AACRAO CONSULTING
Leading Solutions for Higher Education

SEM Planning Framework

Presentation to the Board of Trustees

University of Connecticut

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SEM: AN ENTERPRISE RESPONSE

*"Strategic enrollment management (SEM) is a **concept and process** that enables the fulfillment of institutional mission and students' educational goals."* ~ Bob Bontrager

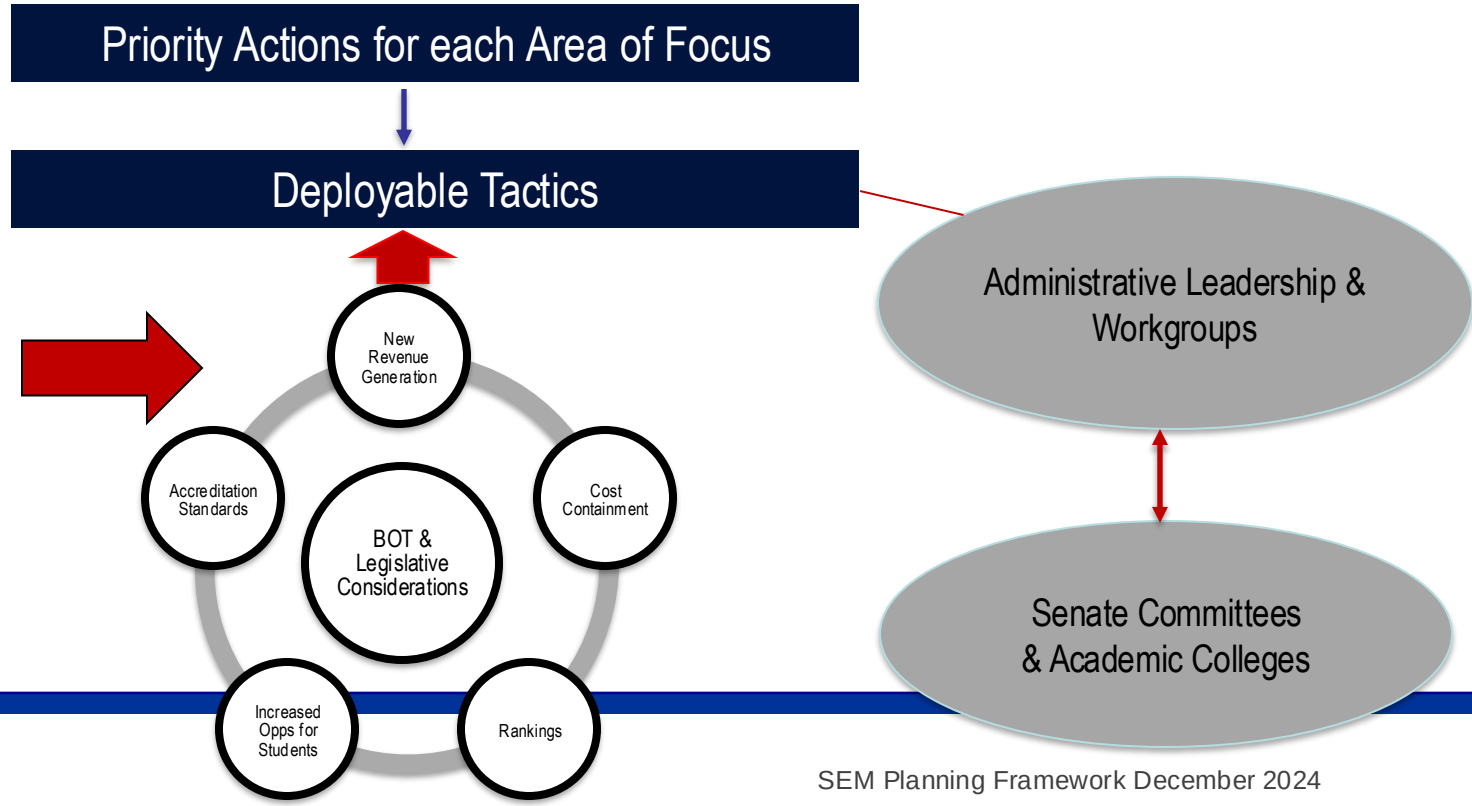
Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where "optimum" is defined within the academic context of the institution. As such, SEM is an institution-wide process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

*Enrollment management is a comprehensive and coordinated process that enables a college to identify enrollment goals that are allied with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the **effective integration of administrative processes, student services, curriculum planning, and market analysis.***

~ Christine Kerlin

SEM: AN ENTERPRISE RESPONSE

SEM is how we operationalize our Strategic Goals and Areas of Focus through the lens of enrollment and learner success guided by these considerations and deployable Tactics



LinkEx

SEM AS AN ADD-IN NOT AN ADD-ON

LINK ⟷ **INTEGRATE** ⟷ **EXTEND**

LOOK FOR LINKS

- Review the good work of your initiatives (former/continuing & new/adhoc).
- Use this data to identify strategies that effect enrollment in critical ways.

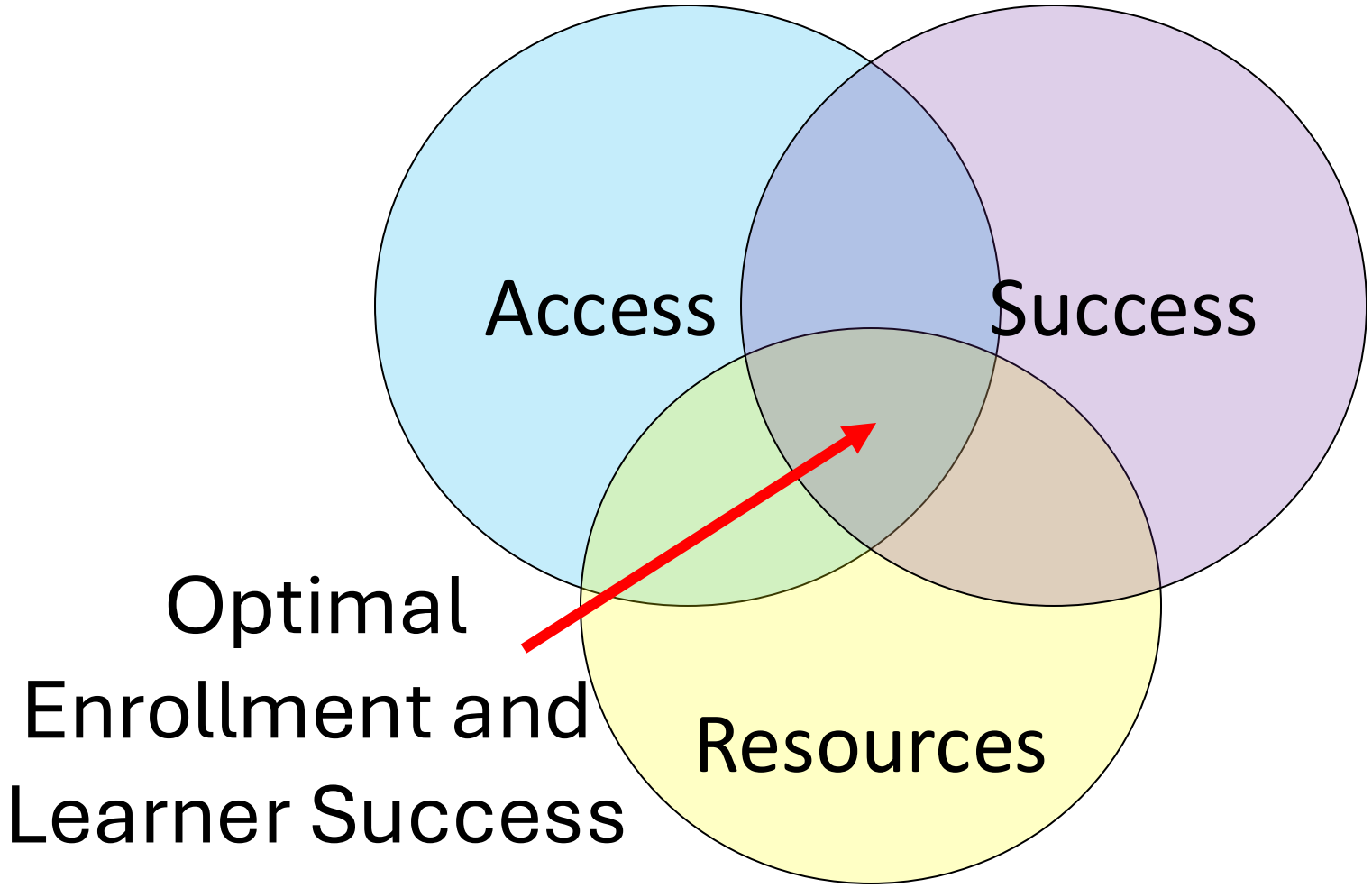
INTEGRATE

- Assess the expected impact of those strategies.
- When they are linked and integrated, outline their expected cumulative effect.

EXTEND

- Analyze how those strategies move the needle toward enrollment goals.
- Identify gaps for possible additional strategies (or better linkages).
- Extend your plans toward the broad picture of your enrollment future.

Competing Enrollment Goals



SEM is Holistic

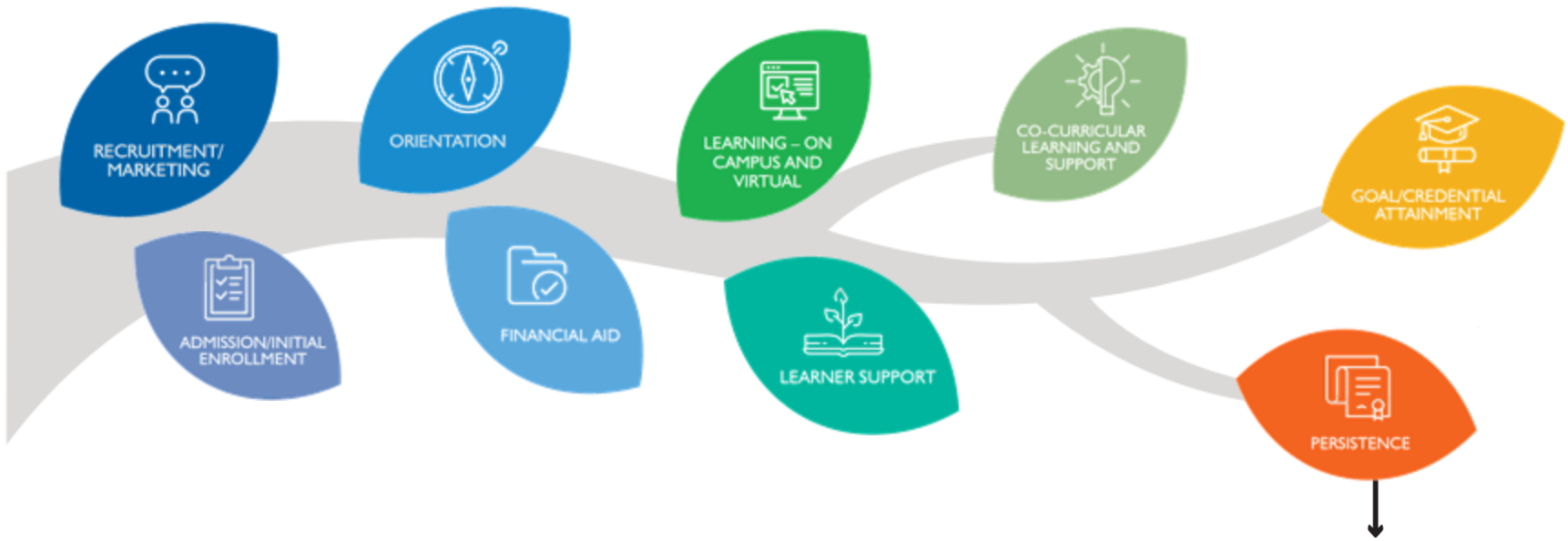
STUDENT LEARNING JOURNEY

- Dual enrollment
- Secondary preparation pipeline
- Articulation and partnerships

INQUIRY/ PROSPECT/ NEW STUDENT

CONTINUING STUDENT

COMPLETION/GRADUATE AND ALUM



- Satisfied, engaged alumni
- Increased job/career satisfaction and outcomes
- Increased equity

What we know already about our Learners

CURRENT STUDENTS

31,679
TOTAL STUDENTS,
excluding Medicine & Dental Medicine

24,356
Undergraduates

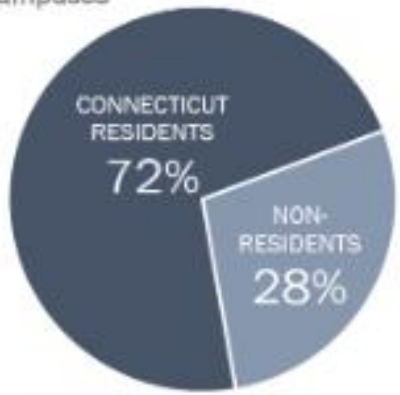
7,323
In Graduate and
Professional Programs

45%
FROM DIVERSE BACKGROUNDS

40%
DOMESTIC STUDENTS IDENTIFY AS A MINORITY

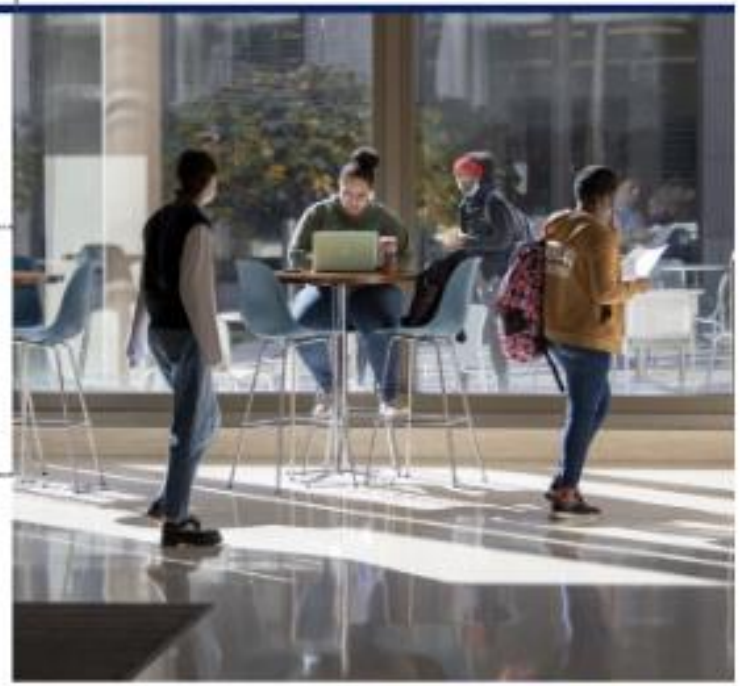
55%
OF FIRST-YEAR DOMESTIC STUDENTS WHO ARE CONNECTICUT RESIDENTS IDENTIFY AS A MINORITY

Undergraduates - Storrs and Regional Campuses



#1
Among National Public Research Universities for Time to Degree, with a 4.1-Year Average

91%
Retention Rate Into Sophomore Year



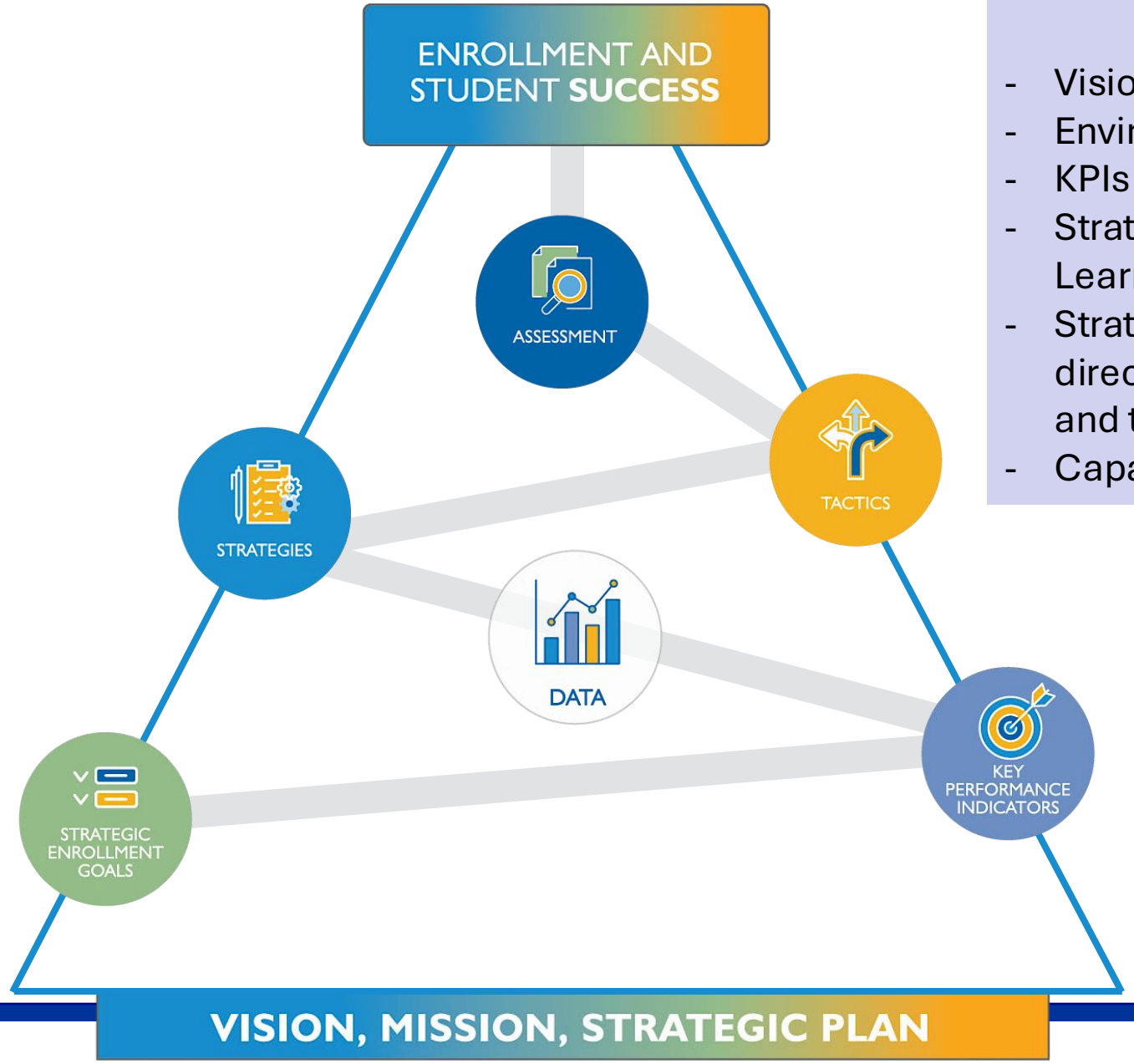
UConn Briefing 2023-2024

UCONN

What we know already about our Learners
Disaggregation is Key

Storrs Campus				
First Year Class	1 Year Retention	2 Year Retention	3 Year Retention	Graduated in 6 Years
Fall 2022	91			
Fall 2021	91	87		
Fall 2020	92	87	85	
Fall 2019	93	87	86	
Fall 2018	94	88	86	
Fall 2017	93	88	86	84
Fall 2016	94	88	86	83
Fall 2015	92	88	86	83
Fall 2014	92	87	85	83
Fall 2013	93	89	87	85

Storrs Campus - Minority[1] First Year Students				
First Year Class	1 Year Retention (%)	2 Year Retention (%)	3 Year Retention (%)	Graduated in 6 Years (%)
Fall 2022	89			
Fall 2021	88	83		
Fall 2020	91	85	84	
Fall 2019	93	87	84	
Fall 2018	92	88	86	
Fall 2017	92	87	85	82
Fall 2016	92	85	82	78
Fall 2015	91	86	83	80
Fall 2014	90	84	83	78
Fall 2013	93	88	85	82
Fall 2012	91	86	84	79



SEM Framework:

- Vision
- Environmental Scan
- KPIs
- Strategic Enrollment and Learner Success Goals
- Strategies that will give direction but not the what and the how
- Capacity building

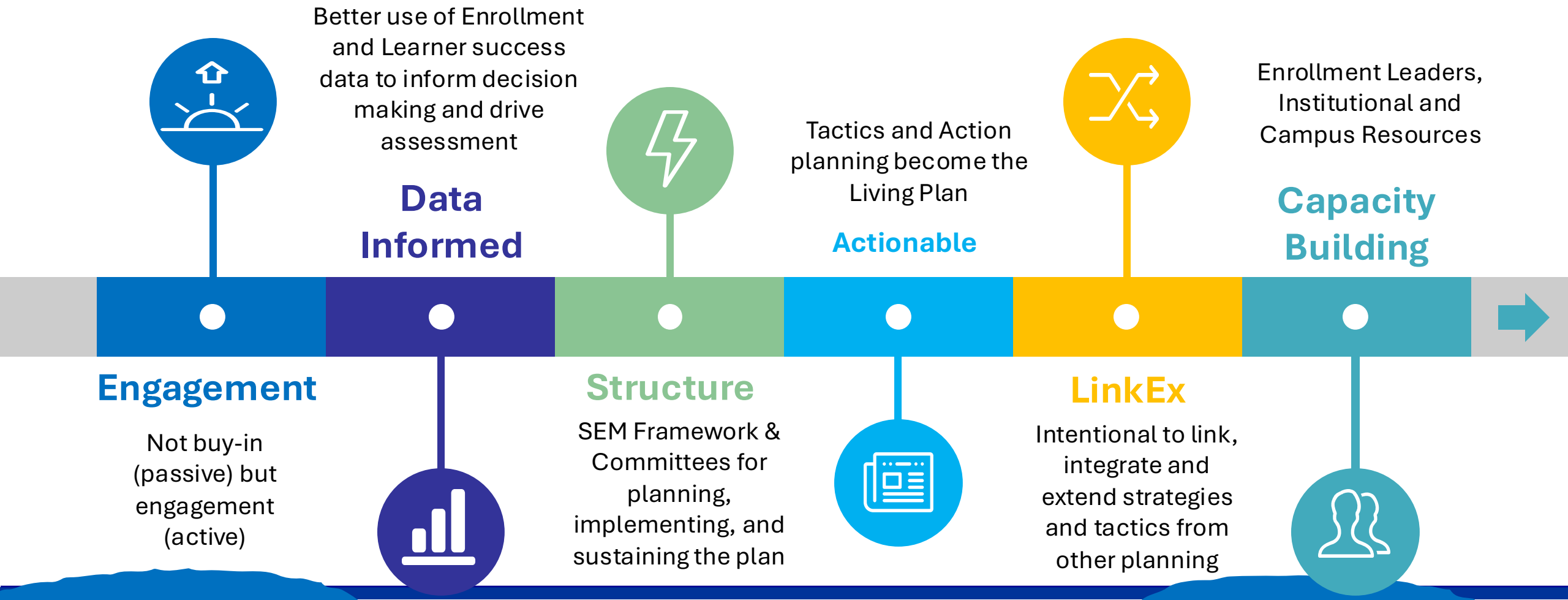
SEM the Living Plan:

- Tactics or the what which are drawn from across our campuses
- Action Plans or the how
- Ongoing Assessment

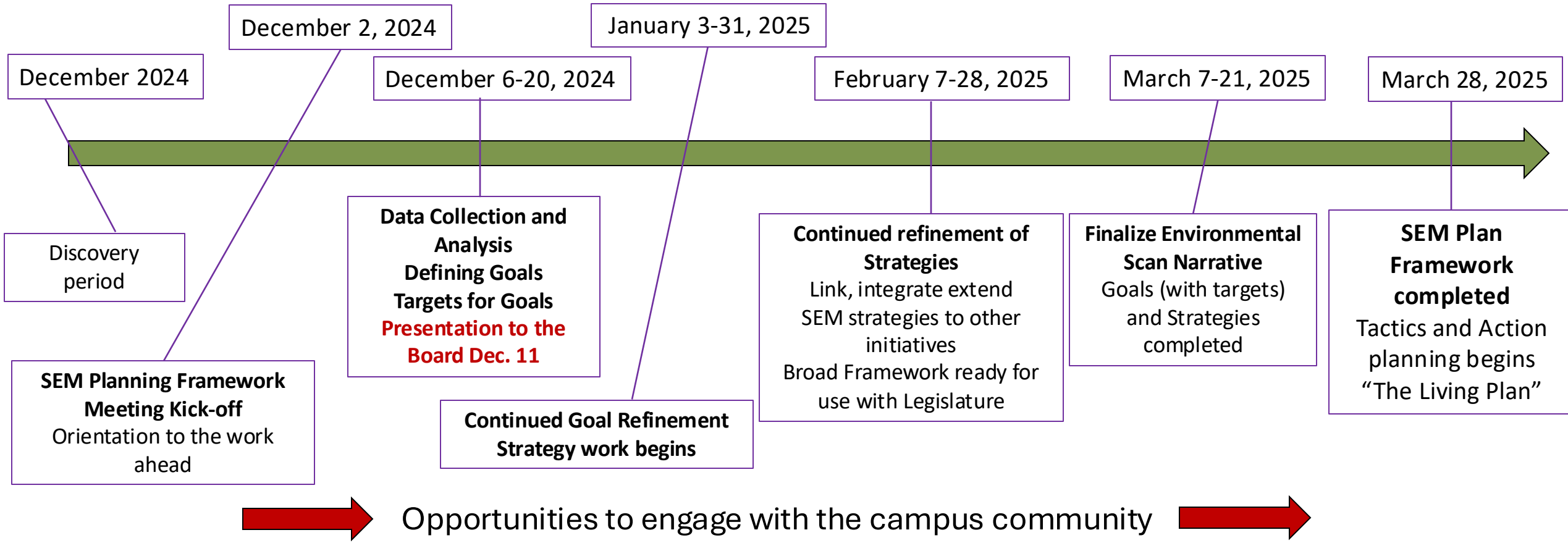
Capacity Analysis For Integrated Planning

- Degree and Course Demand Analysis
- Fundraising
  Foundation
  Scholarships
- Classroom and Lab Space Utilization
- Online/Hybrid Availability and Utilization
- Student service loads/Support for equity seeking populations
- Faculty Instructional Load/Availability
- Library resources/Technology resources
- Part time, Full time, Tenured, Adjunct Faculty
- (Off-site) Student Housing Availability and Utilization
- Parking Availability and Utilization (and Transportation)
- Dining Availability and Utilization

Return on Investment with SEM Planning
Learner Success and Institutional Health



SEM Planning Framework Development



Leading Through SEM

Set the vision – state your why

Celebrate the wins

Ensure the SEM plan is linked, integrated and extended with other planning

Build Capacity for Sustaining the plan

View SEM Holistically

Ensure the approach is Data Informed

Manage Expectations of Results

Drive Assessment and Accountability

Ensure a common understanding of what SEM is