
INTEROFFICE MEMORANDUM

TO: MICHAEL RAO, PRESIDENT
FROM: CATHERINE RIORDAN, VICE PROVOST
SUBJECT: DRAFT ENROLLMENT MANAGEMENT PLAN FOR OFF-CAMPUS PROGRAMS
DATE: 12/18/2006
CC: STORCH, SHAPIRO, SCUKANEC, ROSCOE, STEPHENS

Mike, attached is a draft of an Enrollment Management Plan for Off-Campus Programs. It is being used in conversations with the deans and within ProfEd to clarify future directions. While we are confident about the strategies proposed to sustain enrollment (Target 1), strategies to accomplish the two growth scenarios, particularly the academic programs that would be revised and developed, are still under discussion. The recommendation in this plan—pending the endorsement of the new vice president for off-campus programs—is to proceed immediately addressing the first four strategies in Target 1 as they will lay necessary foundations for the next steps. Those strategies are:

- (1) Develop a strategic plan for off-campus program delivery
- (2) Revise CMU's off-campus program revenue distribution methodology
- (3) Provide timely access to accurate information about students
- (4) Strengthen marketing with research and new approaches

The document has been structured so that the Executive Summary provides a ready list of the primary strategies proposed, costs and conclusions. An extensive narrative describes the rationale for each of the strategies; a narrative that may be helpful particularly to the campus as faculty and staff become more engaged in their off-campus program offerings and possibilities. There are also tables of possible new programs to support aggressive growth, and projections for what enrollment might look like if the aggressive growth plan was followed. I am not yet confident in the figures received for current ProfEd enrollment and so have inserted a cautionary note on the projections. I am continuing to work with Institutional Research and ProfEd to come up with projections about which we can be confident.

As I understand it, the next step is for Deans Scukanec and Roscoe, Provosts Storch and Shapiro, Vice President Hancock, and me to meet to discuss the three plans. While there is value in the work that has gone into each of the plans, it would be very useful to come up with a unified plan as there are certainly dependencies and potential synergies among the plans, as well the need to address our ongoing interest in focusing on a limited number of new directions to increase the probability of progress.

Please know in preparing this plan the ProfEd leadership team and academic program directors were very helpful, suggesting the vast majority of the strategies and specifics surrounding new programs. I have met with them a number of times to refine this plan and they have provided feedback on earlier drafts. The college deans also have weighed in on the initial list of programs; those discussions are and should continue. Finally, in preparing this I have tried to represent the various perspectives I heard--which were often more similar than different--but I acknowledge there may be shortcomings in the present draft and the responsibility for those shortcomings rests with me.

Personally, I appreciate the opportunity to have been involved in preparing this plan, moving it forward through the transition in leadership for off-campus programs. I am happy to stay engaged in the discussions for as long as I am needed and will be happy too to bow out when appropriate.