

Strategic Enrollment Management Update

Missouri State University Board of Governors, October 25, 2019

Strategic Enrollment Management Plan Initiative

At the August retreat we discussed a focus on enrollment and announced we would be implementing a strategic enrollment management (SEM) plan. The purpose of a SEM plan is to generate campus buy-in regarding all aspects of enrollment management – recruitment, retention, research, and structure – and ultimately to have a strategic plan to move us forward with direction and intentionality. The timeline for the SEM plan is: March 1 – drafts from each council, April 1 – plan draft, June 1 – final plan. We have experienced a lot of positive progress in this initiative.

Organizational Structure, Councils, Committees

An organizational structure was created to implement the plan. Four major functions related to enrollment management have been addressed with this structure – Recruitment, Retention and Completion, Academic Programs and Deliveries, and Marketing and Communications. A data support team to support all councils with research, data, and systems is meeting weekly. Specific charges were developed for each team. And various subcommittees (e.g., Dual Credit, Community Involvement, Communication Materials Review) to address various topics at a deeper level have been developed.

SEM Kickoff Event

On September 18, a campus wide representation of over 200 faculty, staff, and students attended a SEM kickoff event. President Smart gave a presentation regarding our current enrollment status. An expert speaker on SEM from our new consulting partner spoke on current trends in enrollment management and how a campus successfully engages in enrollment management. Then, Dr. Rob Hornberger shared the overview of the SEM planning process. Finally, participants went to break-out groups to further discuss the purposes and logistics of the committees for which they were assigned.

SEM Communications Campus-wide Involvement

Following the kickoff event, an Enrollment Management and Services blog was created so that centralized announcements can be made and a SEM Plan Interest Form was created so that those individuals on campus not initially assigned to a committee have a mechanism for volunteering to be involved and/or provide feedback. We've received over 75 submissions in addition to the 97 people assigned to committees, which indicates strong campus-wide support of this effort.

Progress Report

Councils have submitted their first round of progress reports. Topics and actions thus far:

- **Recruitment Council** – Focusing on seven areas of recruitment: diversity, high ability, transfer, freshmen, international, outreach, graduate.
- **Retention and Completion** – Identifying barriers to student success; evaluating high impact practices; and focusing on first-time new in college students, transfers, and various subpopulations. Also, coordinating with the Faculty Senate committee on retention.
- **Academic Programs and Deliveries** – Focus on developing an interdisciplinary structure for supporting new and existing academic programs, including outside expertise that evaluates market demand, revenue projection, etc.
- **Marketing and Communications** – Reviewing internal and external communication through an inventory and gap analysis.

Additional Benchmarks

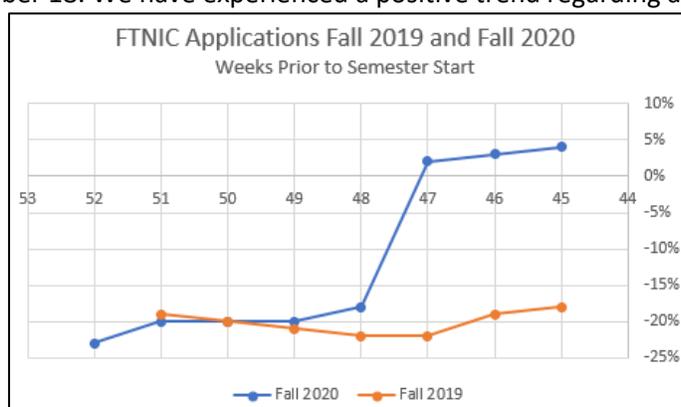
Several additional benchmark events to help ensure continued progress are: a) a consultant visit, including workshops on strategic goal development for council members; b) a progress report by councils due by the end of the fall 2019 semester; and c) a campus-wide townhall meeting planned for January 29 to provide updates on progress and opportunities for feedback to the campus community.

Immediate Impact Initiatives

While the SEM plan is a long-term approach, we are also focused on initiatives that have a more immediate impact.

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 new transfer center** to provide more robust support for transfer students in their transition to MSU.

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.