



2023-2024 Strategic Enrollment Management Action Plan

The Strategic Enrollment Management (SEM) Plan identifies priorities that will be addressed during the upcoming year and, where possible, includes numeric goals. The plan is linked to the [SEM goals and strategies](#) updated in December 2020. This plan will be updated and revised throughout the year, particularly as the SEM Council is reestablished in Fall 2023.

Recruitment

Workstream 1: Grow Fall 2024 Enrollment

- **Output 1.1:** Increase Fall 2024 first-time new-in-college student (FTNIC) enrollment to 2,700 (+5.6%) by continuing to build awareness of MoState Access, emphasizing affordability to key market segments, and increasing the university's in-school visibility to high school students.
Responsible: Rob Hornberger, Teresa Haney, Suzanne Shaw.
Accountable: Zora Mulligan.
- **Output 1.2:** Increase Fall 2024 domestic transfer student enrollment to 1,200 (+6.5%) by evaluating and updating communication efforts to transfer students, increasing integration with admissions systems, increasing messaging on MoState Access, strengthening relationships with community college leaders, and completing/updating master transfer agreements and 2+2 plans.
Responsible: Rob Hornberger, Teresa Haney, Bart Tibbs, Kelly Wood, Jaime Ross. *Accountable: Zora Mulligan.*
- **Output 1.3:** Continue implementation of the university's international enrollment strategy, with a focus on increasing yield in international student admissions and advancing new collaborative programs with international partner universities.
Responsible: Patrick Parnell, Dandan Liu. *Accountable: Brad Bodenhausen.*
- **Output 1.4:** For graduate education, continue lead identification, digital ads, and name purchasing strategy first implemented in Spring 2023 and evaluate return on investment. Complete an inventory of tasks necessary to support all stages of the enrollment funnel in order to identify areas of strength and needs and ensure sufficient support and accountability.
Accountable: Julie Masterson.
- **Output 1.5:** Recognize and celebrate the important role colleges, faculty, and staff play in recruiting students. *Accountable: Zora Mulligan.*

Workstream 2: Implement Strategies to Drive Long-Term Enrollment Growth

- **Output 2.1:** Increase communication with populations that have potential to drive enrollment growth, which could include male, Hispanic/Latino, employer-connected, adult, and homeschool students. *Responsible: Rob Hornberger, Teresa Haney, Jaime Ross, Suzanne Shaw, Brad Bodenhausen. Accountable: Zora Mulligan.*
- **Output 2.2:** Develop pilot on direct admissions¹ to impact enrollment in Fall 2025. *Responsible: Rob Hornberger, Teresa Haney. Accountable: Zora Mulligan.*
- **Output 2.3:** Update/replace Welcome Center branding and technology. *Responsible: Rob Hornberger, Teresa Haney. Accountable: Zora Mulligan.*
- **Output 2.4:** Develop new Outreach sites at Ozarks Technical Community College's Table Rock and Republic campuses. Will impact enrollment beginning Fall 2024. *Responsible: Tim Tucker. Accountable: Zora Mulligan.*

Student Success

Workstream 3: Continue to Make Progress on Retention Goals

- **Output 3.1:** Increase freshman-to-sophomore retention rates by 1% by using survey data to help advisors understand and support student goals, pairing undeclared FTNICs with a career resource specialist to enhance conversations about majors and career paths, and implementing refined messaging and support strategies for first-generation students. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*
- **Output 3.2:** Increase overall retention rates by 1% by increasing the number of course mentors and peer-assisted study sessions and increasing the number of staff trained in success coaching. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*
- **Output 3.3:** Reduce DFW² rates across gateway courses. *Responsible: Academic deans. Accountable: John Jasinski.*
- **Output 3.4:** Establish a work group to review data on student success and develop recommendations about how to increase retention rates for all students, especially those with significant risk factors. The work group will include academic affairs (including

¹ Direct admissions is a process by which colleges make offers of admission to students without requiring them to go through the admissions process first.

² The DFW rate is the percentage of grades of D or F or of students withdrawing entirely from a course.

institutional research), inclusive excellence, information services, student affairs, and student success. *Accountable: Zora Mulligan.*

Workstream 4: Increase Student Engagement

- **Output 4.1:** Increase response rate at the end of program evaluation for URSA. Data shows positive correlation between participation and engagement, but the response rate is 18%. The goal will be to increase the response rate to at least 50% while maintaining the high levels of positive outcomes identified in the 2022 survey. *Responsible: Priscilla Childress, Andrea Weber. Accountable: Dee Siscoe.*
- **Output 4.2:** Create connections between Living Learning Community (LLC) residents and faculty/staff partners through intentional programming and resource sharing. The goal is for 40% of LLC residents to report benefit gained by participating in an LLC. *Responsible: Carole Douglas, Teresa Frederick. Accountable: Dee Siscoe.*
- **Output 4.3:** Increase first-year student participation in fraternity and sorority life by 5% of first-year students by the end of the year. *Responsible: Carlye Genisio, Tara Benson, Terry Weber. Accountable: Dee Siscoe.*
- **Output 4.4:** Launch revised Multicultural Services scholarship programming and track first-to-second year retention/persistence data for students awarded Inclusive Excellence and/or Bears LEAD scholarships. *Responsible: Ryan Reed. Accountable: Dee Siscoe.*
- **Output 4.5:** Track student participation in the new Mental Health Personalized Care Model. Pursue correlation between participation and retention. *Responsible: Allicia Baum, Andrea Weber. Accountable: Dee Siscoe.*
- **Output 4.6:** 1,500 freshmen students will attend at least one Welcome Week activity, as tracked in BearLink. *Responsible: Briar Douglas, Tara Benson, Terry Weber. Accountable: Dee Siscoe.*
- **Output 4.7:** Implement introductory Campus Recreation programs and opportunities focused on the first-year experience. Track outcomes and retention correlations from programs designed to facilitate connections. *Responsible: Ashleigh Lewellen. Accountable: Dee Siscoe.*

Workstream 5: Update Advising Model and Address Policy Issues to Drive Long-Term Success

- **Output 5.1:** Implement changes to the university's advising model, including establishing advising centers at each college. *Responsible: Ross Hawkins/Advising Coordination Work Group. Accountable: Zora Mulligan.*
- **Output 5.2:** Evaluate early alert systems and, if recommended, plan for adoption in the 2024-2025 academic year. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*

- **Output 5.3:** Show students clear pathways to graduation that include curricular requirements and suggest extra- and co-curricular opportunities. Includes communication about strategies to graduate on time. *Responsible: Kelly Wood, Andrea Mostyn. Accountable: Zora Mulligan.*
- **Output 5.4:** Review academic appeals policies and procedures, as well as other policy barriers, and recommend changes. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*

Foundational

Workstream 6: Build Internal Effectiveness

- **Output 6.1:** Reestablish Strategic Enrollment Management Council and committees. *Responsible/Accountable: Zora Mulligan.*
- **Output 6.2:** Finish work on a model to make enrollment projections and explore possibility to build a predictive model. *Responsible: Rob Hornberger. Accountable: Zora Mulligan.*
- **Output 6.3:** Bring Enrollment Management Services and Marketing and Communications leaders together to align on priorities, track progress, and identify opportunities to use the customer relationship management tool more effectively. *Responsible: Rob Hornberger, Suzanne Shaw. Accountable: Zora Mulligan.*
- **Output 6.4:** Implement BearLink system to collect data about student participation in programs and activities led by the Office of Student Affairs.

Workstream 7: Communication

- **Output 7.1:** Develop a communication plan to provide the advising community, faculty, and other stakeholders with updates on progress on advising recommendations and opportunities to engage in the process. *Responsible: Ross Hawkins/Advising Coordination Work Group. Accountable: Zora Mulligan.*

Workstream 8: Encourage Innovation

- **Output 8.1:** Hold an Innovation Accelerator event to identify ideas students, faculty, and staff have for ways to increase student success, save money, or otherwise improve the university. Goal is to have at least 50 ideas submitted and 25 participants. *Responsible/Accountable: Zora Mulligan.*

Workstream 9: Stop Doing/Pause

- **Output 9.1:** Identify programs with low/declining participation and make recommendations on continuation. *Accountable: Zora Mulligan.*

- **Output 9.2:** Explore possibility of reducing time-intensive adult student recruiting/readmissions campaigns by contracting with ReUp. *Responsible: Jaime Ross. Accountable: Zora Mulligan.*
- **Output 9.3:** Reduce number of manual admissions reports by automating processes or using Edify. *Responsible: Rob Hornberger. Accountable: Zora Mulligan.*
- **Output 9.4:** Develop proposal to fund and implement StudentForms, which could significantly streamline processes in the Office of Student Financial Aid if successfully implemented. *Responsible: Rob Moore. Accountable: Zora Mulligan.*