BOARD OF GOVERNORS

REPORT ITEM

October 4, 2024

Open Session

PROGRESS REPORT – Strategic Enrollment Plan, FY25-FY29

The Strategic Enrollment Plan (SEP), updated in June 2024, guides us toward achieving optimal enrollment outcomes while maintaining a focus on quality education and student success. The plan's objectives and goals align with the Strategic Action Plan (SAP) approved in December 2021.

The objective of strategic enrollment planning is to create a culture supportive of innovation and growth to achieve enrollment reflecting our mission and fiscal sustainability (SAP 2). The interdependent objective, goals, and strategies in this plan guide our academic program planning, recruitment, and retention-related efforts.

Efforts are underway to realize all strategies in this plan. The status update provided here reflects actions approved or completed to-date.

SEP GOAL 1
Enhance brand identity (SAP 1.4, 2.4, 3.3)

	STRATEGY	STATUS
1	Invest in larger Marketing & Communications staff (i.e. web, digital ad, content, data and market analytics)	- Approved 8/24 - Hiring 6.0 FTE in progress
2	Update brand, perception and image	Contract award in progress
3	Move traditional marketing digital ad placement in-house	Completed 8/24
4	Employ an online program growth strategy partner	Contracted 9/24
5	Increase online program digital advertising	Approved 9/24
6	Invest in Search Engine Optimization (SEO) strategy	- Approved 8/24 - Hiring SEO Strategist - Working with online program growth partner for online program SEO
7	Improve the technical health of website and benefit SEO	On hold, pending hiring a web team

SEP GOAL 2
Align program offerings with market demand and net revenue potential (SAP 1.4)

	STRATEGY	STATUS
1	Update program enrollment goals through 2028	Goal setting with online program growth partner in FA25
2	Support faculty development and engagement in student recruitment and retention	- Master Recruitment Workshop to begin in SP25 - Marketing liaison assigned to colleges, online and graduate
3	Invest in instructional design services to enhance quality and consistency for online and face-to-face students	- CTL reorg approved 9/24 - Hiring 3.0 FTE (2 funded by SEP) - Funding allocated for external support as needed
4	Invest in skill-based content leading to industry-recognized credentials	Evaluating online learning platforms to support credentialing
5	Investigate new program formats	Evaluating 90-hour bachelor's degrees, executive online program formats, term lengths, and start points.
6	Scale experiential learning/prior learning assessment (PLA)	PLA fee of $75/credit hour approved 9/24, effective 1/25
7	Promote alternative pathways to teacher certification	SEMO Educators Advantage Program launched 9/24 and coordinator hired
8	Simplify the curriculum review process	Work group formed to evaluate software solutions
9	Assess enrollment trends in regional campus service area	
10	Increase STEM designated programs, offering international students a three-year work experience upon graduation	

SEP GOAL 3
Transform online programs; promote SEMO as a flexible learning institution (SAP 1.3, 2.3)

	STRATEGY	STATUS
1	Identify existing and new programs to offer in flexible formats	Included in work with online growth strategy partner
2	Expand course capacity in current high demand online programs	FA24 pilot in progress
3	Invest in modern lead nurturing and student services for online learners	- Included in online growth strategy - Approved new organization 9/24: Online and Graduate Services - Hiring 2.0 FTE to support online student advising and services
4	Promote and expand awarding of credit for prior learning and work-based learning	- Collaborating with RPDC and school districts - Credit for LETRS training
5	Utilize corporate and educational partnerships and discounts to expand degree pathways and access to online degrees	- Lake Erie College of Osteopathic Medicine (LECOM) - SEMO Educators Advantage
6	Package 2+2 opportunities (2 in-person + 2 online) for international students	

SEP GOAL 4

Stabilize on-campus student enrollment aligned with market demand (SAP 2)

	STRATEGY	STATUS
1	Train/retain relationship-focused admissions professionals	Multiple sales/yield trainings in 2024 for counselors and ambassadors
2	Increase promotion of the University to traditional, out-of-state, and international students	- Marketing/advertising plan updated - Approved additional admission counselor 9/24 to increase out-of-state high school visits
3	Optimize financial aid aligned with enrollment goals	- Strategy development in progress with vendor - Hiring 3.0 FTE in Student Financial Services approved 9/24 to support cashiering, endowed scholarship awarding, and 3rd billing
4	Expand partnerships with community-based organizations, schools, and businesses to increase access for first generation and low-income students	New agreement: Girl Scouts of Eastern Missouri
5	Invest in campus beautification, renovation, and infrastructure (including demolition of closed facilities)	Campus tour route beautification improvements complete
6	Invest in a virtual tour platform	
7	Continue to implement AI enabled systems	Element451 AI Assistants implementation in progress
8	Increase yield of early college program students	Early College Programs reorg approved 9/24
9	Expand partnerships globally	
10	Leverage student involvement in recruitment	- New Show Me Day format - 3 Student "SEMO Creators" hired - Ambassadors using ZeeMee to connect with prospects - Academic marketing campaigns implemented, with student testimonials

SEP GOAL 5:

Enhance enrollment business processes and data analytics (SAP 3.5)

	STRATEGY	STATUS
1	Invest in Information Technology personnel to build our capacity to collect, evaluate and communicate information central to recruiting, teaching, and supporting students and growing net revenue	IT reorganization in progress and evaluating external recruitment support to fill certain vacancies
2	Develop data pipelines into the Enterprise Data Warehouse (Title III funded initiative) from each student support service to include SupportNet, Canvas, and Element 451	- New enrollment trend reports created in SU24 using EDW - Data ELT (extract, load transform) in progress for Element451
3	Develop data models showing course activities, student use and behaviors within the Canvas LMS	Data ELT for Canvas in progress
4	Identify key performance indicators for different services and provide trend analysis on meeting service goals	
5	Develop models to predict enrollment and student persistence	