



Youngstown State University / Youngstown, Ohio 44555-0001

To: Alice Betz, Chairperson  
Academic Planning Committee

From: Dr. Harold Yiannaki *HY*  
Director of Enrollment Services

April 4, 1991

This memo will address several of the concerns raised at the March 6, 1991 Senate Meeting. These concerns directly involve the Enrollment Services area.

In brief, I believe that our planning process is currently addressing some of those issues which involve registration and recruitment. The approach we are employing is dependent upon available resources and to what extent commitment is made for additional resources for the next biennium. As we are all aware, there are significant financial constraints imposed on education in general. However, despite these constraints there are many strategies which are proposed to improve operations, as well as enhance the opportunity for increased enrollment. I will address the registration process first.

Our current registration system is being revised to include many features which will reduce some of the inconveniences students encounter. Within a year, the registration system will be converted to a direct access procedure which means that students will be able to input their course registration requests directly through CRT's already existing on campus. The Computer Center is developing the program with the intent that it will be menu-driven and extremely user friendly.

A component of this program includes the advising process with on-line features for advisor approval and listing of courses a student is eligible to take. Along with this will be special permit approval. Another component is conflict editing and automatic scheduling. It is noted here that most of the concerns students express regarding having to be shuffled from one place to another should be eliminated through this new registration process. We are upgrading our registration system, as finances permit, to incorporate the advantages of new technologies.

The second concern expressed by the Planning Committee is enrollment, recruitment, and marketing. Enrollment Services has presented a New Direction in enrollment and marketing several years ago. You will find this attached. Basically, we have identified areas where future enrollments prove to be promising. The traditional student market will continue to be a significant contributor to the enrollment base. However, those areas which promise growth will be non-traditional; including the female population, retraining of the work force, various

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multi-cultural groups, international students and finally the corporate world. To achieve these objectives, additional resources have been allocated to the Admissions Office to increase our visibility. For the most part, we are realizing some successes. However, the next five years will be very critical. Additional resources, both human and financial must be allocated to increase our communication and marketing strategies to the publics we hope to serve. It goes without saying that we do not lack ideas; we lack resources.

The third component is the retention efforts of the University. Here, again, there are strategies which are being employed and are now yielding improved retention rates. Some of the programs in place are the Early Registration Program (Diana Gould); New Student Orientation Program (Pat Bleidt); Mentoring Program (Mary Ann Echols); Tutoring (Joy DeSalvo); Academic Advising (all colleges and schools); Student Enrichment Program (Mary Ann Echols) and other activities conducted by department. Much of the success of a retention program relies on providing for the needs of each student once they are admitted. Key issues revolve about adequate and consistent advising and appropriate orientation to the University through a planning program to help the students understand how they become part of the organization and ultimately succeed in their educational objective. Another dimension to retention efforts would be the opportunity for mentoring and other faculty/staff involvement in connection with the students' growth within the University. Again, there is no scarcity of strategies to implement retention efforts. The scarcity is in resources.

Finally, the last points should be addressed by other areas reporting to Dr. McBriarty. These points deal with financial aid and child care services. It is my understanding that a response is being prepared.

However, in regard to financial aid, I do have some personal thoughts regarding this subject. I agree with you that we have an excellent financial aid program available to our students. As I indicated at the Senate meeting, there are various NCAA regulations which prevent athletes from receiving more assistance than is required to pay for tuition fees, room and board. In essence athletes do not "make money" going to school. However, the subject dealing with academic scholarship is much more complex. The University offers a variety of scholarships which are awarded exclusively on academic achievement. To my knowledge there are no restrictions which limit the amount of scholarship an individual can earn. For the most part, it is my opinion that when we deal with scholarship, we should not develop policies which discourage those students who have excellent credentials from selecting Youngstown State University. I do believe that a realistic budget should be established for a student and use it as the guideline to make awards. This guideline should include tuition fees,

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room and board. As a result, students could receive scholarship awards from the University as well as other external entities.

In addition, I also realize that some students may be eligible for a variety of benefits offered by their parents' employer or their own employer which may offset tuition costs. This, again should not be a factor to limit an individuals award.

Thank you for the opportunity for input. If you need additional information, please contact me.

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c: Dr. McBriarty

A NEW DIRECTION

A Student Services Presentation

To

President Neil Humphrey

and

Staff

November 29, 1988

Communication from YSU to target market area is inconsistent.

Follow-up with potential students is lacking.

Inadequate coordination/cooperation with school/college recruitment efforts or awareness of their marketing initiatives.

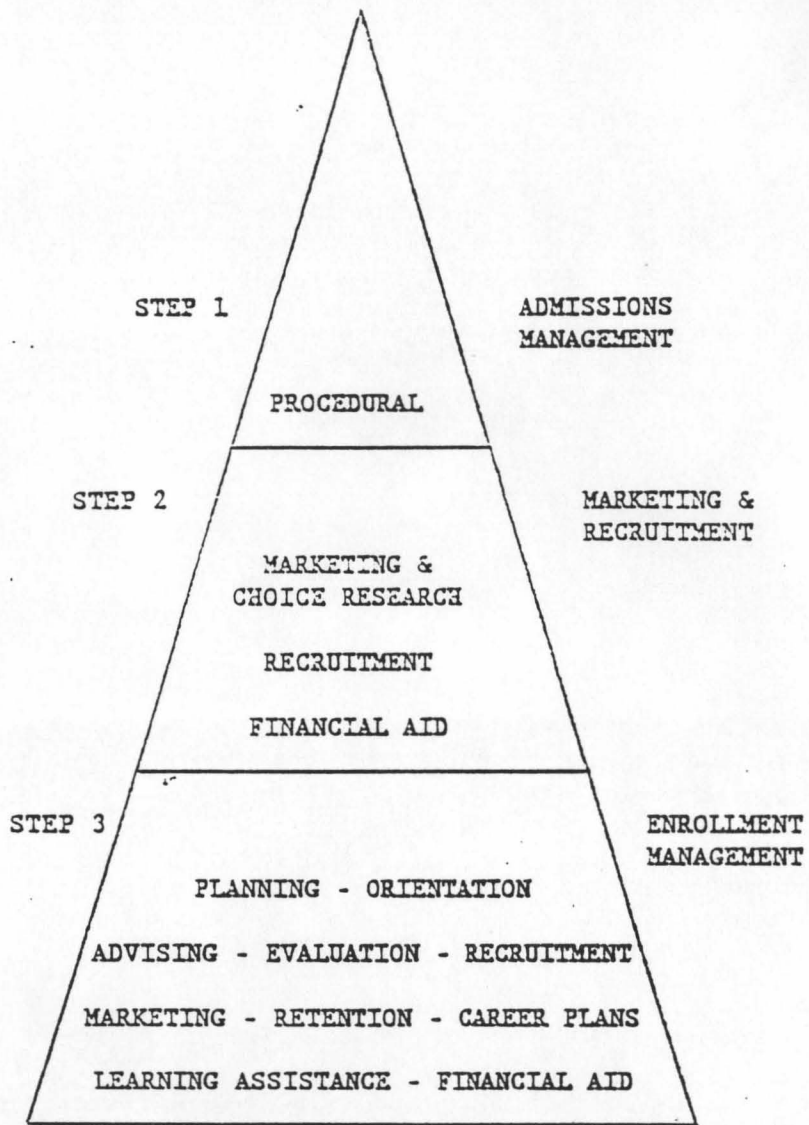
Low tuition/fees often viewed in context of "You get what you paid for."

Enrollment goals/targets are nonexistent.

Admissions office has not been afforded a marketing, recruitment plan to follow.

A NEW DIRECTION IS PROPOSED! THE ENROLLMENT MANAGEMENT CONCEPT!

Enrollment Management is defined as a process or an activity that influences the size, the shape, and the characteristics of a student body by directing institutional efforts in marketing, recruitment, and admissions as well as pricing and financial aid. In addition, the process exerts a significant influence on academic advising, institutional research, orientation, retention studies, and student services. It is not simply an administrative process. Enrollment Management involves the entire campus. (Hossler, 1984)



YSU is essentially at STEP 1. What follows are several initiatives to move us further into STEP 2.

### ASSESSMENT

Identify the enrollment needs of the academic departments and schools/colleges so that an enrollment plan can be developed which would be in harmony with the University mission.

It is also essential that the needs of the potential students be identified so that recruitment efforts can achieve greater focus. It is equally important that the potential student's "decision making process" be understood so that efforts and resources can be maximized.

### NEW MARKETS

Two approaches will be undertaken to open new markets to recruit additional students. First, the geographic area of our target area will be enlarged. This will have the effect of increasing the pool of potential students.

Second, the type of student recruited will be expanded. These "new students" will include:

#### Minorities

Women resuming or beginning their education after an extended absence.

Transfers from community/technical colleges, branch campuses, and other universities.

#### Part-time learners

#### Working persons

#### Post-baccalaureate students

International students, permanent residents, and immigrants.

#### Graduate students

#### Children/relatives of alumni

It must be noted that these new approaches cannot be undertaken at the expense of the "traditional" student. The graduating high school student will continue to be the primary recruitment market.

## MANAGERIAL MODIFICATIONS

Several adjustments will be made in the Admissions office itself as a result of this New Direction initiative. These changes will be made to become more responsive to the clientele served by the office, to increase the effectiveness of the recruitment efforts, to more efficiently handle the admissions paperwork, and to promote a dynamic, aggressive recruitment campaign that is focused on meeting University enrollment goals.

## OTHER INITIATIVES

A number of new programs have already begun, others are being planned, while still others are at the concept level. These new initiatives include:

Direct mail

"Exploration YSU"

"Lunch at the Park" in Warren

EARLY (Early Advisement & Registration Program)

"Life Planning Program"

Articulation with technical and community colleges

"Soft" recruitment of international students

Contract education

GED focused recruitment

College for Kids

Assessing academic department need

## DISCUSSION

The purposes of this presentation were to:

- identify current target market realities
- review current marketing/recruiting efforts, and
- present a proposal to maintain and even increase student enrollment

We have shown that the current (5 county) target market is declining in several respects; that current efforts are



focused on the traditional students; and the New Direction to maintain/increase enrollments is the Enrollment Management concept.

It is essential to emphasize that Enrollment Management is much more than an upbeat admissions office. A full-blown Enrollment Management effort involves most of the University - academic advisement, academic departments, schools/colleges, student services, alumni, marketing/publications, as well as the admissions office.

Assuming this New Direction is appropriate, there are three areas that will follow. First, an enrollment plan (reflecting enrollment goals within the various schools/colleges) must be developed and supported by an invigorated recruiting/admissions effort. Second, a calendar must be developed which identifies various target dates as we progress toward a full-blown Enrollment Management effort. Finally, specific budgets for these stages must be presented.