

Strategic Enrollment Management Plan

FY22-23

Academic Year 2021/2022

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- I. The University continues the important work of evaluating its recruitment goals and strategies, updating its institutional aid programs, and developing a formal and structured student retention process. This work will continue to be refined over the next five years to ensure that enrollment, persistence, and graduation goals are aligned with institutional capacity. Strategic enrollment management also has an important role in recruiting students that adds to the diversity of the institution.
 - II. Stockton University's Strategic Enrollment Management Planning (SEMP) council consists of representatives from Stockton's key divisions, including: Academic Affairs, Administration & Finance, Enrollment Management, Faculty Senate, Information Technology Services, Institutional Planning & Research, Student Affairs, and University Relations & Marketing.
 - III. Stockton has an obligation to support students who arrive in their first year and those that transfer later in their academic career, as well as those who return to school as adult learners. The University has begun the important work of evaluating its recruitment goals and strategies, updating its institutional aid programs, and developing a formal and structured student retention process. This work will continue to be refined over the next five years to ensure that enrollment, persistence, and graduation goals are aligned with institutional capacity. Strategic enrollment management also has an important role in recruiting, retaining, and measuring success and graduation for all students, including students that add to the diversity of the institution.
 - IV. SEMP Priorities. Stockton's SEMP FY22/23 document consists of four strategic priorities that align with the Implementation Goals of the Institutional Strategic Plan
 - (1) Improve Access and Opportunity for Non-Traditional Students
 - (2) Sustain Student Retention and Completion Rates while Keeping Stockton's Education Affordable
 - (3) Enhance Student Satisfaction Practices Holistically Across the Campus Community
 - (4) Support Sustainable Enrollment
 - V. The priorities are tied to strategies and tactics to guide Stockton's efforts:
 - (1) Develop enrollment and retention strategies at the institutional, school and program level that account for our mission, market demand, cost, and capacity.
 - (2) Continue to strengthen the University's data analytics efforts regarding recruitment, persistence, and graduation, as well as enrollment, placement testing, housing, and financial aid projections.
 - (3) Recognize and support the inherent value and contributions of faculty in their courses (program, at-some-distance, general studies, service, and curricular subscriptions), as well as activities outside of the classroom, such as preceptorial advising and internship supervision.
 - (4) Strengthen partnerships with high schools and community colleges through programs such

as our Dual-Credit and Transfer Pathways programs.

- VI. The two-year enrollment goals (FY22 – FY23) are based on certain assumptions, including:
- Funding from both the state and philanthropic sources will remain flat
 - Stockton will aim to modestly increase annual tuition and fee rates (2-3% or less)
 - Full-time attendance will remain consistent with historical averages (about 95%)
 - No significant change in Stockton’s 3rd semester UG retention rates (about 85% annually)
 - No significant change in Stockton’s UG graduation rates (56% 4-year; 70% 6-year)

If these, or any other assumptions change, the headcount goals identified in this document may need to be re-evaluated and adjusted (up or down).

- VII. Abbreviation coding for lead units of accountability.

Code	Lead or Support Unit	Code	Lead or Support Unit
AA	Academic Affairs	IR	Institutional Research
CC	Career Center	ITS	Information Technology Services
CPO	Chief Planning Office	MVS	Military & Veteran Services
EM	Enrollment Management	OGE	Office of Global Engagement
EOF	Educational Opportunity Fund	FA	Financial Aid
GS	Graduate Studies	URM	University Relations & Marketing
NSFP	New Student & Family Programs	BR	Bursar’s Office
SSS	Student Success Services	CCS	Care and Community Standards

NEW STUDENT ENROLLMENT GOALS: FY22 & FY23

Enrollment Management Headcount Model

	FY20		FY21		FY22		FY23	
GOAL: Annualized Headcount Growth	9,651 +299 3.20%		9,572 -79 -0.81%		9,124 -448 -4.68%		9,300 +176 1.93%	
	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023
Total HC Fall & Spring	9,934	9,367	9,893	9,251	9,352	8,896	9,532	9,068
New Students	3,070	547	2,725	457	2,653	526	2,772	537
New First-Time	1,537	25	1,411	26	1,358	26	1,419	27
New Transfer	1,119	423	904	365	943	400	985	408
New Graduate	414	99	410	66	352	100	368	102
Continuing Students	6,864	8,820	7,168	8,794	6,699	8,370	6,760	8,531
Continuing UG	6,237	7,939	6,531	7,875	6,091	7,541	6,152	7,687
Continuing G	627	881	637	919	608	829	608	845
	Actuals					Forecast		

SEMP PRIORITY #1: Monitor Key Performance Indicators Across Enrollment-Related Functions and Create Planning Efficiencies.

Aligned with:

- [Cabinet’s Strategic Priority #4](#): Develop and support planning and governance processes that are integrative, collaborative, transparent, and sustainable.
- [Cabinet’s University Priority #5](#): Improve and expand the University’s internal operational efficiencies.

Goals	Description	Lead Units
1.1	Evaluate and recommend faculty growth in relation to student enrollment growth goals.	AA
1.2	Strengthen coordination of enrollment planning with academic planning and course scheduling.	AA
1.3	Increase strategic communication outreach.	EM
1.4	Analyze course delivery survey results, share with SEMP, and identify where appropriate actions for increasing online/hybrid and evening/weekend learning opportunities, particularly to attract non-traditional and adult students.	AA
1.5	Utilizing anticipated Student Success Software Solution, promote opportunities to automate Eligible to Enroll communication outreach	EM, CPO, ITS
1.6	Review transfer credit acceptance practices to expand transfer student applicant pool and yield	AA, EM, CPO

SEMP PRIORITY #2: Increase the Quantity, Quality, Diversity, and Yield of the Applicant Pool for First Year, Transfer and Graduate Students.

Aligned with:

- [Cabinet's Strategic Priority #1](#): Advance the University's mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.
- [Cabinet's Strategic Priority #3](#): Support human diversity and inclusion in all of its forms and in a manner that serves the needs of our region and recognizes our place in a global society.

Goals	Description	Lead Units
2.1	Expand recruitment efforts and allocate necessary resources to support diversity and inclusion efforts.	EM, URM, GS
2.2	Focus Planning on increasing student diversity.	AA, EM, URM
2.3	Increase the number of students entering through dual admittance agreements.	AA, EM
2.4	Optimize use of academic merit scholarships, Stockton Promise, and Stockton Grant-In-Aid programs to aid in helping first generation and increasing the overall diversity of institutional scholarship recipients.	EM, GS, FA
2.5	Boost communications and efforts for annual yield campaign.	EM, URM
2.6	Increase Fall 2022 applicant pool of Graduate Programs through improved awareness, promotion, and value of graduate programs at Stockton from a programmatic approach.	EM, GS, URM, AA
2.7	Increase knowledge about the academic choices and campus life interests of prospective adult student.	IR, URM

SEMP PRIORITY #3: Support Student Retention and Completion.

Aligned with:

- [Cabinet's Strategic Priority #1](#): Advance the University's mission of excellence in teaching and learning, scholarly and creative activity, and dedication to service.
- [Cabinet's Strategic Priority #2](#): Develop the academic, human, and financial resources that support the University's aspiration to be a premier regional educational institution.

Goals	Description	Lead Units
3.1	Support continuous improvement and growth of the EOF programs.	EM, EOF, SA
3.2	Support continuous improvement in recruitment and retention of Veteran Students.	EM, MVS, SA
3.3	Using results of Pilot Projects from Retention Plan, develop financial mapping and early alert system for current students that are at high risk of debt	FA

SEMP FY22/23

APPENDIX – WITH METRICS AND ACTION ITEMS

SEMP PRIORITY #1: Monitor Key Performance Indicators Across Enrollment-Related Functions and Create Planning Efficiencies.

1.1 Evaluate and recommend faculty growth in relation to student enrollment growth goals.

Metric #1	<u>Faculty Growth.</u> Research and evaluate strategies to keep proportion of student and faculty consistent to past practice. Historically, the faculty to student ratio is 18:1.	
<i>Planning Category:</i>	Research	
<i>Lead Unit / Support:</i>	AA	IR
<i>Deadline:</i>	Annual review through FY22 (June 30, 2022)	
<i>Updates:</i>		

1.2 Strengthen coordination of enrollment planning with academic planning and course scheduling.

Metric #1	<u>Coordination of New and Existing Academic Programming.</u> Provide oversight and scaffolding for intentional academic planning and course scheduling.	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	AA	EM, GS, CPO, IR, URM
<i>Deadline:</i>	Annual review through FY22 (June 30, 2022)	
<i>Updates:</i>		

1.3 Increase strategic communication outreach.

Metric #1	Expand upon communication and recruitment efforts, including but not limited to: daily in-person tours, purchase of additional search names, utilizing existing students to influence prospective students, removing barriers that prohibit students from applying (e.g. deadlines, application requirements), improving relationships with External Partners (e.g. Health Care providers with Tuition Discounts, High School Guidance Counselors).	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	EM, GS	URM
<i>Deadline:</i>	June 30, 2022 with on-going annual review	

<i>Updates:</i>	
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1.4 Analyze course delivery survey results, share with SEMP, and identify appropriate actions for increasing online/hybrid and evening/weekend learning opportunities, particularly to attract non-traditional and adult students.

Metric #1	<i>Increase adult and non-traditional population.</i>	
<i>Planning Category:</i>	<i>Academic Planning SEAT</i>	
<i>Lead Unit / Support:</i>	<i>AA</i>	<i>EM</i>
<i>Deadline:</i>	<i>June 30, 2022 with on-going annual review</i>	
<i>Updates:</i>		

1.5 Utilizing anticipated Student Success Software Solution, promote opportunities to automate Eligible to Enroll communication outreach

Metric #1	<i>Integrate efforts that are currently handled ad-hoc and manually by the Operations SEAT Team within the Student Success Software solution to achieve automated messaging to maintain student persistence</i>	
<i>Planning Category:</i>	<i>Operations SEAT</i>	
<i>Lead Unit / Support:</i>	<i>EM, ITS, CPO</i>	<i>Advising</i>
<i>Deadline:</i>	<i>June 30, 2022 with on-going annual review</i>	
<i>Updates:</i>		

Metric #1	<i>Review current transferable credit limit for incoming UG Transfer Students. Benchmark against peer institutions</i>	
<i>Planning Category:</i>	<i>Academic Planning</i>	
<i>Lead Unit / Support:</i>	<i>AA, EM, CPO</i>	<i>Advising</i>
<i>Deadline:</i>	<i>June 30, 2022 with on-going annual review</i>	
<i>Updates:</i>		

Metric #2	<i>Evaluate the review of "C-" grades as accepted transfer credits</i>	
<i>Planning Category:</i>	<i>Academic Planning</i>	
<i>Lead Unit / Support:</i>	<i>AA, EM, CPO</i>	<i>Advising</i>
<i>Deadline:</i>	<i>June 30, 2022 with on-going annual review</i>	
<i>Updates:</i>		

SEMP PRIORITY #2: Increase the Quantity, Quality, Diversity, and Yield of the Applicant Pool for First Year, Transfer and Graduate Students.

2.1 Expand recruitment efforts and allocate necessary resources to support diversity and inclusion efforts.

Metric #1	<u>Recruitment Plan.</u> <i>Update annual undergraduate and graduate admissions recruitment plans each cycle.</i>	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	EM, GS	CPO/IR, URM
<i>Deadline:</i>	August 15; Annual review and update through FY22	
<i>Updates:</i>		

Metric #2	<u>Northern New Jersey Campaign.</u> <i>Increase enrollments (FY and TR) from northeast NJ (Gateway region) and northwest NJ (Skyland region) by a total of 3% annually from FY22 through FY24.</i> <i>(a) Gateway: Bergen, Essex, Hudson, Middlesex, Passaic, Union</i> <i>(b) Skyland: Hunterdon, Morris, Somerset, Sussex, Warren</i>	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	EM	URM
<i>Deadline:</i>	Annual review through FY22	
<i>Updates:</i>		

Metric #3	<u>Out of State Students.</u> <i>Increase enrollment of First-Year students from DE, MD, NY, and PA by 3% annually from FY22 through FY24.</i>	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	EM	URM
<i>Deadline:</i>	Annual review and update through FY22	
<i>Updates:</i>		

Metric #4	<u>International Students.</u> (a) Grow undergraduate international enrollments to 15 students in FY22, with five new students in FY22.		
Planning Category:	Marketing & Recruitment		
Lead Unit / Support:	(a): OGE, EM (b): OGE	(a): CPO, IR, ITS	(b): URM
Deadline:	Annual review through FY22		
Updates:			

Metric #5	<u>Graduate Students.</u> Identify graduate programs that have potential for growth and implement marketing and recruitment strategies to increase enrollment.		
Planning Category:	Marketing & Recruitment		
Lead Unit / Support:	EM, GS, CPO	AA, URM	
Deadline:	Annual review through FY22		
Updates:			

2.2 Focus planning on increasing student diversity.

Metric #1	<u>Racial/Ethnic Diversity.</u> Stockton will increase its diverse racial/ethnic population by 2% annually for four consecutive years (to 40%) to better reflect the state's diversity.			
	<i>Ethnicity</i>	<i>Fall 2019 Stockton %</i>	<i>Fall 2020 Stockton %</i>	<i>Fall 2021 Stockton %</i>
	Black or African American	8.5	8.9	8.9
	Asian	6.4	6.7	6.9
	Hispanic/Latino	14.1	15.4	16.4
	White	65.7	63.7	62.1
	Other (2 or more)	4.2	4.4	4.7
	Unknown/International	1.1	.9	1.0
	Total	100%	100%	100%
	Diversity Population	34%	36%	38%
	Source: https://www.census.gov/quickfacts/table/PST045216/34#headnote-js-b , visited 7/2017			
Planning Category:	Marketing / Recruitment			
Lead Unit / Support:	EM	CPO, IR, URM		
Deadline:	Annual Review through FY22 (June 30, 2022)			
Updates:				

2.3 Increase the number of students entering through dual admittance agreements

Metric #1	<u>Community College Dual Admittance Agreements:</u> <i>Initiate two new Transfer Pathway partnership agreements with Community College Partners in FY22</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	AA, EM	
<i>Deadline:</i>	Annual review through FY22 (June 30, 2022)	
<i>Updates:</i>	Agreements are in place with Atlantic Cape, Bergen, Brookdale, Camden, Mercer, Middlesex, Morris, OCC, RCBC, RCSJ and Salem. In talks now with Essex and Union County Colleges.	

Metric #2	<u>High School Dual Enrollment Agreements:</u> <i>Initiate two new Dual Path Partnership agreements with area High School Partners in FY22</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	AA, EM	
<i>Deadline:</i>	Annual review through FY22 (June 30, 2022)	
<i>Updates:</i>	Agreements are in place Camden County Charter Academy and Ocean City School District. Currently working with Greater Egg Harbor, Pinelands and Southern Regional School Districts.	

2.4 Optimize use of academic merit scholarships, Stockton Promise, and Stockton Grant-In-Aid programs to aid in helping first generation and increasing the overall diversity of institutional scholarship recipients.

Metric #1	<u>First Year Student Yield:</u> <i>Increase enrollment of freshman scholarship and Stockton-Grant-In-Aid (SGIA) enrollment yield to get 50% capture rate and increase yield. Assist in helping first generation and increasing the overall diversity of institutional scholarship recipients.</i>	
<i>Planning Category:</i>	Marketing & Recruitment	
<i>Lead Unit / Support:</i>	EM	URM, EOF
<i>Deadline:</i>	Annual Review through FY22 (June 30, 2022)	
<i>Updates:</i>		

2.5 Boost communications and efforts for annual yield campaign.

Metric #1	<u>Undergraduate Yield</u> <i>Boost communications and efforts for annual yield campaign to encourage earlier deposits from accepted students to achieve the goal yield rate of 31%. Work to ensure the Fall 2021 Accepted Student Day (11/20/21) & Spring 2022 Accepted Student Days (04/23/2022) have strong attendance.</i>	
<i>Planning Category:</i>	Marketing and Recruitment	
<i>Lead Unit / Support:</i>	EM	URM
<i>Deadline:</i>	Annual Review through FY22 (June 30, 2022)	
<i>Updates:</i>		

2.6 Increase Fall 2022 applicant pool of Graduate Programs through improved awareness, promotion, and value of graduate programs at Stockton from a programmatic approach.

Metric #1	<u>Graduate Programs</u> <i>Increase awareness, promotion, and value of graduate programs at Stockton.</i> <i>The focus will be on those programs which currently meet the desired delivery and timing preferences of graduate students.</i> <i>Additionally, we will consult with School of Business to develop a strategic communications plan to promote the Healthcare MBA and the School of Natural Sciences/Mathematics for the upcoming Coastal Zone Management program. A third Graduate Studies initiative will be to formulate and execute recruitment marketing initiatives for the Edd, and research online options for the program.</i>	
<i>Planning Category:</i>	Marketing and Recruitment	
<i>Lead Unit / Support:</i>	EM (GS)	URM, AA
<i>Deadline:</i>	Annual Review through FY22 (June 30, 2022)	
<i>Updates:</i>		

2.7 Increase knowledge about the academic choices and campus life interests of prospective adult student.

Metric #1	<u>Adult Market.</u> <i>Increase knowledge about the academic choices and campus life interests of prospective adult student target segment (25+ within a one-hour drive of Stockton) by completing an external survey. The focus of the study will be on undergraduate students interested in BS/BA degree completion. Results of the survey will be analyzed and incorporated into undergraduate recruitment strategies for the FY23 cycles.</i>	
<i>Planning Category:</i>	Marketing and Recruitment	
<i>Lead Unit / Support:</i>	IR	URM
<i>Deadline:</i>	Annual Review through FY22 (June 30, 2022)	
<i>Updates:</i>		

SEMP PRIORITY #3: Support Student Retention and Completion.

3.1 Support continuous improvement and growth of the EOF programs.

Metric #1	<u>EOF Students.</u> <i>Utilize the Achieve Program to increase the academic success of EOF students. Measured by retention and graduation rates of EOF Cohorts</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	EM, EOF	AA, SA, URM
<i>Deadline:</i>	Annual review through FY22 (June 30, 2022)	
<i>Updates:</i>		

3.2 Support continuous improvement in recruitment and retention of Veteran Students.

Metric #1	<u>Veteran Students.</u> <i>Review the acceptance of prior learning credits policies/procedures to attract additional veteran students.</i>	
<i>Planning Category:</i>	Academic Planning	
<i>Lead Unit / Support:</i>	MVS, AA	EM, GS, URM
<i>Deadline:</i>	Annual review through FY22 (June 30, 2022)	
<i>Updates:</i>		

3.3 Develop financial mapping and early alert system for current students that are high risk of debt

Metric #1	<i>Using results of Pilot Projects from Retention Plan, develop a tool to assist with early alert for students that are at high risk. Campus partners will assist these students with payment and finance options.</i>	
<i>Planning Category:</i>	Operations	
<i>Lead Unit / Support:</i>	FA and BR	EM, IR, FA, BR
<i>Deadline:</i>	June 30, 2022 with annual review	
<i>Updates:</i>		