



Strategic Enrollment Management

COE SPRING FACULTY MEETING

Dr. Rob Hornberger, Associate Vice President for
Enrollment Management and Services

January 24, 2020



Agenda

- **Enrollment/data update**
 - Historical trends
 - Fall 2020 indicators
- **SEM plan**
 - Rationale
 - Logistics
 - Timeline
 - Communication tools
 - Current initiatives
- **Feedback and questions**



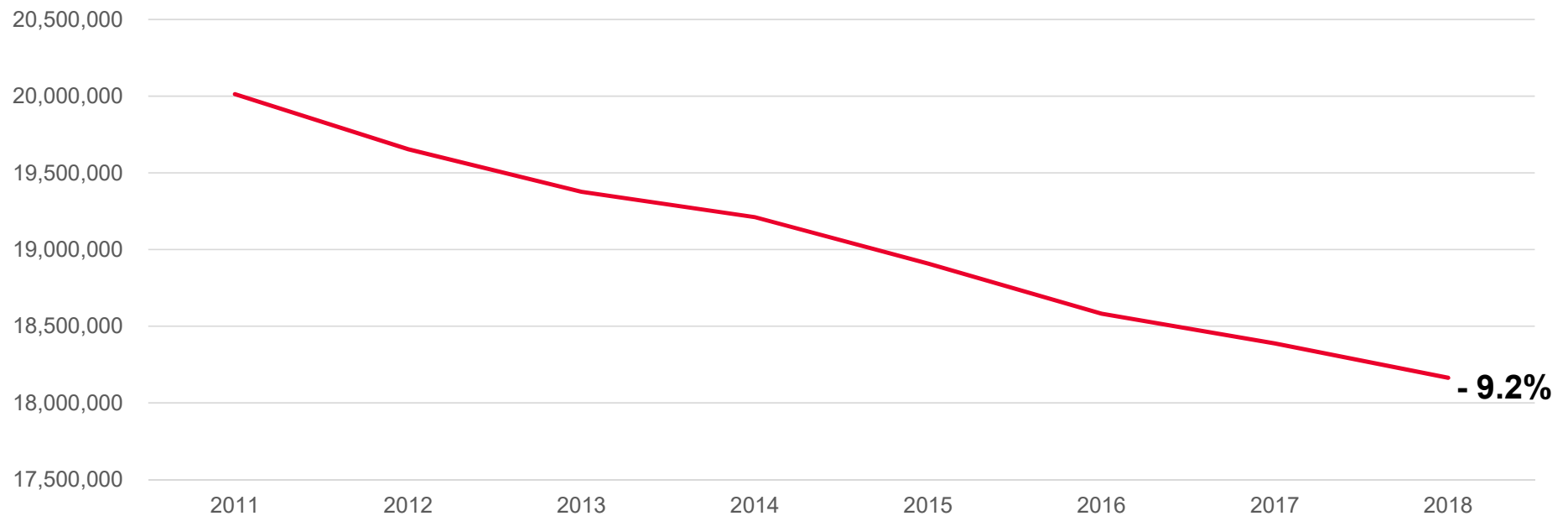
Enrollment Update





National Enrollment Trend

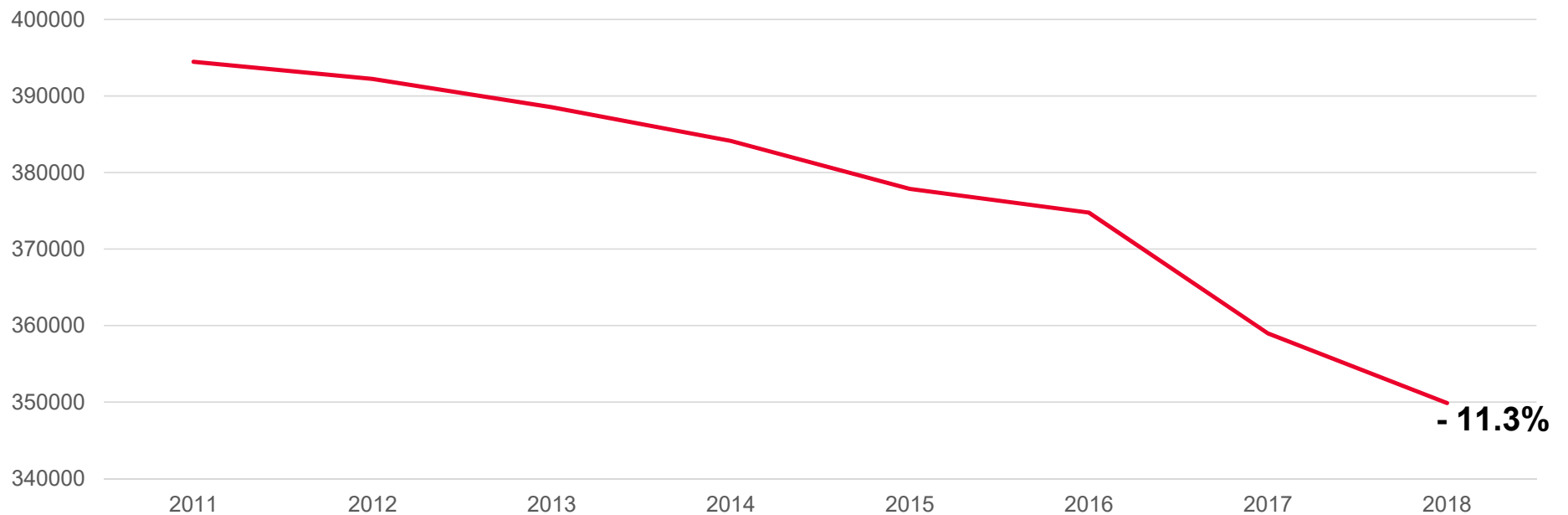
FALL 2011 TO FALL 2018 – ALL INSTITUTIONS COMBINED





Missouri Enrollment Trend

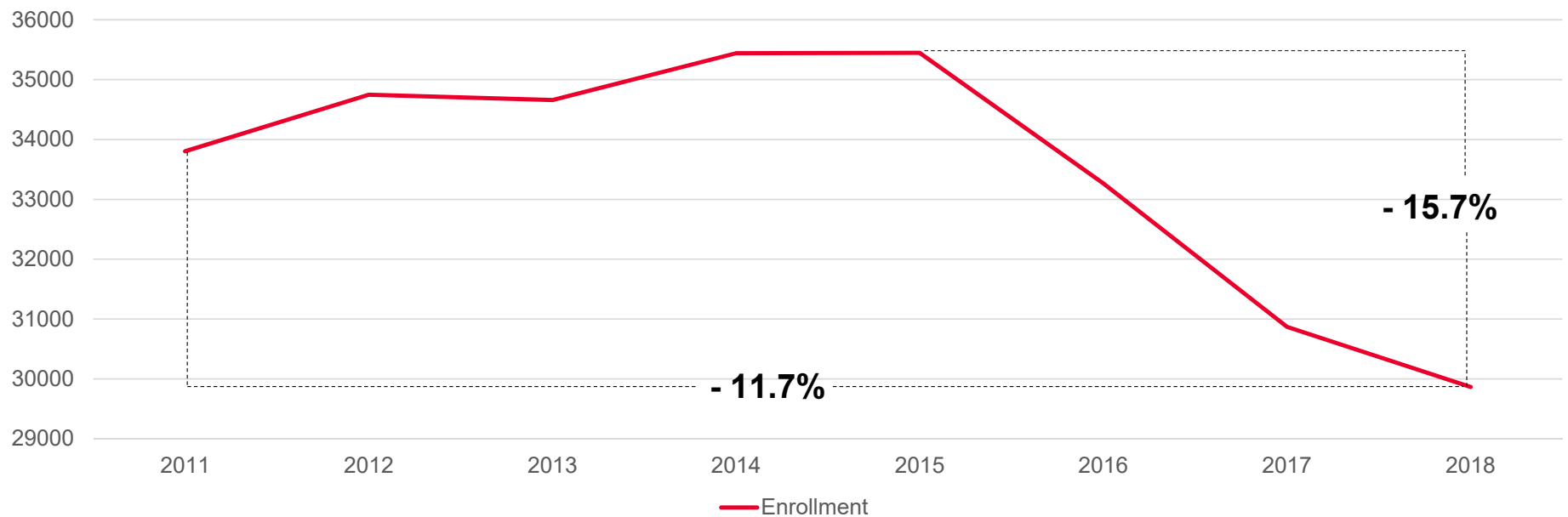
FALL 2011 TO FALL 2018 – ALL INSTITUTIONS COMBINED





UM-Columbia Enrollment

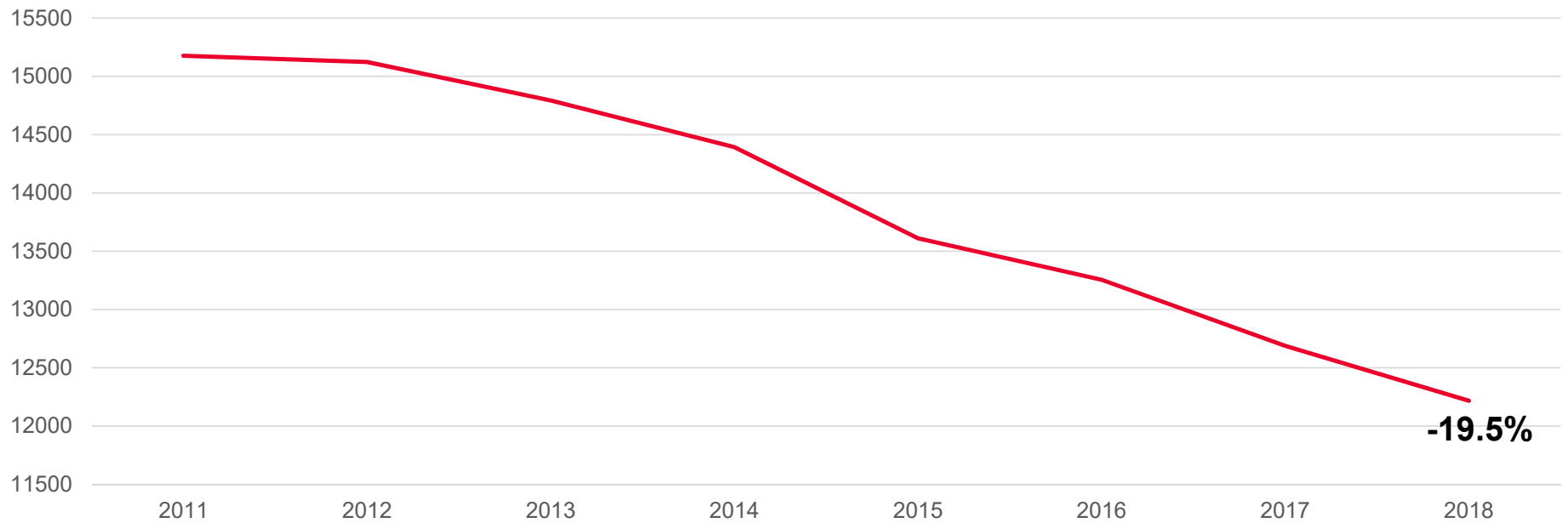
FALL 2011 TO FALL 2018





OTC Enrollment Trend

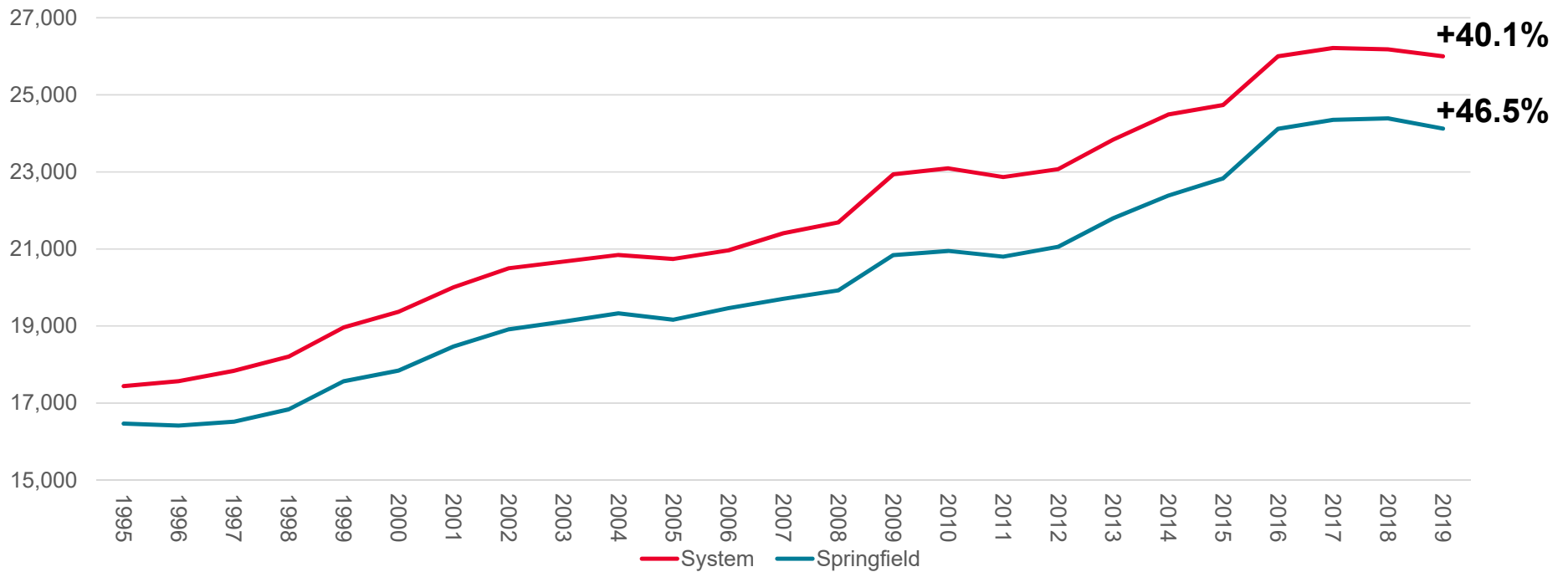
FALL 2014 TO FALL 2018





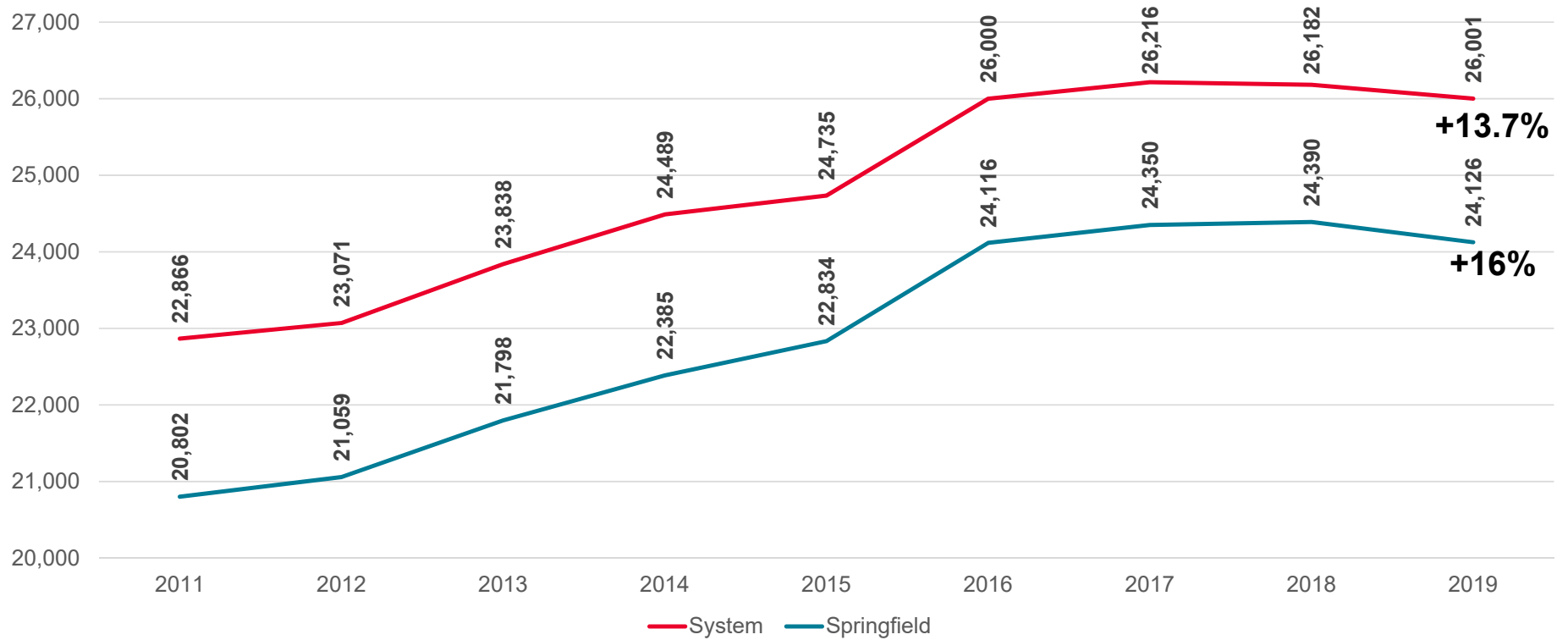
MSU Enrollment Trend

FALL 1995 TO FALL 2019





MSU Enrollment Trend 2011-2019





Reasons for Declining Enrollment

- Earlier graduation
- Fewer high school graduates
- Fewer transfer students (declining community college enrollment)
- Declining international enrollment
- Full employment
- Increased competition



Enrollment Highlights

Prior to this fall 2019, Missouri State:

- Is the only Missouri public institutions that grew each of the past five years
- Had the largest enrollment increase during that five year period
- Enrolls more students from Missouri than any other institution
- Grew 20 of the last 22 years





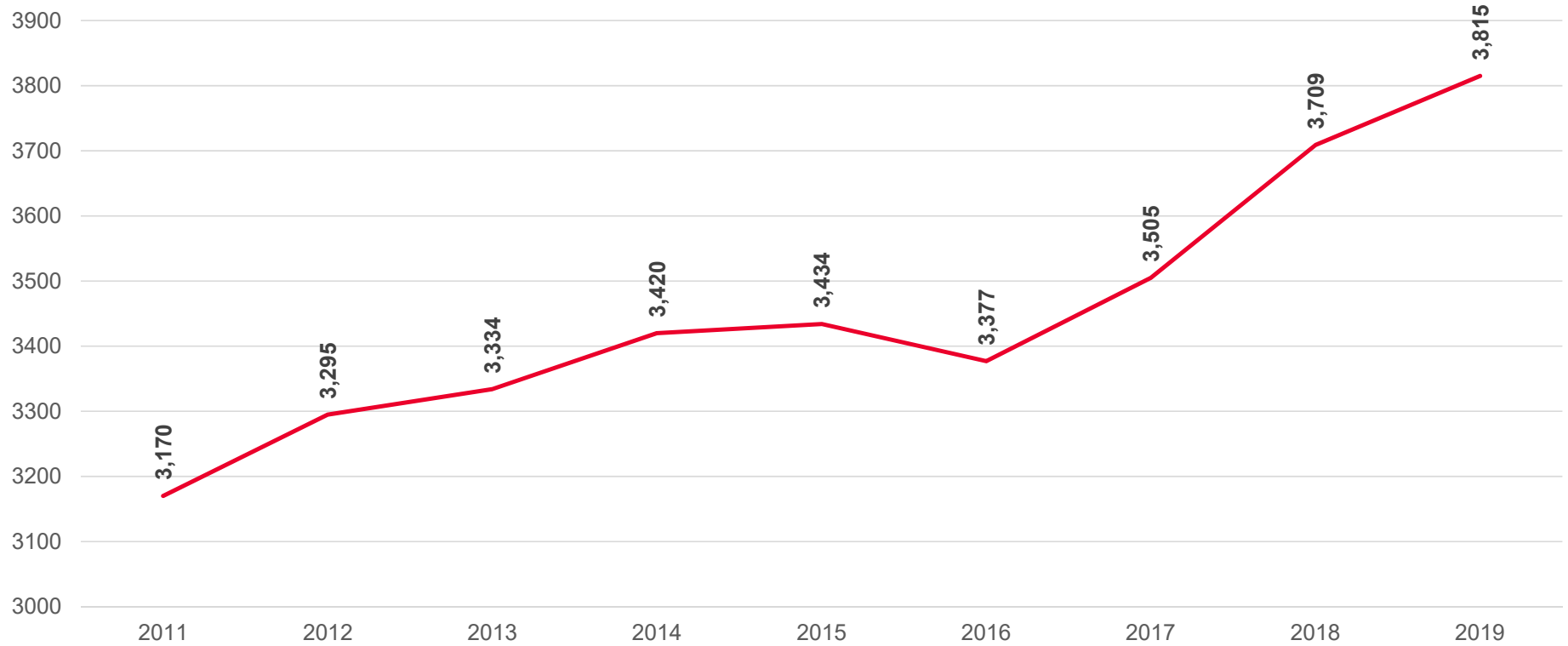
Undergraduate Enrollment

UNDERGRADUATE DEGREE SEEKING STUDENTS

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 18-19 Diff
FTNIC	2,801	3,178	3,126	3,183	3,010	2,609	-401, -13.3%
Transfer	1,749	1,672	1,782	1,664	1,543	1,435	-108, -7%
Readmit	283	290	310	284	253	247	-6, -2.4%
Continuing	11,538	11,693	12,317	12,528	12,446	11,914	-532, -4.3%
Total	16,371	16,833	17,535	17,659	17,252	16,205	-1047, -6.1%

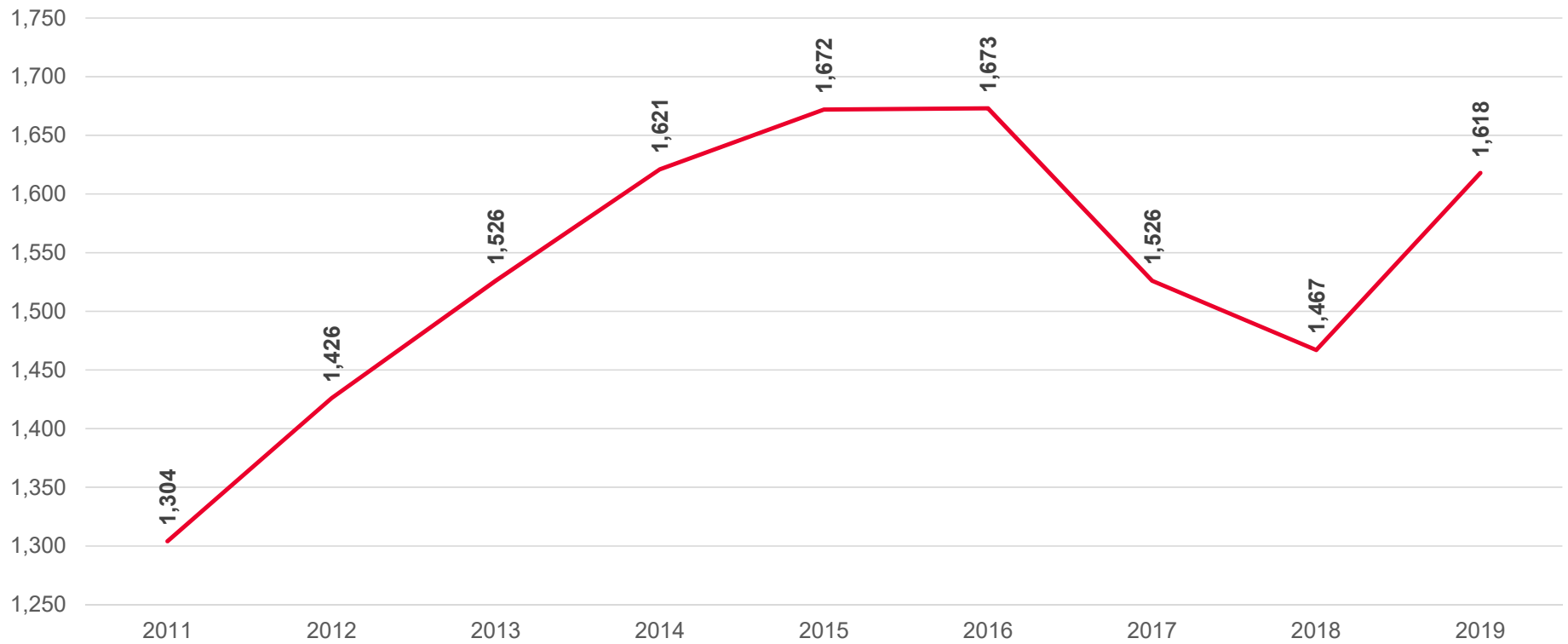


Graduate Student Enrollment



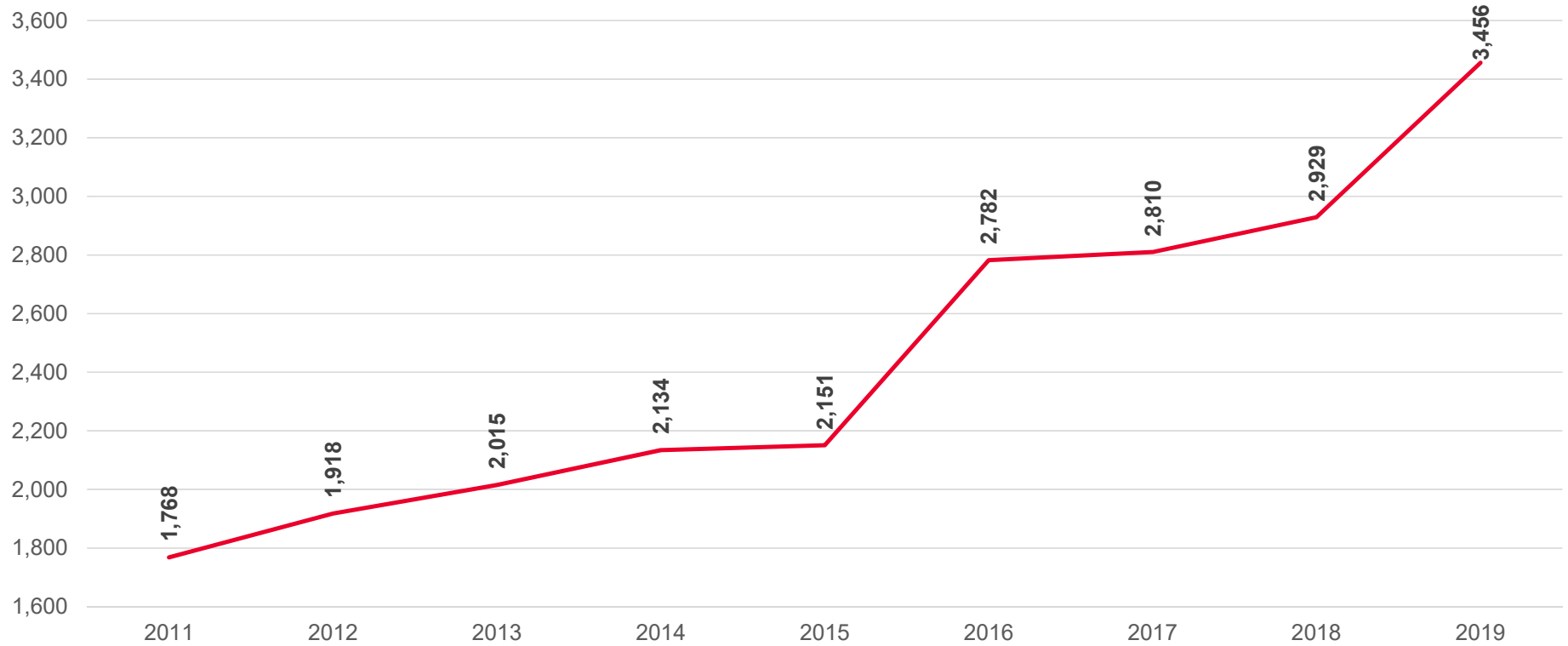


International Enrollment





Dual Credit Enrollment





If Fall 2020 Undergraduate Enrollment Is the Same As Fall 2019

	2018 actual	2019 actual	2020 projected	Change over projected 2019
First-time new in college	3,010	2,609	2,609	0
Transfer	1,543	1,435	1,435	0
Readmit	253	247	247	0
Continuing	12,446	11,914	11,080	-834
Total	17,252	16,205	15,371	-834
Fiscal Impact				>\$5 million



First to Second Year Retention Rate

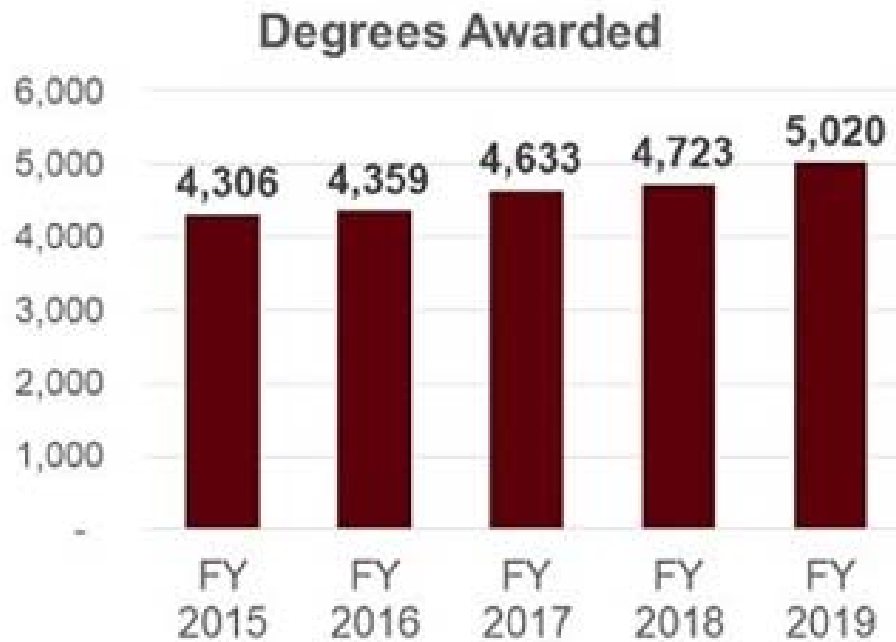
FIRST-TIME FULL-TIME NEW IN COLLEGE STUDENTS

FA13 to FA14	FA14 to FA15	FA15 to FA16	FA16 to FA17	FA17 to FA18	FA18 to FA19
75%	78%	79%	77%	78%	78%

- First to second year only
- Does not include transfer students



Degrees and Certificates Awarded*



*Includes China Campus

The combined total number of Degrees and Certificates Awarded over the past five years have increased by 22.6% from 4,479 in 2015 to 5,490 in 2019.



Fall 2020 Indicators for FTNICs

• Showcase 2019

- 366 students, 41 (12.6%) more than fall 2019



• Applications as of 1/18/2020

- Up 27% (17% admits)



• FAFSAs on file as of 1/23/2020

- Up 452 (11.6%)



• Scholarships as of 1/6/2020

- Presidential, Board of Governors, Provost, Deans, Out-of-State Fee Waiver
- Up 848, 35.2%



• Housing applications as of 1/4/2020

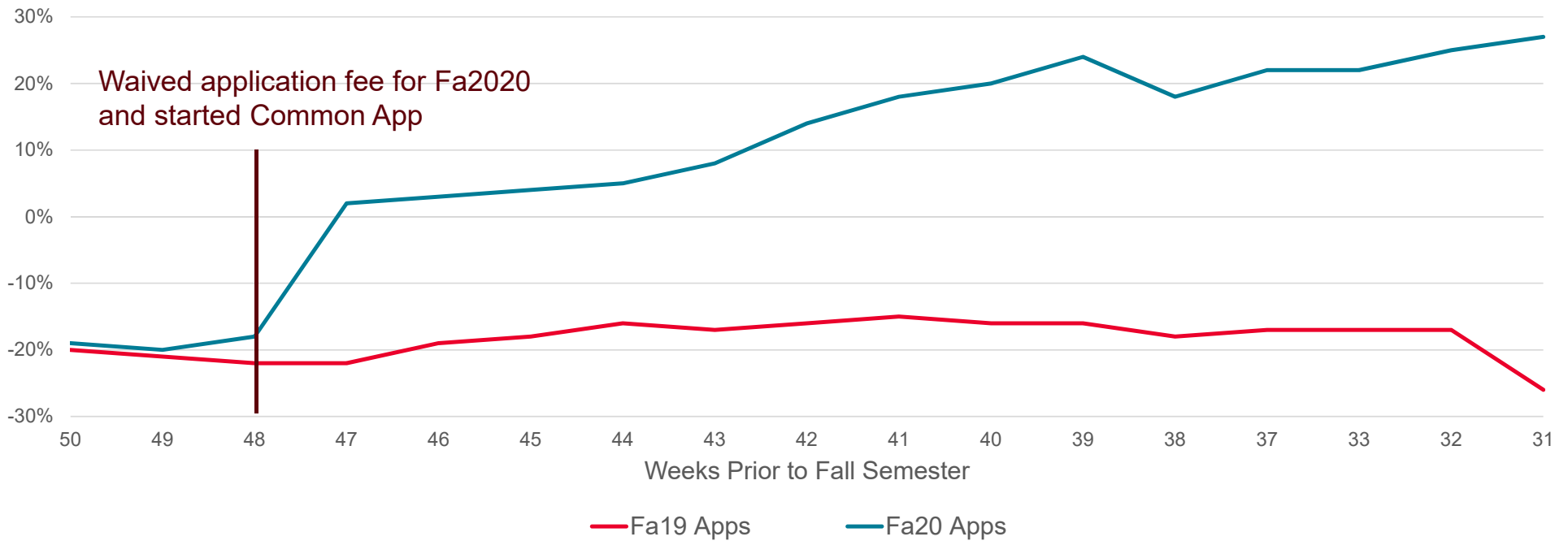
- Down 518 (34.7%)
- No more early bird incentive





Applications Comparison

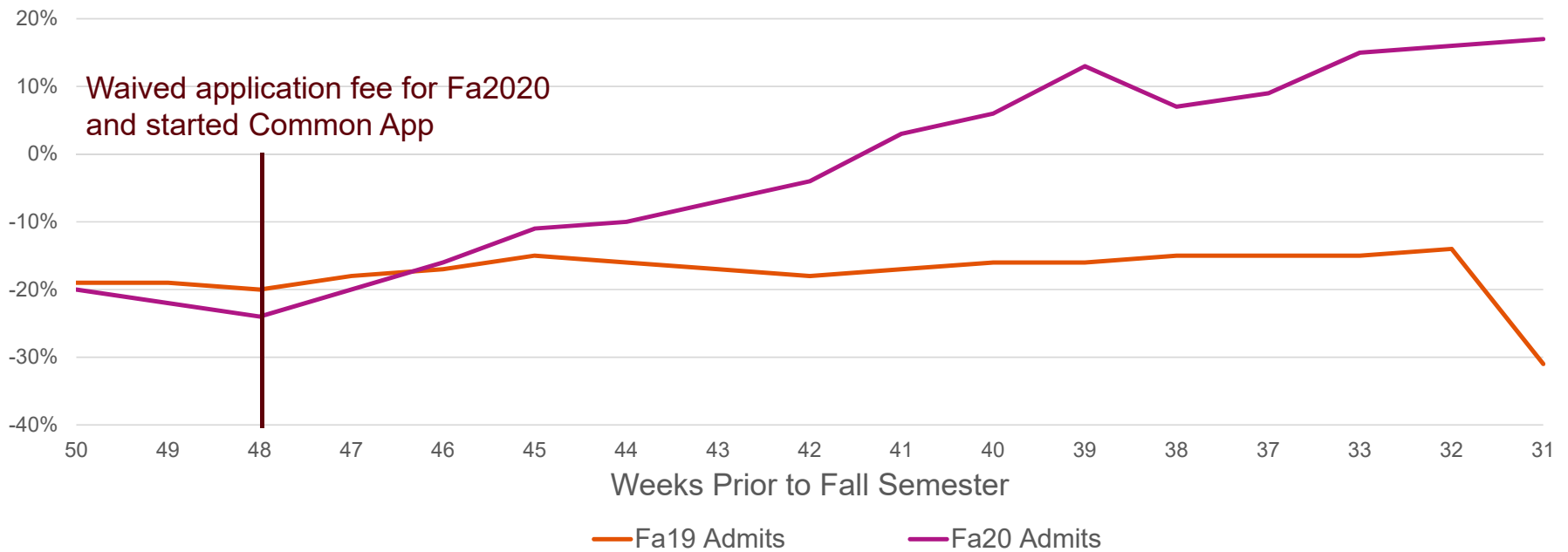
FALL 2019 VS FALL 2020 FTNIC APPLICATIONS





Admitted Students Comparison

FALL 2019 VS FALL 2020 FTNIC ADMITS





SEM Plan





What is enrollment management?

“Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where “optimum” is **defined within the academic context of the institution**. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution’s function and culture.” ~ Michael Dolence

- Recruitment, Retention, Research, Structure



Why SEM?

“Campus leaders cannot change the wind direction, but they can trim the institutional sails. For too long, the admissions dean or enrollment manager had the lone hand on the tuition-revenue tiller. Now, it’s all hands (campus leadership, faculty, staff, trustees, etc.) on deck, pulling the tactical lines in a coordinated, strategic fashion.”

The Great Enrollment Crash. (2019, September 6). Chronicle of Higher Education



AACRAO Survey

USE OF, AND INTEREST IN, ENROLLMENT MANAGEMENT

Respondents

- 1184 individuals responded
- 874 different institutions responded
- 742 were left after eliminating those institutions where the multiple responses had different answers for Q1 and Q2



AACRAO Survey

KEY RESULTS

Institutional data

Respondents that do not know if their institution either: 1) engages in enrollment management; or b) has a SEM plan, have been excluded from the bullet points below.

- 95% of institutions engage in enrollment management.
 - Graduate and professional only institutions are less likely than other types of institutions to engage in enrollment management.
- 75% report having a SEM plan.
- 40% agree that their institution refers to the plan “most of the time” when making student-centric policy and practice decisions.
- 50% of SEM plans were developed by a campus-wide group that included administrators/staff from multiple areas and faculty/academic representatives.
- 83% of SEM plans include overall targets for institutional enrollment.
- Among the 5% of institutions that do not engage in enrollment management, 49% indicated that there is a lack of buy-in to the concept/value of enrollment management.

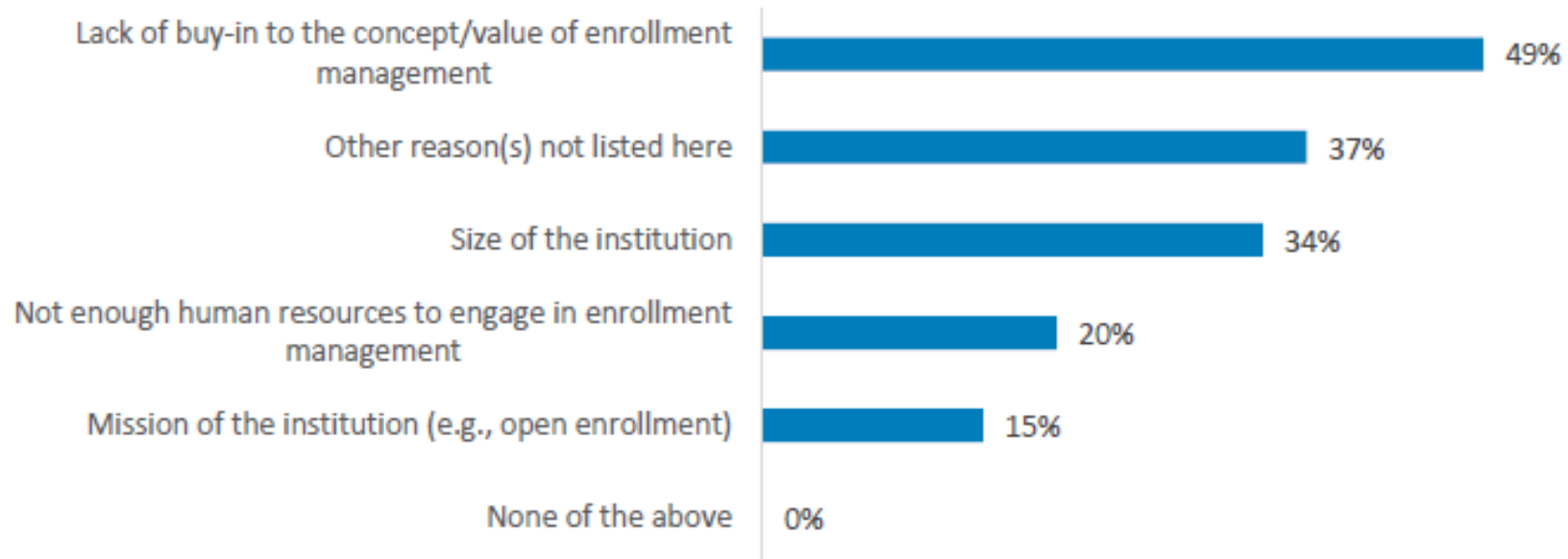


AACRAO Survey

INSTITUTIONAL ENROLLMENT MANAGEMENT DATA

Institutions that do not engage in enrollment management

Figure 1: Reasons the institution does not engage in enrollment management (all that apply)

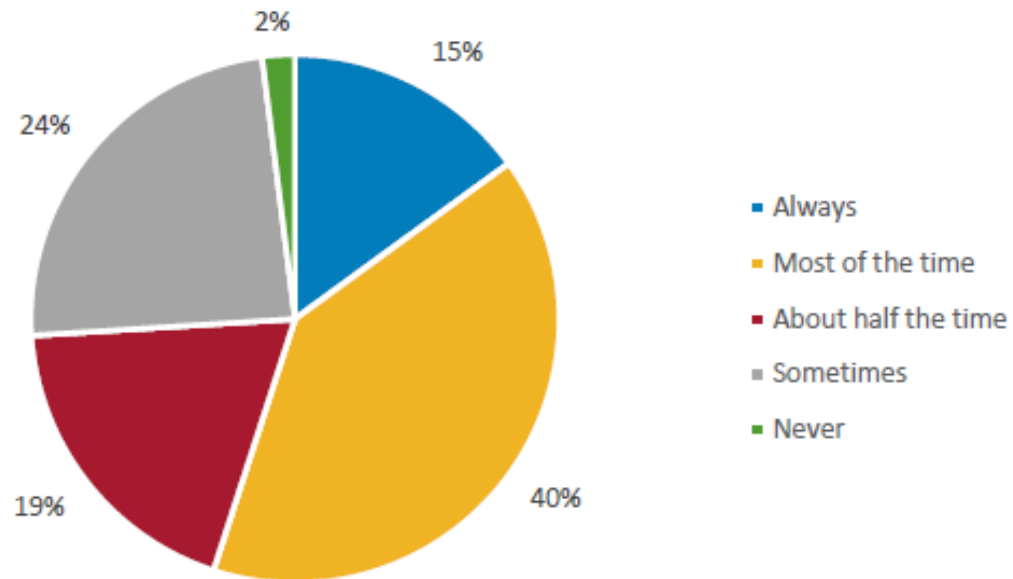




AACRAO Survey

INSTITUTIONS WITH A SEM PLAN

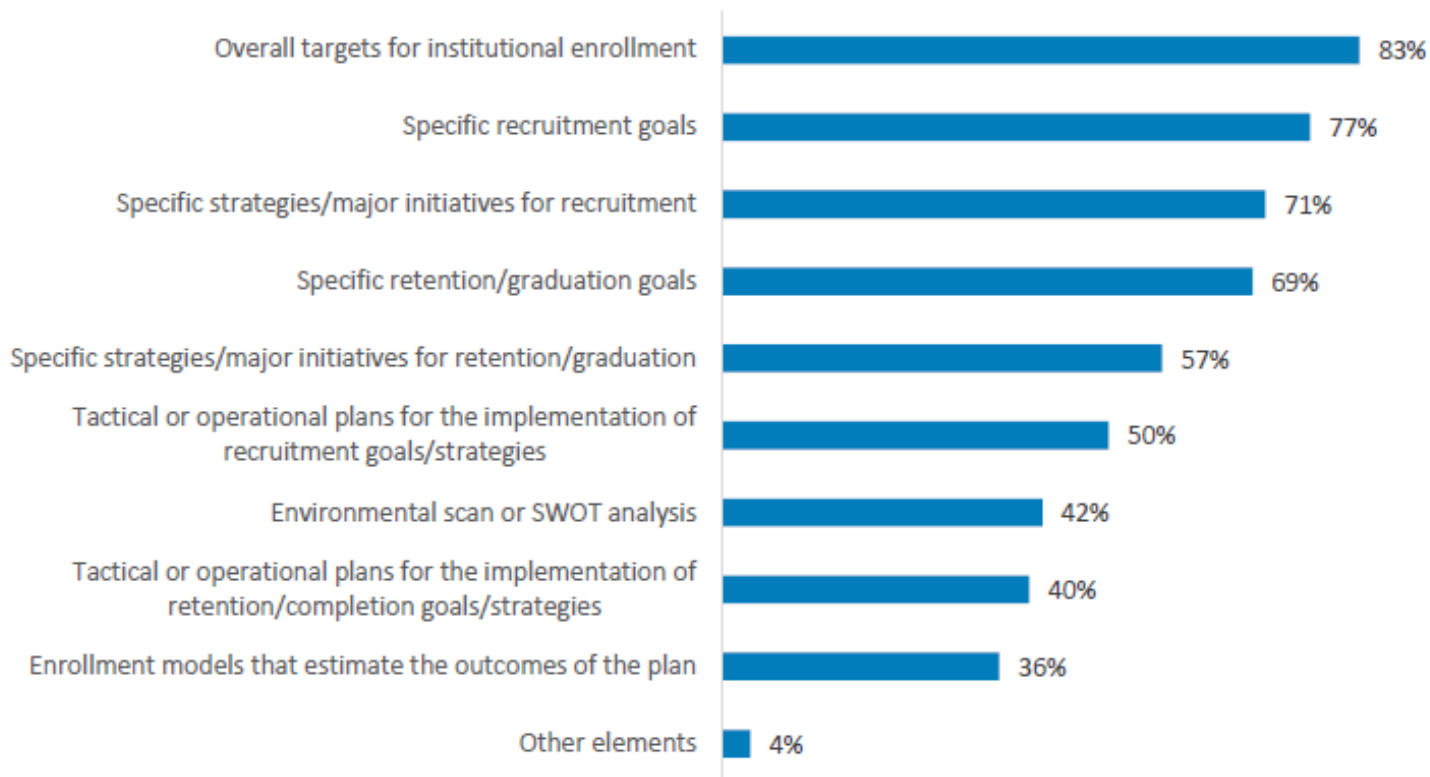
Figure 2: Opinion about how often the SEM plan is referred to when making student-centric policy and practice decisions





AACRAO Survey

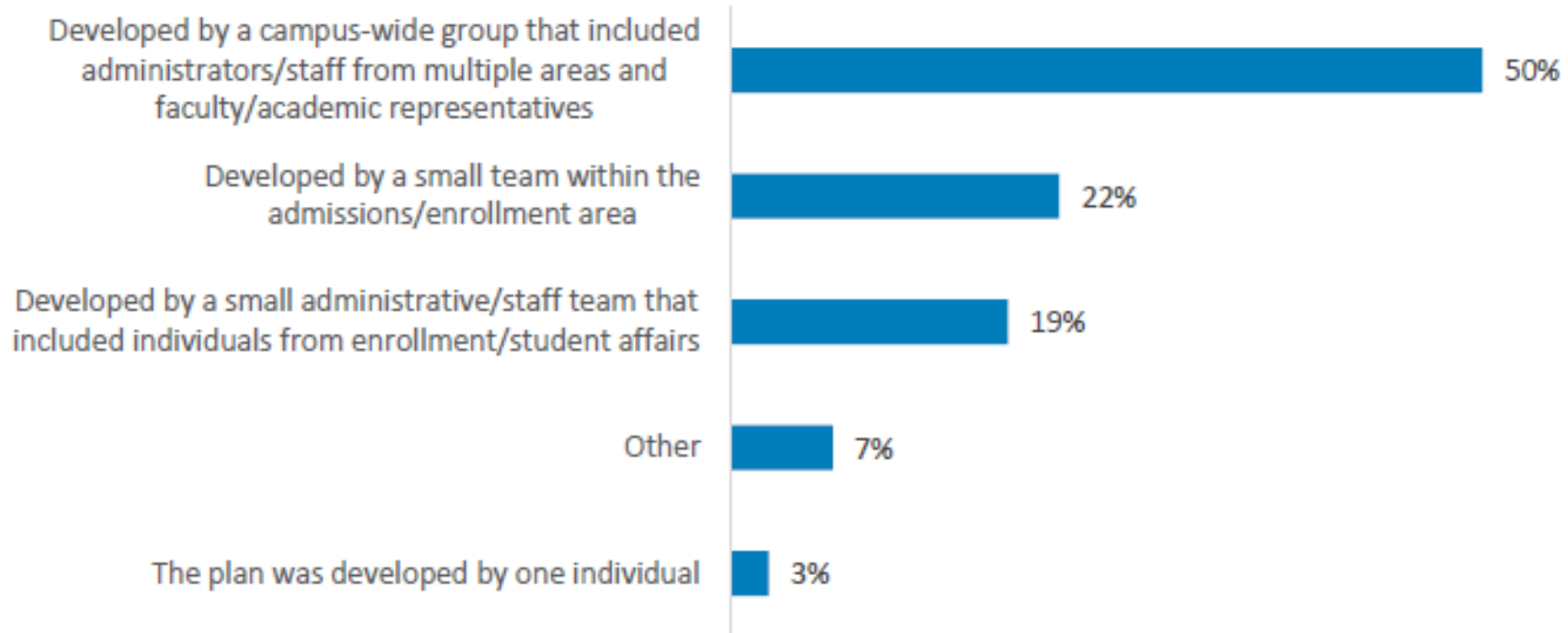
Figure 4: Elements of the SEM plan (all that apply)





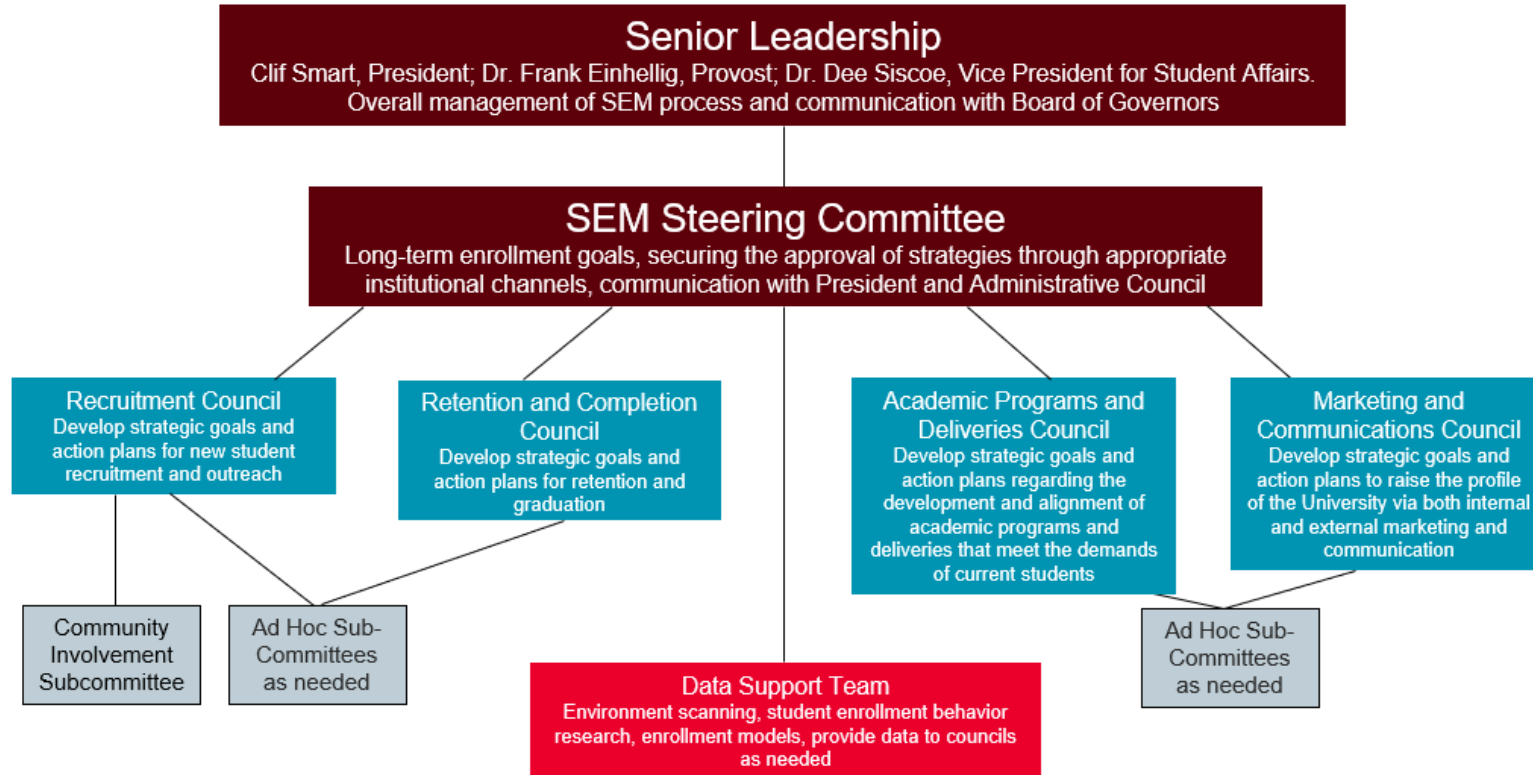
AACRAO Survey

Figure 5: Source of the SEM Plan



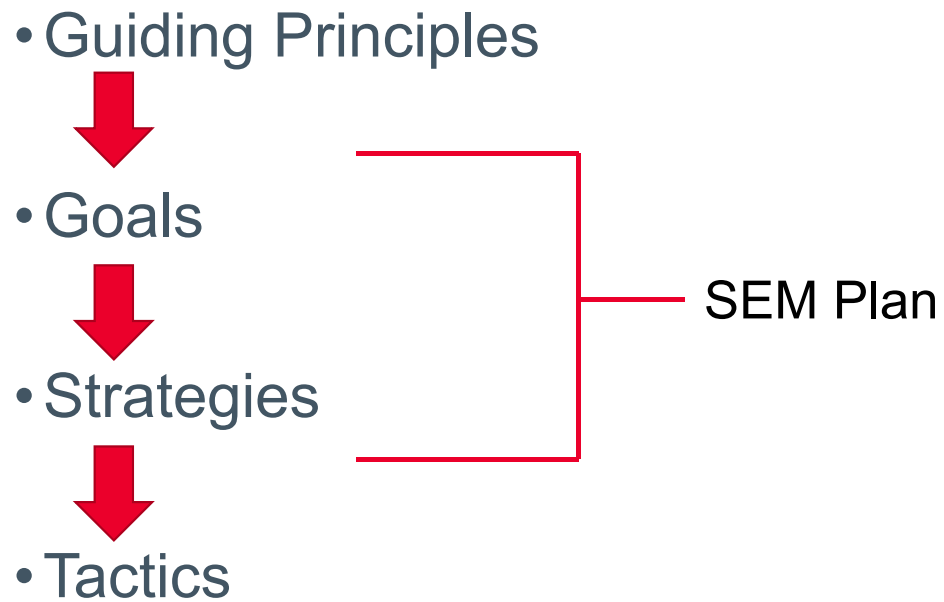


Missouri State SEM Committee Structure





SEM Plan Development





SEM Guiding Principles

- Stabilize enrollment short term
- Grow enrollment in targeted areas
- Improve retention
- Facilitate successful degree and credential completion
- Broaden access to underserved populations
- Identify new and emerging academic programming that meets student and workforce demands
- Equip students for successful career outcomes
- Employ actions and modify processes that eliminate barriers that impair student success.
- Raise the profile of the University
- Develop a culture of enrollment growth among faculty, staff, and students



SEM Goals

1. RECRUITMENT

By 2026, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.By 2026, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

2. STUDENT SUCCESS/RETENTION

By 2026, increase the first to second year undergraduate student retention rate by 5% and improve persistence at other critical transition points across both the undergraduate and graduate levels.



SEM Goals

3. STUDENT SUCCESS/UNDERSERVED POPULATIONS

By 2026, increase the number of African American, Hispanic/Latino/Latinx, first-generation, and Pell-eligible students enrolled by 3% and improve the persistence rate of underrepresented students by 5%.

4. CLIMATE GOAL

By 2026, increase equity, and improve institutional support, experience, and overall climate for historically underrepresented, underserved, and under-resourced students, faculty, and staff.



SEM Goals

5. GRADUATION/COMPLETIONS

By 2026 increase the number of credentials (e.g., degrees and certificates) awarded to 5,800 per year.

6. FINANCIAL PREPAREDNESS

By 2026, decrease the average loan debt of undergraduate students by 5% after inflation.

7. RAISE THE PROFILE

Raise the profile of the University's academic quality through the pursuit of new and emerging academic programs and delivery modes, enrichment of existing curriculum and research, and equipping of students for successful career outcomes that meet workforce demands.



Current Initiatives

RECRUITMENT

- **Waived the undergraduate application fee** for fall 2020 and **released the Common App** on September 18. We have experienced a positive trend regarding applications.
- **Launched a new communication plan** via the CRM to notify applicants of items needed to complete their application; includes email and text messages.
- **Creating an application station in the Welcome Center** offering prospective students the opportunity to apply for admission while visiting campus.
- **Social media, digital recruitment, and website retargeting** to encourage high school seniors to apply to Missouri State.
- **Facebook and Instagram ads.** Also, retargeting students who land on the “apply now” webpage from these ads and do not access the application link.
- **Development of a Academic Advisement and Transfer Center** to provide more robust support for transfer students in their transition to MSU.



Current Initiatives

RETENTION

- **FastTrack and Finish Line** grant programs for adult students and students close to graduating.
- **Texting pilot program.** Example campaigns include: unregistered students, students with lower grades in GEP 101 at midterm, first gen students, advising appointment reminders, and FAFSA notifications, and registration deadlines and reminders.
- **College proactive advising program.** This is our 3rd cohort of proactive advisors helping first gen students transition effectively to MSU. Trained 10 new faculty advisors. Advisors will make four contacts with advisees in fall and spring semesters.
- **Academic assistance** offered to students through academic coaching in Center for Academic Success and Transition. Assistance in time management, goal setting, and learning styles.
- **GEP 101.** Fifth year to offer college and first generation sections to support student retention. 38 of the 77 sections are now designated as college or first gen focused.
- **BearsLead** is a program for incoming freshmen from diverse backgrounds to help in their transition to Missouri State University.



Timeline

Item	Date
Steering Committee meeting	February 5, 2020 10-11 am
Update at Board of Governors meeting	February 21, 2020
Councils submit draft strategy list, begin prioritizing list of new strategies and current inventory	March 1, 2020
Councils submit final strategy list with priorities. Councils begin drafting tactics with timelines if they have not already done so	April 1, 2020
Councils submit tactics	May 1, 2020
Update at Board of Governors meeting	May 14, 2020
Steering Committee submits final SEM plan, including goals and strategies.	June 1, 2020



SEM Communication Tools

- Enrollment Management and Services [blog](#)
- SEM [Interest form](#)
- SEM [website](#)

ENROLLMENT MANAGEMENT AND SERVICES

Welcome and thanks!

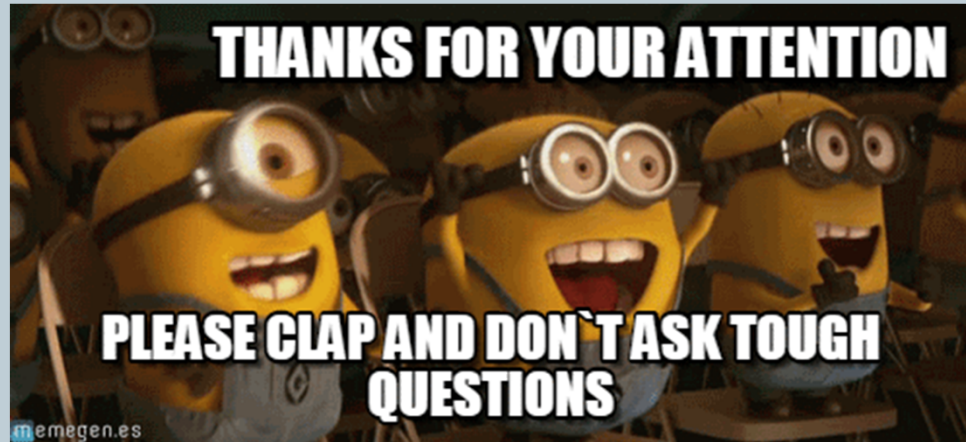
September 20, 2019 by [Rob Hornberger](#)



Welcome to the MSU Enrollment Management and Services blog. This site will be used to post information about enrollment management at MSU and updates regarding our SEM plan initiative.

If you would like to express interest in helping with the SEM plan initiative or provide input, an [MSU Strategic Enrollment Management Plan Interest Form](#) is available for you to complete.

Thank you for your support of the SEM plan initiative.



ROB HORNBERGER, Ed.D

Enrollment Management & Services

RobHornberger@missouristate.edu

417-836-5521, @HornbergerRob



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