

SEM Plan

Fall 2022 and beyond

Cedric B. Howard
Vice President for Student Affairs



UNIVERSITY OF
NORTHERN
COLORADO

SEM is NOT...

- A quick fix or a “silver bullet”
- The work of a single administrative unit
- Solely recruitment and marketing

SEM is...

Strategic Enrollment Management is a comprehensive process that helps institutions to determine, achieve, and maintain their optimal recruitment, retention, persistence, and graduation rates, where “optimal” is defined in the academic context of the institution.

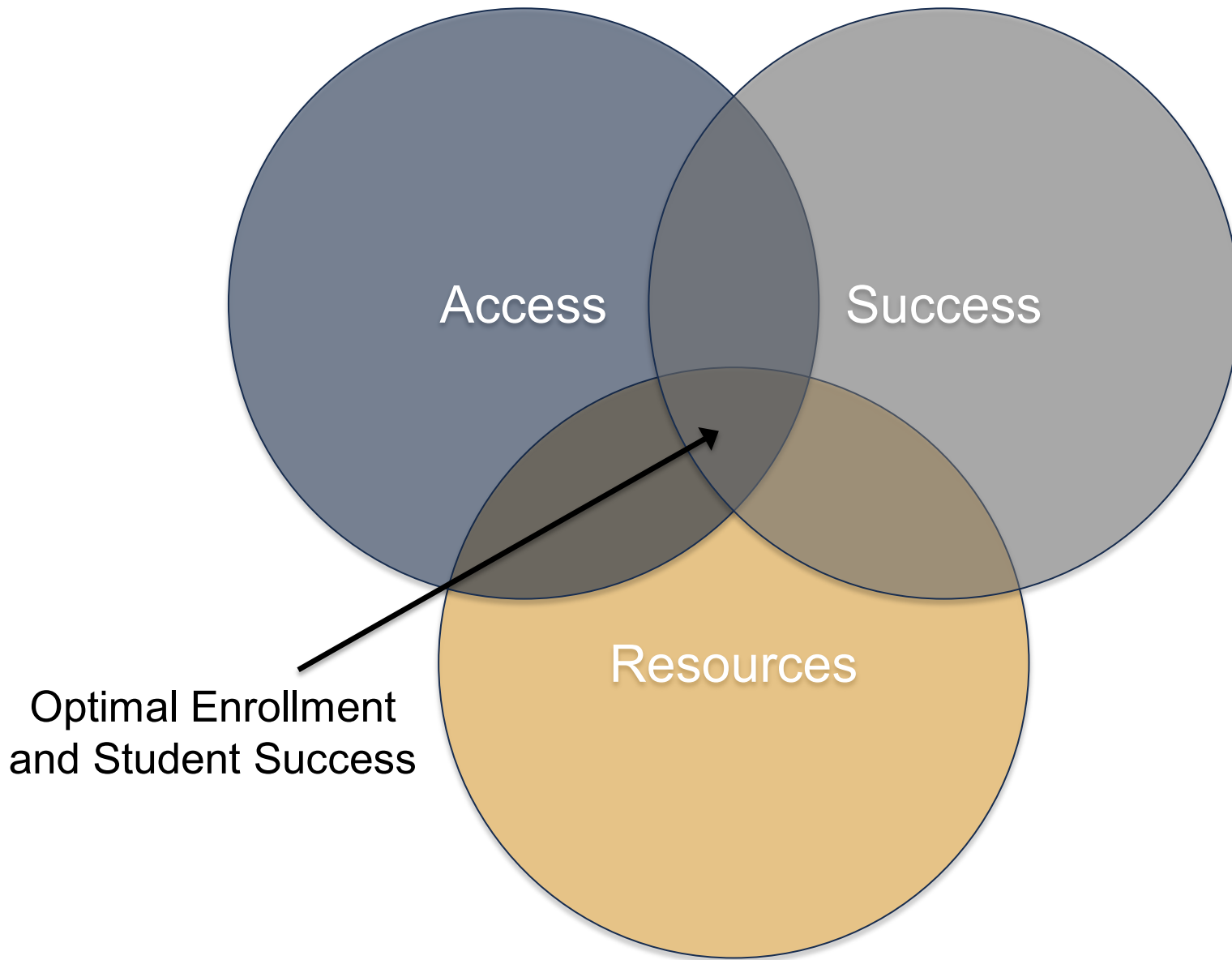
The Purposes of SEM are Achieved by...

- Establishing **clear goals** for the number and types of students needed to fulfill the institutional mission
- Promoting **students' academic success** by improving access, transition, persistence, and graduation
- Promoting institutional success by enabling effective **strategic and financial planning**
- Creating a **data-rich environment** to inform decisions and evaluate strategies

The Purposes of SEM are Achieved by...

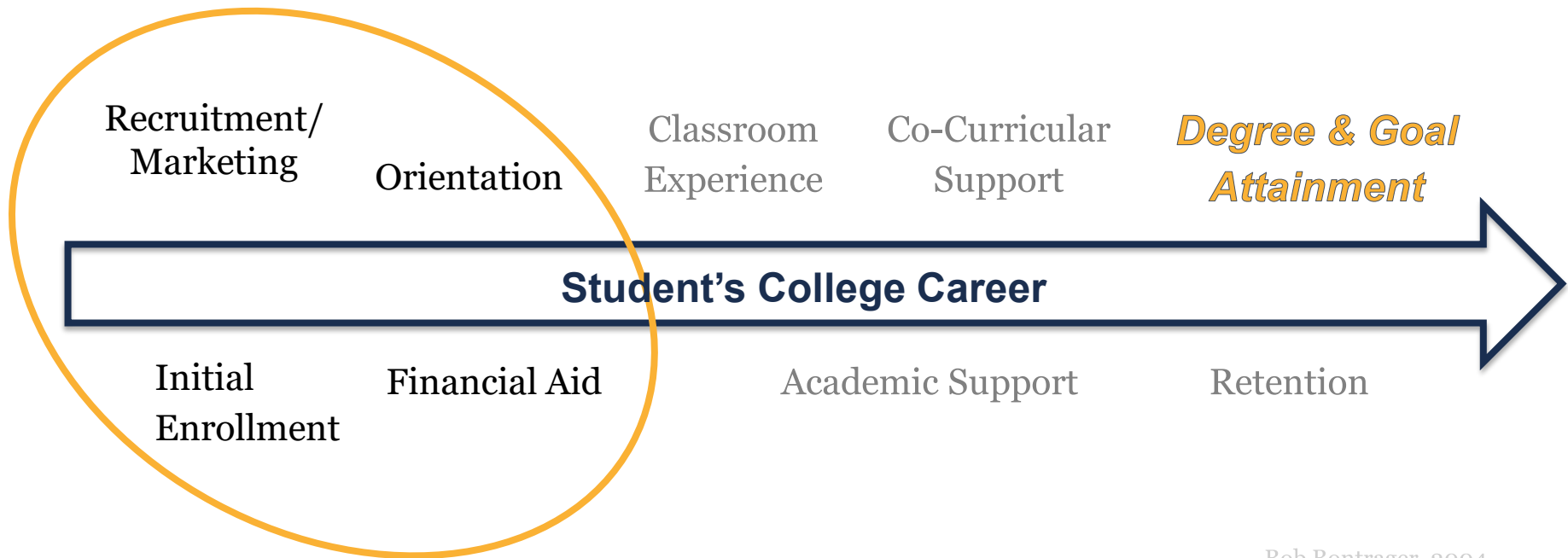
- Improving process, organizational and financial **efficiency** and outcomes
- Strengthening **communications and marketing** with internal and external stakeholders
- Increasing **collaboration** among departments across the campus to support the enrollment program

Competing Enrollment Goals



The Traditional Enrollment Perspective

Traditional Enrollment Perspective



Bob Bontrager, 2004

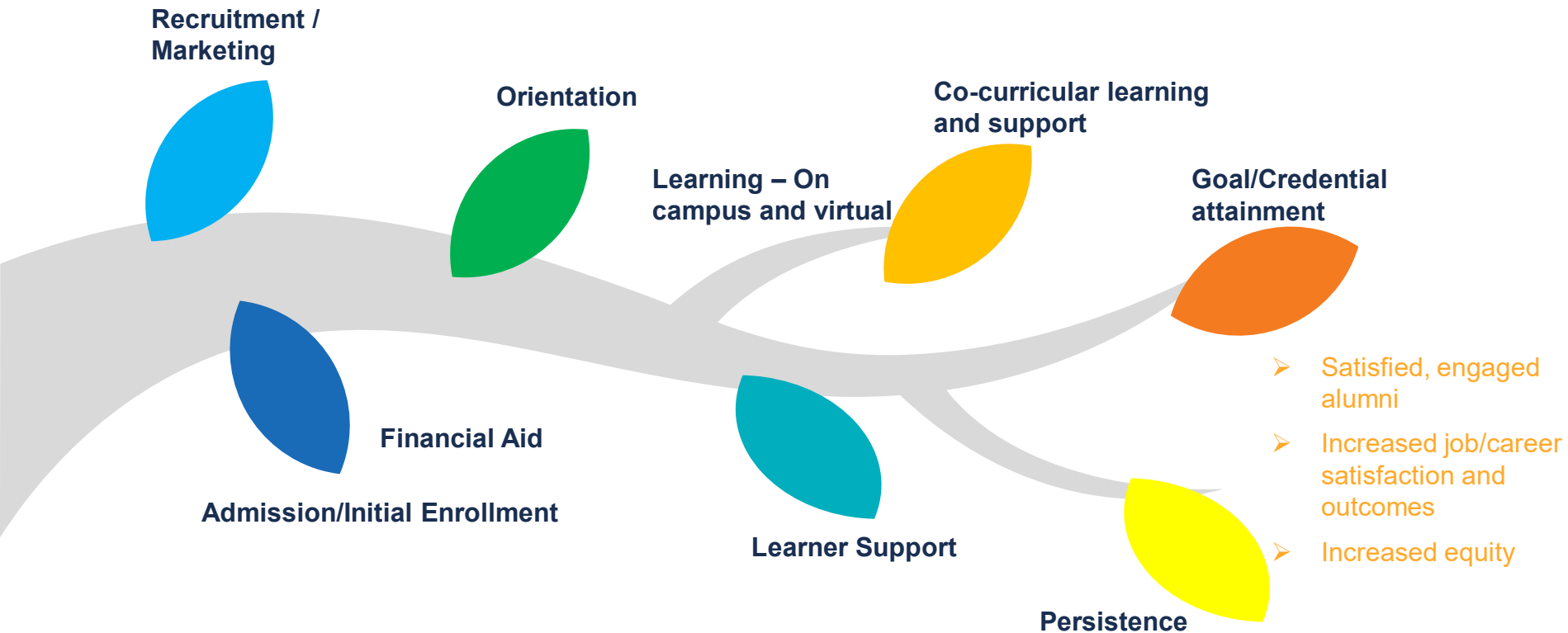
The Holistic Approach to the Student Learning Journey

- Dual enrollment
- Secondary preparation pipeline
- Articulation and partnerships

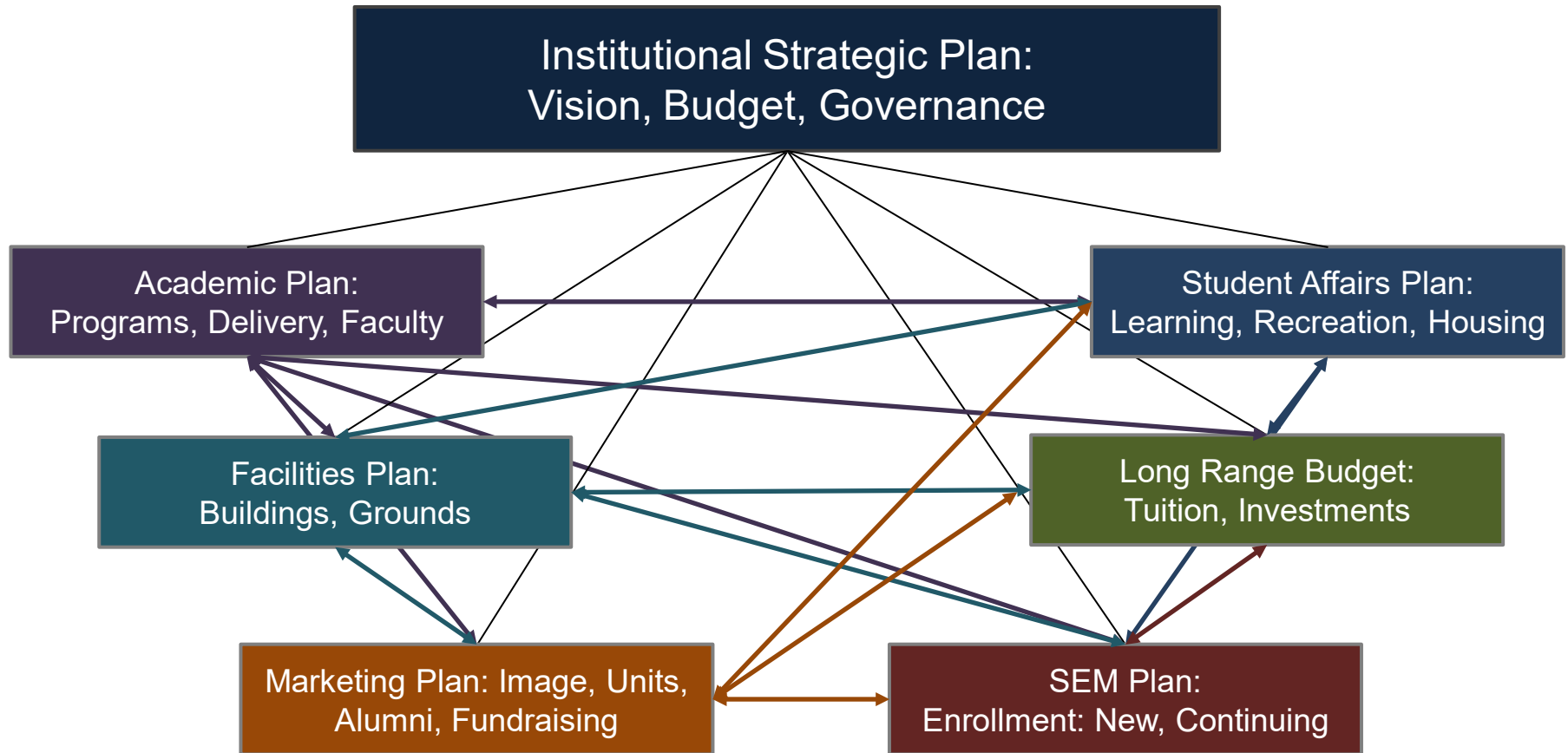
Pre-prospect/ Prospect/ New Student

Continuing Student

Completion/Graduate and Alum

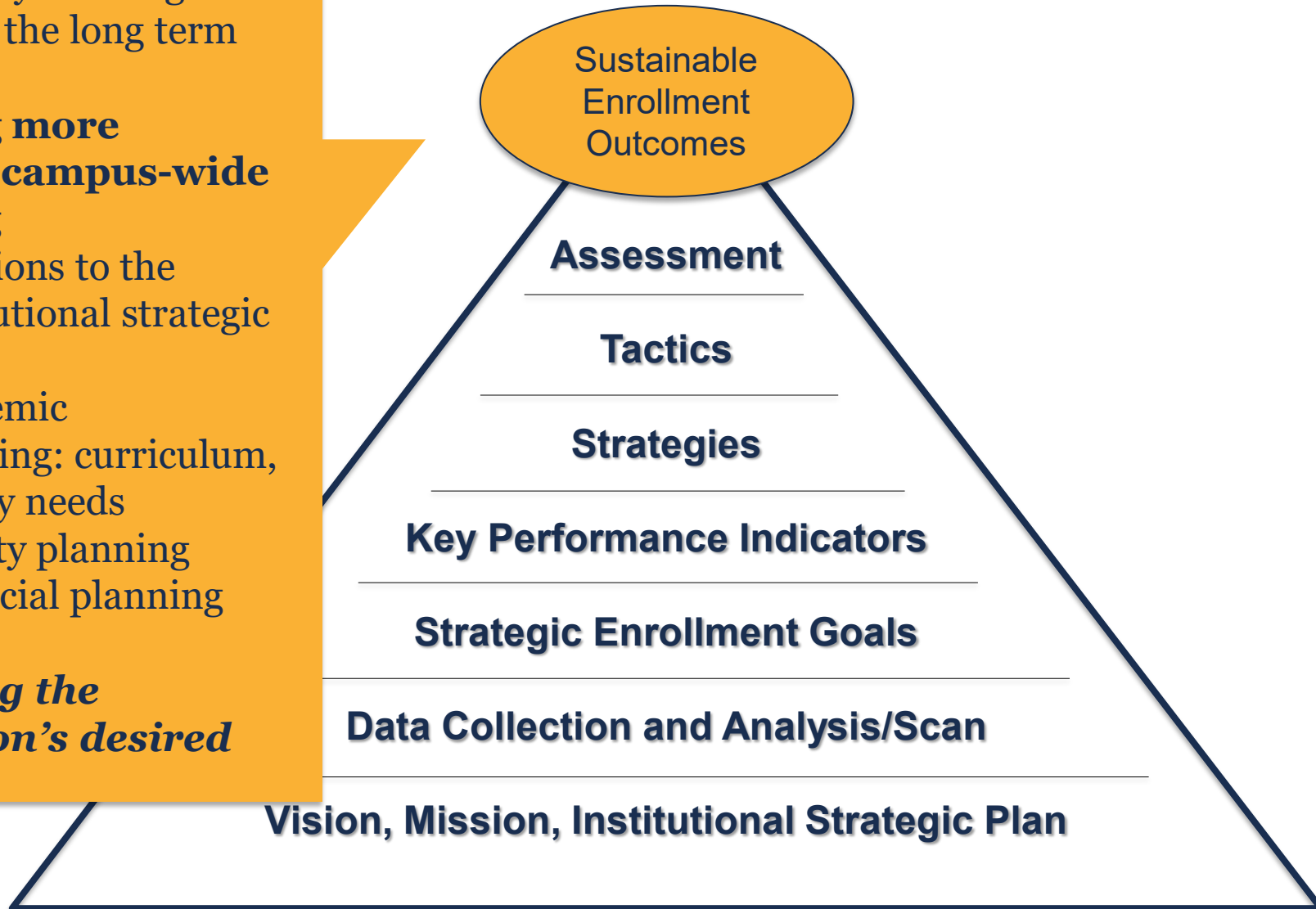


SEM as a Linked Strategic Plan



SEM Planning Framework

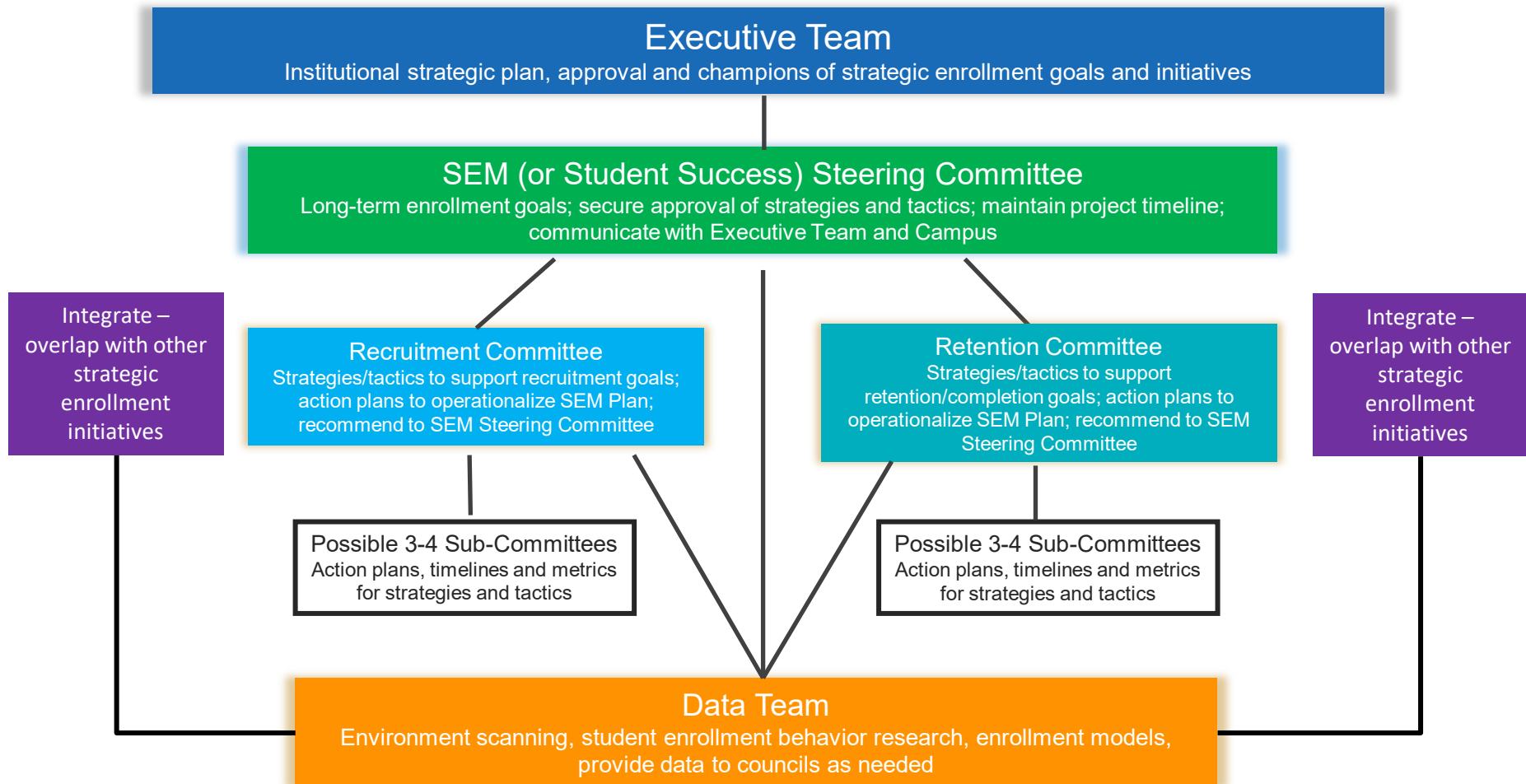
- Consistently meeting goals over the long term
- **Enabling more effective campus-wide planning**
 - Revisions to the institutional strategic plan
 - Academic planning: curriculum, faculty needs
 - Facility planning
 - Financial planning
- ***Achieving the institution's desired future***





Organizing Effectively for SEM: Personnel and Process

SEM Organizational Structure



Goals, Strategies, Tactics: There IS a Difference

- Mission, Vision, Values, Strategic Plan: the foundation stones of SEM
- Goals: 6-8 broad statements that will frame data-informed **issues** to drive change in your enrollment and student success and allow you to meet the vision and strategic plan of the college. Example: We will grow enrollment by xx % each year through 2027
- Strategies: 3-4 more focused, but still relatively broad, statements for each goal to identify a **direction** that will support that goal. Example: We will shrink gaps in retention for underrepresented student groups
- Tactics and action plans: 3-4 specific statements for each strategy with supporting steps, timelines, personnel, and metrics to operationalize that strategy--the road map for **how to achieve** each strategy and support the goals. Example: We will design and implement academic and engagement support programs for URM students



THANK YOU!

Cedric B. Howard, Cedric.howard@unco.edu



UNIVERSITY OF
**NORTHERN
COLORADO**