

## 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 **1<sup>st</sup> to 2<sup>nd</sup> year Freshmen retention rate is 84%, Transfer is 75%, and International is 70%.**
- **KSU does not retain 16% of Freshmen** students from the 1<sup>st</sup> to the 2<sup>nd</sup> year, **9%** of students from the 2<sup>nd</sup> to the 3<sup>rd</sup> year, and **4%** of students from the 3<sup>rd</sup> to the 4<sup>th</sup> 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 1<sup>st</sup> to 2<sup>nd</sup> year retention while also implementing programs and policies that focus on **2<sup>nd</sup> to 3<sup>rd</sup> and 3<sup>rd</sup> to 4<sup>th</sup> 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.