS schools
 - Parochial schools
 - Military academies
 - More likely to enter Honors College
 - Popular programs of interest are; Pharmacy, Occupational Therapy and Education
 - Selection of conditionally admitted students that have low ACT/SAT test scores but, GPA of 2.0 or above
 - Athletes interested in D1 athletics
 - Believe CSU is their most affordable option
 - Looking to stay close to home

Targeted Priority Student Groups (cont.)

- **Transfer/Non-traditional students**
 - Transferring from feeder community colleges ages 19-24; adults seeking degree completion ages 25-45
 - Popular programs of interest: Business, Criminal Justice
 - Primary concern: acceptance of earned credits
 - Part-time and full-time interest
 - Believes CSU is the most affordable option
- **Graduate Students**
 - Post baccalaureate students seeking advanced degree ages 23+
 - Popular programs of interest: Education and Physical Sciences
 - Primary concern: convenience and strength of program
 - Believes CSU is the most affordable local option toward credentials needed for advancement

Goal 1: Assess existing operations and develop an annual, integrated recruitment plan to drive new student enrollment

Action:

- Identify areas of operational opportunity
- Review trend and market data and develop gap analysis

Timing:

- Fall 2011

Evaluation:

- Development of integrated recruitment plan
 - Including: modernization of communication plans, integration of intake offices, institution of One-Stop model, proposed revision of undergraduate admission matrix, increased emphasis on relationship management; introduction of graduate recruitment program

Goal 2: Recruit qualified and diverse first-year students to meet enrollment goals

Action:

- Purchase of PSAT, PACT, SAT, ACT and PTK lists to target with degree seeking students
 - E-recruitment and direct mail campaign
 - Telemarketing
 - Targeted campus events
- Re-engineer campus tours and Open House programs to highlight academic quality, campus life, and history of the University
- Adjust admission deadlines and assess Clearinghouse data to better forecast student yield

Timing:

- Purchase regional and national list in the spring of each academic year
- Campus tours scheduled throughout the year; Fall/Spring Open Houses
- Data analysis after fall census

Evaluation:

- Percent converted from inquiry to applicant and the percent converted from admitted to enrolled
- Survey evaluations
- Market share changes and yield percentages

Goal 3: Improve Student and Counselor Relationship Management Program

Action:

- Strengthen relationship with high school and community college counseling offices providing better resources on CSU's competitive advantages
- Personal letter from Provost or Deans to local National Merit finalists, Semi-finalist candidates, and Advanced Placement students
- Introduce on campus counselor/student fairs
- Personal phone and written invitations from recruiters inviting students and families to a CSU campus experience.

Timing:

- Immediate
- Implement Fall 2012; Repeat every fall.

Evaluation:

- Number of students who accept invite to the campus experience
- Increase in admitted candidates from targeted groups

Goal 4: Recruit academically qualified transfer students

Action:

- Update and expand the “Transfer Guides” for local community colleges
- Work with academic deans and faculty to present guest lectures at feeder community colleges

Timing:

- Year round

Evaluation:

- Percentage increase in applications
- Percentage increase in applications, admits and enrolled from feeder community colleges

Goal 5: Increase faculty, staff and alumni involvement in the recruiting process

Action:

- Secure a database of faculty willing to meet with undergraduate and graduate prospective students
- Plan and implement a faculty, students, alumni and board member Phone-A-Thon for admitted students

Timing:

- Immediate; updated every fall and spring term
- Begin Spring 2011; repeat every fall and spring term

Evaluation:

- Percentage increase in yield

Goal 6: Increase out-of-state and international recruiting efforts to meet the enrollment goals and diversify the student population

Action:

- Increase travel (high schools, college fairs) in surrounding states by 10% each fall and spring focusing on states that have projected growth in high school graduates
- Execute a direct marketing campaign based on program of interest through after school learning programs and national test scores
- Raise awareness of in-state tuition offering to IL contiguous states

Timing:

- Beginning fall 2012 continuing through Spring 2011
- Fall 2012

Evaluation:

- Increase in inquires and applications from expanded travel
- Increase in applicants, admits and enrollees

Goals 7: Identify new opportunities for recruitment through web enhancement, visual media and other new media

Action:

- Participate in University Common Application process
- Work with IT Marketing & Communications to develop a YouTube channel and Social Universe to integrate and access all CSU social media accounts
- Implement an online inquiry form for lead tracking and generation

Timing:

- Implementation of CSU in Common App Fall 2013
- YouTube Channel by Summer 2012
- CSU Social Universe by Summer 2012

Evaluation:

- Number of hits on each media
- Number online inquiries

Goals 8: Provide strong bridge and orientation programs for new and transfer students and their parents to assist in a smooth transition to the university

Action:

- Evaluate current first-year orientation program in comparison to programs at other institutions and best practices
- Develop a leadership course for students selected as Orientation /Ambassador Leaders to be taught each year

Timing:

- Immediate
- Implement Fall 2012

Evaluation:

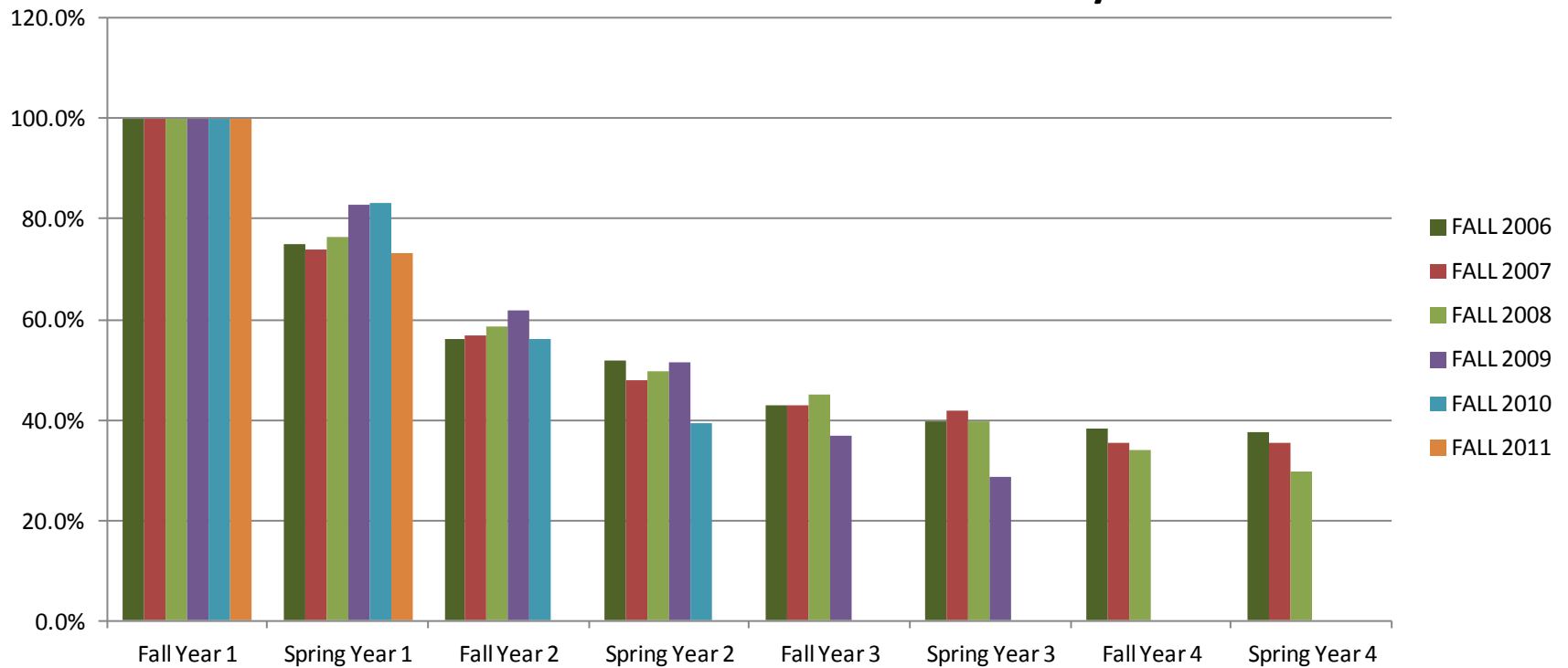
- Student, parent and faculty evaluation
- Evaluations from student participants



Retention Trends

Retention

First-Time Full Time Cohorts Retention by Year



CSU Current EM Retention Programs

- Freshmen Experience
- AAMRC
- LRC
- WRC (opening summer 2012)

Retention: Freshmen

Freshman Year Experience

Current

Dean (Vacant)

Director (advises students)

Freshman Advisors (7)

Academic Success Program Advisors (2)

Advising Vacancies (2)

Total 12 staff positions

First Year Experience

Proposed (If vacancies approved for hire)

Dean

Director

Assistant Director (Position does not exist)

Freshman Advisors (7)

Transfer Student Advisor (Position does not exist)

Academic Success Program Advisors (2)

Total 12 staff positions

Retention

Strategies for increasing retention rates for all students:

- Retention at the university must be seen as an university-wide initiative with the understanding that the success and retention of the student population requires the collaboration and partnerships across the university.
- The intention of the Division of Enrollment Management is to focus on an outcome-based retention and assessment strategy. Improved retention is an outcome of improved practices that address the quality of the academic experience, student life issues, and student support. We expect to study the impact of programs, services, and business practices on student life with a view to understanding what works and what needs improvement.

Retention

NACADA (The National Association of Academic Advisors) recommends an advisor caseload of 250 students.

FYE average of each advisor n=125 (all freshmen)

n=50 (freshmen in cohort)

50 students per advisor

NACADA recommends a caseload of 125 students or less per advisor for at-risk student populations

Retention

Retention Model for Freshmen—FYE practices an Intrusive Advising model which is a combination of both developmental advising (**relationship to a student's total needs**), and prescriptive advising (**expertise, awareness of student needs, structured programs**). **Intrusive advising is a direct response to an identified academic crisis with a specific program of action.** **Advisors do not wait for the students to come to them; they seek out the students.** Individualized retention strategies for each student are based on this model.

- Students meet with advisors five times per semester.
- Students complete the College Student Inventory (CSI) by Noel-Levitz.
- Students are made appropriate referrals.
- Advisors do periodic checks with instructors in addition to the academic warning period. The goal is to show the students that they have a support system and to attempt to keep the students from falling off track.

Retention

Retention Programs/Initiatives

RISE Academy

Summer Bridge

Academic Success Program (Persistence Program)

Freshman Seminar

New Student Orientation

Block Scheduling

Academic Partnerships

Counseling Department

Learning Assistance Center

Examples of Retention Activities

Financial Aid Workshops (SAP)

Undecided Major Workshops

Transition Fairs

Retention

University College

- Students are being interviewed
- Part-time UC designation created for Fall 2011
- All participants must participate in the Summer Bridge Program—to increase the success rates of UC scholars during the regular semester, those who do not pass all developmental courses during Summer Bridge will participate in RISE.
- Current UC cohort n=115; Fall 2010 UC cohort n=231
- Warnings for the UC cohort are down

Retention

R.I.S.E. Academy (Retention Initiative for Student Engagement)

R.I.S.E. Academy is an academic enrichment program designed to help students become academically successful in their first year of college. Through participation in this intensive study skills program, students gain both the study skill set and confidence needed to successfully complete their first year. Students work with staff from the Office of Academic Support, the Counseling Center, and the Learning Assistance Center who facilitate the program and are trained in the assessment and teaching of cognitive and non-cognitive skills.

- Workshops on study skills
- Study Lab
- Tutoring
- LASSI—Learning and Study Strategies Inventory (Initial results show positive change.)
- Mentoring (This component has not been added due to funding)

Retention

RISE Participants

University College Students

Freshmen Dorm Residents on Academic Probation

Selected Athletes (Freshmen)

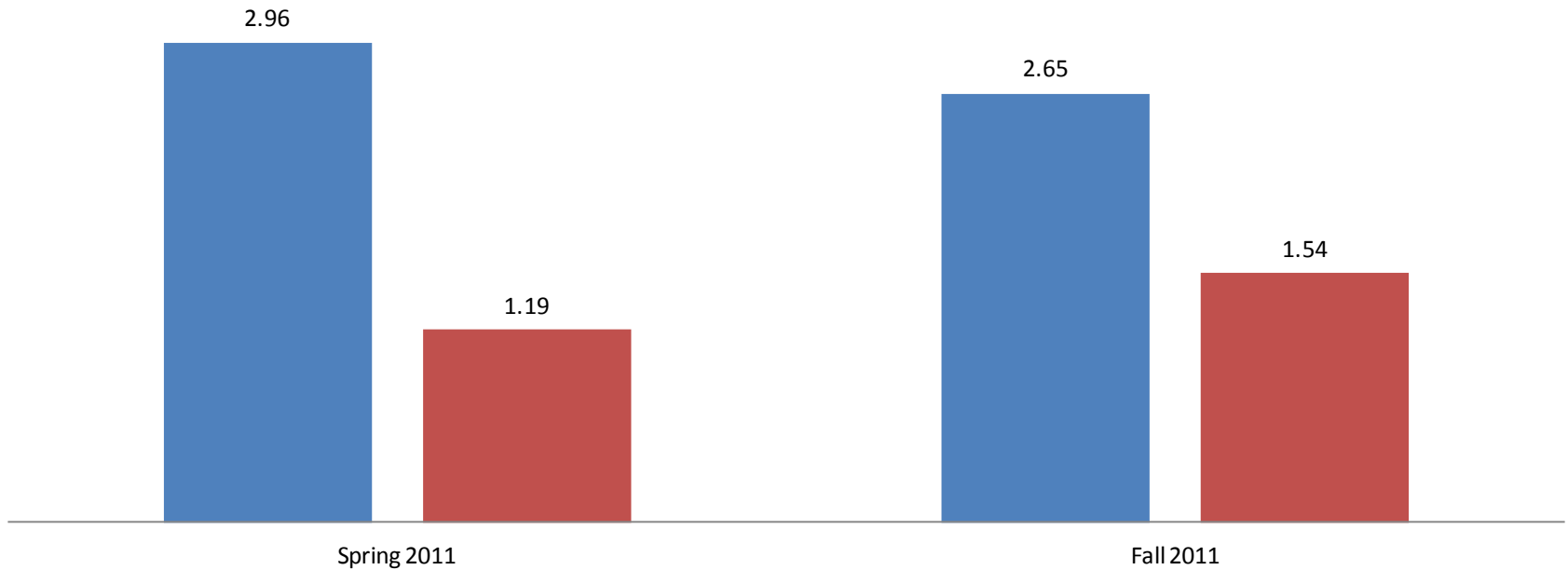
Expansion of Program: The program has a capacity limit at this time because of funding.

Retention

R.I.S.E. Academy (Retention Initiative for Student Engagement)

R.I.S.E. GPA Comparison Chart

■ Avg. GPA Completers ■ Avg. GPA Non-Completers

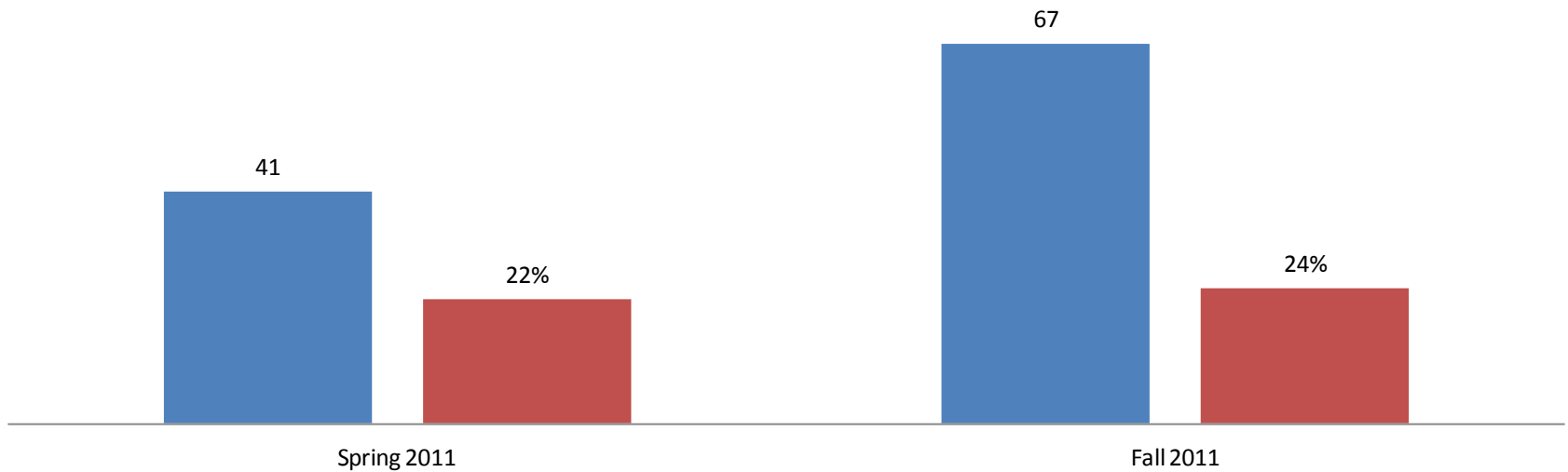


Retention

R.I.S.E. Academy (Retention Initiative for Student Engagement)

**R.I.S.E. Participation
Comparison Chart**

■ Participants ■ % Completed

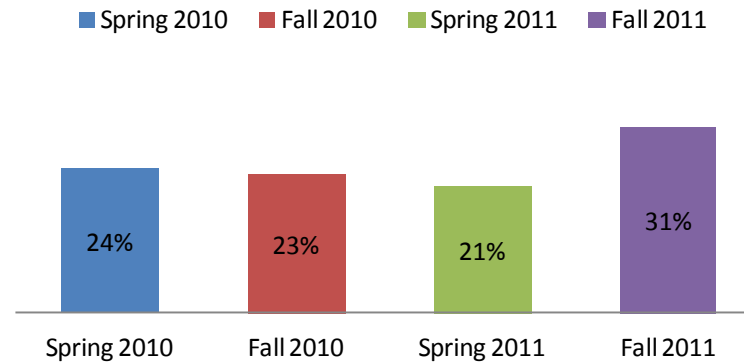


Retention

Persistence Program

Academic Success Program—Program provides monitoring and learning and study assessment for all undergraduates in academic distress.

% Students Removed from Academic Probation at End of Term



Retention

Transfer Students—Currently there is no office or staff member designated to coordinate the transition of transfer students into the university.

Currently transfer students are advised by their major of choice. This would not change; however, the transfer advisor would do the following and other tasks associated with transfer students:

- Act as liaison between transfer students and academic department
- Help the students understand university policies and procedures
- Create programming designed to help students transition into the university
- Help students transition from their first year to their second

Other Targeted Groups

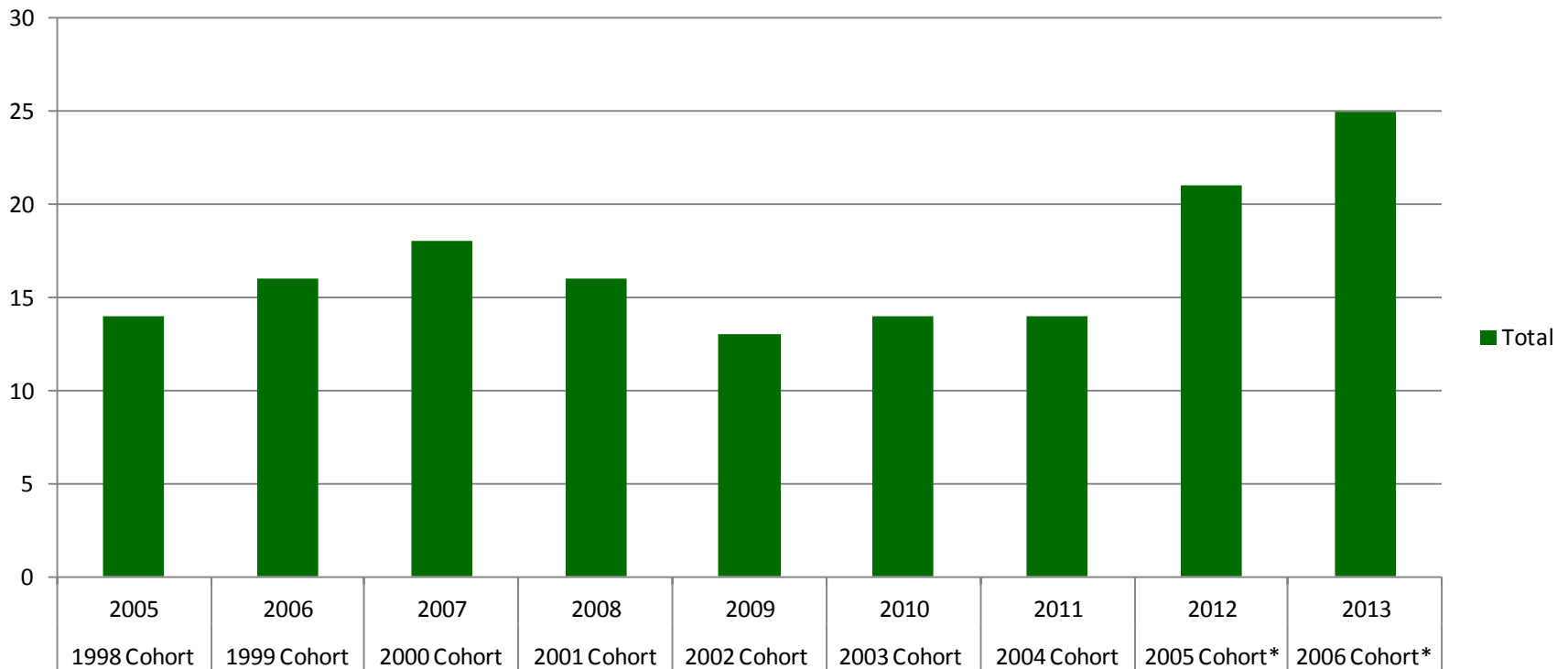
African American Students

Honors Students

Latino Students

Graduation Rates

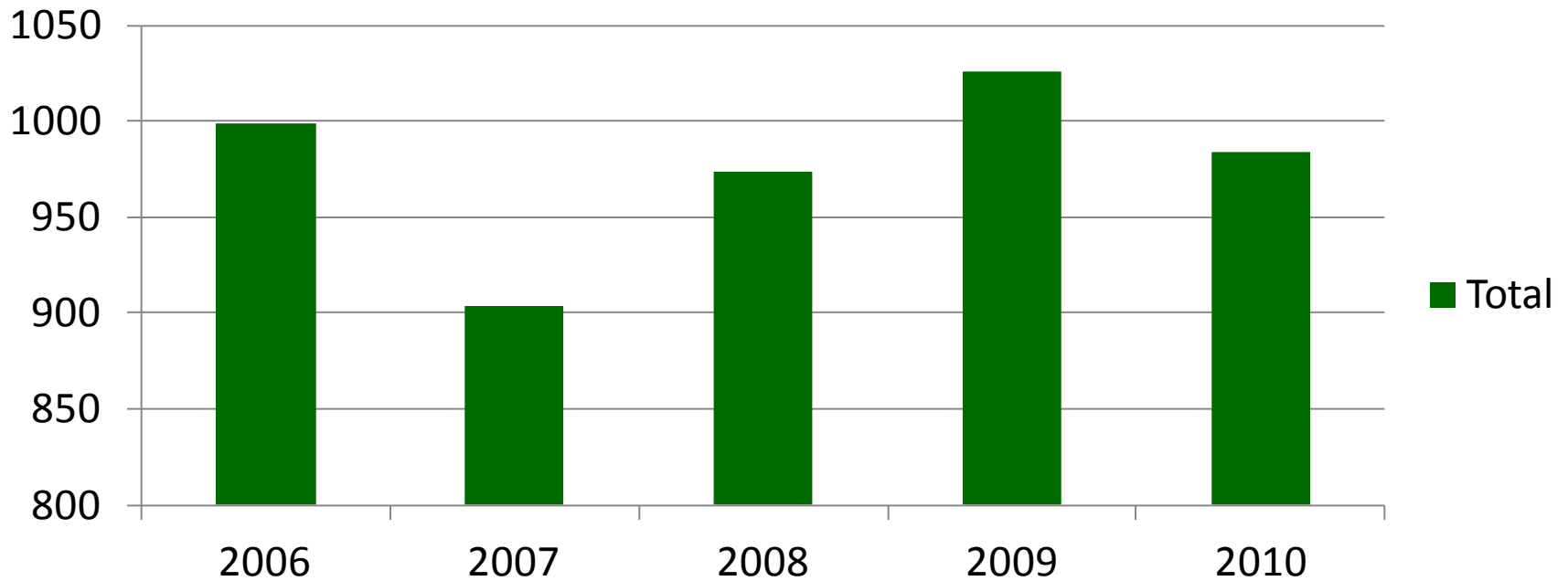
First-time Full-time Cohort Graduation Rates



*not publicly available

Graduation

Five Year Trend of Chicago State University's Degrees Conferred



Fall Enrollment 2012 Snap Shot

Fall Term	New Admits	Unduplicated Headcount
9/24/2011	1571	6882
9/24/2012	1389	6107
<i>Variance</i>	<i>-182</i>	<i>-775</i>
<i>% Change</i>	<i>-12%</i>	<i>-11%</i>

- Overall fall enrollment is down by 11% - or **-775** students compared to last years census date, 09/24/2011.
 - Graduate new admits are down by 2% (10) from the Fall 2011 Census Date
 - Undergraduate new admits are down by 15% (172) from the Fall 2011 Census Date
- Fall 2011 census (September 24, 2011) was 6882 ; Fall 2012 census (September 24, 2012) is 6107

Enrollment Strategies

- *Cougar Start U*: Conducted 5 Cougar Start U.
Attendance averaged 30 students ; Registered approximately 50 students.
- *Target Summer High School Attendees*:
Meeting with Julian's counselors to speak to their summer graduates and help students with their college selection options at CSU.
Total students attending 150
- *Phone Campaigns*:
 - ✓ Students with incomplete applications (Admissions & Resource Centers)
 - ✓ Students enrolled in Spring Term who have not yet registered for Fall 2012 term (EM and Colleges)
 - ✓ Student with holds (EM and Colleges)
 - ✓ Students accepted into the University but not yet enrolled (Resource Centers and Colleges)

Fall Enrollment 2012 Graduate Snap Shot

Top 5 Programs for Graduate Enrollment – Current Enrollment:

Graduate Enrollment by College	Current Enrollment	Number of Graduate Programs
College of Arts and Sciences	435	16
College of Education	519	33
College of Health Sciences	74	4
Pharmacy	352	<i>n/a</i>
Special Programs: Alcohol & Drug Abuse (PBCert)	18	<i>n/a</i>
Graduate-at-Large	86	<i>n/a</i>

- Pharmacy (352/100%)
- Social Work/College of Arts & Sciences (135/31%)
- Special Education/College of Education (84/16%)
- Clinical Mental Health/College of Arts & Sciences (81/19%)
- Educational Leadership, Ed.D. /Doctoral Programs (74/ 100%)

Note:

Master's in Public Health has 12 enrolled students and the Masters of Nursing has 7 enrolled students. Both programs are in their 2nd academic year and are developing enrollment and retention strategies.

Enrollment Strategies - Internal

Recruitment Model Changes

- EM will move to an external and internal recruiting model

✓ Internal focus:

- On prospective students who walk into the office seeking admission.
- Those who have completed information cards
- CPS High Schools

2 recent CSU graduates will be hired to enhance CSU recruitment and retention initiatives. The candidates must exhibit excitement and enthusiasm about their CSU experience as a student. Candidates must display professionalism and have the ability to articulate CSU's vision to external and internal partners.

Partnerships

- AVP of EM meeting with Deans and Associate Deans of each college, and directors of the various resource centers to review enrollment reports and strategies.
- New Outreach Director will partner with colleges to meet with CSU Deans and programs coordinators to understand their program options.
 - Result: This strategy has proven to be successful. Three professors who have met with a group of the seniors who were on campus.

Enrollment Strategies - External

- **Building Relationships:**

- ✓ ***Establish partnership with CPS College and Career Specialist which cover all 6 clusters city wide.***
- *Results- CSU and CPS hosted nearly 200 rising seniors on 7/26-7/27 on how to effectively transition from high school to higher education*
- ✓ ***Meet with high school principals to collaborate on how CSU can partner and assist their students prepare for college and understand the various option CSU has to offer. Three of the schools are STEM schools.***

- Emphasis is being placed on after school and weekend academic options for students must include but not limit students to science math and technology.

Summary Graduation Rates

Additional GRAD	Total	Graduation Rate
16	79	22.0%
15	78	21.7%
14	77	21.4%
13	76	21.2%
12	75	20.9%

The graduation rate for the 2006 Cohort as of today is 20.9%.

- 2006 Cohort =359
- Graduates as of today=75

New Vision - Senior Experience:

Students with 90 + credit hours will be part of the CSU Senior Experience. We will ENGAGE the student and create an excitement and awareness around being on track to graduate . Some of the initiative will include programs around:

- Career Resource Center
 - Brand U
 - Resume & Interview Workshops
 - Internships
- Staying on Track to Graduate...What's your academic plan look like?
- Alumni Affairs....
- Senior Dinner with the President

OVERVIEW OF ENROLLMENT STRATEGIC PLAN

STRATEGY 1: MANAGE ENROLLMENT CAPACITY

- Determine capacity of each program.
- Match enrollment capacity.
- Increase or decrease capacity to ensure maximum resource utilization.

STRATEGY 2: INCREASE FIRST TIME FULL TIME FRESHMEN COHORT

- Increase the number of first time full time freshmen.
- Enhance partnerships with CPS and neighboring school districts.

STRATEGY 3: INCREASE SCHOLARSHIP

- Increase the number and value of endowed merit based scholarships.
- Medallion, President, Provost, college, unit, etc.

STRATEGY 4: INCREASE TRANSFER STUDENTS

- Increase the number of students transferring from community college especially through the development and use of joint admittance programs.
- Collaborate with the leadership and faculty at community colleges to strengthen articulation.
- If possible, implement differential tuition to address the demand for and /or cost of offering programs.

STRATEGY 5: INVOLVE ALUMNI

- Increase alumni and current student involvement in recruiting.

STRATEGY 6: INVOLVE DEPARTMENTS

- Increase recruiting at the college /department levels.

STRATEGY 7: INCREASE RECRUITING EFFORTS

- Increase and refine recruiting efforts to include emphasis on:
 - Regional
 - National
 - International

ENROLLMENT PLAN: TASK FORCE

ENGAGE

- Build on SEM plan to create a comprehensive campus wide strategy to improve enrollment

EMBRACE

- Provide assistance to faculty/staff and student affairs to increase enrollment.

ENLIGHTEN

- Identify stumbling blocks for student and coordinate appropriate intervention strategies

EDUCATE

- Set enrollment goals and evaluate and assess outcomes.

RETENTION PLAN: TASK FORCE

ENGAGE

- Build on SEM plan to create a comprehensive campus wide strategy to improve retention

EMBRACE

- Provide assistance to faculty/staff and student affairs to increase retention.

ENLIGHTEN

- Identify stumbling blocks for student and coordinate appropriate intervention strategies

EDUCATE

- Set retention goals and evaluate and assess outcomes.

GRADUATION PLAN: TASK FORCE

ENGAGE

- Build on SEM plan to create a comprehensive campus wide strategy to improve graduation

ENLIGHTEN

- Identify stumbling blocks for student and coordinate appropriate intervention strategies

EMBRACE

- Provide assistance to faculty/staff and student affairs to increase graduation.

EDUCATE

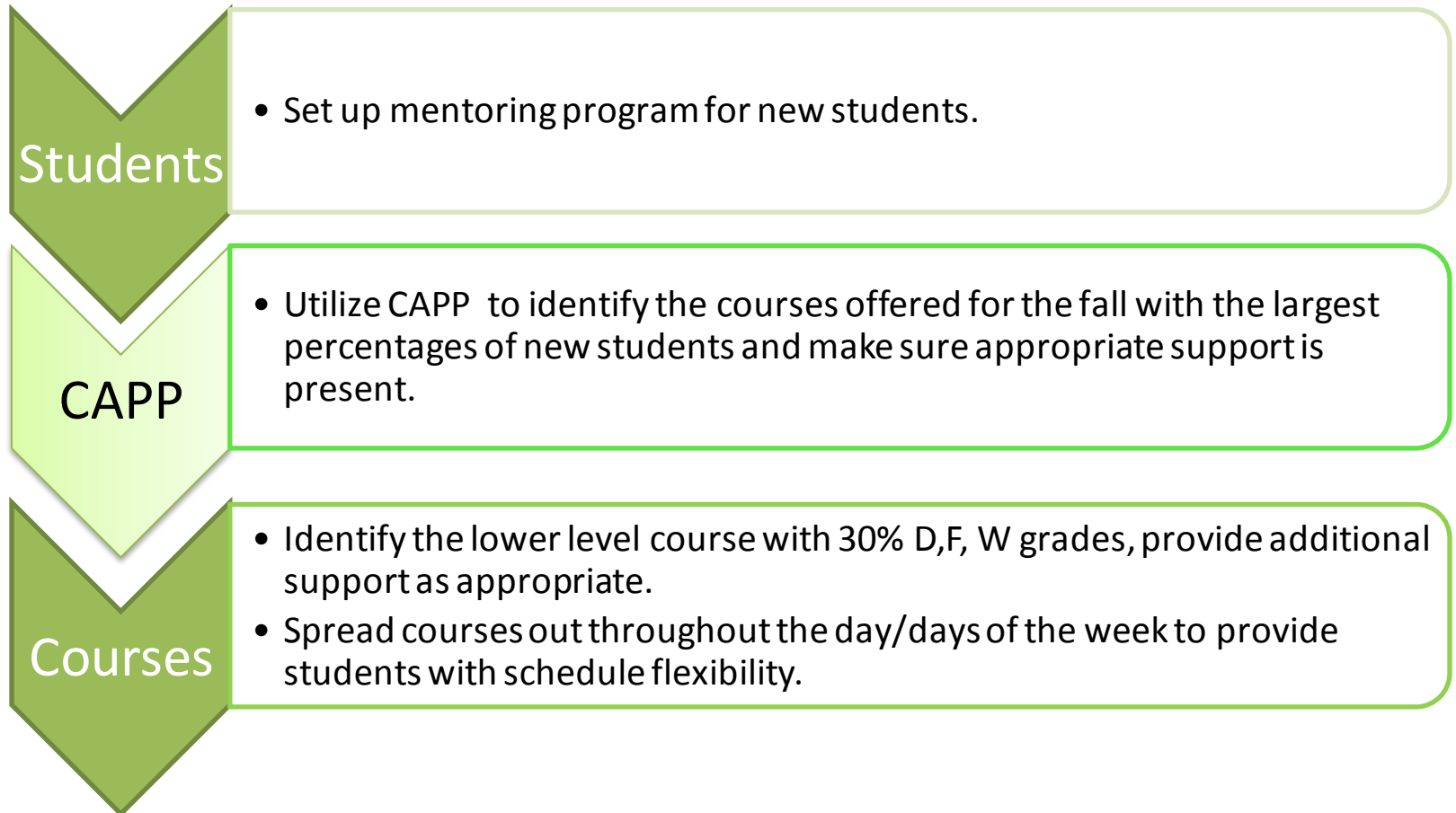
- Set graduation goals and evaluate and assess outcomes.

Retention Goal Example

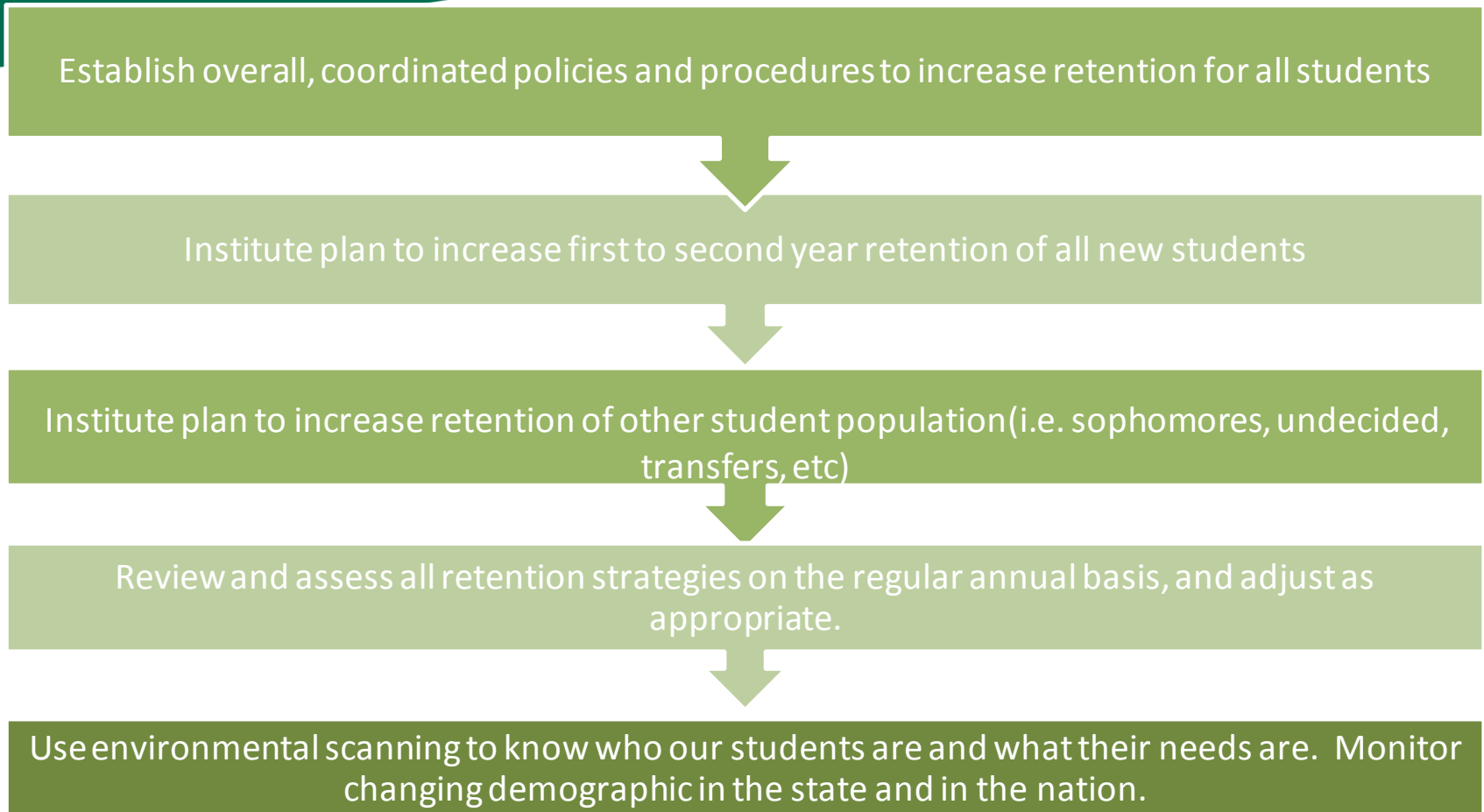
Increase first to second year freshmen retention by 3% per year for the next 5 years.

75% by 2017

Retention Plan Strategies Examples



Retention Plan Overview Examples



Graduation Plan Overview Examples

Develop a Senior Experience Students with 90+ credit hours.

ENGAGE the student and create an excitement and awareness around being on track to graduate .

Initiative will include programs around, Brand U, Resume and Interview Workshops, and Internships

Review and assess student's academic plan toward graduation.

Alumni Affairs

Dinner with the President

Use environmental scanning to identify the factors which impede our students from graduating. Monitor changing demographic in the state and in the nation.