



STRATEGIC ENROLLMENT MANAGEMENT PLAN

Implementation Update
The First Eighteen Months



Table of Contents

- What's Happening by Themes: Accomplishments, Activities, and What's Next*
 - Marketing and Communications
 - Financial Aid and Sustainability
 - UG Recruitment
 - UG Retention and Student Success
 - Global, Graduate, and International
 - Data, Technology, and Systems
- Overview of SEM Plan Decision-Making and Implementation Structure and Roles

* What's Next sections refer to priority activities for the remainder of the semester through summer.



WHAT'S HAPPENING BY THEME: ACCOMPLISHMENTS AND ACTIVITIES



MARKETING AND COMMUNICATIONS

Marketing and Communications

Objectives – Years 1 and 2

- + Create a **unified brand and messaging strategy** across all units (Athletics, Colleges, Global, Graduate, International, Student Life, etc.) by building buy-in from stakeholders and developing specific execution strategies for each unit.
- + 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 must evolve current messaging to market itself to **attract a more diverse audience**.
- + Allocate resources to **develop a stronger digital presence** to help penetrate less traditional, more modern markets.

Marketing and Communications

What We Did

- ✓ Implemented a comprehensive communication plan for the new institutional aid and scholarship strategies for Fall 2019, Fall 2020 and beyond, including launching a [new scholarship website](#) during 2019 to make it easier for students and families to explore general university scholarship/award opportunities
- ✓ Engaged stakeholders across campuses on communications and communication plans related to SEM, student recruitment, outreach and engagement
- ✓ Launched an application incentive campaign late fall 2018/early spring 2019 in response to application data tracking
- ✓ Implemented differentiated marketing approaches for regional target markets
- ✓ Developed/distributed digital media guidelines for central and college units to optimize individual college/departmental web pages for recruitment
- ✓ Conducted workshops with colleges to inventory differentiators and establish brand promise statements

Marketing and Communications

What We Did

- ✓ Launched the [K-State Online website](#) (January 2020) to increase applications for online programs across the university while developing best practices templates for the university content management system (CMS)
 - The overarching vision: a mobile-first approach, industry best practices in design and content, search engine optimization and accessibility observed
- ✓ Launched a new web pathway (February 2020) supporting strategic deployment of [career pathways/academic interest areas](#), allowing students a variety of paths to search for K-State's academic programs of interest – launched corresponding digital advertising in conjunction
- ✓ Engaged BVK consultants working with K-Staters to assist with refining our K-State brand
- ✓ Developed plans, then launched digital media buys, targeting students and parents in Kansas, and select MSEP and Founders states: Nebraska, Missouri, Illinois, Minnesota, California, Texas, Oklahoma, Arkansas and Colorado – coordinated these buys with campus partners to minimize overlap and maximize shared opportunities
- ✓ Continued optimization of college/departmental websites and communication

Marketing and Communications

What's Next in the Near Term

- + Continue strategic **digital media buys** under shared institutional vendor for FY 20-21
- + **University-wide adoption of new brand strategy** executed in collaboration across K-State - launch summer 2020
- + Timely **migration to newly developed and optimized web templates** with goal to complete college, Admissions, and Student Financial Assistance sites by summer 2020
- + Improve **Net Price Calculator**



FINANCIAL AID AND SUSTAINABILITY

Financial Aid and Sustainability

Objectives – Years 1 and 2

- + **Design an institutional aid strategy** that meets market expectations and aligns with institutional enrollment priorities for the Fall 2019 entering cohorts.
- + **Review price elasticity and aid optimization analyses** that explore the tradeoffs between student headcount, profile, student success, and net tuition revenue.
- + **Become more efficient and thoughtful in the use of scarce financial resources** to achieve institutional goals:
 - Ensuring that students receive aid packages that meet student needs while safeguarding limited funds;
 - Becoming more process-oriented to integrate data-driven decisions into the financial aid process;
 - Maintaining the University’s competitive financial aid position vis-à-vis an increasingly competitive field; and;
 - Determining the use of centrally controlled and college-based endowment funds in achieving K-State enrollment and retention goals.

Financial Aid and Scholarships

What We Did

- ✓ Designed/implemented/communicated new Fall 2019 scholarship strategy for in-state and OSS students, including capping and phasing out Putnam Scholarships and engaging Colleges in awarding the UDS Award
- ✓ Expanded MSEP eligibility to all majors for Fall 2019 class
- ✓ Piloted waiving international application fee and restructured international merit scholarships
- ✓ Designed/implemented/communicated a new institutional aid strategy for the Fall 2020 UG recruiting cycle and beyond including new merit scholarship model and more competitive OSS tuition pricing and discount models

Financial Aid and Scholarships

What We Did

- ✓ Goals of new strategy: 1) **balance student headcount with NTR** while recognizing financial constraints, 2) **expand the enrollment funnel** while expanding scholarship opportunities to **students in the academic middle**, and 3) create **greater flexibility for colleges** to target their resources by providing additional awards on top of centrally funded scholarships
 - ✓ Simplified merit scholarships with five levels of merit-based awards to FTFT **in-state** residents based on HS GPA and ACT/SAT scores
 - ✓ Expanded MSEP program for **OOS residents** by lowering eligibility thresholds to a 22 ACT and 3.25 GPA with two levels of enhancement awards for academic bands 5-7
 - ✓ Continued current scholarship portfolio to non-MSEP (or expansion) **OOS residents**
 - ✓ Offered slightly increased merit awards to in-state and OSS **transfer students** and increased eligibility from two to three years
 - ✓ Expanded MSEP to eligible OSS transfer students by slightly lowering the eligibility threshold
 - ✓ Offered a reduced tuition rate (equivalent to MSEP of up to 150%) to UG **OOS students** from Arkansas, California, Colorado, Oklahoma, and Texas (named Founders States)

Financial Aid and Scholarships

What We Did

- ✓ Beginning Fall 2020, lowering the GPA scholarship renewal threshold from 3.5 GPA to 3.0 GPA to be more in-line with peers (exceptions are the Putnam, Presidential, and Distinguished University Scholars awards)
- ✓ Updated general renewal eligibility requirements and stood up an interim appeal process for Fall 2019
- ✓ Stood up a scholarship tracking award audit function to ensure financial accountability, expanded the tracking report to include all institutional scholarships, and documented various institutional scholarship awarding processes
- ✓ Collaborated with KSU Foundation to improve the [K-State Scholarship Network](#) user experience for students and expanded use by Foundation, central units, and colleges
- ✓ Improved timeliness and communications related to scholarship award letters
- ✓ Held university forum and recruiters training in July to go over scholarship changes and the [new scholarship website](#)

Financial Aid and Scholarships

What's Next in the Near Term

- + Put in place the **general scholarship renewal appeal process** for Fall 2020 and beyond
- + Document **cost of attendance**
- + Expand tracking report to **document all institutional scholarships and aid focused on recruitment, retention, and need** awarded across Enrollment Management, Student Success, and Student Life for further review, alignment, and optimization
- + Develop strategy for more efficient awarding of **institutional scholarships**

Financial Aid and Scholarships

What's Next in the Near Term

- + Gain a better understanding of how central and college-controlled funds are spent and working on processes to **better coordinate between central and college-based awarding** to maximize the use of available funds to support enrollment targets
- + Evaluate lessons learned from KSN adoption to date and determine next steps with the Foundation and Colleges to continue towards **full adoption using all its capabilities** to better serve students and coordinate awarding and student notification
- + Continue **shifting award practices to focus on a combination of need and merit** to address closing the unmet need gap for at-risk populations, including **creating a retention grant program this spring**



UG RECRUITMENT

UG Recruitment

Objectives – Years 1 and 2

- + Advance the work of K-State’s SEM Plan by prioritizing and acting on the out-of-state marketing and recruitment recommendations the SEM Plan Steering Committee identified and ultimately supporting **K-State’s strategic goal to increase the percentage of non-resident, students at all levels.**
- + Assist in **identifying appropriate non-resident student markets** and assess whether current recruitment tactics and marketing messages are **optimized to attract students who are a good fit with K-State.**
- + Using insights gained from Huron’s primary market research and recruitment diagnostics, begin with a focus on developing recommendations for reaching and engaging domestic, non-resident first-time, full-time students in order to regain, stabilize, and grow KSU’s out-of-state population to **20% of the freshmen class by 2023.**
- + Stabilize **in-state** enrollment.



Recruitment and Retention – Transfer Students

Objectives – Years 1 and 2

- + **Examine the current approach** to the recruitment and retention of transfer student markets
- + Assess whether current recruitment tactics and student services are **optimized to attract and retain transfer students who are a good fit with K-State.**
- + Begin with a focus on developing recommendations for reaching and engaging transfer students to **regain, stabilize, and grow KSU's transfer cohort back above 1,000 students by 2023 (4% annually)**

UG Recruitment

What We Did

- ✓ Assessed effectiveness of out-of-state name prospect development campaign and implemented a new name-buying and treatment strategy
- ✓ Examined the OSS recruitment staffing model (local/regional reps), invested in a revised OSS staffing model, and deployed resources more strategically and intentionally to high-growth areas
- ✓ Worked with DCM to implement targeted marketing approaches for specific out-of-state geographic areas and student demographics to deliver more customized student experience
- ✓ Worked with others to develop and communicate the new tuition pricing and scholarship models for in-state, OSS, and transfer students
- ✓ Collaborated with colleges to increase yield and expand recruitment activities
- ✓ Took a more holistic approach to both in-state and OSS recruitment

Recruitment and Retention – Transfer Students

What We Did

- ✓ Assessed barriers for current transfer students to progress through K-State seamlessly and enhance pipeline development with the focus on processes that affect transfer students decision to attend
- ✓ Identified new transfer credit evaluation process with transfer liaisons within the colleges to expedite the process
- ✓ Aligned [transfer student academic dismissal policy](#) with freshman policy, working with Faculty Senate on University Handbook change (F103)
- ✓ Developed initial recommendations for a Transfer Student Success Center

UG Recruitment

What's Next in the Near Term

- + Continue holistic approach to **both in-state and OOS** undergraduate recruitment
- + Continue to evaluate effectiveness of current **name-buying strategy**
- + Work with Colleges to **optimize yield** for 2020, **build pipeline** for Fall 2021 and beyond, and **manage summer melt**
- + Enhance onboarding process for all students (FTFT, Transfers, Graduate, Global, and International) – **map onboarding for all new students**
- + Build **virtual capacity** for recruitment
- + Deploy the new **CRM** university-wide, moving from **technical to functional implementation with priority for the Manhattan campus**
- + Explore purchase/implementation of the **Transfer Common Application**
- + Work with Colleges on changes to evaluation of **military credit for articulation**



RETENTION AND STUDENT SUCCESS

Retention and Student Success

Objectives – Years 1 and 2

- + Design a strategy to **improve coordination, collaboration, and communication around retention and student success** and remove barriers or adjust policies that negatively impact student progression, retention, and overall success.
- + **Recognize the integration of the entire Student Lifecycle** and the interrelationship of seating a class and graduating a class.
- + **Identify specific groups of students who we know today are “at-risk” (or expected to be “at-risk” upon enrollment) and mitigate attrition** by designing intervention strategies, targeted support services and wrap-around services to **improve cohort retention and 4-year and 6-year graduation rates to position KSU to meet and exceed peer averages**

Retention and Student Success

What We Did

- ✓ Developed a “risk” profile which aggregates factors included in the multivariate retention analysis to inform interventions
- ✓ Identified the need for a coordinated retention grant program
- ✓ Identified institutional barriers to student persistence and progression and developed a detailed list of barriers as parking lot issues for the coming year
- ✓ New procedures/processes developed and implemented regarding deadline for assignment of primary advisors within KSIS and graduation check
- ✓ Developed recommendations for a Persistence Team structure as a student success intervention team

Retention and Student Success

What We Did

- ✓ Improved communications around the billing process, with more work to be done
- ✓ Engaged the advisor community in discussion of the SEM plan and strategies to improve student success
- ✓ Advanced university-wide deployment of the Student Success Collaborative (SSC)
 - Expanded access to advisors, faculty, and administrators
 - 125 departmental contacts of academic programs (department heads, faculty, advisors) received training and identified student success markers
 - Began SSC shift from the graduation model to fall-to-fall persistence model to better support retention efforts
 - Renegotiated a five-year contract with vendor to include student-facing Smart Guidance, a mobile application supporting degree planning with implementation goal for Summer 2021

Retention and Student Success

What's Next in the Near Term

- + Establish the Cashier's Office as the central office for **routing and payments of outstanding balances**
- + Continue to **reduce holds as a barrier to enrollment** by creating a holds policy for central business offices and review holds put in place by those offices, including those under the Provost, Student Life, and Operations
 - + Work through central office holds first, review of academic holds to follow
- + Work with the advising community to **align academic advising expectations**
- + Develop plan with stakeholders for **continued redeployment of the Student Success Collaborative**, completing shift from the graduation to persistence model, restoring confidence in data integrity, expanding utilization and functionality, and adding student-facing Smart Guidance
- + Develop a **retention grant program**, working with the KSU Foundation on funding.
- + Explore **residency requirement** for freshmen



GRADUATE, GLOBAL, AND INTERNATIONAL

Graduate, Global, and International Objectives – Years 1 and 2

- + Evaluate and develop **governance structures for online and graduate education** and define how academic program development and enrollment growth goals should be integrated into the University's comprehensive enrollment management strategy, and to develop a long-term strategy for international student enrollment.
- + Involve key stakeholders and leadership (central and college-based) to **determine how and where the Global Campus, the Graduate School, Olathe and Polytechnic can grow**, and the role increasing International student enrollment might play.
- + Determine the **appropriate organizational structure** for the Global Campus and Graduate School enrollment operations, informed by a well-defined governance structure and program capacity.
- + Provide a **framework to support the launch of new academic programs** (Academic Incubator) and inform the extent to which internal capabilities need to be built out.
- + Ensure success by establishing a set of performance metrics for each academic program.

Graduate, Global, and International

What We Did - Years 1 and 2

- ✓ Considered a mission, vision, and guidelines for online education at K-State.
- ✓ Explored potential future state operational structures for online education at K-State.
- ✓ Explored capacity for growth in Global Campus and Graduate School programs.
- ✓ Identified Innovation in Education as a [K-State 2025 strategic initiative](#)
 - ✓ Focus on both online growth and academic innovation/incubator
 - ✓ Planning group began work in November with white papers due in March

Graduate, Global, and International

What's Next in the Near Term

- + Share Innovation in Education white papers as part of the K-State 2025 Refresh effort
- + Recruit Vice Provost for Graduate Education and Dean of Graduate School with upcoming retirement of Dean Carol Shanklin
- + Evaluate effectiveness of the use of international agent agreements across our campuses



DATA, SYSTEMS, AND TECHNOLOGY

Data, Systems, and Technology Objectives

- + Establish appropriate data governance, data warehouse, and Business Intelligence tools **to support data driven decision-making and optimize enrollment operations and the related budget modernization project**, laying the foundation for an institutional data architecture, data standards, and data warehouse.
- + Enact policies and procedures to **reinforce student-centered technologies** and ensure campus-wide adoption and compliance.
- + Initiate and operationalize a Data Management Program by integrating the needs of **enrollment management into the institution-wide data governance structure** and include working groups focused on Data Architecture, Data Standards and Data Security.
- + **Create a positive culture** around the importance of centralized 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.

Data, Systems, and Technology

What We Did – Years 1 and 2

- ✓ Stabilized Talisma on the path to a new CRM
- ✓ Implemented/advanced new technologies to support student recruitment, retention, success, and data-driven decision-making (pointed out in earlier themes)
 - ✓ Common Application to open enrollment funnel
 - ✓ TargetX/Sales Force CRM for recruitment and outreach
 - ✓ Student Success Collaborative for student support in a coordinated care network
 - ✓ KSN to better support students application and the awarding of institutional and college scholarships
- ✓ SEM Dashboard for comprehensive enrollment management reporting proposed
- ✓ Created an Office of Institutional Research (IR) as part of SEM structural realignment, consolidating institutional research/reporting functions across Student Life and the Provost Office
- ✓ Developed regular enrollment reports for university and college leadership

Data, Systems, and Technology

What's Next in the Near Term

- + Further deployment of the CRM, expanding adoption and functionality of SSC and KSN, make decision feasibility of implementing the Transfer Common Application this year
- + Strengthen our internal IR reporting and analytical capacity
- + Launch comprehensive enrollment management reporting
- + Expand existing data warehouse capacity and plan for long-term data warehousing solutions
- + Revise, develop, and deploy analytical tools
- + Improve services for data users
- + Improve communications in areas of data definitions/standards

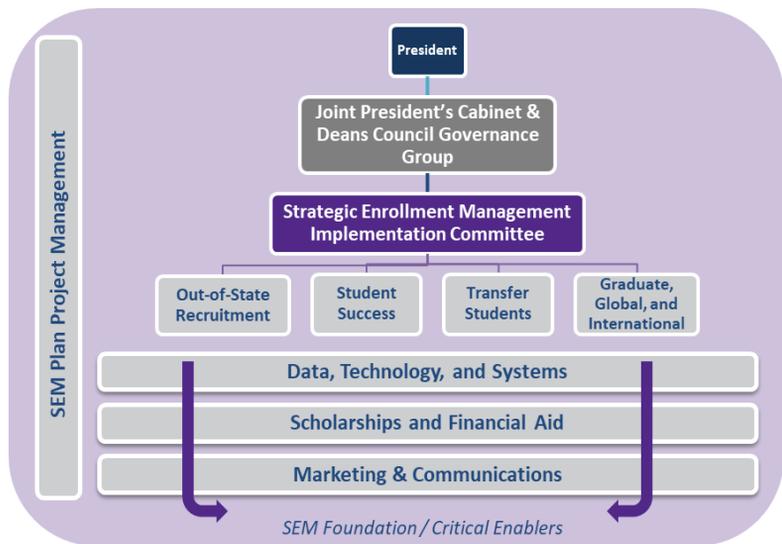


OVERVIEW OF SEM PLAN DECISION-MAKING AND IMPLEMENTATION STRUCTURE

From SEM Steering Committee to Implementation Team

DECISION TREE – Fall 2018

Chaired by the Provost and Vice President for Student Life, KSU's SEM Implementation Team will "own" the overall implementation of the SEM Plan and foster conversations and actions to execute integrated strategies. The purpose of the structure is to ensure a coordinated and transparent approach for executing the goals of the SEM Plan and identifying resources to support new initiatives.



- The Implementation Team (reporting to the joint President's Cabinet and Deans Council which provides governance) will become the **operational decision-making body** for the SEM plan.
- The Team 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 Implementation Team will steward the SEM Plan while **larger strategic and structural changes** take place to ensure coordination over the next few years.
- The Implementation Team will **oversee several working task forces or working groups focused on discrete activities or projects** including the **updating of related policies and procedures**.

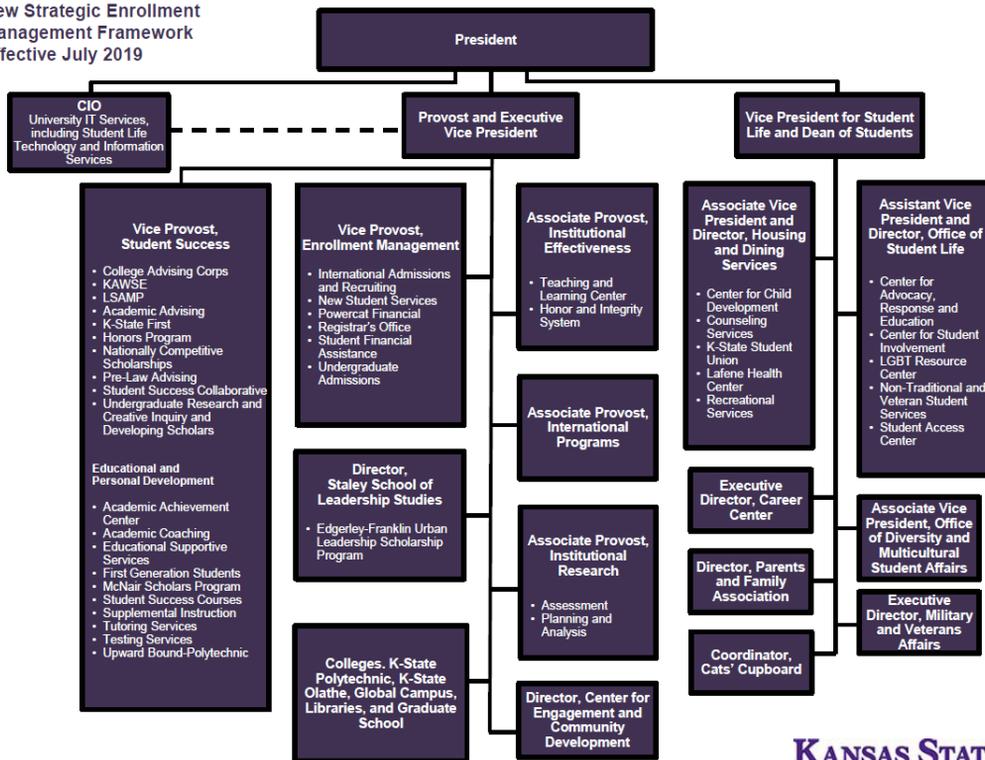
SEM Implementation Team

Charge and Key Activities – Fall 2019

- + Provide **strategic direction** for the SEM Plan implementation
- + Serve as **advocates and leaders** for the new vision and resultant changes
- + **Identify** new or re-charge existing KSU Task Forces and Working Groups as needed
- + Confirm the **SEM Action Plans**
- + **Oversee progress** and review data, information, recommendations, and resource requests presented by unit heads, project leads/teams, working groups or task forces implementing the SEM action plan
- + **Make recommendations** to the joint President's Cabinet and Deans Council regarding proposals requesting resources to support SEM initiatives.
- + Facilitate continued socialization of the SEM Plan across campus to **reiterate the integration of the entire Student Lifecycle** and the interrelationship of seating a class and graduating a class
- + Determine and confirm KSU's multi-year recruitment, enrollment, and retention goals with the President's Cabinet and Deans Council
- + Develop and **monitor metrics** to define success

New SEM Organizational Structure

New Strategic Enrollment Management Framework
Effective July 2019



ONGOING ROLES WITH SEM IMPLEMENTATION

- + SEM Implementation Team Co-Chairs Provost Taber and Vice President Lane
- + SEM Implementation Team
- + SEM project coordination/management (moved from Huron partners to Provost Office)
- + Joint Deans Council/Cabinet
- + New structure and leadership – institutionalizing the new framework
 - + Provost Office, Student Life, ITS
 - + Ad hoc working groups and project teams (replaced original task forces), including the Ad Hoc Marketing and Communications Working Group, Ad Hoc Financial Aid and Scholarships Working Group, CRM project team, SSC project team
- + Deans and Deans Offices (SEM points of contact)
- + Existing committee and groups, such as CAPP, Advisors Forum, EM and Best Practices working group, SGA, Faculty Senate, etc.



What's Next in the Near Term

- + Continue onboarding of new SEM Leadership, listening and learning, building working relationships within units and across the university
- + Create and implement more robust communication and reporting strategies regarding the SEM plan and activities, refocusing the [K-State 2025 SEM Plan website](#) on implementation
- + Integrate the SEM plan and strategies into the K-State 2025 Refresh
- + Adjust work plans as needed as to advance key SEM strategies and activities

Follow progress on the SEM plan implementation on the [K-State 2025 SEM website](#). If you have questions, comments, or suggestions, please send an email to kstatesem@k-state.edu.