

# ENROLLMENT MARKETING STRATEGIC PLAN

## Mission Statement

The Enrollment Marketing and Services Division is comprised of the departments of Recruitment, Admissions, Registrar, Financial Aid, Student Payment Center, Technology and Enrollment Marketing. Within these departments each unit is dedicated to serving prospective and enrolled students and CSU alumni. The division's commitment to service is driven, first and foremost by an attitude of genuineness and steadfast desire to assist students through the application process, to graduation and beyond, while providing information in a clear and concise way and promising efficient, cutting edge service with a smile. To ensure the success of the division, the integration of technology, continuous evaluation of communication vehicles, on-going work-flow process assessment, staff training and the application of research in recruitment and retention is a priority and key focus.

GOAL 1: To make outcomes-based research the centerpiece of enrollment marketing and management by employing data-driven decision-making in policy formulation.

### Strategies:

- The use of the systematic collection, objective analysis and regular dissemination of reliable information about areas such as: programs, the quality of students, demographic trends for graduates and potential students, recruitment, attrition, retention, image, and evaluation of student satisfaction to meet the needs of students, graduates, and society in general

### Assessment:

- The dissemination of research based information to academic deans, the president and fiscal officers

GOAL 2: To identify, recruit and enroll a student body that reflects the university's value of a diverse student population.

### Strategies:

- Increase enrollment of under-represented cultural groups as follows:
  - Increase the number of Hispanic students by 10%
  - Increase the number of international students by 20%
- Continue to expand the increases in African-American enrollment by 10%
- Increase enrollment of the following sectors:  
Nontraditional students, graduate students, students who qualify for honors and servant leadership programs, and students enrolled at Ft. Benning center
- Increase attention on attracting a high academic caliber of CSU applicants such as those with higher standardized test scores and GPA
- Enhance diversity in photographs used for print and electronic media

- Develop a photo library of diverse students
- Use diversity in various types of publications and in official CSU web sites
- Utilize official website as a strategy in recruitment

#### Assessment:

- Proportion of diverse new students of target groups
- Documented diversity in publications

GOAL 3: Enhance all aspects of customer service with students as top priority

#### Strategies

- Develop a marketing plan that incorporates the following
  - why students do and do not enroll
  - how to compete effectively with institutions with whom the institution share significant cross applications
  - develop a profile of the persister
- Revise letters and other communications from all units that are sent to students
- Remove unnecessary bureaucratic measures in application and enrollment process, financial aid and disbursement process, etc.
- Insure that web site is accurate; Make web site much more user friendly

#### Assessment

- Use student survey data to improve services
- Use focus group data to improve services
- Use student persister profile data to improve services
- Assess the clarity of written material sent to students
- Evaluate the efficiency of student data bases

GOAL 4: Expand total recruitment efforts, particularly in Atlanta and contiguous areas, and in other target populations in order to accomplish the CSU enrollment goal of 7500 students.

#### Strategies

- Research reasons for continuing increase in transfer applications and identify locations where transfer applicants are coming from
- Foster interaction with area educational and community leaders
- Increase CSU's visibility to area high schools and community colleges
- Increase the utilization of technology in recruitment

- Employ full utilization of tele-counselors
- Expand residential facilities
- Utilize official website as a strategy in recruitment efforts

### Assessment

- Increased number of enrolling Atlanta and Atlanta area students, as well as increased enrollment in other selected target populations

GOAL 5: Enhance retention factors, particularly looking at reasons for student persistence and factors in student attrition

### Strategies

- Investigate best advising practices
- Research factors for student persistence
- Develop a profile of “at risk” students
- Research factors affecting attrition
- Conduct focus groups
- Increase recognition and awareness of services offered by CSU through
  - student e-mail and printed materials
  - pairing students with a student mentor by the end of their first semester
  - creating and maintaining interactive departmental web sites
- Utilize official website as a strategy in retention

### Assessment

- Increased proportion of retained students
  - Graduation Rate: Bachelor’s Degree, 6 year rates for first-time full-time freshmen are 23.02 %
  - Retention Rate: Full-time entering freshmen entered 2001 and returned 2002: 70.77%
- Report on factors promoting student persistence and disseminate this information to the university community
- Report on factors leading to student attrition and disseminate this information to the university community

GOAL 6: Develop international recruitment plan

### Strategies

- Determine choices for institutional influence such as university reputation, department reputation, faculty reputation, research opportunities that were important for international students who came here

- Identify friends and relatives in the United States
- Identify friends and relatives in home country
- Use marketing strategies such as a faculty member going to targeted countries, the dissemination of catalog and brochures, relevant information in Peterson's Guide, written correspondence, telephone contact, etc.
- Tap into local international community in Columbus and network with target groups
- Enhance international website
- Recruit international students from two-year institutions
- Utilize the ELP as a recruiting tool

### Assessment

- Report on why international students choose one institution over another
- Report on which influences are most significant (embassy/consulate, alumni, friends in home country, parents/relatives, employer, former teachers, sponsor Ministry of Education in home country, etc.)
- Report on which initiatives are the most successful

GOAL 7 Enhance the promotion of CSU as a quality institution of higher education

### Strategies

- Increase the number of new publications and strategies that promote CSU to prospective students
- Develop a common look in all publications and on all web sites
- Promote CSU as the “university of choice”
- Identify the distinguishing factors of CSU as an institution
- Emphasize the following points
  - comfortable campus
  - good size for personal attention
  - secure and friendly
  - affordable (close to home)
  - academically outstanding programs
  - “warm, caring, student-friendly campus environment”

### Assessment

- Compare the number of advertisements in city, state, regional and national publications
- Review and re-evaluate websites
- Evaluate publications for inclusion of core selling points

## Goal 8 Develop partnerships with corporate sector

### Strategies

- Use focus groups and student surveys to locate the most dominant employers
- Take educational information to these employers
- Meet with key corporate personnel
- Offer some classes on site

### Assessment

- Document the number of contacts with corporate sector
- Document an increase in the number of special activities for corporate sector
- Document an increase in the amount of on site programming

## GOAL 9 Strengthen relationship with area schools

- number of special events for principals and superintendents

### Strategies

- Increase the number of presentations and mail outs to schools in the catchment area
- Increase the number of special events for principals and superintendents
- Establish a site for high school counselors that will give them access to their students' admission status

### Assessment

- Compare the yearly number of contacts and events with past years

## GOAL 10: Engage university community in a coordinated recruitment effort and assess current levels of participation

- Develop new recruitment programs with CSU Alumni Association
- Assess and enhance the recruitment efforts of colleges and departments and seek out ways to be of service

### Strategies

- Collaborate with academic department program coordinators on development of recruitment brochures
- Establish links with department chairs

## Assessment

- Number of new recruitment programs/projects
- Number of new partnerships with colleges and departments

COLUMBUS STATE UNIVERSITY  
**Division of Enrollment Marketing**  
 FY 2003 STRATEGIC PLANNING ASSESSMENT: LEVEL 2 PLANS

Goal*		Planning Initiative	Assessment of Results
Institutional	Unit		
1,2	1	Continuously assess & improve customer services & communication to students in an effort to reduce phone calls, lines, student run-around.	This division was reorganized 2/01, thus results will be assessed in 2003 following the first full year of the plan. <b>The results are as follows: All aspects of customer service were enhanced and student service and satisfaction served as the Division's top priority. The efforts of the Division were reviewed in October, 2002 at the request of the VPAA, Dr. Martha Saunders. The consultant, Dr. Peter Mertarko of the University of West Florida, communicated to Dr. Brown that the Division was doing an excellent job.</b>
		1) Each department (Admissions, Financial Aid, Registrar, Student Payment Center, Recruitment) will participate in training programs related to the prevention of student run-around, customer service, & telephone practices.	<b>Areas 1-6 that served as planning initiatives were accomplished. Further cross-training will be conducted. Written materials have been revised and technology applications continue to be increased.</b>
		2) All departments will meet weekly to review communication and work flow between department to ensure cross-communication and the most efficient service delivery.	
		3) Each department will continuously review all written communication to assess clarity of information and effectiveness.	
		4) All communication will be reviewed to incorporate maximum use of web based forms and request for information.	
		5) Continue to define the role of technology in communication via mail outs and the use of the mail distribution center.	
		6) Expand the usage and productivity of the telecounselors in recruitment and other departments.	

\* Institutional Goals were established in the University Strategic Plan. Unit Goal addresses the Institutional Goal.

COLUMBUS STATE UNIVERSITY  
**Division of Enrollment Marketing**  
 FY 2003 STRATEGIC PLANNING ASSESSMENT: LEVEL 2 PLANS

Goal*		Planning Initiative	Assessment of Results
Institutional	Unit		
1,4,9	2	Develop a strategic recruitment plan for the university which is supported by faculty and clearly connects all marketing efforts to a long-term institutional directed strategy.	<b>A strategic plan (attached) for the Division was devised for 2002-2003 and the plan is currently being implemented.</b>
		1) Work with the VPAA and Deans to encourage each department to adopt a recruitment plan which will include marketing needs, target audiences and faculty commitment to recruitment.	
		2) Develop brochures for each major and communication plan for the distribution of information regarding majors.	
		3) Continue to advertise and focus on ways to disseminate information about the select missions as defined in the strategic plan.	
		4) Refine market research and develop recruitment strategies and advertisement based on research results.	

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COLUMBUS STATE UNIVERSITY  
**Division of Enrollment Marketing**  
 FY 2003 STRATEGIC PLANNING ASSESSMENT: LEVEL 2 PLANS

Goal*		Planning Initiative	Assessment of Results
Institutional	Unit		
4,9	3	Enhance integration of technology in recruitment, admissions, registrar, financial aid, and student payment center to improve service and communication and provide cutting edge approach to business processes and workflow.	<b>Technological applications are being expanded. The Division Web site is being revised.</b>
		1) Improved and expanded use of the web in all departments by adding forms, customized web sites for recruitment and chat rooms. Banner will be used to capture email addresses and improved technology will assist in the management of emails.	
		2) Web-based surveys will assist in assessment and student needs as well as satisfaction with services.	
		3) Automation of admissions, registrar, and financial aid services and improved use of the banner system will enhance services.	
		4) The division information delivery system will be enhanced with an FAQ website and schedule-on-line.	

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**COLUMBUS STATE UNIVERSITY**  
**Division of Enrollment Marketing**  
**FY 2004 LEVEL 2 PLAN**

Goal*		Planning Initiative	Cost	Planned Impact
Institutional	Unit			
2	3	Improve customer service by instituting a cross-training program that teaches every front line staff member the front line duties of Registrar, Admissions, and Financial Aid Office.	NA	Reduction in the dissemination of incorrect information; decreased student “run around”; increased efficiency of the unit
2, 4, 5, 6	1, 3, 4	Addition of (a) one new counselor position in Financial Aid, (b) Assistant Director of Technology and Communication, (c) part-time person in communications area, (d) change three processor positions in Admissions to counselor positions, (e) Web Master position, and (f) part-time Researcher and Grant Writer/Director of International Recruitment for Admissions (Part-Time)	(a) \$35,000 (b) \$37,000 (c) \$16,000 (d) NA (e) \$35,000 (f) \$45,000	Improved customer service by reducing the number of student inquiries, will reduce paperwork (printing and mail outs) and will enhance enrollment initiatives.
2	1-10	Send all Directors in the Division to Conferences for professional development	\$ 8,000	This will result in increased job knowledge and translate into improved services to students.
5	2, 6	Develop an international recruitment plan by creating brochures and marketing initiatives and hire full-time recruiter	\$ 40,000	Will help accomplish Capital Campaign goal
2, 3, 4, 6	3	Utilization of automated technology to improve customer service (software packages in telecounseling), implementation of technology applications (World Wide Web, Web CAPP, Speed Express, etc.). Automation of financial aid applications and scholarships and utilization of automated technology for the student fee payment center through the use of computer packages.	\$30,000 for tele-counseling; Price unknown at this time for other areas	Will permit telecounselors to effectively support Enrollment Marketing Division’s goals. Will result in increased operational efficiency, improved customer service by enhancing students’, faculty and staff’s ability to access academic records and information and will result in improved service of electronically communicated requests from students to staff.
2, 4, 6	3,4	Purchase of (a) folding machine, (b) Document Imaging System, (c) office equipment and computers for Ft. Benning Center and (d) color printer.	(a) \$25,000 (b) \$75,000 (c) \$2,000 (d) \$3,000	Enhanced timeliness of communication to students and will enable the storing of hard copy documents for electronic retrieval. Enhanced service to military constituency, and improved visibility of CSU as well as recruitment efforts.
2, 4, 6	2, 6	Development of brochures targeting a military audience and development of brochures and letters to be sent to Troops to Teachers, the use of eArmyU.com for prospective military students, and CARES’ AEP program for non-English speaking students.	\$ 2,500	Increased enrollment from Ft. Benning sector . Military personnel and dependents will be better informed regarding admissions process, and policies and regulations pertaining to them
2,4,6	2, 6	Increase advertisements in The Bayonet and The Benning Bulletin	\$ 1,500	Increased enrollment from Ft. Benning sector
2	2	Continue CSU’s Teen Achievers Program	\$ 4,000	The pool of prospective African-Americans for enrollment at CSU will increase

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**COLUMBUS STATE UNIVERSITY**  
 Division of Enrollment Marketing  
**FY 2004 LEVEL 2 PLAN**

Goal*		Planning Initiative	Cost	Planned Impact
Institutional	Unit			
2,5	2	Develop minority recruitment brochures and develop a brochure for African-American parents describing financial aid, admissions requirement and college-entry process	\$1,000	Increased African-American enrollment
2,5	2	Host seminars for first generation college students and parents to cover Admissions, Financial Aid, college entry process and procedures	\$1,000	Increased African-American enrollment
2	3	On-going continuous customer service training for the Division (telephone, conflict resolution, communication, etc.)	\$10,000	Improved customer service, enhanced staff professionalism, and a coherent training plan
2	3	Develop relationships with other service units on campus in order to prove seamless communication and service delivery to students	NA	This will prevent student "run-around"
2, 4	3, 4	Reprint all publications	\$60,000	Will provide timely information to students and clientele
2, 4	3, 4	Increase publications	\$50,000	Will increase the visibility of CSU in the community and region and results in enhanced enrollment.
2,4	2, 3,4	Purchase mailing lists	\$12,000	Will result in enhanced enrollment
2,4	2,3,4	Augment marketing budget for publications, billboards, TV and promotional items	\$200,000	Enhance CSU's image and improve visibility and enhance enrollment services
2	4	Increased budget for office postage	\$50,000	Will enhance recruitment efforts
5	6	Implement a cross-training approach for international and graduate admissions	NA	Will result in improved student services, particularly for both graduate and international students

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**Enrollment Marketing and Services Division 2002 – 2003  
 Executive Summary**

In the second year of its inception the Enrollment Marketing and Services Division pushed Columbus State University through a record summer, fall and spring enrollment. CSU fall enrollment numbers increased by 13%, raising the total enrollment to 6,250 from 5,522 in fall 2001, an increase of 20% from fall 2000. CSU was proud to be recognized by the Board of Regents as having the highest percentage of increase in enrollment among all of the state institutions. As of today, May 19<sup>th</sup>, 2003 for the first time since the expansion of CSU housing, the apartments are at capacity and a waiting list has been established. This past year we have had record visitation days and currently have a 30% increase in fall 03 applications. The recruitment department has attended 85 college fairs in Georgia and Alabama and talked to over 1000 teachers in 14 area schools. Fall 2003 the recruitment department will begin a mammoth and extraordinary pilot project with Harris County fifth graders. This initiative begins our first attempt in long range recruitment planning and will provide 400 fifth graders and their parents with information about college, an introduction to the

campus and development of relationships with college professors. The group will be followed for a five year period and then monitored for college enrollment.

With the assistance of Dr. Joyce Hickson, the division was able to prepare a detailed demographic report for the Vice President of Academic Affairs which provided economic, location, and education challenges for CSU and Georgia. The report will be used for targeted and strategic recruitment for the university and will provide direction for advertising and marketing. Specifically, the data indicates that the more academically talented students are in the Atlanta area and the CSU region is economically poor, and has a low number of college-educated adults and high school graduates. Consequently, our recruitment goals have focused on the Atlanta area, which has yielded a 20% increase in applications for fall 03. In addition to the demographic report, the division prepared a detailed strategic plan, a SWOT analysis of Fort Benning, an analysis of financial aid recipients and comprehensive study of the graduate programs to include a survey of all graduate students.

An exhaustive review of all written correspondence and web communication relating to recruitment, admissions, registrar, financial aid, and the student payment center was initiated and is 75% complete. Letters and web sites were reviewed using focus groups from local high schools, a college of business intern and other professionals. Consequently, the College of Education graduate program admission process was completely revamped, a graduation and advising brochure was developed and many on-line services were created and/or improved. The division placed numerous forms on the web and has increased e-mail communication in an effort to reduce and eventually eliminate paper communication. Improvements were also made in loan processing, collections and notices to students regarding financial aid and payments. This effort has greatly reduced lines, telephone calls and increased efficiency in tuition payments. In addition to improved communication, four eight minute multi-media presentations were created for each college to use during visitation and other recruitment initiatives. The video for the College of Business won an Addy, which is a prestigious advertising award in the Columbus area. To further spread the word of CSU, a commercial for undergraduate and graduate recruitment was created and won a gold award in the Admissions Advertising Awards.

The division focus to move to Fine Arts Hall and create a one-stop shop will soon become a reality as contractors promise to open the doors in October 03. To this end, five full-time employees and three part-time, led by a recruiter promoted to supervisor of the Enrollment Specialist Department have begun cross-training in the admissions, financial aid and registrar office. This is the culmination of two years of preparation during which a comprehensive FAQ website, job descriptions and policies were developed. If the division succeeds in this endeavor, CSU will be one of the first institutions in Georgia and possibly one of the few in the United States to have employees cross-trained and providing services in these three areas. To further ensure the success of this move, the division has conducted numerous training programs to include, telephone practices, dealing with change and conflict resolution. A current initiative involves a partnership with Synovus, Inc. to provide their corporate communication training and to assist with dress for success image building for the division.

Many challenges face the division. Because of the unprecedented growth, the financial aid department was given a full-time position, the registrar upgraded a part-time to full-time and the admissions department was given a part-time position. However, the division relinquished a recruiter to lead the one-stop shop area. Although the increase was greatly appreciated, the division will need to continuously look for ways to work more efficiently and the institution will need to prepare for the addition of more staff. This past year over 150,000 pieces of mail, including countless inserts were hand stuffed, stamped and mailed to current and prospective students. In the future, the division will to consider an automated mail processing machine. In addition to the mail going out, the division has seen a 73% increase in applications sense 1998. This translates into thousands of forms for admissions, registrar and financial aid which will require automation and an imaging machine if growth is to continue. The web and the use of the internet in recruitment, services, and communication are of great concern. Although the enrollment services site has

improved, CSU will need to move quickly to compete with cutting edge technology and the advanced uses of the internet in daily operation, communication and services to students. This area will also require additional staff and web expertise. In addition to web personnel, the division will continue to need technology support and enhanced ability to extract data for research. With the current student information system this is a very tedious and time consuming process and requires an extensive learning curve for technology support personnel. We should also continue to explore on-line applications and the integration of information from the web to the Banner system.

Another significant challenge is the inevitable increase in enrollment. All indicators predict another possible 10 – 13% increase in enrollment. CSU faculty and enrollment services must quickly merge ideas and resources to create a recruitment strategy which will manage the growth in an effective and efficient manner. We will need to review faculty resources, class room space, and higher education issues such as on-line classes, accelerated and weekend classes and other issues reflected in our research and demographic information consistent with our prospective students. In addition, retention should become a top priority and focus. Along this line, the institution will need to consider campus wide customer service training and a unified commitment to provide superior services to our students.