SEM Plan Update

BOARD OF GOVERNORS MEETING

Dr. Rob Hornberger, Associate Vice President for Enrollment Management & Services
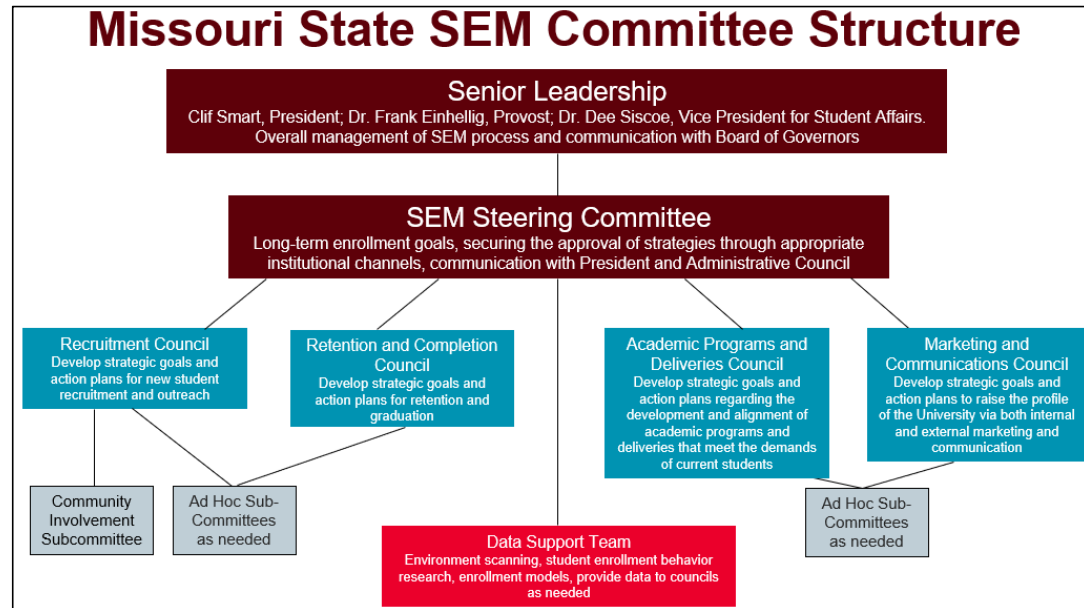
Dr. Tammy Jahnke, Dean of the College of Natural and Applied Sciences

September 11, 2020

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SEM Plan Review

Due	Item
September 18, 2019	SEM Kickoff
October 25, 2019	SEM update to BOG
November 3-6, 2019	Attended SEM conference
November 11-13	SEM consultant on campus
December 12, 2019	BOG approval of SEM goals
January 29, 2020	SEM Townhall Meeting
February 21	SEM update to BOG
April 1, 2020	Councils submit strategies
May 1, 2020	Strategies finalized; tactics drafted
June 1, 2020	SEM plan finalized for BOG

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

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

Ad Hoc Sub-Committees as needed

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Status Prior to Pandemic

- Guiding principles ✅

- Goals finalized ✅

- Strategies draft ✅

- Next steps: ❌

  - Writing of plan for June BOG meeting

  - Development of tactics, sustainability, implementation, and maintenance

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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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III
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/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.

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.

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Challenges Ahead

PRE-PANDEMIC ISSUES

- High school graduates
  - Plateau for next five years, then significantly drop
  - Racial/ethnic mix will continue to shift significantly toward a more diverse population
  - Large growth in potential first-generation college students
- Community college enrollment decline
- Economy
- Students graduating earlier
- Value of a degree

Statewide Projections of High School Graduates in MISSOURI
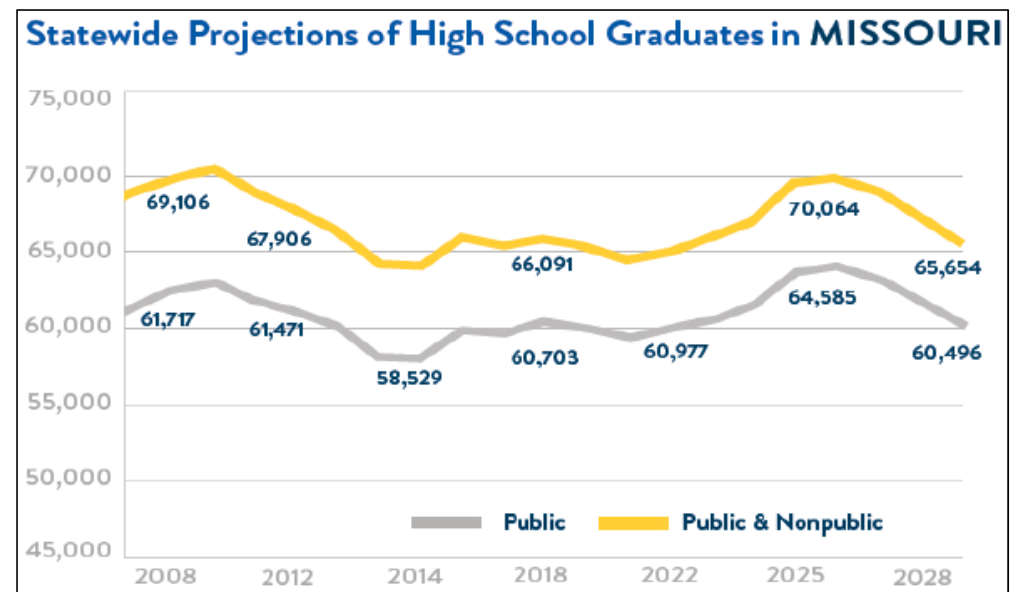
Adjustments to SEM Process

- Narrow scope
  - Transferred two goals to LRP, Collapsed one goal into two existing
- Steering Committee membership
- Downsize councils (4 to 2)
- Reassess goals
  - Changing circumstances
  - Fluidity
  - Baseline?
- Timeline: December BOG meeting

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Draft Goals

- Goals reassessed
- Introduction language added
- Two goals removed
- One goal collapsed

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Fall 2020 will serve as the baseline for the below goals. While 2026 exists as the target date, because of varying internal and external circumstances (e.g., demographic shifts, the economy, university funding, challenges related to the pandemic, significant hindrances regarding international students), the SEM Steering Committee will annually review goals and adjust accordingly with approval from the Senior Leadership Team. In addition to recent factors, a historical enrollment perspective will be considered as well.

1. Outreach and Recruitment
By 2026, with particular focus on targeted student populations, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

2. Retention and Student Success~~Student Success/Retention~~
By 2020, 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 with particular attention to African American, Hispanic/Latino/Latinx, first-generation and Pell eligible students.~~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/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.~~

~~5~~3. Successful Graduation and/or Completion~~s~~
By 2026 increase the number of credentials (e.g., degrees and certificates) awarded to 5,800 per year.

~~6~~4. 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.~~

New Realities

- Freshmen class
- Transfer students
- Online education
- Academic programs
- Technology
- International students
- Economy

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Fall 2020 Beginning of Semester Enrollment

MO FOUR-YEAR PUBLIC UNIVERSITIES

School	Freshman % Change	Continuing Degree Seeking UGs % Change
MO S&T	-3%	-5.2%
MSSU	3%	-16.0%
MSU	-4.8%	-5.2%
MU	-1.5%	4.0%
MWSU	down double digits	down
NWMO	-7.0%	-4.5%
SEMO	-0.6%	-4.8%
Truman	-18%	NA
UCM	-12.8%	-8.5%
UMKC	-10.4%	-1.5%
UMSL	-2.8%	-3.2%

New Questions/Conversations Swirling

- Are there other new realities you perceive that we did not discuss?

- How do we address being aspirational yet realistic?