Managed Enrollment

The goal of the Strategic Enrollment Management committee is to identify and help develop the strategies which will enhance the quality and diversity of the student body, student college experience, student satisfaction, and, as a byproduct, improve student retention and graduation rates. This will be accomplished by addressing student success issues, identifying the appropriate mix of program offerings accompanied by a strategic comprehensive recruitment plan, and implementing an overall marketing plan. It will also recommend changes where appropriate to ensure that the administrative structure supports the direction of the current and future academic programming and enrollment management configuration of the college.

The committee utilized a strategic enrollment management (SEM) planning model purported by Dr. Jim Black of SEMWorks.

This SEM Planning model is based on the idea of looking at the environmental factors influencing the state of higher education and how those factors intersect with the current realities found on a college campus. It is a thorough analysis of these factors, viewed through ‘strategic opportunity filters’ that then leads to the development of the strategy portion of the plan. The actions which accompany these strategies are then put into place with assessment measures, as well as a plan to analyze the progress of the plan. It is this loop which keeps the plan alive and relevant.

The committee reviewed areas on which to focus that were revealed through a situational analysis and environmental scan, including: where, how and who we recruit; academic programming which attracts and supports demographic profile; and trends in financial aid counseling and endowment/scholarship availability.

The current campus realities as they relate to enrollment management were then explored. The areas as they relate specifically to admissions statistics, student diversity mix, retention and graduation rates were also investigated. An analysis based on student survey data revealed a great deal of information, specifically data points as they relate to retention and transfer out rates. This information, when compared with our standings for retention and graduation rates among a number of data points (see figure 2) helped us to shape our portions of our desired outcomes, as well.

Once all of the relevant data was reviewed, the committee developed the following desired outcomes.

1.      The College will offer an appropriate mix of programs.

2.      The College will utilize a comprehensive recruitment plan to maximize its recruitment efforts.

3.      A comprehensive marketing plan will be developed and utilized to maximize the college's visibility to all stakeholders and assist with recruitment efforts.

4.      Obstacles to student success will be addressed.

5.      The academic services structure supports the enrollment and retention needs of the college.

**Itemization of Recommended Actions and Strategies**

The following action items are being proposed to meet the outcomes. These will continue to be further developed and refined.

**1)**      **The college will offer an appropriate mix of programs.**

a)      Program which are no longer relevant will be removed from the academic offerings

b)      New programs will be carefully identified to ensure that they align with market demand, student demand and college mission.

c)      Where appropriate, existing programs will be renamed and reconfigured  with appropriate enrollment caps determined and instituted.

d)     Outcome 1 – The college will offer an appropriate mix of programs.

e)      More visibility of current MOU and bachelor offerings in general.

f)       Lobby SUNY for more flexibility with program offerings

g)      Maintain max headcount, but work composition.

h)      Realign associate degrees where possible to transition seamlessly into bachelor programs offered at SUNY Cobleskill.

**2)**      **The College will utilize a comprehensive recruitment plan to maximize its recruitment efforts.**

a)      Increase endowment/scholarship opportunities

b)      Increase/shift applicant pool

c)      Determine appropriate selectivity threshold.

d)     Provide additional opportunities for faculty to participate in student recruitment

e)      Increase emphasis on guidance counselor ‘recruitment’

f)       Increase regional recruitment activities with alumni, faculty, student affairs involvement.

g)      The College will utilize a comprehensive recruitment plan to maximize its recruitment efforts.

h)      Involve/increase parental involvement in visitation/orientation programs (parent workshops/tours)

i)        Tap into existing relevant achievement programs in the secondary schools

j)        Utilize formal athletic recruiters

k)      Enhance the data management to better inform the activities in the recruitment plan

l)        Increase utilization of web page and other technology in the recruitment process

m)    Increase summer programming geared towards secondary schools.

**3)**      **A comprehensive marketing plan will be developed and utilized to maximize the college's visibility to all stakeholders and assist with recruitment efforts.**

a)      Targeted marketing to grow bachelors level LAS & Business programs, while maintaining the Ag population will be implemented.

b)      Increase the focus on promoting the experience-based aspect of our educational offerings (internship, etc.)

c)      Increase the focus on promoting the sustainable aspect of our programs

d)     Emphasize the nurturing, safe, secure, rural environment

e)      Outcome 3 – A comprehensive marketing plan is developed and utilized….

f)       Increase internal marketing amongst the faculty/staff regarding success of faculty, staff and students, as well as changes in program offerings.

g)      Develop and nurture a parent association.

h)      Complete assessment of web pages and make suggestions for improvement where needed.

**4)**      **Obstacles to student success will be addressed.**

a)      Increase academic rigor of programs

b)      Implementation of a First Year Experience

c)       Development of a Four Year Experience

d)     Designation of an Upper Class residence hall

e)      bachelor level honor society

f)       Increase leadership development experiences (experiential learning).

g)      Ensure alignment of academic/other policies with advisement

**5)**      **Outcome 5 -  The academic services structure supports the enrollment and retention needs of the college.**

a)      ‘One stop shopping’ for academic service areas will be explored.

b)      Greater integration of the enrollment service areas of the college will be explored.

c)      New advisement initiatives will be implemented.

d)     The Foundations of Excellence program (FYE) will be integrated into the academic structure of the college.

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