



Priorities 2018-2019

A Vision For Southern | President Joe Bertolino | September 18, 2018



PRIORITIES 2018-19

1. **Optimize** Enrollment
2. **Rebuild** Graduate and Professional Studies
3. **Reorganize** and Rebuild Institutional Advancement
4. **Raise** University Profile
5. **Position** Southern as a Social Justice University

1. Optimize Enrollment

Using the Strategic Enrollment Management Plan as a guide, execute strategies that support increased effectiveness in recruitment and retention efforts, inclusive but not limited to:

- a. Implement the first Academic Advising Centers (AACs) within the new advising model in support of undergraduate retention.
- b. Launch the new Transfer Student Services Office.
- c. Expand strategic and target marketing, inclusive of media outlets, digital, and social media for traditional students, adult learners, transfers, veterans, and graduate students.
- d. As a component of recruitment plans, develop and deploy a new communication plan leveraging the TargetX CRM to improve outreach and increase yield rates for prospective students.
- e. Implement a full-year course schedule for 2019-2020.
- f. Develop the foundational analysis for “right-sizing” and forecasting enrollment.
- g. Operationalize a vision for a robust career services program for students.

The Office of Information Technology will also:

- a. Implement Banner 9 to provide an improved web experience with enhanced navigation and modern design.
- b. Launch the Ellucian Mobile application, providing real-time access from mobile devices to Banner features including registration, schedule, and grades.
- c. Continued classroom technology enhancements to provide a modern and compelling teaching/learning environment.

2. Rebuild Graduate and Professional Studies

- a. Evaluate the current and future viability of all graduate degree programs and consider ongoing support and possible suspension of programs or need for additional support.
- b. Develop new graduate degree programs that enhance Southern’s reputation and help create workforce or academy-ready alumni.
- c. Build new, strong non-credit bearing continuing education programs that are responsive to community and professional needs.
- d. Create credit-bearing continuing education programs that feed into current and newly developed graduate programs.
- e. Develop new 3+2 accelerated baccalaureate/master’s programs that enhance opportunities to grow graduate enrollment while also saving our students time and money.



3. Reorganize and Rebuild Institutional Advancement

- a. Institute an organizational structure emphasizing: donor-focused stewardship and cultivation; fundraising field responsibility; the ability to maximize University academic and cabinet leadership to fully engage stakeholders and potential donors; and establishing measurable deliverables and nurturing joint ownership achieving the University's advancement objectives.
- b. Engage leadership volunteers in advocacy, Foundation and Alumni Association governance, and fundraising.
- c. Set fundraising and engagement goals and develop action plans.
- d. Identify, meet, and advance relationships with top 100 donors and prospective donors for productive and meaningful involvement in the life of Southern.
- e. Review and refine advancement policies, practices, and systems to ensure high productivity and donor trust in our competencies and integrity.
- f. Prepare University case statement and funding priorities that align with vision and needs that will have the highest impact on shaping a transformative experience for Southern's students, faculty and global community.

4. Raise University Profile

- a. Maximize opportunity of Southern's 125th anniversary to celebrate and re-define the University's educational mission, profile, and impact.
- b. Define highest priority audiences and execute marketing and communications plans accordingly (i.e., undergraduate admissions, graduate admissions, potential donors, others?).
- c. Launch a redesigned and restructured website that creates a best-of-class experience for the university community.

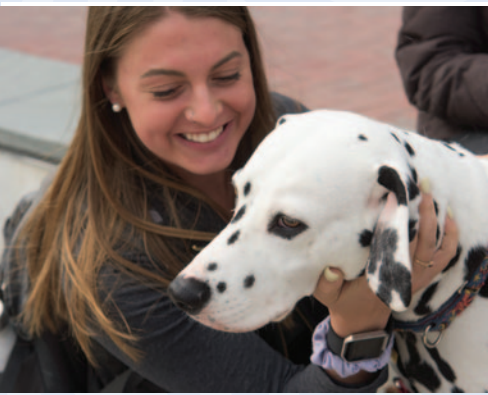
5. Position Southern as a Social Justice University

- a. Present the results of the campus climate survey and identify immediate and longer-term goals for improving climate at Southern.
- b. Engage a series of conversations across campus throughout the year to explore how the campus community lives out our value commitment to Social Justice. During the fall semester, faculty, staff, and student leadership groups will engage in at least one conversation during one of their meetings to discuss how a social justice value commitment is evident within their decisions and interactions, their programs, and budgetary decisions.

WHAT CAN YOU DO?

Optimizing Enrollment:

1. Participate in the Recruit 1 campaign, committing to securing admissions materials to share with prospective undergraduate and graduate students.
2. Participate in and invite others to events such as open houses, Discovery Day, high school and guidance counselor days.
3. Attend recruitment training sessions. Consider securing the master-level recruitment certificate by completing the three-part training series offered over the course of the year.
4. Participate in adviser training sessions throughout the year.
5. Learn one new tool to support student success, such as SSC-Campus.



6. Provide alerts or referrals for students who may benefit from additional academic or mental health support.
7. Share good news stories about faculty, staff, and students for potential use in future outreach and marketing efforts.
8. Through undergraduate and graduate admissions, personally connect with up to 10 prospective students to support fall 2019 enrollment goals.
9. Participate in feedback forums, visioning meetings, and planning processes designed to improve service delivery, enhance outreach efforts, support student success, and engage with community college partners.
10. Lend your expertise and actively participate in strategies that support achievement of the vision.

Building Degree Programs:

1. When contemplating new degree programs, courses, or curriculum, consider trends in discipline, appropriate delivery systems that best support our students, competition from other regional schools, and the future of higher education.
2. Competition in academic programming is serious and growing; act efficiently and swiftly.
3. Help Southern best understand the competitive directions of academic disciplines we represent and insure that new programs will generate enrollment.
4. As we continue to offer outstanding learning environments, remember that our students come from heterogeneous backgrounds and these backgrounds give us our diverse, talented, and focused student body. These are all our students, and all are here to learn.

Personal Goals:

1. Assume the best of one another. If you do not understand someone's perspective, respectfully ask for more information. Everyone has a bad day once in a while, so give the benefit of the doubt that the intentions are good and seek clarification when you don't understand.
2. Be innovative. Challenge yourself to think in new ways. Consider new possibilities. Maximize your potential.
3. Identify the things we should stop doing to allow us to create capacity for new approaches to our work.



Southern Connecticut
State University