

**“GATHER HERE.
GO FAR.”**



**NORTHEASTERN
STATE UNIVERSITY**

**Enrollment Management Strategic Plan
2011-2014**

**“Just as we have for generations, NSU delivers a smart, practical, comprehensive education
that will change your life for the better.”**

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Executive Summary

Northeastern State University's "*Strategic Plan*" arrives as a time of national, state, and regional economic uncertainty. Over the past decade many state governments have shifted funding priorities and reduced resources for higher education. Consequently, public institutions such as Northeastern State University (NSU) have come to rely on student tuition revenue as they face intense competition and questions from student and parents about the value and affordability of higher education. Accountability has risen from the national and state governments along with increasing questions from students, parents, and the general public. With an age of unprecedented mobility and ever growing demands for service and accountability NSU is committed to a culture of continuous improvement. Our culture is defined by our behavior, attitudes, and actions. We will continue to develop assessment and evaluation techniques that are a part of every day and every initiative. We will continue to focus acutely on recruitment, retention, and the quality of our academic programs and student services.

Regardless of our successes all across the institution, every faculty member, staff member, student, alumni, and community member has a pivotal role in helping NSU continuously improve quality and help recruit and retain students. We owe it to each and every student to never be satisfied and strive to make NSU the best institution, "Gather Here. Go far." Our success depends on developing a well laid out plan and following through with that plan.

This Enrollment Management Strategic Plan (EMSP) concentrates on three main goals: 1) develop a comprehensive recruitment plan; 2) develop a comprehensive retention plan; and 3) improve academic programs and student services quality to enhance student success. Each goal has descriptions designed to create a shared vision and common success measure. While the goals are broad, initiatives are identified to guide us towards reaching each goal outlined. Each initiative has outcomes, key players responsible for the completion of the initiative, timeline, and the status of each initiative to be updated on a regular basis. The Student Success Team will serve as the governing body for the advancement of the EMSP.

The Enrollment Management Strategic Plan is a living breathing document that will adjust and change as the internal and external environments change. Initiatives and outcomes will adjust over time and faculty and staff must be held and hold one another accountable for accomplishing this plan. We must constantly remind ourselves about the need to do what is best for the students and institution.

Institutional research and assessment of all academic and student services programs and initiatives is vital. For a culture of continuous improvement to exist assessment must be a part of everything. Only then will we capitalize on the potential of NSU and its faculty, staff, and students. Benchmark data must be established and trends established to significantly improve recruitment, retention, and quality to its fullest potential.

Background of Enrollment Management Planning at NSU

What is Strategic Enrollment Management Planning?

A Strategic Enrollment Management approach is defined as:

A comprehensive approach to integrating all of the University's programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with "optimal" defined by the mission, academic vision, and strategic plan of the institution. Enrollment management becomes Strategic Enrollment Management when it actively integrates planning, strategic, and structures in the formal enrollment management units with the institution's evolving strategic planning, its academic vision, and its fundamental mission.

-David H. Kalsbeek

NSU's planning efforts over the past three years have established a need for a similar approach to enrollment management and planning in alignment with the overall strategic planning at the University. This document and related background materials are the next steps toward aligning the enrollment management planning process with the overall strategic directions of the University.

Background of Enrollment Management Planning at NSU

In the fall of 2009 we had a consultant, Woychick Design, evaluate our institutional branding and recruitment of students. In the fall of 2009 we had another consultant, Noel-Levitz, evaluate our enrollment management. These plans followed from and were initiated by the institutions 2009-14 strategic plan. These two reports supplied a great deal of information for our institution that established our current brand, "Gather here. Go far." While the reports gave various initiatives to improve our institution, we failed to capitalize on these reports. In the fall of 2010 the provost and academic deans established a list of programs to grow/invest in, sustain, and revise over the next three years. This information along with enrollment numbers from Admissions and Institutional Research have supplied the foundation for the following Enrollment Management Strategic Plan.

Core Values of NSU

Integrity – We model ethical and intellectual development by advancing honesty, human dignity, and accountability.

Collaboration – We build partnerships to create learning opportunities and promote educational and economic success.

Creativity – We advance knowledge by exploring new possibilities through critical inquiry and intellectual freedom.

Leadership – We have a compelling commitment to serve, inspiring and preparing others to do the same.

Excellence – We pursue continuous improvement individually and as a community.

Focused Mission Statement – We empower individuals to become socially responsible global citizens by creating and sustaining a culture of learning and discovery.

Enrollment by Classification, Fall

CLASSIFICATION	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Freshman	2,393	2,507	2,573	2,346	2,278	2,050	1,967	2,117	2,276	
Sophomore	1,269	1,380	1,408	1,399	1,307	1,243	1,118	1,214	1,192	
Junior	1,752	1,738	1,902	1,987	1,927	1,869	1,695	1,774	1,803	
Senior	2,347	2,463	2,457	2,649	2,745	2,787	2,737	2,705	2,775	
Special Student	14	19	9	12	14	10	13	8	10	
Post-Graduate	*	206	194	232	228	232	210	282	316	
TOTAL UG	7,775	8,313	8,543	8,625	8,499	8,191	7,740	8,100	8,372	
Graduate	1,110	884	920	978	943	967	986	1,110	1,103	
Professional	99	100	99	99	98	103	107	108	113	
TOTAL GRADUATE	1,209	984	1,019	1,077	1,041	1,070	1,093	1,218	1,216	
GRAND TOTAL	8,984	9,297	9,562	9,702	9,540	9,261	8,833	9,318	9,588	

*open enrollment report

Fall Enrollment by Campus (Unduplicated)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Tahlequah		6,462	6,914	7,092	7,039					
Muskogee		324	350	320	399					
Broken Arrow		2,047	2,053	2,166	1,896					
Partner Campuses				56	66					
GRAND TOTAL		8,833	9,317	9,634	9,400					

*open enrollment report

Enrollment Projection/Goals

CLASSIFICATION	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Concurrent										
New Transfers (FT)	807	721	735	763						
New Transfers (PT)	226	247	269	290						
First Time Fresh (FT)	971	960	1,072	1,190						
First Time Fresh (PT)	46	39	41	33						
Freshmen (cont)	1,033	968	1,035	1,086						
Sophomore	1,243	1,118	1,214	1,192						
Junior	1,869	1,695	1,774	1,803						
Senior	2,787	2,737	2,705	2,775						
Special Student	10	13	8	10						
Post-Graduate	232	210	282	316						
Extended Learning Transition Program										
Professional	103	107	108	113						
TOTAL UG	8,191	7,740	8,100	8,372						
New Graduate (FT)	24	43	63	179						
New Graduate (PT)	54	72	88	229						
Graduate	889	871	959	695						
TOTAL GRADUATE	1,070	1,093	1,218	1,216						
Professional	103	107	108	113						
GRAND TOTAL	9,261	8,833	9,318	9,588						

*NSU Common Data Set

Academic Year Student Costs

Academic Year	Tuition & Fees	Net Price
09-10	\$4,155	
08-09	\$4,155	\$6,893
07-08	\$3,798	\$6,854
06-07	\$3,489	\$5,711

*NSU Common Data Set

Entering New Freshmen Profile

	2006	2007	2008	2009	2010
Average ACT	20.5	20.5	20.6	20.3	20.1
AVG high school GPA	3.24	3.20	3.28	3.18	3.19

**NSU Fact Book 2011

Northeastern State University Retention Rate

	2006	2007	2008	2009	2010
Fresh to Sophomore	64.5%	64.2%	63.9%	63.5%	61%
Sophomore to Junior					
Junior to Senior					

*NSU Fact Book 2011

Graduation Rates

	2000	2001	2002	2003	2004
6 year graduation rate	33.0%	31.7%	30.3%	29.5%	28.2%

*NSU Fact Book 2011

Admissions Tracking

First Year Freshmen	2006	2007	2008	2009	2010
Prospects					10,000
Inquiries					
Applications	2,186	2,273	2,344	2,604	2,807
Admitted	1,626	1,609	1,645	1,863	2,091
Enrolled	1,125	1,017	999	1,113	1,223
Transfer					
Prospects					
Inquiries					
Applications	1,701	1,547	1,583	2,032	2,098
Admitted	1,361	1,296	1,155	1,510	1,572
Enrolled	984	951	795	1,041	1,092

*NSU Fact Book 2011

Student Profile Aspirations

We aspire to enhance our student profile in order to achieve our mission and goals. As we enhance our student profile, we must keep in mind our commitment to the region we serve. An enhanced student profile will provide direction to elevating our academic profile resulting in an increase in University graduates who are engaged in their communities.

The NSU Student Profile Aspirations provide vision for the institution. The NSU Student Profile Aspirations differentiates NSU in the region, state, and country. It allows our institution to pride itself on a distinguishable student profile that fulfills our institutional mission and regional responsibility.

Academic Preparation. NSU students will be academically prepared prior to beginning an academic field of study. As such,

- We aspire to raise our admission performance requirements for our incoming first-time freshmen and transfer students.
- We aspire to raise academic preparatory standards for entry into General Education curriculum.
- We aspire to have the top academic support services designed to prepare students for higher academic preparatory standards and to aid students in academic achievement.

Academic Achievement. NSU students will academically persist and graduate above the national average. As such,

- We aspire for our students to obtain high-quality degrees that meet regional and national economic and societal needs.
- We aspire for our students to be prepared to succeed in a rapidly changing environment.
- We aspire for our students to succeed in working with colleagues from across the globe.
- We aspire for 100% of our students to obtain degree related job or enter graduate studies upon graduation.

Scholarship. NSU will have the largest percentage of students receiving achievement (academic and engagement) scholarships in the state. As such,

- We aspire for our students to utilize achievement scholarships to remove financial barriers to academic degree achievement.
- We aspire for students to increase personal scholarship attainment based on academic achievement.
- We aspire to increase institutional prestige through the availability of achievement scholarships for students.

Diversity. NSU student population will be known for our ethnic and cultural diversity. As such,

- We will continue to be the top public higher education institution serving Native Americans.
- We aspire to increase minority (including Native American) student enrollment to 50% of the student population.
- We aspire to increase international student population to 5% of the student population.

Engagement. NSU students will be known for their civic and global engagement.

- We aspire to bring in new students who have civic engagement experiences.
- We aspire to create a premiere residential learning community for undergraduates, specifically targeting freshmen and sophomore students, where the retention and satisfaction rates of these students is significantly increased.
- We aspire for 100% of all graduating students to have participated in community service.
- We aspire for 100% of all graduating students to have participated in an International experience.
- We aspire for 100% of the student population to be engaged in institutionally recognized learning communities.
- We aspire for 100% of the student population to be engaged in an institutionally recognized curricular/co-curricular organization.
- We aspire for 100% of the student population to participate in an academic field experience related to their major.

The Student Profile Aspiration will guide the Enrollment Management Strategic Plan goals, initiatives, and objectives. The EMSP Goals are:

- 1) *Establish a comprehensive recruitment plan driven by the NSU student profile aspirations and academic priorities.*
- 2) *Establish a comprehensive retention plan for the current student profile.*
- 3) *Improve the quality of academic programs and student services to enhance the success of students.*

Enrollment Management Goals, Initiatives, and Outcomes

GOAL 1: ESTABLISH A COMPREHENSIVE RECRUITMENT PLAN DRIVEN BY THE NSU STUDENT PROFILE ASPIRATIONS AND ACADEMIC PRIORITIES

Initiative 1: Strategic recruitment plan for first time freshmen guided by Student Profile Aspirations.

Outcomes:

- Greater leverage of ACT and NRCCUA higher education prospect databases to target prospective students who meet our academic preparation aspirations.
- Increase the cultural and ethnic student population diversity.
- Clearly defined target groups based on special interests in alignment with desired student profile.
- Increase international student population to become 5% of undergraduate student population.
- Improvement of first-time full-time freshmen cohort academic credentials (ACT, GPA) resulting in a rise in % of enrolled students in the 24-29 and 30-36 score ranges and 0% in the 6-11 score range and a reduced percentage in the 12-17 score range.
- Standing average of first time, full time freshmen cohort class of 1,100 during anticipated Oklahoma decline in high school graduates.
- Streamline the process for a prospective student to an admitted student.

Key Player(s): Recruitment and High School and College Relations

Timeline:

Status:

Initiative 2: Strategic recruitment plan for new transfer students based on Student Profile Aspirations.

Outcomes:

- Elevate regional capture rate of transfers from 17% to 25% through targeted recruitment from:
 - 4-year institutions (RU, OSU, OU, UCO, UA);
 - 2-year institutions (TCC over 50%);
 - the “scatter market”
- Strengthen Smart Choice Partnership program to include target recruitment of transfer students that support Student Profile Aspirations.
- Creation of a prospective transfer student recruitment team.

Key Player(s): Recruitment and Enrollment Management, Provost Representative (academic articulation agreements), and Transfer student coordinator).

Timeline:

Status:

Initiative 3: Strategic recruitment plan for working adults based on regional market demands and Academic Prioritization Initiative.

Outcomes:

- Clearly defined enrollment goals for College of Extended Learning academic programs.
- Implementation of the College of Extended Learning.
- Increase NSU enrollment through the Oklahoma Reach Higher program.

Key Player(s): CEL program chairs, CEL marketing coordinator, CEL recruiters, and Jason Jessie

Timeline:

Status:

Initiative 4: Align University branding campaign to the comprehensive recruitment plan through designed communication tactics and strategies to reach specific target populations.

Outcomes:

- Develop a comprehensive and an integrated marketing plan for specific target groups with timelines and expected outcomes to target premier academic programs and student services.
- Integrate academic signature themes into campaign.
- Integrate NSU student experience signature themes into campaign.

Key Player(s): Communications & Marketing, University Relations, and Recruitment

Timeline:

Status: New brand was initiated in 2010. Developing an integrated marketing model with each academic college.

Initiative 5: Continuously assess market-related characteristics that impact NSU's enrollment potential and marketability.

Outcomes:

- Standardize data on the following: competitive environment; demographic trends; enrollment trends; tuition pricing trends; annual revenue trends; discount rate trends; geographic analysis of competition density based on local/regional/national status; ratio of student enrollment by academic program; ratios of student enrollment by academic major; student satisfaction measures; and graduation rates.
- Make reports available to Institutional Research, President's cabinet, Admissions, Financial Aid, and Student Success Team to develop goals, initiatives, issues, and further questions associated with the data and institutional trends developed over time.
- Use data to enhance the annual recruitment plan. Must increase inquiry pool, track applicants from beginning to end, and communicate thoroughly with students as they progress in the recruitment process.

Key Player(s): Institutional Research, VP for Finance, Provost, and Enrollment Management

Timeline:

Status:

Initiative 6: Updated NSU website to be more inviting, persuasive, and informative to perspective students.

Outcomes:

- Meets information needs of target recruitment audiences: freshmen; transfer; and working adults.
- Ease of navigation from interest to online application submission.
- Reflects the most up-to-date academic program information.

Key Player(s): Communication & Marketing, Academic Deans, Academic Department Chairs, Enrollment Management

Timeline:

Status: Created an app for NSU.

Initiative 7: Develop and implement a plan to leverage financial aid and scholarships at non-enrolling and non-persisting populations (transfer, traditional undergraduates, graduate, nontraditional students, Title IV, tribal, state, internal, and external) to support the recruitment plan and increase retention.

Outcomes:

- 50% of first-time full-time freshmen awarded scholarship or grant aid.
- Establish target percentage of new transfers receiving scholarships or grant aid.
- Top institution in the state for percentage of students receiving achievement scholarships.
- Top institution in the country for percentage of Gates Millennial Scholars.

Key Player(s): Scholarship, Financial Aid, Foundation, High School/College Relations, Transfer Recruiting Team Leader

Timeline:

Status: Started a tuition waiver review and analysis of the scholarship awarding process to have the greatest impact/benefit for students.

Initiative 8: Implement new academic programs to meet regional market demand from Academic Prioritization Initiative.

Outcomes:

- In Phase I (1-3 yrs) develop programs: MS in IT; Ed.D. in community based leadership; Post Bac in Pre/Pro Health Certificates; MS in Natural Science; MS in Occupational Therapy.
- In Phase II (3-6 yrs) develop programs: BS in Engineering Technology; MS in Physician Assistant Education; Certificate in online teaching.
- In Phase III (6-9 yrs) develop programs: BS in Nuclear Medicine at Muskogee; BS in Radiation Therapy at Muskogee; MS in Social Work; MBA in Health Care Admin; "Green Business" related program, BS in recreation.
- Create College of Extended Learning (off-campus degree program) and be self-sustaining in three years.

Key Player(s): Leader of Academic Prioritization Initiative

Timeline:

Status: Phase I (1-3 yrs) MS-IT is in process, Ed.D-Community based Leadership is on hold, MS-Occupational Therapy has been approved at Muskogee and will be implemented in 2013, and Post Bac-Pre/Pro Health Certificates and MS-Natural Science were implemented in 2011. Phase II (3-6 yrs) MS-Physician Assistant Ed is in process (cooperating with Tahlequah hospital and Cherokee nation).

Initiative 9: Develop a plan to increase program specific recruitment efforts to fulfill Academic Prioritization Initiative.

Outcomes:

- Written marketing and communication plan for each academic college/program.
- Budget Allocation.
- Implement the plan.

Key Player(s): Leader of Academic Prioritization Initiative, MARCOM Committee

Timeline:

Status:

Initiative 10: Establish a recruitment predicting model that monitors and predicts enrollment numbers through prospects, inquiry, applicants, admits, and enrolled students.

Outcomes:

- Establish/enhance a predicting model per college and program.
- Establish/enhance a predicting model for first-time full-time freshmen.
- Establish/enhance a predicting model for transfers.
- Establish/enhance a predicting model for working adults.

Key Player(s): Enrollment Management and Academic Colleges

Timeline:

Status:

GOAL 2: ESTABLISH A COMPREHENSIVE RETENTION PLAN FOR THE CURRENT STUDENT PROFILE

Initiative 1: Adopt a campus-wide academic advising model.

Outcomes:

- Establish a student-advisor approach that includes goal development, resource identification, and long-term student independence.
- Achieve consistent advising experiences for students between academic colleges. Ensure students hear a consistent message and experience consistent standards.
- Implementation of intrusive advising for academically underprepared students.
- Identify student learning outcomes for academic advising and implement student learning outcome assessment for continuous improvement.
- Use of CAS Standards and Guidelines for academic advising program.
- Develop a plan to improve academic advising with comparison to top advising programs.
- Show a significant improvement in academic advising through improved student satisfaction and perspective.

Key Player(s): First Year Experience, Academic College Representatives, ReThink FYE Task Force

Timeline:

Status:

Initiative 2: Elevate academic support services to prepare academically underprepared students to meet undergraduate academic standards.

Outcomes:

- Centralized academic tutoring and supplemental support for General Education courses.
- Obtain the multimedia resources needed to increase student persistence through academic preparation.
- Increase retention rates in General Education courses with high D/F/W rates.
- Track student academic deficiencies and analyze possible plans/policies to improve success for these students and the institution.

Key Player(s):

Timeline:

Status:

Initiative 3: Establish targeted approaches to address academically 'at risk' student sub-groups.

Outcomes:

- Utilize assessment tool such as MapWorks, or similar program, to centralize identification of "at risk" students.
- Holistic approach to "at risk" by addressing risk factors associated with mental and physical health, familial, and social.
- Cross campus team approach to "at risk" student outreach efforts.
- Increase NSSE report of 64% feel well-supported by the institution regarding their social needs to 90%.

Key Player(s):

Timeline:

Status:

Initiative 4: Align academic preparatory standards to level needed to increase opportunity for student academic success

Outcomes:

- Review of academic standards.
- Establish higher academic standards for core curriculum.
- Increase student persistence from preparatory courses to general education courses.
- Increase in student reading, writing, and math skills.
- Increase academic preparedness standards for remedial course enrollment and completion.
- Establish partnership with 2 year institution for remedial and general education course delivery.

Key Player(s):

Timeline:

Status:

Initiative 5: Create intentional exchange and integration between/among underrepresented student population and international student population.

Outcomes:

- Expansion of International Student Programs and Services.
- Expansion of Multicultural Student Programs and Services.
- Development of learning communities focused on cultural integration.
- Increase NSSE reporting of first year students having frequent conversations with those of a different race from 49% to 100%.

Key Player(s): Student Affairs, International Student Programs, University Housing, General Education Committee, First Year Experience.

Timeline:

Status:

Initiative 6: Engage students in civic and global learning.

Outcomes:

- Increase NSSE report of 51% to 100% of all undergraduates participating in community service or volunteer work.
- Increase NSSE report of 4% to 100% of all undergraduates participating in an international experience.
- 100% of all graduates participate in academic field experience related to major.
- Incorporate academic service learning into 25% of all academic courses.

Key Player(s): Council for Civic Engagement

Timeline:

Status:

Initiative 7: Establish institutionally recognized learning communities that target student academic interests.

Outcomes:

- Increase NSSE report of 7% to 100% of all undergraduates engaging in an institutionally recognized learning community.
- Develop list of institutionally recognized learning communities.
- Develop residential learning communities based on national best practices.
- Develop learning communities through increased faculty/staff engagement.
- Utilize Library as a central hub for learning communities.
- Establish a goal for percentage of academic programs linked to learning communities.

Key Player(s): ReThink FYE Task Force, Library, Academic Affairs, University Housing

Timeline:

Status:

Initiative 8: Develop a plan to implement a culture of service, quality, and teamwork across campus.

Outcomes:

- Develop a culture of service that is friendly, caring, and committed; smart and service oriented; practical, realistic, and optimistic.
- Identify and alleviate any areas that may cause barriers to each individual student's success on campus (Structural, Human Resources, Political, Symbolic).
- Student Success Committee and Enrollment Management staff should evaluate department and programs strategic plans and assessment data to assist in improvement across campus.
- Increase NSSE report of 52% to 90% of all undergraduates finding administrative personnel and offices helpful, considerate, and flexible.

Key Player(s): Human Resources, Academic Affairs, Student Affairs

Timeline:

Status:

Initiative 9: Assess all programs and initiatives on their identified outcomes to evaluate how to improve the specific programs and initiatives and identify areas of need by students missed by current programs. Once areas are identified, programs can be modified or new programs and initiatives created.

Outcomes:

- Develop a strategic plan for each department based on assessment of all department initiatives. Evaluate department, program, and initiatives each year so strategic plan and status can be updated. Track successes and areas of improvement.
- Increase 6 year graduation rate from 24.5% to 37.8%.

Key Player(s): Cabinet

Timeline:

Status:

Initiative 10: Analyze current national, regional, and institutional data to develop avenues for improving student engagement, development, and retention.

Outcomes:

- Integrate NSSE and CIRP (Freshmen & Senior) data to develop baseline of student satisfaction by student characteristics, college, and programs for NSU.
- Develop benchmark institutions for comparison to NSU satisfaction and retention data.
- Identify data gaps to establish the need for and the type of additional assessment to identify areas in need of enhancement to improve student satisfaction and retention.
- Develop aggregate data to understand the profile of non-persisters and matriculating students profile at NSU.

Key Player(s): Institutional Assessment and Student Success Team

Timeline:

Status:

Initiative 11: Analyze and develop plans to improve the transition, involvement, engagement, and retention of students from submitting an application to the end of their first year.

Outcomes:

- Analyze student satisfaction, NSSE, and CIRP data and create other data collection avenues to understand incoming and first year population.
- Develop a plan and initiatives to improve the retention of first year students.
- Increase first to second year retention rates from 64% to 70% in the next 5 years.

Key Player(s): CSI

Timeline:

Status: Committee developed to enhance and first year experience. Council for Student Improvement also created to improve and develop a process to improve the transition process from being admitting to first day of classes.

Initiative 12: Create an institutional environment that ensures NSU students are known for their civic engagement.

Outcomes:

- Obtain the program to track all student curricular and co-curricular involvement. Include co-curricular involvement on student transcript (Study Abroad, Community Service, Organizations, etc.)
- 100% of NSU students participate in community service
- 100% of NSU students participate in an abroad experience
- 100% of NSU students engaged in institutionally recognized learning communities and curricular/co-curricular student organizations.

Key Player(s): Academic Affairs and Student Affairs

Timeline:

Status:

GOAL 3: IMPROVE THE QUALITY OF ACADEMIC PROGRAMS AND STUDENT SERVICES TO ENHANCE THE SUCCESS OF STUDENTS (HEAR IT, BELIEVE IT, LIVE IT).

Initiative 1: Increase faculty and staff knowledge of University student profile in order to strengthen student engagement.

Outcomes:

- Develop a yearly training class for all front-line staff.
- Mitigate “run around” between offices and ensure helpful and caring attitudes prevail.
- Establish a resource guide for the campus community to utilize.

Key Player(s):

Timeline:

Status:

Initiative 2: Develop non-academic standards utilizing national best practices.

Outcomes:

- Utilize CAS Standards and other assessments to evaluate and improve each non-academic department.

Key Player(s): Student Affairs, Enrollment Management, University Housing, Business Services

Timeline:

Status:

Initiative 3: Develop a prioritization initiative for non-academic programs.

Outcomes:

- Develop a prioritized list of current non-academic programs in need of growth/enhancement or revision.
- Develop a prioritized list of non-academic programs we need to establish on campus.

Key Player(s): Student Affairs, Enrollment Management, University Housing, Business Services

Timeline:

Status:

Initiative 4: Establish University wide student learning outcomes in alignment with Lumina Foundation's Degrees of Excellence that are shared across the institution in all academic and student services initiatives.

Outcomes:

- University adoption of common student learning outcomes.
- Academic and student service/implementation of University wide student learning outcomes.
- Utilization of University wide student learning outcomes assessment for program improvement.

Key Player(s): Red Balloon Project Task Force

Timeline:

Status:

Initiative 5: Implement Academic Prioritization Initiative plan.

Outcomes:

- Develop priority and plans to grow and enhance specifically targeted programs: BGS-General Studies; BSW-Social Work; MS-Criminal Justice; MSN-Nursing Education; BS-Environmental Health & Safety Management; BA-Criminal Justice; BS-Computer Science; BS-Biology; BS-Chemistry; BS-Health Care Administration.
- Develop priority and plans to revise specific program in next two years: (BS-Environmental Science, MS-Substance Abuse Counseling, MA-American Studies, MS-Higher Education Leadership, BA-Geography, BA-Visual Communication, BBA-Finance, BSEd-Special Education, BAEd-Spanish Education, BA-Spanish, Med-Mathematics Education, MS-Industrial Management, BBA-Business Administration, BAEd-Cherokee Education; BA-Cultural Studies, BA-American Indian Studies, and BAEd-Cherokee Education)

Key Player(s): Venneman and Academic Affairs

Timeline:

Status: All programs classified as “revise” have two years to remediate and be re-evaluated in spring 2014 except BBA-Business Administration and BS-Environmental Science will be eliminated.

Initiative 6: Enhance technology resources to benefit students.

Outcomes:

- Improve accuracy of information on website to best serve the campus community. Ensure a consistent message and look on all webpages. Develop priority and timeline for review and development.
- Enhance the use and functionality of our academic information management systems.
- Enhance our online course delivery.

Key Player(s): Marketing & Communications

Timeline:

Status: Already working on the consistent message and look and Student Affairs is the test site for the campus.

Initiative 7: Develop programming, staffing, policies, and systems to ensure the growth, development, satisfaction, social and academic interaction and development, and ultimately retention of students once the facilities are renovated and constructed by following the Campus Infrastructure Master Plan and University Housing Master plan.

Outcomes:

- Move mandatory residency to include sophomores.
- Improve the recruitment and retention of students via the renovation and construction of residence halls, student services, and academic facilities. Increase aesthetic beauty of campus. Develop assessments to track success of projects and programming associated (i.e., EBI, student satisfaction).
- See improved satisfaction, social, and academic ranking on the Housing EBI results.

Key Player(s): VP for Operations and Cabinet

Timeline:

Status: Housing Master Plan completed and construction and renovation of residence halls to begin in phases with a hopeful completion date of 2015. Hope to begin plans on recreation center in the next five years.

Initiative 8: Develop avenues (TV, print, outdoor, radio, online, PR, on-campus) to improve institutional reputation through utilizing the success stories and expertise of NSU students, faculty, staff, alumni, donors, and community. Reclaim leadership position in the region.

Outcomes:

- Identify a staff member to promote student success stories on-campus and in student’s local newspaper(s), specifically on issues of sustainability, globalization, civic engagement, leadership, and diversity.
- Develop 5-8 campus experts and faculty to write and speak on their individual topics in the region. Add a link on the website to share expert stories of faculty and staff at NSU.

- Identify a staff member to write monthly briefings on institutional strengths and strategic plan updates for NSU to regional media. Do daily/weekly press releases as well. Ensure website makes these stories and information easy to find for constituents.
- Develop MySpace, Facebook, Google+, LinkedIn for specific departments as appropriate.
- Develop videos by students and faculty that state what NSU is about. Branding
- Develop an on-line chat/helpdesk for prospective students, students, and parents, alumni, etc.
- Update the NSU phone application with news, photos and video to promote success stories on-campus.

Key Player(s): Marketing & Communications

Timeline:

Status: Utilize ProfNet and other avenues to identify faculty and staff and their areas of expertise. Developing an online submission for to submit news story ideas along with being able to call or meet in-person. Develop an internal project management software program to track requests for stories, graphic design, and web development.

Conclusion

There are three major groups responsible for the Enrollment Management Strategic Plan (EMSP).

- 1) Student Success Team: The Student Success Team (SST) is a committee that is made up of faculty, staff, and students who are key players for all the initiatives in the plan. The SST will be responsible for a University focused mentality towards the EMSP. They will serve as the team to ensure Initiatives are completed, assessment and evaluation are being done appropriately, folks are held accountable for their progress and ultimate attainment of outcomes related to each initiative, and that all department/area develops their own strategic plan and ensures all the plans take one another into consideration and all lead to the overarching University goals.
- 2) Enrollment Management Staff: The enrollment management staff oversees many of the enrollment management operations that are integral to the enrollment of students at NSU. These staff must ensure they have an institutional perspective and constantly look for ways to improve functionality and student impact. They must seek out best practices and develop relationships across the institution. Without these relationships the enrollment management functions cannot be successful. They will have an important role on the SST and assist in guiding the institution through qualitative and quantitative data attainment. They must ensure all data is available for the institution to make decisions that will best serve the students and the institution. They are to be visionaries at the institution and help guide leadership in major decisions and their impact on the institution.
- 3) Everyone at the Institution: While the following two groups will supply much of the leadership and vision regarding enrollment management initiatives, every faculty, staff, and student has an integral role in the recruitment and retention of students, but also on the quality of education and services for students. The success of our students comes through personal interactions in and out of the classroom and through the use of our facilities across campus. Everyone has an impact on these areas and every staff member must understand their role and the impact they can have on students. Everyone matters and makes a difference in the lives of our students and the reputation of NSU.

During the implementation, each step of the process must be verified, tracked, and evaluated. Above all, a continual and iterative evaluation (assessment) of the plan and its initiatives must be developed and completed. Not only do the planners need to gauge the success of each initiative, but assessment after implementation will assist with future planning efforts by providing guideposts and highlighting organizational strengths and weaknesses. Those ultimately responsible for the planning process, keeping personnel on track, and who can ensure the necessary changes occur must in some manner always be aware and involved with the planning process.

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¹ Enrollment Management Strategic Plan compiled by Dr. Jerrid P. Freeman, Strategic Planning Consultant