Strategic Enrollment Management (SEM) Plan 2025

Project Co-Leads:

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

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Leadership Committee

- **Jamie Caruso**, Director, Academic Affairs, Assistant Campus Director, UConn Waterbury; Chair of 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

Advisory Committees

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."
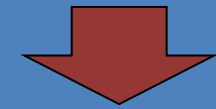
Senate Executive Committee

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

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University Strategic Plan: Envisioning 2034

Strategic Goals

Promoting Holistic Student Success

Expanding Research Impact

Powering a Thriving Connecticut

Areas of Focus

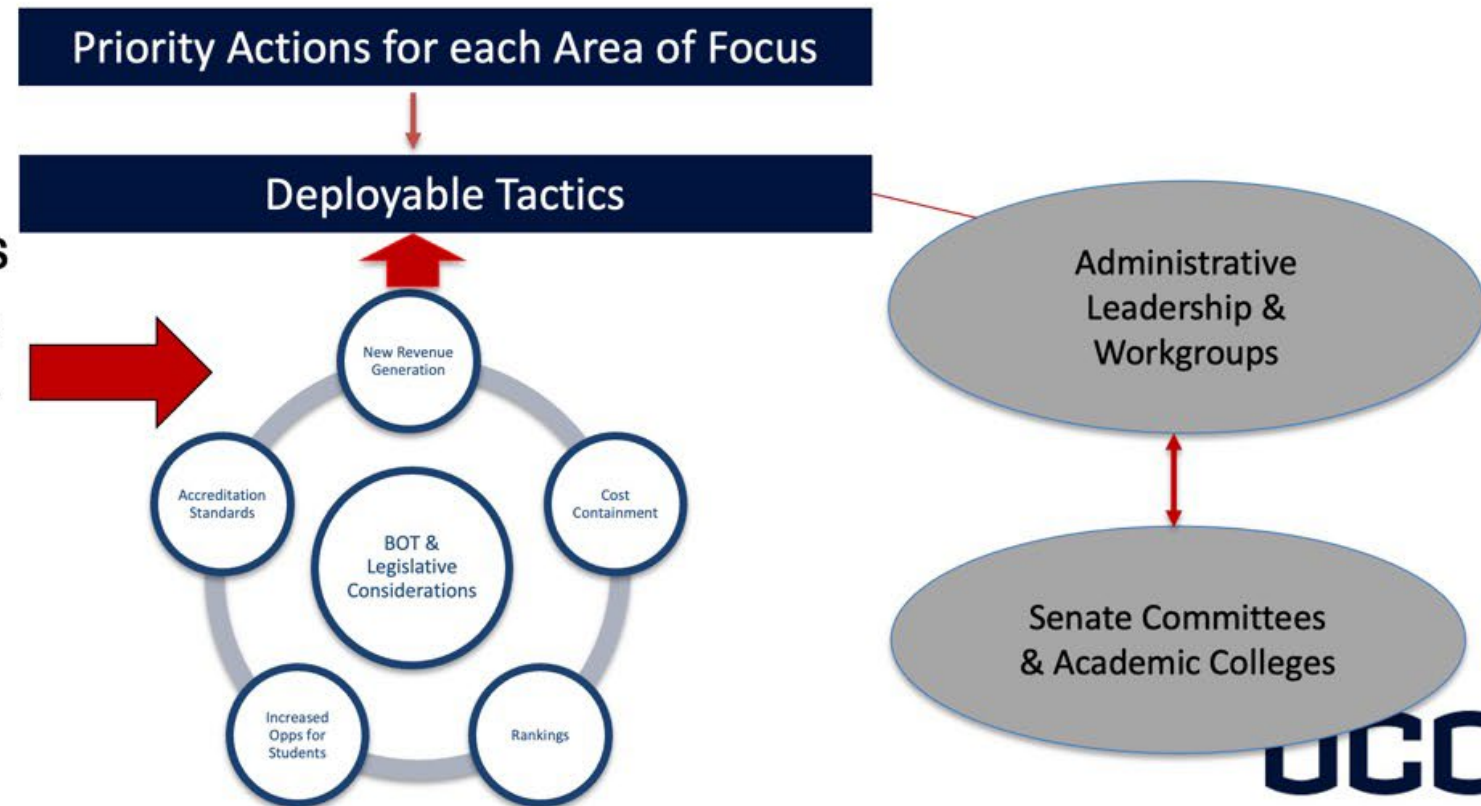|		
Student Success Journey	Excellence in Research, Innovation, and Engagement	Wellness of People and Planet
Seven World-Class Campuses, One Flagship University	Husky Pride and Resilience	A Stronger, More Inclusive University

SEM: AN ENTERPRISE RESPONSE

3 Strategic Goals

6 Areas of Focus

| Student Success Journey | Excellence in Research | Wellness of People & Planet | 7 World–Class Campuses, One Flagship University | Husky Pride and Resilience | A Stronger, More Inclusive University |

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

Priority Actions for each Area of Focus

Deployable Tactics

- New Revenue Generation
- Accreditation Standards
- BOT & Legislative Considerations
- Cost Containment
- Increased Opps for Students
- Rankings

Administrative Leadership & Workgroups

Senate Committees & Academic Colleges

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Situational Analysis

📈 UConn is in high demand. 64,000 undergraduate applicants, driving enrollment growth by 2,000 students (6.4%) in ten years.

🧑‍🎓 Student Success is our hallmark. Yet, achievement gaps are most significant among Pell, First Generation, Underrepresented and regional campus students.

⚠️ The State of Connecticut is reducing financial support for UConn, a trend that is expected to continue over the next decade.

📊 Graduate enrollment has remained stable overall, with some pockets of growth and contraction among certain programs.

⬇️ Demographic trends are driving down the number of high school graduates across our key feeder markets.

✅ The state's workforce is dependent upon UConn graduates.

SEM Planning Principles

Align services to meet student need across all campuses.

Make data informed decisions.

Manage fiscal viability to ensure student success outcomes.

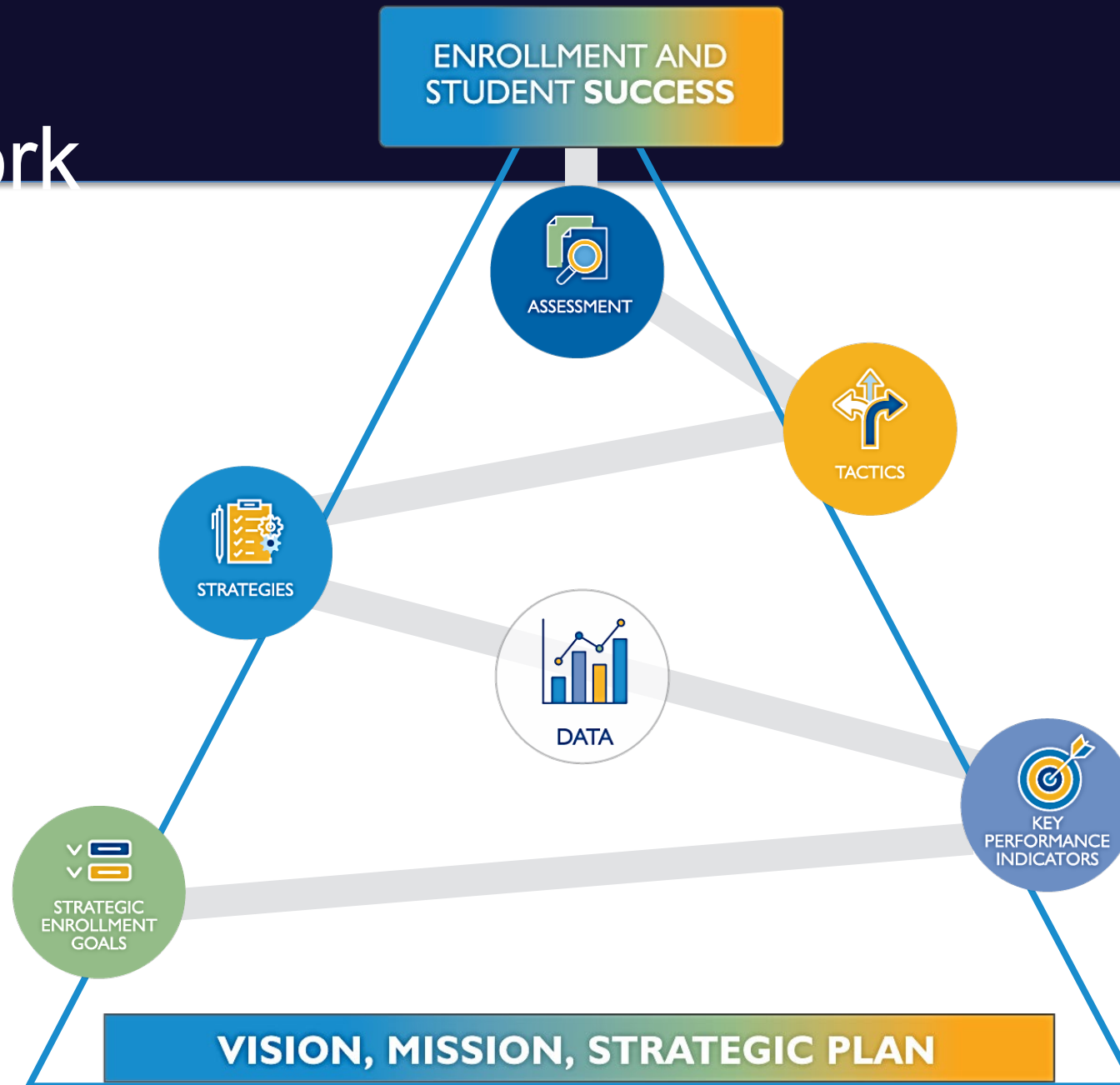Embrace all high impact practices (HIPs) for student engagement.

Perform capacity analysis for programs, services, and campuses.

Be a driver in supporting workforce demand.

SEM Planning Framework

ENROLLMENT AND STUDENT **SUCCESS**

ASSESSMENT

TACTICS

STRATEGIES

DATA

STRATEGIC ENROLLMENT GOALS

KEY PERFORMANCE INDICATORS

VISION, MISSION, STRATEGIC PLAN

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Goals, Strategies and Tactics (example)

Goal Three: Increase the undergraduate enrollment head count from 24,979 to 28,342 by 2027 (with future targets determined on a rolling three-year basis as retention increases):							
SEM Strategy 3A: Continue to develop and nurture new recruitment markets within high schools and communities with high levels of prospects that fulfill institutional priorities.							
	Relationship to Legislative Priorities	Timeframe	Performance Indicators	Resources Needed/Cost	Other Notes	Champion or Person(s) Responsible	Progress Notes – Date Completed
Tactic 3.A.1:							
SEM Strategy 3B: Identify signature programs that anchor the regional campuses with an array of popular majors.							
	Relationship to Legislative Priorities	Timeframe	Performance Indicators	Resources Needed/Cost	Other Notes	Champion or Person(s) Responsible	Progress Notes – Date Completed
Tactic 3.B.1:							

SEM Plan Goals

Goal One:
Improve Undergraduate Student Retention

Goal Two:
Improve Undergraduate Student Graduation

Goal Three:
Enrollment Growth

Goal Four:
Ensure Satisfaction of Graduates in Workforce & Post Graduate Outcomes

Goal Five:
Determine Baseline for Graduate Student Success Outcomes

Goal Six:
Determine Criteria for Graduate Student Enrollment Capacities

Goal One Strategies

Goal One:

Improve Undergraduate Student Retention

- Facilitate first year journey aimed at establishing a strong Sense of Belonging and equipping new students with skills necessary to be successful
- Implement unified approach to academic advising
- Identify and address reasons for students leave
- Design & Implement retention managing and success coaching
- Implement Targeted Aid Packages to address financial barriers
- Identify and establish signature programs that anchor the regional campuses in a manner that complements the demographic and workforce needs in the region.
- Develop intentional pathways to maintain enrollment at all campuses and seamless campus transitions for students

Goal Two Strategies

Goal Two:

Improve Undergraduate Student Graduation

- Transform student employment experience by reimagining learner experiences and structured internships
- Design, resource and implement High Impact Practices for undergraduate students
- Develop and implement Senior Year Experience leading to Career Awareness & Readiness
- Identify and address second to third year attrition for undergraduate students
- Identify and establish signature programs that anchor the regional campuses in a manner that complements the demographic and workforce needs in the region.
- Develop intentional pathways to maintain enrollment at all campuses and seamless campus transitions for students

Goal Three Strategies

Goal Three:

Enrollment Growth

- Continue to develop and nurture new recruitment markets
- Expand online and other programs to access new populations of learners
- Increase transfer student enrollment
- Establish linkages and resource demands associated with enrollment growth
- Recruit to signature programs that anchor the regional campuses in a manner that complements the demographic and workforce needs in the region.

Goal Four Strategies
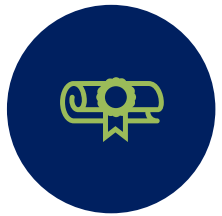
Goal Four:

Ensure Satisfaction of Graduates in Workforce & Post Graduate Outcomes

- Strengthen the Alignment between Academic Advising, Academic Support, and Career Advising
- Transform the student employment experience by reimagining all working learner experiences as structured internships.

Goals Five & Six Strategies

Goal Five:

Determine Baseline for Graduate Student Success Outcomes

Goal Six:

Determine Criteria for Graduate Student Enrollment Capacities

- Develop learner-centered data standards for graduate student success outcomes and consistently collect and analyze the data across all graduate programs.

- Define and then improve the sense of belonging for all graduate students through intentional programming, services and supports.

- Attract and enroll learners with some credit no graduate degree and those working full-time into Masters programs.

- Collaborate across graduate programs to deliver shared resources to increase persistence and success.

Next Steps

Opportunities to continue to engage the campus community

Complete and Prioritize Strategies based on criteria established in SEM Plan

Continue to socialize and refine goals (and associated targets) and strategies leading up to the adoption of the SEM Plan by the UConn Board of Trustees
- University Senate
- President's Senior Leadership Team
- Deans
- Board Members
- State Leaders
- …and more!

Begin to build Tactics in support of Strategies that will fulfill the Goals

Stewarding a Living SEM Plan: Tactics and Action planning continues