Strategic Enrollment Management Plan Update

October 16, 2020

# Updated Goals

After discussion at the Board of Governors September meeting the SEM Steering Committee reviewed the SEM plan goals. The following objectives were taken:

* Narrowed the scope of the plan and used the opportunity to transition some of the SEM plan objectives to the new long-range plan.
* Reassessed the remaining goals
  + Removed the climate (#4) and “raising the profile” (#7) goals.
  + Collapsed goal #3 (enrollment and retention regarding underrepresented students) to be addressed in goals #1 (Outreach and Recruitment) and #2 (Retention and Student Success).
* Created introductory language to address the baseline that will be used for the goals and address the ability to have flexibility and reassess the goals and strategies throughout the life of the plan.

Below is the revised set of goals and introductory language.

Fall 2020 will serve as the baseline for goals one through three and the 2019-20 academic year for goal four. While 2026 exists as the target date, because of varying internal and external circumstances (e.g., demographic shifts, the economy, university funding, challenges related to the pandemic, significant hindrances regarding international students), the SEM Steering Committee will annually review goals and adjust accordingly with approval from the Senior Leadership Team. In addition to recent factors, a historical enrollment perspective will be considered as well.

## 1. Outreach and Recruitment

By 2026, with particular focus on targeted student populations, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

## 2. Retention and Student Success

By 2026, increase the first to second year undergraduate student retention rate by 5%, with a focus on improving retention by 5% for each of these sub-groups: African American, Hispanic/Latino/Latinx, first-generation and Pell eligible students; and improve persistence at other critical transition points.

## 3. Successful Graduation and/or Completion

By 2026 increase the number of credentials (e.g., degrees and certificates) awarded to 5,800 per year.

## 4. Financial Preparedness

By 2026, decrease the average loan debt of undergraduate degree recipients by 5% after inflation.

# Strategies

The Steering Committee, along with input from the Recruitment Council and Retention and Completion Council, is in the final stages of reviewing strategies. All strategies are being reviewed given new circumstances affecting enrollment. Also, those strategies that were originally connected to a goal that has been removed are being reassigned to a new goal or removed if appropriate. Lastly, the committees are assessing whether any new strategies need to be developed.

# Other Items

* Steering Committee membership was updated in those instances for which turnover took place in the role or positions.
  + Dr. Saibal Mitra, former Faculty Senate Chair was replaced with Dr. Cameron Wickham, current Faculty Senate Chair.
  + Abdillahi Dirie, former Student Body President was replaced with Tara Orr, current Student Body President.
  + Theresa McCoy, Deputy Chief Information Officer and Dr. Michelle Olsen, Director of Institutional Research, both co-chairs of the SEM Data and Support Team were added.
* The Academic Programs and Deliveries Council, Marketing and Communication Council, Community Involvement Subcommittee, and Data and Support Team were disbanded.
* The Recruitment Council and Retention and Completion Council were updated and retained to help update strategies.
* Dr. Rob Hornberger and Dr. Tammy Jahnke met with Jody Gordon, the consultant/plan writer to outline the logistics and timeline for completing the plan.
  + Jody will submit a draft by the end of October.
  + Internal review will take place during the month of November.
  + A final version will be submitted for review at the December 10 Board of Governors meeting.

# Measuring Success

The Steering Committee is evaluating the appropriate metrics to build so that progress can be assessed. A framework will be designed to help ensure all the good work influenced by the SEM plan continues.