



On the Road of SEM Planning

Good Practices and Pitfalls

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➤ AACRAO

- Senior Director of AACRAO Consulting and SEM Initiatives
- Since 2007

➤ Institutions

- Oregon State University: Associate Provost for Enrollment Management (President's Cabinet), Director of Admission and Orientation, Graduate Faculty
- Eastern Mennonite University: Vice President for Enrollment Management (President's Cabinet)
- Arizona State University: Assistant Registrar

AACRAO

- American Association of Collegiate Registrars and Admission Officers
- Nonprofit professional association based in Washington, DC
- 100 years, 11,000 members, 2,500 institutions, 40 countries
- Areas of expertise
 - Strategic enrollment management
 - Enrollment services
 - Recruitment and retention strategies
 - Financial aid utilization
 - Technology Implementations

Today's Presentation

- What is SEM?
- Purposes and core concepts
- A model for SEM planning
- Your questions!

What is Strategic Enrollment Management (SEM)?

Strategic enrollment management is a **concept and process** that **enables** the fulfillment of **institutional mission** and **students' educational goals**.

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

Developing Enrollment Goals



Focus on Student Success

Traditional Enrollment Perspective



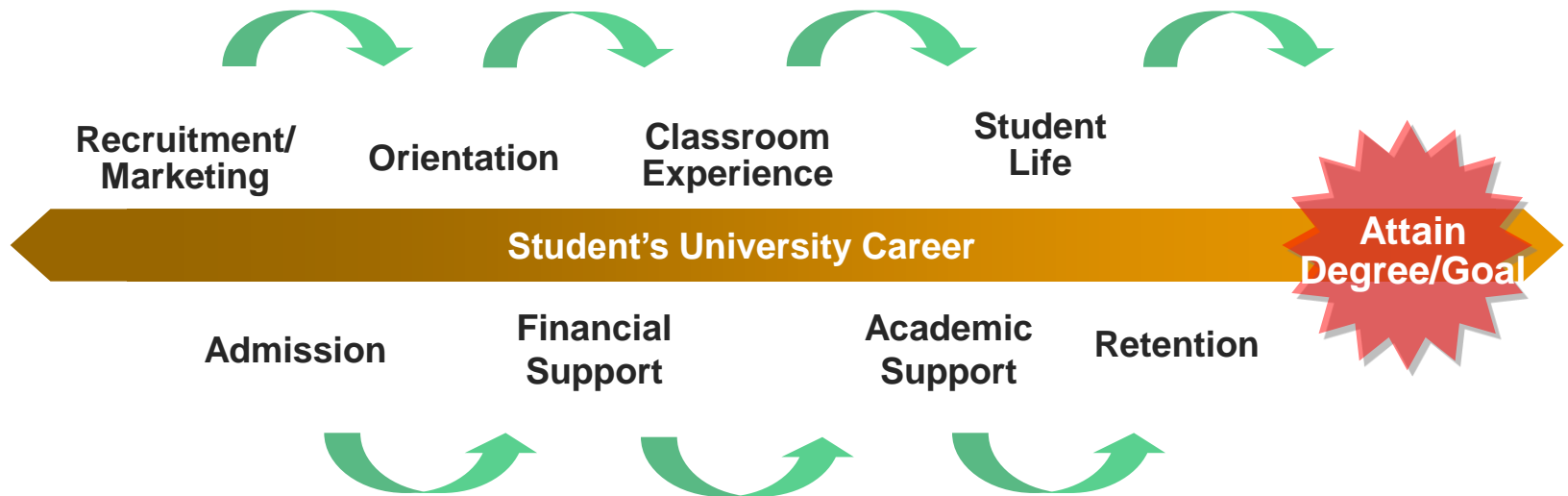
Focus on Student Success

SEM Perspective



The Student Success Continuum

SEM Perspective



SEM Planning Model



SEM Planning Model



SEM Planning Model



- **Student categories:** first year, transfer, vocational, continuing ed, face-to-face/online, certificate, etc.
- **Desired student groups:** racial/ethnic diversity, academic ability, 1st gen
- **Geographic origin:** local, regional,
- **Recruitment, retention, completion**
- **Institutional capacity**

SEM Planning Model



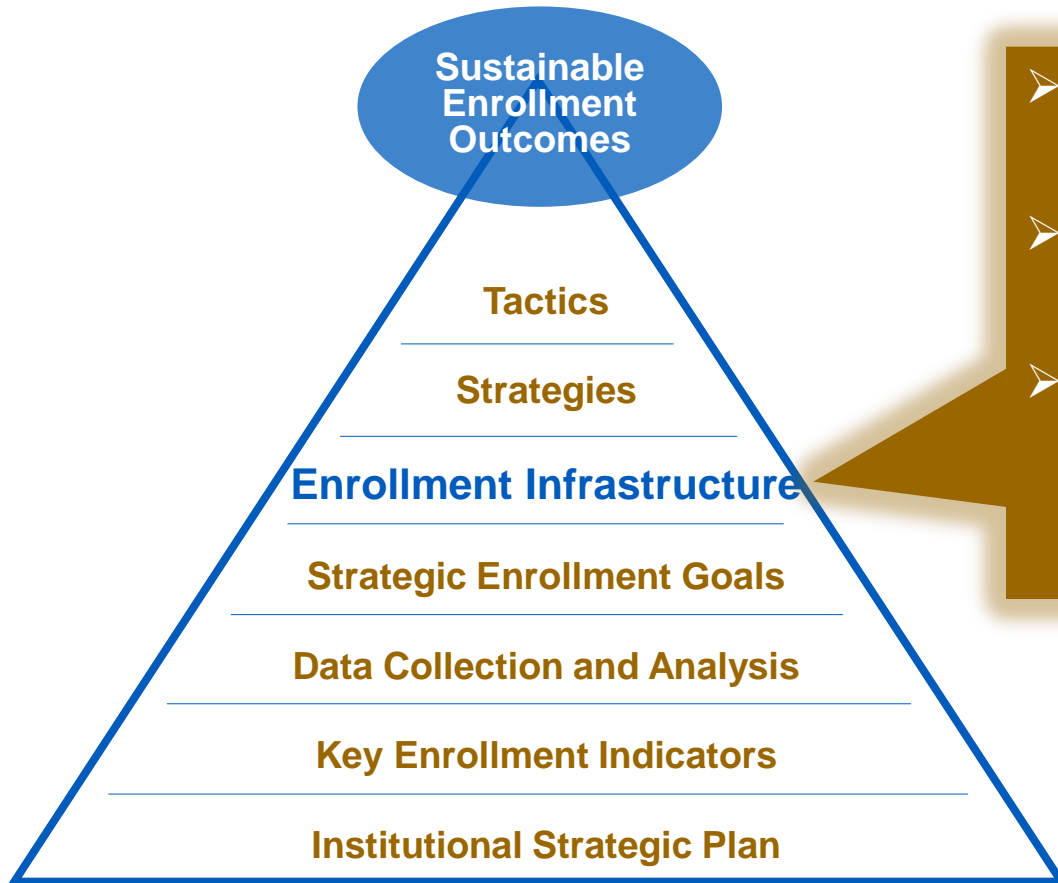
- **Internal benchmarks:**
KEI numbers over the past 3-5 years
- **Environmental scan**
 - Demographics
 - Economics
 - Market opportunities
 - Competition
- **Institutional research plan:**
Designated reports and production schedule

SEM Planning Model



- **5-10 year KEI targets**
- **Focus:** the institution's desired future
- **Based on:** mission, data, and environmental scanning

SEM Planning Model



- **Staffing:** skill sets, strategic deployment
- **Systems:** policies, procedures, technology
- **Capacity for making effective enrollment decisions :** positions, reporting lines, committees

SEM Planning Model



- Increase new students of specified types
- Increase retention rates, specifically by student types
- Utilize emerging technologies
- Financial aid/scholarships
- Academic programs: mix and delivery systems

SEM Planning Model



- **Marketing/branding initiatives**
- **Academic program review**
- **Multilingual recruitment materials**
- **Targeted interventions for students in high risk courses**
- **Enhanced academic advising**
- **Streamlined admission procedures**
- **Purchase a new CRM system**

SEM Planning Model



- **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***

Resources (www.aacrao.org)

- SEM Conference
 - November 10 - 13, 2013: Chicago
 - October 26 - 29, 2014: Los Angeles

- Journals
 - *SEM Quarterly*
 - *College & University*

- Books
 - *SEM: Transforming Higher Education* (2012)
 - *SEM in Canada* (2011)
 - *SEM at the Community College* (2010)
 - *SEM and Institutional Success* (2008)

Questions?

Thank you!

Bob Bontrager

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