

# Strategic Enrollment Management (SEM)





# What is SEM?

Strategic enrollment management (SEM) is a key concept in the administration of higher education institutions today. SEM provides a unique framework **for improving student and institutional outcomes** by jointly enabling **student access to and success in higher education**, best business practices, and **comprehensive institutional planning**. (AACRAO)

Strategic enrollment management [SEM] is a crucial element of **planning for new growth** at a university or college as it **concerns both academic program growth and facilities needs**. SEM focuses on what is best for **students' success** while **increasing enrollment** numbers and **stabilizing institutional revenues**. (Wikipedia)

Strategic enrollment planning is more than a long-term recruitment or retention plan. It is a **data-informed process** that **aligns an institution's fiscal, academic, co-curricular, and enrollment resources** with its changing environment to accomplish the institution's mission and ensure the institution's **long-term enrollment success and fiscal health**. (Ruffalo Noel Levitz)

# The Four Components of Enrollment Management

- Recruitment
- Retention
- Research
- Structure





# Developing a SEM Plan

- Incorporate best practices
- Requires campus collaboration
  - Faculty involvement
  - Student perspective
  - Institutional knowledge with fresh ideas
- Strategic
  - Enrollment
  - Fiscal planning
  - Capacity management
  - Student services and success
  - Etc.
- Long term and NOW



# MSU SEM Structure

- BOG → Senior leadership → Steering Committee, → Four councils → Data Support Team → Subcommittees
- Co-chair model
- Faculty involvement
- Use of SEM goals
- Dual purpose
- Reassess structure and membership after SEM plan is developed
- Subcommittee development and opportunities



# Missouri State SEM Committee Structure

## Senior Leadership

Clif Smart, President; Dr. Frank Einhellig, Provost; Dr. Dee Siscoe, Vice President for Student Affairs.  
Overall management of SEM process and communication with Board of Governors

## SEM Steering Committee

Long-term enrollment goals, securing the approval of strategies through appropriate institutional channels, communication with President and Administrative Council

**Recruitment Council**  
Develop strategic goals and action plans for new student recruitment and outreach

**Retention and Completion Council**  
Develop strategic goals and action plans for retention and graduation

**Academic Programs and Deliveries Council**  
Develop strategic goals and action plans regarding the development and alignment of academic programs and deliveries that meet the demands of current students

**Marketing and Communications Council**  
Develop strategic goals and action plans to raise the profile of the University via both internal and external marketing and communication

Community Involvement Subcommittee

Ad Hoc Sub-Committees as needed

Ad Hoc Sub-Committees as needed

## Data Support Team

Environment scanning, student enrollment behavior research, enrollment models, provide data to councils as needed



# Steering Committee Members

	First Name	Last Name	Area
1	Rob	Hornberger (co-chair)	Enrollment Management
2	Tammy	Jahnke (co-chair)	CNAS
3	Brad	Bodenhausen *	International Services
4	Jeff	Coiner	Information Services
5	Tom	Dicke	CHPA, Past Faculty Senate Chair
6	Lahi	Dirie	SGA
7	Steve	Foucart	Financial Services
8	Julie	Masterson *	Graduate College
9	Saibal	Mitra	CNAS, Faculty Senate Chair
10	Wes	Pratt	Diversity and Inclusion
11	Suzanne	Shaw	Marketing and Communications
12	Christina	Simmers*	COB
13	Kelly	Wood *	Center for Academic Success and Transition
*Also a subcommittee co-chair			



# Council Chairs

First Name	Last Name	Area
<b>Recruitment Council</b>		
Brad	Bodenhause (co-chair)	International Programs
Nechell	Bonds (co-chair)	Admissions (undergraduate)
<b>Retention and Completion Council</b>		
Michele	Smith (co-chair)	Student Affairs and Multicultural Services
Kelly	Wood (co-chair)	Center for Academic Success and Transition
<b>Academic Programs and Deliveries Council</b>		
Julie	Masterson (co-chair)	Graduate College
Dave	Meinert (co-chair)	COB
<b>Marketing and Communications Council</b>		
Stacey	Funderburk (co-chair)	Marketing and Communications
Christina	Simmers (co-chair)	COB
<b>Data Support Team</b>		
Theresa	McCoy (co-chair)	Computer Services
Michelle	Olsen (co-chair)	Institutional Research
<b>Community Involvement Subcommittee</b>		
Rachelle	Darabi (co-chair)	Provost's Office, Center for Community Engagement
Brent	Dunn (co-chair)	Advancement





# SEM Goals/Guiding Principles

- Stabilize enrollment short term
- Grow enrollment in targeted areas
- Improve retention
- Facilitate successful degree and credential completion
- Broaden access to underserved populations
- Identify new and emerging academic programming that meets student and workforce demands
- Equip students for successful career outcomes
- Employ actions and modify processes that eliminate barriers that impair student success.
- Raise the profile of the University
- Develop a culture of enrollment growth among faculty, staff, and students



# Timeline

Due	Item
End of fall 2019 semester	Progress reports from councils
March 1, 2020	Council drafts of objectives and strategies due
April 1, 2020	Steering Committee SEM plan draft due
June 1, 2020	Steering Committee SEM plan final due



# Pre-established Subcommittees

**PLENTY OF OPPORTUNITIES FOR INVOLVEMENT!!!**

- Alternative Credentials
- Community Involvement
- Dual credit
- Financials and scholarships
- Innovation
- Non-traditional Students
- Online
- Orientations
- Transfer students
- **MORE**



# Breakout Sessions

- Recruitment Council, Room D
- Retention and Completion Council, Room E
- Academic and Deliveries Council, Room F
- Marketing and Communications Council Room, 118
- Data Support Team, Main room back (C)
- Community Involvement Subcommittee, Room 108
- Other Stakeholders, Main room stage side (A)