Shawnee State
UNIVERSITY

Enrollment Management & Student Affairs

Strategic Plan 2016

Our Mission

We provide students with a pathway for personal and professional success by offering opportunities for a holistic college experience.

Our Vision

Our user-friendly environment allows students to effectively navigate their Shawnee experience with ease and confidence.

Introduction

As an element of our culture of continuous improvement, the Division of Enrollment Management and Student Affairs (EMSA) participated in strategic planning to fully develop our mission, vision, and goals into action plans designed to turn these concepts for the future into reality, as well as to support the development, retention, and graduation of Shawnee State students. Our dedicated EMSA team touches the lives of our students at every stage of their academic career, from pre-enrollment to graduation. We provide a holistic integration of services that facilitates student success by providing enrollment management (Admissions, Financial Aid, Registrar, and Student Business Center), health and wellness connections (Athletics, Campus Counseling, Campus Health, Campus Recreation, Dean of Students, and Student Conduct), opportunities for an engaged student body (Student Life, Women and Gender Equity Center, Diversity and Inclusion, Student Government Association, Student Programming Board, Greek Life, and multiple Registered Student Organizations), and Residence Life.

By engaging in authentic dialogue, this plan is a result of collaborative efforts across the Division, Academic Affairs, Marketing and Communication, and our Shawnee State Students. This collaborative effort is designed to provide an integrated map that provides support for student growth academically, professionally, and personally. The hard work, dedication, and thoughtful risk-taking of our planning participants is much appreciated. We continue to be student focused, because of the caring voices of our EMSA community. I look forward to the work we will do as a Division, especially as we breathe life into this plan and continue our commitment to the success and development of our Shawnee State students.

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Alignment with University Strategic Goals

This page shows how the division's goals align with the University's strategic goals.

University Strategic Goals

1. Our academic programs give Shawnee State and our graduates a competitive advantage
2. Our admission practices help prospective students identify the best pathway to their career goals
3. Our services enhance the quality of life for students and community
4. Our operations and processes are customer-focused and outcome-driven

Divisional Goals	Divisional Measures of Success	Alignment with University Strategic Goals			
		1	2	3	4
1. Students experience excellent customer service	• Student & parent satisfaction • Percent of student suggestions implemented			●	
2. Common Goals drive transparency and teamwork	• Staff survey "pulse checks" (e.g., perceived level of transparency, teamwork, etc.) • Percent of staff suggestions implemented	●	●		●
3. Efficiencies and shared initiatives continually enhance the delivery of student services	• Response time (e.g., student concerns, questions, "queue time wait," etc.) • Accomplishment of cross divisional initiatives		●	●	

Goal 1: Students experience excellent customer service

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Develop a technology plan to create a user-friendly environment	7/17 & Annual Review	Admissions (ADM), Student Business Operations (SBO)	Counseling & Health Services (CHS), Housing & Residence Life (HRL)	
2. Define good service, set expectations of good service, as well as coach and recognize good service	7/17 & Annual Review	SBO	Student Life (SL), ADM	
3. Provide interactive customer service training	7/18 & Semi-Annually	SBO	SL, ADM	

Goal 2: Common goals drive transparency and teamwork

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Better communication to understand Internal and External processes and requirements	12/16 & Annual Review	Admissions (ADM), Student Business Operations (SBO), Student Life (SL)	Athletics (ATH), Counseling & Health Services (CHS), Diversity & Inclusion (DI), Dean of Students (DOS), Housing & Residence Life (HRL), Student Conduct (SC), Women & Gender Equity (WGE)	
a. Build a two-way communication process: Internal <-> External	5/17 & Annual Review	ADM, SBO, SL	ATH, CHS, DI, DOS, HRL, SC, WGE	
2. Tell our story by providing updates from other areas within and outside EMSA staff meetings	12/16 & Semi-Annual Review	VPEMSA	All EMSA Areas	
a. Build a two-way communication process: External <-> Internal	9/17 & Annual Review	ATH, DOS	All EMSA Areas	
3. Division goals are driven by a student focus – across all levels and all offices	7/17 & Continuous	ADM, SBO, SL	ATH, CHS, DI, DOS, HRL, SC, WGE	
a. Conduct a review of cross-functional processes	12/18 & Annual Review	CHS, DOS	All EMSA Areas	

Goal 3: Efficiencies and shared initiatives continually enhance the delivery of student services

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Make it easier for students to conduct business with the university	5/17 & Annual Review	Student Business Operations (SBO)	Admissions (ADMS), Student Life (SL)	
a. Evaluate our own processes and seek ways to improve ("look through different lenses")	12/17 & Semi-Annual Review	Admissions (ADM), SBO	All EMSA Areas	
b. Improve internal efficiencies	7/18 & Annual Review	VPEMSA	All EMSA Areas	
2. Create a usable data and assessment plan for each office	7/18 & Annual Review	ADM, SBO	All EMSA Areas	
a. Produce and share data to show EMSA's ROI to the institution	7/19 & Semi-Annual Review	ADM, SBO	All EMSA Areas	
3. Create a fundraising and development plan	7/19 & Annual Review	VPEMSA	All EMSA Areas & Advancement & External Affairs (AEA)	
4. Right-size internal budget allocations	7/17 & Continuous	VPEMSA	All EMSA Areas	

Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for the division's mission, vision, and goals. Targets describe what level of a particular success measure is to be achieved. More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission	Measures of Success	Targets (if applicable)
We provide students with a pathway for personal and professional success by offering opportunities for a holistic college experience.	• Event Attendance	• Establish Baseline 2017 • Maintain & increase student event attendance by 1%/year
	• Retention Rate for housing students, athletes, and event attendees	• Establish Baseline 2017 • Maintain & Increase 1%.
	• Client Satisfaction	• Establish Baseline 2017 • Set target annually
Vision	**Measures of Success**	
Our user-friendly environment allows students to effectively navigate their Shawnee experience with ease and confidence.	• FAFSA Completion	• Establish Baseline 2017 • Maintain & increase student event attendance by 1%/year
	• Housing Application/Deposits	• Establish Baseline 2017 • Maintain & increase student event attendance by 1%/year
	• Orientation Fee	• Establish Baseline 2017 • Maintain & increase student event attendance by 1%/year

	• Enrollment Deposits	• Establish Baseline 2017 • Maintain & increase student event attendance by 1%/year

Measures of Success – continued

Strategic Goals	Measures of Success	Targets (if applicable)
Goal 1: Students experience excellent customer service	• Student & parent satisfaction	• Establish Baseline 2017 • Set target annually
	• Percent of student suggestions implemented	• Establish Baseline 2017 • Set target annually
Goal 2: Common goals drive transparency and teamwork	• Staff survey "pulse checks" (e.g., perceived level of transparency, teamwork, etc.)	• Establish Baseline 2017 • Set target annually
	• Percent of staff suggestions implemented	• Establish Baseline 2017 • Set target annually
Goal 3: Efficiencies and shared initiatives continually enhance the delivery of student services	• Response time (e.g., student concerns, questions, "queue time wait," etc.)	• Establish Baseline 2017 • Set target annually
	• Accomplishment of cross divisional initiatives (i.e., overall outcome)	• Establish Baseline 2017 • Set target annually