



# SEM Planning Framework

Board of Trustees - Administration-Faculty-Student (TAFS) Committee

## University of Connecticut

Project Co-Leads: **Nathan Fuerst**, Vice-President and **Philip Hunt**, Deputy Chief of Staff

Consulting support provided by: **Jody Gordon** Senior Managing Consultant, AACRAO Consulting

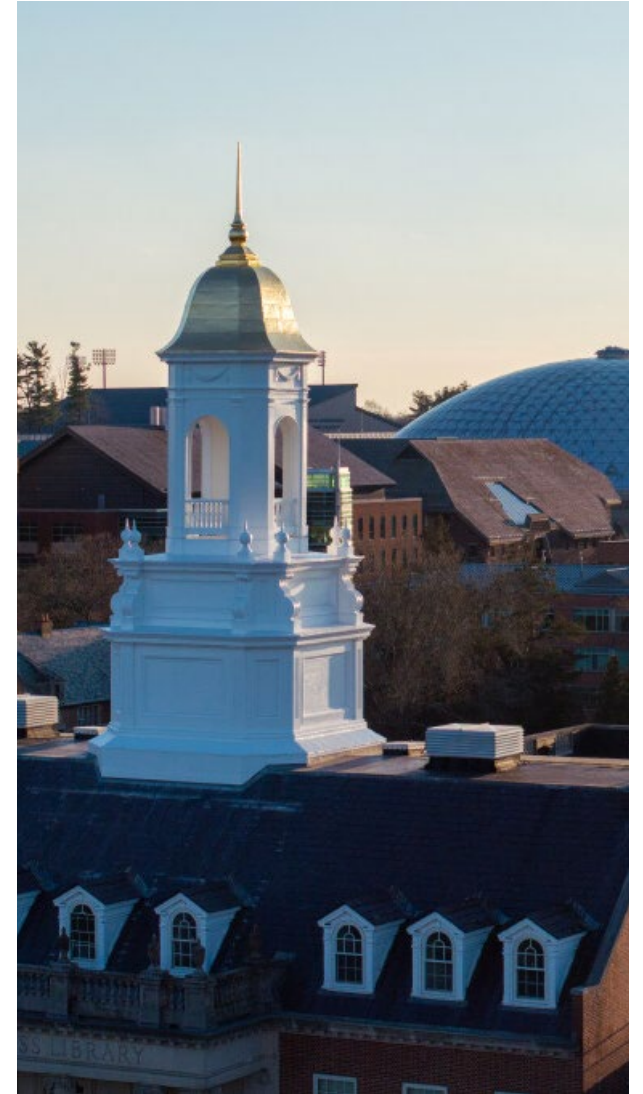
# SEM Plan Steering Committee

Chair: **Nathan Fuerst**, Vice President for Student Life and Enrollment

Co-Chair: **Phil Hunt**, Deputy Chief of Staff to the President

Consultant: **Jody Gordon**, Senior Managing Consultant, AACRAO Consulting

- **Jamie Caruso**, Director, Academic Affairs, Asst Campus Director, UConn Waterbury; Chair, Senate Enrollment Committee
- **Arunima Chaturvedi**, Vice President, Undergraduate Student Government, UConn Storrs
- **Robert Day**, Operations and Information Management, School of Business, Senate Executive Committee
- **Margaret Feeney**, Executive Director of Strategic Planning and Initiatives
- **Jeff Gagnon**, Executive Advisor for Enrollment Analytics
- **Amy Gorin**, Vice Provost for Health Sciences and Interdisciplinary Initiatives
- **Karima Hamada**, President, Student Government Association, UConn Stamford
- **Jeffrey Hines**, Interim Vice President and Chief Diversity Officer
- **Gladis Kersaint**, Vice Provost for Academic Affairs
- **Antigoni Konstantinou**, Ph.D. Student, Institute of Materials Science, UConn Storrs
- **Mona Lucas**, Assistant Vice President for Enrollment
- **Dan Schwartz**, Vice Provost for Academic Operations
- **Leslie Shor**, Vice Provost for Graduate Education, Dean of the Graduate School
- **Tadarrayl Starke**, Vice Provost for Undergraduate Student Success,
- **Reka Wrynn**, Associate Vice President for Budget, Planning and Institutional Research



# 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*

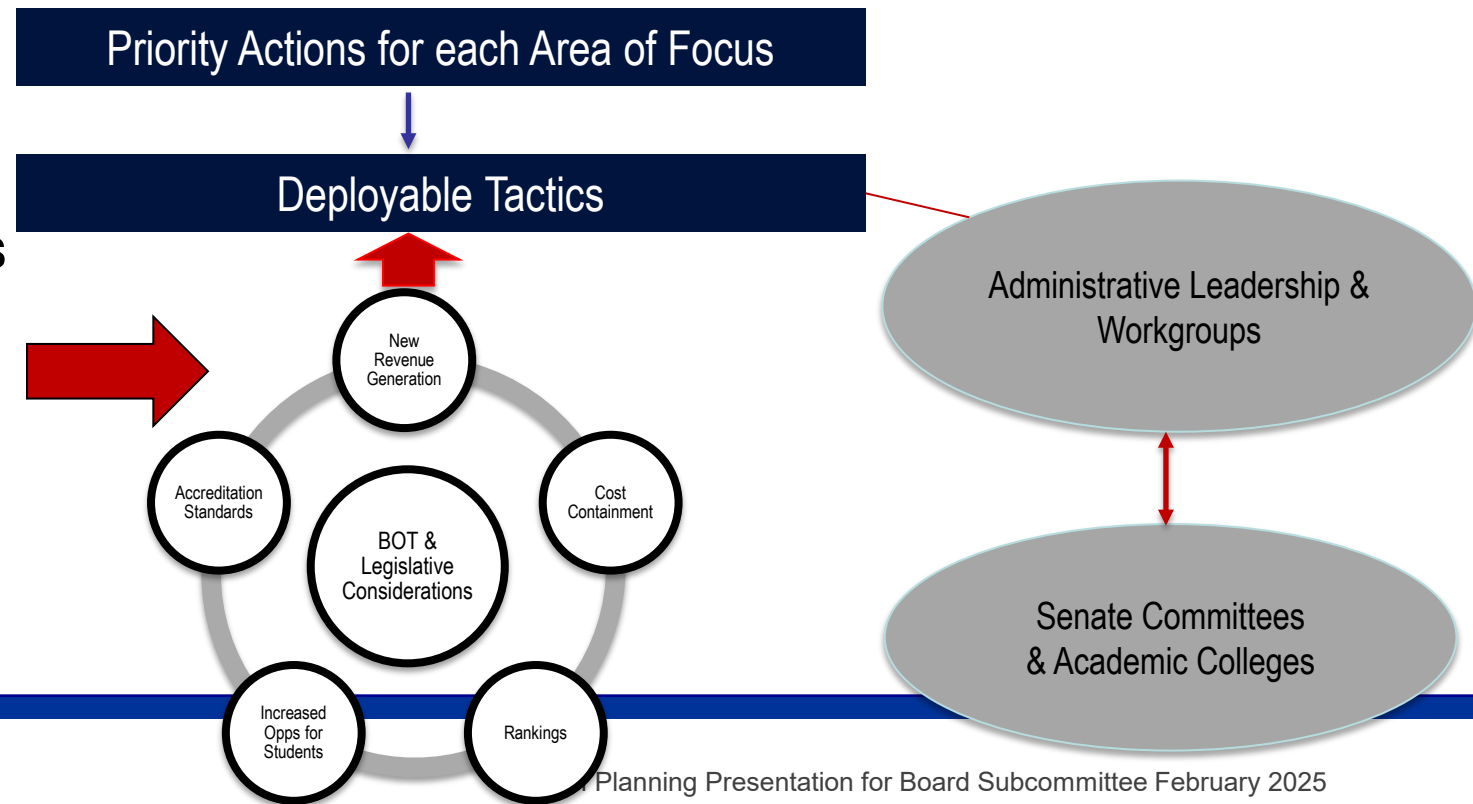
*Enrollment management is a comprehensive and coordinated process that enables a college to identify enrollment goals that are allied with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the **effective integration of administrative processes, student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



# SHARED GOVERNANCE & SEM PLANNING

## University Senate

University Bylaws, Article IX: “There shall be a University Senate that shall be a legislative body for the purpose of establishing minimum rules and general regulations the educational program and mission of the institution... The University Senate shall be regularly consulted by the Administration on matters pertaining to the Senate’s purview.”

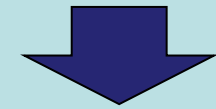
### Senate Executive Committee

### Senate Committees

Curricula & Courses	Nominating
Common Curriculum	Scholastic Standards
Enrollment	Student Welfare
Faculty Standards	University Budget
Justice, Equity, Diversity, Inclusion	University Planning

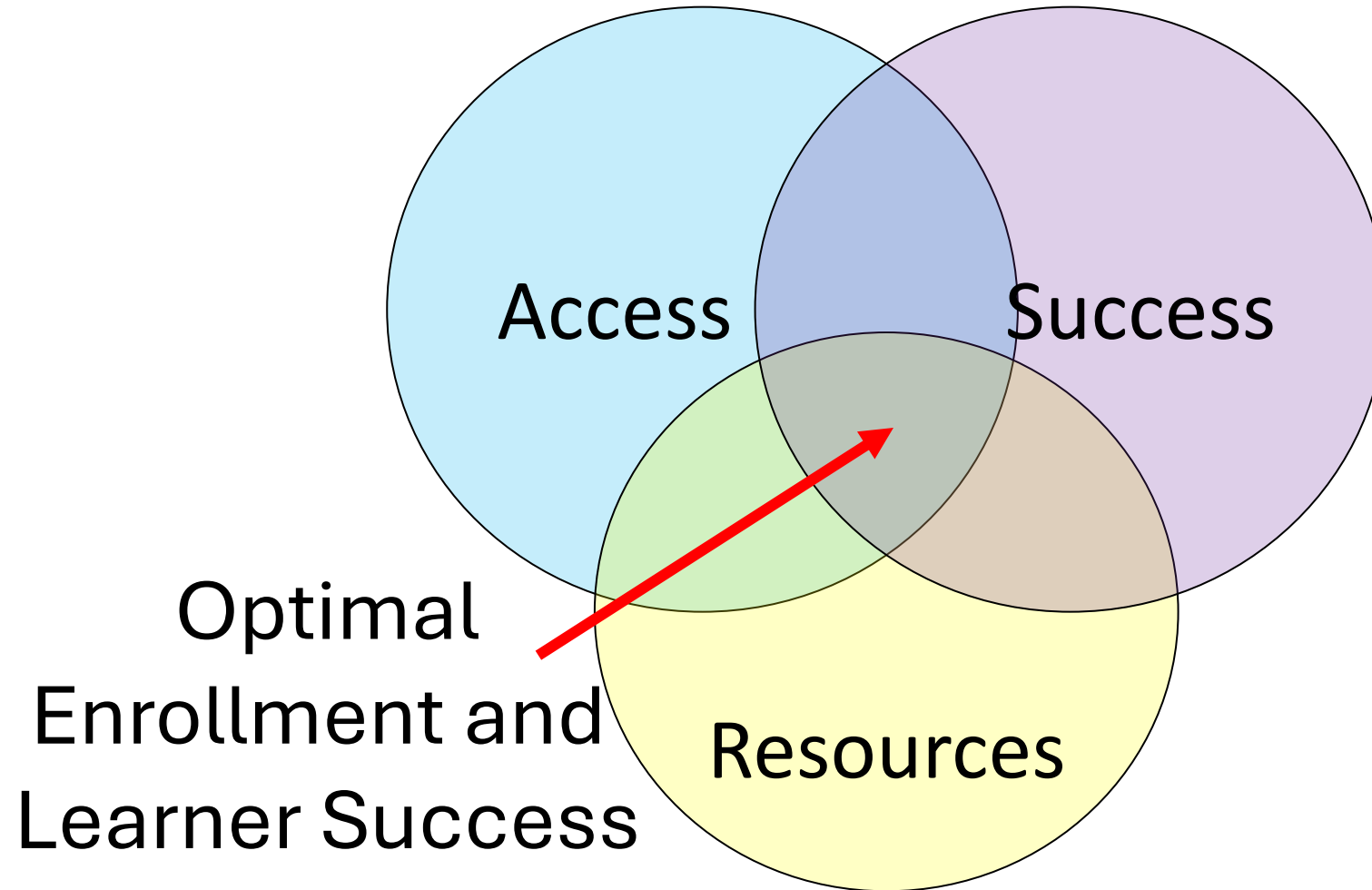


## University Strategic Plan



SEM Planning  
Goals  
Strategies  
Tactics

# Competing Enrollment Goals



# SEM is Holistic

## STUDENT LEARNING JOURNEY

- Dual enrollment
- Secondary preparation pipeline
- Articulation and partnerships

### INQUIRY/ PROSPECT/ NEW STUDENT

RECRUITMENT/  
MARKETING

ORIENTATION

ADMISSION/INITIAL  
ENROLLMENT

FINANCIAL AID

### CONTINUING STUDENT

LEARNING – ON  
CAMPUS AND  
VIRTUAL

LEARNER SUPPORT

CO-CURRICULAR  
LEARNING AND  
SUPPORT

### COMPLETION/GRADUATE AND ALUM

GOAL/CREDENTIAL  
ATTAINMENT

PERSISTENCE

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

# 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

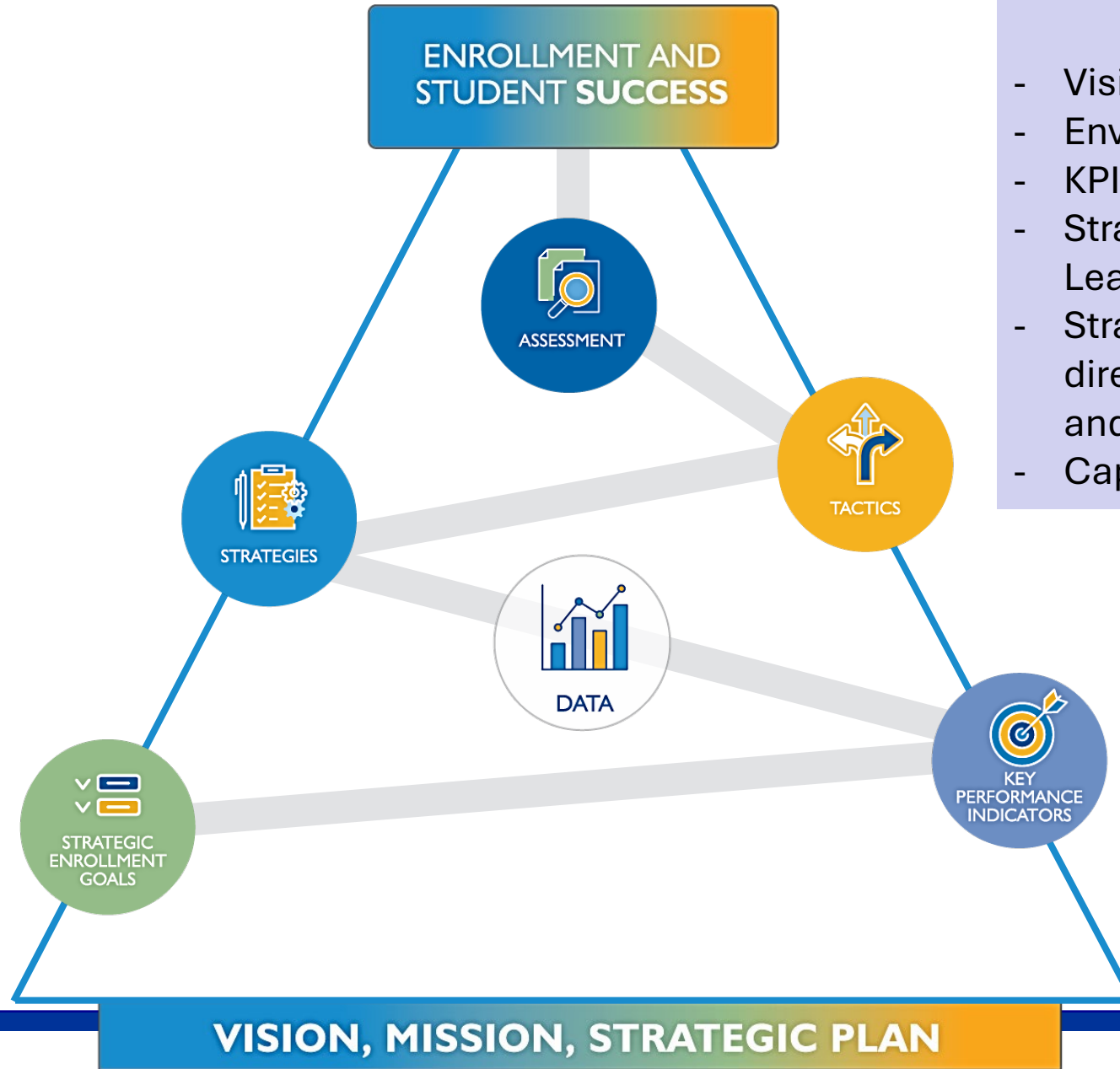
- Assess the expected impact of those strategies.
- When they are linked and integrated, outline their expected cumulative effect.



## 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.





### SEM Framework:

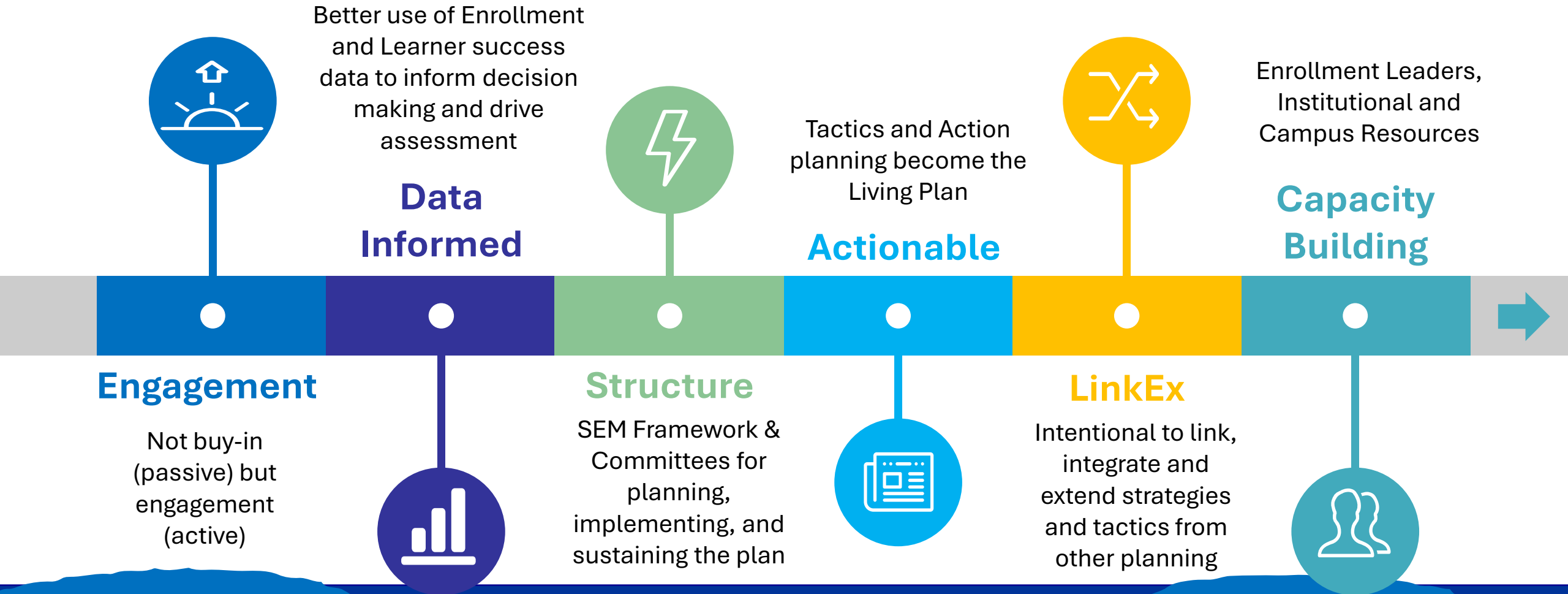
- Vision
- Environmental Scan
- KPIs
- Strategic Enrollment and Learner Success Goals
- Strategies that will give direction but not the what and the how
- Capacity building

### SEM the Living Plan:

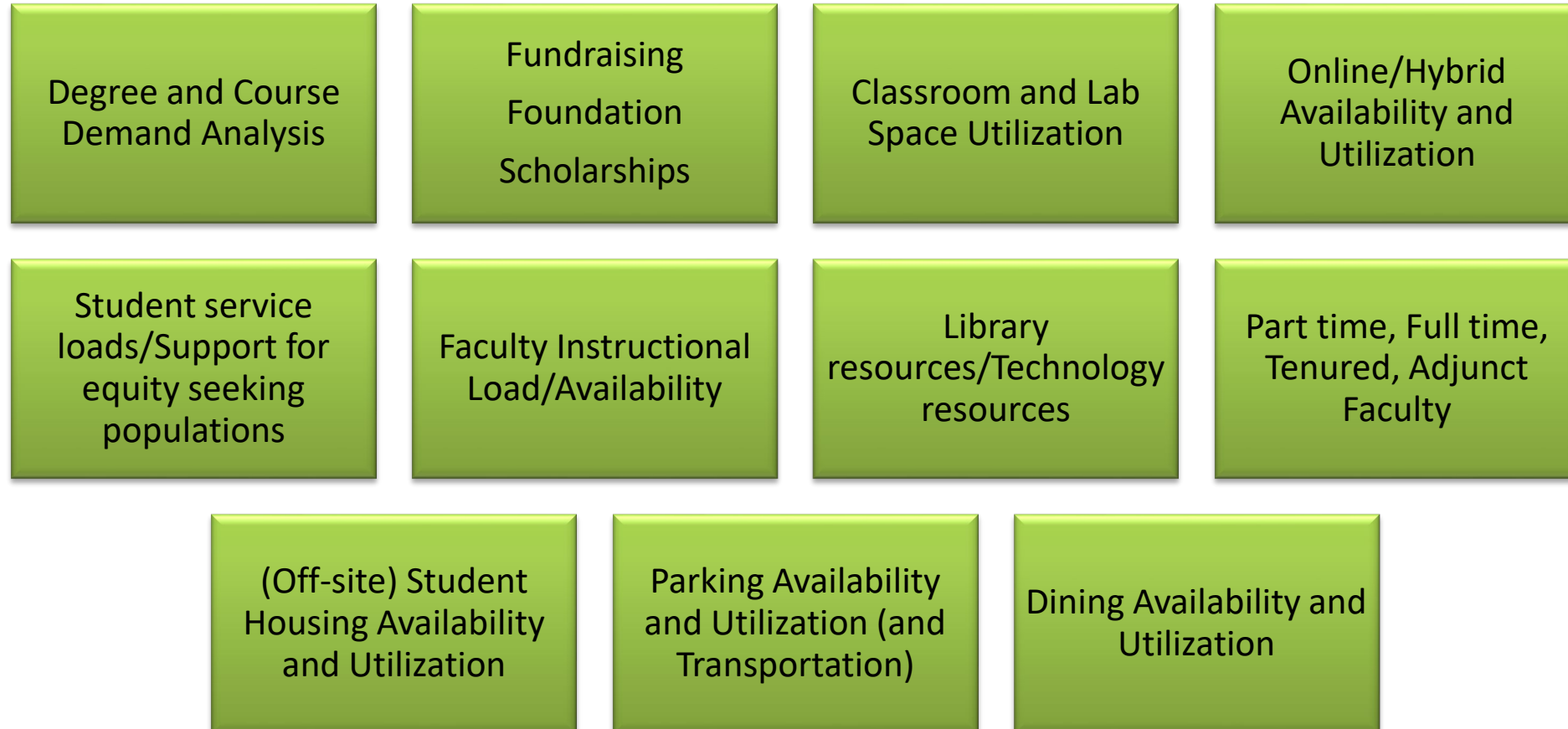
- Tactics or the what which are drawn from across our campuses
- Action Plans or the how
- Ongoing Assessment

# Return on Investment with SEM Planning

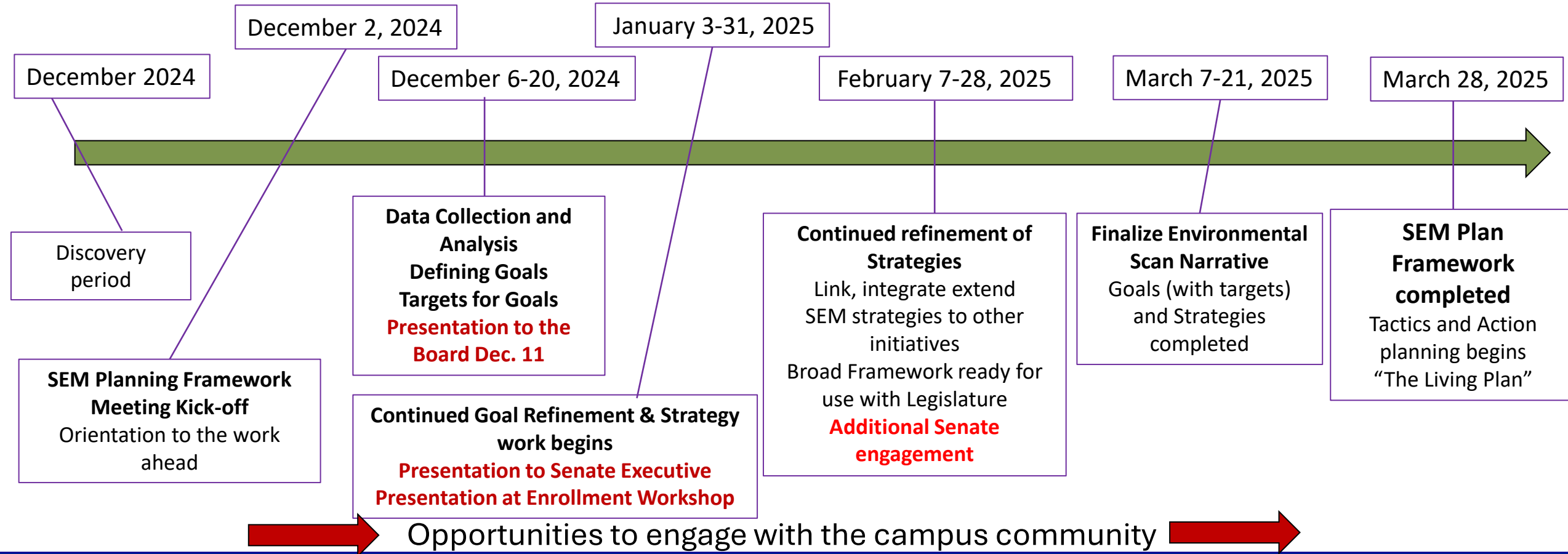
## Learner Success and Institutional Health



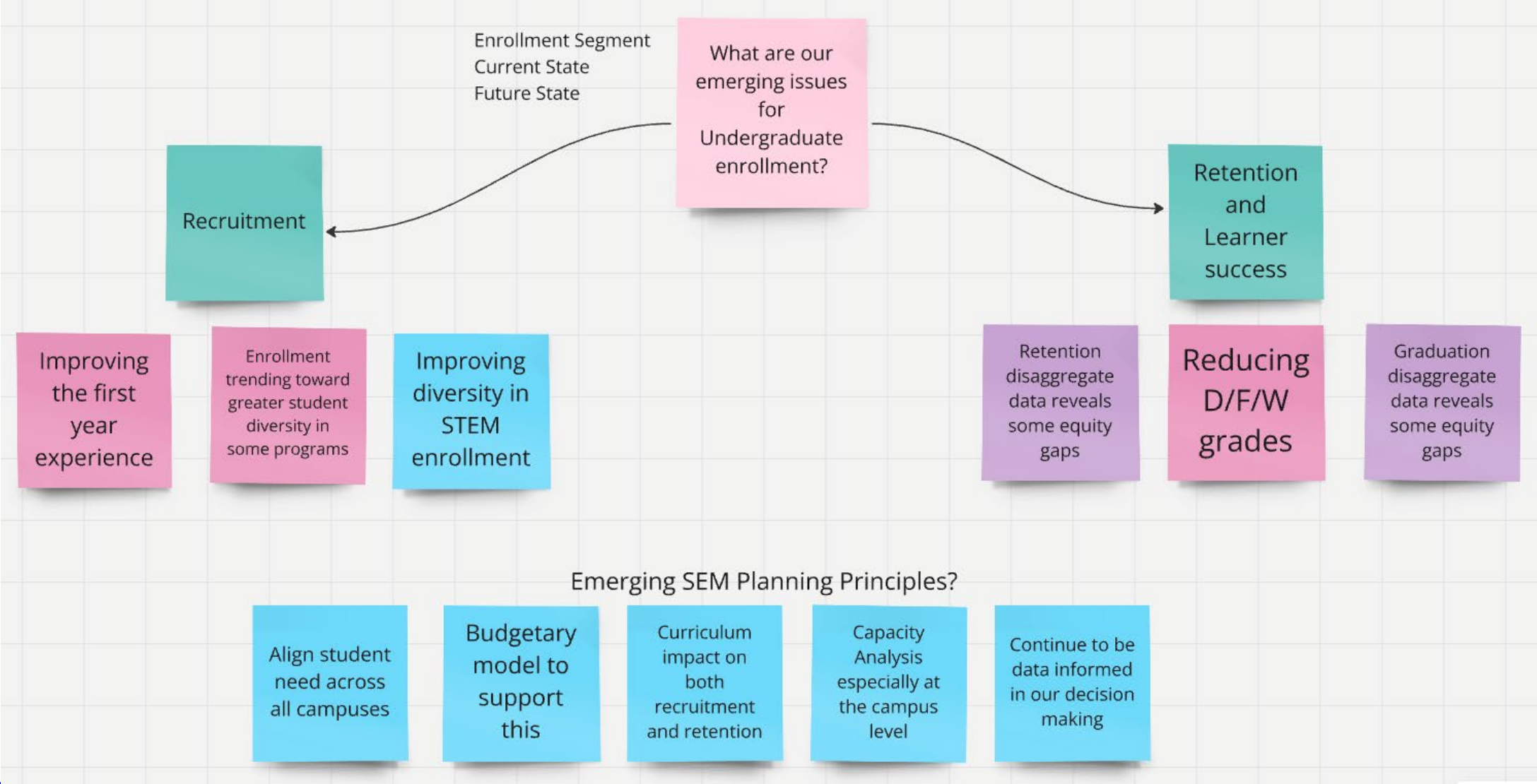
# Capacity Analysis For Integrated Planning



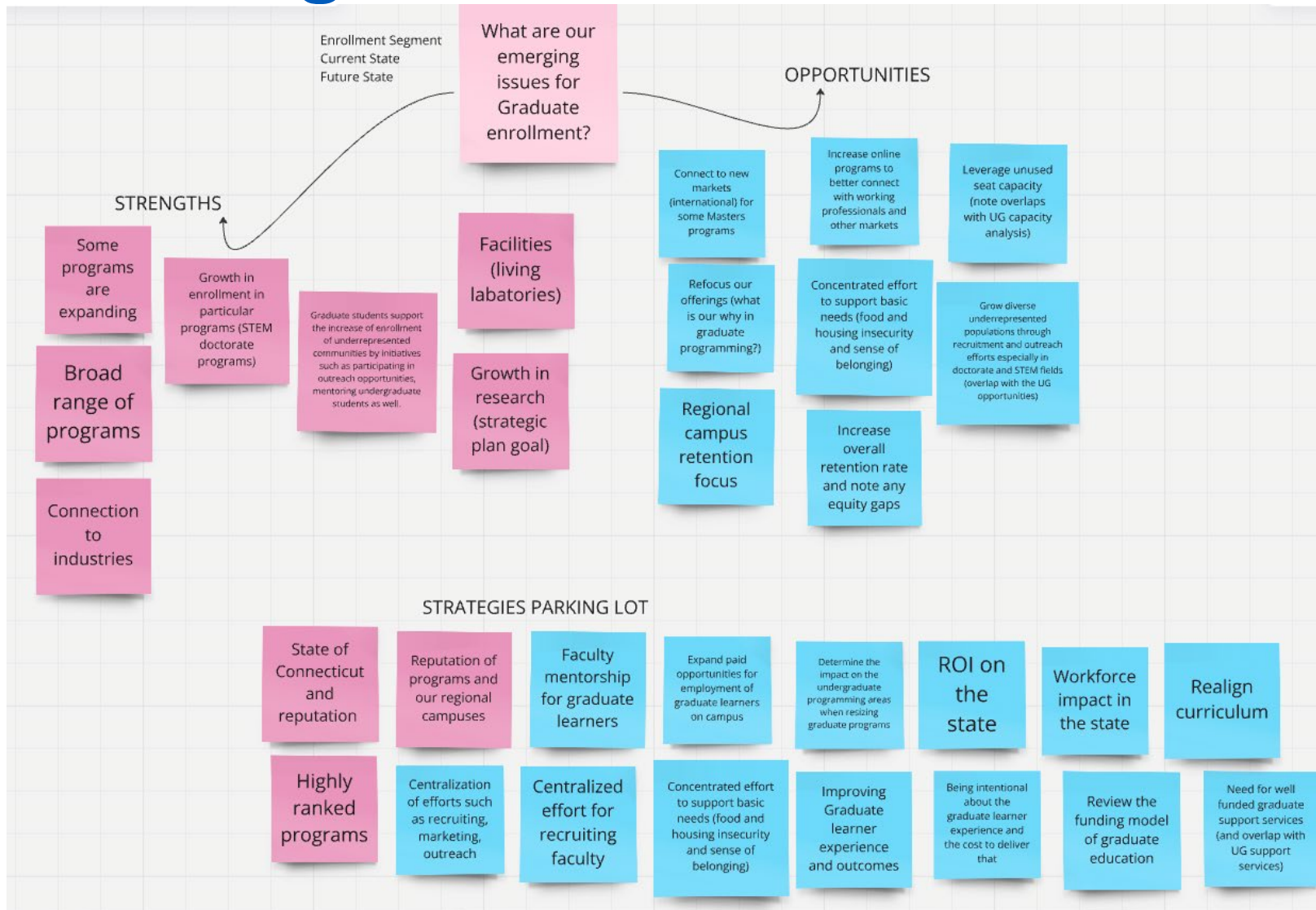
# SEM Planning Framework Development



# SEM Planning – An Iterative Process - Undergraduate



# SEM Planning – An Iterative Process - Graduate



# SEM Planning – Enrollment Workshop Input

