



# NORTHEASTERN STATE UNIVERSITY

## Strategic Enrollment Plan 2012 – 2015

---

## Table of Contents

Executive Summary .....	4
University Mission Statement .....	4
Focused Mission Statement .....	4
Vision Statement .....	4
Values Statements.....	5
Background of Enrollment Management Planning at NSU.....	5
NSU Student Profile Aspiration Statement.....	6
Academic Preparation .....	6
Academic Achievement.....	6
Financial Assistance.....	6
Cultural Inclusion.....	7
Engagement.....	7
Leadership.....	7
University Undergraduate Enrollment Goals and Initiatives .....	8
GOAL 1: ALIGN RECRUITMENT STRATEGIES TO THE NSU STUDENT PROFILE ASPIRATIONS AND ACADEMIC PRIORITIES.....	8
GOAL 2: INCREASE RETENTION THROUGH A COMPREHENSIVE UNIVERSITY WIDE APPROACH.....	9
GOAL 3: IMPROVE THE QUALITY OF ACADEMIC PROGRAMS AND STUDENT SERVICES TO ENHANCE THE SUCCESS OF STUDENTS.....	11
Appendix – Enrollment Data.....	12
Undergraduate Enrollment by Classification, (Fall) Source: Open Enrollment Report.....	12
Undergraduate Enrollment by Campus (Fall) Source: Open Enrollment Report.....	12
Undergraduate Credit Hours by Campus (Fall) Source: Open Enrollment Report .....	12
Academic Year Student Costs Source: Common Data Set .....	13
Entering New Freshmen Profile Source Common Data Set.....	13
Enrollment by Gender Source: Opening Enrollment Report .....	13
Enrollment by Race/Ethnicity Source: Opening Enrollment Report.....	13
Enrollment by Age Group Source: Opening Enrollment Report.....	13
Freshman (FTFT) Retention Rate by Cohort .....	14
Source: 2011-12 CSRDE Institutional and Student Characteristics Survey & 2011-12 Common Data Set* .....	14
Freshman (FTFT) Graduation Rates by Cohort .....	14
Source: 2011-12 CSRDE Institutional and Student Characteristics Survey.....	14
Admissions Tracking.....	14



## **Executive Summary**

The Strategic Enrollment Plan was created through a collaborative process involving faculty, staff, students, and external consultants. The plan was initiated by the Student Success Team in the spring 2011 and completed in spring 2012.

The Strategic Enrollment Plan concentrates on three main goals: 1) align recruitment strategies to the NSU student profile aspirations and academic priorities; 2) increase retention through a comprehensive university wide approach; and 3) improve the quality of academic programs and student services 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 goal's initiatives has identified work group representatives charged with establishing measurable outcomes, implementing steps to achieve the initiative's outcomes within an identified timeline. The initiative work groups will report to the Student Success Team. The Student Success Team is charged with the advancement of the Strategic Enrollment Plan.

The Strategic Enrollment Plan is a living, breathing document that will adjust and change as the internal and external environments change. Initiatives and outcomes may be adjusted over time upon the recommendation of the Student Success Team and support from the President's Cabinet.

The Strategic Enrollment Plan is in alignment with the University's Mission, Focus Mission, Vision and Values Statements.

### **University Mission Statement**

Founded on the rich educational heritage of the Cherokee Nation, the campuses of Northeastern State University provide our diverse communities a broad array of lifelong learning, undergraduate, graduate, and professional doctoral degree programs. Through quality teaching, research and scholarly activities, service to local and professional communities, and high expectations, our dedicated faculty and staff provide a friendly learning environment where students are prepared to achieve socially responsible careers and personal goals for success in a challenging global society.

### **Focused Mission Statement**

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

### **Vision Statement**

We will be the educational partner of choice in eastern Oklahoma, embracing the challenges and opportunities of a global society.

## Values Statements

*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.

## Background of Enrollment Management Planning at NSU

### **What is Strategic Enrollment Plan?**

The purpose of the Strategic Enrollment Plan is to provide a comprehensive framework in order for the University community to share responsibility for the advancement of the institution through recruitment and retention.

### **Background of Enrollment Planning at NSU**

NSU has been actively engaged in enrollment planning for the past five years. In the fall of 2009 a consultant, Woychick Design, evaluated our institutional branding and recruitment of students. The result was a new institutional marketing brand, "Gather Here, Go Far." Also in 2009, Noel-Levitz provided consultation of our enrollment management processes. Academic Affairs established an academic program prioritization which 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 supplied the foundation for the following Strategic Enrollment Plan.

## NSU Student Profile Aspiration Statement

We strive to enhance our overall NSU undergraduate student profile as we meet the needs of those in our regional service area. We pledge to attract and produce an academically prepared and motivated student body that is active in social, civic, and cultural engagement. The following aspirations guide the Strategic Enrollment Plan (SEP) goals, initiatives, and objectives as we strive to establish NSU as Oklahoma's premier regional university.

The SEP goals are:

1. *Align recruitment strategies to the NSU Student Profile Aspirations and Academic Priorities.*
2. *Increase retention through a comprehensive university-wide approach.*
3. *Improve the quality of academic programs and student services to enhance the success of students.*

**Academic Preparation.** NSU will foster new partnerships with high schools, community colleges, and other agencies to help ensure the admission of academically prepared, capable, and motivated students. Our developmental education curriculum will give our students the foundation they need to succeed in college course work. As such, we aspire for our students to:

- Participate in available bridge programs designed to ensure college readiness.
- Exceed the admission standards established by the State Board of Regents.
- Utilize all academic support services available.
- Perform at a high level in all general education and lower division course work in preparation for their major field of study.

**Academic Achievement.** NSU will continue to provide an exceptional, well-trained faculty who support a challenging and nationally relevant curriculum. Perform at a high level in all general education and lower course work in preparation for their major field of study. As such, we aspire for our students to:

- Possess intellectual skills such as critical and reflective thinking, knowledge acquisition, integration, and application.
- Develop an appreciation for life-long learning and collaboration.
- Graduate with a bachelor's degree within a time line that meets their educational goals.
- Matriculate to respected graduate and professional programs.

**Financial Assistance.** NSU will provide every possible opportunity for students to overcome financial barriers that limit access to their educational pursuits. The Office of Student Financial Services, coupled with the NSU Foundation and Scholarship Office, will creatively leverage all financial resources available to ensure the most efficient and effective distribution of funds to our students. As such, we aspire for our students to:

- Meet priority deadlines for state and federal financial assistance through FAFSA.
- Apply and compete for private, tribal, and institutional scholarship opportunities.
- Maintain scholarship and federal aid eligibility requirements for continued funding.
- Maintain fiscal responsibility for their education.

**Cultural Inclusion.** NSU will promote a culturally inclusive campus community that supports the appreciation and exploration of diversity. We will recruit a diverse student population that is representative of our region. Our faculty and staff will support educational programming that provides unique cultural opportunities. As such, we aspire for our students to:

- Explore and define their identity.
- Respect their similarities and differences in relation to others.
- Attend local or regional diversity events and programming.
- Participate in regional and national conferences that celebrate cultural inclusion.
- Seek international learning exchanges through study abroad programs.

**Engagement.** NSU will continue to offer a myriad of social, civic, and co-curricular engagement opportunities for our students and our community. We will demonstrate the value of these experiential and service learning opportunities and encourage participation by all NSU students. As such, we aspire for our students to:

- Seek opportunities to connect with the community through organized service learning projects.
- Explore a living learning community.
- Join a social or civic organization.
- Participate in an organization or field experience related to their major.

**Leadership.** NSU will recruit and develop student leaders. We will provide leadership training and development for all students through intentional curricular and co-curricular activities and programming. As such, we aspire for our students to:

- Compete for Honor's, President's Leadership Class, Riverhawks Impacting Student Enrollment, and other sponsored leadership scholarships.
- Develop their personal leadership skills through engagement in scholarly and co-curricular activities.
- Seek and explore leadership opportunities.

## University Undergraduate Enrollment Goals and Initiatives

### GOAL 1: ALIGN RECRUITMENT STRATEGIES TO THE NSU STUDENT PROFILE ASPIRATIONS AND ACADEMIC PRIORITIES

<p><b>Year 1:</b> <b>2012-13</b></p>	<p><b>Initiative 1:</b> Develop a comprehensive strategic recruitment plan that is guided by prospective student market demands, Academic Prioritization Initiatives, and ongoing assessment strategies.</p> <ul style="list-style-type: none"> <li>A. First time freshmen</li> <li>B. New transfer students</li> <li>C. Working adults and first-time non-traditional aged students</li> <li>D. International students</li> </ul> <p><u>Initiative Work Group Reps:</u> High School and College Relations, Transfer Coordinator, International Student Programs, University Relations, Academic Affairs, Chairs Council, Faculty Council, College of Extended Learning, Northeastern Student Government Association – BA and Tahlequah, Financial Aid and Scholarship</p>
	<p><b>Initiative 2:</b> Evaluate general admission criteria and academic program admission criteria and strengthen as appropriate.</p> <p><u>Initiative Work Group Reps:</u> Academic Affairs, Academic Deans, Chairs Council, Faculty Council, High School and College Relations, Admissions</p>
<p><b>Year 2:</b> <b>2013-14</b></p>	<p><b>Initiative 3:</b> Align University branding campaign to the comprehensive recruitment plan through website presence, advertising, media and communication tactics to reach specific target populations.</p> <p><u>Initiative Work Group Reps:</u> MARCOM committee, Communications &amp; Marketing, University Relations, Enrollment Management, Academic Deans and Academic Department Chairs</p>
	<p><b>Initiative 4:</b> Develop and implement a plan to leverage financial aid and scholarships for non-enrolling and non-persisting populations to support the recruitment plan and increase retention.</p> <p><u>Initiative Work Group Reps:</u> Scholarship, Financial Aid, Foundation, High School/College Relations, Transfer Recruiting Team Leader, College of Extended Learning</p>



## GOAL 2: INCREASE RETENTION THROUGH A COMPREHENSIVE UNIVERSITY WIDE APPROACH

<p><b>Year 1:</b> <b>2012-13</b></p>	<p><b>Initiative 1:</b> Adopt a campus-wide academic advising model. <i>Initiative Work Group Reps(s):</i> Academic College Deans and faculty representatives, Chairs Council, First Year Experience, and ReThink FYE Task Force</p>
	<p><b>Initiative 2:</b> Establish targeted approaches to address academically ‘at risk’ student sub-groups. <i>Initiative Work Group Reps:</i> Student Affairs, Housing, First Year Experience, Second Year Experience, Student Academic Success Center, Academic Affairs representative</p>
	<p><b>Initiative 3:</b> Revise curricular expectations and student learning outcomes for developmental classes to increase students’ future academic success as measured by matriculation to general education courses and grades in key college-level courses. <i>Initiative Work Group Reps:</i> General Education committee, Developmental Education Coordinator, First Year Experience, Provost Office</p>
	<p><b>Initiative 4:</b> 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. <i>Initiative Work Group Reps:</i> Council for Student Improvement (CSI)</p>
<p><b>Year 2:</b> <b>2013-14</b></p>	<p><b>Initiative 5:</b> Develop a plan to implement a culture of service, quality, and teamwork across campus. <i>Initiative Work Group Reps:</i> Human Resources, Academic Affairs, Student Affairs, Business Affairs, Auxiliary Services</p>
	<p><b>Initiative 6:</b> Establish institutionally recognized learning communities that target student academic interests. <i>Initiative Work Group Reps:</i> ReThink FYE Task Force, Library, Academic Affairs, University Housing</p>
<p><b>Year 3:</b> <b>2014-15</b></p>	<p><b>Initiative 7:</b> Create intentional exchange and integration between/among underrepresented student population, international student population, and mainstream student population. <i>Initiative Work Group Reps:</i> Student Affairs, International Student Programs, University Housing, General Education Committee, First Year Experience, Center for Tribal Studies.</p>
	<p><b>Initiative 8:</b> Engage students in civic and global learning. <i>Initiative Work Group Reps:</i> Assessment Committee, Council for Civic Engagement, Academic Affairs, Student Affairs, UPC committee on Goal 5</p>



**GOAL 3: IMPROVE THE QUALITY OF ACADEMIC PROGRAMS AND STUDENT SERVICES  
TO ENHANCE THE SUCCESS OF STUDENTS**

<p><b>Year 1: 2012-13</b></p>	<p><b>Initiative 1:</b> Complete and implement university wide undergraduate 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. <i>Initiative Work Group Reps:</i> Degrees of Excellence Task Force</p>
	<p><b>Initiative 2:</b> Increase faculty and staff knowledge of University student profile in order to strengthen student engagement. <i>Initiative Work Group Reps:</i> Registrar, Enrollment Management, Institutional Research, Student Affairs</p>
<p><b>Year 2: 2013-14</b></p>	<p><b>Initiative 3:</b> Complete non-academic program reviews utilizing multiple assessment methods and national best practices to measure standards success. <i>Initiative Work Group Reps:</i> Student Affairs, Enrollment Management, University Housing, Business Services, Auxiliary Services, Physical Plant</p>
<p><b>Year 3: 2014-15</b></p>	<p><b>Initiative 4:</b> Review technology resources to meet current and future student needs. <i>Initiative Work Group Reps:</i> IT, Center for Teaching and Learning, Library</p>
	<p><b>Initiative 5:</b> Establish a University Master Facilities Plan that supports the Strategic Enrollment Plan. <i>Initiative Work Group Reps:</i> VP for Operations, Cabinet, Physical Plant</p>

## Appendix – Enrollment Data

### Undergraduate Enrollment by Classification, (Fall) Source: Open Enrollment Report

Classification	2007	2008	2009	2010	2011
Freshman	2,050	1,967	2,117	2,276	2,047
Sophomore	1,243	1,118	1,214	1,192	1,138
Junior	1,869	1,695	1,774	1,803	1,761
Senior	2,787	2,737	2,705	2,775	2,825
Special Student	10	13	8	10	10
Post-Graduate	232	210	282	316	335
<b>Total UG</b>	<b>8,191</b>	<b>7,740</b>	<b>8,100</b>	<b>8,372</b>	<b>8,116</b>
Graduate	967	986	1,110	1,103	1,135
Professional	103	107	108	113	110
<b>Total Grad</b>	<b>1,070</b>	<b>1,093</b>	<b>1,218</b>	<b>1,216</b>	<b>1,245</b>
<b>University Total</b>	<b>9,261</b>	<b>8,833</b>	<b>9,318</b>	<b>9,588</b>	<b>9,361</b>

### Undergraduate Enrollment by Campus (Fall) Source: Open Enrollment Report

Campus	2007	2008	2009	2010	2011
Tahlequah	6,861	6,462	6,914	7,049	7,008
Muskogee	344	324	350	317	394
Broken Arrow	2,056	2,047	2,053	2,166	1,893
CASC	0	0	0	0	24
NEO	0	0	1	39	19
Ponca City	0	0	0	0	0
EOSC	0	0	0	0	0
CSC	0	0	0	9	17
TCC	0	0	0	8	6
<b>Universtiy Total</b>	<b>9,261</b>	<b>8,833</b>	<b>9,318</b>	<b>9,588</b>	<b>9,361</b>

### Undergraduate Credit Hours by Campus (Fall) Source: Open Enrollment Report

Campus	2007	2008	2009	2010	2011
Tahlequah	81,923	76,264	80,284	81,691	79,086
Muskogee	2,775	2,334	2,835	2,667	2,720
Broken Arrow	23,312	23,494	23,657	24,911	23,485
CASC	15	3	0	0	390
NEO	0	0	12	459	294
Ponca City	0	0	0	0	0

EOSC	0	0	0	0	12
CSC	0	0	0	63	210
TCC	0	0	0	66	168
<b>University Total</b>	<b>108,025</b>	<b>102,095</b>	<b>106,788</b>	<b>109,857</b>	<b>106,365</b>

### Academic Year Student Costs Source: Common Data Set

Academic Year	Tuition & Fees	Net Price
11-12		
10-11	\$4,385	
09-10	\$4,155	
08-09	\$4,155	\$6,893
07-08	\$3,798	\$6,854
06-07	\$3,489	\$5,711

### Entering New Freshmen Profile Source Common Data Set

	2006	2007	2008	2009	2010	2011
Average ACT	20.5	20.5	20.6	20.3	20.2	20.4
AVG high school GPA	3.24	3.20	3.28	3.18	3.19	3.23

### Enrollment by Gender Source: Opening Enrollment Report

	2006	2007	2008	2009	2010	2011
Female	5914	5815	5485	5715	5880	5795
Male	3626	3446	3348	3603	3708	3566
<b>Total</b>	<b>9540</b>	<b>9261</b>	<b>8833</b>	<b>9318</b>	<b>9588</b>	<b>9361</b>

### Enrollment by Race/Ethnicity Source: Opening Enrollment Report

	2006	2007	2008	2009	2010	2011
White	5751	5571	5296	5604	5715	5695
Black	552	492	468	531	528	505
Indian	2692	2643	2522	2634	2756	2550
Asian	96	111	107	120	152	168
Hispanic	172	163	166	180	203	216
International	267	275	254	232	223	197
Unknown	10	6	20	17	11	30
<b>Total</b>	<b>9540</b>	<b>9261</b>	<b>8833</b>	<b>9318</b>	<b>9588</b>	<b>9361</b>

### Enrollment by Age Group Source: Opening Enrollment Report

	2006	2007	2008	2009	2010	2011
<21	2237	2137	2106	2201	2370	2173
21-25	3779	3630	3326	3365	3407	3381
26-30	1348	1293	1303	1425	1386	1359
31-40	1302	1321	1276	1396	1450	1444
41-50	642	625	574	653	699	708
51-60	205	215	214	239	235	257

>60	22	34	31	34	41	39
Unknown	5	6	3	5	0	0
<b>Total</b>	<b>9540</b>	<b>9261</b>	<b>8833</b>	<b>9318</b>	<b>9588</b>	<b>9631</b>

### Freshman (FTFT) Retention Rate by Cohort

Source: 2011-12 CSRDE Institutional and Student Characteristics Survey & 2011-12 Common Data Set\*

	2006	2007	2008	2009	2010	2011
% Continued to 2 <sup>nd</sup> year	64.5%	64.2%	63.9%	63.5%	64.7%*	-
% Continued to 3 <sup>rd</sup> year	47.1%	48.8%	46.6%	44.9%	-	-
% Graduated in 4 <sup>th</sup> year	10.0%	11.8%	-	-	-	-
% Continued to 5 <sup>th</sup> year	29.2%	27.2%	-	-	-	-

### Freshman (FTFT) Graduation Rates by Cohort

Source: 2011-12 CSRDE Institutional and Student Characteristics Survey

	2001	2002	2003	2004	2005	2006
4 year	10.7%	11.5%	10.7%	10.7%	10.9%	10.0%
5 year	26.5%	24.5%	24.0%	24.0%	21.3%	24.3%
6 year	31.7%	30.3%	29.5%	28.2%	26.4%	-

### Admissions Tracking

First Year Freshmen	2006	2007	2008	2009	2010	2011
Prospects	NA	NA	NA	NA	10,000	NA
Inquiries	NA	NA	NA	NA	NA	NA
Applications	2,186	2,273	2,344	2,604	2,807	2,540
Admitted	1,626	1,609	1,645	1,863	2,091	1,377
Enrolled	1,125	1,017	999	1,113	1,223	953
<b>Transfer</b>						
Prospects	NA	NA	NA	NA	NA	NA
Inquiries	NA	NA	NA	NA	NA	NA
Applications	1,701	1,547	1,583	2,032	2,098	1,818
Admitted	1,361	1,296	1,155	1,510	1,572	1,300
Enrolled	984	951	795	1,041	1,092	995

Data gathered from Common Data Set