

Enrollment Management (Strategies, Critical Tasks and Timeline)

Updated August 11, 2021

Goal: Develop an enrollment vision and an associated management plan that supports ERAU's unique identity and mission.		
Strategies	Critical Tasks (PERSON RESPONSIBLE)	Deadline
Enrollment Strategy: Prepare a Strategic Enrollment Management Plan (SEMP) that will assist in meeting enrollment objectives.	(b) Develop a Strategic Enrollment Management Plan [SEMP] aligning vision and academic offerings; identify and resolve constraints/conflicts within priorities which aligns facilities, marketing initiatives, IFS strategy, diversity targets, academic offerings and other priorities with strategic vision; identify and resolve constraints/conflicts within priorities. (SVP-AAP, CLT)	(b) Jun 2022
Annual Recruitment Cycle: Develop a process to annually implement the SEM. P.		
Recruiting Structure: Optimize recruitment efforts to enroll new students consistent with the Strategic Enrollment Vision.		
Tuition and IFS Strategy: Recruit students in alignment with the SEM. P. and provide long term stewardship of the University's resources.	(a) Develop a pricing strategy for tuition, fees and other charges that supports enrollment goals and other University priorities. (SVP-CFO) (b) Review institutional aid [e.g. Athletic aid, stipends, and waivers]; optimize award practices [e.g. timing, stacking, and restrictions] to meet ERAU goals. (SVP-AAP, CLT) (c) Ensure current targeted academic, degree specific, need-based, and other awards are optimally aligned with ERAU goals. (SVP-AAP, CLT) (d) Increase philanthropic support [endowed/annual] for scholarships. (SVP-PAE, SVP-CFO)	(a) Jun 2022 (b) Jun 2022 (c) Jun 2022 (d) Jun 2022
Transfer and Graduate Students: Increase transfer and tuition-paying graduate enrollments.	(a) Create plan to expand intercampus transfer [e.g., B.S. to M.S.], and mutually beneficial articulation and linkage agreements [e.g., 3+1+1, international exchange]. (SVP-AAP) (b) Coordinate graduate enrollment responsibility between admissions and academic leadership; ensure parties are aligned with, and accountable for, goals. (SVP-AAP) (c) Improve admissions experience & timeliness [e.g. transfer credit evaluation]. (SVP-AAP)	(a) Ongoing (b) Jun 2022 (c) Jun 2022
Retention/Persistence: Identify opportunities to improve retention prior to admission/enrollment.	(c) Use predictive analytics to better position students for success before enrollment. (SVP-CFO, SVP-AAP)	(c) Jun 2022

Note: Completed tasks are summarized in corresponding Task Completion Timeline.

Enrollment Management (Task Completion Timeline)

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Strategies	Critical Tasks (PERSON RESPONSIBLE)	Date Completed
Enrollment Strategy: Prepare a Strategic Enrollment Management Plan (SEMP) that will assist in meeting enrollment objectives.	(a) Develop ERAU’s 5-year Strategic Enrollment Vision [e.g., diversity, size, quality, degree offerings]. (P)	(a) Nov 2018
Annual Recruitment Cycle: Develop a process to annually implement the SEMP.	(a) Develop actions/decisions plan with dates/stakeholders for annual recruitment cycle [e.g., Feb – coordinate with Academics to identify goals by program]. (SVP-AAP) (b) Identify measurable targets and incorporate into regular cycle [IFS, diversity, class size, SAT, GPA]. (SVP-AAP)	(a) Nov 2018 (b) Nov 2018
Recruiting Structure: Optimize recruitment efforts to enroll new students consistent with the Strategic Enrollment Vision.	(a) Coordinate resources and integrate recruiting across all units: consider organizational, incentive, and budgetary changes where needed. (SVP-CFO) (b) Determine a supportive and responsive structure for enrollment marketing that meets the needs of enrollment, admissions, and marketing. (SVP-CFO, VP-MC) (c) Hire new partner for IFS and student search; incorporate all three campuses. (SVP-CFO) (d) Review/optimize creative & printing services – internal and external. (SVP-CFO, VP-MC)	(a) May 2021 (b) May 2021 (c) Aug 2017 (d) May 2021
Tuition and IFS Strategy: Recruit students in alignment with the SEMP and provide long term stewardship of the University’s resources.		
Transfer and Graduate Students: Increase transfer and tuition-paying graduate enrollments.		
Retention/Persistence: Identify opportunities to improve retention prior to admission/enrollment.	(a) Evaluate the viability of a bridge program(s)/extended orientation. (SVP-AAP) (b) Coordinate with Academics and SIT-2 to identify, assess, and mitigate skills gaps before arrival through online and summer programs. (SVP-AAP)	(a) Jan 2019 (b) Jun 2021

Note: Tasks in progress are summarized in corresponding Strategies, Critical Tasks and Timeline.

Enrollment Management (Performance Metrics)

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Performance Metrics	FY-18 (baseline)	FY-19	FY-20	FY-21	FY-22	FY-23
Metric 1 – New Student Enrollment Targets	2,413	2,370	2,400	2,495	2,590	2,684
<i>Definition: New Undergraduate – Residential (degree-seeking)</i>		●	●	●		
<i>New Graduate - Residential</i>	210	217	228	241	254	268
		●	●	●		
<i>New Registrations- Worldwide (UG+GR)</i>	23,227	23,200	23,450	23,700	23,950	24,200
		●	●	●		
Metric 2 – Demographics % (Residential Campuses)						
<i>Definition: New International Enrollment (UG+GR)</i>	11.1%	10.4%	10.4%	11.6%	12.8%	14.0%
		●	●	●		
<i>New Female Enrollment (UG+GR)</i>	24.8%	>22.3%	>22.3%	>23%	>23.7%	>24.3%
		●	●	●		
<i>New underrepresented minorities (UG+GR)</i>	34.7%	>34.3%	>34.3%	>35.1%	>35.9%	>36.7%
		●	●	●		
Metric 3 – Financial Aid						
<i>Definition: Maximum Academic IFS (1st-time Residential UG Rate)</i>	39.8%	36.5%	36.5%	36.5%	36.6%	36.6%
		●	●	●		

●● Goal exceeded by 2X; ● Goal achieved; ● Goal achieved at 90 - 99% level; ● Goal not achieved