University of Missouri Strategic Enrollment Management Town Hall

November 2017

Enrollment Management and Strategic Development

I. Welcome

II. Enrollment Trends and Context

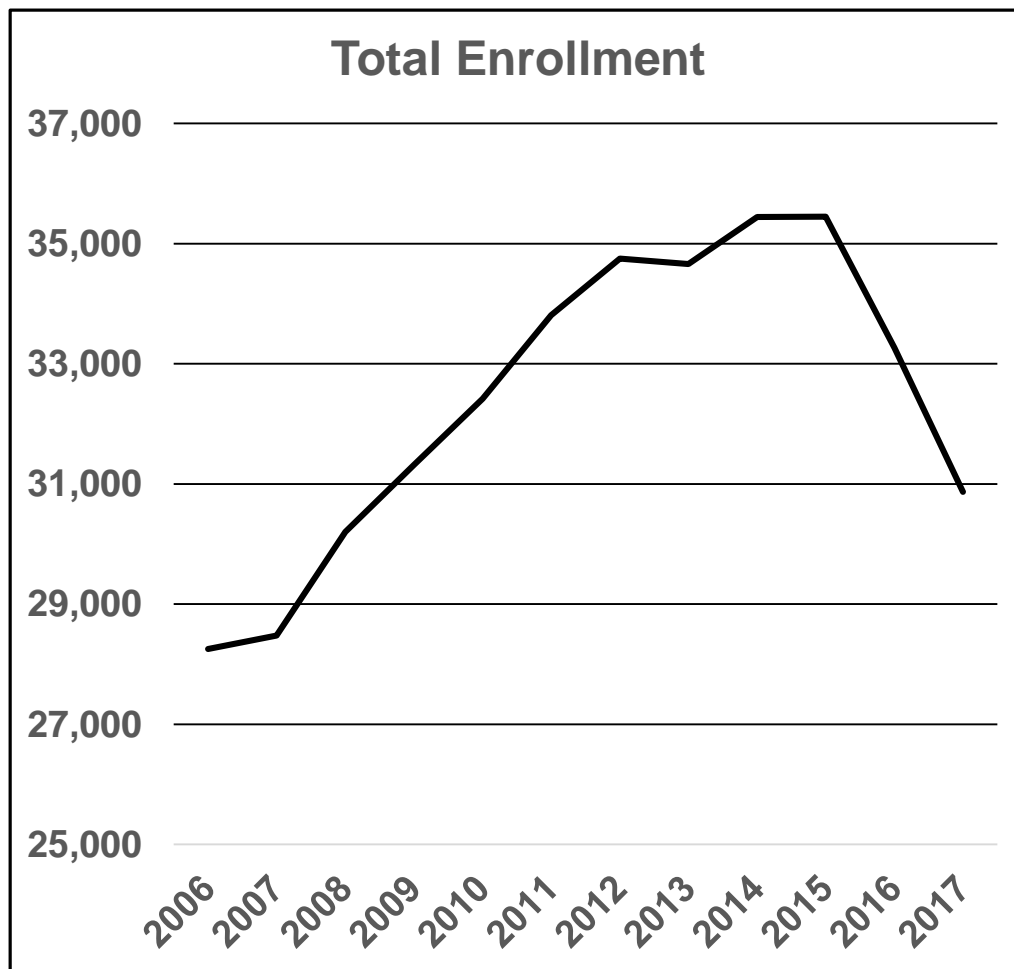**III. Strategic Enrollment Management (SEM)**

IV. SEM Planning @ MU

V. MU SEM Goals (Draft)

Enrollment Management and Strategic Development

Enrollment Trends and Context

Overall Enrollment Trends

YEAR	ENROLLMENT
2006	28,253
2007	28,477
2008	30,200
2009	31,314
2010	32,415
2011	33,805
2012	34,748
2013	34,658
2014	35,441
2015	35,448
2016	33,266
2017	30,870

Total Enrollment

First-Year (FTC) Admission Trends

Year	Applications	Admitted	Admit%	Enrolled	Yield%
2017	16,151	12,587	**78%**	4,152	**33%**
2016	21,107	15,767	74%	4,772	30%
2015	21,988	17,180	78%	6,194	36%
2014	21,163	16,437	77%	6,518	39%
2013	20,956	16,473	78%	6,201	37%
2012	20,564	16,752	81%	6,501	38%
2011	18,125	14,924	82%	6,138	41%
2010	17,491	14,597	83%	6,089	41%
2009	16,455	13,659	83%	5,593	40%
2008	14,522	12,327	84%	5,783	46%
2007	12,125	10,362	**85%**	4,983	**48%**

Undergraduate Domestic Markets

Primary markets

- **Missouri**
- **Illinois**
- Texas
- Kansas

Secondary markets

- Los Angeles
- San Diego
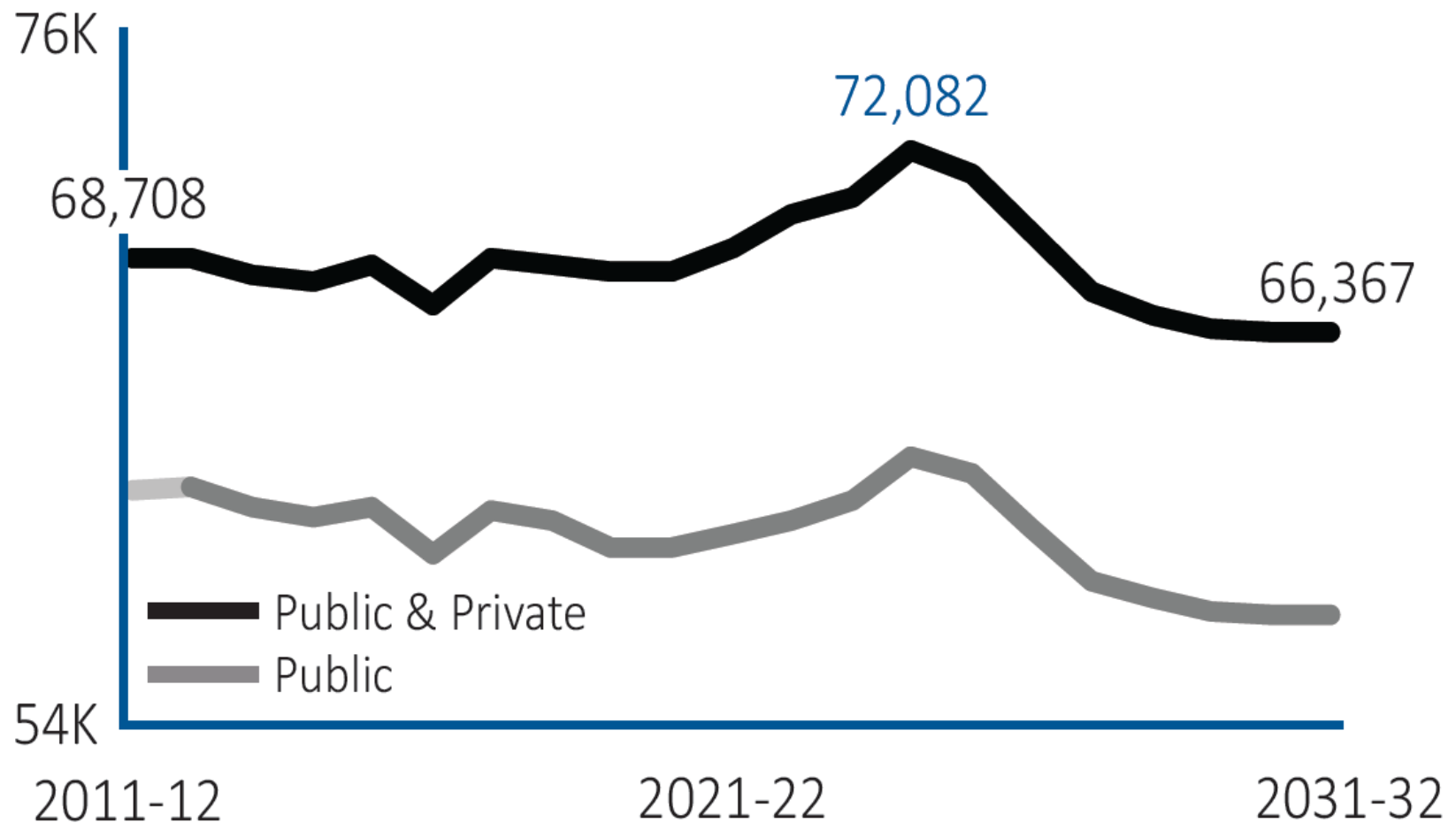- Minneapolis
- Atlanta
- Denver

Tertiary markets

- Memphis
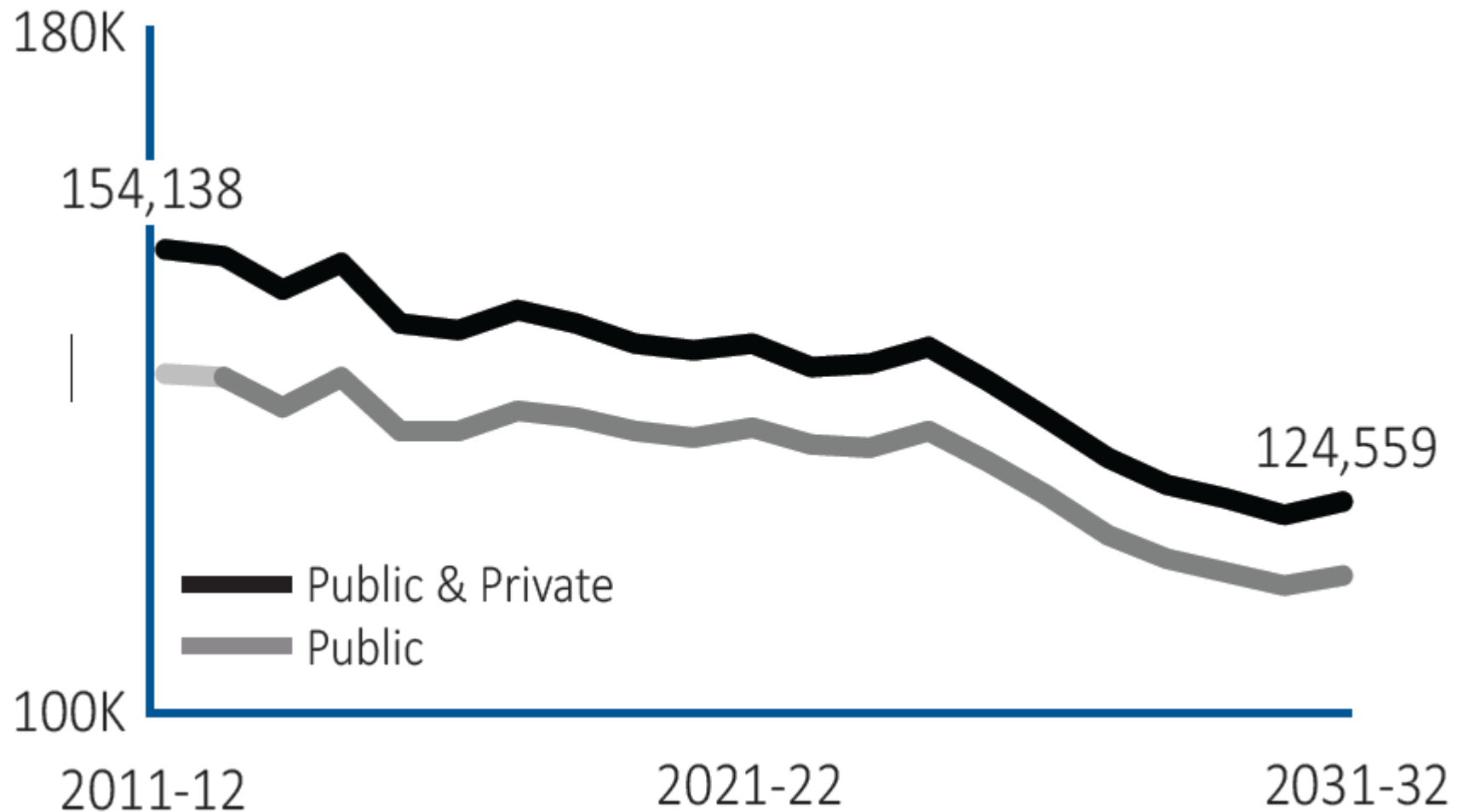- Nashville
- Northern Arkansas
- Omaha

Emerging market

- Washington D.C. metro area

Projected Missouri HS Graduates

Projected Illinois HS Graduates

State of Missouri - Average ACT

School Name	Average ACT
Washington University in St. Louis	32
Saint Louis University	28
Missouri University of Science and Technology	28
Truman State University	27
University of Missouri	**26**
University of Missouri-Kansas City	25
University of Missouri-St. Louis	24
Missouri State University	24
Southeast Missouri State University	23

SEC - Average ACT

School Name	Average ACT
Vanderbilt University	34
University of Georgia	29
University of Florida	28
University of Alabama	27
Auburn University	27
University of South Carolina	27
University of Tennessee	27
Texas A&M University	27
University of Arkansas	26
University of Kentucky	26
Louisiana State University	26
University of Missouri	**26**
University of Mississippi	25
Mississippi State University	24

Enrollment Management and Strategic Development

Strategic Enrollment Management (SEM)

Historical MU SEM Planning

- Previous Enrollment Goals (growth oriented)

  - Grow First-Year Class (primary overarching goal)

  - Increase Racial/Ethnic Diversity

  - Tuition Revenue

- Previous Enrollment Approaches

  - Increased Applicant Base

  - Non Resident First-Year

  - Heavy Discounting Strategy

  - Probationary Admits

SEM Planning 101

- SEM is a comprehensive process for reaching optimum enrollment, defined in the academic context. It includes:

    - Establishing clear enrollment **goals**

    - Promoting **students' academic success**

    - Promoting institutional success through **planning**

    - Using **data** to inform and evaluate strategies

    - Improving **process and outcomes**

    - Strengthening **communications and collaboration** across the campus

SEM Planning 101

- SEM planning identifies a small number of goals that can maximize impact, e.g., We will increase access by X %

- For each goal a small number of high impact strategies are identified, e.g., We will grow the number of Pell eligible students by Y %

- For each strategy a small number of essential tactics are identified, e.g., We will develop parent workshops in schools with high percentage of free/reduced lunch

- In each instance, SEM planning concentrates on choosing the essential from among the merely good

Enrollment Management and Strategic Development

SEM Planning @ MU

SEM Committee Charge

- The SEM committee at the University of Missouri is charged with developing institutional strategic efforts and policy initiatives to advance our collective enrollment efforts. We will develop strategies to maximize student recruitment and student success efforts, market research, and institutional infrastructure. The overarching goal is to ensure a thriving postsecondary ecosystem for future and current Tigers, as well as alumni.

SEM Organizational Structure
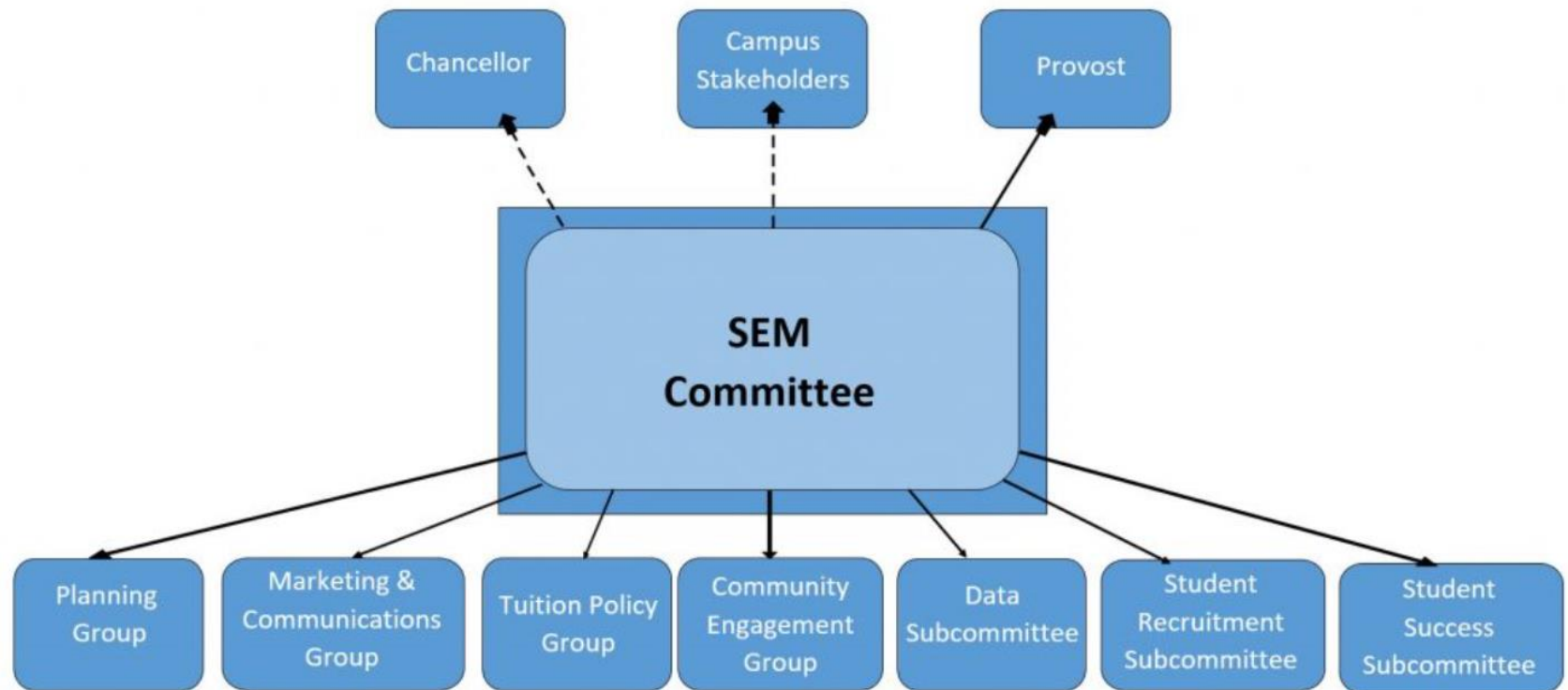
SEM Organizational Structure

- Data Subcommittee

  – Co-Chairs: Mardy Eimers, Vice Provost – Institutional Research & Quality Improvement
  Blake Naughton, Associate Vice Chancellor – Extension and Engagement

- Student Recruitment Subcommittee

  – Co-Chairs: Todd McCubbin, Executive Director, Mizzou Alumni Association
  Chuck May, Executive Director, Student Recruitment

- Student Success Subcommittee

  – Co-Chairs: Jim Spain, Vice Provost – Undergraduate Studies and eLearning
  Stephanie Reid-Arndt, Associate Dean for Academic Affairs – School of Health Professions

- SEM Planning Group

- Marketing & Communications Group

- Tuition Policy Group

- Community Engagement Group

SEM Timeline

- **Goal Development — SEM Planning Group/SEM Committee**

- August 2017 – September 2017 — Data Team prepares data for SEM Planning Group/SEM Committee

- September 20th, 2017 — Identify Key Enrollment Indicators (KEI's), the primary SEM Plan enrollment markers that MU will track

- September 22nd, 2017 – October 2nd, 2017 — Review of data and development of draft goals

- September 26th, 2017 — Chancellor's Staff review draft KEI's

- October/November 2017 — Dean's Council, Chancellor's Staff, SEM Committee, Faculty Council and Staff Advisory Council review draft enrollment goals

- **November 27th, 2017 — Town Hall to share draft goals and get feedback from the campus community**

- November 27th, 2017 – December 1st, 2017 — Review and discuss campus feedback

- Week of December 4th, 2017 — Finalize enrollment goals and assign goals to SEM Planning Group and Student Recruitment and Student Success sub-committees

SEM Timeline cont.

- **Strategy Development — Student Recruitment and Student Success Sub-committees**

- December 2017 — Begin work on strategy development; share progress with SEM Committee for input on prioritization/culling of draft strategies

- January 2018 — Strategies ready for tactic development

- **Tactics and Action Plans Development — Working Groups Reporting to Sub-Committees**

- February 2018 – March 2018 — Tactics and Action Plans under development

- March 1st, 2018 — Deadline for tactics and action plans to go to SEM Planning Group/SEM Committee

- **Final Plan — SEM Planning Group/SEM Committee**

- March/April 2018 — Preparation of final presentation document of SEM Plan

  – Campus leadership asked to agree to the Plan in principle

  – Roll-out final plan to campus community

SEM Graduate/Professional

- Parallel process with AACRAO for graduate/professional programs to develop individualized SEM plans

- Holistic approach to graduate/professional enrollment (size, quality, etc.)

- Limited number of essential goals, strategies, and tactics

- October workshop

- Based on demand: two December workshops added

Enrollment Management and Strategic Development

MU SEM Goals (Draft)

MU Enrollment Goals

Draft SEM Goals: Campus Engagement

- **SEM Enrollment Committee**

- **Chancellor's Staff**

- **Provost's Staff**

- **Council of Deans**

- **Staff Advisory Council**

- **Faculty Council**

- **Student Leaders**

- **Campus Community: Town Hall**

MU Enrollment Goals

5 specific Enrollment Goals, organized by three themes that support our mission as AAU/land grant public research university:

Economic and Workforce Development

Student Access

Student Success

Economic and Workforce Development
Completions 2013 - 2017

	2012-13	2013-14	2014-15	2015-16	2016-17
University of Missouri	8,238	8,369	8,668	8,902	**9,150**
Public Missouri Institutions					
Missouri State University	4,173	4,192	4,313	4,451	4,700
University of Missouri-Kansas City	3,338	3,474	3,679	3,663	3,580
University of Missouri-St. Louis	3,064	3,090	3,267	3,344	3,223
Missouri Science and Technology	2,227	2,166	2,495	2,611	2,473
Truman State University	1,336	1,414	1,379	1,333	----

Student Access

New Undergraduate Students Fall 2013 – 2017

	F2013	F2014	F2015	F2016	F2017
University of Missouri	7,321	7,693	7,298	5,774	**5,136**
Public Missouri Institutions					
Missouri State University	4,450	4,577	4,850	4,957	-----
University of Missouri-Kansas City	2,449	2,319	2,351	2,441	2,404
University of Missouri-St Louis	2,108	2,085	1,917	2,031	2,035
Missouri Science and Technology	1,686	1,747	1,912	1,883	1,778
Truman State University	1,479	1,484	1,435	1,415	-----

Student Success

Undergraduate FTC Retention Rates 2013 – 2017

	F2013	F2014	F2015	F2016	F2017
University of Missouri	84%	86%	87%	86%	**87%**
Public Missouri Institutions					
Truman State University	87%	88%	89%	89%	89%
Missouri Science and Technology	83%	86%	87%	83%	81%
Missouri State University	75%	75%	78%	79%	77%
University of Missouri-St. Louis	75%	79%	75%	79%	75%
University of Missouri-Kansas City	73%	73%	75%	75%	75%

Student Success

Undergraduate FTC Retention Rates 2013 – 2017

	F2013	F2014	F2015	F2016	F2017
University of Missouri	84%	86%	87%	86%	**87%**
SEC AAU Institutions					
Vanderbilt University	97%	97%	97%	97%	97%
University of Florida	96%	96%	96%	96%	96%
Texas A&M University	91%	90%	90%	91%	91%

Student Success

4-Year Undergraduate Graduation Rates 2012 – 2016

	Cohort Year				
	2006	**2007**	**2008**	**2009**	**2010**
University of Missouri	47%	47%	46%	46%	44%
Public Missouri Institutions					
Truman State University	57%	54%	57%	55%	56%
Missouri State University	31%	30%	31%	29%	30%
University of Missouri-St. Louis	22%	20%	21%	23%	29%
Missouri Science and Technology	28%	25%	24%	24%	22%
University of Missouri-Kansas City	24%	21%	22%	23%	22%

Student Success

4-Year Undergraduate Graduation Rates 2012 – 2016

	Cohort Year				
	2006	**2007**	**2008**	**2009**	**2010**
University of Missouri	47%	47%	46%	46%	44%
SEC AAU Institutions					
Vanderbilt University	87%	87%	88%	87%	87%
University of Florida	64%	65%	67%	66%	67%
Texas A&M University	49%	49%	50%	51%	52%

Economic and Workforce Development

Goal #1

Increase the number of undergraduate, graduate/professional degree program, and graduate credential completions from the University of Missouri to 10,000 in 2023

Economic and Workforce Development

Goal #2

Ensure that 95% of undergraduate and graduate/professional students are employed or in graduate school within 6 months of graduation by 2023

Student Access

Goal #3

Enhance student access and increase the annual size of our new incoming undergraduates to 6,000 by 2023

Student Success

Goal #4

Increase first-year (FTC) undergraduate student retention to 93% by 2023

Student Success

Goal #5

Improve four-year undergraduate student graduation rates by 20% by 2023

Enrollment Management | Strategic Development
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