



STRATEGIC ENROLLMENT MANAGEMENT PLAN (SEM)

A Path Forward



August 2018

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SEM PLANNING: BACKGROUND AND ASSUMPTIONS

SEM PLANNING

BACKGROUND

- + 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 (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.
- + For additional background and information on the SEM planning process, see the K-State 2025 Strategic Enrollment Management website at <https://www.k-state.edu/2025/initiatives/sem/>.

SEM PLANNING

ASSUMPTIONS

Assumptions

- + The following assumptions were made in the creation of this plan based on our understanding of the market and the University's feasibility for growth:
 - The greatest potential to increase headcount in the short-term is in the areas of retention and transfer student enrollment.
 - First-time, full-time freshmen enrollments—including both stabilizing in-state enrollments and growing out-of-state enrollments, as well as international student recruitment—are seen as longer-term growth opportunities that reflect a multi-year prospect development timeline.
 - The SEM Plan is a multi-year enrollment plan to guide KSU's efforts to enhance recruitment, retention, and student success. It will require a targeted, phased approach.
 - KSU will operationalize its university-wide Strategic Enrollment Management Plan by:
 - Defining its specific enrollment goals by student segment;
 - Aligning resources strategically to achieve desired enrollment goals;
 - Adjusting policies and procedures across the University enterprise;
 - Aligning roles and responsibilities to enhance communication and coordination of enrollment management activities throughout the University; and
 - Transparently communicating to internal and external stakeholders in a data-driven manner.

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FRAMEWORK

FRAMEWORK

K-STATE 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.

FRAMEWORK

K-STATE 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

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

Common Elements

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

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

How KSU will communicate successes and measure outcomes

FRAMEWORK

FOUR PILLARS



The following factors constitute the 4 Pillars of Student Success:

Academic Ability, Financial Capability, Sense of Belonging, and Wellness

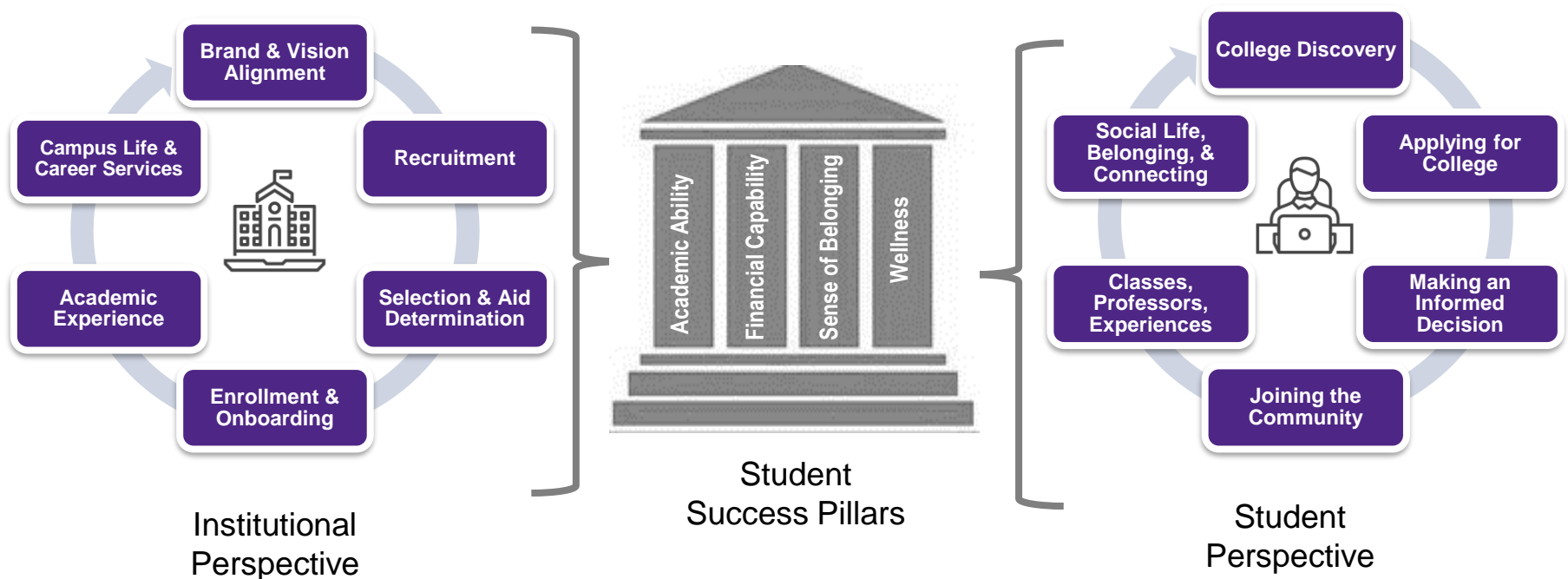
K-State 2025's strategic planning principles lay the groundwork for developing a comprehensive student success strategy. As we examined K-State's enrollment trends we used the Four Pillars of Student Success to guide our analysis and ensuing recommendations.

- **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)*

FRAMEWORK

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.



FRAMEWORK

POTENTIAL ENROLLMENT LEVERS

To achieve enrollment growth at the undergraduate level, K-State explored 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.

FRAMEWORK

ENROLLMENT GROWTH CONSIDERATIONS

Growth Considerations

- + Kansas State University will need to effectively support the needs of students currently enrolled prior to any major growth to avoid exacerbating current retention issues that could harm the K-State brand.
- + To successfully grow the KSU student body in a stepwise fashion that ensures success, KSU should execute its Strategic Enrollment Management plan intentionally, monitor progression metrics regularly, and adjust the plan as needed. K-State will also remain committed to growing the community in a way that promotes inclusivity and diversity.
- + Effective growth requires an investment in new (or the repurposing / redeployment of existing) resources, so appropriate ratios of student support (faculty, student support staff, etc. to student) are maintained.
- + K-State will continue to monitor its true capacity with regards to course availability by school (particularly key gateway courses), and absolute physical constraints (classroom space, housing) to ensure a reasonable, sustainable growth rate.

FRAMEWORK

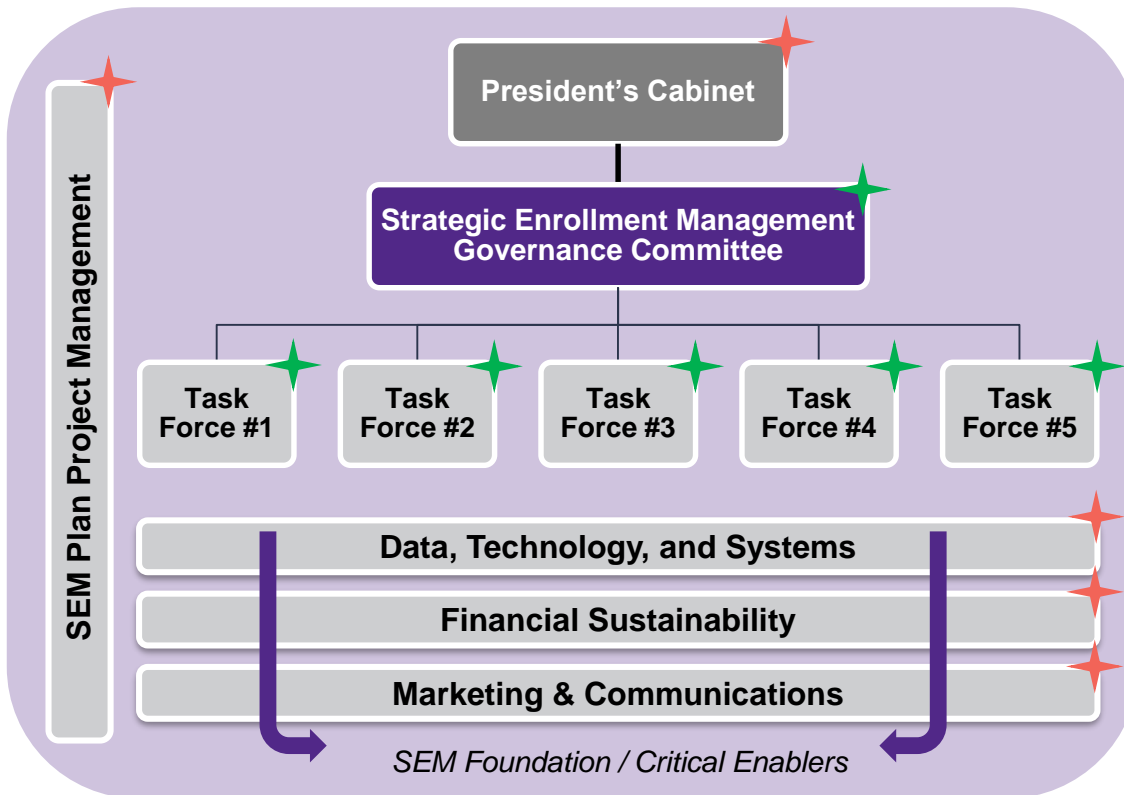
SEM PLAN ENROLLMENT GOALS

- + Regain and stabilize KSU's in-state freshmen enrollment numbers by growing by 2% annually, with an initial focus on optimizing net tuition revenue
- + Regain, stabilize, and grow KSU's out-of-state freshmen population from 17% to 20% of the freshmen class in five years
- + Regain, stabilize, and grow KSU's transfer cohort back above 1,000 students by 2023 (4% annually)
- + Confirm achievable retention and 4-year and 6-year graduation rates, comprehensively and by student segment, to position KSU to meet and exceed peer averages
- + Assess the capacity for growth in Global Campus programs
- + Define a Graduate enrollment strategy collaboratively with the Colleges
- + Develop a long-term strategy to grow international student enrollment and increase retention rates

FRAMEWORK

GOVERNANCE: SUCCESS IS “EVERYONE’S BUSINESS”

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



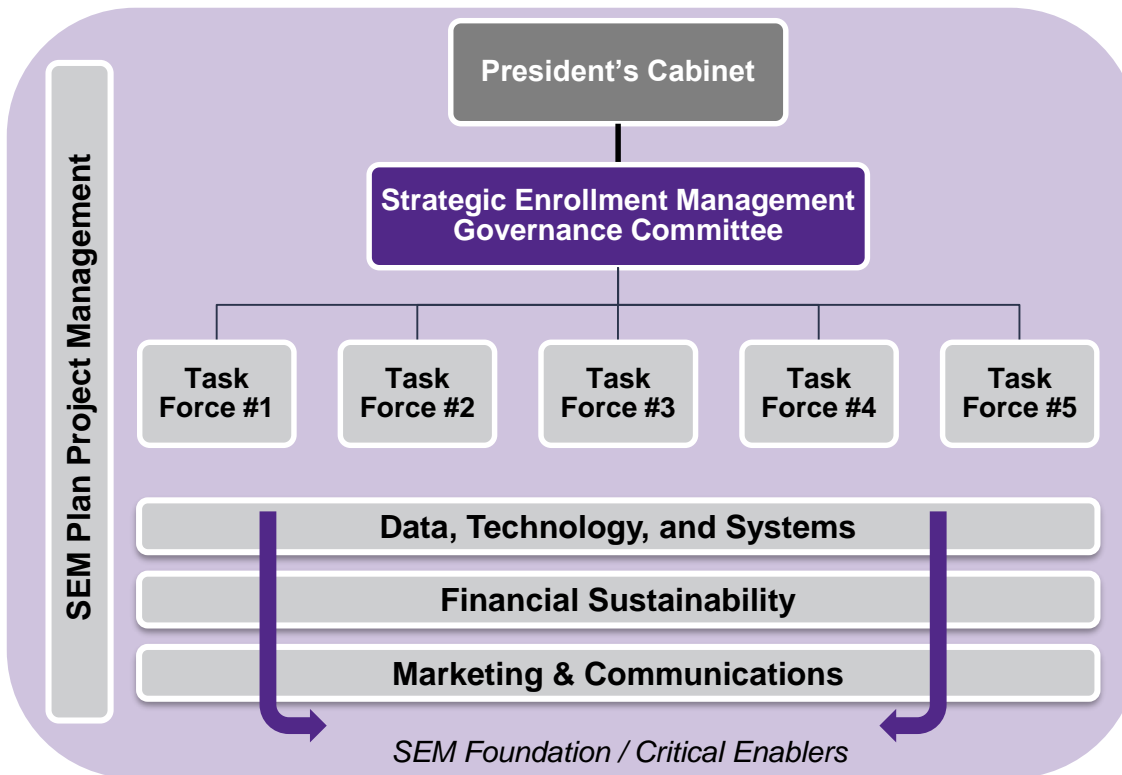
- Enrollment and Student Success is “**owned**” by the entire university, not by one person, department, or unit. This structure must encourage transparency and nimble actions.
- Members of the Governance Committee and Task Forces will be **expected to make meaningful, measurable contributions**, and 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.

- ★ Time-Sensitive Strategic Focus / Goals / Objectives & Rotating/Termed Membership
- ★ Permanent Strategic Focus/Goals/Objectives

FRAMEWORK

GOVERNANCE: SUCCESS IS “EVERYONE’S BUSINESS”

KSU’s SEM Governance Committee will “own” the SEM Plan and foster conversations and actions to execute integrated strategies.



- 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**.

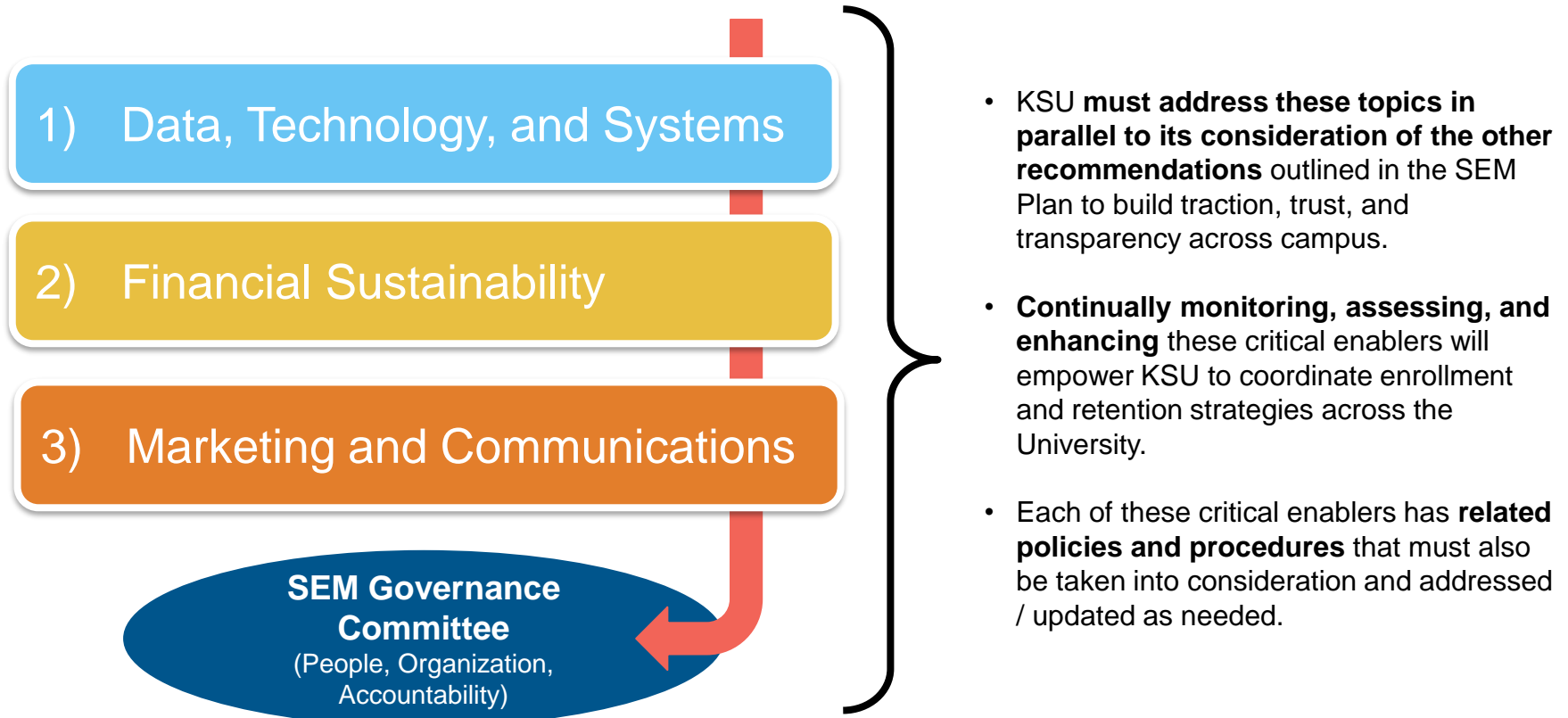
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THEMES, OBSERVATIONS, GOALS, STRATEGIES

SEM PLAN

CRITICAL ENABLERS

The first themes in the SEM Plan are three critical enablers that, in addition to the Governance Committee and other structural units identified under the Governance framework, are the foundation that support achieving the SEM Plan goals. They are an essential part of the SEM Plan - failure or inability to address them will prevent KSU from achieving enrollment success.



THEME 1: DATA, TECHNOLOGY & SYSTEMS

OBSERVATIONS AND GOALS

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

Observations

The **lack of transparency around recruitment and retention strategies and data** resulted in numerous technology systems and shadow data systems.

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.

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.

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**.

Goals

1.A. Establish appropriate data governance, data warehouse, and Business Intelligence tools to **support data driven decision-making**.

1.B. **Capture, store, analyze, and report on data** in a streamlined, transparent, and consistent fashion.

1.C. Deploy a **centralized student CRM system** to foster collaboration campus-wide to enhance recruitment, enrollment, and student success.

1.D. **Utilize data to holistically support students** and inform interventions as students progress through the student lifecycle.

1.E. Enact policies and procedures to reinforce student-centered technologies and **ensure campus-wide adoption and compliance**.

Continued...

THEME 1: DATA, TECHNOLOGY & SYSTEMS STRATEGIES

Recommended Strategies

1.1. Deploy Talisma (CRM) university-wide to capture prospective and current student data, both centrally and within the Colleges while establishing a process to determine a long-term solution for a centralized CRM system.

- The Graduate School and Colleges must fully integrate Talisma as the CRM system-of-record and gain full user functionality and access.
- Provide training and clear policies for new and continuing users to optimize system performance.

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

- Initiate and operationalize a Data Management Program by building an institution-wide data governance structure and include working groups focused on Data Architecture, Data Standards, and Data Security.
- Develop working groups to establish policies and procedures for system implementations and data use, and ensure compliance campus-wide.
- Create common data definitions and reporting practices to enable strategic data reporting for better informed decision making.

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

- Allocate resources and provide training to fully integrate the SSC system to better track current students, support retention activities, and monitor at-risk populations.

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

- Create a positive culture around the importance of data storage, utilization, evaluation, and review for all university members, as recruitment and retention is everyone's, not one person or one unit's, responsibility.

THEME 2: FINANCIAL SUSTAINABILITY

OBSERVATIONS AND GOALS

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.

Observations

Cost and Affordability are the top concerns among prospective students and their families.

The average tuition and fees for a K-State student has **increased 26% since 2012**.

The **average institutional gift award** for domestic, first-time students **increased 48%** since Fall 2012, while the **cohort size dropped** by 11%.

Total net tuition revenue for domestic, first-time freshmen has **increased 5%** since Fall 2012.

K-State's institutional scholarship renewal criteria **is out of line with its peer institutions**.

Goals

2.A. Address the barriers of cost and affordability to prospective and current students so KSU remains a competitive option.

2.B. Reduce the levels of unmet need for enrolled students to support retention, persistence to graduation, and overall student success.

2.C. Design a scholarship strategy that meets market expectations and aligns with **institutional enrollment priorities**.

2.D. Optimize the current institutional aid budget to **increase headcount** and **maximize net tuition revenue**.

2.E. Increase cohort retention and graduation rates by establishing a targeted retention grant program.

Continued...

THEME 2: FINANCIAL SUSTAINABILITY

STRATEGIES

Recommended Strategies

2.1. 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.

- Given the timing of this plan, any major shift in scholarship policy for the upcoming enrollment cycle would be disruptive to K-State's established recruiting markets.
- In order to maintain balance with net tuition revenue expectations, awarding caps must be enforceable with the tradeoffs of such a policy and clearly articulated to internal partners.

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

- Building from the preliminary modeling performed during this planning effort, the committee will work with to specify the parameters and scenarios to be explored in greater depth, to support multi-year changes in awarding practices.
- Based on this analysis, leadership will then make a recommendation to the cabinet on a new, disciplined approach to institutional financial aid and scholarships that balances enrollment and student success goals.
- Any significant shift in institutional aid policy should be accompanied by a comprehensive communication plan that is inclusive of K-State's key constituent groups.

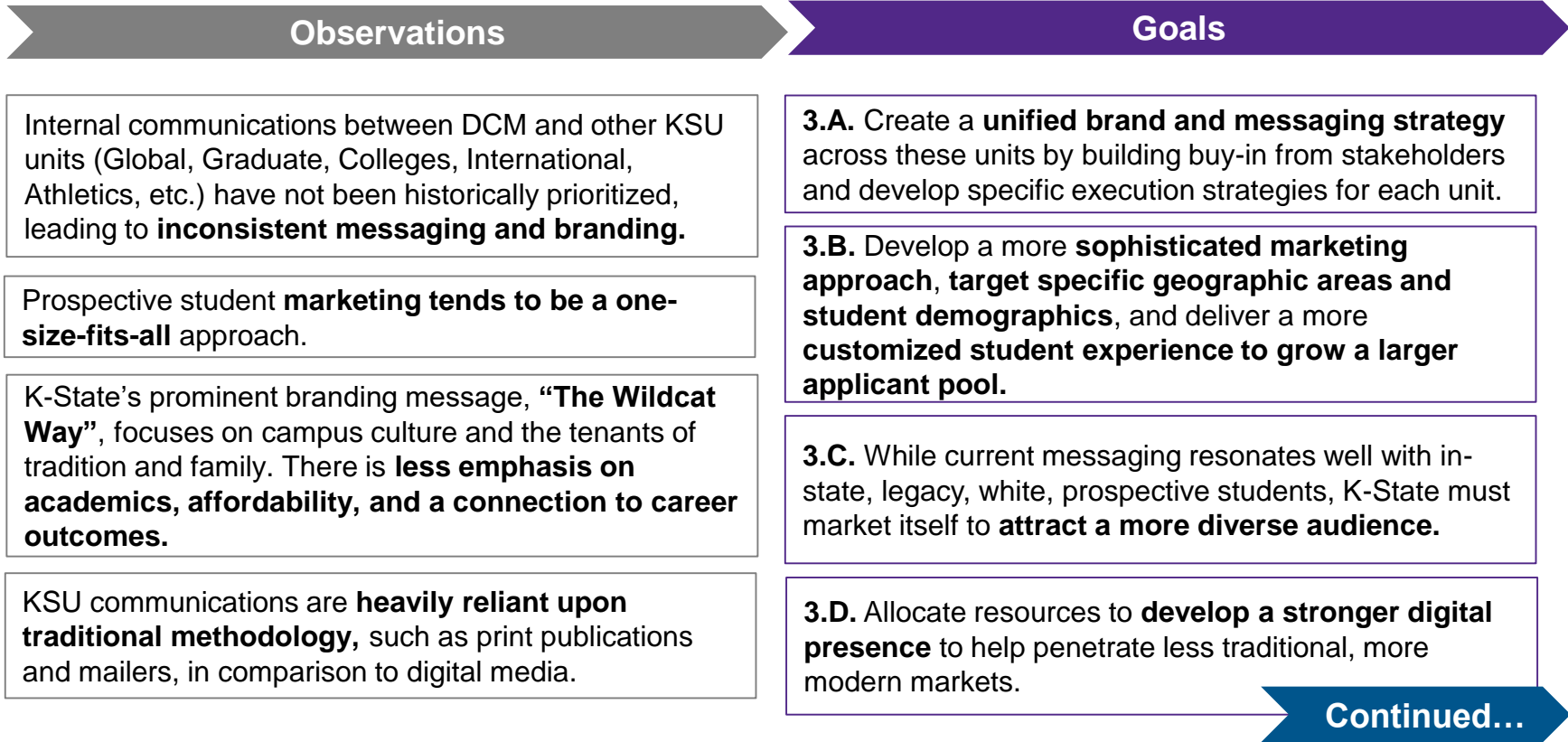
2.3. K-State should carefully consider a non-resident pricing and discount strategy that is in-line with regional competitors and strengthens the value proposition to targeted out-of-state markets.

- K-State is currently at a competitive disadvantage on price in nearby recruiting markets. By lowering its sticker price, the University will draw additional interest among prospective students.

THEME 3: MARKETING & COMMUNICATIONS

OBSERVATIONS AND GOALS

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.



THEME 3: MARKETING & COMMUNICATIONS STRATEGIES

Recommended Strategies

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

- Create a Task Force, similar to the “One Voice” Committee, to bring campus representatives from DCM, the Colleges, and other campus entities together quarterly to discuss upcoming communications and marketing campaigns to ensure consistency.
- Develop an internal communications network to inform campus stakeholders of upcoming communications, marketing messages, and events to support more collaborative efforts and strategic knowledge-sharing.

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

- Create “personas” based on geographic and demographic qualities to enhance experience customization.
- Personas to consider: each out-of-state market (MO, CO, IL, NE, TX), 1st generation, high financial need, multicultural, academically undecided, out-of-state, or additional attributes.

3.3. Create enhanced central messaging focused on KSU’s value proposition, academic quality, affordability, and career outcomes.

- Showcase major selection, undergraduate research opportunities, and connections to career pathways.
- Provide customized scholarship information and financial aid opportunities.
- Develop a marketing campaign to highlight the rollout of online major and career exploratory tools once deployed on the K-State website. Share “success stories” of young alumni to emphasize the KSU ROI.

3.4. Enhance digital presence.

- Allocate resources to update website design and enhance user navigation, with a strong focus on mobile.
- Utilize social media to drive traffic to the KSU website.
- Develop digital media guidelines for utilization by both central and College pages to promote consistency.

THEME 4: UNDERGRADUATE RECRUITMENT

OBSERVATIONS, GOALS, & STRATEGIES

Observations

While the number of enrolled **in-state freshmen** peaked at 2,952 in Fall 2013, their enrollments have decreased by 11% from Fall 2012 to Fall 2017 overall.*

While the number of enrolled **out-of-state freshmen** peaked at 580 in Fall 2014, their enrollments have decreased by 11% from Fall 2012 to Fall 2017 overall.

While the number of enrolled **transfer students** was 1,189 in the Fall of 2012, their enrollments have decreased 26% from Fall 2012 to Fall 2017 overall.

Goals

4.A. Regain and stabilize KSU's **in-state freshmen** enrollment numbers by growing by 2% annually.

4.B. Regain, stabilize, and grow KSU's **out-of-state freshmen** population from 17% to 20% of the freshmen class in five years.

4.C. Regain, stabilize, and grow KSU's **transfer** cohort back above 1,000 students by 2023 (4% annually).

Recommended Strategies

4.1. Recognize the integration of the entire Student Lifecycle and the interrelationship of seating a class and graduating a class.

- KSU must strengthen awareness across campuses to inform the community regarding who KSU admits has a direct impact on retention.
- Remind the community that the students that KSU recruits, selects, aids, enrolls, onboards, and educates will become future alumni of the University.
- KSU needs to support the students it admits to be successful through graduation, and devote additional resources to the populations that have a more difficult time succeeding (first-gen, URM, high unmet need, low academic prep, etc.) to inform intervention tactics and student support strategies.

Continued...

THEME 4: UNDERGRADUATE RECRUITMENT STRATEGIES

Recommended Strategies

4.2. Shift KSU's recruitment and enrollment culture to a university-wide perspective that emphasizes collaboration, coordination, transparency, and data-driven decision making across the entire enterprise.

- Distribute regular reports across all key areas and stakeholders, including (but not limited to) Academic Affairs (Colleges and Departments, Graduate and Global, Olathe and Salina, Undergraduate Studies, Institutional Effectiveness, International Programs), Student Life (Admissions, Financial Aid, Registrar, NSS, Diversity, Housing and Dining, Technology and Information Services), Administration and Finance, and Marketing and Communications to support strategic, data-driven decision making and enrollment success.
- KSU needs to invest in the personnel and resources to support integration efforts and emphasize the system-wide adoption and deployment of a university-wide CRM, including training for central and distributed staff.

4.3. Adjust scholarship renewal requirements to be more in-line with peers and shift awarding practices to focus on need *and* merit to begin to close the unmet need gap.

- To strengthen recruitment strategies and financial stability (NTR) in the near term, KSU should adjust the scholarship renewal requirements, shift dollars towards unmet need, enforce the caps on the number of Putnam awards offered each year, and begin exploring competitive out-of-state tuition pricing and discount models for subsequent years.

4.4. Enhance recruitment marketing and communications strategies (print, online/web, social media, etc.) because a “one-size-fits-all” approach will no longer allow KSU to achieve its enrollment goals.

- While specific marketing and communications strategies are integral to every student segment within the recruitment landscape (stabilizing and strengthening both in-state freshmen and transfer student market share), building an enhanced out-of-state recruitment strategy will be of particular importance this year..

Continued...

THEME 4: UNDERGRADUATE RECRUITMENT

SEGMENT-SPECIFIC STRATEGIES

Recommended Strategies

In-State Freshmen

- 4.5.** Evaluate the effectiveness of KSU's current in-state prospect development campaigns and name-buying strategies.
- 4.6.** Partner with Marketing and Communications to develop an ROI-driven recruitment strategy that will resonate with highly price-sensitive Kansans.
- 4.7.** Engage prospects earlier in the recruitment lifecycle via Summer Honors or College-specific programs and camps.
- 4.8.** Develop specific admitted student engagement and yield plans by College.
- 4.9.** Enforce caps on the number of Putnam's awarded and redistribute available funds to higher-growth, priority populations.
- 4.10.** Establish an application and deposit deadline, provide a single admission decision to students, and develop a "summer melt" strategy to maintain touchpoints and build excitement leading up to O&E and WWU.
- 4.11.** Strengthen connections with the Olathe campus to help penetrate the KC metro area.

Out-of-State Freshmen

- 4.12.** Evaluate the effectiveness of KSU's current out-of-state prospect development campaigns and name-buying strategies.
- 4.13.** Partner with Marketing and Communications to develop differentiated, market-specific value propositions for each out-of-state target recruitment area.
- 4.14.** Reexamine the recruitment staffing model (local / regional reps); consider intentional, deliberate shifts so resources are deployed to high-growth areas. Partner with out-of-state Alumni Chapters to host events.
- 4.15.** Develop admitted student engagement and yield plans by College.
- 4.16.** Develop a competitive pricing strategy so KSU is affordable relative to other in-state flagships.
- 4.17.** Explore a partnership with the Common Application and HBCU's / HSI's
- 4.18.** Deploy College of Education graduates as "recruiters"
- 4.19.** Invest funds in fly-in and visit programs for out-of-state students.

Continued...

THEME 4: UNDERGRADUATE RECRUITMENT

SEGMENT-SPECIFIC STRATEGIES

Recommended Strategies

Transfer Students

- 4.20.** Devote resources (personnel and a physical space on campus) to a Transfer Student Success Center to support a sense of belonging, academic advising, and course articulations.
- 4.21.** Develop and launch an enhanced Transfer student website and portal that centrally aggregates key resources.
- 4.22.** Establish an enhanced student-to-student mentor program that extends throughout the Student Lifecycle, from recruitment through onboarding, and the current student experience.
- 4.23.** Develop a Transfer-specific recruitment strategy by identifying and focusing efforts on key pipelines / feeder institutions in-state and out-of-state (both Community Colleges and 4-year Institutions) and strengthen partnerships with key contacts at these institutions. Utilize Kansas Community College graduation lists and Clearinghouse Data to strategically build the Transfer prospect pool.
- 4.24.** Explore dual enrollment / dual admission / 2 + 2 program agreements as an early transfer-identification opportunity.
- 4.25.** Reinvigorate relationships with extension agents across the state of Kansas to drive Transfer enrollments.
- 4.26.** Appoint college-specific transfer liaisons to assist with recruitment coordination and to improve the timeliness of transfer credit evaluations (without sacrificing academic quality).
- 4.27.** Offer “Summer Jumpstart” programs to prospective Transfer students so they can enroll at KSU and begin to earn KSU credit.
- 4.28.** Enhance transfer scholarships to be more in-line with peer institutions (amounts and eligibility criteria).

Continued...

THEME 5: RETENTION & STUDENT SUCCESS

OBSERVATIONS AND GOALS

Observations

The most recent **1st to 2nd year Freshmen retention rate is 84%, Transfer is 75%, and International is 70%.**

KSU does not retain 16% of Freshmen students from the 1st to the 2nd year, **9%** of students from the 2nd to the 3rd year, and **4%** of students from the 3rd to the 4th year.

KSU's Fall 2016 4-year graduation rate is 10 points lower than peer average and **KSU's Fall 2016 6-year graduation rate is 5 points lower** than peer average.

The following **student types are at greater risk** for non-retention: non-resident, first-generation, commuter, minority and international, Open Option, lower HS GPA / ACT, lower KSU GPA / credits attempted and earned, DFWs, and greater levels of unmet need / lower EFC. When **multiple factors or variables are stacked**, it exacerbates a student's likelihood to persist.

KSU students can **feel "bounced around"** campus and report their experiences are **highly college- or department-centric.**

Goals

5.A. Confirm achievable retention and 4-year and 6-year graduation rates, comprehensively and by student segment, to position KSU to meet and exceed peer averages.

5.B. Continue to enhance the First Year Experience at KSU to improve 1st to 2nd year retention while also implementing programs and policies that focus on **2nd to 3rd and 3rd to 4th year retention.**

5.C. Keeping the 4 Pillars of Student Success in mind, utilize the multivariate "stacked" retention analysis to **identify specific groups of students who we know today are "at-risk"** (or expected to be "at-risk" upon enrollment) and mitigate attrition by **intervening appropriately with specific support and wrap-around services.**

5.D. Improve coordination, collaboration, and communication around retention and student success and **remove or adjust barriers and policies** that negatively impact student progression, retention, and overall success.

Continued...

THEME 5: RETENTION & STUDENT SUCCESS STRATEGIES

Recommended Strategies

5.1. Recognize the integration of the entire Student Lifecycle and the interrelationship of seating a class and graduating a class.

- Develop a “risk” profile which aggregates the factors included in the multivariate retention analysis and apply it to current students and new students to inform interventions.
- Create a “student success” instrument and administer an assessment at O&E / WWU as the first opportunity to “test” / “validate” the risk profile. Continue to administer student assessments throughout the KSU journey to gather data and inform future retention strategies.
- By focusing in on known subgroups and specific populations, KSU can incrementally increase retention and student success over 5 years.

5.2. Design and deploy enhanced current student surveys to gather quantitative and qualitative information about the student experience. Analyze results by specific student segments (univariate and multivariate) to inform improvements to student life and academic life policies and procedures, campus culture and climate, and to generate new ideas for improving retention, persistence, and student success.

- Quantitative measures (net promoter score, likelihood to recommend, and student satisfaction ratings) provide baseline metrics by which to measure progress.
- Qualitative and open-end questions explore a student’s “sense of belonging” and “attachment” to KSU and will help the University enhance the student experience for those who feel marginalized (Transfer students, International students, Underrepresented Minority Students).

Continued...

THEME 5: RETENTION & STUDENT SUCCESS STRATEGIES

Recommended Strategies

5.3. Capture, store, and integrate / synthesize specific data points throughout the student lifecycle (Recruitment, Admissions, Financial Aid, Onboarding, Academic Affairs, and Student Life) to generate holistic, data-informed student profiles.

- Provide front-line, student-facing staff with (appropriate) access to this information and utilize university-wide tools and technologies (SSC) to make timely interventions.
- Roll-out an advisor training and communications plan to promote consistency in advising approach and develop and administer a faculty development program to shed light on the shifting student landscape and the importance of a student-centered approach (the Student Lifecycle and 4 Pillars of Success).
- Deploy SSC university-wide to encourage KSU to enhance coordination, collaboration, and communication across Academic and Student Life units and focus efforts (SWAT Team interventions) on at-risk student populations (upper-class open option students, students nearing graduation with holds on their accounts, students who have requested a transcript and may be considering transferring out, students initiating the withdrawal process, etc.). Try to re-engage students who stopped-out, dropped-out, or withdrew.
- Capture and store *how*, *when*, and *where* students engage with the University to quantify the impact of KSU support services and programs (Powercat Financial, Supplemental Instruction, WWU, CAT Communities, K-State First Courses, etc.) to inform resource allocations and future investments. KSU must also capture important academic-related data points, including DFW rates, course enrollment metrics, and hold reports, to inform interventions and to remove barriers.
- Enhancements must also be made to improve student-facing self-service tools and technologies, including a robust, centralized, intuitive student portal, degree planning tools, and financial aid/literacy instruments.

THEME 6: GLOBAL CAMPUS

OBSERVATIONS, GOALS, AND STRATEGIES

Observations

Enrollment in Bachelor Degree Completion Programs has **remained unchanged** from Fall 2012 to Fall 2017.

New Graduate enrollment has **remained stable** from Fall 2012 to Fall 2016.

Total **credit hour production** through the Global Campus has **increased 12%** since Fall 2014.

Goals

6.A. Develop a strategic vision for **what online education is to the University** and its integration with **K-State's enrollment strategy**.

6.B. Determine K-State's **enrollment growth strategy through Global Campus**: undergraduate, graduate, blended, or exclusively online.

6.C. **Reduce barriers to enrollment and degree progression** for Global students

6.D. Adopt an **academic incubator model** for new online and graduate program development

Recommended Strategies

6.1. Define the role of the Global Campus within the K-State system.

- K-State needs to develop a strategic vision for what online education is to the University and how it should be integrated with its enrollment strategy at the undergraduate and graduate levels.
- How does the Global Campus fit into K-State's overall value proposition to traditional undergraduate and graduate populations?
- What role should / does it play in improving student success rates for Manhattan students?
- Efforts to expand online enrollments through the Global Campus need to be aligned with the Olathe and Salina campuses, each of which are developing their own distance offerings.

Continued...

THEME 6: GLOBAL CAMPUS

STRATEGIES

Recommended Strategies

6.2. Assess the capacity for growth in Global Campus programs.

- K-State needs to determine its growth enrollment strategy through the Global Campus: undergraduate, graduate, blended, or exclusively online.
- Current course offerings are determined by the sponsoring academic department and are based on faculty capacity leveraged against Manhattan course needs. In addition, only full-time faculty members teach online courses, placing a resource constraint on program growth.
- Understanding the Global Campus' capacity for growth, in conjunction with an assessment of Manhattan, Olathe, and Salina capacity, will enable the Global Campus to set reasonable growth projections.

6.3. Establish a task force to examine the appropriate organizational structure for the Global Campus and to design a governance structure for online program development and delivery.

- This working group, led by the Dean of the Global Campus and informed by the strategic vision and capacity for growth, will determine the appropriate organizational structure for the Global Campus, provide a framework to support the launch of new academic programs (Academic Incubator), inform the extent to which internal capabilities need to be built out, and establish a set of performance metrics for each program.

6.4. Conduct business process reviews to identify gaps in the Global student lifecycle.

- Many of the current academic and student financial policies as well as service delivery models are designed for K-State's traditional students. This often creates barriers to enrollment and degree progression for Global students. By identifying gaps, K-State can reengineer key enrollment and student support functions and systems to facilitate student success.

THEME 7: GRADUATE SCHOOL

OBSERVATIONS, GOALS, AND STRATEGIES

Observations

Approaches to **outreach and the prospective student experience vary widely** among graduate programs.

Applications for graduate programs are **driven by faculty** contacts and students who find K-State.

The availability of **financial** assistance is a key deciding factor among the majority of graduate students.

Goals

7.A. Optimize limited resources with a coordinated outreach strategy with clear definitions of roles/responsibilities.

7.B. Define a **clear and distinct value proposition** to elevate the Graduate School profile in the marketplace.

7.C. Achieve enrollment goals and improved student outcomes through a **data-informed allocation** of institutional aid.

Recommended Strategies

- 7.1. Evaluate and enhance the organizational structure and responsibilities of the Graduate School.**
- The Graduate School currently provides processing / transactional assistance to the Colleges. With the expectation of growth, an opportunity exists to further define its roles and responsibilities and develop an organizational unit that supports and compliments graduate enrollment activities within the Colleges without duplicating efforts.
- 7.2. Define a graduate enrollment strategy collaboratively with the Colleges.**
- A lack of enrollment focus creates a disjointed, competitive use of recruiting resources. Establishing program enrollment goals provides focus to recruitment and brings accountability.

Continued...

THEME 7: GRADUATE SCHOOL STRATEGIES

Recommended Strategies

7.3. Create graduate education and specific program value propositions.

- Few programs have established value propositions that significantly differentiate K-State from competitors. Colleges and their departments should work with DMC and the Graduate School to establish and promote differentiators to the prospective student market.

7.4. Develop a multi-channel strategic marketing plan.

- K-State does not currently have a systematic approach to prospecting graduate students. Most awareness appears to be driven by K-State's overall brand, faculty connections, or word-of-mouth. The university should develop a plan to raise the overall profile of graduate education at K-State.

7.5. Institutionalize data capture to inform decision-making and provide operational transparency.

- There is inconsistent capturing and tracking of data related to graduate student enrollment. Some colleges have an understanding of their current and prospective student base, while others do not have the resources or skillset to perform these actions.
- The Graduate School recently adopted CollegeNet as its CRM and does not have comprehensive access to data. Similar to undergraduate recruitment, data tracking provides opportunities to identify where recruitment strategies succeed or have limited impact.

7.6. Align pricing and discounting strategies to increase program enrollment and net tuition revenue.

- The formula for the distribution of assistantships is based on College resources and not strategic in nature.
- There is an unclear understanding of the amount of net tuition revenue generated across the Colleges or how financial aid can be used to strategically support the institutional objectives and drive overall net tuition revenue for graduate programs.

4

METRICS FOR SUCCESS, REQUIRED RESOURCES, AND CHANGE MANAGEMENT CONSIDERATIONS

METRICS FOR SUCCESS

THEME 4: UNDERGRADUATE RECRUITMENT

Define recruitment and enrollment metrics; establish key milestones; collect and store data; regularly analyze, create, and disseminate reports; continually measure progress; and assess program effectiveness.

Category	Metric Detail
Enrollment Funnel	<ul style="list-style-type: none"> • Conversion rates by source type and student type (Prospect, Inquiry, Applicant, Admit, Deposit, Matriculant) • App/Admit/Yield rates by KSU engagement type (on-campus visit or program, off-campus visit or program, High School Visit, College Fair, Information Session, Alumni Interaction, Summer Program, etc.) • Admit rate and yield rate in aggregate and by univariate and multivariate factors (including by Recruiter / territory assignment) • Clearinghouse data (admit non-enroll destination institutions)
Demographic Indicators	<ul style="list-style-type: none"> • Gender • Ethnicity • Citizenship (domestic and international by city, state, region)
Academic Indicators	<ul style="list-style-type: none"> • High school type or prior institution type • Top feeder high schools or feeder institutions—including specific regions • HS GPA, prior institution GPA • ACT/SAT • # of APs/IBs, AP/IB Scores • # of Dual Enrollment/College-Level/Transfer Credits—major credits and general education credits • Intended College/Department/Major, % Admitted with Exception); academic program demand trends
Financial Indicators	<ul style="list-style-type: none"> • Percent filing FAFSA • Percent considered for and receiving need-based and merit based awards by amount and type • EFC distribution • Percent of need met / unmet need, • Total merit-based and need-based awards, grants, and scholarship disbursements by type and amounts, loans / debt, discount rates, etc.)

METRICS FOR SUCCESS

THEME 5: RETENTION AND STUDENT SUCCESS

Define retention and graduation metrics; establish key milestones; collect and store data; regularly analyze, create, and disseminate reports; continually measure progress and assess program effectiveness.

Category	Metric Detail
Cohort Retention	<ul style="list-style-type: none">• Year-over-year retention rates (by univariate and multivariate factors) by:<ul style="list-style-type: none">• Demographic• Academic• Credits attempted v. credits earned• 4-year and 6-year graduation rates (by univariate and multivariate factors) by:<ul style="list-style-type: none">• Demographic• Academic• Financial indicators
Academic Indicators	<ul style="list-style-type: none">• DFWs in all and key gateway courses• KSU GPA<ul style="list-style-type: none">• Semester by semester• Cumulative• Major-specific and comprehensive• # / % of Holds, stop-outs, withdrawals• Clearinghouse data (transfer-outs destination institutions)
Financial Indicators	<ul style="list-style-type: none">• Percent filing renewal FAFSAs• Scholarship Renewal percentages• Change in percent of need met / unmet need• Unpaid balances/financial holds

METRICS FOR SUCCESS

THEMES 6 & 7: GRADUATE SCHOOL AND GLOBAL CAMPUS

Define recruitment and enrollment metrics; establish key milestones; collect and store data; regularly analyze, create, and disseminate reports; continually measure progress; and assess program effectiveness.

Category	Metric Detail
Graduate School	<ul style="list-style-type: none"> • Increased brand awareness and demand for graduate programs (applications) • Conversion and yield rates by inquiry type and program • Application and transcript processing timelines • Financial aid distribution by program • Growth in enrollment, credit hours, and degrees completed • Disaggregated revenues, expenses, and NTR by program • Alumni employment and satisfaction rates
Global Campus	<ul style="list-style-type: none"> • Increased brand awareness and demand for online programs • Increases in faculty participation and the number of degrees and courses offered online • Growth in enrollment, credit hours, and degrees completed • Student satisfaction, retention, and graduation rates • Faculty feedback reports • Alumni employment and satisfaction rates

RESOURCE CONSIDERATIONS

THEMES 4 & 5: UNDERGRADUATE RECRUITMENT AND RETENTION AND STUDENT SUCCESS

	Implementation Considerations
Required Resources	<ul style="list-style-type: none">• Personnel Activities<ul style="list-style-type: none">• Identify 1-2 resources to support admissions operations (prospect name-buy strategy and data/reporting)• Hire 2 additional resources to support out-of-state recruitment efforts• Identify 1-2 resources to provide dedicated recruitment and enrollment marketing and communications support, including enhancements to recruitment webpages and student-facing portals• Appoint Transfer Student Success Center leadership position and college-specific Transfer liaisons (2-3 resources)• Develop peer-mentoring programs (nominate, select, and train students)• Collaborate with out-of-state KSU Alumni Associations, College of Education Graduates, and Extension Agents• Strategic Investments & Activities<ul style="list-style-type: none">• Invest in a strategic partnership with a third-party provider for prospective student name acquisition• Continue investment in third-party to develop a new aid optimization model (need + merit based)• Invest in expanding the university-wide deployment and adoption of Talisma and SSC, including the associated licenses and training• Support the adoption of the Common Application (if agreed-upon)• Create a resource pool to support fly-in programs for desirable prospect candidates• Develop a “risk” profile and “student success instrument” for deployment• Design, deploy, and analyze the results of the current student surveys• Develop advisor training and communications plan and faculty development program

RESOURCE CONSIDERATIONS

THEMES 6 & 7: GLOBAL CAMPUS AND GRADUATE SCHOOL

	Implementation Considerations
Global Campus	<ul style="list-style-type: none"> • Personnel Activities <ul style="list-style-type: none"> • Clarify roles and responsibilities between Global Campus and Manhattan, Olathe, and Salina staff in both the student acquisition and support functions • Strategic Investments & Activities <ul style="list-style-type: none"> • Re-design and build-out of inquiry and application forms that comply with industry standards and non-traditional student expectations • Evaluate and redesign business processes to accelerate information sharing in the student acquisition phase (lead generation, application processing, and transcript evaluation) • Research, inventory, and produce program outcome materials to strengthen Global Campus ROI message
Graduate School	<ul style="list-style-type: none"> • Personnel Activities <ul style="list-style-type: none"> • Clarify roles and responsibilities between the Graduate School and Academic Departments staff in both the student acquisition and support functions • Add 1 resource to support admissions operations (prospect cultivation strategy and data/reporting) • Strategic Investments & Activities <ul style="list-style-type: none"> • Assess and realign recruiting and student support operations • Conduct research and develop content for program specific value propositions • Invest in a strategic partnership with a third-party provider for prospective student name acquisition and the development of a multi-channel marketing campaign • Examine existing assistantship and scholarship strategy alignment with enrollment goals

CHANGE MANAGEMENT CONSIDERATIONS

Student Segment	Implementation Considerations
Undergraduate Recruitment & Retention and Student Success	<ul style="list-style-type: none"> • Develop and execute a holistic communications plan and socialization process to create buy-in on the importance of a university-wide approach to recruitment and enrollment • Empower key changemakers (Task Forces) with the decision authority to enact resolution
Graduate School	<ul style="list-style-type: none"> • Engage Deans and Program Directors in a discussion on how and where graduate education should grow • Involve key stakeholders in business process redesign efforts • Develop and execute a holistic communications plan and socialization process to create buy-in on the importance of a University-wide approach to recruitment and enrollment • Empower key changemakers (Task Forces) with the decision authority to enact resolution
Global Campus	<ul style="list-style-type: none"> • Engage Deans and Program Directors in a discussion on how and where distance education should grow • Involve key stakeholders in business process redesign efforts • Examine department financial incentives that drive courses/programs online so that course offerings are balanced with Manhattan student needs. • Develop and execute a holistic communications plan and socialization process to create buy-in on the importance of a University-wide approach to recruitment and enrollment • Empower key changemakers (Task Forces) with the decision authority to enact resolution

5

INTERNATIONAL STUDENTS NEXT STEP CONSIDERATIONS

INTERNATIONAL STUDENTS

NEXT STEP CONSIDERATIONS

Current State

- International student applications have declined by 9% since Fall 2015.
- K-State is heavily reliant on students from China, limiting its ability to adapt to single market volatility and changing academic interests.
- Academic interest among international students is concentrated in the Colleges of Business, Arts & Sciences, and Engineering. However, international students who enter as Economics and Business Administration majors have lower retention rates.
- In contrast to the freshmen and transfer cohort retention trends, international student retention has been in decline over the past 5 years, with the rate of decline accelerating.

Landscape Observations

- Changing global, political, and economic conditions, along with increased competition, have placed downward pressure on new international student enrollment at K-State and many of its peers.
- The Open Doors 2017 survey indicated an overall increase of 3.4% of international student enrollment in the United States. The largest growth was seen in students from India, primarily at the graduate level and in optional practical training (OPT). China remains the top sending country, but rate of growth amongst other countries is slowing. Saudi Arabia (top 5 sending country) has decreased 14% since 2015-16, while countries like Nigeria, Nepal and Bangladesh are seeing significant increases in international student enrollment in the US.
- Institutions are increasingly marketing themselves to international students through website and communications that stress the “global perspective” of the school, and highlighting the extensive range of services they offer to students coming from abroad.

Next Steps

- Shift international student outreach messages away from a Kansas-centric approach and focus more on the international community.
- Create country specific landing pages on the K-State website to convey a commitment to cultural diversity and reduce barriers to locating key information on academics and finances
- Enhance the ELP pathway for incoming students through pay-per-click advertising in top international markets. Assess barriers for current students to progress through ELP seamlessly, and enhance pipeline development. Consider online education for ELP students to begin classwork in countries of origin.
- Develop virtual campus tours and hangouts for international student recruitment.
- K-State may want to consider expanding resources in its Career Center to support the specific internship and career needs of additional international students.

A long-term strategy to grow international student enrollment and increase retention rates needs to be developed.

6

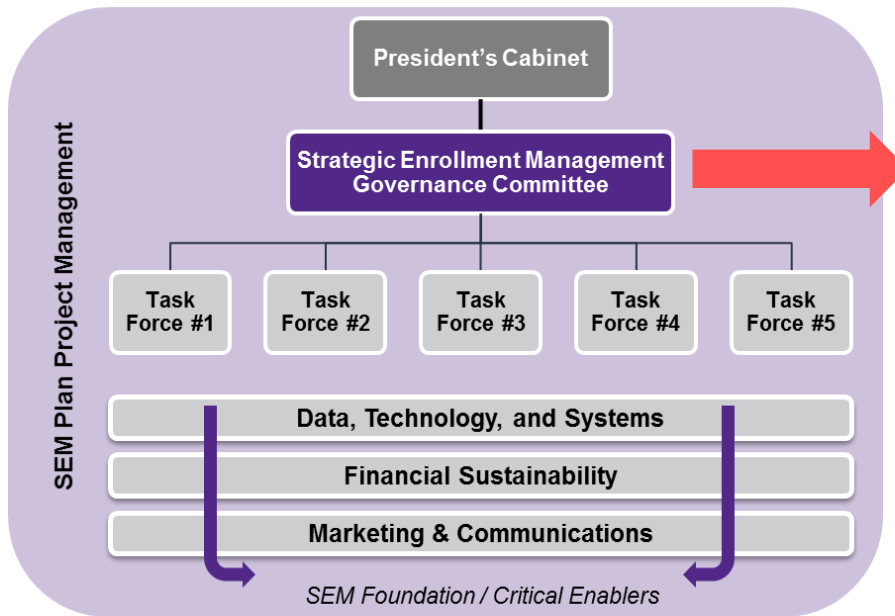
THE PATH FORWARD:

ROADMAP TO THE FUTURE STATE

THE PATH FORWARD

NEXT STEPS

As the SEM planning shifts to implementation of the recommended SEM plan, oversight of will transition from the Steering Committee to the Strategic Enrollment Management Governance Committee.



Example SEM Governance Committee Charter

Scope: The Strategic Enrollment Management Governance Committee exists to enable the successful implementation of K-State's strategic goals for enrollment.

Objective: The Committee will need to be aware of, vet, and collectively decide amongst options for initiatives related to the strategic goals for university-wide enrollment and holds ultimate decision-making authority.

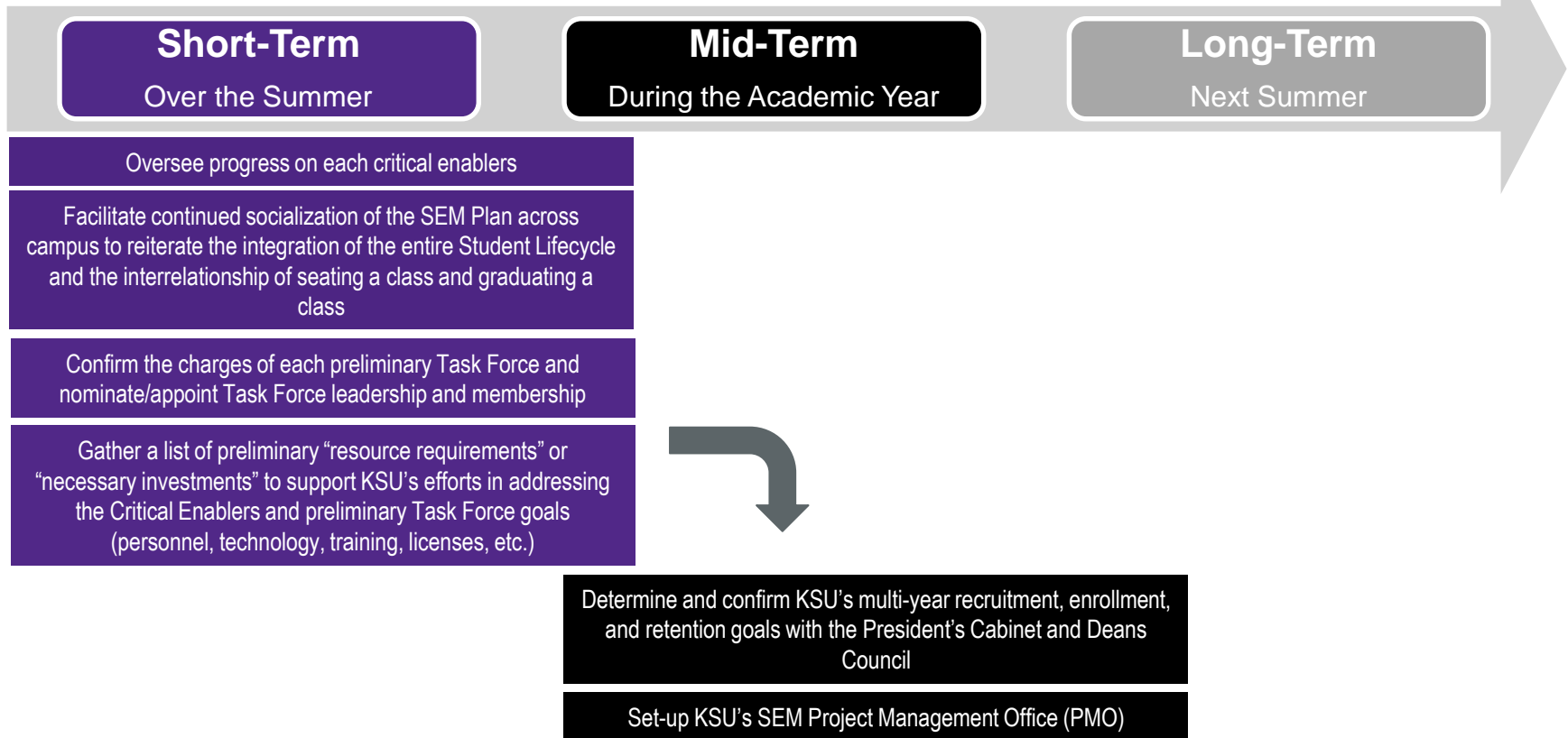
Key Activities:

- Provide strategic direction
- Serve as advocates and leaders for the new vision and resultant changes
- Review data, information, and recommendations presented by the Task Forces and make required decisions

THE PATH FORWARD

SEM GOVERNANCE COMMITTEE

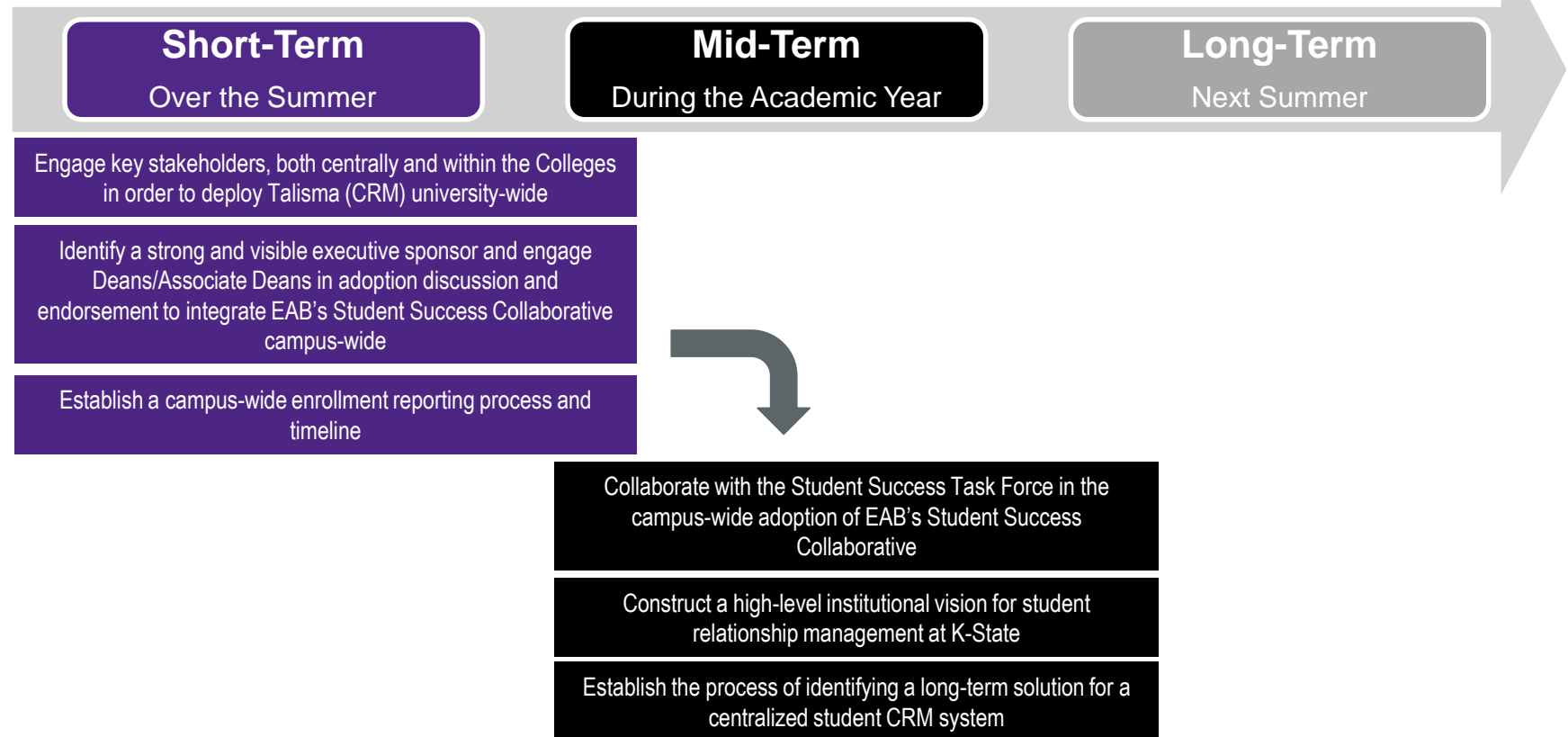
KSU can begin to make immediate progress on the SEM Plan's key enablers and goals by following the sequenced action plan outlined below:



THE PATH FORWARD

DATA, SYSTEMS AND TECHNOLOGY TASK FORCE

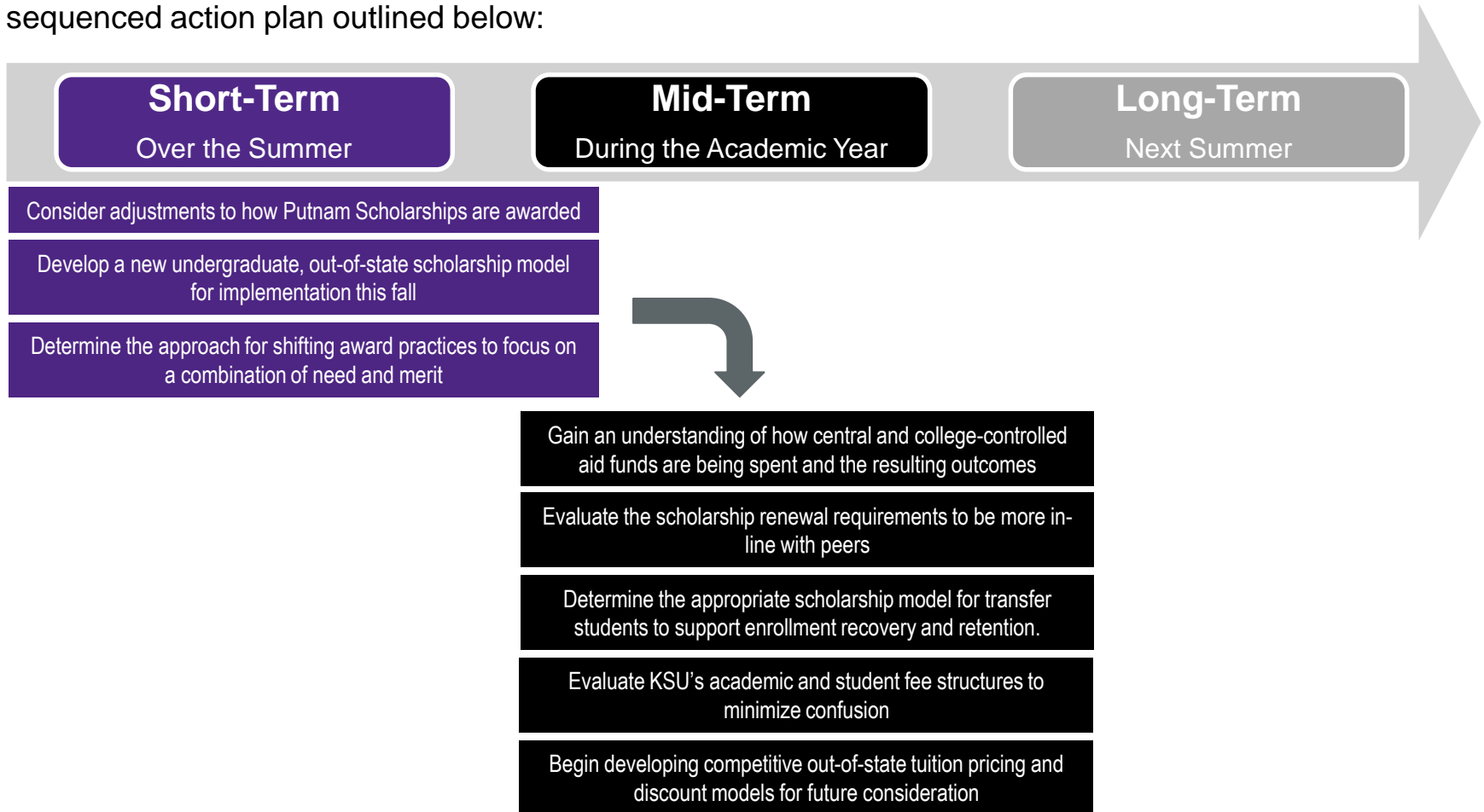
KSU can begin to make immediate progress on the SEM Plan's key enablers and goals by following the sequenced action plan outlined below:



THE PATH FORWARD

FINANCIAL AID AND SCHOLARSHIPS TASK FORCE

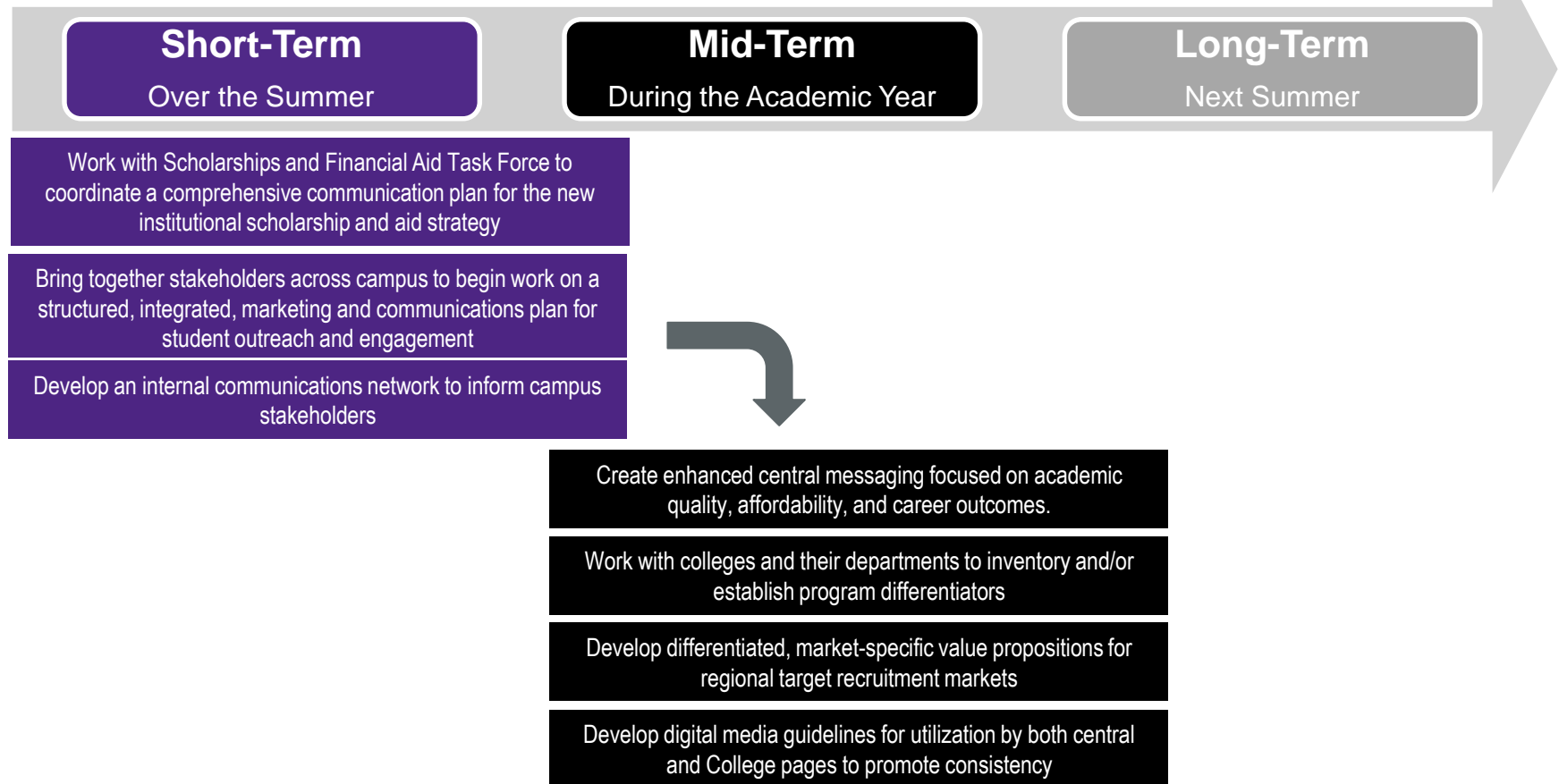
KSU can begin to make immediate progress on the SEM Plan's key enablers and goals by following the sequenced action plan outlined below:



THE PATH FORWARD

MARKETING AND COMMUNICATION TASK FORCE

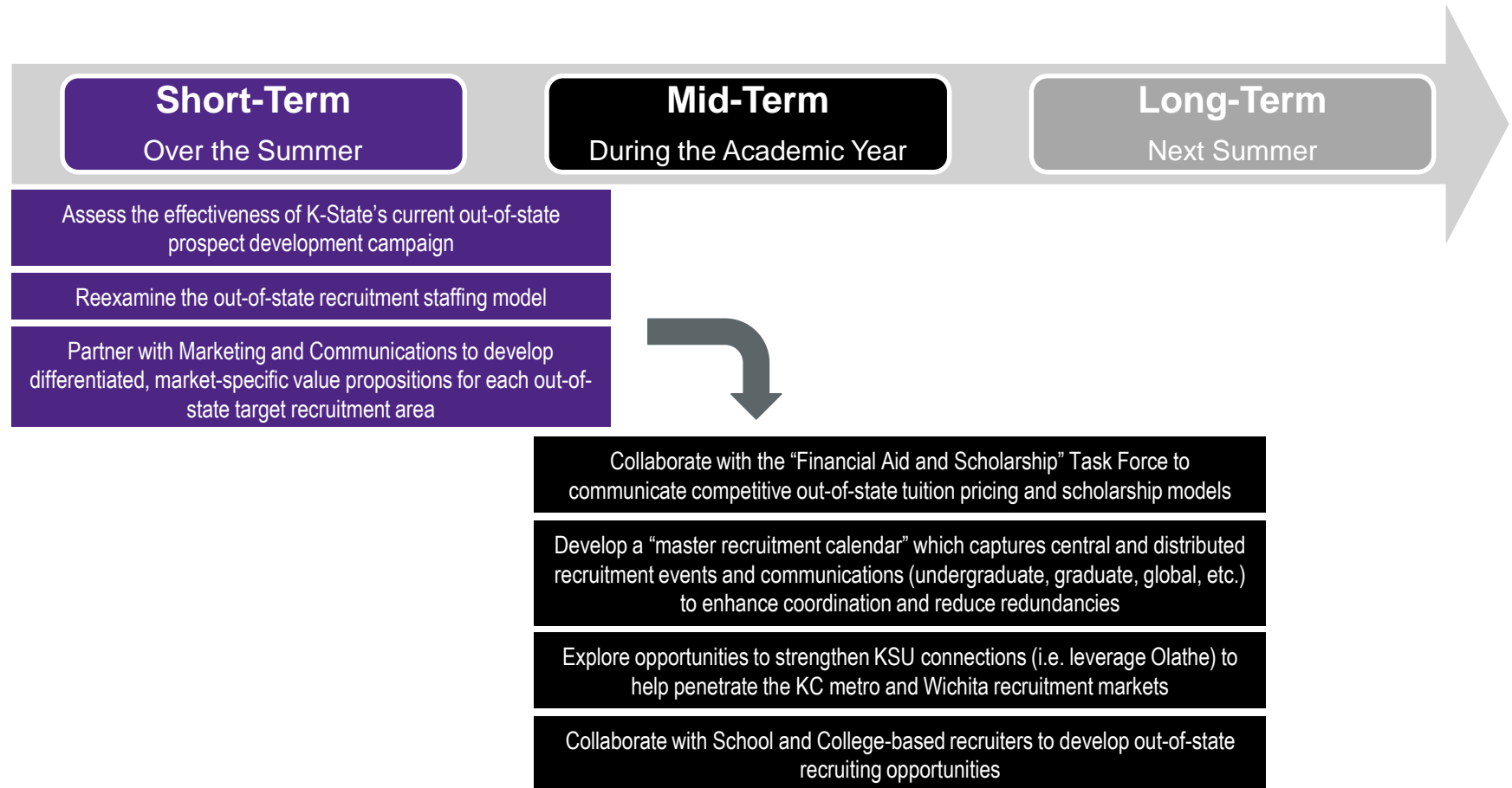
KSU can begin to make immediate progress on the SEM Plan's key enablers and goals by following the sequenced action plan outlined below:



THE PATH FORWARD

OUT OF STATE RECRUITMENT TASK FORCE

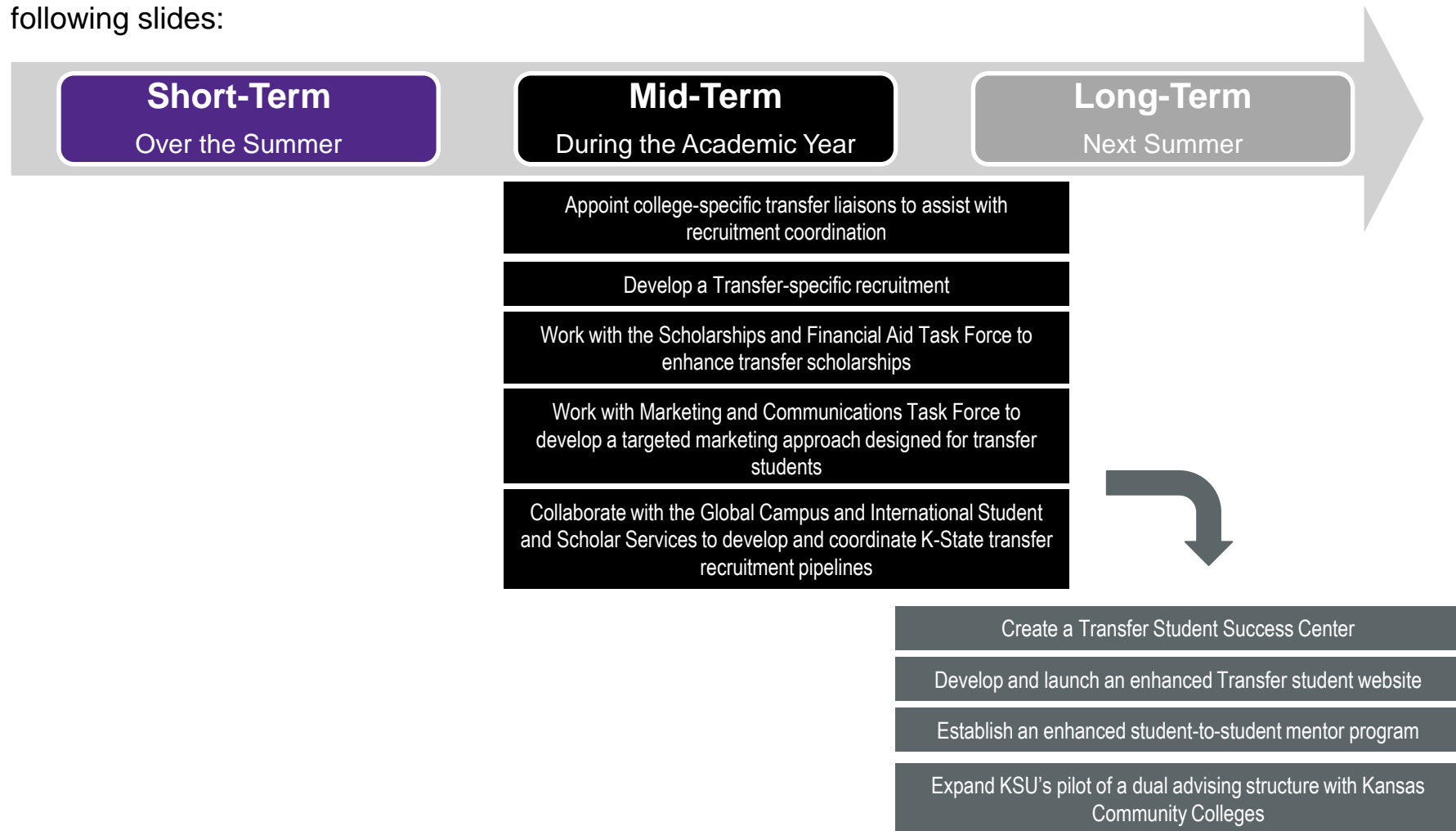
KSU can begin to make immediate enrollment gains by following the sequenced action plan outlined below:



THE PATH FORWARD

TRANSFER STUDENTS TASK FORCE

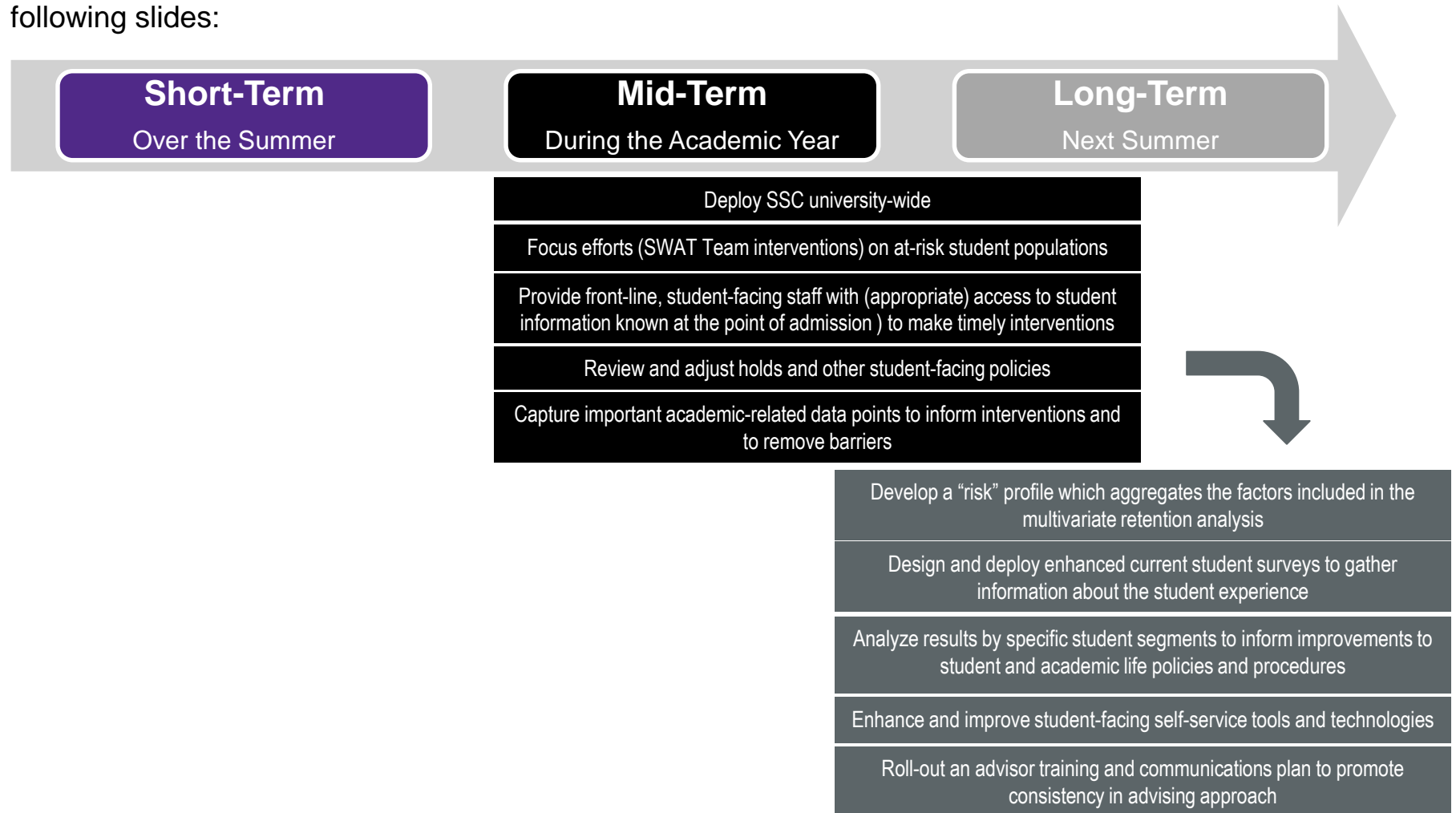
KSU can begin to make immediate enrollment gains by following the sequenced action plan outlined on the following slides:



THE PATH FORWARD

STUDENT SUCCESS TASK FORCE

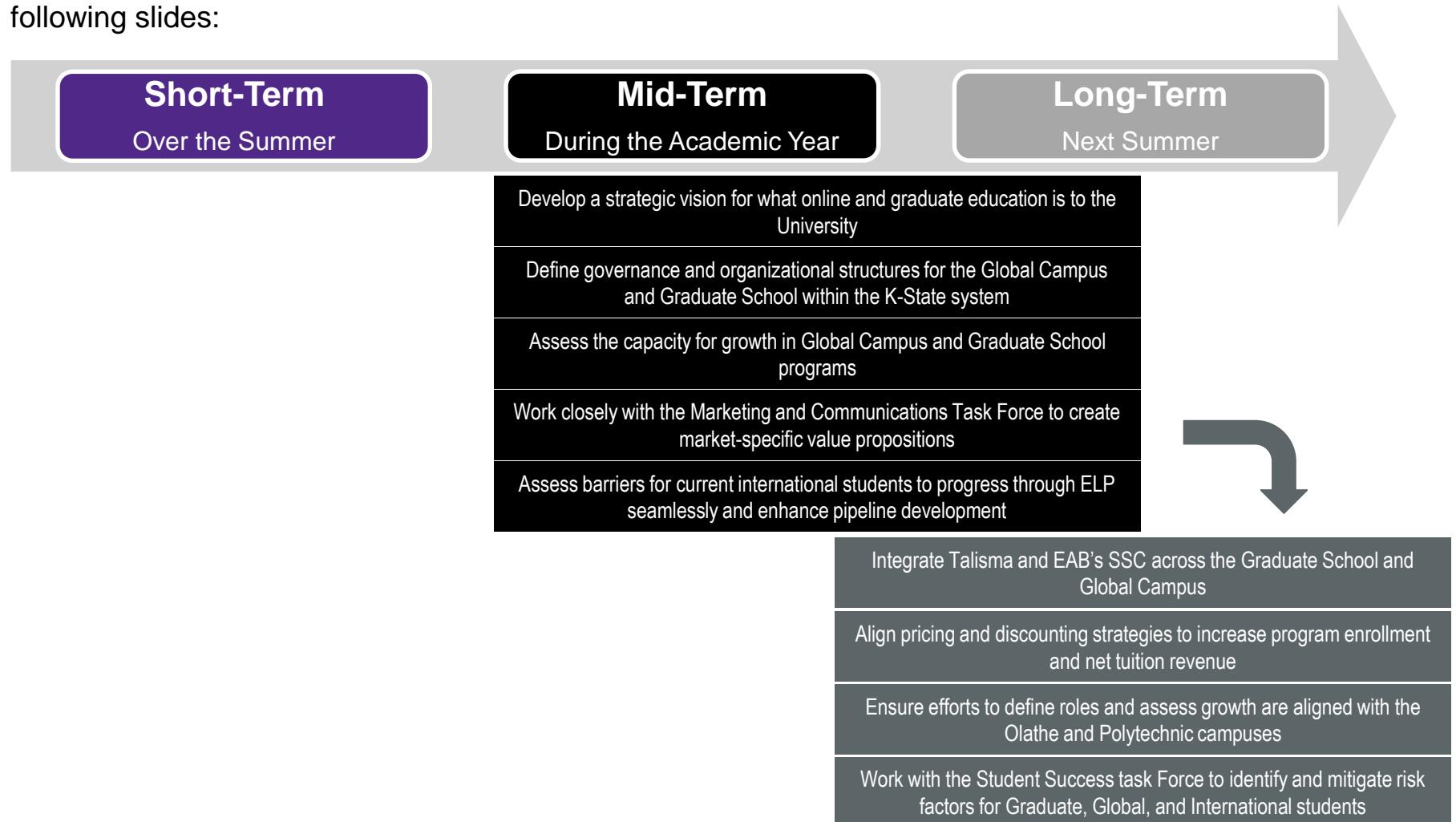
KSU can begin to make immediate enrollment gains by following the sequenced action plan outlined on the following slides:



THE PATH FORWARD

GRADUATE, GLOBAL AND INTERNATIONAL TASK FORCE

KSU can begin to make immediate enrollment gains by following the sequenced action plan outlined on the following slides:





APPENDICES

ACADEMIC INCUBATOR

DEFINING AN ACADEMIC INCUBATOR

Conversations with the Graduate School and Global Campus indicated a need for the university to reduce internal barriers and provide a sufficient incentive to inspire new program development. Huron recommended the creation of an Academic Incubator to provide an integrated approach to new program development between the Graduate School and Global Campus.

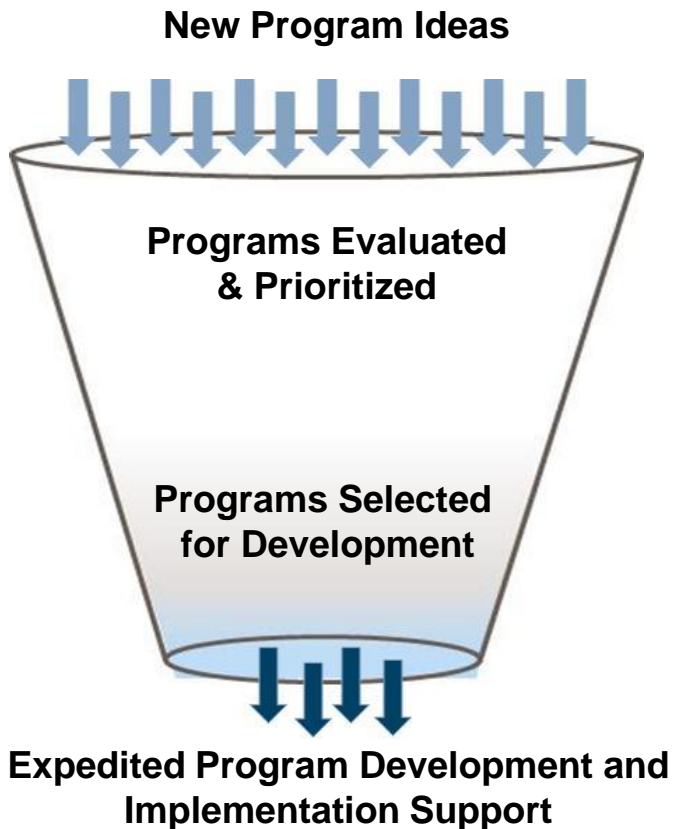
Academic Incubator:

- Developed as part of the future-state Global Campus operating model
- Centrally managed unit designed to provide the Colleges and Academic Departments necessary support to evaluate, develop, and implement new academic programs, modalities, or technologies
- Standardized approach to new program development that provides transparency into the process and the appropriate incentives, and ongoing support for the Colleges and Academic Departments
- Reduces internal barriers and provides the necessary skillset and infrastructure the Colleges and Academic Departments may not possess internally

ACADEMIC INCUBATOR

FRAMEWORK FOR ACADEMIC INCUBATOR

The development of an academic incubator will equip KSU's Colleges and Academic Departments with the necessary tools, support, and standardized processes to successfully assess, develop, and implement new academic programs.



Ideas generated by Colleges/Departments, Industry Partners, Alumni

Academic Incubator Provides:

- Market Analysis (e.g., Research, surveys, target audience)
- Business Case Development (e.g., Marketing, financial analyses)
- Enrollment modeling / capacity planning support

Selected Programs Provided:

- Start-up funding (e.g., Program funding)
- Deans / Faculty receive additional incentives (e.g., Teaching release, research release, additional financial aid, tenure credit)
- Additional resources for program development (e.g., Instructional designers)

New Program Provisions:

- Timeframe to achieve enrollment targets (growth / sunset provision)
- Funding pay-back timeframe
- Revenue sharing agreement between Global Campus, Graduate School, and Colleges/Departments
- Metrics required for additional support (e.g., Enrollment / new faculty line)