

# Strategic Enrollment Management Plan Update

September 11, 2020

## Pandemic Pause

At the end of March 2020 the SEM plan was in its final stages. Seven goals had been created and approved. Each goal had 3-5 strategies that were being finalized. The final stage was to complete the narrative of the plan, embed the goals and strategies, and submit to the Board of Governors for approval in June.

At the time of the pandemic and campus closure we decided to place the SEM plan on hold and repurpose the committees to focus on shorter-term, more urgent initiatives, and then determine how to move forward later in the summer.

## Adjustments Going Forward

In July 2020, through counsel from EAB and AACRAO, the long range plan (LRP) and SEM plan leadership teams decided to restart and continue the SEM plan development in coordination with the new LRP process. Following are the action items and remaining timeline for the SEM plan.

- Narrow the scope of the plan and use the opportunity to transition some of the SEM plan objectives to the new LRP.
- Reassess the goals and strategies.
  - Remove the climate (#4) and “raising the profile” (#7) goals and address in the LRP.
  - Review goal #3 and it’s overlap with goals #1 and #2.
  - Adjust according to new circumstances affecting enrollment.
- Update membership of the steering committee.
- Keep the Recruitment Council and Retention and Completion Council and assign specific focus of reassessing the goal strategies.
- Disband the Academic Programs and Deliveries Council and Marketing and Communication Council and transition their work to the LRP.
- Disband Community Involvement Subcommittee.
- Move co-chairs of Data Support Team, Theresa McCoy and Michelle Olsen, to the Steering Committee. Disband Data Support Team. Utilize members as needed.
- Draft of SEM plan will be completed by the end of October.
- Review of the draft will take place in November.
- Final draft will be submitted to the Board of Governors at the December meeting.

## Current SEM Goals

### 1. Recruitment

By 2026, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

### 2. Student Success/Retention

By 2026, increase the first to second year undergraduate student retention rate by 5% and improve persistence at other critical transition points across both the undergraduate and graduate levels.

### 3. Student Success/Underserved Populations

By 2026, increase the number of African American, Hispanic/Latino/Latinx, first-generation, and Pell-eligible students enrolled by 3% and improve the persistence rate of underrepresented students by 5%.

### 4. Climate Goal

By 2026, increase equity, and improve institutional support, experience, and overall climate for historically underrepresented, underserved, and under-resourced students, faculty, and staff.

### 5. Graduation/Completions

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

### 6. Financial Preparedness

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

### 7. Raise the Profile

Raise the profile of the University's academic quality through the pursuit of new and emerging academic programs and delivery modes, enrichment of existing curriculum and research, and equipping of students for successful career outcomes that meet workforce demands.