



# **SEM Accountability**

2020-23



## ISU'S STRATEGIC ENROLLMENT MANAGEMENT (SEM)

**ACCOUNTABILITY PLAN** supports the full implementation and prioritization of ISU's SEM Vision 2023, released in Spring 2021. The goals, strategies and objectives of the SEM plan will guide our recruitment- and retention-related efforts over the next three years, and are fundamental to the mission and vitality of the university. The SEM Accountability Plan also balances the need for clear expectations against the need for flexibility to learn from our efforts and adapt to a rapidly changing environment.

Key to the full implementation of the SEM plan is the establishment of an organized accountability structure that includes clear expectations, regular reporting and assigned accountability. To that end, the SEM accountability plan allows for broad implementation and localization of specific tactics that support the achievement of desired outcomes.

As indicated, accountable parties are listed along with the assessments that will be measured over the three-year period. Although only a few individuals are listed as accountable, the majority of these strategies will include many individuals, units and/or governance bodies in order to help them to completion. Each of the accountable individuals will call together other stakeholders from across campus to operationalize each strategy. Each strategy has been assigned a completion date, which is also included in the plan. It's important to note, in many cases, results of each strategy may take six to twelve months after a completion date to yield measurable outcomes.

## Goal One: Increase the number of newly enrolled students for Fall 2023

### Objective One: 2,000 first-time full-time students

STRATEGY	OVERVIEW
<b>Tuition-Free Guarantee</b> <i>Eligibility: Pell-Eligible IN residents with a 3.0+ HS GPA.</i>	Part of the Indiana State Advantage. A last dollar-in scholarship program that covers the remaining tuition after non-repayable and federal financial aid are applied.
<b>EM Communication Center (Phase I)</b> <i>Phase I: Support the function of recruiting new freshmen, transfer, and graduate students.</i>	An institutional approach to consistent, personalized, and timely outreach in support of daily enrollment management targets.
<b>Project Success Expansion (Phase III)</b> <i>*** Lilly Grant Initiative***</i>	Increases the number of participants in each cohort to 800 first-time, full-time degree seeking students.
<b>Latino/a Recruitment</b>	Increase the enrollment and matriculation of Latino/a students by targeting specific counties in Indiana that are benchmarked as high percentage of Latino/a applicants and create intentional and direct recruitment efforts to develop these communities (Marion, Lake, Hamilton, Hendricks, DuPage).
<b>Sycamore Experience</b> <i>\$3,000 Experience Award</i>	Part of the Indiana State Advantage that offers every student up to \$3,000 to participate in a research, service, internships, or study abroad experience.
<b>State Orientation (2-Day)</b>	State Orientation was changed from 1 day to a 2 day program, designed around academic areas of interest with an intentional yield effort in mind for both students and families. This overnight experience is geared towards keeping students and families together for the majority of Day One.
<b>EAB Application &amp; Marketing Campaign</b>	Leveraging of partnership to expand application marketing campaigns and the EAB application.
<b>Common Application</b>	Accepting freshmen and transfer versions of the Common Application for Fall 2022.
<b>Priority Confirmation Dates</b>	Using priority confirmation dates to drive students to confirm. March 1 is considered an early confirmation date and May 1 is used in alignment with the the national college decision day.

### Objective Two: 1,000 transfer students including both on-campus and online formats

STRATEGY	OVERVIEW
<b>Policy 210/215 Revisions</b>	The current Policy 210 has been revised and broken into three separate policy proposals: Admissions, Transfer and Award of Academic Credit, and Academic Renewal.
<b>Degree Completer Program</b>	New Academic Program B.S. Leadership and Professional Development: This program serves to fill a niche for adult, degree completion students. Designed for working adults with documented work, military, educational, and/or life experience. This degree-completion program is ideally designed for adult learners with between 75-90 credits of undergraduate course work, prior learning, and/or an associates. (AA/AS) degree.
<b>Pathway to Blue</b> <i>*** Lilly Grant Initiative***</i>	A one-year program in partnership with Ivy Tech (Terre Haute). Participants take Ivy Tech courses on Indiana State's campus. Participants receive supports and benefits of Project Success and seamlessly transfer to ISU their sophomore year.
<b>Transferology</b>	Online tool used to give ISU a nationwide presence for transfer students to see how their courses will transfer

### Objective Three: 725 graduate students including both on-campus and online formats

STRATEGY	OVERVIEW
<b>Online MBA</b>	Launch online MBA for Fall 2021 within new Indiana State Online format.
<b>Virtual Instruction Certificate</b>	Launch online certificate for Summer 2021 within new Indiana State Online format.
<b>International Recruitment</b>	Nurture relationships with recruitment partners and build an international strategic enrollment management process based on best practice recommendations from AACRAO, Collegis, NAFSA, AIRC, and AIEA

## Goal Two: Students in the Fall 2023 cohort will have unprecedented student success rates

### Objective One: 70% first-year retention rate

STRATEGY	OVERVIEW
<b>Early Alert/Student Success Technology</b> *** Lilly Grant Initiative***	A student success platform which will provide critical point-in-time information about students allowing for timely intervention by advisors, instructors and student success staff.
<b>Bridge Week (Project Success)</b> *** Lilly Grant Initiative***	All Project Success participants will engage in a 5-day workshop before the start of the semester (Aug 8th – 12th) to help them acclimate to campus, start building social and academic networks, and learn about the various resources and meet people at ISU who can help them on their academic journey.
<b>Housing Stipends</b> Eligibility: IN Residents with a 3.0+ HS GPA and EFC of \$20,000 or less	\$2,000 housing need-based housing stipend (renewable for 2nd year)
<b>Communications Center (Phase II)</b> Phase II: Support the function of retaining and graduating current students.	An institutional approach to consistent, personalized, and timely outreach in support of daily enrollment management targets.

### Objective Two: 40% four-year graduation rate

STRATEGY	OVERVIEW
<b>Academic Advising (4-yr)</b> *** Lilly Grant Initiative***	Our case-management model is holistic 4-year professional advising, where academic planning and progress, financial literacy, student success habits, and general well-being are covered.  Our advisors meet monthly with students and maintain regular contact with advisees through texts, emails, phone calls, and mailings.
<b>Academic Pathways</b> *** Lilly Grant Initiative***	Academic pathways focus on examining how the design of Indiana State's current academic structure impacts student progression and completion.  Indiana State will examine the utilization of flexible academic pathways or meta-majors, academic gateway courses and milestones, smart schedules, academic learning communities and stackable credentials
<b>Faculty Mentors</b> *** Lilly Grant Initiative***	To Be Scoped
<b>4-year Graduation Guarantee</b>	Part of the Indiana State Advantage. This guarantee assures eligible students they will be able to complete a bachelor's degree within four years. If not, they will be able to take remaining courses tuition free.
<b>Degree Works</b> *** Lilly Grant Initiative*** Degree Works is the technology Indiana State employs to map academic degrees.	The full integration of Degree Works will allow the institution to: 1) map out student pathways from first-day to graduation, 2) monitor progress and identification of alternative routes for timely degree completion, 3) provide clarity on credit transfer, and 4) assist the institution in predicting course demand and scheduling.

### Objective Three: 3,000 annual credentials conferred

STRATEGY	OVERVIEW
<b>Indiana State Preferred Partners</b>	Designed for businesses, government agencies, healthcare systems, school districts, and professional associations seeking an impactful relationship with the University.
<b>Non-Credit/Professional Education</b>	To Be Scoped

## Goal Three: Increase the brand value of Indiana State

### Objective One: 65% somewhat or very familiar rating

STRATEGY	OVERVIEW
<b>Annual Marketing Campaign</b>	
- <b>In-State and Out-of-State</b>	Expand media buy presence in Indiana as well as identify out-of-state markets. Use national data and admissions data for alignment of greatest ROI.
- <b>Undergrad, Grad, and Non-Credit</b>	Expand advertising efforts and internal resources to align better with all audiences, adjusting tone and message for each audience.

### Objective Two: 62% positive overall impression rating

STRATEGY	OVERVIEW
<b>Website Redesign</b>	Seeking an agency partner to design and build a first-class, modern <a href="http://indstate.edu">indstate.edu</a> website. The site will help recruit diverse audiences for enrollment, as well as alumni gifts, while showcasing fresh and engaging content that aligns with key institutional priorities.
<b>Parent &amp; Family Communication</b>	Focus on a more robust outreach to families, specifically sophomores to seniors in high school as they begin the college search process by gathering parent information at an earlier stage in the student cycle.
<b>HS Counselor Outreach</b>	To Be Scoped

### Objective Three: 18% net promoter score

STRATEGY	OVERVIEW
<b>Alumni Engagement</b>	Develop a plan to leverage current efforts and establish new efforts to build pride and boost the reputation of value for Indiana State. New assets will be developed to be shared in conversation with others to promote the brand to family, communities and fellow colleagues.
<b>Influencers</b>	Develop a plan to leverage current efforts and establish new efforts to build pride and boost the reputation of value for Indiana State.
<b>Athletics</b>	To Be Scoped
<b>Camps &amp; Events</b>	To Be Scoped





**INDIANA STATE  
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