

## **Key Success Factors**

### **Enrollment Strategic Plan**

**Mission:** Murray State University places our highest priority on student learning and excellent teaching, blending the range of educational opportunities often experienced at research institutions with the nurturing student-teacher interactions usually found at smaller universities. We offer relevant undergraduate and graduate degree programs with core studies in the liberal arts and sciences, leading to degrees from certificates to advanced practice doctorates that prepare students for success. Through effective and creative teaching, the opportunity to apply knowledge and skills to real-world situations, and academic and student support services, our quality faculty and staff foster student growth in knowledge, critical inquiry, and innovative thinking. As a public comprehensive university dedicated to diversity, global awareness, and intellectual curiosity, we actively engage students, faculty, staff, and the community in collaborative scholarship, creative activity, and research. We invest in our communities through thoughtful public service in our 18-county service region and beyond. Our uniqueness arises from our combination of academic excellence, welcoming atmosphere, and dedication to student success through mentored, real-world learning opportunities in an open-minded and supportive learning environment.

**Goal:** Attract, retain, and graduate students who will serve as thought-provoking civic, educational, and workforce leaders through blending services and curricular and co-curricular activities.

## General Components

1. Strive to have 8,600 undergraduate students and 1,700 graduate students (Fall semester headcount).
2. Enhance recruiting efforts in the 18-county service region and increase the number of students enrolling to 600. ([Enrollment Management](#))

(Fall 2017 = 517)

(Fall 2016 = 535)

(Fall 2015 = 583)

(Fall 2014 = 574)

3. Increase student enrollment from Jefferson, Fayette, and other metro areas in the Commonwealth by 56 students. ([Enrollment Management](#))

(Fall 2017 = Jefferson 72/Oldham 21 /Fayette 13)

(Fall 2016 = Jefferson 85/Oldham 13 /Fayette 14)

(Fall 2015 = Jefferson 55/Oldham 17 /Fayette 11)

(Fall 2014 = Jefferson 86/Oldham 27 /Fayette 16)

4. Maintain a minimum of 500 international degree-seeking students (annual unduplicated headcount).

Fall 2017 = 4.68%

Fall 2016 = 6.3%

Fall 2015 = 7.05%

Fall 2014 = 7.36%

5. Increase first-time graduate student enrollment to 450 (annual unduplicated headcount) (baseline is fall 17). ([Academic Affairs](#)) [Link to graduate plan.](#)

Fall 2017 = 331

Fall 2016 = 353

Fall 2015 = 457

Fall 2014 = 447

6. Enhance academic aspects by increasing ([Enrollment Management](#))
  - A. average composite ACT from 22.6 to 25 for degree-seeking students.
  - B. the percentage of first time, full time freshmen students in the top 25% of their class to at least 50%.
  - C. the number of Governor's Scholar Program, Governor's School for the Arts and

Commonwealth Honors Academy students enrolling as firsttime freshman to 60, 12 and 60, respectively.

**ACT Average**

(Fall 2017 = ACT 24.2)

(Fall 2016 = ACT 23.9)

(Fall 2015 = ACT 22.6)

(Fall 2014 = ACT 22.6)

**Rank in Class**

Fall 2017 Top 10% = 25.28% Top 20% = 43.96% Top 25% = 51.89%

**GSP/GSA/CHA**

Fall 2014 GSP 35, GSA 8, CHA 27

Fall 2017 GSP 47, GSA 9, CHA 53

7. Murray State University will seek to enroll 1600 new first time freshmen each fall semester (Fall semester headcount). ([Enrollment Management, Academic Affairs, Student Affairs](#))
  - a. Implementation of a comprehensive lead generation program through application search, student search, college fairs and high school visits. These programs will generate 6000 freshmen applications that will yield 1600 first time freshmen for the fall 2017 semester.
  - b. Implement personalized communications (email, letters, etc.) to students to improve yield of admitted to enrolled.
  - c. Determine new technology approaches that will assist with lead generation, applications and yield activities.
  - d. Identify new markets that will enhance and increase the size of the freshmen class.
  - e. Identify new programs/majors that will attract new students to the university.

(Fall 2017 = 1443)  
(Fall 2016 = 1502)  
(Fall 2015 = 1462)  
(Fall 2014 = 1508)
  
8. Develop, implement and maintain marketing and communication strategies that align with the mission and vision of the university. ([Enrollment Management, Institutional Advancement](#))
  - a. Continue and enhance a coordinated marketing and communication plan for first time freshmen. Implement traditional marketing methods while integrating social media strategies. Improve email marketing messages to be more personalized and targeted.

- b. Meet monthly with Branding, Marketing and Communications to ensure communication, messaging and branding are meeting institutional goals and objectives.
9. Annually review admission standards and implement changes as necessary to ensure student success. ([Enrollment Management](#))

### **Transfers**

1. Increase new first time transfer enrollment in the fall semester to 700 FTT (Fall semester headcount). ([Enrollment Management, Academic Affairs](#))
  - a. The Transfer Center will offer one stop visits each fall and spring semesters tailored to fit the needs of the student including admissions counseling and advising.
  - b. The Transfer Center will create partnerships with KCTCS and regional campus personnel to better capitalize on recruiting students.
  - c. The Transfer Center will provide consistent counseling and assistance to those students already in the admissions pipeline to ensure they proceed to enrollment and attendance.
  - d. The Transfer Center will implement EAB strategies during 17-18 year.  
(Fall 2017 = 586)  
(Fall 2016 = 605)  
(Fall 2015 = 630)  
(Fall 2014 = 761)
2. Increase the number of transfer students in a fiscal year to 1200. ([Enrollment Management](#))
3. Increase transfer student enrollment in the 18 county service region by 5% (17 students). ([Enrollment Management, Academic Affairs](#))
  - a. The Transfer Center will work directly with regional KCTCS Colleges as well as KCTCS system staff to develop and maintain official articulation agreements for students transferring from KCTCS to MSU.
  - b. The Transfer Center will offer a joint admissions program allowing KCTCS students to enter into the admissions pipeline during their first year at the community college to better facilitate academic advising and a well-timed transfer to MSU.  
(Fall 2017 = 338)  
(Fall 2016 = 342)  
(Fall 2015 = 353)  
(Fall 2014 = 461)
4. Develop transfer publications annually to better serve prospective students. ([Enrollment Management, Institutional Advancement](#))

- a. Provide marketing materials for the Transfer Center and regional campuses to utilize for recruiting purposes.
- b. Increase social media marketing targeted for contemporary learners.