

Strategic Action Planning Committee

March 4, 2021



SOUTHEAST MISSOURI
STATE UNIVERSITY · 1873[®]

AGENDA

- **The Changing Landscape of Higher Education (David Attis – EAB)**
- **Southeast Missouri State University Landscape (Debbie Below)**
- **Ambition to Competitive Advantage**
 - **Unquestionable Return on Investment**
 - **True Engine of Upward Mobility**
 - **Recognized Valued as Public Good**

Lessons Learned from Other Universities



Don't reinvent the wheel

- Don't spend time revising your mission, vision, and values unless you believe they have truly changed
- Leverage all existing planning documents—accreditation, SEM plans, student success plans, internationalization plan, etc.

Be honest about where you need to improve

- Quantify gaps to goals or to peer performance
- Prioritize the most consequential gaps
- Identify root causes
- Propose solutions that address the root causes

Don't try to put everything in the plan

- The plan does not have to include everything you intend to do—just the big, new strategic stuff
- Emphasize a small number of institutional priorities
- Don't try to include all of the implementation detail in the plan
- While you want every stakeholder to see some of their priorities in the plan, you can do that by elevating the level rather than creating a laundry list of detailed priorities

Emphasize what's unique or new

- Highlight unique strengths and the innovative new ways you plan to build on them
- Don't include activities that every university does—unless you do them better than other institutions

Anticipate that the plan will need to adapt over time

- Be careful about setting precise quantitative targets
- Consider expressing the goals in terms of scenarios to demonstrate to readers what success will look like concretely

Don't forget the financial model

- You don't have to put a price tag on the plan, but you do need to think about how you will fund it
- Which aspects of the plan will drive incremental revenues?
- Which aspects will require significant investments?
- Are there opportunities to reallocate resources from low impact activities to higher impact activities?

LANDSCAPE DATA SUMMARY

- 60,000 fewer college students in Missouri since 2015
- Change in Southeast enrollment since 2016
 - 15% High School
 - 17% Undergraduate (exc. HS)
 - 17% Graduate
 - 24% Male/-11% Female
 - Increased Race/Ethnicity Diversity
 - Decreased International
- Demographic Profile
 - 14.1% Minority
 - 77% Missouri Resident
 - 18% Out-of-State Resident
 - 5% International
- New, First-Time
 - 55% First Generation
 - 41% Pell Eligible
- New Transfer
 - 70% First Generation
 - 42% Pell Eligible

LANDSCAPE DATA SUMMARY

Undergraduate majors w/150 or more students

Early Childhood Education

Elementary Education

Nursing

Psychology

Exploratory

General Studies

Corporate Communication

Criminal Justice

Social Work

Biology - Biomedical Sciences

Accounting

Computer Science

Cybersecurity

Business Administration



Enrollment by Level - Headcount

	Fall Census					5 Year Change	
	2016	2017	2018	2019	2020	Number	Percent
High School	1,340	1,283	1,456	1,320	1,140	-200	-15%
Undergraduate (exc. HS)	9,353	9,175	8,585	8,204	7,789	-1,564	-17%
Graduate	1,285	1,044	1,030	1,113	1,072	-213	-17%
Total	11,978	11,502	11,071	10,637	10,001	-1,977	-17%
% Graduate	11%	9%	9%	10%	11%		

Enrollment by Level - FTE

	Fall Census					5 Year Change	
	2016	2017	2018	2019	2020	Number	Percent
High School	448	439	425	393	356	-93	-21%
Undergraduate (exc. HS)	8,097	7,998	7,530	7,330	6,995	-1,103	-14%
Graduate	629	564	563	627	618	-10	-2%
Total	9,174	9,000	8,519	8,350	7,969	-1,206	-13%
% Graduate	5%	5%	5%	5%	4%		

Enrollment by Residency

	Fall Census					5 Year Change	
	2016	2017	2018	2019	2020	Number	Percent
In-State	9,177	8,730	8,487	8,166	7,708	-1,469	-16%
Out-of-State	1,799	1,909	1,852	1,838	1,818	19	1%
Foreign Country	968	723	615	620	473	-495	-51%
US Territory	1	4	1	1	0	-1	-100%
Unknown	33	136	116	12	2	-31	-94%
Total	11,978	11,502	11,071	10,637	10,001	-1,977	-17%
% In-State	77%	76%	77%	77%	77%		

Residency reflects the student's permanent address residency at the time of admission to the University and may differ from the residency assigned for fee paying purposes.

New, First-Time Census Enrollment, Missouri Universities and Non-Missouri Competitors

Fall Census									
	2015	2016	2017	2018	2019	2020	1YR	3YR	5YR
Missouri									
Harris Stowe State University	279	379	270	548					
Lincoln University	600	460	475	415	397	355	-11%	-25%	-41%
Missouri Southern State University	925	1057	1012	908	729	744	2%	-26%	-20%
Missouri State University	3244	3194	3238	3063	2609	2597	0%	-20%	-20%
Missouri Western State University	868	854	992	1046	946	683	-28%	-31%	-21%
Northwest Missouri State University	1499	1405	1217	1329	1335	1221	-9%	0%	-19%
Southeast Missouri State University	1703	1858	1803	1573	1508	1490	-1%	-17%	-13%
Truman State University	1262	1263	1350	1100	898	727	-19%	-46%	-42%
University of Central Missouri	1658	1605	1691	1493	1249	1084	-13%	-36%	-35%
Missouri University of S&T	1487	1478	1426	1325	1145	1111	-3%	-22%	-25%
University of Missouri-Columbia	6191	4772	4134	4673	5459	5315	-3%	29%	-14%
University of Missouri-Kansas City	1049	1212	1244	1197	1197	1074	-10%	-14%	2%
University of Missouri St. Louis	499	449	492	493	473	420	-11%	-15%	-16%
Non-Missouri									
Arkansas State University - Jonesboro	1577	1644	1427	1565	1395	1264	-9%	-11%	-20%
SIU-Edwardsville	2096	1935	1797	1706	1667	1554	-7%	-14%	-26%
Murray State University	1459	1497	1439	1318	1413	1481	5%	3%	2%
SIU-Carbondale	2247	1693	1395	1133	1037	1361	31%	-2%	-39%

Missouri Enrollment Managers – Shared Data

Fall 2021 New Student Enrollment Indicators

	As of:	Applications		Admits	
		New, First-Time	New Transfer	New, First-Time	New Transfer
Missouri University of S&T	1/18/2021	-3.0%	8.5%	0.5%	23.9%
Missouri Southern State	1/12/2021	-17.0%	-30.0%	13.0%	-35.0%
Missouri State	2/6/2021	1.0%	-2.0%	13.0%	6.0%
Missouri Western	1/11/2021	-38.8%	-83.7%	-7.0%	-47.0%
Northwest Missouri State	2/7/2021	-14.0%	-26.0%	-12.0%	-15.0%
Southeast Missouri State University	2/15/2021	14.3%	21.2%	39.9%	16.0%
Truman State University	12/2/2020	-2.5%	-10.0%	-24.0%	43.0%
University of Central Missouri	2/3/2021	-4.5%	0.6%	22.4%	3.0%
University of Missouri-Columbia	2/1/2021	-6.0%	-7.0%	-15.0%	46.0%
University of Missouri-Kansas City	1/25/2020	-0.6%	-18.7%	6.0%	35.8%
University of Missouri-St. Louis	1/8/2021	-25.8%	-27.8%	-35.0%	1.8%

Source: Missouri Enrollment Managers

Success Rates of First-Time, Full-Time Bachelor's Degree Seeking Students

	2014	2015	2016	2017	2018	2019
Retention Rate	72.9%	74.0%	75.1%	74.4%	75.3%	79.9%
	2011	2012	2013	2014	2015	2016
Four Year Graduation Rate	28.7%	27.8%	29.9%	32.2%	34.6%	39.4%
	2009	2010	2011	2012	2013	2014
Six Year Graduation Rate		48.8%	52.0%	48.8%	49.8%	50.6%

From Ambition to Competitive Advantage

Ten Ways to Differentiate While Meeting Our Highest Aspirations



**Unquestionable
Return on Investment**

1. Radical Affordability
2. Experiential Learning at Scale
3. Institution-Wide Outcomes Focus



**True Engine of
Upward Mobility**

4. Seamless Institutional Pathways
5. Mass Personalization of the Customer Experience
6. Integrated Mental Health and Wellness
7. Radical Flexibility



**Recognized and
Valued as Public Good**

8. Reaching Underserved Adult Markets
9. Strategic Professional Program Growth
10. Cross-Sector Regional Economic Development

Unprecedented Urgency for P-20 Partnerships

The Post-COVID 19 Landscape



How Will (and How Should Universities Look Different in 2025?)



MARCH 16 - AGENDA

8:00-9:30 AM

Themes and Actions