

*Draft for Campus Discussion in Fall 2003  
As of May 7, 2003*

## **Enrollment Management Plan 2003-2010 Assumptions, Goals, Action Steps**

### **ASSUMPTIONS OF THIS PLAN**

1. Minnesota State University, Mankato will continue to be primarily a campus-based institution, serving students from the state of Minnesota.
2. The number of students served by the university needs to correlate with appropriate numbers of faculty, staff, and administration for providing a quality education to students.
3. Classroom space, service space, other facilities, technology and/or grounds need to be sufficient to serve our students effectively.
4. MSU will primarily serve full-time traditional age students at the undergraduate level but will also serve a significant percentage of full- and part-time students at the graduate level.
5. Non-traditional and/or off-campus (including on-line) students will be served in targeted ways.
6. MSU and students will benefit from increasing the diversity of our student body.
7. MSU and students will benefit from a stronger presence of graduate students in on- and off-campus programs.
8. MSU and students will benefit from gradually increasing the admissions expectations for new students, while maintaining access opportunities.
9. MSU and students will benefit from higher rates of retention and graduation.
10. Recruitment and retention efforts must be strategic to meet the goals of the Enrollment Management Plan.

## **GOALS TO MEET BY 2010**

### **A. WE RECOMMEND MAINTAINING OUR STATE MISSION.**

We propose that in 2010 at least 85% of our students should come from Minnesota. In 2002-2003 our students from Minnesota make up 86.6% of the student body. We will be the preferred state institution in Minnesota.

### **B. WE RECOMMEND PLANNED GROWTH TO 14,000 FYE OR HIGHER ON CAMPUS THROUGH BETTER UTILIZATION OF CURRENT RESOURCES AND/OR THE ADDITION OF NEW RESOURCES.**

We propose that the number of students on campus could grow to 14,000 FYE by 2010 if we can identify new ways of using current space and/or add new classroom/office building(s) as well as adding appropriate numbers of faculty and staff, and administration. It could grow beyond 14,000 FYE by increasing space, facilities, and personnel. The Facilities Master Plan calls for 300,000 NSF beyond what we have in 2002-2003 in order to accommodate 14,000 FYE. Increased numbers of faculty, staff, and administration will be needed. In 2002-2003 we already have approximately 13,138 FYE (May 5). (See Appendix on Resources.)

### **C. WE RECOMMEND MODIFYING THE COMPOSITION OF THE STUDENT BODY.**

1. We propose that the percentage of undergraduate to graduate students on campus be adjusted to 85% undergraduate to 15% graduate student headcount by 2010. With this goal we would strengthen our mission to graduate education but continue to be primarily an undergraduate institution. In 2002-2003 we serve 87.6% undergraduates to 12.4% graduate students headcount. This goal will be tied to the work of the Graduate Education Strategic Priority Task Force.
2. With the creation of an infrastructure to support distance and on-line education (including technical capabilities and services to students and to faculty), the institution could serve many more students off campus at distance sites or on-line by 2010. In 2002-2003 we serve approximately 1527 unduplicated headcount through Extended Campus and ? unduplicated headcount in on-line courses. This goal will be tied to the work of the Distance Education Strategic Priority Task Force.
3. We propose that the institution plan for increasing the percentage of nontraditional to traditional age undergraduate students by 2010 because demographics in the state show a declining number of traditional age students and an increasing number of persons 25-34. In 2002-2003 the ratio of nontraditional

to traditional age students is 12.6% nontraditional age students to 87.3% traditional age students.

4. We propose that by 2010 5% of our students will be international students. In 2002-2003 4.1% of the student body is international students. This goal means increased attention to recruitment and continuing retention activities. This goal may be tied to the goals of the Diversity Strategic Priority Task Force.
5. We propose that by 2010 8% of the student body will come from underrepresented US ethnic groups. In 2002-2003 the statistics are unclear, since many students do not report ethnicity; only 3.3% identified themselves as members of one of the current categories of reporting diversity but 33% did not report any category. This goal will necessitate strong recruitment and retention efforts, as well as a better way of measuring current numbers/ percentages. This goal will be tied to the goals of the Diversity Strategic Priority Task Force.
6. We propose that by 2010 12% of our new students should be “high ability” in class rank and 33% in ACT score. In 2002-2003 8% are in top 10<sup>th</sup> of their high school class and 25% have 23 or higher ACT score. With this goal we need funding and programs in place to attract and retain more high ability students.
7. We propose that by 2010 85% of new students should reflect top 50% class rank and higher than a 19 ACT scores. In FY03 70% are in the top half of their high school class and have a 19 ACT score. With this goal we would need to modify admissions procedures to insure they reflect the more demanding admission expectations.
8. We propose that by 2010 our contract admissions procedure will admit at least 6% of new students. In 2002-2003 5.5% of NEF are contract admissions. This goal ensures continuing access for students with demonstrated motivation, and it will necessitate directing resources to retain them.
9. We propose that by 2010 more students will graduate in a timely manner at both the undergraduate and graduate levels. We propose that we improve our 6-year graduation rates for undergraduate students from 48.7% (2002-2003) to 55% by 2010. For graduate students we propose that we improve the 6-year graduation rate from 67% (2002-2003) to 75% by 2010. This goal will be tied to the Graduate Education Strategic Priority.

**D. WE RECOMMEND DEVELOPING FUTURE ENROLLMENT GOALS BASED ON AN ACADEMIC PLAN.**

We propose that in future years majors and programs be identified as central to recruitment efforts in support of overall university academic plan.

**E. WE RECOMMEND A PERMANENT ENROLLMENT MANAGEMENT COMMITTEE FOR CONTINUING ASSESSMENT AND FUTURE GOAL SETTING.**

We propose that a standing Enrollment Management Committee be formed to help assess the university progress in meeting our goals and to make recommendations on new goals and activities in support of those goals.

## **RECRUITMENT ACTION PLANS 2003-2006 TO MAKE PROGRESS TOWARD OUR GOALS**

These action plans represent new activities to be undertaken. These activities will supplement good efforts already underway. We have identified offices that will have primary responsibility for implementation of the action plans, but other offices across campus may also be involved.

### **2003-04**

#### **NEW ENTERING FIRST YEAR STUDENT RECRUITMENT**

##### **2003-2004**

- Develop new publications for distribution during prospective student campus visits. (*Admissions Office*)

##### **2004-2005**

- Develop a student guide for a successful visit with a faculty member. This publication would give them a road map for a successful campus visit, and it is believed that MSU faculty might also find the publication to be useful. (*Admissions*).
- Determine how to effectively promote off-campus programs and provide sufficient technical support. (*CCL*)
- Consider Wisconsin for greater recruitment efforts because of reciprocity agreements. (*Admissions*)
- Explore options for funding scholarships for high-ability students to keep pace with our competitors. (*University Advancement*).
- Explore the possibility of specific targeted on-campus summer camps for special interest groups for creating a positive impression of the campus and for growing interest in specific majors. (*Academic Departments*)

##### **2005-2006**

- Establish several new representative entering freshmen focus groups based on geographic specifications (metro, non-metro, out-of-state student) to keep in touch with the concerns and interests of prospective students from specific geographic areas. (*Admissions*).
- Update existing undergraduate admission publications based on new market research. (*Admissions*)

#### **TRANSFER RECRUITMENT**

##### **2003-2004**

- Pursue additional articulation agreements with two-year institutions to create additional degree programs (including B.A.S.), and new academic programs in popular majors for place-bound students. This may result in simplifying the transfer credit process. (*Academic Departments*)
- Request that MSU college deans inform Undergraduate Admissions of the majors to emphasize when recruiting. This will result in an increase in transfer applications in those majors. (*Deans*)

**2004-2005**

- Create a Transfer Student Advisory Board to address the needs of transfer students. (*Admissions*).
- Advertise in community college's newspapers, particularly in Minnesota and Wisconsin, and participate in the Community College Counselors Conference, to keep prospective students and counselors up to date on critical transfer issues such as degree programs, transfer policies, curriculum, reciprocity, etc. (*Admissions*)

**2005-2006**

- Hire a metropolitan recruiter housed in the Twin Cities to perform year-round high school visits and attend college fairs, recruiting both first-year and transfer students. (*Admissions*)

## UNDERREPRESENTED STUDENT RECRUITMENT

**2003-2004**

- Identify specific high schools with high concentrations of underrepresented student populations and increase the Multicultural Affairs and Admissions visit programs on those campuses. (*Office of Multicultural Affairs*)
- Target students in rural communities similar to Mankato who would be familiar with Mankato's size and opportunities. (*Office of Multicultural Affairs*)
- Target Minnesota and surrounding state community colleges with substantial minority enrollment and apprise them of opportunities at MSU. (*Office of Multicultural Affairs*)
- Expand the campus visit program to include regular visits from community service organizations in the Twin Cities. Example: Boys and Girls Clubs, YMCA's, YWCA's, specific cultural groups Somalis, Vietnamese, etc. (*Office of Multicultural Affairs*)
- Improve efforts to collect accurate data concerning ethnicity from applicants and prospective applicants. (*Institutional Research*)

**2004-2005**

- Seek scholarship funds for applicants demonstrating evidence of steady improvement in academic performance and/or having overcome social, economic, or physical barriers to educational achievement. (*University Advancement*)
- Establish a Twin Cities underrepresented high school student advisory committee on recruitment, marketing, academics and student services issues; students serving would receive MSU scholarships. (*Office of Multicultural Affairs*)

**2005-2006**

## GRADUATE STUDENT RECRUITMENT

**2003-2004**

- Enhance Technical and other support for the development of department and college web pages. (*Information and Technology Services*)
- Provide support for designing publications promoting the University and individual graduate programs. (*Graduate Studies*)
- Expand assistantships for recruiting graduate students. Assistantships benefit all MSU students, including historically underrepresented and international students.

We should continue to explore ways to increase stipends and flexibility in graduate assistantship policies so that the best and the brightest will select MSU. (*Graduate Studies*)

- Determine how to effectively promote off-campus programs and provide sufficient technical support. (*CCL*)

#### **2004-2005**

- Promote graduate student outcomes: what students are doing after earning their graduate degree. (*Graduate Studies*)
- Encourage colleges to provide more release time to graduate coordinators. (*Colleges*)

#### **2005-2006**

### INTERNATIONAL STUDENT RECRUITMENT

#### **2003-2004**

- Visit select Washington D.C Embassies and their educational attachés to promote the opportunities available at MSU. (*International Student Office*)
- Target Minnesota and surrounding state community colleges with substantial international enrollment and apprise them of in-state tuition scholarships and other opportunities available at MSU. (*Admissions*)
- Establish direct contact with Overseas Advising Centers (OSEAS) sponsored by U.S. Bureau of Cultural Affairs in European, Caribbean and Latin American sectors. (*International Student Office*)

#### **2004-05**

- Promote departmental articulation agreements with recognized overseas institutions. (*Departments*)

#### **2005-2006**

## **RETENTION ACTION PLANS 2003-2006 TO MAKE PROGRESS TOWARDS OUR GOALS**

These action plans represent new activities to be undertaken. These activities will supplement good efforts already underway. We have identified offices that will have primary responsibility for implementation of the action plans, but other offices across campus may also be involved.

### **2003-2004**

#### **ACADEMIC ADVISING IMPROVEMENTS**

##### **2003-2004**

- Adopt Undeclared/Declared/Admitted Terminology (*Associate Vice President for Academic Affairs*).
- Encourage undeclared students to work with FYE Office Advising Center, regarding Gen-Ed advising (*Office of First Year Experience*).
- FYE Office and CDC to challenge students to declare major by end of sophomore year (*Office of First Year Experience*).
- Establish Advising Council to share information and assist departments with recommendations regarding academic advising processes, to review department advising plans by April 2004, and to assist in MnSCU data entry (*Associate Vice President for Academic Affairs*).
- Develop mandatory department advising plans for students and accountability measures by December 15<sup>th</sup>, 2003 (*Associate Vice President for Academic Affairs*).
- Expect participation by faculty in Mid-Term Reporting Process, current participation is 42% (*Vice President for Academic Affairs*).

##### **2004-2005**

- Train all university resource contact points on the referral process for students and continue the practice annually as departmental advising plans develop (*Associate Vice President for Academic Affairs*).
- Communicate to all university faculty and staff academic current policies, procedures, departmental specific guidelines (*Associate Vice President for Academic Affairs*).
- Pilot an advising website on Academic Affairs web page with advising information/resources for both faculty and students, including links to support services, department advising plans and general information and resources (*Associate Vice President for Academic Affairs*).
- Finalize departmental mandatory advising plans, with specific programs selected by advisory council for piloting, spring, 2005 (*Associate Vice President for Academic Affairs*).

##### **2005-2006**

- Assess final implementation of all departmental Advising plans for spring 2006 registration period (*Associate Vice President for Academic Affairs*).
- Train all faculty advisors in fall 2005 on approved advising plan (*Associate Vice President for Academic Affairs*).

- Complete Advising Website, finalized with links to all departmental advising plans and general advising information and resources (*Associate Vice President for Academic Affairs*)

## FIRST YEAR STUDENT RETENTION

### 2003-2004

- Propose expansion of Learning Communities Program to include second semester enrollment (*Office of First Year Experience*).
- Develop a proposal for a first year class experience to be required of all entering new freshmen including First Year Seminar, Major based first year classes or individual department class initiatives with educational goals established for first year student success and transition to MSU (*Associate Vice President for Academic Affairs*).
- Create events that will become University traditions for both students and MSU employees (*Vice President for Student Affairs*).

### 2004-2005

- Expand FYE Learning Communities Program to include second semester enrollment (*Office of First Year Experience*).
- Create Residential College pilot for Learning Community Program in collaboration with Residential Life (*Associate Vice President for Academic Affairs*).
- Pilot a First Year Class experience (*Associate Vice President for Academic Affairs*).
- Expand Maverick Hall Peer Mentor Program to other Residential Complexes (*Residential Life*).
- Expand new events that will become University traditions for both students and MSU employees (*Vice President for Student Affairs*).

### 2005-2006

- Implement Residential College within FYE Learning Community Program in collaboration with Residential Life (*Associate Vice President for Academic Affairs*).
- Implement a First Year Class experience (*Associate Vice President for Academic Affairs*).
- Implement the Expansion of Maverick Hall Peer Mentor Program to other Residential Complexes (*Residential Life*).

Expand the number of events that will become University traditions for both students and MSU employees (*Vice President for Academic Affairs*).

## SOPHOMORE-SENIOR RETENTION

### 2003-2004

- Expand Learning Communities program to include Second year programs for major specific LC Communities, with emphasis of retention to major (*Office of First Year Experience*).
- Implement FYE/CDC Office's program of required referral for undecided students on Academic probation, 2<sup>nd</sup> or 3<sup>rd</sup> semester, to participate in undecided

major program housed within the Career Development Center (*Office of First Year Experience*).

- Implement CDC Undecided Major Program (*Career Development Center*).
- Expand Academic colleges/departments plans to work with students in major through graduation through academic planning, experiential experiences, and co-curricular experiences (*Associate Vice President for Academic Affairs*).

#### **2004-2005**

- Pilot expansion of Learning Communities program to include Second year programs for major specific LC Communities, with emphasis of retention to major (*Office of First Year Experience*).
- Assess Undecided Major Program, year one (*Career Development Center*).
- Pilot Academic colleges/departments plans to work with students in major through graduation to assist with academic planning, experiential experiences, and co-curricular activities, linked to academic advising initiatives (*Associate Vice President for Academic Affairs*).

#### **2005-2006**

- Implement expansion of Learning Communities program to include Second year programs for major specific LC Communities, with emphasis of retention to major (*Office of First Year Experience*).
- Continue Academic colleges/departments plans to assist students with academic planning, experiential experiences, and co-curricular activities, linked to academic advising initiatives (*Associate Vice President for Academic Affairs*).

### **GRADUATE STUDENT RETENTION**

#### **2003-2004**

- Implement plan of study in departments for all graduate students (*Departments*).
- Develop proposal for graduate research symposium to recognize quality graduate work (*Dean of Graduate Studies and Research*).
- Expand Graduate student Orientation with specified materials developed to assist with positive transition to MSU campus environment (*Dean of Graduate Studies and Research*).
- Plan social/developmental opportunities for graduate students to allow interaction of both student and graduate faculty across departments (*Dean of Graduate Studies and Research*).

#### **2004-2005**

- Pilot plans of study for graduate students (*Departments*).
- Implement graduate research symposium developed to recognize quality graduate work (*Dean of Graduate Studies and Research*).
- Implement expanded Graduate student Orientation with specified materials developed to assist with positive transition to MSU campus environment (*Dean of Graduate Studies and Research*).
- Sponsor social/developmental opportunities for graduate students to allow interaction of both student and graduate faculty across departments (*Dean of Graduate Studies and Research*).

#### **2005-2006**

- Implement plans of study to be used by all graduate study advisors with each advisee within departmental assignment (*Departments*).

## UNDERREPRESENTED STUDENT RETENTION

### 2003-2004

- Mandate diversity training for students, faculty and staff at MSU regarding the unique transition needs diverse students face in transitioning to the campus climate/culture at MSU (*Office of the President*).
- Increase resources/services for new resident/immigrant students, including ESL classes and an identified office to service individual transitional needs (*Vice President for Academic Affairs*)

### 2004-2005

- Implement mandated diversity training for students, faculty and staff at MSU regarding the unique transition needs diverse students face transitioning to the campus climate/culture at MSU (*Office of the President*).
- Implement resources to be allocated to Residential/Immigrant students. Specifically, resources/services including ESL for students with limited English Language abilities and an identified office to service individual transitional needs (*Vice President for Academic Affairs*).

### 2005-2006

- Development a partnership of Cultural Diversity with FYE and ISO to increase enrollment of diverse students into Learning Communities, Residence Halls and other retention based programs serving first year students (*Vice President for Student Affairs*).
- Call all students of color with GPAs less than 2.5 and all first year students during the third week of each semester and a follow-up call the sixth week of the semester (*Cultural Diversity Office*).
- Develop a “Pre-matriculation Form” to determine student of color needs prior to their arrival on campus (*Cultural Diversity Office*).

## NONTRADITIONAL STUDENT RETENTION

### 2003-2004

- Designate an office with official responsibility to serve nontraditional students (*Vice President for Student Affairs*).

### 2004-2005

- Open designated office for serving nontraditional students (*Vice President for Student Affairs*).

## INTERNATIONAL STUDENT AND OTHER SPECIAL POPULATIONS RETENTION

- Continue existing retention programming for International Students, Students with Disabilities, Athletes, Gifted/Talented Students, Contract Students, PSEO students (*Vice Presidents for Academic Affairs and Student Affairs*).

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**Members of the Context Subcommittee**

Rosemary Kinne, Chair; John Parham; Dawn Leech; Sandra Loerts.

**Members of the Recruitment Subcommittee**

Walt Wolff, Chair; Mike Fagin; Michael Wells; Chris Mickle, Tom Gjersvig

**Members of the Retention Subcommittee**

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