SEM THEME 1: DATA, TECHNOLOGY & SYSTEMS

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.

SEM THEME 2: FINANCIAL SUSTAINABILITY

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.

SEM THEME 3: MARKETING & COMMUNICATIONS

Observations
- Internal communications between DCM and other KSU units (Global, Graduate, Colleges, International, Athletics, etc.) have not been historically prioritized, leading to inconsistent messaging and branding.
- Prospective student marketing tends to be a one-size-fits-all approach.
- K-State’s prominent branding message, “The Wildcat Way”, focuses on campus culture and the tenants of tradition and family. There is less emphasis on academics, affordability, and a connection to career outcomes.
- KSU communications are heavily reliant upon traditional methodology, such as print publications and mailers, in comparison to digital media.

Goals
3.A. Create a unified brand and messaging strategy across these units by building buy-in from stakeholders and develop specific execution strategies for each unit.
3.B. 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.
3.C. While current messaging resonates well with in-state, legacy, white, prospective students, K-State must market itself to attract a more diverse audience.
3.D. Allocate resources to develop a stronger digital presence to help penetrate less traditional, more modern markets.
SEM THEME 4: UNDERGRADUATE RECRUITMENT

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).

SEM THEME 5: RETENTION & STUDENT SUCCESS

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.

SEM THEME 6: GLOBAL CAMPUS

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.

SEM THEME 7: GRADUATE SCHOOL

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.