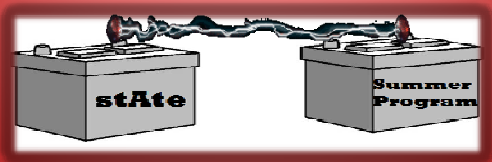


Jump stArt YOUR Future



Russell Alt, Shrikant Mandapaty, John
Carroll, Sarah Feltham,
Heather Young

Acknowledgements

- We would like to express our gratitude to the following individuals who gave their time and energy to assist us with this project:
- Dr. Robert Potts, Chancellor of Arkansas State University Jonesboro
- Dr. Glen Jones, Senior Associate Vice Chancellor for Academic Affairs and Research
- Ms. Robin Hicks, Executive Assistant, Academic Affairs and Research
- Dr. Kathryn Jones, Director, Office of Institutional Research & Planning
- Dr. Len Frey, Dean of the College of Business
- Dr. Mitch Hollifield, Center for Excellence in Education
- Dr. C. Shane Hunt, Assistant Professor of Marketing
- Mr. Markham Howe, Director of University Relations
- Ms. Laura Miller, Business Consultant, SBDC
- Mr. Michael Bowman, Director of Distance Learning
- Dr. Bill Humphrey, Professor of Agriculture
- Mr. William Rowe, Professor of Art History
- Dr. Sam Young, Analytical Specialist
- Dr. C. William Roe, Associate Dean, and Director of Graduate Business Programs

MISSION STATEMENT

- Arkansas State University is committed to growing summer enrollment and summer revenue through providing a wide array of courses with flexibility in scheduling and formats to facilitate the expedient attainment of diverse individuals' educational goals in a helpful, caring environment.



Attaining the Mission

- Enhancing learning by focusing on the institution's priorities – teaching, research, and service;
- Developing summer enrollment visibility and influence;
- Establishing a culture of assessment to enhance summer enrollment;
- Increasing enrollment, retention, and graduation rate of both undergraduate and graduate students; and
- Valuing the dignity and worth of each individual

Strengths

- **The strengths of Arkansas State University Summer Enrollment are resources that can be used to develop a better program and at the same time, a competitive advantage.**

Core Strengths

- Saves students money
- Expedite degree programs
- Appeals to a variety of students
- Offers shorter courses
- Increased revenue for the university



Weaknesses

- The weaknesses of Arkansas State University Summer Enrollment are areas that hinder the ability for ASU to grow, and must, therefore, be understood if ASU wishes to improve.

Main Weaknesses

- Lack of centralized coordinator for summer school
- No guarantee that courses make
- Offerings and schedules are not posted until the current semester
- Lacks an easily accessible website

Opportunities

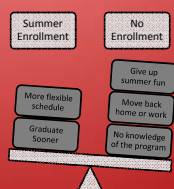
- The opportunities of Arkansas State Summer Enrollment are ideas that can be developed in order to promote and expand into a successful program.

Prime Opportunities

- Web-based courses
- Adult Education Programs
- International Exchange during the summer term
- Shifting economy encourages continued education

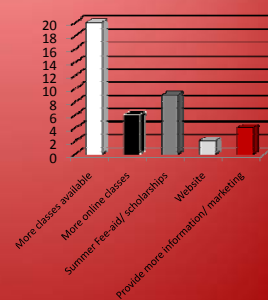
Summer Enrollment Survey

- Survey content
- Audience being surveyed
- Results



Summer Enrollment Survey Results

Summer enrollment survey results		
Department	Number of survey takers	Type
College of Education	5	Graduate
College of Business	40	Undergraduate
College of Agriculture		
College of Nursing		
Student Recommendations		
	Numbers	
More classes available	20	
More online classes	6	
Summer fee-aid/scholarships	9	
Website	2	
Provide more information/marketing	4	



Threats

- **Threats for ASU Summer Enrollment** are areas that can adversely affect the summer program and ultimately the university itself.

Potential Threats

- Centralized colleges attract potential students
- Similar courses are offered cheaper at branch campuses
- ADHE restrictions on marketing
- Students cannot afford to work full time and attend summer school
- Economy drives students closer to home

Planning Assumptions

- Technological Environment
- Social Environment
- Political Environment
- Competitive Environment
- Economic Environment
- Legal/Regulatory Environment

Technological

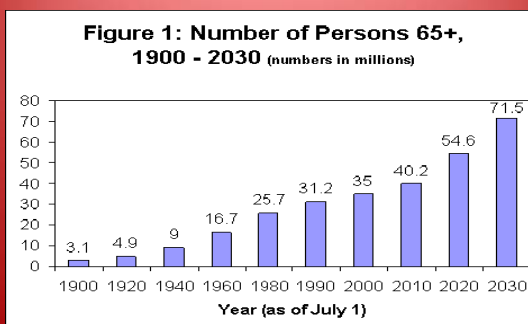
- Integrated society
- On-line course preference skyrocketed
- Critical in making educated decisions



Social

- Growing senior citizen population
- College degrees produce better job opportunities
- Non-traditional student population is rapidly increasing

Growth Rate for 65+



Political

- Decrease in federal funds
- Lowered priority for higher education
- Quality of educated individuals inversely affected

Competitive

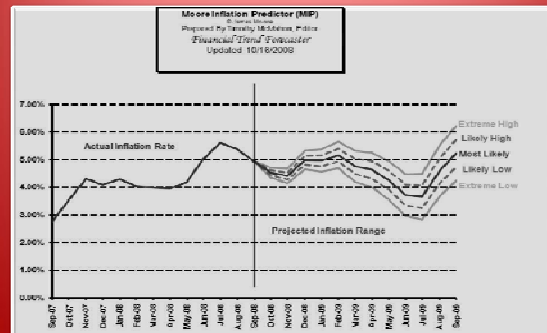
- Community colleges are less expensive and more economical
- Opportunity Costs
- Increasing trend in on-line courses

Economic

- Inflation
- Transportation costs
- Climbing unemployment rate



Inflation Prediction for 2 years

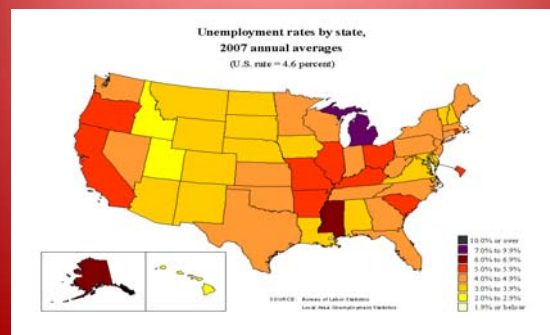


Average Cost of Transportation

	Small Sedan	Medium Sedan	Large Sedan	SUV
Gas & oil	8.0c	9.8c	10.7c	13.7c
Maintenance	4.5c	4.9c	5.4c	5.6c
Tires	0.5c	0.8c	0.7c	0.8c
Operating costs/mile	13.3c	15.5c	16.8c	20.1c
Insurance	\$892	\$902	\$982	\$918
License & registration	\$397	\$551	\$658	\$683
Depreciation	\$2,503	\$3,449	\$4,224	\$4,254
Financing	\$511	\$739	\$899	\$935
Ownership costs/year	\$4,303	\$5,642	\$6,763	\$6,790
Total for 15,000 annual miles	\$6,253	\$7,967	\$9,283	\$9,805
Average cost per mile	41.7c	53.1c	61.9c	65.4c

American Automobile Association Vehicle Cost Estimates (AAA, 2006)

Recent Unemployment Rates



Legal/Regulatory

- Higher Education Opportunity Act
- Dry vs. Wet county
- Deficit Reduction Act of 2005
- Immigration students



Strategic Issues

- Coordination and communication
- Summer Budget Allocation
- Marketing and promotion
- Strategic Planning
- International Programs

Coordination & Communication

- Accountability and communication among departments, faculty, staff, and students
- Lack of vision for summer program
- Delegated leader or department for the program

Objective One

- Arkansas State University will establish centralized coordination and control over summer school to help ensure efficient operation of the university and optimal enrollment.
- Begin: December 10, 2008
- Complete: February 1, 2009
- Responsibility of: Vice Chancellor of Academic Affairs and Research

Objective One Strategy

- 1) Arkansas State University will appoint a task force to conduct a job analysis for the position of Coordinator of Summer Enrollment to determine the duties and responsibilities required for the effective and efficient functioning of the position.
- 2) Based on the information obtained from the job analysis, the ASU Summer Task Force will develop a job description detailing the duties, responsibilities, and reporting relationships of the Coordinator of Summer Enrollment.
- 3) Using the job description and benchmarking it against jobs with similar duties and responsibilities, ASU will develop a salary range for the Coordinator of Summer Enrollment.
- 4) ASU will initiate recruitment procedures, accepting applications from both outside and within the university to find the most qualified candidate for the new position.
- 5) Once the reviews of applications and the interviews are completed, Arkansas State University will appoint an individual as Coordinator of Summer School who will work with the respective colleges in helping to coordinate course offerings with budgeting. It is recommended that this coordinator be in the Office of Academic Affairs and Research and report directly to the Vice Chancellor for Academic Affairs and Research, as this is the responsibility for the development and implementation of all academic programs.

Objective Two

- The Coordinator of Summer Enrollment will develop and implement a process to facilitate effective and efficient communications and coordination of all colleges in an effort to offer more summer courses and increase summer enrollment.
- Begin: December 10, 2008
- Complete: February 1, 2009
- Responsibility of: Coordinator of Summer Enrollment

Objective Two Strategy

- 1) The Coordinator of Summer Enrollment will seek assistance in developing a summer course schedule that best benefits the students and their respective colleges by utilizing a variety of tools and methods including, but not limited to, surveying of students' wants and needs, surveying the community's wants and needs, and an analysis of historical enrollment data and trends. This could possibly be a project for a graduate level marketing course in the College of Business.
- 2) The Coordinator of Summer Enrollment will hold a series of structured focus groups in the university and the community to gather information and input about the wants and needs of both traditional and nontraditional students in order to better serve the various target markets.

Objective Two Strategy Continued

- 3) The coordinator will provide information to each college within the university regarding their respective market's needs and wants and how best to serve them. This information should be provided before winter break. If suggested by information gathered, colleges should offer more evening classes to accommodate those who work.
- 4) The Coordinator of Summer Enrollment will develop a "mock" summer master schedule based on the information gathered from the surveys, focus groups, and budget and submit it to the Vice Chancellor for Academic Affairs and Research for final review.
- 5) After the summer master schedule has been approved by the Vice Chancellor for Academic Affairs and Research, the summer course schedule will be published and made available in both digital and hard copy format for the students by the end of February in the spring semester.

Objective Two Strategy Continued

- 6) The coordinator will serve as a liaison between each college and the Department of Creative Services in developing a marketing plan that will be effective in reaching their target markets.
- 7) As students register for classes, the coordinator will analyze each college's enrollment separately to determine if the college is in the "red" or the "black" based on overall enrollment rather than on a course-by-course basis in order to avoid possible cancelling of some classes which can adversely affect enrollment.
- 8) The coordinator will follow-up with summer courses by conducting post course surveys in order to determine if each summer term effectively met student needs and what can be done to improve the summer experience the following year.

Objective Two Strategy Cont.

- 9) The coordinator will meet with each college to discuss their overall summer production offering and assess ways by which each college can achieve growth in future summers.
- 10) The coordinator will prepare a detailed report and analysis of the previous summer's performance, as well as proposed changes for the following summer and distribute to all academic deans as well as the Vice Chancellor for Academic Affairs and Research.
- 11) The coordinator will hold follow up meetings as needed to continue to focus on ways to grow summer enrollment.

Summer Budget Allocation

- Restricted Budgets hinder probable growth
- Lower budgets provide little marketing potential
- FLEXIBLE budgets!



Budget Objective

- Arkansas State University will develop and implement a budget sufficient to provide the course offerings students need and want, and to carry out the level of marketing and promotion to various market segments to create brand awareness of and interest in summer school.
- Begin: December 10, 2008
- Complete: February 1, 2009
- Responsibility of: Coordinator of Summer Enrollment
Office of Academic Affairs and Research
Finance and Administration

Budget Objective Strategy

- 1) Based on the information provided by the Coordinator of Summer Enrollment, ASU's Budget Office will develop a budget to support the number of courses at different levels that each college needs to offer.
- 2) In developing the budget for summer school, ASU will pursue a philosophy of offering more courses than in the past in an effort to attract more students to register for more courses through providing greater study opportunities in the summer.
- 3) Arkansas State University will benchmark its budget against peer and aspirant universities relative to summer enrollments in an effort to ascertain the most strategic and cost effective budget for summer school to support growth of summer enrollment.

Budget Objective Strategy Continued

- 4) Based on information gathered from its benchmarking practices, ASU will develop a marketing budget sufficient to support the level of marketing and promotion needed to increase summer enrollment. (See Marketing Objectives and Strategies for details)
- 5) Arkansas State University will annually evaluate its summer budget allocation using a cost/benefit analysis to determine its effectiveness and make adjustments as dictated to continue to grow summer enrollments.

Marketing and Promotion

- Currently is not a priority
- MUST create specific, informative, and concise website



Marketing and Promotion Objective One

- Arkansas State University will develop and implement a comprehensive, integrated marketing and promotion plan to create identity and awareness of summer courses aimed at increasing enrollment, while at the same time building relationships to increase enrollment in degree programs in the future.
- Begin: December 10, 2008
- Complete: February 1, 2009
- Responsibility of: Coordinator of Summer Programs
Office of Communications
Creative Services

Marketing and Promotion Objective One Strategies

- 1) Arkansas State University will assign marketing responsibility for summer courses to the Office of Communications in order to achieve effective and efficient communications of the courses to all target markets.
- 2) Based on the information provided by the Coordinator of Summer Enrollment, the Office of Communications will develop and submit budget requests to support the marketing and promotion effort needed to achieve the desired results. It is imperative that ASU officials allocate the budget needed to support summer courses in a timely manner.

Marketing and Promotion Strategies Continued

- 3) The Office of Communications will, working in conjunction with Creative Services, develop a logo and a tag line specifically aimed at marketing summer courses at Arkansas State University. The logo should convey the importance of summer courses to achieving individual goals, and the tag line should support the overall marketing campaign of the University. Some suggested taglines are...

Taglines

- ASU in the summer? HOWL YES!
- StAte of Mind
- **Fast track your life with shorter classes!**
- **Summer Discover!**
- **A CLASS BY ITSELF**
- **Earnings from Learning**
- **Jump StArt your Career with Summer Courses!**

Logo's



Sample Flyers



Sample Postcards



Sample Postcards Continued



Marketing and Promotion Strategies Continued

- 4) Arkansas State University will begin its marketing and promotion push in early spring in order to generate awareness of and interest in the variety of summer courses that will be offered by placing ads in area newspapers and other publications such as *Occasions*, *Celebrate*, and *FYI*.
- 5) Arkansas State University will distribute the finalized summer course schedule as soon as it is made available to the students and to local businesses in order to generate awareness of and interest in summer school and make them aware of courses available.
- 6) Arkansas State University will implement a direct mail campaign with brochures describing the various summer courses being offered, as well as the respective times and day(s) of the week of each course.

Marketing and Promotion Strategies Continued

- 7) Arkansas State University will explore the benefits of entering into strategic alliances with selected organizations in the community to provide onsite classes for employees who work odd hours and cannot leave to come to class. The Mall at Turtle Creek might be one possibility with its Community Room being available for instruction. This could possibly be tied in with a theme of "Shop and Learn"; and several classes could be given to the general public.
- 8) Arkansas State University will consider implementing phone registration in order to make it easier for students on-the-go to register for classes. This will require trained advisors with access to transcripts and other materials necessary to properly register students for classes.
- 9) Arkansas State University will revamp the current Making Connections course in order to help students who have not declared a major discover the numerous opportunities available to them and how summer courses can help them achieve their goals.

Marketing and Promotion Strategies Continued

- 10) Arkansas State University will visit area schools whenever possible in order to explain the numerous options available to high school seniors and how taking summer courses will help them get a much needed head start in their college career.
- 11) Arkansas State University will place billboards in strategic locations in the area promoting the logo and tagline for summer courses to promote identity and awareness throughout the community.
- 12) Arkansas State University will utilize multimedia advertising available to them through local media companies such as SuddenLink, which provides local commercials on major networks.
- 13) Arkansas State University will utilize space available to them in the Student Union and set up a summer courses information booth during the middle of the day when the Union traffic is heaviest beginning at the same time as the summer schedule is published. In addition ASU will set up a summer school information booth at the Mall in Turtle Creek to distribute flyers, brochures, and schedules. Consideration should be given to having student leaders man the booth and perhaps have Howl on hand for pictures and autographs.

Marketing and Promotion Strategies Continued

- 14) ASU will develop a number of different promotional pieces, in both hard copy and posted on the summer school web site, targeting various market segments such as traditional students, non-traditional students, senior citizens, the Hispanic community, and international students. These materials will be distributed to local business, civic groups, and may be used in a direct mail campaign as well.
- 15) Arkansas State University will evaluate the feasibility of providing and promoting a free child care facility for students who are unable to attend summer courses due to a lack of child care availability during the summer. (Possible partnership with Early Childhood Development as a lab for their majors)
- 16) Arkansas State University will strongly consider implementing a four day school week. Monday, Wednesday, and Friday classes will be converted to Monday and Wednesday only classes in the same manner of Tuesday and Thursday classes. This will not only save money in transportation costs, but will also allow students more flexibility for work, leisure time, and other summer activities.

Marketing and Promotion Strategy Continued

- 17) Arkansas State University will consider the feasibility of a tiered tuition reduction during the summer terms in order encourage more students to register for class. For example, tuition for the first class might be reduced by 10%, for the second class 15% and for the third and fourth class 20%. Some other universities across the country are implementing such summer tuition reduction programs with success.
- 18) The Coordinator for Summer Enrollment will make arrangements for Admission counselors to work closely with non-traditional students in order to make them feel more comfortable with returning to school.
- 19) ASU will develop summer school promotional packets to send to industrial businesses in the area in an effort to promote summer classes among this group.
- 20) The coordinator of summer enrollment will work with different colleges to develop and promote specialized summer academic programs designed to attract sophomores, juniors and seniors in high school to take classes in summer as a means of enhancing their academic skills as well as to get them on campus hoping that a pleasant summer experience will promote the university for them to attend ASU upon graduation.

Specialized Summer Academic Programs

- Summer Engineering seminar
- Summer Mathematics and Science Academy
- Summer Theater Seminar
- Summer Entrepreneurship Seminar
- Summer Art Academy
- Summer Literature Seminar

Marketing and Promotion Strategy Continued

- 21) Arkansas State University will, at the end of summer, evaluate its marketing efforts and make adjustments as necessary to enhance their effectiveness in an effort to continuously improve upon each aspect of it.

Marketing and Promotion Objective Two

- Arkansas State University will develop and implement a new website design for promoting summer courses that is consistent with the University's website design to help support the growth of summer enrollment.
- Begin: December 10, 2008
- Complete: February 1, 2009
- Responsibility of: Department of Information Technology



Marketing and Promotion Objective Two Strategies

- 1) Arkansas State University will create a unified theme and consistent design of a webpage to assure a positive image and appeal. The website should portray the logo and tagline for summer programs, as well as all information required by current and prospective students to make decisions regarding summer enrollment.
- 2) Working with web developers, ASU will create a navigable structure that is functional, easy to follow, and consistent across all pages of the website.
- 3) Arkansas State University will ensure that the summer programs website carries all relevant and necessary information about summer courses, as well as the mission and core values for those programs to be useful and of interest to visitors to the website. This will also include a description of each course offered, as well as the time and day(s) offered, and other enrollment information such as admission requirements for each specific program. It will also have promotional flyers targeted to various market segments to appeal to all potential students.

Marketing and Promotion Objective Two Strategies

- 4) Arkansas State University will ensure that the summer courses website contains a list of upcoming university and community events with links to those websites.
- 5) Arkansas State University will provide an online registration form and a secure page to enable those who want to register electronically to do so.
- 6) Arkansas State University will ensure that each individual page of the summer courses website contains meaningful and relevant information in paragraph form containing key words in order to allow search engines easier access to the page.
- 7) Arkansas State University will promote the website throughout the campus and the community in order to establish awareness of and interest in the "NEW" go-to source for all information regarding summer courses.
- 8) Arkansas State University will ensure that the summer courses website contains a link to every college within the university in order to describe the depth of knowledge contained at ASU.

Marketing and Promotion Objective Two Strategies

- 9) Arkansas State University will ensure that the summer courses website provides a link to a PDF file that lists every course offered during the summer separated by college and department within that college.
- 10) Arkansas State University will seek to obtain links from websites such as the Jonesboro Chamber of Commerce, banks, fitness centers, and other organizations to help promote the community benefits.
- 11) Arkansas State University will ensure that the summer courses website includes testimonials from previous students that have attended summer courses at ASU and how they have benefited them both personally and professionally.
- 12) Arkansas State University will ensure that the summer courses website is constantly updated identifying daily news and items of importance to create interest and to attract repeat visitors in an effort to support growth in summer enrollment.

Summer Enrollment Web-Site

Summer Web Site

Strategic Planning

- Long-term plan essential to growth
- Outlines goals and objectives for the future
- Develops action plan
- Lack of motivation and focus for summer program
- Binds faculty, staff, students, and the entire university

Strategic Planning Objective

- Arkansas State University will develop and implement a systematic, integrated, and comprehensive strategic planning process and five-year rolling strategic plan to facilitate the short-term and long-term growth of summer enrollment.
- Begin: December 10, 2008
- Complete: Continuous
- Responsibility of: Administration

Strategic Plan Strategies

- 1) Arkansas State University will develop a mission statement and strategic vision on summer enrollment that will help provide direction, and establish core values which all units and departments will embrace in when acting cohesively while achieving excellence in summer enrollment. The mission statement and core values in this document might serve as a basis for those of summer enrollment.
- 2) Arkansas State University will establish a summer enrollment committee comprised of the Coordinator of Summer Enrollment, marketing staff, communication staff, and a representative of each college.
- 3) The Coordinator of Summer Enrollment will act as the head of the committee and be responsible for continuously monitoring changes in both the external and internal environment that may affect summer enrollment.

Strategic Plan Strategies Continued

- 4) The ASU summer enrollment committee will establish a specific timeline for the completion of the five-year strategic plan. This proposed strategic plan will be considered as the foundation for further development of the summer enrollment strategic plan.
- 5) The ASU summer enrollment committee will hold a plan review at the beginning of each fall semester in order to evaluate the success of summer enrollment relative to the strategic plan and to make adjustments where necessary to ensure continuous summer enrollment increases.

International Programs

- Bilateral Exchange Agreements
- Teaching Abroad Opportunities
- Study Abroad Opportunities
- International Study Tours
- Recruit more international students
- Provide assistance and/or accommodations to help them stay through the summer

International Exchange Objective

- Arkansas State University will implement a program of review of all bilateral exchange agreements with emphasis on renewing lapsed agreements and entering into new ones in order to facilitate study abroad opportunities for students, teaching abroad opportunities for faculty, and to attract international students from exchange partners.
- Begin: December 10, 2008
- Complete: Continuous
- Responsibility of: Administration
Office of International Programs
Colleges



International Exchange Strategies

- 1) The Office of International Programs will meet with the international program directors/coordinators of the respective colleges for the purpose of discussing any bilateral exchange agreements which those colleges had effected in order to focus on areas for renewal of agreements.
- 2) The Office of International Programs and/or the respective international program directors/coordinators, as appropriate, will contact the individuals at schools with which ASU had exchange agreements to initiate the process of renewing those agreements.

International Exchange Strategies Continued

- 3) Arkansas State University will see that representatives of the respective colleges, as appropriate, attend the annual meeting of the European Association for International Education (EAIE) for the purpose of meeting with representatives of existing exchange partners as well as meeting potential new exchange partners in an effort to maintain relationships and expand new ones.
- 4) Arkansas State University will hold an International Study Abroad Fair and Workshop annually each fall semester to inform students of study abroad opportunities and to stress the value added from participating in a study abroad experience. Consideration should be given to having respective colleges make PowerPoint presentations about universities with which they have bilateral exchanges, as well as to have ASU students who have participated in such exchanges and students from exchange partners who are enrolled at ASU talk about their experience and relate information about their respective schools.

International Exchange Strategies Continued

- 5) ASU will initiate an active program to get more faculty to lead international study tours as a means of exposing more students to this type of experience as it is often easier to persuade students and their parents to consider studying abroad when faculty members accompany them on a study tour. This can help make students feel more comfortable about studying abroad for a semester or longer.
- 6) ASU will provide the needed support for faculty to engage in leading international study tours in order to encourage more faculty to do so.
- 7) ASU will consider offering study abroad scholarships for students to help support those who want to participate in a study abroad experience as financial issues are often a reason why some students do not take advantage of study abroad opportunities.

International Exchange Strategies Continued

- 8) ASU will proactively and aggressively promote faculty led international study tours and study abroad opportunities both on its website and through development and distribution of an International Study brochure featuring study tours and study abroad opportunities and details about each. Letters and brochures should be sent to parents of students to help them realize the value added by participating in study abroad programs.
- 9) ASU will annually review its international study abroad programs in light of the effectiveness of its past year's efforts and make any adjustments needed in an effort to increase the number of students participating.

Thank You