n State College
c Enrollment Management Plan

Introduction

Chadron State College's Mission is to enrich the quality of life in the region by providing educational opportunities, research, service and programs that contribute significantly to the vitality and diversity of the region. This 5-year Strategic Enrollment Management Plan (SEMP) is structured to guide and support CSC administrators, faculty, and staff in carrying out this mission. The Strategic Enrollment Management Team (SEMT) was formed as a first step in response to President Rhine's enrollment goal of 3,100 students.

The SEMT membership represents a comprehensive, collaborative, and coordinated effort to align all CSC enrollment initiatives toward long-term student success. The SEMT extensively reviewed CSC data, gathered campus feedback from faculty, staff and students and studied best practices in areas identified as needing improvement. We believe following the SEMP will empower the campus community to reach a goal of 3,100 enrolled students by 2023.

History

CSC has been experiencing an enrollment decline over the last few years (see below). Enrollment in this case refers to both the recruitment and retention of students. The SEMT believes enrollment growth can be strategically influenced by internal actions embedded in the SEMP.

Cohort	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
FR	404	410	463	466	428	388	397
TR	156	178	175	251	240	200	172
GR	92	128	118	180	191	190	154
Current/other	2,199	2,278	2,300	2,136	2,134	2,199	2,014
Head Count	2,851	2,994	3,056	3,033	2,933	2,977	2,737

Table 1: CSC Fall Semester Enrollment History, 2011-2017

Priorities

The SEMT identified and focused its efforts around four core components: Recruitment, Onboarding, Retention (Persistence) and Completion. These priorities support the student success enrollment life cycle and inspire all students toward high levels of engagement throughout their educational experiences. It's all focused on building appropriate, meaningful relationships with students and preparing them for their futures.

Governing Principles

For each of the four components, reviewing trends and assessing the data will be developed over the next academic year. The objective is to make data driven decisions. In addition, SEMT will continue to explore and develop strategies for other populations, such as graduate, online and transfer students.

The SEMP does not specify on-campus students vs. online students at this point until we can review the data to be more specific for different populations.

Resource allocation requests are made by submitting a project plan through your appropriate leadership to SEMT co-chairs who will then forward to Cabinet for approval.

RECRUITMENT

- Goal: Increase the inquiry, applicant and enrollment pools for each cohort by 2023 (Appendix A).
  - o Strategies:
    - Freshman – Enhance high school outreach.
    - Transfer – Strengthen relationships with community colleges.
    - Graduate – Develop strategic outreach plan at point of application through to enrollment.
    - Create a visit plan that improves the quality and quantity of student/parent visits.
    - Distribute lists of prospective students to academic departments with both inquiries and applicants in their respective areas. This allows department faculty to contact students interested in their respective areas and potentially grow their programs.
- Goal: Increase applicants who are "eligible to enroll" to "enrolled" by 15% for each application pool by 2023. (Appendix B).
  - o Strategy:
    - Establish targeted and regular communication with students from Admissions to START.
- Goal: Increase campus engagement and alignment of recruitment process.
  - o Strategies:
    - Establish Admissions and academic department collaboration to clarify program selling points and communication plans.
    - Engage Admissions and Academic Program Liaisons and/or Department Chairs to work together to improve student campus visit experience.
    - Provide departments information on recruitment cycle and better understanding of student decision window.
- Goal: Embrace innovation and seek opportunities for intentional growth in programs/areas (i.e. new programs, specialized certificates within programs, new markets, short programming initiatives etc.)

ONBOARDING (FIRST-YEAR STUDENTS)

- Goal: Improve orientation programming.
  - o Strategies:
    - Change the name to New Student Registration and Orientation for campus orientation.
    - Improve freshman orientation programming based on student/parent feedback, add/improve sessions and create a booklet/resource for use during and after the event.
    - Develop online orientation module for fully online students.
- Goal: Explore and Implement First Year Experience (FYE) for freshman students: Initiative/Topics.
  - o Strategies:
    - Pilot a First Year Student Book Club.
    - Conduct research on creating an effective FYE program (FYE subcommittee).
- Goal: Improve Freshman Student/Campus Engagement.
  - o Strategies:
    - Implement Student Engagement Plan developed by Student Engagement subcommittee.
    - Develop and conduct a first semester check to make sure students are transitioning to CSC and college life.
    - Promote early in the second semester student involvement in clubs and organizations, particularly those related to student's area of study.
- Goal: Define advising roles and expectations.
  - o Strategies:
    - Implement new advising model established by Advising subcommittee.
    - Streamline the handoff of new students from START to faculty advisors in a timely manner. The advising model will support this strategy.
    - Maintain and continuously improve advising support infrastructure for START, faculty advisors, and students

RETENTION (SECOND-YEAR UNDERGRADUATES - 90 CREDIT HOURS)

- Goal: For Fall 2019, reach a 68% retention rate for first year to second year undergraduate students (currently hovers 63-65%).
  - Strategies:
    - Implement the new advising model established by Advising subcommittee.
    - Enhance retention plan from freshmen to sophomores in Transitional Studies Program (TSP) to increase its TSP retention rate by 3%.
    - Meet with faculty to develop academic program retention initiatives.
- Goal: Increase second-year retention rate from 51% to 58% by Fall 2020.
  - Strategies:
    - Conduct a second-year checkup to make sure students are academically and socially comfortable.
    - Assist students with exploring experiential learning opportunities related to areas of study, including internships and study abroad.
    - Assist students to complete academic plans for graduation.
    - Establish opportunities for career exploration and provide consultation for changing major/career choice.
- Goal: Increase third-year retention rate from 45% to 48% by Fall 2021.
  - Strategies:
    - Assist students with exploring experiential learning opportunities related to areas of study, including internships and study abroad.
    - Conduct check to confirm students are on track for graduation and still motivated to complete (burnout period)
    - Meet with faculty to review student retention and identify potential bottlenecks and areas for improvement.
    - Work with academic programs to develop retention initiatives/plans.
    - Identify students who leave and develop a strategic plan to encourage those students to return and complete their studies.
    - Collect and analyze data for the non-returning students and identify common themes.

COMPLETION (90+ CREDIT HOURS)

- Goal: By 2023, increase the six-year graduation rate to 45% (currently 43%).
  - Strategy:
    - Implement strategies aligned in the four components of the Strategic Enrollment Management Plan.
- Goal: Increase completion rate of students who reach the 90 credit hour threshold to 95% (currently 83-85%) by 2023, excluding those students moving on to professional schools who do not earn a CSC degree.
  - Strategies:
    - Implement 90 credit hour check for all undergraduate students.
    - Update and promote graduation webpage.
    - Develop and implement graduation preparation plan to include test prepping, résumé writing, interviewing, etc.
    - Increase the number of students participating in internships.
- Goal: Re-enroll 10% of the 90+ credit hour students who leave CSC within the last five years.
  - Strategies:
    - Identify the 90+ credit hour students who have not completed their degrees within last five years and reach out to them.
    - Utilize faculty advisors during summer to contact students who have not completed their degrees.

Appendix A

Cohort	2017 Inquiries	2017 Applicants	2017 Yield	2017 Enrolled	2017 Yield		2023 Applicant Goal	2023 Enrollment Goal
Freshman	26,097	1,584	6.07%	410	25.88%		1,744	450
Transfer	751	477	63.52%	156	32.70%		612	200
Graduate	1,094	252	23.03%	113	44.84%		446	200

Appendix B

Cohort	Fall 2017 Eligible to Enroll	15% Increase by 2023
Freshman	325	49
Transfer	74	11
Graduate	38	6