

## Project and Working Group Outline – Northern State University

### Executive Sponsors

Establish SEM Plan priorities

Develop steering committee charge

Recruit steering committee members

Identify working group topics

Identify working group tasks

Support the steering committee to keep the project on task and on time

Present SEM Plan to the president

### Steering Committee – Enrollment Management Committee (EMC)

Enumerate key priorities to guide planning

Identify and recruit working group participants

Determine level of transparency on campus (e.g. website sharing documents and data)

Develop kick-off plan

Kick-off event(s)

Review working group drafts and recommendations

Prioritize opportunities

Draft SEM Plan, review and revise

Finalize SEM Plan

Develop SEM Plan communication strategy

Introduce and promote SEM Plan

### Academic Program Review

Finish review of five-year course enrollments and number of graduates by major or program

Compare the number of 2020-21 faculty FTE in each major or program with the number of declared majors

Gather data to understand future student demand for academic programs

Gather local and state employment data and projected future labor market needs to inform program reviews

Identify potential new or reimagined academic programs that increase enrollment and tuition revenue

Establish annual review process to transparently track faculty FTE and student enrollments by major or program

### Retention

Gather and review five-years of undergraduate and graduate retention data

Benchmark current retention status by cohort (e.g. first-gen, low-income, race/ethnicity, gender, etc.)

Audit current retention efforts: Strategy, Execution, Investment

Identify retention improvement opportunities

Recommend new or reaffirm existing retention goals, strategies and tactics

Identify any new investments required to achieve retention goals

Define key performance indicators to measure progress against goals

Review financial aid policies to eliminate persistence barriers

Student experience analysis: identify and improve processes that impede student satisfaction

## **Recruiting New Students Undergraduate, Graduate, Online**

Use retention intelligence to illuminate who is best served at Northern State University

Identify top competitors to understand where students enroll, and why

Conduct a SWOT analysis against top public and private competitors and develop clear arguments regarding NSU's advantages

Evaluate student demographic data and market demand to identify realistic and sustainable enrollment goals

Identify the highest potential recruiting opportunities to inform enrollment goals for in-state, out-of-state, and international students

Recommend five-year numeric goals for NSU's demographic priorities (e.g. gender, race/ethnicity, first-gen, low SES, residency, academic profile, etc.)

Develop recruiting strategy and tactics for each entry program segmented by high priority student attributes

Recommend five year new-student enrollment and net tuition revenue goals

Evaluate current financial aid policy and adjust as necessary to support the five-year enrollment and net tuition revenue goals

Define key performance indicators to measure progress against goals

## **Budget and Revenue**

Forecast five-year revenue requirements to inform net tuition revenue goals

Look for savings through financial efficiencies and reallocated resources to fund necessary enrollment and retention investments

## **Institutional Identity and Brand Awareness**

Review Northern State University's identity to ensure it provides effective brand differentiation

Reaffirm brand positioning or adjust as necessary to ensure that it resonates with prospective students

Build internal understanding of and appreciation for Northern State University's brand identity as the unifying theme that underpins all communications

Identify future strategic investments to fuel enrollment demand by increasing external awareness and understanding of Northern State University

Identify potential funding sources to build brand awareness

## **Student Engagement that Drives Retention**

Track student involvement in co-curricular and extracurricular activities to identify which interactions are correlated with strong retention

Alternately, identify student actions and activities which, though positive, do not drive retention so that resources may be redirected

Develop strategies for undergraduate, graduate, and online students to heighten awareness of opportunities that improve retention and create incentives to increase participation

Identify the most effective tool to track student involvement in co-curricular and extracurricular activities in one place that is accessible to all campus stakeholders

Define the range of student actions, activities and involvements to be tracked for undergraduate, graduate and online students

Provide staff training and incentives to drive adoption of the student engagement tracking system