MANSFIELD UNIVERSITY

Office of Admissions Strategic & Action Plan
2011-2012

Mission
Mansfield University's Office of Admissions serves as an educational portal for qualified undergraduate and graduate students for academic and career pursuits consistent with University mission, vision, and strategic goals.

Vision
We are student centered...committed to providing access to educational opportunities to meet students' changing personal and professional academic needs. We encourage lifelong learning, civic and social responsibility, leadership, and individual and career growth.

Values
The Office of Admissions seeks to provide optimal and accessible customer service as we recruit and enroll lifelong learners.

Overarching Goals
1. Meet and exceed institutional enrollment goals (recruitment and retention) strategically
2. Focus admissions team internally on transition to new enrollment management tactics and a higher focus on recruitment (vs. admissions), strategic planning, and yield
3. Establish a new culture at MU to support enrollment management and the concept that recruitment and retention is everyone's business.

Specific Goals
1. Focus on personal relationships with schools, school personnel, students and families and offer exceptional service through the admissions and financial aid/enrollment processes
2. Focus on gathering and learning accurate and compelling key messages about academic programs and all service offices on campus to distinguish MU
3. Improve communication flow to prospects
4. Improve knowledge and talk of financial aid
5. Enhance social media as recruitment tool
6. Focus seniors, high-yield activities and recruitment (not just admissions)
7. Collect and analyze data more effectively
8. Improve and document strategic and tactical plans and office processes to ensure recruitment is cohesive and 'sustainable'
9. Automate the system wherever possible
10. Involve and engage campus community in enrollment effort in specific ways tied to the overall plan

Action Plans

1. Goal Setting: Establish specific recruitment goals – overall and by target market. All goals are to be measured against FA11 new student enrollment data.

   Quantitative:
      a) Increase number of new first-year students enrolled
      b) Increase number of undergraduate new students enrolled
      c) Maintain number of graduate students enrolled
      d) Increase number of total new students FTE (goal is to bring in enough new students to help the institution meet overall enrollment increase from FA11 to FA12 of 3%)
      e) Increase number of first-year and transfer applications
      f) Increase number of first-year and transfer admits
      g) Increase hold rate (deposits vs. enrollees) for all populations
      h) Maintain or increase number of students enrolled via the Good Neighbor program
      i) Maintain or increase percentage of new students representing diversity
      j) Increase number of applications, admits and enrollees from new market (NJ)

   Qualitative
      a) Maintain or increase percentage of students in the top four tiers/quartiles
      b) Reduce percentage of students in the bottom tier/quartile
      c) Better align admission policy with at-risk student services
      d) Increase number of regular admits from new market (Eastern PA)
      e) Maintain average math and critical reasoning combination above 1000
      f) Increase number of students meeting regular admission criteria
      g) Keep average GPA for regular admits above 3.25
      h) Reduce the number of students being admitted with less than a 2.0 and/or a 700 SAT
      i) Increase percentage of nursing students who meet preferred nursing criteria

2. Enrollment Strategies: Coordinate and implement new initiatives within existing budget.

3. Web: Develop and implement, in conjunction with IT, new recruitment oriented web design for MU home page and Admissions website.

4. Mission, Vision and Values: Develop and promote a culture where recruitment and retention are 'everyone's business' and the Office of Admissions' mission, vision and value statements, as well as strategic goals, are clearly communicated to the campus community.

5. Messaging Campaigns: Enhance messaging, calling and contact campaigns for counselors, faculty, alums and student callers, to ensure more cohesive, compelling and consistent messaging, and to maximize targeted enrollment (i.e. academic program) goals.

6. Staff Development: Develop mechanisms to support staff development and retention, and to enhance broader understanding of enrollment management concepts.

7. Personal Recruitment Model: Implement personal recruitment model tied to both admissions and general financial aid counseling.

8. High School Visits: Enhance high school visit process and messaging.

9. Visits: Enhance visit experience.

10. Communication Flow: Enhance messaging via a multi-tiered communication flow in variety of mediums (mail, e-blasts, automated letter consolidation, automated voice messages) for both students and parents.

11. Academic Program Messaging: More systematically collect and incorporate key academic messaging in all admissions activities.

12. Competitor Analysis: Identify competitors and key competitor profile information. Build this information into marketing strategies.

13. Financial Messaging: Enhance financial messaging from establishing value for cost to addressing processes for financial aid and bill payment.

14. Social Media: Continue to increase use of Facebook and other social media in marketing and recruitment processes.

15. Funnel Management: Introduce higher level of funnel management to office operations, ensuring that all goals can be tracked and supported by data and analytical tools.

16. Assessment: Introduce more coding mechanisms, data collection points, and a more integrated policy and goal-setting philosophy tied to review of key benchmark assessment data.

17. Strategic Plans: Increase staff use of strategic and tactical plans, and office and systems documentation.

18. Student Preparedness: Enhance selectivity messaging on the upper end, and ensure services and retention data support access opportunities for at-risk students.