

Strategic Enrollment Management Update

Missouri State University Board of Governors, February 21, 2020

SEM Goals

The SEM goals were presented at the December BOG PPC meeting. Final wording was applied and the goals have been published. Below are the seven goals.

1. Recruitment

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.

3. Student Success/Underserved Populations

By 2026, increase the number of African American, Hispanic/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, improve the perceptions of institutional support and overall climate satisfaction for historically marginalized students, faculty, and staff.

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.

SEM Strategies

The next phase in the process is to develop 3-5 major strategies that support each goal. To achieve this, each SEM council was assigned several of the goals with the responsibility of creating strategies. Each goal has more than one council assigned so overlap is intentional and collaboration between councils is essential. Strategies are being proposed and finalized. Below are proposed strategy themes from each council.

Recruitment Council (Goals: 1, 3, 4, and 6)

- 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.

Retention and Completion Council (Goals: 2, 3, 5, and 6)

- 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 (Goals: 2, 4, 5, and 7)

- 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.

Marketing and Communication Council (Goals: 1, 4, 6, and 7)

- Ensure messaging is relevant, persuasive, accessible and on-brand.
- Measure internal and external communications efforts through gap analysis.
- Ensure efforts are reaching target audiences.

SEM Townhall

A campus-wide townhall meeting was held on Wednesday January 29 in the PSU Theater. The purpose of this event was to give an update and collect feedback at the approximate halfway point in the SEM process. We had an encouraging attendance representing a wide range of areas of the University. The presentation included opening remarks from President Smart, an enrollment update, presentation of the SEM goals, information from the Student Body President on student involvement in SEM, and updates from each council regarding strategy themes. Time was allotted for attendees to provide feedback and ask questions, resulting in a productive dialogue.

