

<b>GOALS STATEMENT: #8 Enroll an increasingly diverse, high quality student body from within the state, region, country and beyond; enhance admissions selectivity; #11 Increase diversity among the student population to reflect regional demographics.</b>						
<b>Key Strategy or Initiative</b>	<b>Specific Actions</b>	<b>Responsible Department/Person</b>	<b>Implementation Milestones</b>	<b>Resource Requirements</b>	<b>What results? How will we assess and hold ourselves accountable for making progress?</b>	<b>Progress Update April-May 2011</b>
<b>Enroll an increasingly diverse, high quality student body from within the state, region, country and beyond; enhance admissions selectivity</b>	Collect, review, and analyze data to identify, recruit, and admit qualified students.	Hart, Gibbings	Data collected throughout the year.	Existing personnel Computer programs No additional financial resources to FY11 budget needed.	Generated reports to assist in making informed recruiting decisions.	Completed on a daily, ongoing basis
	Purchase names of prospective students who meet the Westfield State University institutional profile and contact them via a postcard.	Persson, Hart	Names purchased. Postcards mailed to prospects. Email to prospects who self-identify on the Web Prospects page.	No additional financial resources to FY11 budget needed.	Increased number of applicants for 2011-12.	Purchased summer, 2010. Insufficient resources to purchase names in spring, 2011.
	Produce a monthly admission funnel report to identify opportunities and challenges during the admission cycle.	Hart, Gibbings	Report generated at the end of each month beginning with October.	Existing personnel (IT), Computer programs (Banner & Web) No additional financial resources to FY11 budget needed.	Monthly reports generated to make informed recruiting decisions.	Not completed – difficulties with creating and running the report could not be worked out
	Develop a communication plan to increase contact with prospective students.	Hart	Identify Admission members to serve on committee. Meet with committee.	Existing personnel No additional financial resources to FY11 budget needed.	Enhanced communication with prospects; increased number of qualified applicants.	Completed August, 2010 Implementation is ongoing
	Work collaboratively with Marketing to create and maintain an institutional Facebook page.	Hart, Garcia, Mazeika	Admission information posted on WSU Facebook page.	Existing personnel No additional financial resources to FY11 budget needed.	Enhanced communication with prospects; increased prospect interest; increased number of qualified applicants.	Completed October, 2010 Implementation is ongoing
	Enhance campus tour program by reviewing current practices and exploring successful practices on other college campuses.	Shea, Forsythe, Hart	Review current and other best tour practices Revise tour guide program based on review of practices	Existing personnel (staff, students) No additional financial resources to FY11 budget needed.	Improved campus tour program.	Completed Review of program is annual
	Host three open house events.	Persson, Boucher, Admission Staff, Faculty and Administrators	Participants invited Confirmation of media, participants, facilities, Tour Guides trained and hired	Existing personnel No additional financial resources to FY11 budget needed.	Increased prospective student interest; increased number of qualified applicants [Note: enrollment target for 2011-12 is to maintain average total enrollment of 4500]	Completed November, 2010

<b>GOALS STATEMENT: #8 Enroll an increasingly diverse, high quality student body from within the state, region, country and beyond; enhance admissions selectivity; #11 Increase diversity among the student population to reflect regional demographics.</b>						
<b>Key Strategy or Initiative</b>	<b>Specific Actions</b>	<b>Responsible Department/Person</b>	<b>Implementation Milestones</b>	<b>Resource Requirements</b>	<b>What results? How will we assess and hold ourselves accountable for making progress?</b>	<b>Progress Update April-May 2011</b>
	Host <i>Discover Westfield State University Day</i> .	Delgado, Hart, Boucher, Fuller	Invite/confirm participants Follow up with prospects who participate	Existing personnel Admission Publications No additional financial resources to FY11 budget needed.	Increased applications and enrollment of students of color	Completed November, 2010
	Create survey to collect data on open house events and tours. Review and analyze the data.	Hart, Forsythe	Create surveys and meet with Webmaster to implement.	Existing personnel No additional financial resources to FY11 budget needed.	Feedback from prospective students who attend events; improvement of programs	Posted Survey Monkey instrument in October, 2010
	Implement an <i>Adopt a High School</i> program.	Gibbings, Mazeika, Forsythe	Identify 3 high schools and complete arrangements to implement program.	\$(travel), Publications, Existing personnel	Enhanced relationships with school personnel; students become educated about the admission process; increased applications to WSU	Relationships established with Renaissance, Central and Early College high schools.
	Explore ways to enhance collaboration between the Office of Admission and the Urban Education Program Staff.	Hart, Admission Staff, Urban Education Staff	Meeting with Urban Education and Admission Draft and implement plan	Existing personnel No additional financial resources to FY11 budget needed.	Enhanced efforts to recruit students into the Urban Education program; increased students of color applying	Ongoing meetings and communication with and between Urban Education and Admission departments
	Continue to recruit students of color to serve as campus tour guides.	Shea, Admission Staff	Recruitment of students to serve as tour guides	Existing personnel No additional financial resources to FY11 budget needed.	Increased number of students of color hired to serve as tour guides	Ongoing efforts – for a variety of reasons the students that were hired in 2010-11 were unable to work the entire year
	Travel to both in and out-of-state college fairs during the fall and spring; follow-up with interested prospective students. Priority to Diversity fairs	Gibbings, Forsythe, Mazeika, Shea (spring), Clerks	Confirm fall and spring travel schedule set	State cars, travel funding, Existing personnel	Increased number of applicants from out-of-state	Staff attended fairs in Maryland, Pennsylvania, New Jersey and Connecticut during the fall and spring recruitment season
	Explore the feasibility of utilizing alumni living outside of Massachusetts to attend out-of-state recruitment activities.	Hart, Shea, Gibbings, Forsythe	Meetings with Admission & Alumni Office	Personnel Funding	Increased exposure at high schools and college fairs outside the state	Initial tasks completed – planning to implement in 2011-12
	Reach out to independent school counselors.	Mazeika	Independent Counselor meetings. Follow-up with Counselors.	Existing personnel WSU Goodie Bag (Marketing) Funding	Increased applications from out-of-state students	Completed – efforts will continue in 2011-12

<b>GOALS STATEMENT: #8 Enroll an increasingly diverse, high quality student body from within the state, region, country and beyond; enhance admissions selectivity; #11 Increase diversity among the student population to reflect regional demographics.</b>						
<b>Key Strategy or Initiative</b>	<b>Specific Actions</b>	<b>Responsible Department/Person</b>	<b>Implementation Milestones</b>	<b>Resource Requirements</b>	<b>What results? How will we assess and hold ourselves accountable for making progress?</b>	<b>Progress Update April-May 2011</b>
	Collaborate with Marketing and Media Arts to sponsor a video contest for Westfield State students to promote the University.	Forsythe, Mazeika, Hart	Plan & Implement Contest Videos displayed on U-Tube or website	Existing personnel No additional financial resources to FY11 budget needed.	Creation of videos to generate prospective student interest; increased applications of students	Postponed to fall 2011 due to limited resources
	Explore the effectiveness and feasibility of conducting virtual open house tours.	Hart, Forsythe	Data collection Feasibility report to Vice President of Enrollment Management	Existing personnel No additional financial resources to FY11 budget needed.	Heightened awareness of WSU; interest from out-of-state prospective students	Purchased in December, 2010 Participated in several virtual fairs
	Send postcards to prospects contacted at fairs and on-campus events.	Hart, Gibbings, Mazeika, Shea, Forsythe	Information entered into Banner by counselors and clerks after fairs. Mailing sent to prospects	Existing personnel, funding	Increased contact with prospective students; increased number of applications	Implemented
	Send E-Newsletters to prospective students.	Hart, Garcia	Newsletter created and distributed.	Existing personnel No additional financial resources to FY11 budget needed.	Increased awareness of academic and student life programs; admission and financial aid processes; increased number of qualified applicants. Tracking of applications, acceptances and deposits resulting from newsletter.	3 e-newsletter and 5 e-postcards were sent to prospective students and accepted students during this recruitment cycle for a total of 15,524 electronic communications
	Purchase Center for Student Opportunity membership.	Persson	Membership purchased;	Funding	Heightened awareness about WSU to first generation and students of color	Completed in 2010-11 and renewed for 2 years in April, 2011
	Develop and implement a recruitment plan specific to international students.	Hart	Meetings with Admission and the Office of International Programs; Plan created and implemented	Existing personnel No additional financial resources to FY11 budget needed.	Increased number of international applicants resulting in increased number of international students at WSU	Developed and implemented
	Schedule meetings with academic department chairs	Hart	Invitation to chairs; Meetings with Admission & chairs	Existing personnel No additional financial resources to FY11 budget needed.	Increased knowledge of academic programs for Office of Admission staff; enhanced recruitment efforts for WSU	Implemented and completed in summer and fall, 2010
	Create a campus-wide list of faculty, staff, and administrators who assist in recruiting efforts for WSU.	Hart	Create survey & distribute to chairs	Existing personnel No additional financial resources to FY11 budget needed.	Awareness of the role faculty play in recruitment efforts; enhanced collaboration and coordination of recruitment efforts	Information gathered
	Sponsor an admission coffee hour in the Faculty Center.	Gibbings	Reserve date for coffee hour; notify faculty and staff of event.	Existing personnel, Faculty Center No additional financial resources to FY11 budget	Increased exposure for Admission staff to WSU community; enhanced recruiting efforts	Completed January, 2011

**GOALS STATEMENT: #8 Enroll an increasingly diverse, high quality student body from within the state, region, country and beyond; enhance admissions selectivity; #11 Increase diversity among the student population to reflect regional demographics.**

Key Strategy or Initiative	Specific Actions	Responsible Department/Person	Implementation Milestones	Resource Requirements	What results? How will we assess and hold ourselves accountable for making progress?	Progress Update April-May 2011
				needed.		
	Work collaboratively with the Honors Program Chair for recruitment of high achieving applicants	Hart, Gibbings	Meetings with Honors chair and Admission; Collaborative efforts to recruit high achieving students	Personnel, \$	Increased promotional efforts of Honors program; increased number of high achiever applicants; increased number of Honors students in WSU program	Implemented and continuing