

# Bemidji State University

## Strategic Enrollment Management Plan

### January 2018 – December 2022

Bemidji State University has been an outstanding higher education institution for nearly 100 years, and to help ensure we continue to offer the highest quality educational experience for students, our community must develop and implement deliberate, intentional strategies to manage enrollment, including recruitment, retention, and graduation strategies. Strategic Enrollment Planning includes the stages of preparation, development of goals, strategies, action items, responsible individuals and departments and expected timeframes for implementation.

The Strategic Enrollment Management Planning (SEMP) Committee was established to advance the University's enrollment priorities. The SEMP Committee is comprised of the following BSU community members (updated August 2019):

Bonner Karger	Assistant Director of Distance Learning
Zachary Johnson	Director of Advising Success Center
Vacant	Student Senate Appointment
Michelle Frenzel (Chair)	Executive Director of Enrollment Management
Travis Greene	Associate Vice President of Student Life and Success
Russ Dahlke	Enrollment Analyst/ Project Manager
Allen Bedford	Academic Affairs Appointment
Sarah Young	BSUFA Appointment
Vacant	BSUFA Appointment
Patrick Liu	Director of International Recruiting and International Program Center
Vacant	Executive Director of American Indian Resource Center
George McConnell	Director of Graduate Studies
Deb Peterson	Chief Diversity Officer
Paul Muller	Director of Admissions
Andy Bartlett	Director of Communications and Marketing

#### **Bemidji State University**

##### **Mission Statement:**

**We create an innovative, interdisciplinary and highly accessible learning environment committed to student success and a sustainable future of our communities, state and planet. Through the transformative power of the liberal arts, education in the professions, and robust engagement of our students, we instill and promote service to others, preservation of the earth, and respect and appreciation for the diverse peoples of our region and world.**

**Vision Statement:** We educate people to lead inspired lives.

### **Shared Fundamental Values:**

Civic engagement and leadership  
International and multicultural understanding  
Belief in the power of the liberal arts  
Environmental stewardship

The Strategic Enrollment Management Plan is guided by the below values:

1. Bemidji State University will maintain an enrollment growth focus that supports student success.
2. All faculty and staff will create a culture that always recruits, retains and educates students.
3. Students are our priority. We will keep students' learning experience in the forefront of all our decisions, actions, services, and initiatives.
4. We will provide students a transformational educational experience. We will catalyze student transformation through an array of educational opportunities and enriching experiences.
5. We will exceed expectations. We will take every opportunity to provide outstanding service that promotes recruitment, retention, persistence, and graduation.

**The SEMP Committee purpose** is the ideation, discussion, review, development, monitoring, and evaluation of all ideas, strategies, and actions relating to the marketing, recruitment, retention, and graduation of students.

The committee's role is primarily forward-thinking and advisory (much of the actual tactical work will be done in the individual working units).

**The history of the development of the SEMP** began with a draft plan in December 2014 that included 150 initiatives, led by a Vice President of Student Development and Enrollment. In July 2015, after reorganization in Student Affairs, the Dean of Student Support Services (now the Executive Director of Enrollment Management) reconvened the group and focused on shorter term goals for fiscal year 2016 and 2017. During this time work continued to refine the 150 initiatives and narrow down the plan to 45 initiatives. These initiatives supported the eight goals outlined in the plan. A revised draft was available in May 2017 and work continued until December to incorporate the enrollment goals from the University Strategic Plan. This plan became effective January 2018. The December 2022 end-date coincides with the University Strategic Plan.

## Strategic Enrollment Management Plan Goals

Building enrollment in new and returning students is a priority for Bemidji State University. Goals include adding 675 new students; 59 freshman, 165 transfer, and 450 graduate students, and increasing the number of returning students through better 2<sup>nd</sup> fall retention rates, 3<sup>rd</sup> fall persistence rates, 6<sup>th</sup> spring completion rates, and overall student success. The key activities listed were selected to assist in achieving enrollment growth.

The goals outlined in this plan are ambitious and collectively would represent growth year over year from the baseline of fall 2017 headcount. When achieved, BSU will have built enrollment to 6,210 students. It is understood that many factors effect enrollment and while timelines may need adjustment, an enrollment growth focus continues to guide our commitment to continually support students and their success.

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### Enrollment Theme 1: Recruit a student population that advances our commitment to diversity and student success.

**Goal 1.1:** Provide marketing support to offices responsible for specific program recruitment (Admissions, Center for Extended Learning, International Program Center, American Indian Resource Center, and Graduate Studies)

**Responsible Party:** Executive Director of Communications and Marketing

**Key Activities:**

1.1.1 - Annually add two new digital marketing campaigns, including specific marketing to target audiences for programs with enrollment capacity.

1.1.2 – Annually update academic department marketing sheets.

1.1.3 - Evaluate effectiveness of online presence (new web site data analytics review), and make substantive changes quickly to optimize search engine efficiency. Increase search results efficiency to 75%.

1.1.4 - Develop visual identity standards and marketing templates to support departmental outreach (postcards, flyers, brochures, etc.)

1.1.5 – Promote university branding with specific calls to action in the following venues: billboards, radio, newspaper, and BSU homepage. (Non-digital marketing channels)

**Goal 1.2:** Achieve a fall freshman cohort of 821 students by Fall 2022.

**Responsible Party:** Director of Admissions

	Fall 2022 Goal	Fall 2017 Baseline
Domestic	806	747
International (Goal 1.5)	24	9

Sub-Goals

- In State – 650 (632 Fall 2017)
- Out of State – 156 (115 Fall 2017)
- Out of Country (International) – 24 (Goal 1.5)
- Full-time Students – 97% of HC
- Conditional Admits: 18% or less

**Key Activities:**

- 1.2.1 - Establish multi-year recruiting model and communication.
- 1.2.2 - Increase conversion from admit to enroll by 1% for Fall 2018 and another 1% by Fall 2019
- 1.2.3 – Enroll 156 freshman out of state students by Fall 2022
- 1.2.4 - Create 30 month communication flow.
- 1.2.5 - Evaluate scholarship program.
- 1.2.6 - Review criteria for conditional admits and applications for committee review to validate or create new criteria.
- 1.2.7 Write annual recruitment plan that incorporates needed changes from prior year assessment and analysis of outcomes.

**Goal 1.3:** Achieve a 775 (HC) transfer cohort for Fall 2022.

**Responsible Party:** Associate Director of Transfer Enrollment

	Fall 2022 Goal	Fall 2017 Baseline
On-Campus	272	202
On-Line/Off-Campus	427	397
International (Goal 1.5)	76	11

**Key Activities:**

- 1.3.1 - Create a transfer inquiry pool from previous year freshman applications that have since attended a two-year institution.
- 1.3.2 - Expand partnerships with community colleges and tribal colleges
- 1.3.3 - Improve BSU’s relationships and promote articulation agreements with community colleges. (focus on course equivalency due to transfer pathway conversation)
- 1.3.4 - Improve the institution’s ‘match’ rate on Transferology

- 1.3.5 – Promote, evaluate, and expand dual admissions partnerships with community colleges.
- 1.3.6 - Evaluate and validate (or enhance) transfer student communication plan.
- 1.3.7 Write annual recruitment plan that incorporates needed changes from prior year assessment and analysis of outcomes.
- 1.3.8 Evaluate staffing structure and division of duties of transfer team.

**Goal 1.4\*:** Increase American Indian enrollment to 350 by Fall 2022.

**Responsible Party:** Executive Director of American Indian Resource Center

Baseline: 269 – Fall 2017

**Key Activities:**

- 1.4.1 - Establish a consistent physical presence of BSU student affairs staff at four tribal colleges and fifteen area high schools.
- 1.4.2 - Create articulation agreements at 4 tribal colleges.
- 1.4.3 - Survey tribal colleges in MN, ND, SD, and WI for programs they would like to articulate to BSU.
- 1.4.4 - Deliver courses/programs to tribal colleges.
- 1.4.5 - Directly engage the high schools and tribal colleges to overcome proven barriers to matriculation and retention.
- 1.4.6 Write annual recruitment and retention plan that incorporates needed changes from prior year assessment and analysis of outcomes.

**Goal 1.5\*:** Increase International student enrollment to 300 students by Fall 2022.

**Responsible Party:** Director of International Recruiting and International Program Center

Baseline: 117 – Fall 2017

**Key Activities:**

- 1.5.1 - Establish list of and communication plan to American-style school in other countries to recruit freshman students.
- 1.5.2 - Establish partnerships with governmental agencies (Study MN, Education USA) to promote enrollment at BSU.
- 1.5.3 – Evaluate, promote, and develop course equivalency agreements with international institutions and US community colleges with high populations of international students.
- 1.5.4 Write annual recruitment and retention plan that incorporates needed changes from prior year assessment and analysis of outcomes.
- 1.5.5 Create social media campaign customized to specific international country social media outlets.

1.5.6 Evaluate the foreign credential review process.

1.5.7 Establish consistent definition of international student.

**Goal 1.6\*:** Increase graduate student enrollment to 800 students by Fall 2022.

**Responsible Party:** Director of Graduate Studies

Baseline: 365 – Fall 2017

**Key Activities:**

1.7.1 - Evaluate and validate (or enhance) graduate student communication plan.

1.7.2 - Review efficiency of on-campus programs.

1.7.3 - Explore new degree options, including Course-Work only programs

1.7.4 Write annual recruitment and retention plan that incorporates needed changes from prior year assessment and analysis of outcomes.

1.7.5 Create modest scholarship fund for out of state students in on-line programs

\*Goals 1.4, 1.5, and 1.6 represent total (new and returning) students in the specific populations.

**Enrollment Theme 2: Promote a culture of student success by engaging students regularly, increasing persistence rate, retention rates, and completion rates, while providing exemplary service to students.**

**Goal 2.1:** Beginning with the Fall 2020 freshman cohort, increase fall to fall retention to 75%, third fall enrollment to 56% and completion rate to 50% for first-time full-time cohort.

**Responsible Party:** (1) Executive Director of Enrollment Management; (2) Director of Advising Success Center; (3) Director of Hobson Memorial Union; (4) Summer Program Director; (5) Director of TRiO

**Key Activities:**

2.1.1 - Develop and implement a pathway for students that are denied admission. (1)

2.1.2 - Work with each student to develop a four-year graduation plan or academic plan during their first year on campus. (1)

2.1.3 – Evaluate effectiveness of FYE course to determine if student learning outcomes are being met. (2)

2.1.4 – Develop and expand summer on-line orientation program to minimize summer melt. (3)

2.1.5 - Develop a continued non-academic orientation program for the first year. (3)

2.1.6 – Enhance communication/ tracking software with capability to specifically monitor academic progress during 1st year. (2)

2.1.7 - Establish bridge program(s)/ early start program for new students that is credit bearing. (4)  
(5)

**Goal 2.2:** Increase total student success to 90 percent, as measured by system office for the Fall 2018 cohort. Success include completion at BSU, completion at other institution, retained at BSU, retain at other institution.

**Responsible Party:** (1) Executive Director of Enrollment Management; (2) Director of Hobson Memorial Union; (3) Associate Director of Transfer Enrollment; (4) Registrar; (5) Deans; (6) Director of Career Services; (7) AVP Student Life and Success

**Key Activities:**

2.2.1 - Expand the use of the CORQ(or applicable) app to include athletics events. Establish CORQ as the one location for all events for students on campus. (2)

2.2.2 - Establish an online Orientation for off-campus transfer students. (3)

2.2.3 - Create and implement a re-recruitment program for students previously suspended and have sat out their term of suspension. (4)

2.2.4 - Publish academic course schedule that will consist of fall, spring and summer courses. (5)

2.2.5 - Create a re-enrollment program that connects with each student enrolled in the previous semester who has not yet enrolled in the subsequent semester. (1)

2.2.6 - Create communication to students with total withdrawal to gauge reason for leaving and interest in returning. (1)

2.2.7 - Establish an academic course outline, by semester, for every degree program, track or emphasis area, pre-professional program, certificate or licensure. This outline will be published in appropriate forums to ensure student access. (5)

2.2.8 Implement an interactive tool students may use to track progress in degree, plan future semesters so administration can gauge future need. (4)

2.2.9 - Create and implement a re-recruitment program for stop-out students who have earned 110+ credits. (1)

2.2.10 - Establish a formal exit process for students that are leaving BSU. (1)

2.2.11 - Incorporate career outlook, job placement, and salary projections into the BSU website – interactive use. (6)

2.2.12 - Develop an enrollment capacity model for each major, degree program and college or school (undergraduate and graduate). (5)

2.2.13 - Develop and implement a robust structure that acknowledges students who complete established milestones that measure student success. (1) (7)

2.2.14 - Establish baseline customer service satisfaction from enrolled students. (1)

2.2.15 – Add pre-requisite checking to a minimum of 4 courses each academic year, particularly in gateway classes. (4)

2.2.16 - Establish alumni connections to the classroom to promote careers. (6)

Supporting Internal Documents:

The implementation plan for the Strategic Enrollment Management Plan outlines responsible individuals and departments and expected timelines. The Executive Director of Enrollment Management will lead the annual review of key activities. The University President receives a semi-annual report of progress in key activities. The first progress report was completed in August 2019.