Strategic Enrollment Management (SEM) Planning at the Tennessee TCAT’s

A Town Hall Meeting

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About AACRAO

- Non-profit - 110+ years old professional organization; member of the higher education Secretariat in Washington, DC
- 11,000 members in over 2600 universities in 42 countries
- Access to the issues, pressures, best practices and leading thoughts of higher education admissions and registration professionals
- Largest publisher of SEM content in the world
- Our publications, webinars and conferences set the industry standard for approaches to long-term enrollment health
What Makes Enrollment Management Strategic?
Key elements of Strategic Enrollment Management (SEM)?

1. Focused on long-term approaches to enrollment health and student success

2. Tied to institutional mission, vision and strategic plan

3. Reliant upon data and evidence to inform enrollment strategies

4. Enterprise-wide in its approaches and actions
SEM is NOT . . .

1. A quick fix or a “silver bullet”
   - You may identify some quick wins in the process, however
   - Important to identify an operational team to address short-term needs

2. The work of a single administrative unit

3. A remedy for operational or managerial problems

4. Unrelated or in addition to existing initiatives:
   - ATD, Guided Pathways and others have natural linkages to SEM planning and examining these initiatives to see how they can support SEM, often with minor alterations, allows staff to see SEM as not another administrative burden but as a way to cohesively join initiatives together
SEM as a linked strategic plan

Institutional Strategic Plan: Vision, Budget, Governance

Academic Plan: Programs, delivery, faculty

Facilities Plan: Buildings, Grounds

Marketing Plan: Image, Units, Alumni, Fundraising

Student Affairs Plan: Learning, Recreation, Housing

Long Range Budget: Tuition, Investments

SEM Plan: Enrollment: new, continuing
The tried and true “enrollment funnel”

1. Helpful in understanding the role of conversion in enrollment work

2. Implies that there are a known set of leads and prospects

3. Requires strategic approaches to working with students at each “stage” of the funnel
Technical College SEM Planning has challenges

1. Enrollment length is short, often placing a focus on new starts over retention and completion

2. There are few good models available, as technical schools are just now coming to use SEM as an enrollment solution

3. Traditional models of recruitment don’t fit technical schools in some respects:
   - Historically built to receive and accommodate, not recruit
   - Students may not start the enrollment process until just before (or at) the start of a term

4. Organizational models don’t always fit well:
   - Multiple locations, may with small staff sizes
What does the community/technical college funnel look like?

1. Often a cylinder shape where three steps are completed at once.

2. As access institutions, rarely is there a reason not to admit any applicant.

3. Enrollment may need to take place soon after any testing or advising can be completed
   – Often in the same day
What does the community/technical college funnel look like?

1. Community colleges have rarely been developed as recruiting organizations

2. As a result, they often lack infrastructure to manage the data and systems that allow them to capture and leverage common recruiting activity results
Traditional approach

Executive Team
Institutional strategic plan, approval and champions of strategic enrollment goals and initiatives

SEM (or Student Success) Steering Committee
Long-term enrollment goals, securing the approval of strategies and tactics through appropriate institutional channels, communication with Executive Team

Recruitment Committee
Responsible for strategic goals for new student recruitment; review and approve sub-committee action plans; recommend to SEM Steering Committee

Retention Committee
Responsible for strategic goals for retention and graduation; review and approve sub-committee action plans; recommend to SEM Steering Committee

Data Team
Environment scanning, student enrollment behavior research, enrollment models, provide data to councils as needed

3-4 Sub-Committees
Action plans, timelines and metrics for strategies and tactics

Green & Bontrager

AACRAO Consulting
Leadership Solutions for Higher Education

TN TCAT SEM Plan Town Hall, 11/9/2020
TCAT Approach

Tennessee Board of Regents
Approval and champions of strategic enrollment plan

Recruitment Council
Responsible for strategic goals and strategies for new student recruitment; review and approve sub-committee action plans; recommend to TBR

Retention Council
Responsible for strategic goals and strategies for retention and graduation; review and approve sub-committee action plans; recommend to TBR

Data Team
Environment scanning, student enrollment behavior research, enrollment models, provide data to councils as needed

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Effective planning across a system or group of institutions/locations

1. Planning teams need to be small, nimble to complete the planning process in a timely manner

2. Representation is important but having everyone or every location in the planning team is not efficient/effective

3. Communication and feedback become more important in this approach:
   - Town Hall
   - Website
   - Email updates
   - Other communications
TN TCAT SEM Process

Collect and analyze data - information
- Completed centrally by the TCAT Data Team

Set broad system enrollment goals
- Completed centrally by representatives from across TCATs with System Office

Develop enrollment strategies that support each goal
- Completed centrally by representatives from across TCATs with System Office

Develop and implement tactics to execute strategies
- Developed locally by each TCAT to tailor them to local needs/environment