

Strategic Action Plan 2019-2029

Focus Area 1: Enrollment Management

Mission: The University of Holy Cross, a Catholic institution of higher learning, is an inclusive student-centered learning community focused on academic excellence and innovative teaching. Rooted in the traditions of the Marianites of Holy Cross, the University is committed to educating the minds and hearts of its students through freedom of inquiry, the pursuit of truth, and compassionate care for all.

Committee Members: Batiste, Ph.D., Donaldo (Faculty Representative), Castiglione, Brittany (Traditional Student Representative), Clarkson, Honorable Jacqueline (Trustee), Guastella Ph.D., Rosaria (Cabinet and Chair), Madere, Alora (Staff Representative), Matherne, Todd (Trustee), Ottaway, Mallory (Non-traditional Student Representative), Saizan, Darrel (Trustee), Wagar, Hayden (Staff Representative), Sr. Ellen Kron, DC (Trustee)

Optimal Enrollment

Goal: The University of Holy Cross will maintain and sustain optimal enrollment through strategic enrollment management by supporting and coordinating systems across the institution.

Objective 1: To increase the number of first-time registrants (freshmen, 75; transfers, 89; and graduate students, 72) by 5% in each category each fall using Fall 2018 baseline data

<p>ACTION STEP 1 (priority H=High, M=Moderate, L=Low)</p>	<p><input checked="" type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>H</p> <p>M</p> <p>L</p>	<p>Counselors will establish relationships with high school counselors, including opportunities for counselors to visit UHC campus and learn about our programs; recruitment activities will expand to include areas in coastal MS and AL.</p>
<p>TIME FRAME (anticipated start/estimated completion)</p>	<p>Initiative is already in progress, but will be expanded and refined through August 2029.</p>		
<p>RATIONALE (relationship to enrollment, quality programs)</p>	<p>Increasing the number of freshmen students who enroll will increase initial yield and incrementally support our ability to maintain optimal enrollment.</p>		
<p>ASSESSMENTS & BENCHMARKS (include time frame)</p>	<p>Comparative enrollment data will be reviewed formatively each fall and summatively through August 2029.</p>		
<p>DOCUMENTATION (deliverables; proof that benchmark achieved)</p>	<p>Provide monthly schedule of high school visits and recruitment events; dates and attendance rosters for counselor visits to campus, enrollment data; follow-up surveys and response narratives.</p>		
<p>PERSON(S) RESPONSIBLE FOR IMPLEMENTATION</p>	<p>VP for Enrollment Management and Admissions counselors</p>		
<p>ESTIMATED COSTS</p>	<p>Travel costs</p>		
<p>STATUS</p>	<p>The initiative has been launched.</p>		

Focus Area 1: Enrollment Management

ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Counselor will establish relationships with community college advisors/leaders; host events on UHC campus for community college advisors; recruitment activities will expand to MS and AL community colleges.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Components of the initiative are already in progress, but will be expanded and refined through August 2029.		
RATIONALE (relationship to enrollment, quality programs)	Increasing the number of transfer students who enroll will increase initial yield and incrementally support our ability to maintain optimal enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Comparative enrollment data will be reviewed formatively each fall and summatively through August 2029.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Provide monthly schedule of community college visits and recruitment events; dates and attendance rosters for counselor visits to campus, enrollment data; follow-up surveys and response narratives.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management and Admissions counselors		
ESTIMATED COSTS	Travel costs		
STATUS	The initiative has been launched.		

Focus Area 1: Enrollment Management

ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Graduate counselor will establish relationships with colleges/universities and businesses and organizations in order to recruit students to our graduate programs; graduate counselor will participate in statewide graduate fairs.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Components of the initiative are already in progress, but will be expanded and refined through August 2029.		
RATIONALE (relationship to enrollment, quality programs)	Increasing the number of graduate students who enroll will increase initial yield and incrementally support our ability to maintain optimal enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Comparative enrollment data will be reviewed formatively each fall and summatively through August 2029.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Provide monthly schedule of college fair visits and recruitment events; dates and attendance rosters for counselor visits to campus, enrollment data; follow-up surveys and response narratives.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management and Admissions counselors		
ESTIMATED COSTS	Travel costs (amount will come from existing budget)		
STATUS	The initiative has been launched.		

Objective 2: To increase the total number of male students (17%, 214 F18) to have a more diverse population conducive to optimum enrollment levels.			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	<input type="checkbox"/>	H	Admissions personnel will visit local and regional military installations beginning fall 2019 to promote enrollment.
	<input checked="" type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Initiative already in progress, but will be expanded and refined through August 2029.		
RATIONALE (relationship to enrollment, quality programs)	Veteran populations are traditionally male (89% of Louisiana veterans are male; 136,743 male veterans in Louisiana are 20-64 years old).		
ASSESSMENTS & BENCHMARKS (include time frame)	Document increased number of veterans and their dependents with target of (32, 12 of which are male, fall 2018) 5% per year using baseline data. Comparative enrollment data will be reviewed formatively each fall and summatively through August 2029.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Provide monthly schedule visits to military bases and recruitment events on campus; dates and attendance rosters for visits and events, enrollment data; follow-up surveys and response narratives.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management and transfer counselor		
ESTIMATED COSTS	Printing costs for military-specific publications		
STATUS	Initiative to be launched in fall 2019 through 2029.		

Focus Area 1: Enrollment Management

ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	<input type="checkbox"/>	H	Admissions personnel will visit local businesses, business organizations, and governmental agencies beginning fall 2019 to promote UHC's community presence and thereby increase enrollment.
	<input checked="" type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Initiative already in progress, but will be expanded and refined through August 2029.		
RATIONALE (relationship to enrollment, quality programs)	Interfacing with local businesses, business organizations, and governmental agencies will aid in the identification and targeting of male populations, and thereby increase enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Document increased number of male students recruited from this initiative with benchmark set in fall 2019. Comparative enrollment data will be reviewed formatively each fall and summatively through August 2029.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Provide monthly schedule of visits to local organizations; dates and attendance rosters for visits and events, enrollment data; follow-up surveys and response narratives.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management and transfer counselor		
ESTIMATED COSTS	Printing costs, sponsorships, and travel expenses (TBA)		
STATUS	Initiative to be launched in fall 2019 through 2029.		

Objective 3: To meet with colleagues in academic departments regarding program updates to aid in recruitment activities.			
ACTION STEP (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Schedule meetings annually with academic departments.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Began Spring 2019		
RATIONALE (relationship to enrollment, quality programs)	By keeping Admissions recruiters up-to-date on new programs/offerings, recruiters will be better able to share accurate and current information with prospective students, thereby aiding enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Evaluate counselors' ability to acquire and maintain current knowledge of all academic programs through weekly reports beginning with Fall 2019 recruitment cycle, provide updates and solicit feedback from academic departments at Academic Council meetings.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Provide dates for counselor training sessions with academic departments; Academic Council minutes.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management and admissions counselors		
ESTIMATED COSTS	N/A		
STATUS	Yet to be implemented		

Objective 4: To collaborate with the Director of Marketing and Communications to market UHC to prospective students effectively.			
ACTION STEP (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Routinely meet with the Director of Marketing and Communications (twice per semester) to create and subsequently evaluate the best methods of communicating with potential students.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Beginning fall 2018 through fall 2029; evaluate progress beginning spring 2019.		
RATIONALE (relationship to enrollment, quality programs)	Working with the Director of Marketing and Communications will ensure that all printed materials, social media posts, advertising, and marketing strategies are reaching the appropriate markets, thereby aiding enrollment.		
ASSESSMENTS & BENCHMARKS (include time frame)	Review advertising and marketing analytics data each fall and spring semester to assess effectiveness; meeting schedule.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Creation and implementation of marketing and advertising plan, creation of publications, enrollment data		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management and Director of Marketing and Communications		
ESTIMATED COSTS	\$100K annually		
STATUS	In process		

Objective 5: To provide financial incentives to new students in the form of scholarships and tuition discounts.			
ACTION STEP (priority H=High, M=Moderate, L=Low)	<input checked="" type="checkbox"/>	H	Award scholarships and tuition discounts early in the calendar year to promote fall enrollment.
	<input type="checkbox"/>	M	
	<input type="checkbox"/>	L	
TIME FRAME (anticipated start/ estimated completion)	Assign scholarship awards and discounts, and send out subsequent notification to prospective students, beginning January 2019 for AY 19/20 and on-going through 2029.		
RATIONALE (relationship to enrollment, quality programs)	Financial aid in the form of scholarships and tuition discounts will encourage enrollment of high-achieving students.		
ASSESSMENTS & BENCHMARKS (include time frame)	Review enrollment data for scholarship and discount recipients beginning Fall 2019		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Determine the number of scholarships and tuition discounts awarded/accepted, and their impact on enrollment.		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Enrollment Management, Financial Aid Director, and VP for Finance		
ESTIMATED COSTS	\$250,000 per academic year		
STATUS	In process		