SEM Townhall

January 29, 2020

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Agenda

- Opening Remarks, President Smart

- Enrollment/data update

- SEM goals

- Student Involvement, Abdillahi Dirie, Student Body President

- Strategy updates from councils

- Timeline

- Feedback and questions

Questions and Feedback

HOW TO PROVIDE FEEDBACK AFTER PRESENTATION

During Townhall

- Tweet your question to @missouristate using #MOStateSEM

- Fill out a card

- Ask via microphone during presentation

After Townhall

- Drop card in tub when exiting

- Contact Rob Hornberger, RobHornberger@missouristate.edu

- Complete SEM Interest form

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Enrollment Update

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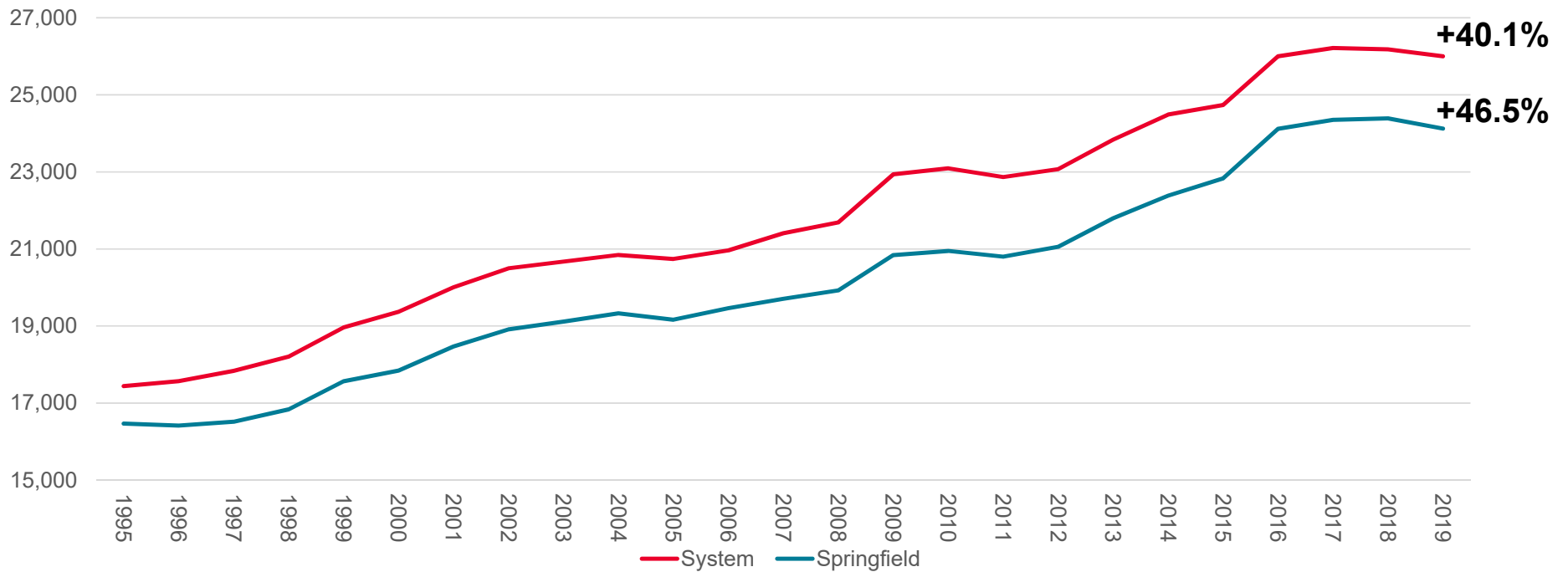UNIVERSITY

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
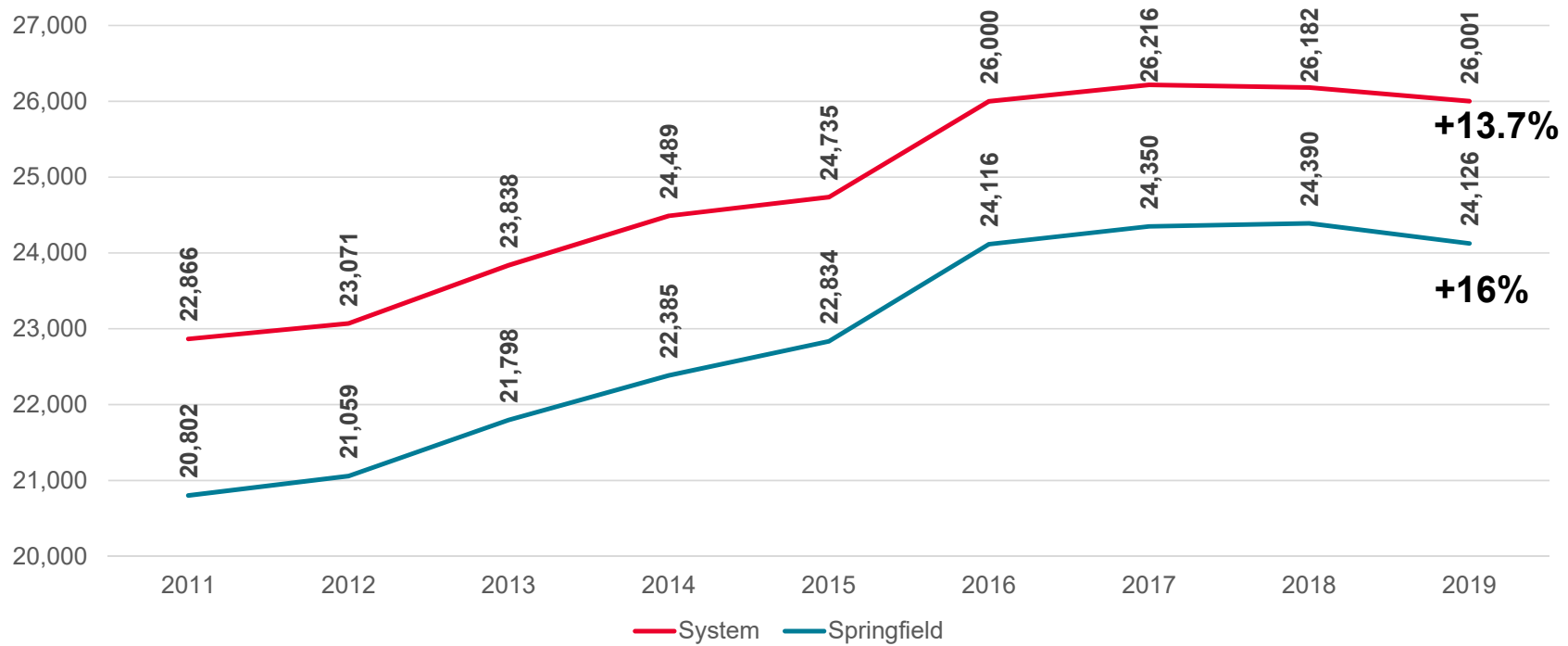
- Grew **_20 of the last 22_** years

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MSU Enrollment Trend

FALL 2011 TO FALL 2019

Reasons for Declining Enrollment

- Earlier graduation

- Fewer high school graduates

- Fewer transfer students (declining community college enrollment)

- Declining international enrollment
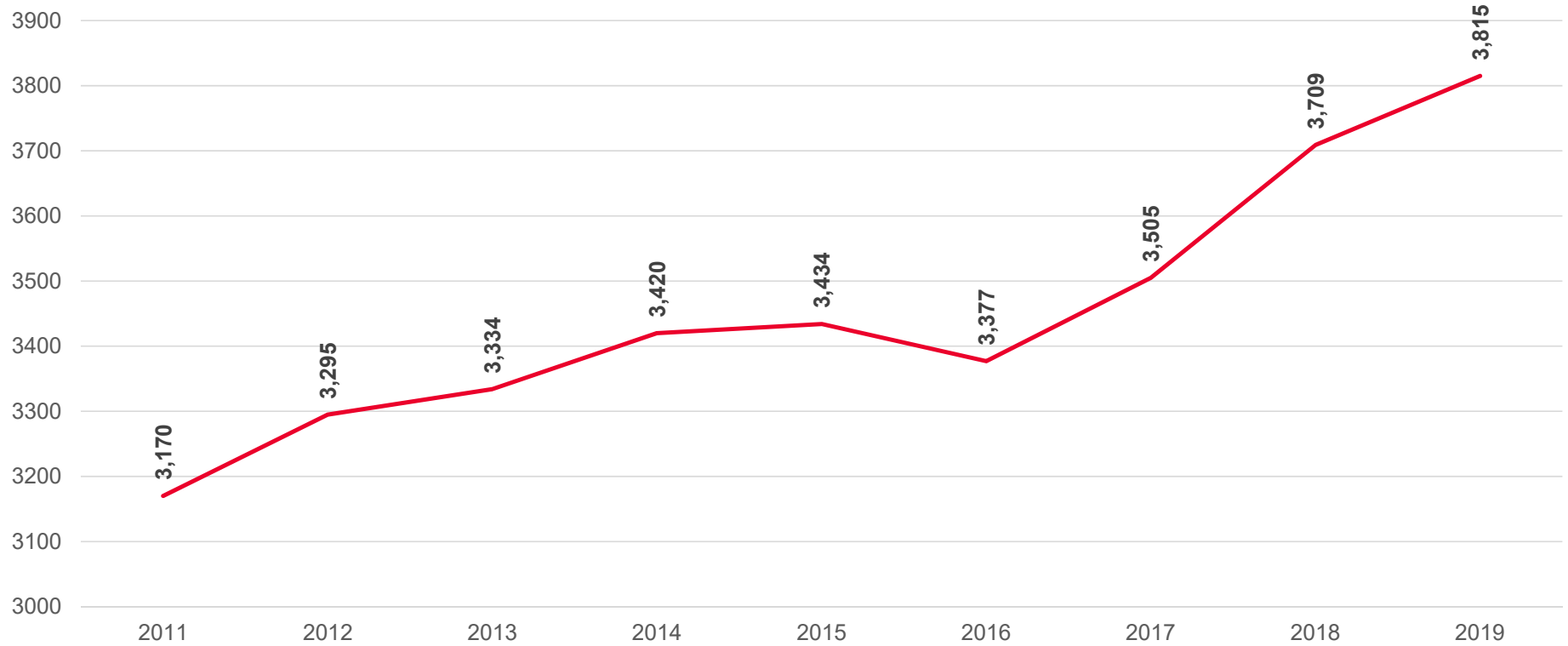
- Full employment

- Increased competition

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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%**

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Graduate Student Enrollment

Dual Credit Enrollment

A line chart showing Dual Credit Enrollment from 2011 to 2019.

Year	Enrollment
2011	1,768
2012	1,918
2013	2,015
2014	2,134
2015	2,151
2016	2,782
2017	2,810
2018	2,929
2019	3,456

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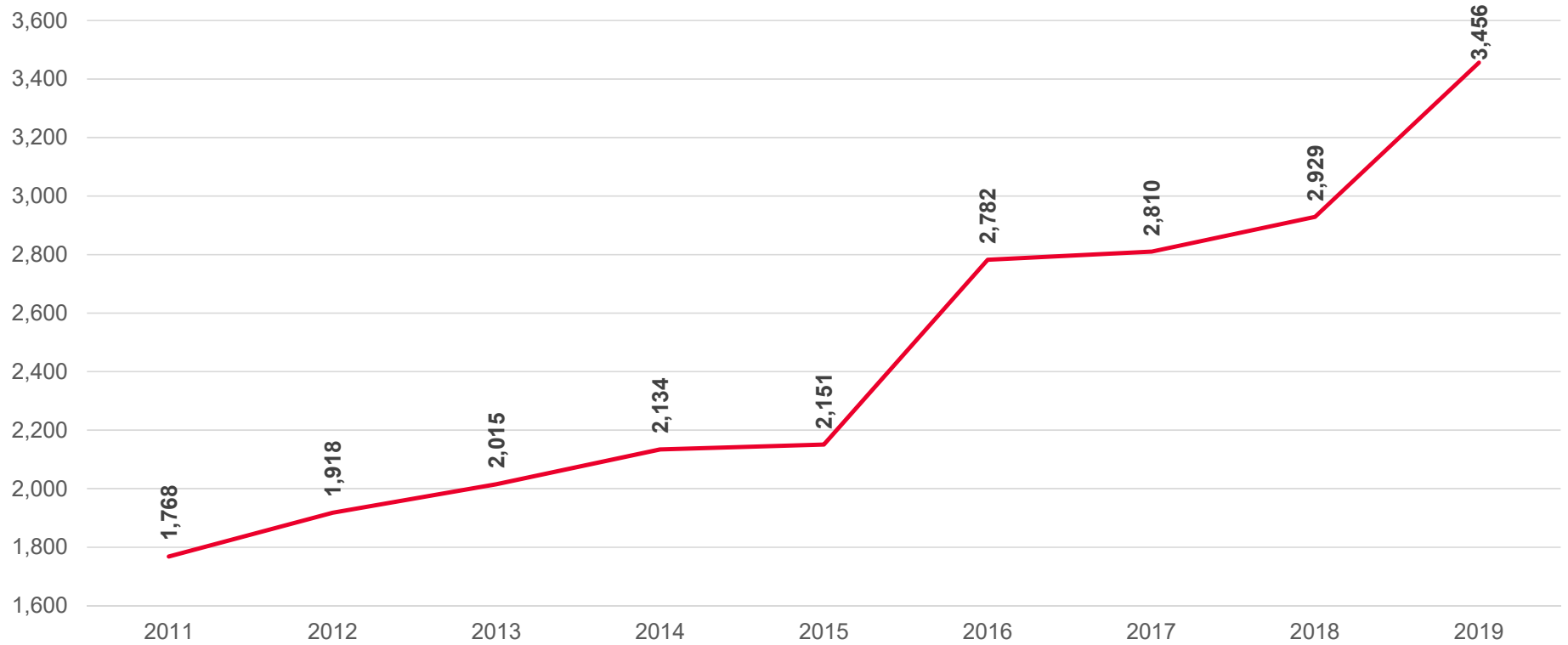
If Fall 2020 FTNIC's, Transfer and Readmits Are the Same As Fall 2019

	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**

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First to Second Year Retention Rate

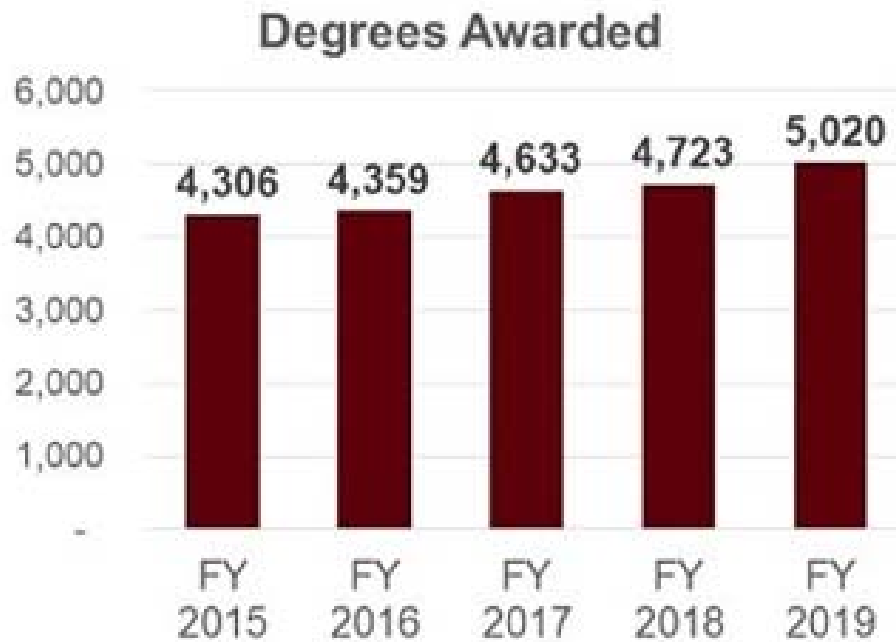**FIRST-TIME FULL-TIME NEW IN COLLEGE STUDENTS**

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

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Degrees and Certificates Awarded*

Degrees Awarded

4,306	4,359	4,633	4,723	5,020
FY 2015	FY 2016	FY 2017	FY 2018	FY 2019

Certificates Awarded

173	282	301	461	470
FY 2015	FY 2016	FY 2017	FY 2018	FY 2019

*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.

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Current Initiatives

RECRUITMENT

- **Waived the undergraduate application fee** for fall 2020 and **released the Common App** on September 18.

- **Launched a new communication plan** via the CRM (customer relationship management) system.

- **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**.

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Current Initiatives
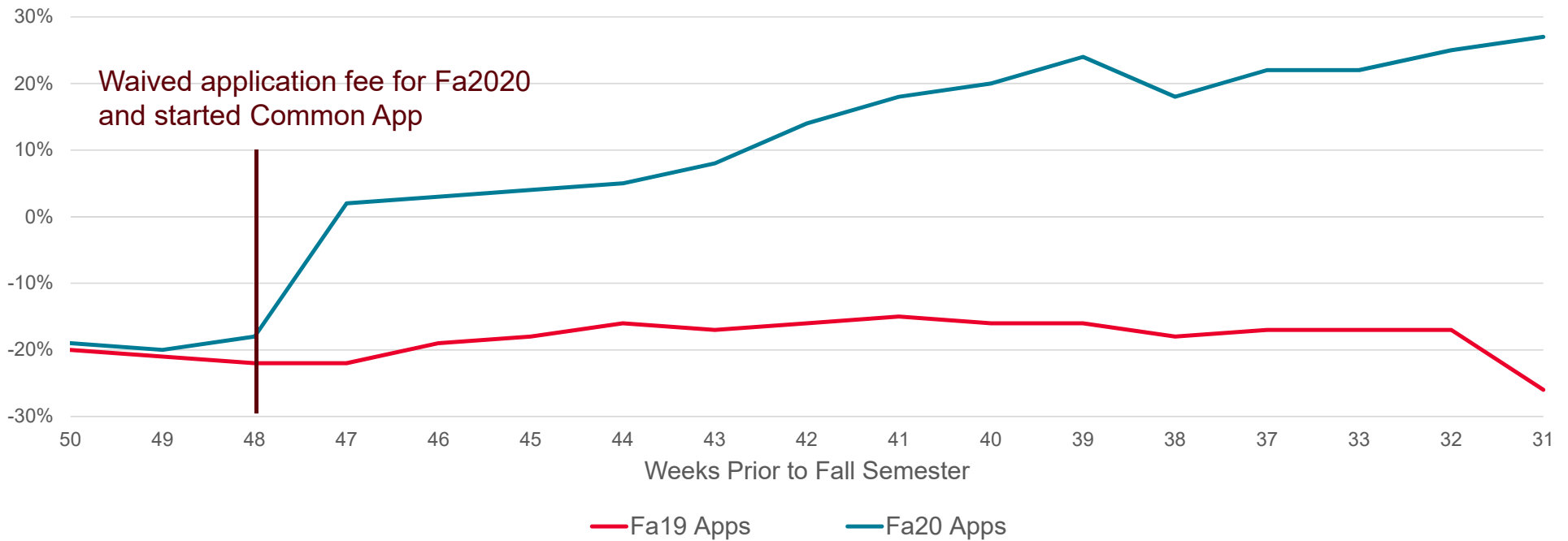
- **New Academic Advising and Transfer Center**

- **FastTrack and Finish Line** grant programs for adult students and students close to graduating.

- **Texting pilot program.** Advising centers, Financial Aid, Registrar

- **College proactive advising program.** Helping first gen students transition effectively to MSU.

- **Academic assistance** via academic coaching in Center for Academic Success and Transition.

- **GEP 101.** Academic college and first generation sections to support student retention.

- **BearsLead.** Support to incoming freshmen from diverse backgrounds with transition to MSU.

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Applications Comparison

FALL 2019 VS FALL 2020 FTNIC APPLICATIONS

Waived application fee for Fa2020 and started Common App

Weeks Prior to Fall Semester

Fa19 Apps   Fa20 Apps

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Fall 2020 Indicators for FTNICs

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

- **Applications** as of 1/25/2020
  - 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 1/25/2020
  - Down 386 (23.9%)
  - No more early bird deadline

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Data Sources

- Institutional Research – Bear Stats, Fact Book, Diversity Report

- Enrollment Management – Enrollment summaries, department resources

- Bear Intelligence

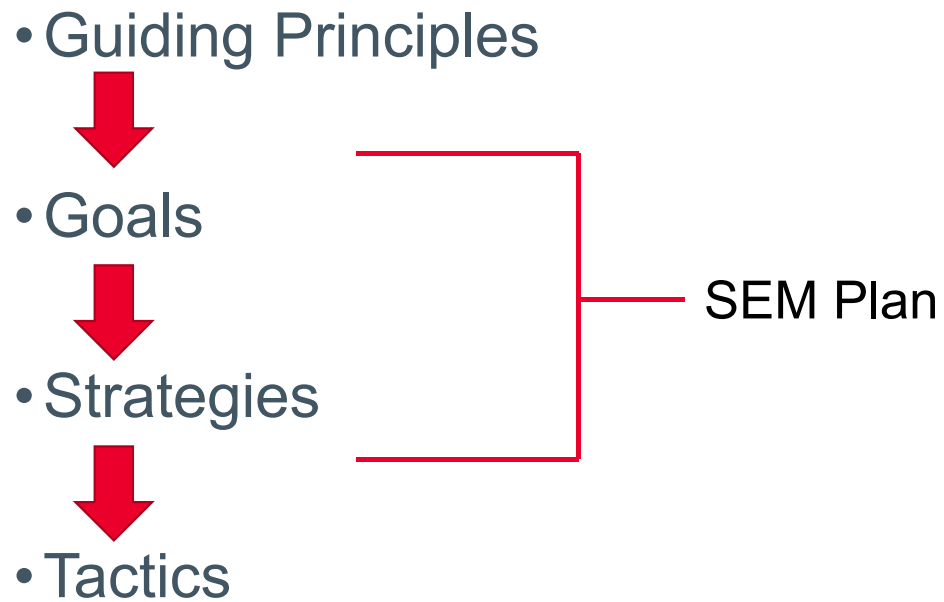- Key Performance Indicators

- State Performance Funding measures

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SEM Plan

SEM Plan Development

- Guiding Principles

   ↓

- Goals

   ↓

- Strategies

   ↓

- Tactics

SEM Plan

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 programing 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

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SEM Goal #1

RECRUITMENT

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

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SEM Goal #2

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.

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SEM Goal #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%.

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SEM Goal #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.

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SEM Goal #5

GRADUATION/COMPLETIONS

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

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SEM Goal #6

FINANCIAL PREPAREDNESS

By 2026, decrease the average loan debt of undergraduate students by 5% after inflation.
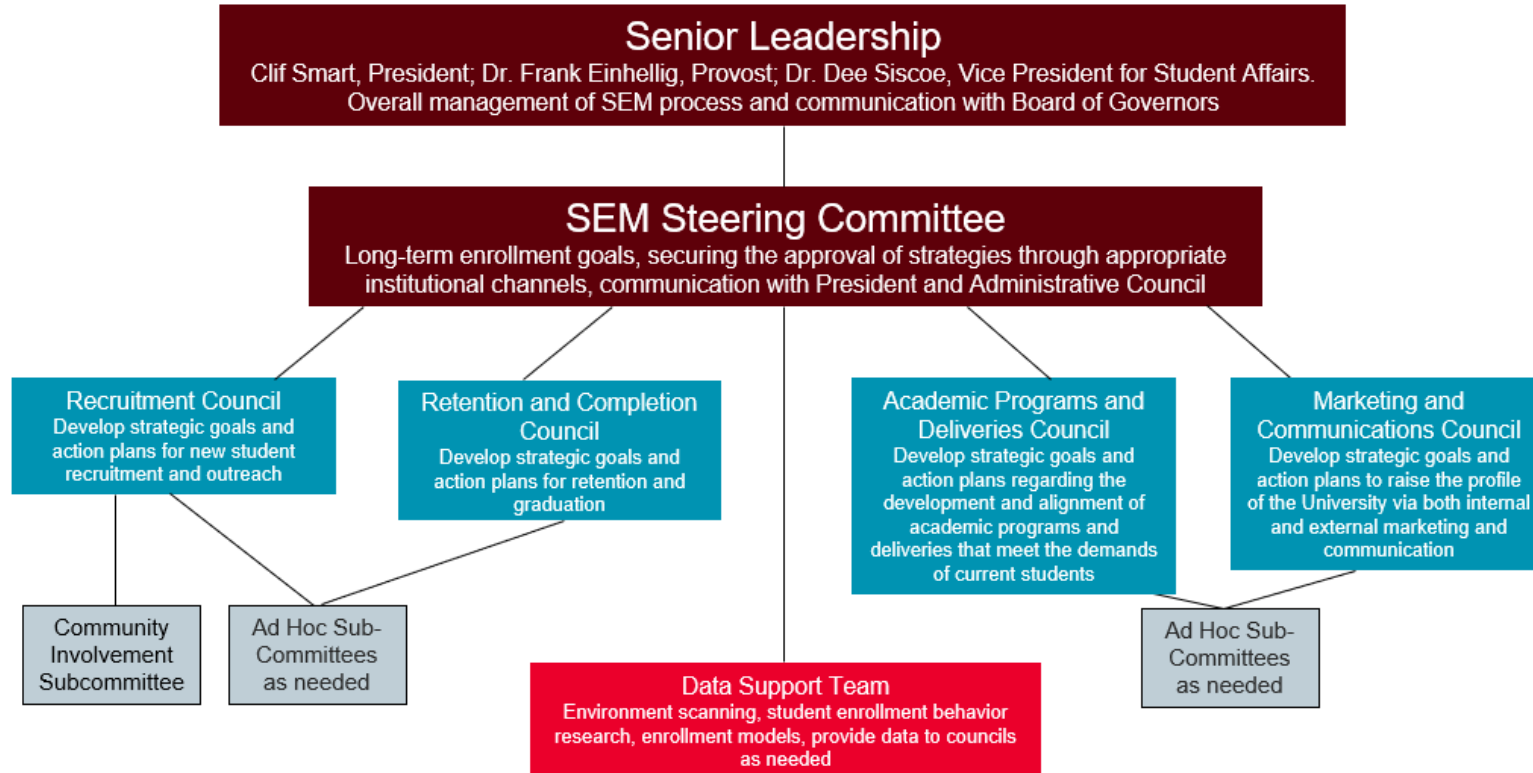
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SEM Goal #7

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.

Missouri State SEM Committee Structure

Senior Leadership
Clif Smart, President; Dr. Frank Einhellig, Provost; Dr. Dee Siscoe, Vice President for Student Affairs.
Overall management of SEM process and communication with Board of Governors

SEM Steering Committee
Long-term enrollment goals, securing the approval of strategies through appropriate institutional channels, communication with President and Administrative Council

Recruitment Council
Develop strategic goals and action plans for new student recruitment and outreach

Retention and Completion Council
Develop strategic goals and action plans for retention and graduation

Academic Programs and Deliveries Council
Develop strategic goals and action plans regarding the development and alignment of academic programs and deliveries that meet the demands of current students

Marketing and Communications Council
Develop strategic goals and action plans to raise the profile of the University via both internal and external marketing and communication

Community Involvement Subcommittee

Ad Hoc Sub-Committees as needed

Ad Hoc Sub-Committees as needed

Data Support Team
Environment scanning, student enrollment behavior research, enrollment models, provide data to councils as needed

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Steering Committee

	First Name	Last Name	Area
1	Rob	Hornberger (co-chair)	Enrollment Management
2	Tammy	Jahnke (co-chair)	CNAS
3	Brad	Bodenhausen *	International Services
4	Jeff	Coiner	Information Services
5	Tom	Dicke	CHPA, Past Faculty Senate Chair
6	Lahi	Dirie	SGA
7	Steve	Foucart	Financial Services
8	Julie	Masterson *	Graduate College
9	Saibal	Mitra	CNAS, Faculty Senate Chair
10	Wes	Pratt	Diversity and Inclusion
11	Suzanne	Shaw	Marketing and Communications
12	Christina	Simmers*	COB
13	Kelly	Wood *	Center for Academic Success and Transition
*Also a subcommittee co-chair			

Data Support Team

First Name	Last Name	Area Represented
Theresa	McCoy (co-chair)	Information Services
Michelle	Olsen (co-chair)	Institutional Research
Sree	Acharya	Information Services
Clement	Balasundaram	Financial Services
Lakan	Drinker	Graduate College
Brian	Edmond	Information Services
Keri	Franklin	Assessment
Chelsey	Giles	Financial Aid
Ben	Metzger	Admissions
Kristi	Oetting	Registrar
Anna	Pellegrini	Student Representative
Megan	Schiller	Institutional Research
Natalie	Seever	Advancement
Siyu	Wang	CHPA

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Community Involvement Subcommittee

First Name	Last Name	Area Represented
Rachelle	Darabi (co-chair)	Provost's Office, Center for Community Engagement
Brent	Dunn (co-chair)	Advancement
A.M.	Baker	Childhood Ed & Family Studies
Chris	Barnhart	CNAS
Andrew	Bradley	Alum
Cole	Howerton	Student Representative
Kyoungtae	Kim	CNAS
Juan	Meraz	Diversity and Inclusion
Kathy	Nordyke	Citizenship & Service Learning
Arbindra	Rimal	COAG
Chase	Stockton	Student Representative
Robert	Westenberg	COAL

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Student Involvement in SEM

ABDILLAHI DIRIE, STUDENT BODY PRESIDENT

- Representation on Steering Committee and each council

- Met with SGA cabinet on September 30

- Presentation to SGA on November 12

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Recruitment Council

First Name	Last Name	Area Represented
Brad	Bodenhausen (co-chair)	International Programs
Nechell	Bonds (co-chair)	Admissions (undergraduate)
Antoinette	Barffour	COAL
Chris	Craig	Provost's Office
Brian	Edmond	Information Services
Stacey	Funderburk	Marketing and Communications
Algerian	Hart	Graduate College
Heather	King	Scholarships
Ben	Metzger	Admissions
Joye	Norris	Outreach
Sarah	Powell	MCHHS
Jorge	Rebaza-Vasquez	CNAS
Ethan	Schroeder	Student Representative
Jon	Turner	COED
Elizabeth	Walker	COAG

Assigned SEM Goals

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

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

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

Recruitment Council

STRATEGY THEMES

- Improve internal and external communication to result in cohesive and relevant messaging to recruitment sub-populations – with clear accountability for consistent implementation across administrative and academic units.

- Refine our ability to use data effectively through targeted search and predictive modeling as part of overall recruitment strategy.

- Increase emphasis on relationship-building with constituent audiences and maximize the impact of campus visits on prospective students.

- Reduce barriers by adapting university structures and processes that are not conducive to student recruitment and success – especially among underserved, historically marginalized, and non-traditional students.

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Retention and Completion Council

First Name	Last Name	Area Represented
Michele	Smith (co-chair)	Student Affairs and Multicultural Services
Kelly	Wood (co-chair)	Center for Academic Success and Transition
John	Chuchiak	CHPA
Sandy	Culver	COB - Staff
Carole	Douglas	Residence Life, Housing, and Dining Services
Lyle	Foster	CHPA
Rebecca	Harbaugh	Office of the Registrar
Ross	Hawkins	Academic Advisement Center (transfer)
Aimee	Hendricks	Student Representative
Cindy	MacGregor	COED
Judith	Martinez	COAL
Tayo	Obafemi-Ajayi	CNAS
Kelly	Rapp	Career Center
Sarah	Williams	Information Services
Rebecca	Woodard	MCHHS

Assigned SEM Goals

2. 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.

3. 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%.

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

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

Retention and Completion Council

STRATEGY THEMES

- Develop a campus-wide early alert system and relevant interventions for first- and second-year students.

- Elevate the role and rewards of advising to improve student success.

- Strengthen faculty and staff responsibility to become more culturally conscious.

- Strengthen programs that recruit and retain diverse faculty and staff.

- Enhance support services for students who historically have been less likely to persist.

- Review and recommend removal of barriers that prevent progress in major and completion.

- Identify unmet financial need and reduce loan debt.

Academic Programs and Deliveries Council

First Name	Last Name	Area Represented
Julie	Masterson (co-chair)	Graduate College
Dave	Meinert (co-chair)	COB
Rachel	Anderson	Business Incubator, Economic Development
Heidi	Backes	COAL
Jen	Cox	Administrative Services
Monica	Feeney	MCHHS
Nancy	Gordon	Faculty Center for Teaching and Learning
Chuck	Hermans	COB
Hayden	Hollingsworth	Student Representative
Shannon	Holt	Office of the Registrar
Gary	Michelfelder	CNAS
Rob	Moore	Financial Aid
Jessica	Nelson	COED
Kent	Ragan	COB
David	Rohall	CHPA
Christi	Sudbrock	COAG

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

7. 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 [40] meet workforce demands.

Academic Programs and Deliveries Council

STRATEGY THEMES

- Ensure faculty and staff have access to key performance indicators (KPIs) related to admission, retention, completion and placement to ensure a more robust annual and cyclic program review process.

- Ensure pertinent departmental/program information is readily available to current and prospective students.

- Enhance efforts to expand enrollment and increase retention, completion, and placement rates.

- Identify and address barriers to alternative delivery models.

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Marketing and Communication Council

First Name	Last Name	Area Represented
Stacey	Funderburk (co-chair)	Marketing and Communications
Christina	Simmers (co-chair)	COB
Rhonda	Bishop	COED
Karen	Engler	MCHHS
Brett	Garland	CHPA
Stephanie	Hein	CNAS
Adja	Jones	Athletics
Cameron	LaBarr	COAL
Natalie	Mook	COAG
Tara	Orr	Student Representative
Melissa	Price	COB - Staff
Jake	Simmons	COAL
Margie	Stewart	Career Center
Randi	Ulbricht	MCHHS
Raeleen	Ziegler	Veteran Student Center

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Marketing and Communication Council

STRATEGY THEMES

- Ensure messaging is relevant, persuasive, accessible and on-brand.

- Measure internal and external communications efforts through gap analysis.

- Ensure efforts are reaching target audiences.

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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

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SEM Communication Tools

- Enrollment Management and Services blog

- SEM Interest form

- SEM website

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ENROLLMENT MANAGEMENT AND SERVICES

Welcome and thanks!

September 20, 2019 by Rob Hornberger

SEM **Strategic Enrollment Management**

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.

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Questions and Feedback

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