



# MOREHEAD STATE UNIVERSITY

Quality education for every generation.

## STRATEGIC ENROLLMENT MANAGEMENT PLAN 2006-2010



## Strategic Enrollment Management

Strategic Enrollment Management is a comprehensive approach to integrating all of the University’s programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with “optimal” defined by the mission, academic vision, and strategic plan of the institution. Enrollment management becomes Strategic Enrollment Management when it actively integrates planning, strategies and structures in the formal enrollment management units with the institution’s evolving strategic planning, its academic vision and its fundamental mission.

Strategic Enrollment Management does not ignore short-term activities. Instead, it integrates short-term administrative efforts with long-term planning processes. These administrative efforts include a focus on management of those functional areas responsible for achieving enrollment goals. As a planning process, Strategic Enrollment Management focuses on the outward- and forward-looking activities that guide the institution’s pursuit of its preferred future in a constantly changing and competitive environment and includes long-range planning and institution-wide strategy development.

## Strategic Enrollment Management Task Force

The Strategic Enrollment Management Task Force will develop and implement strategies to integrate the University’s programs, practices, policies, and planning related to achieving the optimal recruitment, retention and graduation of students.

Duties and responsibilities:

- Develop a strategic enrollment management plan, included here, in support of the University’s strategic plan
- Coordinate implementation of short-term administrative process improvements
- Coordinate implementation of long-term planning processes
- Use a data-driven, learning-based approach to decision making
- Gather and utilize input from individuals who provide student services
- Incorporate best practice models
- Focus on providing seamless service excellence
- Identify key decision points, outcomes and accountabilities
- Provide a system of continuous improvement

Members:

Debbie Abell	Adam Kantrovitch	Scott McBride	Debbie Ross
Al Baldwin	Janet Kenney	Joel Pace	Dayna Seelig, Co-chair
Carol Becker	Kevin Koett	Clarenda Phillips	Sheri White
Dan Connell	Jeffrey Liles, Co-chair	Janet Ratliff	Robert Willenbrink
Carol Ford	Jason Marion	Jill Ratliff	

**Focus Area: Advising and Program Delivery**

<b>Goal: Provide quality academic programs and advising services where, when and how students are best able to access them</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Products(s):</b>
Update advising systems and processes.	Deans and Department Chairs, Regional Campuses, General Studies	Fall 2006	Provide a report with the following components: <ul style="list-style-type: none"> <li>• A summary evaluating current advising status, identifying areas for retention and change, including specialized advising, e.g. athletics</li> <li>• Review ACT Advising Survey</li> <li>• Review best practices, CAS and NACADA advising standards</li> <li>• A review of best practice and a recommendation for implementing an advising model(s)</li> <li>• A training manual for providing quality advising</li> <li>• A recommended method and timeline for assessing advising in the future</li> </ul> Implement new advising model(s) by August 2006.
Establish and/or update specialized academic retention initiatives:  - Honors program - Residential college/ learning communities - Leadership program  - <b>Developmental programs</b> - <b>First year programs</b> - <b>Ethnic minority retention</b> - <b>Sophomore year</b> - <b>Early enrollment, high school classes/ dual credit, summer program</b> - <b>International education</b>	Retention Task Force  Honors Task Force  Ad hoc task forces as appropriate for each initiative	July 1, 2006 Evaluate and review annually by July 1  July 1, 2006 Evaluate and review annually by July 1  July 1, 2006 Evaluate and review annually by July 1	Assess current status of all specialized academic retention initiatives on all campuses; including internal data analysis, e.g. NSSE, FSSE and CIRP survey results.  Complete a comprehensive report related to the assessment of the Academic Honors Program, HLRC and the Leadership Development Program with recommendations and implementation strategies for new and/or revised initiatives/organizational structure.  Provide a report with the following components for all of the areas in <b>bold</b> to the left: <ul style="list-style-type: none"> <li>• A summary evaluating current status, identifying areas for retention and change</li> <li>• A review of best practice and a recommendation for implementing new model(s)</li> <li>• Provide a timeline for implementing changes</li> <li>• A recommended method and timeline for assessing outcomes</li> </ul>

<p>Co-curricular transcript</p>	<p>Student Life</p>	<p>July 1, 2006 Evaluate and review annually by July 1</p>	<p>Provide (for co-curricular transcripts):</p> <ul style="list-style-type: none"> <li>• A review of how other institutions are handling co-curricular transcripts</li> <li>• Report on best practice and uses for the co-curricular transcript</li> <li>• A recommendation for implementation of the process at MSU</li> </ul>
<p>Enhance access to academic programs via:</p> <ul style="list-style-type: none"> <li>- Regional campuses</li> <li>- Online, ITV, hybrid (Online BUS Completer, Nursing, and BBA)</li> <li>- Course scheduling (Registration for one year, MWF1, weekend, intersession)</li> <li>- KCTCS Partnerships/ concurrent enrollment</li> </ul>	<p>Deans and Department Chairs, Regional Campus Directors, Distance Learning, Registrar, University Marketing</p>	<p>July 1, 2006 Evaluate and review annually by July 1</p>	<p>Provide an overview of course and program delivery, including:</p> <ul style="list-style-type: none"> <li>• Assess current status of course and program delivery methods on all campuses</li> <li>• Review of best practices and ACHE data</li> <li>• Internal data analysis</li> <li>• Student, faculty, staff and constituent input</li> <li>• Review of market potential and needs assessment instruments</li> </ul> <p>For KCTCS Partnership, provide:</p> <ul style="list-style-type: none"> <li>• A summary evaluating current enrollments, graduation rates, persistence rates for each of the KCTCS Partnerships</li> <li>• Evaluate current online programs, ITV and hybrid combination courses/programs</li> <li>• Provide 2+2 program agreements or have clear checksheets for students transferring from KCTCS for all programs</li> <li>• Evaluate course scheduling models for best practice and develop processes to provide for a more flexible scheduling of courses and longer term registration</li> <li>• Implement new registration and course scheduling model(s) by August 2006</li> <li>• Provide a proposal outlining action items to be implemented regarding recruitment for KCTCS and dual enrollment opportunities</li> </ul>

**Focus Area: Enrollment Mix and Marketing**

<b>Goal: Deploy proven recruitment and marketing strategies related to achieving the optimal recruitment, retention, and graduation of students.</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Products(s):</b>
Determine the optimal enrollment mix for MSU for Fall 2006-Fall 2010.	President’s Cabinet, Academic Affairs, Planning, Budgets & Technology, IRCA Enrollment Services University Marketing SEMTF	Feb. 1, 2006 Apr. 1, 2006 June 1, 2006 Aug. 1, 2006	Develop short-term enrollment goals and planned enrollment strategies for Fall 2006 Provide a report analyzing market potential within service region and beyond Develop long-term enrollment projections and components in support of the 2006-2010 strategic plan Develop academic program goals leading to long-term enrollment targets
Implement benchmark enrollment services policies and processes.	Enrollment Services, Registrar, Accounting & Budgetary Control	Aug. 1, 2005 Nov. 1, 2006 Apr. 1, 2007	Implement Enrollment Services policy and process changes Measure recruitment impact in target areas Develop enhanced processes based on assessment results
Field marketing strategies specific to target populations and programs.	Academic Affairs Regional Campuses, University Relations, Enrollment Services	Feb. 1, 2006 July 1, 2006	Develop and implement short-term marketing plan to support enrollment strategies for Fall 2006 Develop long-term marketing plan to support reaching long-term enrollment targets
Support campus-wide diversity initiative.	Academic Affairs, University Relations, Enrollment Services	Aug. 15, 2006	Implement recruitment and retention strategies outlined in 3-year campus-wide diversity plan

**Focus Area: Student Services**

<b>Goal: Continuously improve student services.</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Product(s):</b>
Establish a strong student service orientation.	Strategic Enrollment Management Task Force,  Directors of student services units	July 1, 2006	Survey campus related to all services/offices with regard to satisfaction to measure satisfaction, value and gather suggestions for improvement.  Evaluate the survey and determine areas that need further review.  Summarize best practice in the area of student service.  Recommend and develop general training manuals for providing quality student service for all employees.  Develop a schedule for annual in-service training for a new employee orientation program.  Review department/unit training manuals for new employees and provide feedback to those departments.
Establish a system of thorough, regular assessment of student services to address the needs of current and future students.	Strategic Enrollment Management Task Force,  Directors of student services units  Auxiliary Services	July 1, 2006	Gather student input (surveys and focus groups).  Analyze student survey data.  Review best practices from professional organizations, including ACPA and NASPA, including defining “student services” and evaluating student services programs.  Create four-year calendar outlining review of services.  Develop evaluation template to guide assessment of student services programs.
Review housing requirements.	Director of IRCA,  Director of Housing,  Head of Enrollment Services  Director of Budgets  VP for Administration & Fiscal Services	March 1, 2006	Evaluate impact of housing requirements on recruitment and retention for Fall 2005; providing a report detailing revenue generation, housing waiver requests, impact of those requests.  Survey current and withdrawing students.  Provide recommendations based on data analysis and best practices.

**Focus Area: Admission Standards**

<b>Goal: Establish a successful academic profile.</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Products(s):</b>
Determine and apply appropriate admission standards by evaluating data.	IRCA, Office of Admissions, Academic Standards & Appeals Committee, Faculty Senate, Office of First Year Programs & Retention, Graduate Office, Deans and Department Chairs, University Relations	June 1, 2006	Provide recommendations on admissions criteria and related processes for admission. Review process of organizing, gathering and analyzing institutional data: <ul style="list-style-type: none"> <li>• Profile of MSU students (ACT, HSGPA, Admissions Index, age, home county/state, race, KCTCS and other transfers)</li> <li>• Retention and graduation of student cohorts by profile characteristics; undergraduate and graduate enrollments by year, academic program, home county</li> <li>• Retention and graduation of graduate and undergraduate students by program</li> <li>• Evaluate the understanding of current admissions process including coordination among offices and resources for all units across campus                             <ul style="list-style-type: none"> <li>○ Provide recommendations and information to enhance all unit’s understanding of how to effectively work with the admissions process</li> </ul> </li> <li>• Review admission criteria of CPE benchmark institutions to identify “best practices; review information and reports</li> </ul> Propose and submit admission criteria/standards for a 4 year progressive period 2006-2010 and provide an evaluation tool for assessing the outcomes.
Establish a model that includes alternative routes of admission.	Office of Admissions, Graduate Office, Academic Outreach & Support, International Office	March 1, 2007	Review admission models that include alternative routes for admission for at-risk and non-traditional students from CPE benchmark institutions to identify “best practices”. Review admission models that include alternative routes for international students. Propose and submit criteria and a plan for determining admission status for all alternative routes.
Collaborate with P-16 partners to better prepare incoming students for success.	P-16 Councils School Districts College of Education	Dec. 15, 2006	Review process of collaborating, co-planning and communicating with school districts to align curriculum, prepare students, and update admissions and scholarships.

**Focus Area: Financial Aid**

<b>Goal: Deploy scholarship and financial aid programs to recruit and retain successful students</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Products(s):</b>
Establish successful and efficient scholarship programs by determining the best mix of criteria for scholarships to address high academic criteria and low income families for strategic awarding of funds.	Office of Financial Aid, Office of Development, IRCA, University Marketing, Scholarship Committee	April 1, 2006	<p>Description of current MSU scholarships including:</p> <ul style="list-style-type: none"> <li>• Number of scholarships offered each fall and number actually awarded</li> <li>• Retention and graduation of scholarship recipients by scholarship type including retention of scholarship</li> <li>• Profile of scholarship recipients (ACT, HSGPA, KCTCS student, county, state, age, race, gender, child of alumnus)</li> </ul> <p>Review the process of awarding scholarships, including timelines and appeals and make recommendations for changes in process.</p> <p>Review the scholarship guide and Web pages related to publicizing and marketing scholarships and make recommendations for enhancements.</p> <p>Provide a summary of best practices and recommendation for retaining or changing practices in the scholarship awards process.</p>
Implement best practices to ensure timely processing, awarding and disbursing of financial aid.	Office of Financial Aid, Accounting & Budgetary Control, IRCA	April 1, 2007	<p>Review system of processing, awarding, notifying, verifying, and disbursing financial aid and communicating with students &amp; internal constituents; and make recommendations for change.</p> <p>Review financial aid systems at other CPE benchmark institutions and identify “best practices”.</p> <p>Review process of determining and communicating cost of attendance and make recommendations for change.</p> <p>Review profile of financial aid recipients (ACT, HSGPA, KCTCS student, county, state, age, race, gender, child of alumnus, income levels):</p> <ul style="list-style-type: none"> <li>• Number of students receiving various types of federal and state financial aid (mixture of grant, work-study &amp; loan)</li> <li>• Retention &amp; graduation of students receiving financial aid by financial aid type</li> </ul>

**Focus Area: University Processes**

<b>Goal: Continuously improve university processes related to achieving the optimal recruitment, retention and graduation of students.</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Products(s):</b>
Establish a system where each unit annually reviews their processes and procedures, developing a plan for process improvement based on data analysis and best practices.	Ad hoc task force with membership chaired by head of Enrollment Services, Planning Committee	Spring 2007	Develop and implement a plan for process improvements, integrated with annual unit planning and assessment process.
Reengineer enrollment processes in conjunction with RI <sup>2</sup> SE project.	Enrollment Services, Registrar, Accounting & Budgetary Control	Oct. 1, 2005 Apr. 1, 2006 Annually in June	Complete process mapping. Review best practices. Implement updated rules and processes.
Update registration process, with immediate focus on advanced scheduling and advance registration.	Registrar, Associate Provost for Graduate and Undergraduate Programs	July 1, 2006 July 1, 2006 Apr. 1, 2007	Develop and publish curriculum maps. Complete RI <sup>2</sup> SE process mapping. Implement enhanced schedule creation and student registration processes.
Review student fee process.	SGA, SAC, Athletics, Student Life, Registrar, Auxiliary Services, Planning, Budgets and Technology, Accounting & Budgetary Control	Apr. 1, 2006 Apr. 1, 2006 July 1, 2006	Gather student input. Review best practices. Report fee process recommendations.

**Focus Area: Internal Communication**

<b>Goal: Continuously improve internal communication related to achieving the optimal recruitment, retention, and graduation of students</b>			
<b>Objective:</b>	<b>Responsible:</b>	<b>Completion:</b>	<b>Work Products(s):</b>
Establish and maintain an institutional governance Web site that lists all governing bodies (including task forces and ad hoc committees) and provides access to meeting minutes.	Faculty Senate, Staff Congress, SGA, Board of Regents, University Relations	July 1, 2006	Review web postings for access to current committee minutes and activities. Review web sites for current content current and use of internal links. Provide a recommendation for providing new sites, better coordination of information, more accessible locations, better labeling and other improvements to enhance cross unit/committee information.
Provide useful, current information to support areas involved in the recruitment process.	Head of Enrollment Services	July 1, 2006	Publish comprehensive scholarship guide and update yearly before July 1. Post information on enrollment management Web pages and review/update Web monthly to maintain an accurate resource for faculty/staff working with prospects, applicants, and students. Develop a schedule and topic guide for presenting training and information sessions related to recruitment.
Update the internal communication process involving students.	SGA, Academic Affairs, Student Life, Administration & Fiscal Services, University Relations, Enrollment Services, Planning, Budgets and Technology	July 1, 2006	Review of best practices related to print media, web offerings, and internal communication strategies involving student to student, university to student communication, and student to university communication. Provide a recommendation for changes in internal communication processes.
Produce progress report on strategic enrollment management plan.	Strategic Enrollment Management Task Force	Annually, June 30	Distribute progress report to the President’s Cabinet and campus community.

**Progress Tracking**

**I = To Be Implemented    A = To Be Assessed    U = To Be Updated**

**Focus Area: Advising and Program Delivery**

Goal: Provide quality academic programs and advising services where, when and how students are best able to access them.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Update advising systems and processes	Implement new advising model	I	A	U	A
Establish and/or update specialized academic retention initiatives: - Honors program - Residential college/learning communities - Leadership program - Developmental programs - First year programs - Ethnic/minority retention - Sophomore year - Early enrollment, high school classes/dual credit, summer program - International education - Co-curricular transcript	Implement new and/or revised initiatives	I	I, A	I, U	I, A
Enhance access to academic programs: - KCTCS Partnerships/dual enrollment - Regional campuses - Online, ITV, hybrid (Online BUS Completer, Nursing, and BBA) - Course scheduling (Registration for year, MWF1, weekend, intersession)	Offer revised courses, programs and schedules	I	I, A	I, U	I, A

**Focus Area: Enrollment Mix and Marketing**

Goal: Deploy proven recruitment and marketing strategies related to achieving the optimal recruitment, retention, and graduation of students.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Determine the optimal enrollment mix for MSU for Fall 2006-Fall 2010	Enrollment projections and components submitted	I	U	U	U
Implement benchmark enrollment services policies, practices and processes	Enrollment Services process changes implemented	I	I, A	I, U	I, A
Field marketing strategies specific to target populations and programs	Marketing plan implemented	I	I, A	I, A	
Support campus-wide diversity initiative	Implement strategies outlined in 3-year plan	I	I, A	I, A	U

**Focus Area: Student Services**

Goal: Continuously improve student services.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Establish a strong student service orientation	Implement training sessions	I	I	I, A	I, U
Establish a system of thorough, regular assessment of student services	Develop evaluation template to guide assessment	I	I, A	I, U	I, A
Review housing requirements	Implement recommendations	I	A	U	

**Progress Tracking**

**I = To Be Implemented    A = To Be Assessed    U = To Be Updated**

**Focus Area: Admissions Standards**

Goal: Establish a successful academic profile.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Determine and apply appropriate admission standards	Admissions criteria and processes implemented	I	I, A	I, U	I
Establish a model that includes alternative routes of admission	Best practices implemented		I	I, A	I, U
Collaborate with P-16 partners to better prepare incoming students	Revised process implemented	I	I, A	I, U	I

**Focus Area: Financial Aid**

Goal: Deploy scholarship and financial aid programs to recruit and retain successful students.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Establish successful and efficient scholarship programs by determining the best mix of criteria for scholarships to address high academic criteria and low income families for strategic awarding of funds	Recommendation implemented for a coordinated scholarship system	I	I, A	I, U	I, A
Implement best practices to ensure timely processing, awarding and disbursing of financial aid	Best practices implemented		I	I, A	I, U

**Focus Area: University Processes**

Goal: Continuously improve university processes related to achieving the optimal recruitment, retention and graduation of students.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Establish a system where each unit annually reviews their processes and procedures, developing a plan for process improvement based on data analysis and best practices	Plan for process improvement implemented		I	I, A	I, U
Reengineer enrollment processes in conjunction with RI <sup>2</sup> SE project	Implement rules and processes	I	I	A	U
Update registration process, with immediate focus on advanced scheduling and advance registration	Implement recommendations		I	A	U
Review student fee process	Report fee process recommendations	I	A	U	

**Focus Area: Internal Communication**

Goal: Continuously improve internal communication related to achieving the optimal recruitment, retention, and graduation of students.

<b>Objective:</b>	<b>Work Products(s):</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Establish and maintain an institutional governance Web site that lists all governing bodies and provides access to meeting minutes	Web site created and content current	I	I	I, A	I, U
Provide useful, current information to support areas involved in the recruitment process	Training topics presented	I	I, A	I, U	I, A
Update the internal communication process involving students	Implement recommendations	I		U	
Produce progress report on strategic enrollment management plan	Distribute progress report	I	I	I	I