Strategic Enrollment Management (SEM) Organizational and Planning Frameworks

Adapted from S. Henderson, “Core Concepts of Strategic Enrollment Management (SEM),” AACRAO Consulting, presentation at Wichita State University October 6th and 7th, 2015.
Wichita State’s Strategic Enrollment Management (SEM) planning structure is designed to provide involvement and engagement of the campus community in an iterative planning process. The SEM planning process will be finalized in August 2016 with plan implementation beginning in September for the 2016-17 recruitment cycle for enrollment in Fall 2017 and beyond. The following committees will be established and utilized during the development of a SEM plan for WSU.

**President’s Executive Team – Vision/Direction**
- Establish vision and direction in the context of the institutional strategic enrollment plan
- Approve and champion strategic goals and initiatives and provided needed resources to achieve them
- Focus at the ‘40,000 foot level’ and ask key questions about how the vision for WSU will be expressed through the SEM plan

**SEM Steering Committee – Goals/Objectives**
- Develop 5 to 6 long-term enrollment goals to assign to the Recruitment and Retention Committees
- Communicate with Executive Team to secure the approval of strategies and with various committees to ensure progress
- Maintain open communication with campus, providing updates and encouraging broad involvement in the process
- Focus at ‘30,000 foot level’ and ask key questions about what WSU needs to accomplish in the next 3-5 years to achieve stable and sustainable enrollments

Gina Crabtree, Registrar/Director Enrollment Services, Co-Chair  
David Wright, AVP Academic Affairs/Chief Data Officer, Co-Chair  
Anand Desai, Dean, Barton School of Business  
Janice Ewing, Associate Professor, College of Education  
Tyler Gegen, Undergraduate Junior, 2016 President of Student Ambassador Society  
Lou Heldman, VP Strategic Communications  
Peggy Hernandez, Assistant Professor, College of Health Professions  
Rick Muma, AVP Academic Affairs  
Eric Sexton, VP Student Affairs  
Lois Tatro, AVP Finance
**SEM Recruitment Committee – Strategies/Operationalization**
- Develop strategies for goals provided by Steering Committee
- Focus at “20,000 foot level” and ask key questions about what specific strategies WSU should pursue to achieve goals
- Assign strategies to appropriate sub-committees for development of tactics, action plans, timelines and metrics
- Review and approve sub-committee deliverables and recommend to Steering Committee

Alex Chaparro, Professor, Institute on Aging, Co-Chair
Bobby Gandu, Director of UG Admissions, Co-Chair
Vince Altum, Executive Director International Education
Linnea Glenmaye, AVP Academic Affairs
Mandy Konecny, Director, HP Advising/Student Services
Craig Lindemann, Director, Creative Services
Kaye Monk-Morgan, Director, TRIO Upward Bound
Mark Porcaro, Director, Online Learning
Alicia Sanchez, Director, Diversity and Inclusion
Sheelu Surrender, Director of Financial Aid
Kerry Wilks, Interim Dean Graduate School

**SEM Retention Committee – Strategies/Operationalization**
- Develop strategies for goals provided by Steering Committee
- Focus at “20,000 foot level” and ask key questions about what specific strategies WSU should pursue to achieve goals
- Assign strategies to appropriate sub-committees for development of tactics, action plans, timelines and metrics
- Review and approve sub-committee deliverables and recommend to Steering Committee

Nancy Loosle, Director, Student Involvement, Co-Chair
Rick Muma, AVP Academic Affairs, Co-Chair
Donna Carter, Associate Director, Financial Aid
Amy Easum, Client Serv Mgr, Creative Services
Deepak Gupta, Associate Professor, College of Engineering
Scott Jensen, Director of Housing and Residency Life
Martha Lewis, Director, TRIO Disability Support Services
Alicia Newell, Director, Engineering Student Engagement
John Perry, Associate Professor, Barton School of Business
Kim Sandlin, Director, Office of Student Success
Carolyn Shaw, Professor, College of LAS

**Recruitment / Retention Subcommittees* – Tactics/Implementation**
- Develop action plans, timelines and metrics for each strategic goal
- Work closely with parent committee in iterative process of review and approval
- Focus at ‘10,000 foot level’

*Once goals and strategies have been developed, sub-committee members will be identified from across campus according to areas of expertise and interest; sub-committees will also include select members from the recruitment or retention committees.

**Data Team – Support**
- Environmental scanning
- Student enrollment behavior research and enrollment models
- Dissemination of relevant data to support effective recruitment and retention planning
- Coordinate and maintain useful dashboards and reports

David, Wright, AVP Academic Affairs/Chief Data Officer, Chair
Brenda Coldiron, Director of Business Technology, FOBT
Gina Crabtree, Registrar/Director of Enrollment Services
John Jacobs, Manager of Student Information Systems, ITS
Brett Morrill, Director of Systems Development, ITS
Estimated Timeline

The SEM planning process will be finalized in August 2016 with plan implementation beginning in September for the 2016-17 recruitment cycle for enrollment in Fall 2017 and beyond

December 2015
• SEM Planning Kick-Off; announcement of committees

January 2016
• Steering Committee begins weekly meetings

February
• Recruitment and Retention Committees begin meetings

March
• Enrollment goals from Steering Committee to Recruitment and Retention Committees for strategy development
• Sub committee development begins as Recruitment and Retention Committees finalize first draft of strategies

April
• First draft of strategies from Recruitment and Retention Committees to Steering Committee
• Approved strategies back to Recruitment and Retention Committees and ready to assign sub-committees

May
• Subcommittees continue work on tactics and implementation plans.

June
• Tactics with tentative action plans from sub-committees to Recruitment and Retention Committees for review
• Feedback on tactics/plans from Steering Committee to Recruitment and Retention Committees
• Continued work by sub-committees to finalize tactics, action plans and metrics

July
• Recruitment and Retention Committees submit final action plans and tactics to Steering Committee
• Steering Committee begins preparation of final SEM plan

August
• Final SEM plan to President’s Executive Team for approval
• SEM plan roll-out to WSU campus community for 2016-17 recruitment cycle impacting enrollment for fall 2017 and beyond
SEM Organizational Framework

Executive Team
Institutional strategic plan, approval and champions of strategic enrollment goals and initiatives

SEM Steering Committee
Long-term enrollment goals, securing the approval of strategies through appropriate institutional channels, communication with Executive Team

SEM Recruitment Committee
Develop 3-4 strategic goals for new student recruitment; review and approve sub-committee action plans; recommend to SEM Steering Committee

SEM Retention Committee
Develop 3-4 strategic goals for retention and graduation; review and approve sub-committee action plans; recommend to SEM Steering Committee

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

3-4 Sub-Committees
Action plans, time lines and metrics for each strategic goal

Adapted from Bontrager, B., & Green, T., in Henderson, S., “Core Concepts of Strategic Enrollment Management (SEM)”, AACRAO Consulting, 2015
Example of SEM Organizational Framework

**Executive Team - Vision/Vision:** WSU will serve as a vital source of human capital to drive economic development within the state of Kansas and the world by graduating students equipped with applied learning and research skills.

**Steering Committee - Goal/Objective:** (one of many to reach vision): Ensure that students graduate from a Baccalaureate program in a timely fashion. 80% of all Baccalaureate students will graduate within 6 years of program commencement.

**Recruitment/Retention - Strategy/Operationalize:** Ensure timely and accurate program information that is easily accessible to students and ensure course offerings meet actual student enrollment needs.

**Sub-Committees - Tactic(s)/Implementation:** Advising units will deploy degree audit software that enables students to plan course selections several semesters in advance. Office of the Registrar will aggregate and share with deans/departments student enrolment plans pulled from the degree audit system by program major. Departments will schedule courses and sections that anticipate demand based on the data provided to them.
SEM Planning Framework

- 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

Bontrager, B., & Green, T., in Henderson, S., “Core Concepts of Strategic Enrollment Management (SEM)”, AACRAO Consulting, 2015
### SEM Planning Framework Pyramid

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Strategies</th>
<th>Campus Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Marketing/branding initiatives</td>
<td>• Increase new students of specific types</td>
<td>• Staffing levels, skill sets, &amp; strategic deployment</td>
</tr>
<tr>
<td>• Academic program review</td>
<td>• Increase retention rates, specifically by student types</td>
<td>• System related to policies, procedures, technology</td>
</tr>
<tr>
<td>• Multilingual recruitment materials</td>
<td>• Expand into new markets</td>
<td>• Capacity for making effective enrollment decisions (e.g., positions, reporting lines, committees)</td>
</tr>
<tr>
<td>• Targeted interventions for students in high risk courses</td>
<td>• Utilize emerging technologies</td>
<td></td>
</tr>
<tr>
<td>• Enhanced academic advising</td>
<td>• Financial aid &amp; scholarships</td>
<td></td>
</tr>
<tr>
<td>• Streamlined admission procedures</td>
<td>• Academic program diversity &amp; delivery systems</td>
<td></td>
</tr>
</tbody>
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#### Strategic Enrollment Goals
- 5 to 10 year enrollment targets
- Focus on institution's desired future direction
- Based on: mission, data and environmental scanning

#### Data Collection & Analysis
- Internal benchmarks (e.g., KEI numbers over past 3 to 5 years)
- Environmental scans (e.g., demographics, economics, market opportunities, competition)
- Institutional research plans (e.g., designated reports & production schedules)

#### Key Enrollment Indicators
- Student categories (e.g., first year, transfer, graduate, online)
- Desired student groups (e.g., race/ethnicity, academic ability, family income)
- Geographic origin (e.g., local, regional, national, international)
- Recruitment, retention, & graduation rates
- Institutional capacity

#### Institutional Strategic Plan
- Clarity of institutional mission, vision, goals
- Core competencies
- Strategic direction
- Aggregate enrollment goals

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Bontrager, B., & Green, T., in Henderson, S., “Core Concepts of Strategic Enrollment Management (SEM)”, AACRAO Consulting, 2015