

## Strategic Partnerships

Office or Department of Enrollment Management

### Administrative Unit Assessment Report Information

**Year Reporting: FY21 (July 2020 – June 2021)**

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### Department Mission and Goals

**The mission and goals of the department should be consistent over a 5 year period, although some institutional changes may necessitate and prompt a change in mission or goals for specific departments. In this section, you will report the mission statement for your department as well as the long term goals (5 year range) for the department.**

<p>6. What is the mission statement for this department/area? Your mission should explain why the department/area exists and who it serves.</p>	<p>The division of enrollment management (EM) is responsible for enrollment on all campuses and providing students with resources for a successful semester through the recruitment, on-boarding and enrollment process.</p> <p>Strategic Partnerships functions as an office within EM created to support corporate, business, government, and non-profit entities in marketing the online certificates and degrees available via MGA Direct to full-time and part-time employees, contractors, and family members in a more strategic way. Through these efforts SP will increase enrollment and retention of adult learners in the online programs.</p>
<p>7. What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.</p>	<ul style="list-style-type: none"><li>• To increase the number of "Partners" collaborating with the MGA Office of Strategic Partnerships</li><li>• To increase the number of applicants for online certificate and degree programs offered at MGA</li></ul>

## Objectives

Each year, every department should identify objectives the department hopes to accomplish in the next year. These should align with departmental goals and the MGA strategic plan. In the next section you will be reporting on the objectives you set and whether or not you achieved them in FY21. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY22.

### Objective 1

<p>8. Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</p>	<p>Increase the total number of Partners collaborating with the MGA Office of Strategic Partnerships each year. This data shall be assessed from summer to summer.</p>
<p>9. Objective 1: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</p>	<p>A "Strategic Partner" or "Partner" shall be defined as one corporation, business, government, or non-profit entity actively collaborating with the MGA Office of Strategic Partnerships (SP) for the purpose of encouraging their employees to take classes, complete a certificate or degree via MGA Direct.</p>
<p>10. Objective 1: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)</p>	<p>The SP team will provide personalized information to the employees, contractors, and family members of these Partners so that the enrollment process (i.e. application, registration, matriculation) is streamlined yielding a greater recruitment and retention rate for MGA Direct.</p> <p>The SP team will walk those populations through the enrollment funnel from inquiry through matriculation for each 8 week session. Forms of communication may include email, text, in person, telephone, video conferencing and other reasonable measures.</p>
<p>11. Objective 1: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)</p>	<p>The SP office was created fall 2019 with no partnerships having been confirmed and the initial target of 40 Partners.</p> <p>By fall of 2020, 47 Partners had been confirmed.</p> <p>As we approach Fall 2021, the goal of increasing our Partners by 10% had been established but immediately afterwards the office lost two staff persons (one was transferred to another office by the administration and the other ended employment with the university). With only 2 staff persons, and the inability to recruit in person due to COVID, the 47 Partners were</p>

	maintain but no new partners were established equating to 0% achievement on this goal of increasing the number of Partners by 10%.
12. Objective 1: Did your department meet this objective?	The department did not meet this objective.
13. Objective 1: What did your department learn from working toward this objective? What changes will you make based on this effort next year?	<p>The SP team did an outstanding job of maintaining partnerships but due to the sudden loss of two staff members and zero on-site recruitment opportunities for nearly a year imposed by COVID-19, the number of new Partners was not increased . The staff learned that internal processes/job functions worked very well for maintaining successful partnerships. Additional efforts will be made to incorporate a better use of virtual recruitment tools (i.e. Teams, Skype, FaceTime) and several events have been planned to allow employees of new and existing Partners to tour the campus of their choice visiting various offices that provide support services (FA, Academic Advisors). Additionally, the AVP is working more closely with the Administration to advocate for maintaining a full staff of at least three team members and narrowing our focus to supporting the goal of recruiting and retaining online students. All efforts/initiatives must be focused with this goal.</p>

## Objective 2

<p>14. Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</p>	<p>To increase the number of applicants for online certificate and degree programs offered at MGA. This data shall be assessed from Fall to Fall.</p>
<p>15. Objective 2: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</p>	<p>The total number of applicants for online learners is tracked by the Office of Strategic Partnerships using Target X, a customer relationship management tool purchased by the MGA Office of Admissions.</p> <p>The information stored by Target X is entered manually by various staff members (i.e. Strategic Partnerships, Admissions, academic advisors) and digitally as a result of electronic Contact Cards strategically marketed by the Office of Marketing and Communications.</p> <p>This data generated by Target X is pulled and compiled bi-monthly as job function of the Coordinator and Executive Director of Strategic Partnerships. The resulting report is then reviewed and shared with the VP of Enrollment Management and later forwarded by the VP to the President and Cabinet. For Site Partners, the total number of applicants was 2,153 for 2020. For 2021, 654 new applications have been secured.</p>
<p>16. Objective 2: What was your target outcome for this objective? (i.e. 80% participation, 5% enrollment growth, 7% change in engagement)</p>	<p>As this department has now been established for two years, the baseline for this objective is an additional 5% each year. The total number of applications obtained through the Office of SP for Fall 2020 was 1,134; the goal for Fall 2021 is 1,190. To date, 624 applications have been captured. The goal of increasing this number by 5% for next fiscal year will remain.</p>
<p>17. Objective 2: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)</p>	<p>52 percent</p>
<p>18. Objective 2: Did your department meet this objective?</p>	<p>The department did not meet this objective.</p>
<p>19. Objective 2: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</p>	<p>Developing "codes" for tracking each Partner in Target X is not a quick process. Codes may take up to three weeks to generate and in that time frame there is no way to adequately capture how many employees, contractors, or family members are applying from that Partner. Those</p>

	<p>applications are missed by the current methods used to assess leads generated by the SP team. Additionally, there is no guarantee that an applicant was encouraged by a member of the SP team to apply. That lead may have been generated by Admissions or an academic department, but once the Partner code is selected on the application, that application is counted in SP to which the SP team then begins providing a series of systemic phone, text, and email communications to that applicant. We have to educate our colleagues using language indicative of the fact that the SP team services every MGA Direct student assigned to the office (i.e. provides assistance with the application, acceptance, enrollment, and registration process) regardless of who generates the lead. Additionally, this office is now capturing the number of documents processed in SP before forwarding those documents to another office (i.e. Registrar, Admissions) for additional handling.</p>
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### Objective 3

20. Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.	This department will increase internal marketing efforts so as to do a better job of sharing accomplishments, goals, and objectives with internal customers (members of the MGA faculty and staff) and community stakeholders.
21. Objective 3: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)	Announcements and other relevant information shall be shared via social media (e.g. Facebook and/or Instagram) bi-monthly.
22. Objective 3: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)	Within one fiscal year a minimum of 24 posts shall have been made via each social media page.
23. Objective 3: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)	As this is a new department, this objective has now been in effect one calendar year. Thus far, 95 posts (60 Facebook, 35 Instagram via stories and posts) have been made (an average of at least two per month). This objective was achieved 100%.
24. Objective 3: Did your department meet this objective?	The department met this objective.
25. Objective 3: What did your department learn from working toward this objective? What changes will you make based on this effort next year?	The task of handling all social media communication is too much for one team member. Each marketing tool is now handled by one staff person – the ED handles FB post; the Coordinator handles Instagram post. For 2022, the goal will include not only generating content, but generating engagement for each post. Mechanisms for engaging students and Partners in each post are already underway.

#### Objective 4

26. Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.	NA
27. Objective 4: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)	NA
28. Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)	NA
29. Objective 4: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)	NA
30. Objective 4: Did your department meet this objective?	The department met this objective.
31. Objective 4: What did your department learn from working toward this objective? What changes will you make based on this effort next year?	NA

## Future Plans

<p>32. Please identify and detail three to four measurable objectives for the next fiscal year. In listing the objectives, please use the format shown in these examples. 1) The Department of X will improve services levels by 5% as measured by our satisfaction survey. 2) The department of X will provide training in ABC for at least 73 MGA faculty and staff.</p>	<p>Due to COVID-19 policies and protocols we were not able to fully incorporate and accomplish the goals identified below. This academic year we will resume efforts to meet the following goals:</p> <p>1) The SP department will continue to improve internal operations by conducting cross-training within the office. Each member of the SP team shall have at least one colleague trained to serve as backup to their role. This is essential as the team is very lean and there may be unforeseen or planned circumstances causing various persons to be out of the office. While understood, the office functions will need to move forward.</p> <p>2) Each member of the SP team is new to the Division of Enrollment Management and the duties required of their role. Additionally, two of the four person staff were new to higher education at the time of their hire. With this in mind it is imperative that each staff person broaden their formal training now that the department has been successfully set up. That training may include a minimum of one meeting/training session from an internal (found within EM) or external (and outside of EM) expert on a topic directly related to an area of influence handled by the SP team (i.e. advising, registration, financial aid).</p> <p>3) The SP team is currently responsible for overseeing the online populations of MGA Direct and Strategic Partnerships. With this online population in mind, and in consideration of COVID which has required remote working conditions, it is imperative that the SP team work to convert admission documents for easier completion and submission back to MGA. Prospective and current students alike must print, sign, then scan back certain forms (i.e. immunization). Moving forward, we will convert those forms so that each can be signed electronically then returned to the SP in a more streamline process.</p>
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**Open Box for Assessment Comments**

<p>33. Based on this assessment, please share your thoughts on the current status and future direction of this department or area. Use this space to summarize overall use of assessment results for continuous improvement and open text box for assessment comments:</p>	<p>This department is performing well and is now fully staffed. Enrollment growth for Fall 2020 was up 12.6% and accounts for 3.88% of total Fall enrollment. Enrollment of new students for Fall 2021 is expected to be down. Now that the department's staff and operating procedures have been established this department can focus on meeting/exceeding enrollment goals for new and returning students with a special emphasizes on owning 2nd session enrollment.</p>
<p>37. If the COVID-19 pandemic impacted this assessment cycle, please provide specific details below.</p>	<p>This office is tasked to recruit applicants for the online campus. This effort became nearly impossible with the shut down of many businesses and upon their reopening, the inability to recruit in person at those locations. The office maintained and actually increased the number of students retained, but endured a drastic decline in new students.</p>

**MGA's Strategic Plan**

<p>34. Based on your goals and objectives listed above please indicate their connection with MGA's Strategic Plan (<a href="https://www.mga.edu/about/docs/Strategic_Plan_Overall_DB.pdf">https://www.mga.edu/about/docs/Strategic_Plan_Overall_DB.pdf</a>) by checking all associated and relevant Imperatives / Strategies from the list below. (Check all the apply)</p>	<p>Grow Enrollment with Purpose 2. Expand and enrich online instruction into new markets</p>
<p>35. Please indicate which of the following actions you have taken as a result of the 2020/2021 Assessment Cycle (Note: These actions are documented in reports, memos, emails, meeting minutes, or other directives within the reporting area) (Check all the apply)</p>	<p>Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community, Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders, Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistance, Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc. Operational Processes, Request for Additional Financial or Human Resources, Customer Service Changes: Communication, Services, etc., Evaluating and/or Revising the Reporting Lines Internal Assessment Processes</p>

**Other**

<p>36. Please indicate (if appropriate) any local, state, or national initiatives (academic or otherwise) that are influential in the operations, or goals, and objectives of your unit. (Complete College Georgia, USG High Impact Practice Initiative, LEAP, USG Momentum Year, Low-Cost No-Cost Books, etc)</p>	<p>USG Momentum Year</p>
<p>38. Mindset Update (Academic Deans ONLY) Please provide an update on the implementation of your school based mindset plan/strategy. Include any adjustments to metrics for the AY20/21 as well as outcomes associated with your appraisal of your schools activities.</p>	