



STRATEGIC ENROLLMENT MANAGEMENT PLAN

2021



ENROLLMENT



OVERVIEW

A well-constructed strategic enrollment management (SEM) plan is critical to student success. The plan should align with the mission, vision and purpose of the university as well as the goals and objectives of the university's strategic plan. The plan establishes clear and measurable objectives to accomplish recruitment and retention goals. Best practices in SEM planning suggest that the plan focus on integration between:

- Enrollment processes
- Student centered initiatives
- Curriculum development/changes
- Academic support services
- Market position



SEM PLANNING PROCESS

In the Fall 2016 semester, the Vice President for Enrollment Management and Student Affairs was charged with creating a SEM plan based on goals from the University Strategic Plan and best practices. Through observations, data review, and conversations with students, faculty and staff, the 2017-2020 Strategic Enrollment Management Plan was created. The plan was reviewed in the Fall 2016 semester by the President's Cabinet, Academic Affairs, the Senate Enrollment Management Committee, and several faculty for feedback. Updates were made and the plan was finalized in January 2017.



Our MISSION

Kutztown University's mission is to provide a high quality education at the undergraduate and graduate levels in order to prepare students to meet lifelong intellectual, ethical, social, and career challenges.

Our VISION

Kutztown University aspires to be a regional center of excellence providing opportunities for advanced academic, cultural, and public service experiences, within a caring community, designed to promote success in a global society.



ENROLLMENT FACTS and TRENDS at KU (Fall 2016)



New STUDENT ENROLLMENT

FRESHMEN ETHNICITY



Our PURPOSE

Grounded in regional history and focused on innovative futures through the colleges of Business, Education, Liberal Arts & Sciences and Visual & Performing Arts; Kutztown University:

- offers a contemporary liberal arts education as the foundation for inspiring and challenging students to grow intellectually, professionally, ethically, civically, and socially;
- provides support for students to reach their unique potential;
- commits to access and diversity, drawing upon international, national, regional, and community partnerships to prepare new generations of global citizens;
- values the life experiences of students, faculty, and staff to create a caring community on a beautiful campus;
- cultivates opportunities for students to engage the world and pursue meaningful lives and careers through collaboration, mentorship, and intentional working relationships.

FACTS

- Between 2013-2016 enrollment has declined from 9513 to 8513
- The four year graduation rate for May 2016 was 39%; an all-time high
- The retention rate has remained 73% from 2013 to 2016
- Graduate enrollment has increased from 698 in 2013 to 795 in 2016
- International enrollment has declined from 104 in 2013 to 69 in 2016
- Admissions standards were raised in the 2015-2016 admissions cycle
- The Fall 2016 incoming class had the highest academic profile since 2008
- Out of State student yield has remained consistent at 20% from 2013 to 2016
- Students who receive a D, F, W, or I retain at rate of 63%

TRENDS

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change Fall 2013-2016	
FTFT Transfers	649	569	551	503	-146	-22.5%
FTFT Freshmen	1812	1779	1859	1691	-121	-6.7%
Grand Total	2461	2348	2410	2194	-267	-10.8%

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change Fall 2013-2016	
African American	148	158	185	106	-42	-28.4%
Asian	24	15	26	15	-9	-37.5%
Hispanic	100	157	133	142	42	42.0%
Native American	2	4	5	4	2	100.0%
Multiracial	36	45	70	58	22	61.1%
Total Minority	310	379	419	325	15	4.8%
Percent Minority	17.1%	21.3%	22.5%	19.2%		

FRESHMEN PROFILE

	Fall 2013	Fall 2014	Fall 2015	Fall 2016
FTFT Freshmen	1812	1779	1859	1691
Top 10%	5.3	4.8	5.4	6.3
Top 25%	19.7	17.3	18.9	21.6
Top 50%	53.7	51.6	53.9	56.7
HS GPA	3.17	3.20	3.15	3.19
SAT Verbal	483	486	486	491
SAT Math	486	484	483	490
SAT Combined	969	970	969	981

ENROLLMENT

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change Fall 2013-2016	
African American	630	702	732	631	1	0.2%
Asian	123	113	117	100	-23	-18.7%
Hispanic	566	661	640	662	96	17.0%
Native American	15	14	10	11	-4	-26.7%
White	7739	7261	6968	6622	-1117	-14.4%
Multiracial	161	196	245	251	90	55.9%
Unknown	175	170	195	167	-8	-4.6%
Non-Resident Aliens	104	101	93	69	-35	-33.7%
Grand Total	9513	9218	9000	8513	-1000	-10.5%
Total Minority	1495	1686	1744	1655	160	10.7%
Percent Minority	15.7%	18.3%	19.4%	19.4%		

RETENTION and GRADUATION



Cohort	Retention	4yr Grad Rate	5yr Grad Rate	6yr Grad Rate
2005	77%	33%	51%	54%
2006	77%	32%	52%	54%
2007	78%	34%	51%	55%
2008	78%	36%	53%	56%
2009	77%	35%	51%	54%
2010	77%	34%	52%	55%
2011	71%	35%	50%	
2012	73%	39%		
2013	73%			
2014	73%			
2015	73%			



PLANNING ASSUMPTIONS



INTERNAL

Campus Growth – from 2017-2020 several projects will occur including residence hall and library renovations as well as improvements to the physical space in the Financial Aid Office.

Scalability – programs such as TRIO Student Support Services, that are successful in retaining students will be scaled up

Partnerships – K-12, community college, and international college/university partnerships exist but will be strengthened.

EXTERNAL

High School Enrollment/Graduation – It is predicted that by 2021 the number of high school graduates will increase by 4% in Pennsylvania, 10% in New York, Delaware and Maryland, and less than 1% in New Jersey. In these states, there is a projected decrease in white high school graduates and sizable increases in under-represented minority high school graduates. D.C. high school graduate predictions show an upward trend through 2019.

Financial Aid – more students are concerned about using loans as a method of paying for higher education, thus, federal, state, institutional grant and scholarship aid programs will drive enrollment decisions in many instances.

Community College Agenda – the recent spotlight on community colleges, the movement towards free community college education, and the completion agenda at community colleges will have an effect on enrollment at four year colleges/universities.

Career Outlook – healthcare, STEM, and service-related careers such as social work are predicted to grow over the next three years and there are beginnings of a shift from a service economy to an idea economy.



STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS

The strengths, weaknesses, opportunities and threats in this section were derived from a recent market research process, and a national research project in which KU participated.

Strengths:

- Distinctive high-quality academic programs
- Highly prepared and engaged faculty
- Commitment to inclusion and diversity
- Attractive facilities and grounds
- Engaged community partner
- Great teacher education programs



- Close proximity to home for students that attend
- Location (proximity to New York City and Philadelphia)
- High quality academic programs
- Availability of hands-on learning experiences (i.e. undergraduate research and internships)
- Faculty and staff who are generally concerned about enrollment and the well-being of students

Weaknesses:

- Known as a teacher's college
- Unknown/untold story
- No clearly defined brand (and low awareness)
- Perceptions of being average
- Academic excellence - audiences just don't know what Kutztown has to offer or that students leave with stronger GPAs than entering
- Does not offer many of the high-demand majors and graduate degrees students are seeking (STEM, nursing, healthcare administration)

Opportunities:

- Reputation for quality and affordability
- Increase international student enrollment
- Establish common brand identity and reinforce it consistently
- Expand teacher's college perceptions while recognizing teacher preparation excellence
- Increase perceptions of academic excellence
- Elevate Kutztown's reputation relative to Bloomsburg, Millersville, Penn State and Temple

Threats:

- Competition from West Chester, Penn State, Bloomsburg, Millersville, Temple, Shippensburg, and East Stroudsburg
- Discounting strategies by private colleges and universities
- Heightened focus nationally on community colleges
- Perceived value of a college degree



OBJECTIVES

Objectives of the plan are divided into two categories:

RECRUITMENT and RETENTION

The Key Performance Indicators (KPIs) that are used to assess the overall progress include:

- applications
- new student enrollment (yield)
- retention rate
- continuation rate
- graduation rate



Recruitment				
Goal: Increase new student enrollment by 450				
Objective	Measurable Goal(s)	Fall 2016 Baseline	Strategic Plan Goal(s)	Lead(s)
Increase first time freshmen enrollment	Annual average increase: 67	1691	Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students	VP, Enrollment Management and Student Affairs
Increase new transfer enrollment	Annual average increase: 22	547	Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 2: Objective 1 - Provide increased access to educational opportunities for the region's citizens	VP, Enrollment Management and Student Affairs Provost
Increase graduate new student enrollment	Annual average increase: 45	309*	Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 2: Objective 1 - Provide increased access to educational opportunities for the region's citizens	Provost
Increase new International student enrollment	Annual average increase: 16	12	Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 3: Objective 1 - Mirror the diversity of the region within the campus community	VP, Enrollment Management and Student Affairs
Increase first time freshmen undergraduate diversity (domestic)	Annual average increase: 55	325	Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 3: Objective 1 - Mirror the diversity of the region within the campus community	VP, Enrollment Management and Student Affairs

*Summer and Fall

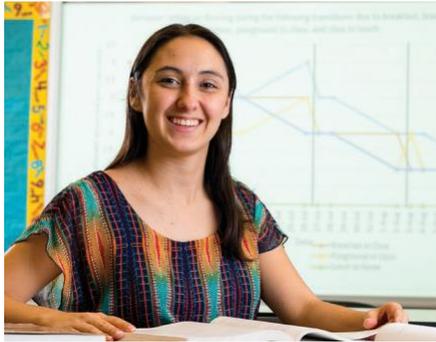
RECRUITMENT STRATEGIES

Targeted recruitment strategies for each objective have been developed to reach the targeted enrollment.

Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase first time freshmen enrollment	Annual average increase: 67	1691	VP, Enrollment Management and Student Affairs
Strategies			
Increase applications by an average of 200 each year by:		Lead(s)	Annual Assessment
Using predictive analytics to contact via phone students who have between a 50-90% likelihood of completing an application		Director of Admissions Enrollment Data Specialist	Average increase of 10% in positive application disposition (application completed, will complete application, or caller scheduled visit)
Creating 4-5 special application fee waiver periods		Director of Admissions	Average application increase of 50 per fee waiver period
Updating CRM inquiry communication plan to be more personal (i.e. coming from an admissions counselor instead of the Admissions Office)		Director of Admissions Enrollment Data Specialist	22% or higher open rate 3% or higher click through rate
Creating short videos to highlight why students should apply		Director of Admissions Director of Marketing	Average number of new visitors to webpage increase by 40% from 2016 baseline
Conducting an instant decision day for rising seniors each summer		Director of Admissions	Average increase of 30 accepted students by August 30
Establishing an alumni admissions ambassador program		Director of Admissions Senior Director of Development & Alumni Relations	Alumni participation in 5 or more recruitment events each year
Implementing admissions counselor generated strategies at 6-12 high schools each year		Director of Admissions	Average application increase of 10 or more at each high school
Building relationships with Honors and AP teachers at 3-6 high schools each year		Director of Admissions	Average application increase of 5 or more at each high school
Increase yield rate by an average of 1% each year by:		Lead(s)	Annual Assessment
Implementing admissions counselor generated strategies at 6-12 high schools each year		Director of Admissions	Average yield increase of 3 or more deposited students at each high school
Using predictive analytics to contact via phone students who have between a 50-90% likelihood of enrolling		Director of Admissions Enrollment Data Special	Average increase of 3% or more yield of the population
Updating CRM admit communication plan to focus on outcomes (career success) and the top reasons to attend KU		Director of Admissions Enrollment Data Special.	22% or higher open rate 3% or higher click through rate
Creating a yield campaign that would 'run' from mid-April to mid-May (the decision making timeframe) to generate excitement regarding KU		Director of Admissions Enrollment Data Special	22% or higher open rate 3% or higher click through rate
Revising KU institutional scholarship strategy to award a combination of merit and need based aid to academically talented students		Director of Financial Aid Director of Institutional Research	Achieve a 44% or more yield for institutional scholarship recipients
Creating a standard process to ensure that Foundation scholarships are awarded in a manner that students can consider them in their decision making process		Director of Financial Aid KU Foundation, CFO	Awarding 90% or more Foundation scholarships prior to May 1
Providing financial aid packages to students earlier (late December/early January)		Director of Financial Aid	Awarding financial aid packages to 90% or more processed FAFSA filers by March 15
Developing a CRM campaign to increase spring enrollment by targeting students who were admitted for fall but did not enroll		Director of Admissions Enrollment Data Special	22% or higher open rate 3% or higher click through rate
Creating and promoting a residence life video to showcase residence halls, living learning communities, and dining options		Director of Residence Life	Average number of new visitors to webpage increase by 40% from 2017 baseline
Establishing an alumni admissions ambassador program		Director of Admissions Senior Director of Development & Alumni Relations	Alumni participation in 3 or more admissions yield events each year
Creating and promoting several financial aid literacy videos to encourage early FAFSA filing, and how to make college affordable.		Director of Financial Aid Director of Marketing	Average number of new visitors to webpage increase by 40% from 2016 baseline

Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase new transfer enrollment	Annual average increase: 22	547	VP, Enrollment Management and Student Affairs Provost
Strategies			
Increase applications by an average of 40 each year by:		Lead(s)	Annual Assessment
Providing unofficial transcript evaluations prior to application completion		Director of Admissions Registrar	Completing 100 or more unofficial transcript evaluations per academic year
Conducting recruitment visits twice per semester at community colleges with Dual Admissions Agreements		Director of Admissions	Average increase of 5 or more applications each year from these institutions
Conducting recruitment visits once per semester at community colleges without Dual Admissions Agreements		Director of Admissions	Average increase of 3 or more applications each year from these institutions
Creating 1-2 dual admissions agreements per year		Director of Admissions Vice Provost and Dean of Graduate Studies	Average increase of 15 or more dual admissions intent applications each year from these institutions
Utilize College Fish to increase applications from Phi Theta Kappa Honor Society members in PA, NJ, NY, MD, and DE		Director of Admissions	Increase in the average number of Phi Theta Kappa scholarship applications
Increase yield rate by an average of 1% each year by:		Lead(s)	Annual Assessment
Creating transfer scholarships for Phi Theta Kappa Honor Society members		Director of Financial Aid Director of Admissions	Increase in transfer students enrolled in the KU Honors Program
Hosting instant decision days each spring at six or more local community colleges		Director of Admissions	Average increase of 12 or more accepted transfer students by May 1
Creating scholarships to coincide with new dual admissions agreements		Director of Financial Aid Director of Admissions Vice Provost and Dean of Graduate Studies	Conversion of 50% or more of dual admissions intent applicants
Revising the transcript evaluation process to provide an evaluation to all admitted students		Director of Admissions Registrar	Evaluating 90% or more of admitted transfer students transcripts
Creating a transfer yield campaign that would 'run' from mid-June to mid-August (the decision making timeframe) to generate excitement regarding KU. The campaign will include videos that show outcomes (academic and career success) of KU transfer students and alumni		Director of Admissions Enrollment Data Specialist	22% or higher open rate 3% or higher click through rate

Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase graduate student new enrollment	Annual average increase: 45	309	Provost
Strategies			
Increase applications by an average of 50 each year by:		Lead(s)	Annual Assessment
Create a phone initiative for all graduate applicants who have completed at least half of the graduate application		Director, Graduate Admissions	Average increase of 20% in positive application completion.
Updating CRM inquiry communication plan to be more personal and program oriented		Director, Graduate Admissions Director of Marketing	22% or higher open rate and a 12% or higher click through rate
Create a survey for admitted applicants to review admissions process; as well as a survey when admits decide against KU		Director, Graduate Admissions	Average completion rate of 45% for both surveys, with best practice initiatives
Create short videos to highlight how to apply, financial aid questions, and the graduate assistantship process		Director, Graduate Admissions	Average number of visitors to webpage to increase by 35% from 2016 baseline
Increase yield rate by an average of 5% each year by:		Lead(s)	Annual Assessment
Implement an online graduate assistantship application; as well as a GA interview day for all programs		Director, Graduate Admissions VP of Enrollment Dean of Graduate Studies	Average increase of 5 applications per GA position and an increase of 5% in applications
Implement a travel territory in western PA, MD, and NJ to promote online and hybrid graduate programs		Director, Graduate Admissions	Average increase of 10% of admitted graduate students from western PA, MD, and NJ



Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase new International student enrollment	Annual average increase: 70% 16	12	VP, Enrollment Management and Student Affairs
Strategies			
Increase applications by an average of 35 each year by:		Lead(s)	Annual Assessment
Conducting 5-10 recruitment visits each fall to domestic high schools with significant International students		Director of International Admissions and Services	Average increase of 5 or more applications each year from these institutions
Hosting an online/webinar Open House for International students each semester		Director of International Admissions and Services	Average participation of 50 or more prospective International students each semester (evidenced by views of live and archived webinar)
Conducting recruitment visits with International student clubs once per semester at Harrisburg and Northampton County community colleges; as well as the Community College of Philadelphia		Director of International Admissions and Services	Average increase of 2 or more applications each year from these institutions
Building relationships and visiting each year at least two community colleges outside of PA with significant International students		Director of International Admissions and Services	Average increase of 2 or more applications each year from these institutions
Applying to be an American Honors Network Partner		Director of International Admissions and Services	Acceptance into the American Honors Network
Purchasing social media advertising on International social media sites such as VK (one of the most popular social media networks in Europe) – Focus on countries with high level English proficiency and include photos (content that leads to highest percentage of action taken)		Director of International Admissions and Services Director of Marketing	.25% or higher click through rate
Leveraging relationships with agents and consortium agreements		Director of International Admissions and Services	Average increase of 15 or more applications each year from agents and consortium partners
Increase yield rate by an average of 5% each year by:		Lead(s)	Annual Assessment
Partnering with Northampton Community College to provide services to ESL students prior to matriculation at KU		Director of International Admissions and Services	Average increase of 3 or more students each year attending KU from the partnership
Establishing an Intensive English Language Program		Director of International Admissions and Services Vice Provost and Dean of Graduate Studies	Successful establishment of the program by Spring 2019 and enrolling the first students in the program in Summer 2019
Creating an International student yield campaign that would 'run' from mid-April to mid-May (the decision making timeframe) to generate excitement regarding KU. The campaign will include videos that show International student engagement at KU		Director of International Admissions and Services Enrollment Data Specialist	22% or higher open rate 3% or higher click through rate
Creating a 2+2 program with Northampton Community College		Director of International Admissions and Services Vice Provost and Dean of Graduate Studies	Successfully establishing the program by Spring 2018 and enrolling the first students in the program in Fall 2018 (with the KU start in Fall 2020)

Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase first time freshmen undergraduate diversity (domestic)	Annual average increase: 55	325	VP, Enrollment Management and Student Affairs
Strategies			
Increase applications by an average of 70 each year by:		Lead(s)	Annual Assessment
Conducting targeted recruitment visits at over 50 high schools with large underrepresented minority (URM) populations		Director of Admissions	Average of 30% or more of prospective student attendees completing an application at the event
Developing and hosting a Latino College Day on-campus		Director of Admissions Director of Multicultural Center	Average of 30% or more of prospective student attendees completing an application at the event
Expanding recruitment area to DC, DE and Prince George County, MD		Director of Admissions	Average of 20 or more of prospective applications each year from each area
Increasing the purchase of names from College Board of students to additional east coast states (VA, NC) with increasing URM populations		Director of Admissions	Average of 20 or more of prospective applications each year from each area
Increase yield rate by an average of 1% each year by:		Lead(s)	Annual Assessment
Hosting an accepted students event in Philadelphia and other metro areas with significant URM accepted students		Director of Admissions	Achieve a 35% or more yield for attendees
Conducting a multicultural overnight visit program for accepted students		Director of Admissions	Achieve a 35% or more yield for institutional scholarship recipients. At the end of the program, 70% or more of attendees indicating that they are still considering attending KU and 75% or more attendees indicating that because of their experience they would refer a student to KU



RETENTION and COMPLETION STRATEGIES

Targeted retention and completion strategies for each objective have been developed to reach the targeted enrollment.

Retention and Completion				
Goal: Achieve an enrollment between 9300 and 9400 students				
Objective	Measurable Goal(s)	Fall 2016 Baseline	Strategic Plan Goal(s)	Lead(s)
Increase first year retention rate to 76%	Annual average increase: 1%	73%	Goal 1: Objective 1: Develop and deliver distinctive and high-quality academic programs Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 3: Objective 3 - Ensure a campus culture that respects all campus constituents	VP, Enrollment Management and Student Affairs Provost
Increase continuation rate to 66%	Annual average increase: 1%	63%	Goal 1: Objective 1: Develop and deliver distinctive and high-quality academic programs Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 3: Objective 3 - Ensure a campus culture that respects all campus constituents	VP, Enrollment Management and Student Affairs Provost
Maintain four year graduation rate at or above the average for the previous three years ¹	Graduation rate at or above the average for the previous three years ¹	39%	Goal 1: Objective 1: Develop and deliver distinctive and high-quality academic programs Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 3: Objective 3 - Ensure a campus culture that respects all campus constituents	VP, Enrollment Management and Student Affairs Provost
Maintain six year graduation rate at or above the average for the previous three years ¹	Graduation rate at or above the average for the previous three years ²	55%	Goal 1: Objective 1: Develop and deliver distinctive and high-quality academic programs Goal 1: Objective 3 - Attract, retain, and support motivated, high performing students Goal 3: Objective 3 - Ensure a campus culture that respects all campus constituents	VP, Enrollment Management and Student Affairs Provost

¹ 35% Average for 2013-2015

² 55% average for 2013-2015



Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase first year retention rate to 76%	Annual average increase: 1%	73%	VP, Enrollment Management and Student Affairs (EMSA) Provost
Strategies			
Identify students with the highest risk of attrition and provide solutions to assist them retain by:		Lead(s)	Annual Assessment
Providing an academic First Year Experience (FYE) program for students with the highest attrition risk		Director of FYE	73% or higher retention rate of students participating in FYE; 1% or more increase in the retention rate of FYE students
Requiring Conditionally Admitted students to attend Summer Academy		Director of Admissions Associate Provost for Retention & Student Success	73% or higher retention rate of conditionally admitted students; 1% or more increase in the retention rate of conditionally admitted students
Implementing an expedited process for TRIO Support Services program student selection including an online application process and early notification for prospective students		Director of TRIO Student Support Services	50% or more first year TRIO students accepted into the program prior to May 15
Running an ACT 101 program		ACT 101 Director	73% or higher retention rate of ACT 101 program participants; 1% or more increase in the retention rate of ACT 101 participants
Developing a support campaign for first generation students		Coordinator of New Student Orientation Associate Provost for Retention & Student Success	1% or higher annual increase in retention rate for first generation students
Identify student populations (i.e. honors, STEM, Board of Governor's Scholarship recipients) and provide solutions to assist them retain by:		Lead(s)	Annual Assessment
Providing an academic First Year Experience (FYE) program for identified students		Director of FYE	80% or higher retention rate of identified students participating in FYE
Utilize technology and predictive modeling to increase retention by:		Lead(s)	Annual Assessment
Providing a mobile application to assist students with transitioning to KU		Provost VP, EMSA	1% or higher annual increase in retention rate for students who utilize the mobile application
Identifying students most at risk of attrition prior to enrollment and referring them to the Center for Academic Success and Achievement (CASA) and Career Development Center for follow-up		Director of Institutional Research Associate Provost for Retention & Student Success	1% or higher annual increase in retention rate
Providing an evidenced based First Year Experience Program in the residence halls		Director of Residence Life	1% or higher annual increase in retention rate of first year residential students
Identifying students most at risk of attrition prior to enrollment and referring them to the Academic Deans for follow-up		Director of Institutional Research Academic Deans	1% or higher annual increase in retention rate



Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Increase continuation rate to 66%	Annual average increase: 1%	63%	VP, Enrollment Management and Student Affairs (EMSA) Provost

Strategies

Identify students with the highest risk of attrition prior to the end of their second year and provide solutions to assist them retain by:	Lead(s)	Annual Assessment
Referring students with the highest risk of attrition at the end of their second year to the Center for Academic Success and Achievement (CASA) and Career Development Center for follow-up	Director of Institutional Research Associate Provost for Retention & Student Success	1% or higher annual increase in continuation rate (persistence to year 3)
Providing an evidenced based Second Year Experience Program in the residence halls	Director of Residence Life	1% or higher annual increase in continuation rate (persistence to year 3) of second year residential students
Referring students with the highest risk of attrition at the end of their second year to the Academic Deans for follow-up	Director of Institutional Research Academic Deans	1% or higher annual increase in continuation rate (persistence to year 3)
Providing a mobile application to assist students with successful support seeking behaviors	Provost VP, EMSA	1% or higher annual increase in continuation rate (persistence to year 3)

Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Maintain four year graduation rate at or above the average for the previous three years ¹	Graduation rate at or above the average for the previous three years ¹	39%	VP, Enrollment Management and Student Affairs Provost

Strategies

Identify students with the highest risk of attrition prior to the end of their third year and provide solutions to assist them retain by:	Lead(s)	Annual Assessment
Referring students with the highest risk of attrition prior to the end of their third year to the Center for Academic Success and Achievement (CASA) and Career Development Center for follow-up	Director of Institutional Research Associate Provost for Retention & Student Success	60% or higher persistence rate to year 4
Referring students with the highest risk of attrition prior to the end of their third year to the Academic Deans for follow-up	Director of Institutional Research Academic Deans	60% or higher persistence rate to year 4
Providing a mobile application to assist students with successful support seeking behaviors	Provost VP, EMSA	60% or higher persistence rate to year 4

¹ 35% Average for 2013-2015



Objective	Measurable Goal(s)	Fall 2016 Baseline	Lead(s)
Maintain a six year graduation rate at or above the average for the previous three years ²	Graduation rate at or above the average for the previous three years ²	55%	VP, Enrollment Management and Student Affairs Provost
Strategies			
Identify students with the highest risk of attrition prior to the end of their third year and provide solutions to assist them retain by:	Lead(s)	Annual Assessment	
Referring students with the highest risk of attrition prior to the end of their fourth and fifth year to the Center for Academic Success and Achievement (CASA) and Career Development Center for follow-up	Director of Institutional Research Associate Provost for Retention & Student Success	56% or higher six year graduation rate	
Referring students with the highest risk of attrition prior to the end of their fourth and fifth year to the Academic Deans for follow-up	Director of Institutional Research Academic Deans	56% or higher six year graduation rate	
Providing a mobile application to assist students with successful support seeking behaviors	Provost VP, EMSA	56% or higher six year graduation rate	
Identify students who have left the University for more than one semester and provide solutions to re-enroll them by:	Lead(s)	Annual Assessment	
Reviewing the academic and financial history of identified students and communicating options to return to KU	Registrar	Evidence of project completion each semester	

² 55% average for 2013-2015





A member of Pennsylvania's State System of Higher Education