Enrollment Management

Goal	Assessment	Use
Financial Aid - Establish policies and procedures leading to the most effective use of financial aid to build enrollment and fiscal strength	2017-2018 – Financial aid policies are assigned using a merit-based schema (grade point and test scores). The financial aid budget has grown at a higher rate than enrollment. 2018-2019 - New financial model for distribution of aid finalized and implemented for admission cycle leading to fall 2019	2017-2018 - Begin discussions to restructure financial aid policies. Develop a financial model for proposed changes. 2018-2019 – staff line in financial aid office moved to support content development for marketing.
Admissions - Leverage Admission policies and procedures through an enrollment management process that maximizes enrollment and net revenue	2017-2018 – Declining enrollment over previous five years needed to be addressed. Turnover in admission staff, and lack of in-house expertise are limiting recruitment effectiveness. 2018-2019 – Applications for the fall 2018 show substantial increase from students within Michigan, however conversion rate is lower than expected. Discussions with EAB reveal that marketing efforts focused on traditional marketing techniques within Michigan only. Expanding scope of recruitment beyond MI would lead to additional expense.	2017-2018 - Major contract with EAB secured to increase recruitment funnel through an expanded list of prospects and increased admissions. 2018-2019 – Contract with EAB cancelled and funds diverted to internal marketing efforts which are scalable with enrollment and program expansion. Reallocate staff resources within across units within the enrollment management areas to increase effectiveness and redefine processes focusing on increased customer communication. Budget adjusted to support new initiatives.
Information Technology – Enterprise Operations – Integration of enrollment management services	2017-2018 – University enterprise operations are heavily siloed with Banner systems that are not integrated and coordinated leading to poor quality data, and limited access to critical data.	2017-2018 – initiate planning for implementation of Banner 9 with substantial new functionality.

	2018-2019 Enterprise Services begins implementation of a Customer Resource Management (CRM) system to facilitate student recruitment funnel managed internally.	2018-2019 –
Information Technology – User Support Services	2016-2017 – aging telephone system requires upgrade – requires new network switches	2016-2017 – Budget request for new phone system submitted.
	2017-2018 – classroom computer and projection systems require standardization and upgrades, lectern computers are dated and not consistent across campus. IT service tracking system requires upgrades and more consistent tracking and prioritization of workload.	2017-2018 - Budget requests submitted for new classroom lectern stations and laptop replacements for faculty offices. Net savings will allow for replacement of all classroom presentation systems
	2018-2019 – Implementation of laptop deployment was delayed, stretching into the fall semester. Communication plan was not fully developed.	2018-2019