



# **Strategic Enrollment Management Planning for Student Success at Missouri State Planning Framework for the Steering Committee and 4 Councils**

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# Outline for the Workshop

1. Why talk Student Success with SEM?
2. Knowing our Students – Building towards Principles for Student Success
3. Planning Framework for our Student Success Plan (or Strategic Enrollment Management Plan) – Guiding Principles to drive our enrollment goals for the next 5 years
4. What's up next?

# Why are we here? SEM Defined as Student Success

“Strategic Enrollment Management is a concept and process that enables the fulfillment of institutional mission and **students’ educational goals.**” ~ Bob Bontrager

“Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the **optimum recruitment, retention, and graduation rates of students**, where “optimum” is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution’s function and culture.” ~ Michael Dolence

# Why Talk about SEM with Student Success?

Well SEM is...

1. Strategic and intentional
2. Practical, tangible planning process
3. Data- and goal-driven
4. Action-oriented
5. Cross-campus participation
6. Rallying point for the campus

...which results in Enrollment success and success for students during the entire lifecycle!

# Student Success, Not Retention, Why?






1. Retention is clinical rather than aspirational
2. Retention is merely a measurement, a benchmark of educational attainment
3. And often, as John Gardner would argue, a minimum one at that: Retention is a C- and a pulse
4. Retention restrains us, limits our vision and our capacity for creativity and excellence

# Student Success Defined

"[E]mpower students to succeed through educationally purposeful activities, initiatives, and accountability measures that will ensure that students are retained and graduated at higher than predicated rates, with **higher degrees of satisfaction** and **minimal financial indebtedness**, and are **employed** or **enter graduate, professional, post-secondary programs at higher rates**, having acquired the **skills, knowledge and dispositions** to succeed in any of those endeavors they pursue."

*Strategic Enrollment Management: Transforming Higher Education (2012), p. 58*

# What Will It Take to Build Success?

-  1. Core values that support a set of assumptions about a comprehensive, integrated, and coordinated approach
-  2. Programs and services designed with intentionality, purpose, integration of effort, service efficiency, and positive interventions with students
-  3. Integrated cross-campus collaborations and partnerships between faculty, staff, and administration oh and students!
-  4. Use of assessment and data for informed decision making
-  5. Understanding of how campus cultures impact Enrollment management efforts

# But Remember...

1. There are NO SILVER BULLETS! There is no template, one-size-fits-all model that ensures student success
2. Campuses have to move from “Enrollment by chance” to “Enrollment by design” to achieve student success
3. To do that, strategic Enrollment planning has to first understand and then become part of *the culture of the entire campus*
4. Only then can there be clear goals and efforts for optimal Enrollment to fulfill institutional mission and services and programs to improve student learning and success – a fulsome **SEM Plan!**

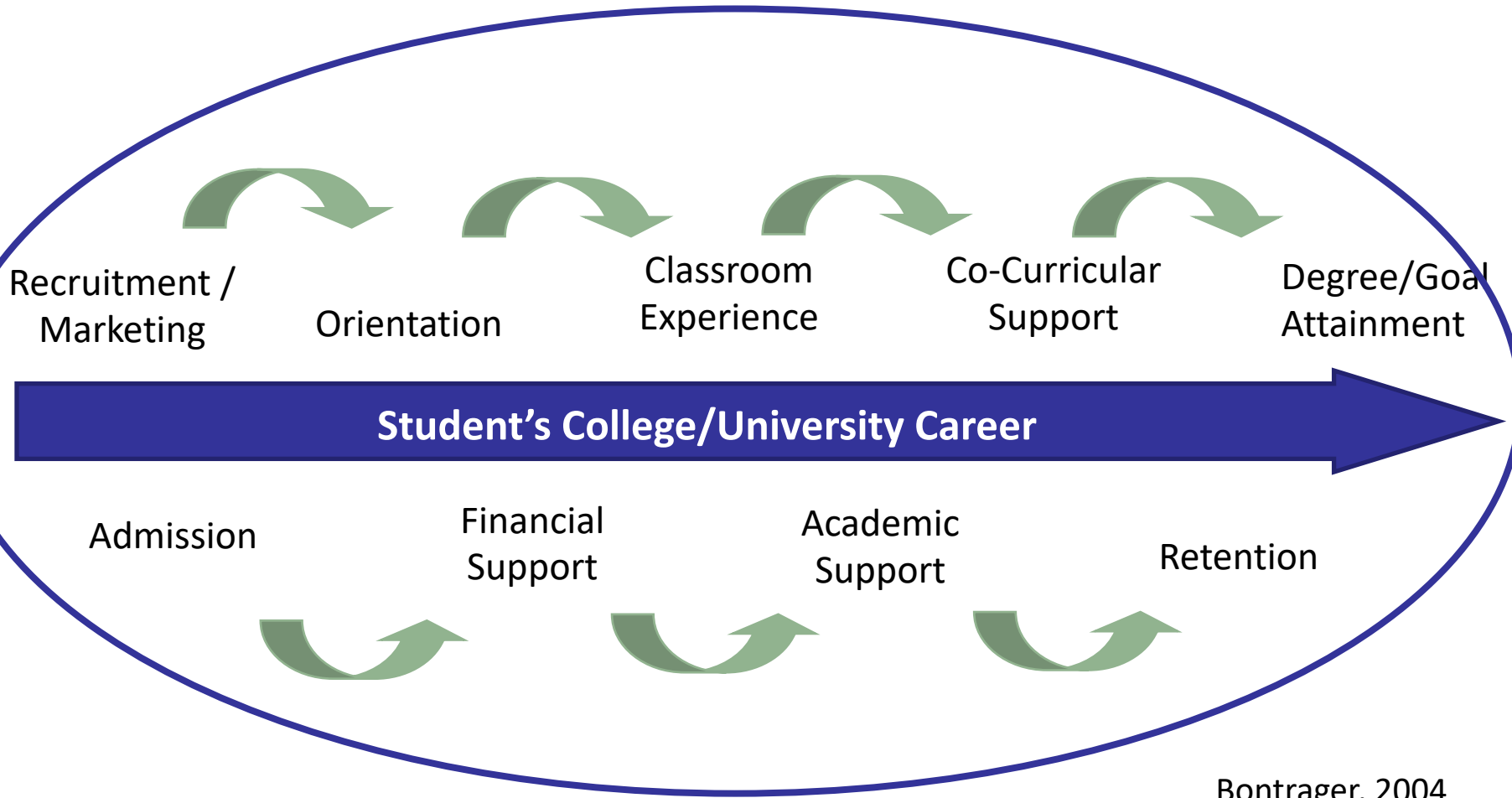


# SEM for Student Success

The purpose of SEM is achieved by:

1. Establishing clear **goals** for the number and types of students needed to fulfill the institutional mission
2. Promoting **students' academic success** by improving access, transition, persistence, and graduation
3. Promoting institutional success by enabling effective **strategic and financial planning**
4. Creating a **data-rich environment** to inform decisions and evaluate strategies
5. Improving process, organizational and **financial efficiency**, and outcomes
6. Strengthening **communications and collaboration** across the campus—especially between institutional leaders and instruction

# SEM Perspective of Student Success



# The Cost of Attrition – When a student drop-outs/stops-out

- Aside from the costs to the individual student (loss of time in the workforce, reduced self-esteem, financial loss) and loss to the community in which the student wishes to live and work (loss of a knowledgeable employee) there are real costs to the institution:
  - Financial impact
  - Reputational impact
  - Accreditation impact
  - Retained Student experience impact

# Knowing our Students

# The next generation College student

## THE CHANGE GENERATION™ REPORT



### SUCCESS-DRIVEN

Gen Z are more driven to succeed and accelerate their career progression than Millennials



### GUIDED BY PASSION

For the first time, passion is ranked in the top 3 work values. employers will need to keep the spark alive in the workplace



### EXPERIENCE FOCUSED

Interesting work and opportunities for learning and development



### PRIORITIZE QUALITY OF LIFE

Define career success in terms of worklife balance and meaningful work



## GET TO KNOW GENERATION Z



### ENTREPRENEURIAL MINDED

75% indicated they already have or may consider starting a business



### SEEK MENTORSHIP & SUPPORT

Access to capital, business mentors and entrepreneurship ecosystems will enable youth-led innovation



### SOCIALLY CONSCIOUS

Gen Z seek employers with aligned missions and corporate social responsibility



### WANT MEANINGFUL WORK

Salary is not listed as a top work value. they want stability, balance, and opportunities to grow their passion



### VALUE PERSONAL DEVELOPMENT

While Millennials prefer training and career support, Gen Z's desire wellbeing and mental health support from employers

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# Student Success starts by knowing our students

## Our current students...

1. Underrepresented students declining
2. International students declining
3. Our students are graduating earlier
4. Transfer student population is declining
5. High School graduates not increasing
6. Graduate students are increasing
7. Retention has remained steady
8. And we have a large % of First Generation and Pell eligible students

# Principles of Student Success

Total Community Effort involving both internal and external resources



# Principles of Student Success

Teaching Excellence/Engaged Faculty





# Principles of Student Success

Opportunities for Service Learning, Work-Integrated Learning, Undergraduate Research, and Experiential Learning



# Principles of Student Success

Supportive Services that are streamlined and designed based upon the lifecycle of the student

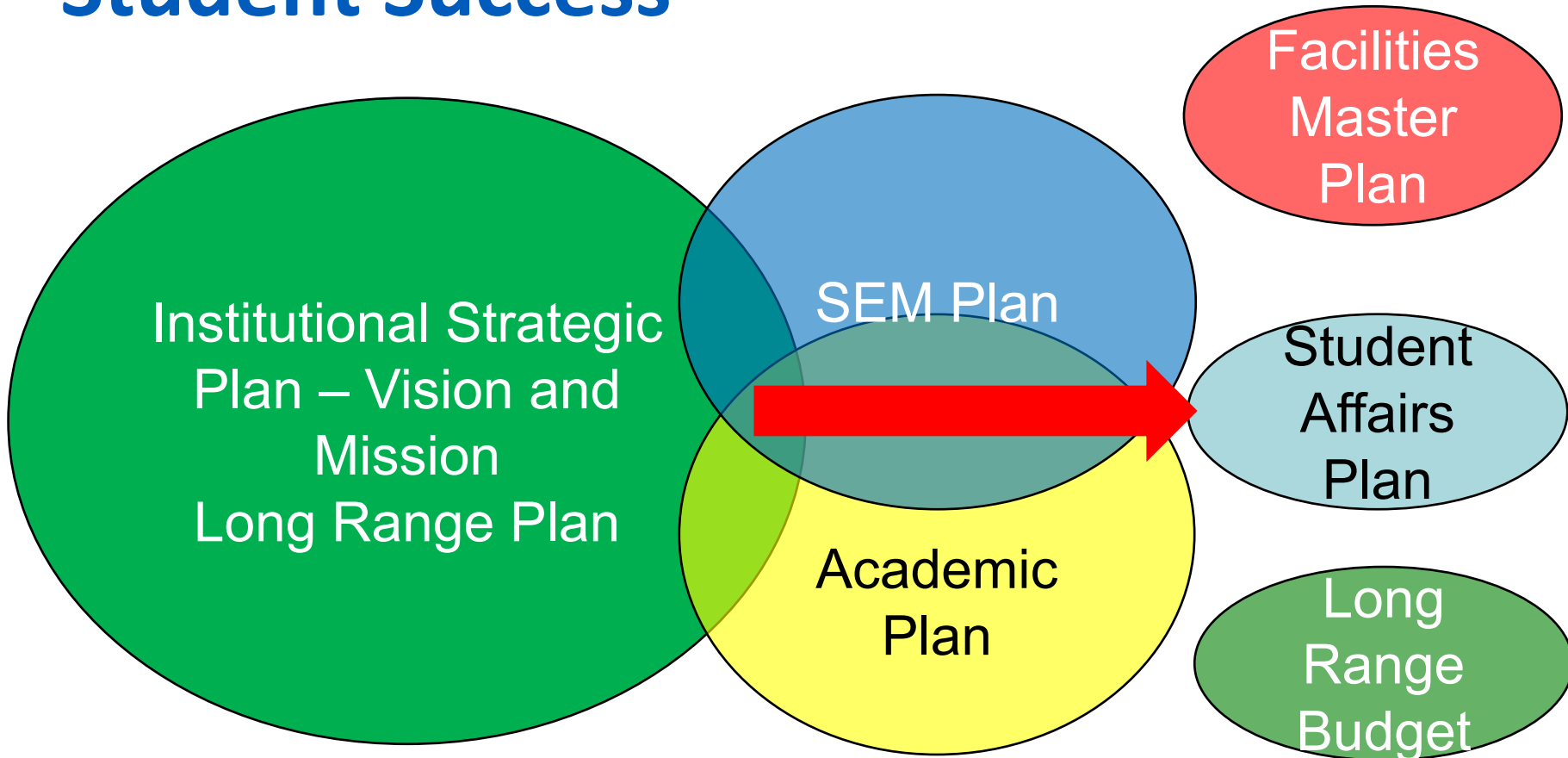


# Student Success Strategies

1. Understanding why students stay and why they leave
2. Identifying institutional areas for improvement that must be addressed to improve student learning and success
3. Identifying academic transitional services that meet the needs of students
4. Identifying social/personal development services that meet the needs of students
5. Creating partnerships and collaborations across campus focusing on improving student learning and success through sound strategic planning

# Student Success Plan As Part of our Integrated Planning

# Integrated Strategic Planning for Student Success



# Our SEM Planning Framework



*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*



- **Internal benchmarks:** KPI numbers over the past 3-5 years
- **Environmental scan**
  - Demographics
  - Economics
  - Market opportunities
  - Competition
- **Institutional research plan:** designated reports and production schedule

*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*

# SEM Model: Data

“Track relentlessly what works and what doesn’t.”

--Slippery Rock University

“Data is not the plural of anecdote.”

--Scannell & Kurz

“Without Data you’re just another person with an opinion.”

--Unknown



# SEM Model: Data

## Where to start?

1. What issues are key to our institution NOW?
  2. What issues are on the horizon?
  3. Environmental Scan/SWOT Analysis
  4. Data points to consider:
    - Enrollment basics: Headcount, FTE, demographics, enrollment status
    - Course offerings (capacity, trends, wait lists)
    - Retention data (and defining retention!)
    - Financial aid
  5. Budget planning
  6. Program cost analysis and accreditation processes
- ... or whatever best fits our institution!

# SEM Model: Data

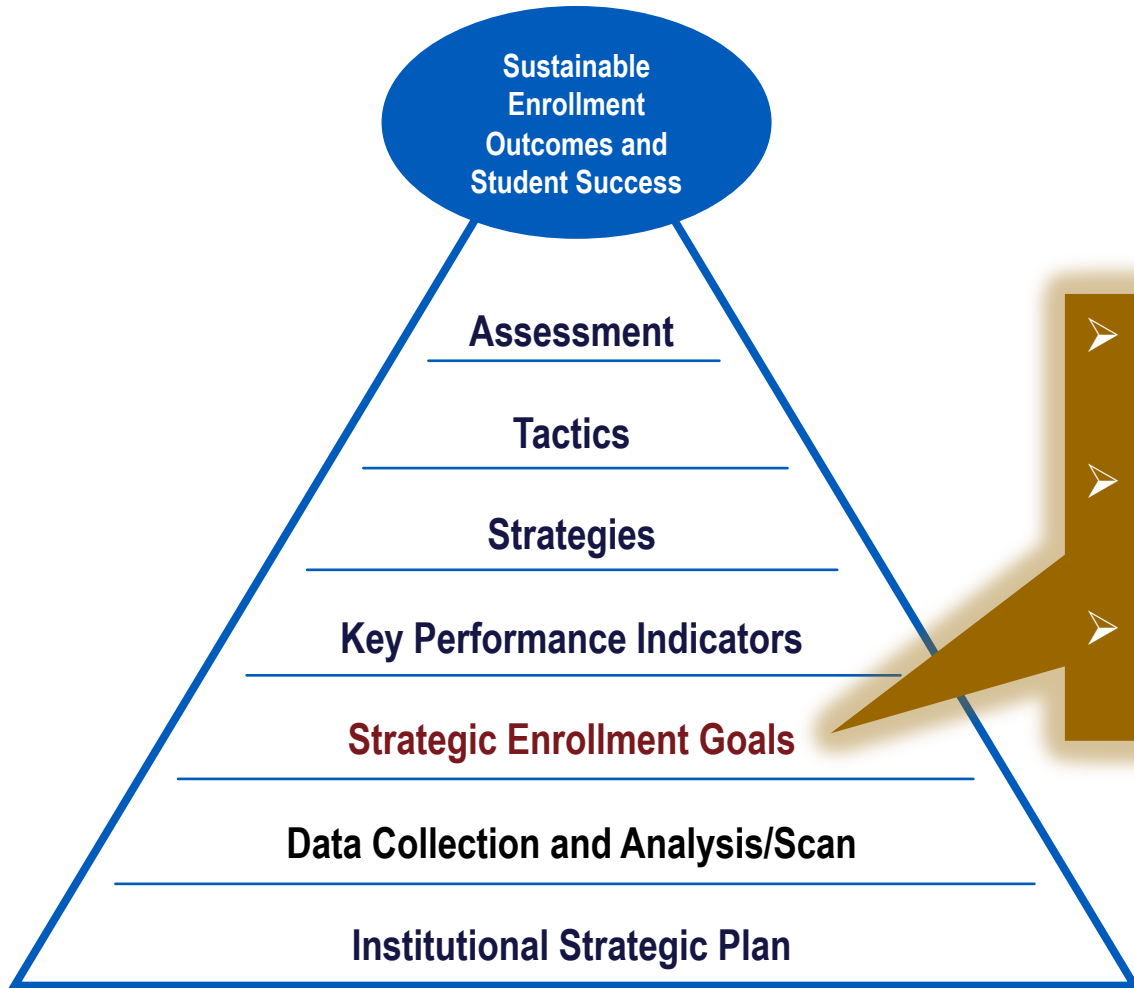
**Our Guiding Principles can be our data starting point...**

- 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

# SEM Model: Data

It is so easy to go straight to “strategies.” But you should do your homework first and start at the beginning with data. . .

1. Accessibility of data
2. Getting everyone on the same page
3. Confirms or disproves campus “urban legends”
4. Confirms or disproves anecdotal “facts”
5. Information gathered to make decisions will be used for actually making decisions
6. Define a stopping point or “phase II” questions
7. Avoid the strategy discussion: Create a “parking lot”
8. Relevant vs. interesting data
9. Tells the story of the institution through its environment (external and internal) and its enrollment history



- **5-10 year Strategic enrollment targets**
- **Focus:** the institution's desired future
- **Based on:** mission, data, and environmental scanning

*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*

# Goals, Strategies, and Tactics: There IS a Difference

- 1. Goals:** Big Picture (6-8 broad statements/targets, divided between recruitment and retention; 3-4 additional for grad); driven by Strategic Plan, input from campus leadership, developed by steering Committee, often, or by the Recruitment and Retention teams
- 2. Strategies:** Narrower action statements (usually 3-4 per goal) that give a framework for achieving the goals. These are umbrella statements that suggest direction without all the details, driven by the three SEM Plan committees with approval from Steering Committee
- 3. Tactics:** Specific actions/programs that make up the road map of how you get there (usually 3-5 per strategy). Driven by the three committees with input and approval from Steering Committee

# Important points about Enrollment Goals

1. These should emerge from the environmental scan, enrollment behavior research, enrollment models and your ATD plans.
2. Goals should be specific and focused:
  - **Name the enrollment segment**
  - **Declare the starting point**
  - **Declare the desired state or ending point**
3. Goals should be limited:
  - Aim for three to four recruiting/marketing goals and three to four retention/completion/student success goals

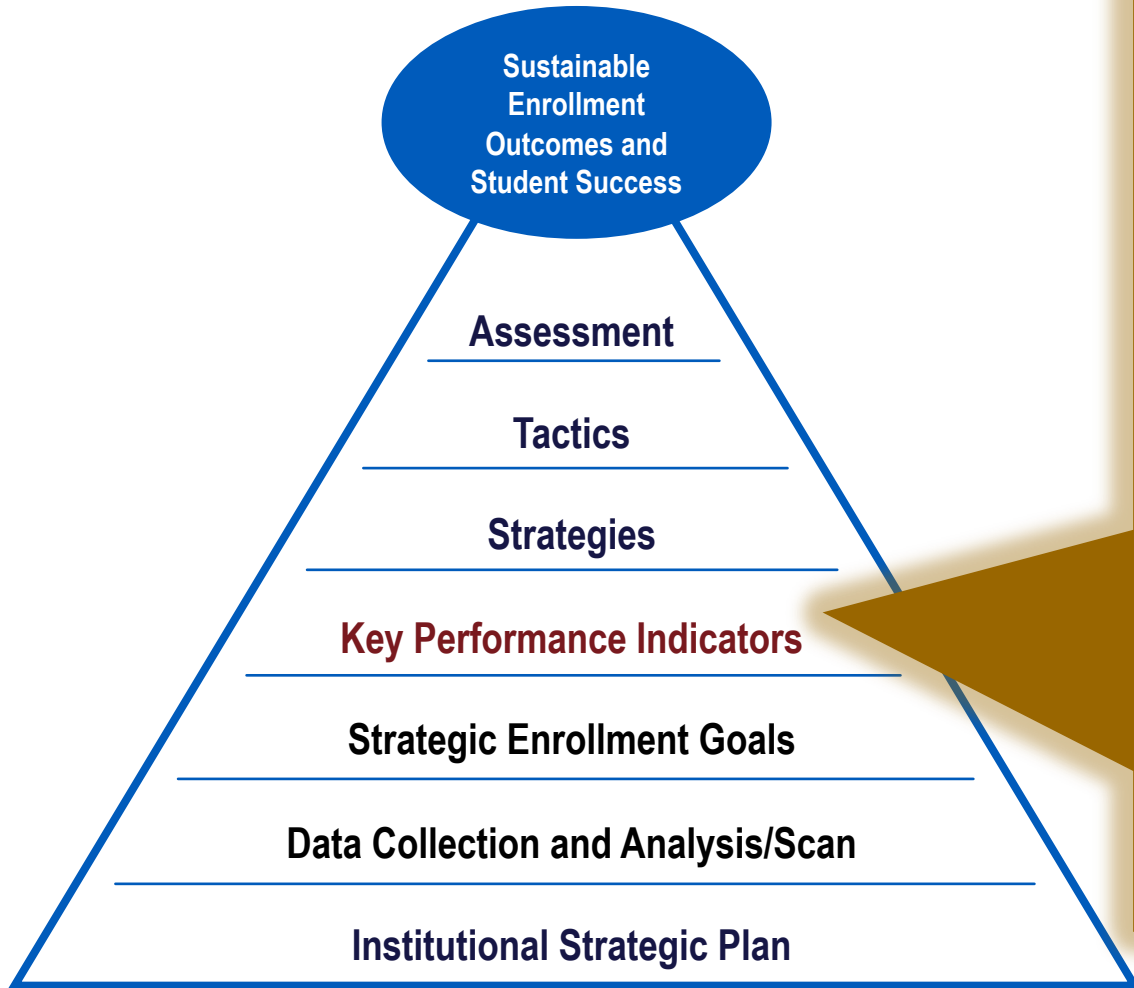
# When a goal is not a goal without data

## Enrollment Goal

Improve retention (a guiding principle!)

## Enrollment Goal with Data

Increase retention of first year first time undergraduate baccalaureate students from year one to year two from 78% to 80% by 2025.



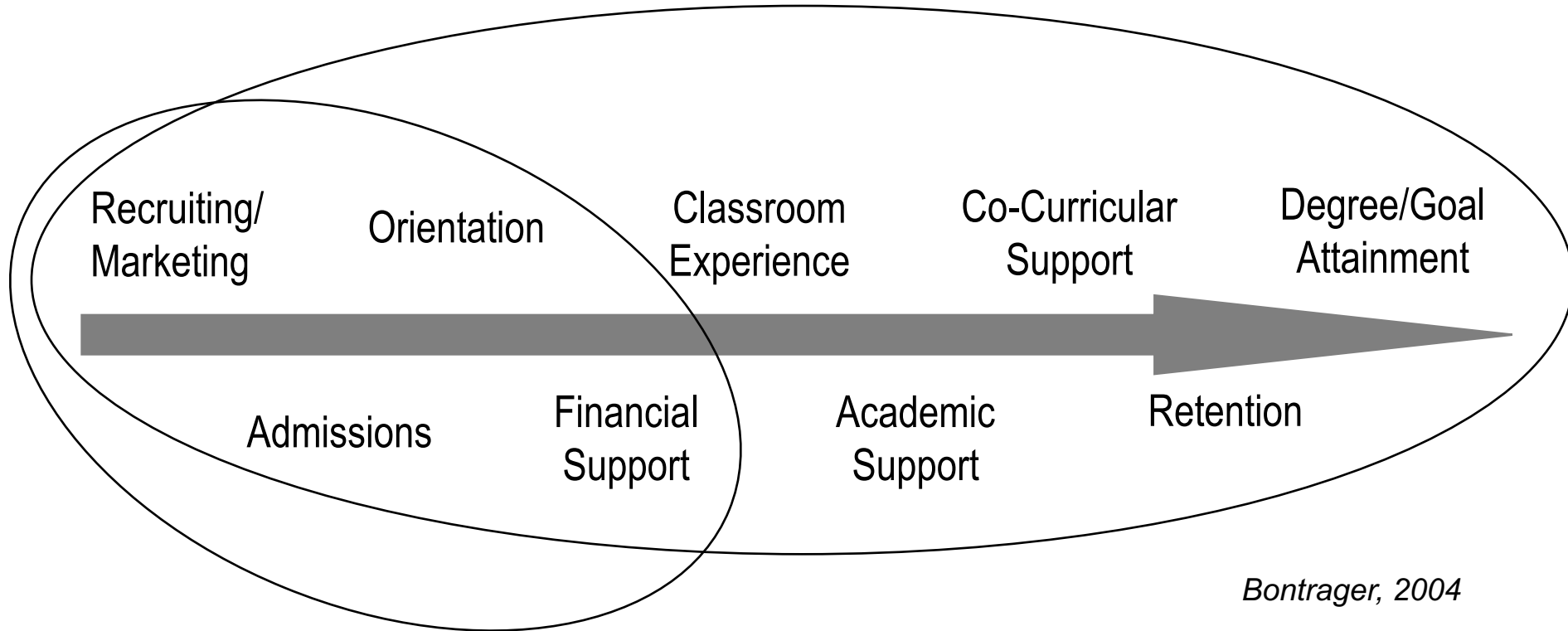
- **Student categories:** first year, transfer, graduate, certificate, continuing ed, face-to-face/online, etc.
- **Desired student groups:** racial/ethnic diversity, academic ability, special skills, family income
- **Geographic origin:** local, regional, national, international
- **Recruitment, retention, completion rates**
- **Institutional capacity**

*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*



# SEM Model: KPI's

## The Student Success Continuum:





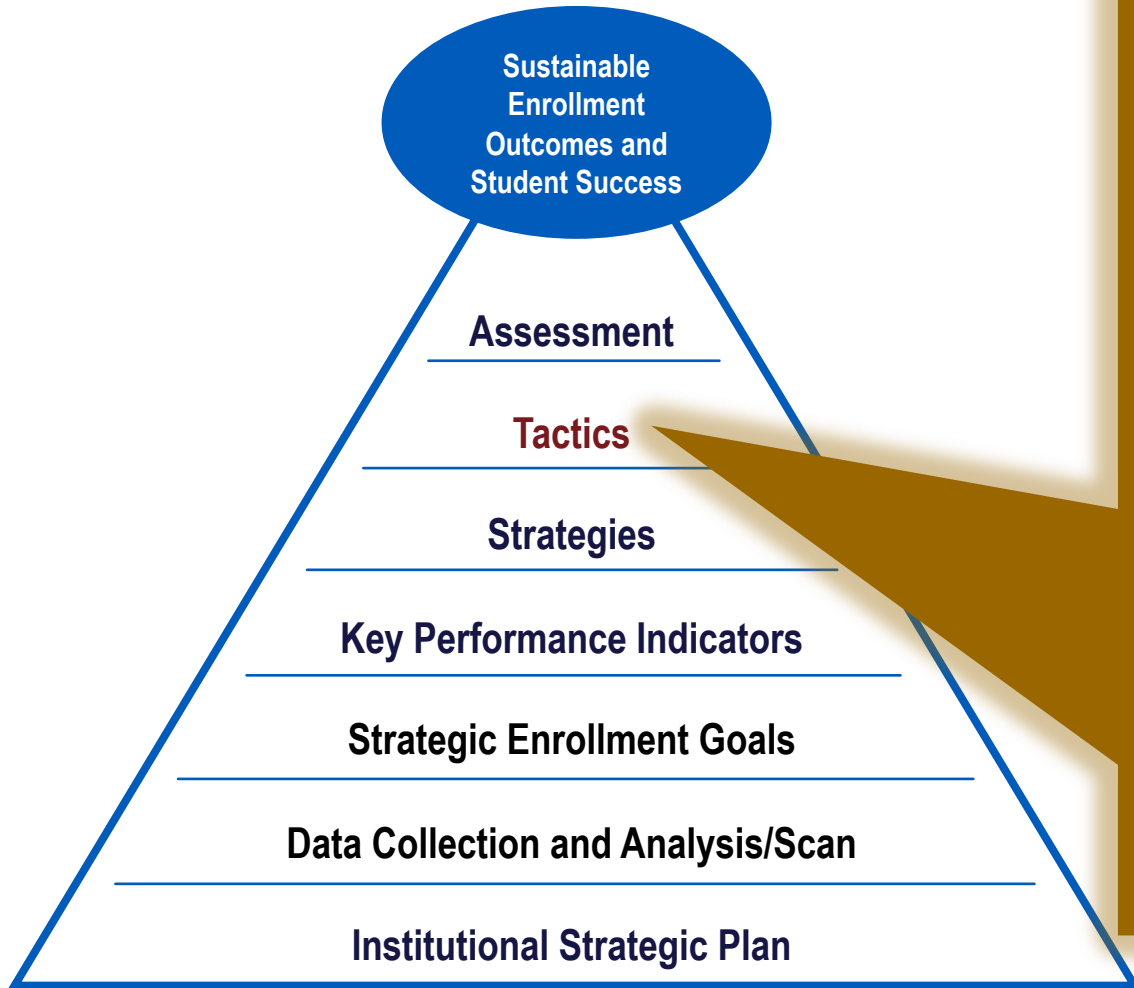
- **Campus Infrastructure:**
  - **Staffing:** skill sets, strategic deployment and structure
  - **Systems:** policies, procedures, technology
  - **Capacity for making effective enrollment decisions:** positions, reporting lines, committees

*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*



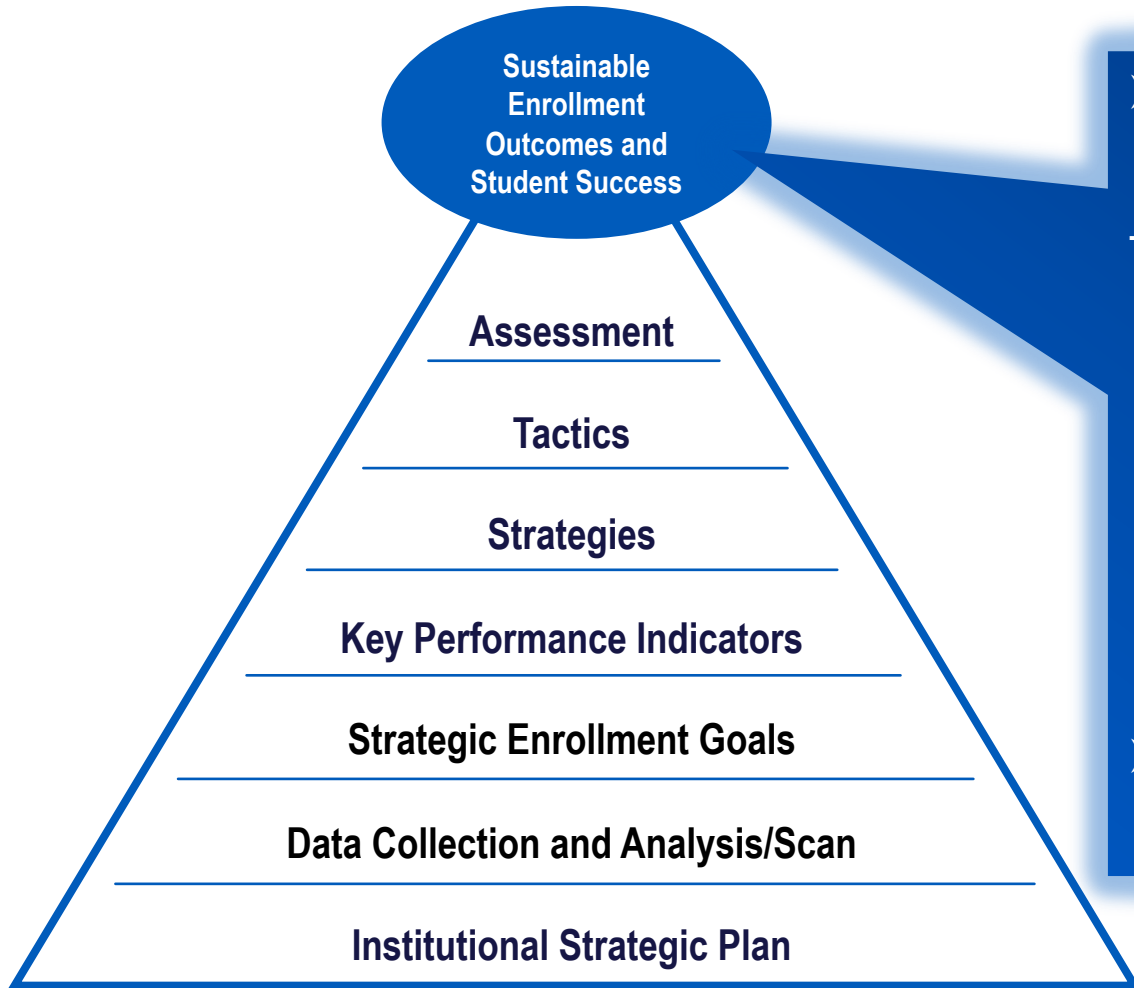
- Increase new students of specified types
- Increase retention rates, specifically by student types
- Expand into new markets
- Utilize emerging technologies
- Financial aid/scholarships
- Academic programs: mix and delivery systems

*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*



- **Marketing/branding initiatives**
- **Organizing academic programs**
- **Multilingual recruitment materials**
- **Targeted interventions for students in high risk courses**
- **Enhanced academic advising**
- **Streamlined admission procedures**
- **Purchasing a new CRM system**
- **Degree audit software**

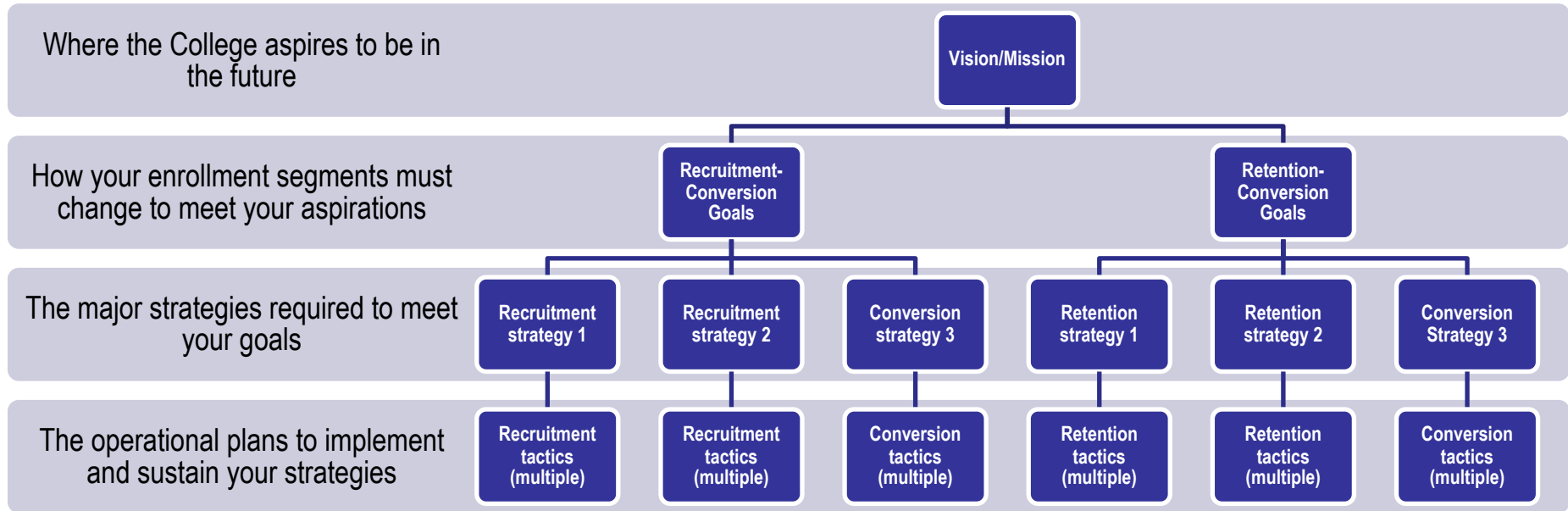
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- **Consistently meeting goals over the long term**
- **Enabling more effective campus-wide planning**
  - Revisions to the institutional strategic plan
  - Academic planning: curriculum, faculty needs
  - Facility planning
  - Financial planning
- ***Achieving the institution's desired future***

*Kerlin/Smith, 2018, adapted from Green/Bontrager, 2004*

# Hierarchical relationship of goals, strategies and tactics



# What's Next? Linking, Integrating and Extending

1. Workshop with the Data team
  - **What do we know from our Data? – SWOT Analysis – LINKING**
2. Development of the Strategic Enrollment Goals with 4 Councils
  - **What stories emerged from our Data and SWOT? – INTEGRATING**
  - **Development of the Enrollment Goals – EXTENDING**
3. Matching existing strategies and tactics to achieving those goals (inventory) and Development of new strategies and tactics to further achieve those goals – The “Living” part of the document

# Our SEM Plan Recommendation

- ❖ Our Student Success SEM Plan provided in draft to Senior Leadership April 2020 and released in June 2020 should include...
  - ❖ Planning Framework
  - ❖ Environmental Scan
  - ❖ Committee Structure
  - ❖ Our Strategic Enrollment Goals with targets
  - ❖ Our Strategies for achieving those Goals
  
- ❖ Tactics and Action Plans follow final approval of the plan – our living document



# Student Success Planning Tasks Timeline



1. Review internal enrollment and external environment data – today with Data Team



2. Create 6-8 focused draft enrollment goals with targets – tomorrow with 4 Councils; approval by Senior Leadership by mid-December

3. Create and align strategies – due in draft to Senior leadership April 2020

- May have multiple strategies for each goal and some strategies may support more than one goal
- Councils Recommend to Steering for feedback and approval by February 2020



4. Create and align tactics that support each strategy by June 2020

- May have multiple tactics for each strategy and some tactics may support more than one strategy
- Recommend to Steering for feedback and approval ongoing



5. Create actionable work plans for our strategies/tactics

