KSU STRATEGIC ENROLLMENT MANAGEMENT PLAN:

Campus Planning Session

May 18, 2018

AGENDA

1

Project Overview and SEM Plan
- Enrollment Landscape
- Project Approach
- Project Framework

2

Panel Discussion
- Student-Centered Approach
- Governance Structure
- Critical Enablers

3

The Path Forward
- Next Steps
- Call to Action
- Community Feedback

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PROJECT OVERVIEW & SEM PLAN

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SEM PLAN:

ENROLLMENT LANDSCAPE

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ENROLLMENT LANDSCAPE
DEMOGRAPHIC SHIFTS: NATIONAL

There are more than 2.6 million fewer students enrolled in higher education in the Fall 2017 semester than there were in the Fall of 2011, the most recent peak.

There are fewer Americans at the traditional 18- to 24-year-old age of college-going. This demographic dip is most **acute in the Midwest** and Northeast.
- Meanwhile, an improving economy has **lured students over 24 back into the workforce**. There were 228,000 fewer people over 24 enrolled this fall than last fall, and 1.5 million fewer than there were in the fall of 2010.

According to a survey by the National Association of College and University Business Officers (NACUBO), **price sensitivity and competition** also play a role. 68% of chief business officers of colleges and universities say the rising cost of tuition has cut into enrollment.

The Western Interstate Commission for Higher Education (WICHE) estimates that no upswing is projected until 2023, and it will be very gradual and comprised increasingly of **low-income racial and ethnic minorities** who are the first in their families to go to college, students who tend to need much more financial aid and academic support.

Institutions are also experiencing a **loss of international students**, and schools in the Midwest have been particularly hard hit — many of them non-flagship public universities that rely heavily on tuition from foreign students.
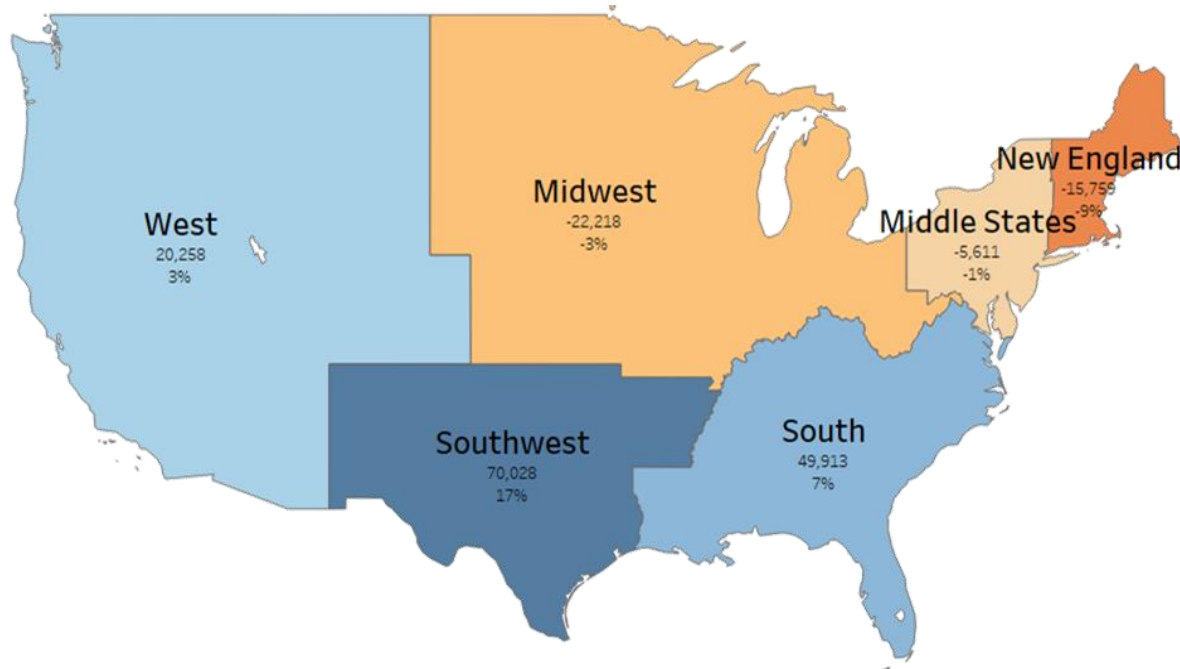- Nationwide, the number of new foreign students declined an average of 7% this past fall, according to preliminary figures from a survey of 500 colleges by the Institute of International Education.

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ENROLLMENT LANDSCAPE
DEMOGRAPHIC SHIFTS: REGIONAL

Demographic changes in the Northeast and parts of the Midwest continue to capture national headlines as colleges and universities compete for ever-shrinking numbers of in-state students.

REGIONAL VARIATION BY COLLEGE BOARD REGION, 2012-13 TO 2024-25

West
20,258
3%

Midwest
-22,218
-3%

New England
-15,755
-9%

Middle States
-5,611
-1%

Southwest
70,028
17%

South
49,913
7%

In addition to the number of students, college and universities must adapt their approach to outreach and engagement due to changes in consumer behavior as well as the differing levels of academic preparation students are bringing to campus.

Source = WICHE, March 2018

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ENROLLMENT LANDSCAPE
DEMOGRAPHIC SHIFTS: KANSAS

In Kansas, while the number of high school graduates has been on the rise (4% since Fall 2012), the percentage of graduates pursuing higher education has dropped by over 13%.

Year	HS Senior Headcount, Kansas
Class of 2012	32,600
Class of 2013	32,792
Class of 2014	32,976
Class of 2015	32,709
Class of 2016	33,811
Class of 2017	33,928

Pct. Pursuing Higher Education, Kansas

	F12	F13	F14	F15	F16	F17
Pct.	83.6%	80.7%	77.6%	72.9%	72.1%	70.0%
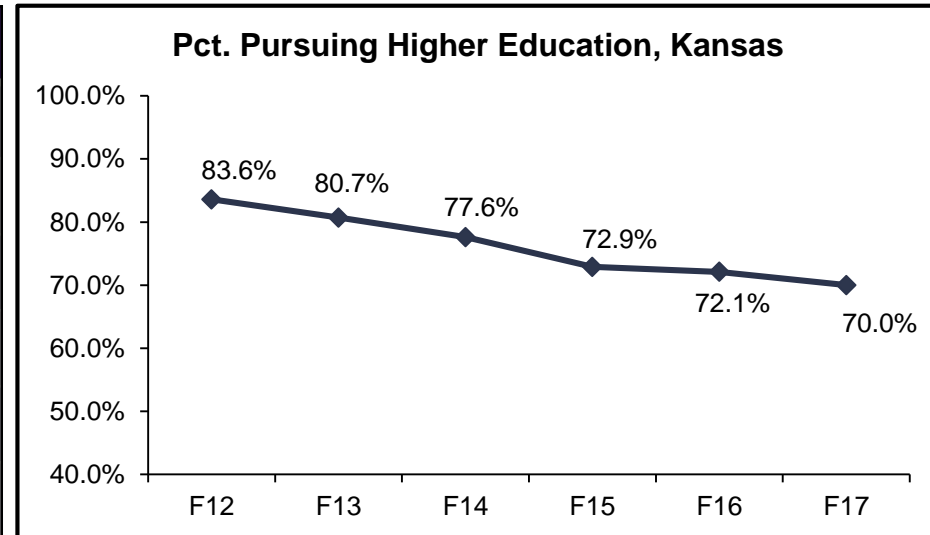
K-State is fighting a two-front war in enrollment. It must maintain its strong market share in the State against competitors, but also work with its in-state peers to strengthen higher education's value proposition to high school students.

Source = Kansas Board of Regents, Executive Council Meeting, March 2018

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SEM PLAN:

PROJECT APPROACH

PROJECT OVERVIEW
STRATEGIC ENROLLMENT MANAGEMENT PLANNING

+ The framework for a comprehensive Strategic Enrollment Management Plan was developed by a Steering Committee of 18 members led by Provost April Mason and Vice President for Student Life Pat Bosco.

+ The plan is based on primary market research, an intensive analysis of undergraduate, graduate, and global student enrollment data, interviews with over 300 stakeholders across campus (including undergraduate, graduate, international, and transfer students, faculty, staff, and administrators), and multiple working meetings between January and May 2018.

+ This data-driven process has helped K-State better understand the landscape and demographic forces at play, identify and solidify its place in the market, and determine ways to improve and invest in recruitment and overall student success.

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PROJECT OVERVIEW
FOUR PILLARS

The following factors constitute the 4 Pillars of Student Success:
Academic Ability, Financial Capability, Sense of Belonging, and Wellness

Our partnership with K-State allows us to examine the Undergraduate experience and explore the institution's commitment to *Engage in a concentrated, purposeful effort to **build an integrated**, university community at all levels to **encourage student success**, faculty mentorship, **cross-campus and interdisciplinary collaboration**, and **social interaction**.*

2025's strategic planning principles lay the groundwork for developing a comprehensive student success strategy. As we examined K-State's enrollment trends we used the Four Pillars of Student Success to guide our analysis and ensuing recommendations.

- **Academic Ability**
  - *Variables include HS GPA, ACT, K-State Credits Attempted & Earned, K-State GPA*

- **Financial Capability**
  - *Variables include Expected Family Contribution, financial need, merit- and need-based awards*

- **Sense of Belonging** and **Wellness**
  - *Variables include demographic factors (residency, ethnicity, gender, dorm status, first-generation status, etc.), in addition to K-State specific experiences (participation in Wildcat Warm-Up, K-State First, Greek Life, Athletics)*

SEM PLAN:

PROJECT FRAMEWORK

FRAMEWORK
KSU 2025: COMMON LANGUAGE

Tethering KSU's Strategic Enrollment Management Plan to the framework of K-State 2025 provides a common, cohesive narrative which reinforces the importance of student success.

Mission Statement

The mission of Kansas State University is to foster excellent teaching, research, and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation, and the international community. The university embraces diversity, encourages engagement, and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Vision Statement

By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.

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FRAMEWORK
KSU 2025: THEMATIC GOALS & COMMON ELEMENTS

Thematic Goals

+ Research, Scholarly & Creative Activities, and Discovery
+ Undergraduate Educational Experience
+ Graduate Scholarly Experience
+ Engagement, Extension, Outreach, & Service
+ Faculty & Staff
+ Facilities & Infrastructure
+ Athletics

Common Elements

+ Diversity
+ International
+ Sustainability
+ Communications & Marketing
+ External Constituents
+ Culture
+ Funding
+ Technology

Who and how KSU will recruit, select, and retain students, and how and why KSU will keep a student-centered approach in decision-making

How KSU will align resources, evaluate student-facing policies, processes, procedures, and personnel to serve students

How KSU faculty, staff, administrators, and community members will collaborate to support enrollment and student success

How KSU will engage students to enhance enrollment, retention, and success

How KSU will communicate successes and measure outcomes

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FRAMEWORK
POTENTIAL ENROLLMENT LEVERS

To achieve enrollment growth at the undergraduate level, K-State can explore several key levers:

Factor	Description
Increase First-Time, Full-Time (FTFT) Freshmen Enrollment	Expanding the overall enrollment of the incoming class would increase revenue.
Adjust In-State and Out-of-State Mix	Striking the optimal balance between in-state and out-of-state undergraduates may produce gains in net tuition revenue and additional geographic diversity.
Redistribute Aid	Reallocating institutional aid could increase enrollments and NTR or allow K-State to incentivize retention for at-risk student segments.
Increase Number of Transfer Students	Developing a strategy for increasing the number and share of transfer students could help to offset attrition.
Increase Number of International Students	Adapting KSU's approach to the recruitment of international students is necessary to remain competitive in a rapidly changing marketplace.
Increase Non-Traditional Enrollments	Increasing enrollments among non-traditional, non-degree completers offers the dual benefit of strengthening the KS workforce as well as increasing tuition revenues.
Increase Retention	Increasing retention remains a priority for K-State and would lead to a corresponding increase in revenue.

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PANEL DISCUSSION

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PANEL DISCUSSION
K-STATE STEERING COMMITTEE MEMBERS

Student Centered Approach

+ Dr. Stephanie Bannister, Assistant Vice President for Student Life

Governance Structure

+ Dr. Gregory Eiselein, Director of K-State First, Professor of English, Arts and Sciences

Data, Technology, and Systems

+ Ethan Erickson, Assistant Vice President for Budget Planning

Financial Sustainability

+ Robert Gamez, Director of Student Financial Assistance

Marketing and Communications

+ Jeff Morris, Vice President of Communications and Marketing

Moderator

+ Peter Stokes, Managing Director – Huron Consulting Group

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FOUNDATION
CRITICAL ENABLERS

In addition to a **Governance Committee Structure** and an implementation approach which is grounded in a **Student-Centered Perspective**, the **three critical enablers** below are the foundation upon which the SEM Plan recommendations are built, and the failure or inability to address them will prevent KSU from achieving enrollment success.

SEM Governance Committee

Student-Centered Perspective

1) Data, Technology, and Systems

2) Financial Sustainability

3) Marketing and Communications

- KSU **must address these topics in parallel to its consideration of the other recommendations** outlined in the SEM Plan to build traction, trust, and transparency across campus.

- **Continually monitoring, assessing, and enhancing** these critical enablers will empower KSU to coordinate enrollment and retention strategies across the University.

- Each of these critical enablers has **related policies and procedures** that must also be taken into consideration, addressed, and updated as needed.

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FOUNDATION
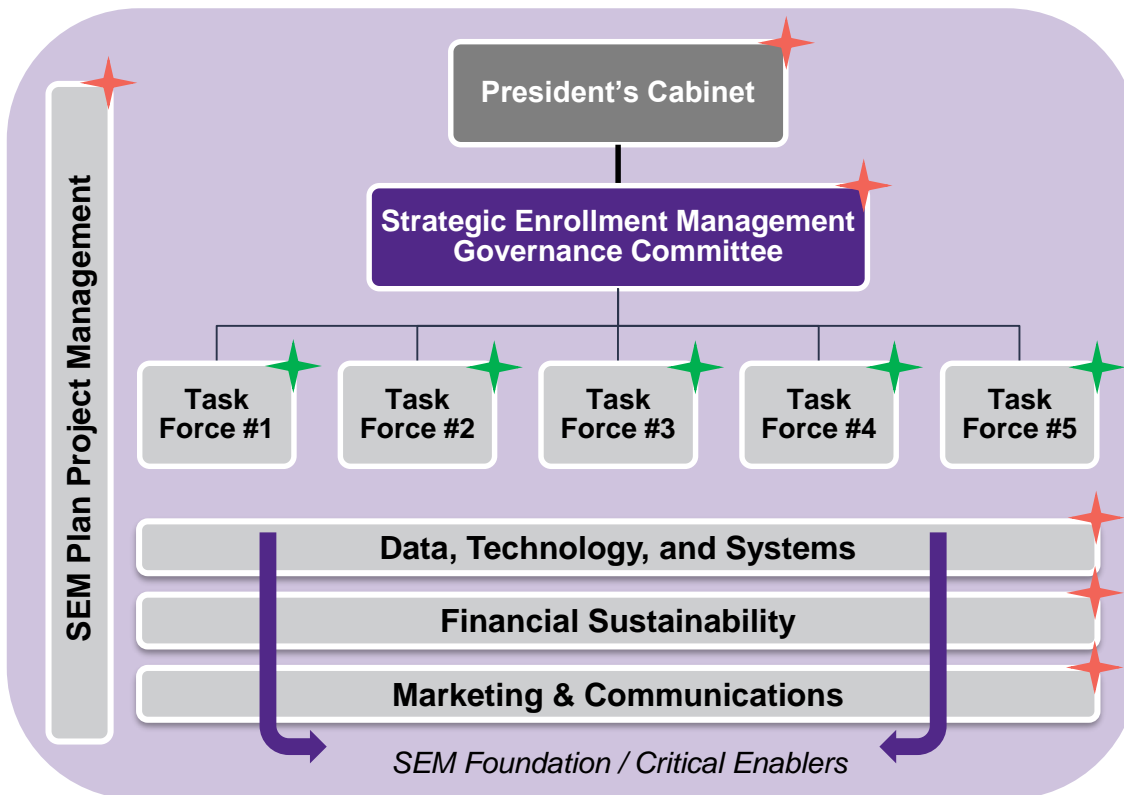## KSU MODEL: STUDENT-CENTERED APPROACH

To successfully execute the Strategic Enrollment Management Plan, KSU will need to keep the institutional perspective in mind, but approach the implementation process from the lens of the student and see the K-State journey through their eyes to rationalize and effect change.

Institutional Perspective

Student Success Pillars

Student Perspective

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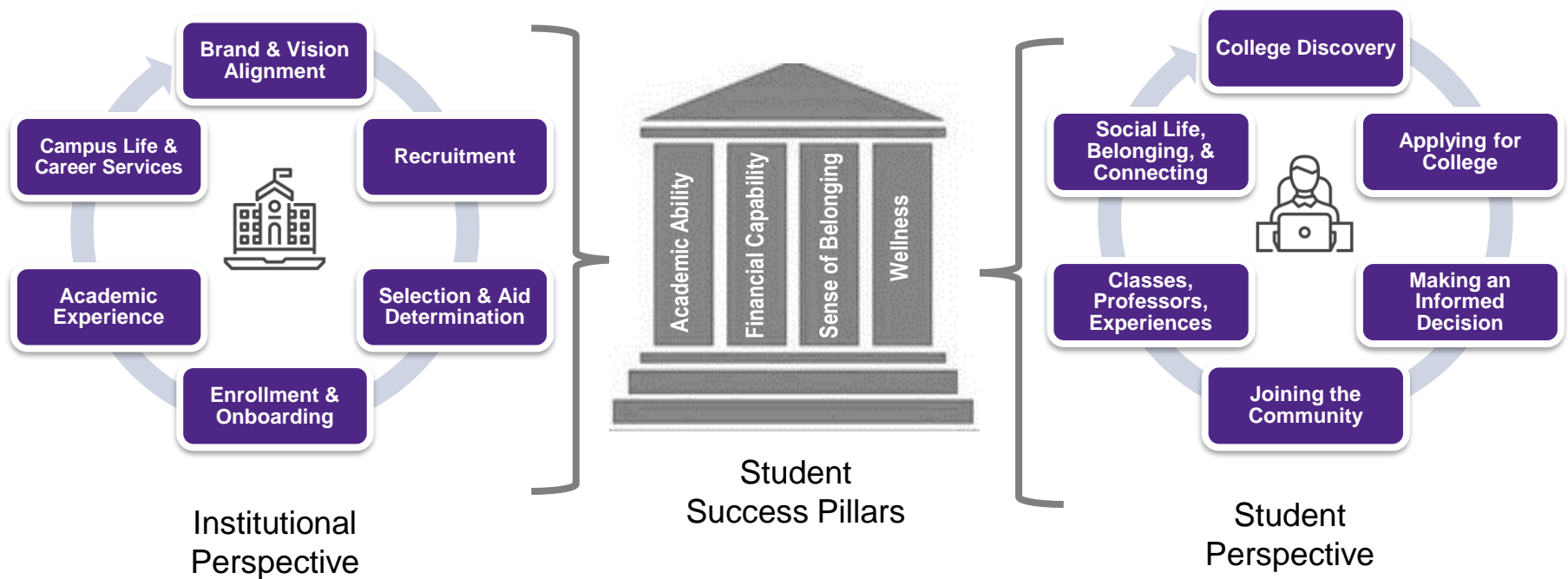
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GOVERNANCE: SUCCESS IS "EVERYONE'S BUSINESS"

KSU must reinforce **that enrollment and student success is "everyone's business"** and align, integrate, and coordinate central and distributed student support units and resources appropriately to achieve KSU's goals by establishing a university-wide Strategic Enrollment Management Governance structure.

SEM Plan Project Management

President's Cabinet

Strategic Enrollment Management Governance Committee

Task Force #1 | Task Force #2 | Task Force #3 | Task Force #4 | Task Force #5

Data, Technology, and Systems

Financial Sustainability

Marketing & Communications

SEM Foundation / Critical Enablers

✦ *Time-Sensitive Strategic Focus / Goals / Objectives & Rotating/Termed Membership*

✦ *Permanent Strategic Focus/Goals/Objectives*

- Enrollment and Student Success is **"owned" by the entire university**, not by one person, department, or unit. This structure must **encourage transparency and nimble actions**.

- Members of the Governance Committee and Task Forces will be **expected to make meaningful, measurable contributions**, and those contributions will be included as part of an individual's service load.

- This structure and the SEM Plan detailed in the slides that follow represent a comprehensive model to guide the path forward to enrollment success.
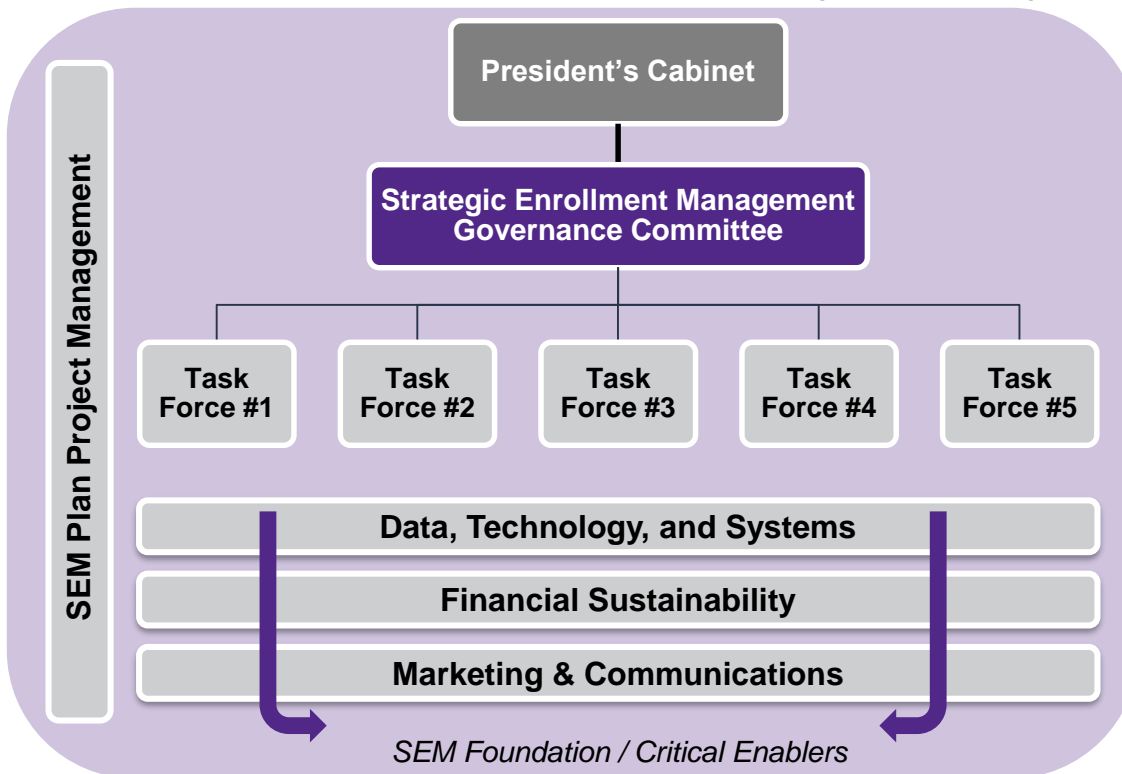
* Task Forces may be a "re-deployment" or "re-charging" of existing KSU Task Forces and Working Groups to ensure the achievements made-to-date are honored and continue.

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FOUNDATION
GOVERNANCE: SUCCESS IS "EVERYONE'S BUSINESS"

With representation from the Provost, Colleges and other academic units (Graduate, Global, International), Student Life, Administration and Finance, Data and Technology, Communications and Marketing, Faculty Senate Leadership, and the student body, KSU's SEM Governance Committee will "own" the SEM Plan and foster conversations and actions to execute integrated strategies.

SEM Plan Project Management

President's Cabinet

Strategic Enrollment Management Governance Committee

| Task Force #1 | Task Force #2 | Task Force #3 | Task Force #4 | Task Force #5 |

Data, Technology, and Systems

Financial Sustainability

Marketing & Communications

SEM Foundation / Critical Enablers

- The Governance Committee (reporting to the President's Cabinet) will become the **unified decision-making body** for the SEM plan.

- The committee will be **charged with overseeing the implementation of the approved plan**, including resource alignment and allocations (coordinating and integrating resources across KSU), to ensure students are supported throughout the enrollment lifecycle.

- The Governance Committee will steward the SEM Plan while **larger strategic and structural changes** take place to ensure coordination over the next few years.

- The Governance Committee will **oversee several working committees focused on discrete activities or projects** (e.g., Transfer Success Task Force), including the **updating of related policies and procedures.**

* Task Forces may be a "re-deployment" or "re-charging" of existing KSU Task Forces and Working Groups to ensure the achievements made-to-date are honored and continue.

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FOUNDATION
CRITICAL ENABLERS: DATA, TECHNOLOGY & SYSTEMS

Data, Technology, and Systems is the first critical and foundational element that **KSU will need to address** and **continue to monitor, assess, and enhance** on an ongoing basis.

1) Data, Technology, and Systems

Observations	Goals
The **lack of transparency around recruitment and retention strategies and data** resulted in numerous technology systems and shadow data systems.	Establish appropriate data governance, data warehouse, and Business Intelligence tools to **support data driven decision-making**.
It is difficult to access data from a standardized, centralized system to inform **decision-making**. There is a **lack of confidence** in the data currently collected.	**Capture, store, analyze, and report on data** in a streamlined, transparent, and consistent fashion.
Without full access or functionality to (or a deeper training of) Talisma and SSC, Colleges have created home-grown databases, leading to **redundancies in prospective student outreach** and diminished collaboration.	Deploy a **centralized student CRM system** to foster collaboration campus-wide to enhance recruitment, enrollment, and student success.
	Utilize data to holistically support students and inform interventions as students progress through the student lifecycle.
Data and technology-related policies, procedures, and approvals were historically not a priority, resulting in the lack of a campus-wide approach to **data and system governance.**	**Enact policies and procedures to reinforce student-centered technologies** and ensure campus-wide adoption and compliance.

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FOUNDATION
CRITICAL ENABLERS: DATA, TECHNOLOGY, & SYSTEMS

1) Data, Technology, and Systems

Recommendations

1. Deploy Talisma (CRM) university-wide to capture prospective and current student data, both centrally and within the Colleges.

2. Develop a Data Governance Structure, Data Warehouse, and Data Security Plan.

3. Integrate EAB's Student Success Collaborative campus-wide.

4. Utilize student data to inform decision making across the student lifecycle.

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CRITICAL ENABLERS: FINANCIAL SUSTAINABILITY

Financial Sustainability is the second critical enabler and foundational element that **KSU will need to address** and **continue to monitor, assess, and enhance** on an ongoing basis.

2) Financial Sustainability

Observations	Goals
Cost and Affordability are the top concerns among prospective students and their families.	**Address the barriers of cost and affordability** to prospective and current students so KSU remains a competitive option.
The average tuition and fees for a K-State student has **increased 26% since 2012**.	**Reduce the levels of unmet need** for enrolled students to support retention, persistence to graduation, and overall student success.
The **average institutional gift award** for domestic, first-time students **increased 48%** since Fall 2012, while the cohort size dropped by 11%.	Design a scholarship strategy **that meets market expectations** and aligns with **institutional enrollment priorities**.
Total net tuition revenue for domestic, first-time freshmen has **increased 5%** since Fall 2012.	**Optimize the current institutional aid budget** to increase headcount and maximize net tuition revenue.
K-State's institutional scholarship renewal criteria **is out of line with its peer institutions.**	**Increase cohort retention and graduation rates** by establishing a targeted retention grant program.

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CRITICAL ENABLERS: FINANCIAL SUSTAINABILITY

2)   **Financial Sustainability**

Recommendations

1. Review and adjust the Fall 2019 institutional scholarship strategy to establish reasonable and enforceable caps that allow for an incremental shift to a retention-focused, need-based awarding model.

2. Authorize the Strategic Enrollment Management Governance Committee to establish institutional enrollment priorities on student headcount, profile, student success, and net tuition revenue.

3. K-State should carefully consider a non-resident pricing and discount strategy that is in-line with regional competitors and strengthens the value proposition to targeted out-of-state markets.

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CRITICAL ENABLERS: MARKETING & COMMUNICATIONS

Marketing and Communications is the third critical enabler and foundational element that **KSU will need to address** and **continue to monitor, assess, and enhance** on an ongoing basis.

3) Marketing & Communications

Observations	Goals
Internal communications between DCM and other units (Global, Graduate, Colleges, International, Athletics, Foundation, Alumni, etc.) have not been historically prioritized, leading to **inconsistent messaging and branding.**	Create a **unified brand and messaging strategy** across these units by building buy-in from stakeholders and develop specific execution strategies for each unit.
Prospective student **marketing tends to be a one-size-fits-all** approach.	Develop a more **sophisticated marketing approach, target specific geographic areas** and student demographics, and deliver a more **customized student experience to grow a larger applicant pool.**
K-State's prominent branding message, **"The Wildcat Way"**, focuses on campus culture and the tenets of tradition and family. There is **less emphasis on academics, affordability, and a connection to career outcomes.**	While current messaging resonates well with in-state, legacy, prospective students, K-State must market itself to **attract a more diverse audience.**
KSU communications are **heavily reliant upon traditional methodology,** such as print publications and mailers, in comparison to digital media.	Allocate resources to **develop a stronger digital presence** to help penetrate less traditional, more modern markets.

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CRITICAL ENABLERS: MARKETING & COMMUNICATIONS

3) **Marketing & Communications**

Recommendations

1. **Deploy a structured marketing and communications plan with buy-in from stakeholders across campus to unify messaging and create standardized, collaborative practices.**

2. **Develop customized marketing materials based on target market segments and audience types.**

3. **Create enhanced central messaging focused on academic quality, affordability, and career outcomes.**

4. **Enhance K-State's digital presence.**

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BENEFITS OF SEM PLANNING

Improved Organizational Effectiveness

Consistent and streamlined business processes performed by well-trained staff in a performance-driven culture

Leveraged Customer Relationship Management System (CRM)

University-wide adoption by key stakeholders enhances collaboration, communication, and student success

Enhanced Customer Service

Prospective and current students benefit from enhanced outreach and engagement from KSU faculty, staff, and administrators

Data-Informed Decision Making

Provides a deeper understanding of the enrollment lifecycle and student behavior and trends, and performance metrics optimize limited resources

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THE PATH FORWARD

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THE PATH FORWARD
NEXT STEPS

Strategic Enrollment Management Plan Development and Ongoing Work

+ Over the next few weeks, we will vet, refine, and finalize the SEM Plan. The plan includes specific goals and metrics, a sequenced timeline, and is focused on the activities that have the highest likelihood of impacting the outcomes of recruiting, enrolling, and retaining K-State students.

+ We will also work with the University to develop an understanding of the likely investments that may be required to build an effective roadmap for achieving the target enrollment composition.

+ The Steering Committee will gain approval and adoption of the SEM Plan from the President's Cabinet and stand up the SEM Governance Committee to begin the implementation of the SEM Plan.

+ Work continues on the development of a financial aid strategy for K-State's undergraduate students that leverages institutional scholarships awarded in a coordinated pursuit of shared enrollment objectives among colleges and the institution as a whole.

+ Present organizational structure recommendations to the President to align roles and responsibilities to enhance communication and coordination of enrollment management activities across the University.

+ We will continue to engage members of the K-State community on the Plan's key observations and recommendations.

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THE PATH FORWARD
CALL TO ACTION

As members of the K-State community, **you will** play an important role in driving the successful adoption and implementation of this plan. Implementation success requires each and every one of you to:

- Understand the shifting enrollment landscape, which necessitated that KSU embrace a student-centered, data-driven, comprehensive, strategic enrollment management approach.

- Share your reactions and recommendations regarding the Plan with the SEM Governance Committee via 2025@k-state.edu.

- Participate in future SEM Planning meetings to learn more about the process, its impact on your work, and to share your insights and expertise on the issues addressed.

- Stay up-to-date on the SEM Planning Process via the SEM Website.

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THE PATH FORWARD
COMMUNITY FEEDBACK

FEEDBACK FROM THE COMMUNITY

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THANK YOU