

Link to Strategic Plan	Outcome	Assessment/ Measures and Target Performance Levels	Strategies to Achieve Target Performance Level	Result: Data results	Analysis	Action Plan
2	Insure that 100% of full-time freshman NJ resident students with family incomes less than \$60,000, who file FAFSA by March 1, do not need to take a loan to cover costs of tuition or fees.	Insure that 100% of full-time freshman NJ resident students with family incomes less than \$60,000, who file FAFSA by March 1, do not need to take a loan to cover costs of tuition or fees.	<ul style="list-style-type: none"> <li>Press Release</li> <li>Marketing to Prospective Students</li> <li>FAFSA filing outreach</li> <li>Financial Literacy campaigns</li> </ul>	<b>TARGET NOT MET:</b> While an impressive 77.8% of eligible full-time freshmen did not have to pay for tuition or fees out of pocket, late FAFSA filing prevented many students from receiving the benefits of the Debt Free Promise.	The Debt Free Promise was highly successful in the initial year of its existence. 100% of students who filed by the advertised deadline benefitted from the program, but there is still room to improve to reach all low income students and families.	We will continue the strategies employed during this year with extra emphasis on FAFSA filing support for students.
2	Increase number of contacts in CRM by 5%	Increase number of contacts in CRM by 5%	<ul style="list-style-type: none"> <li>Name buys</li> <li>Contracts with college search portal vendors</li> <li>College and high school visits to generate inquires</li> </ul>	<b>TARGET NOT MET:</b> Number of Contacts grew by 4.2% (95,624 in FY2016 to 99,576 in FY2017)	This outcome is somewhat dependent on the scope of our recruitment plan. We have been focused on saturating the New Jersey market, and we have grown the prospective student contacts consistent with the size of the New Jersey market.	We will examine additional 'name buy' options and look at what resources are available to strengthen relationships with high school and college counselors.
2	Increase number of unique communications by 10%	Increase number of unique communications by 10%	<ul style="list-style-type: none"> <li>Work with third party vendors to manage specific segments of our enrollment market</li> <li>Building 'communication plans' in the CRM to automate campaigns</li> <li>Working with financial aid and bursar offices to develop literacy campaigns for prospective students</li> </ul>	<b>TARGET NOT MET:</b> The number of distinct communications declined by 7% (from 4.3 million to 4.0 million. The decline is likely due to unanticipated efficiencies in communications, being more targeted and personalized in our messaging.	While the volume of communications declined slightly, they were more personalized than in the past. That being said, as we begin to extend our communication efforts to prospective students as early as their Sophomore year in high school, the overall volume of messaging should grow in turn.	We will evaluate our existing third partner vendors and explore other partnerships that will augment the in-house messaging. We will also begin to build out academic program messaging to add to standard prospective student messaging.
2	Increase number of communication campaigns by 20%	Increase number of communication campaigns by 20%	<ul style="list-style-type: none"> <li>Work with third party vendors to manage specific segments of our enrollment market</li> </ul>	<b>TARGET EXCEEDED:</b> Number of communication campaigns	Much of the improvement in this area is due to cross-collaborative efforts of the enrollment management	We will have the Enrollment Communications position continue to build out campaigns in areas not yet

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			<ul style="list-style-type: none"> <li>Building 'communication plans' in the CRM to automate campaigns</li> <li>Working with financial aid and bursar offices to develop literacy campaigns for prospective students</li> </ul>	grew by 31.7% (1,032 in FY2016 to 1,360 in FY2017)	directors as well as the addition of a full-time staff person dedicated to coordination of communications and to be able to generate significant amount of new content for the communication campaigns.	developed, in particular in collaboration with academic departments.
2	Percent of paper applications submitted will be less than 10% of total application submissions	Percent of paper applications submitted will be less than 10% of total application submissions	<ul style="list-style-type: none"> <li>Decision was made to phase out paper applications</li> <li>Add more options to apply online</li> <li>Make online application options 'mobile-friendly'</li> </ul>	TARGET MET: only 6.8% of total applications received in Fall 2016 were paper applications. That number is down from 56.4% in Fall 2014.	The phase out of paper applications progressed nicely this year. We are hoping that there will be next to no paper applications next year.	Continue monitoring application submissions and working with remaining programs and organizations who request paper application options.
2	Increase the full-time freshman cohort by 2%, consistent with university enrollment projections.	Increase the full-time freshman cohort by 2%, consistent with university enrollment projections.	<ul style="list-style-type: none"> <li>Increase size of prospect pool</li> <li>Increase applicant pool</li> <li>Provide market competitive scholarship and grant options</li> <li>Enrollment yield outreach</li> <li>Improved response time to student inquiries</li> <li>Improved Marketing collateral</li> <li>Digital Marketing</li> <li>'Search' services</li> </ul>	TARGET EXCEEDED: The Fall 2016 full-time freshman cohort from by 21.3% as compared to Fall 2015 (955 in Fall 2016 from 787 in Fall 2015)	Significant application growth due to the Common App membership allowed us to exceed our targets.	There aren't easy options to expand applications beyond what we have already done. We need to focus on augmented marketing efforts and expanding the prospect pool primarily through additional name buys.
2	Increase net revenue associated with the freshman cohort by 5%	Increase net revenue associated with the freshman cohort by 5%	<ul style="list-style-type: none"> <li>Grow enrollment</li> <li>Scholarship programs</li> <li>Financial aid outreach to maximize aid dollars off setting scholarship costs</li> <li>Improving retention</li> <li>Summer bridge programs</li> </ul>	TARGET EXCEEDED: Net Revenue (Gross tuition and fee revenue minus institutional scholarships and grants) increased by 20.3% in Fall 2016	Enrollment growth at the mid to upper end of the academic profile and increases in retention drove net revenue translated to increased net revenue.	Continue to leverage scholarships to attract new enrollment. Augment financial aid processing. Establish need based grant programs to encourage retention.
2	Increase the percentage of freshmen attending full-time by 1%	Increase the percentage of freshmen attending full-time by 1%	<ul style="list-style-type: none"> <li>Communications campaigns to new students registered less than full time that articulate the</li> </ul>	TARGET MET: The percent of the freshman class that enrolled fulltime increased from 95.1% in	We managed to improve this metric but there isn't a lot of room left to improve for first year students.	Efforts need to shift to focusing on continuing students with similar strategies to encourage full time enrollment.

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			potential benefits of enrolling full time.	Fall 2015 to 96.6% in Fall 2016.		
2	Increase the academic preparedness of the freshman class by 10 combined SAT points and 0.10 High School GPA points	Increase the academic preparedness of the freshman class by 10 combined SAT points and 0.10 High School GPA points	<ul style="list-style-type: none"><li>• Merit Scholarship programs</li><li>• Developing relationships with high schools to help encourage students at the top of their class to apply to NJCU.</li><li>• Streamlining Honors admissions recruitment process</li></ul>	<p><b>TARGET EXCEEDED:</b> The two part SAT score for all freshmen increased by 11 points (870 in Fall 2015 to 881 in Fall 2016.</p> <p>The average high school GPA increased by 0.10 points (from 2.88 in Fall 2015 to 2.98 in Fall 2016)</p> <p>Excluding special admissions cohorts such as EOF, the average SAT score increased by 28 points (898 to 926) and the average HS GPA increased by 0.12 (2.93 to 3.05)</p>	The scholarship programs are driving the growth of applications and enrollment at the upper end of the academic profile. Careful consideration of admissions decisions at the low end of the academic profile have also allowed up to insure more prepared students are enrolling at NJCU.	Continue strategies from this year into next.