# Developing an Agile Enrollment Management Structure and Culture

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# Agenda

1. Breaking down silos by implementing SEP

2. Framework and Methodology

3. From SEP to SEM

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Breaking Down Silos

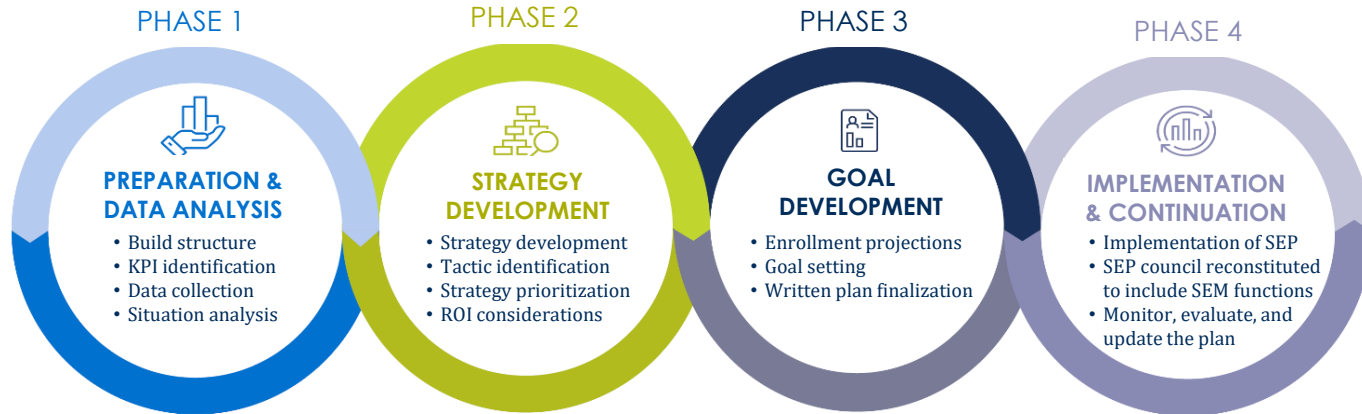> " Culture eats strategy for breakfast.

*Peter F. Drucker*

# Enrollment management objectives

- Develop **continued expertise in strategic enrollment management.**

- Provide **excellent service and consultation** to division stakeholders, academic schools, and the campus community.

- Foster a **culture of data-informed decision-making** concerning division actions.

- Cultivate **innovation, change, and entrepreneurial mindsets** and approaches.

- Proactively **integrate diversity and inclusivity principles** into all aspects of the division's culture and practices.
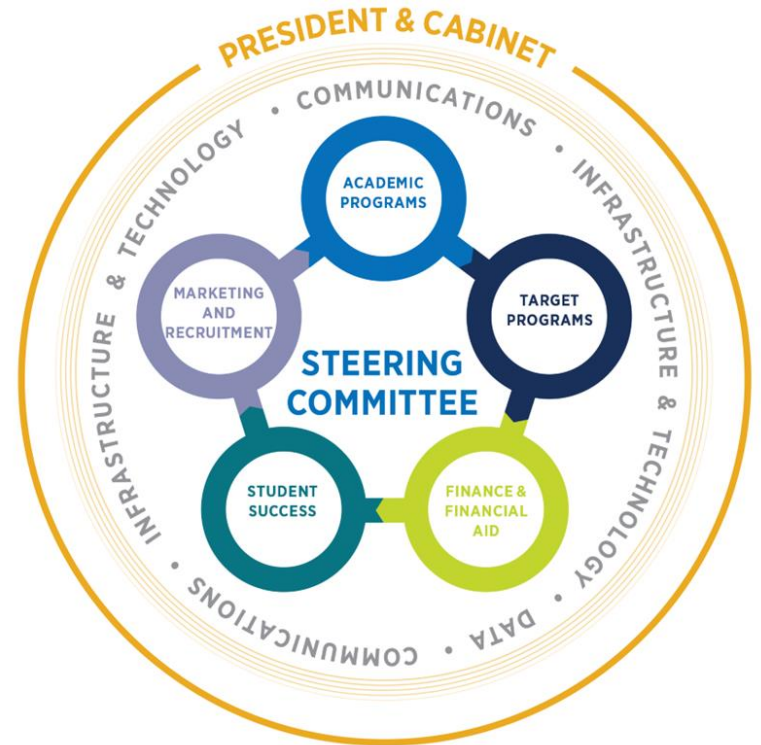
# Strategic Enrollment Planning

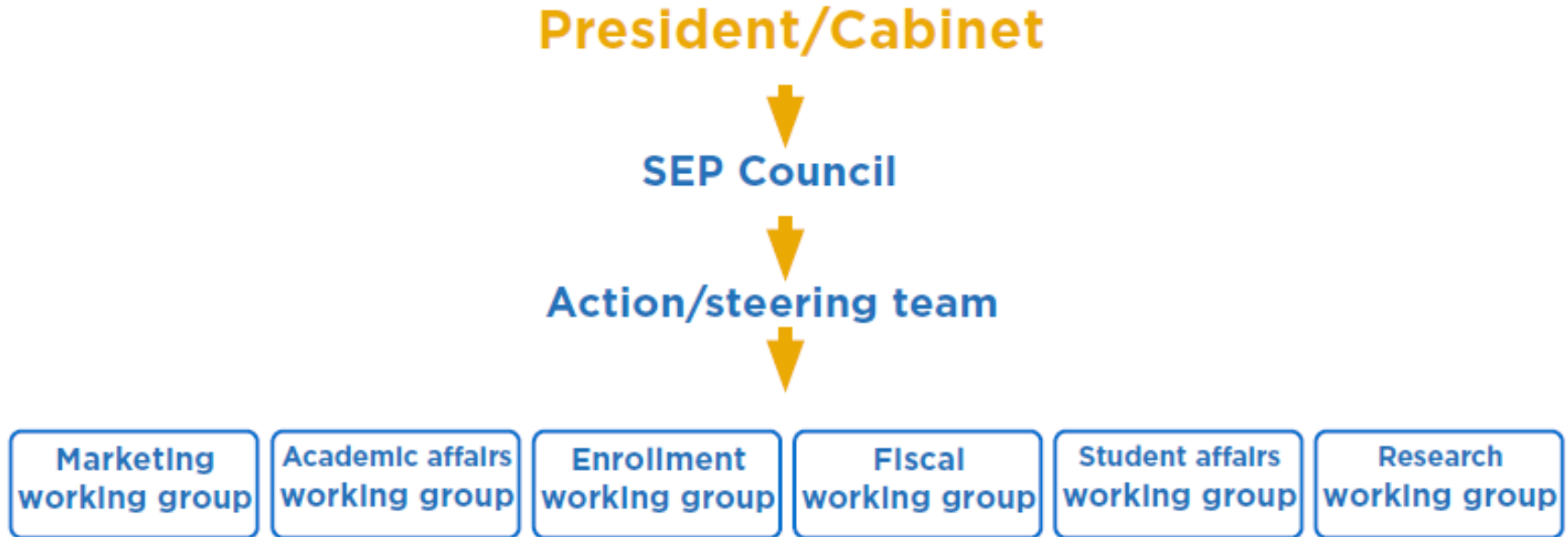## *SEP is a dynamic, continuous, and scalable process*

**PHASE 1**

**PREPARATION & DATA ANALYSIS**
- Build structure
- KPI identification
- Data collection
- Situation analysis

**PHASE 2**

**STRATEGY DEVELOPMENT**
- Strategy development
- Tactic identification
- Strategy prioritization
- ROI considerations

**PHASE 3**

**GOAL DEVELOPMENT**
- Enrollment projections
- Goal setting
- Written plan finalization

**PHASE 4**

**IMPLEMENTATION & CONTINUATION**
- Implementation of SEP
- SEP council reconstituted to include SEM functions
- Monitor, evaluate, and update the plan

# Bringing the campus together

*Leadership and Organizational Structure*

Inclusive

Silo-crossing

Experience-balanced

# An alternate structure

**President/Cabinet**

↓

**SEP Council**

↓

**Action/steering team**

↓

| Marketing working group | Academic affairs working group | Enrollment working group | Fiscal working group | Student affairs working group | Research working group |
|---|---|---|---|---|---|

# Identifying the right personnel

- Lead person and co-lead

- College/University-first thinkers

- Doers

- Early adopters

- Balance of experience and fresh perspectives

- Representation across the structure as a whole to gather buy-in
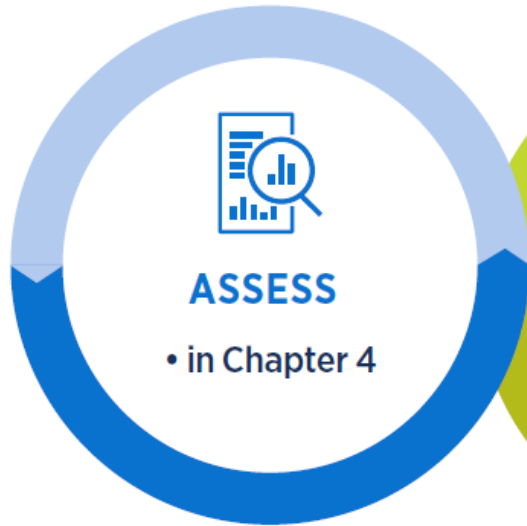
- Institutional knowledge



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Framework and Methodology

# Methodology

**WHERE TO PLAY**

**HOW TO WIN**

**WHAT DID WE LEARN**

**ASSESS**
- in Chapter 4

**STRATEGIZE**
- in Chapters 5, 6, and 7

**OPERATIONALIZE**
- in Chapter 8

# Frameworks

## *Six Ps*

- Product

- Place and delivery

- Price

- Promotion

- Purpose and identity

- Process

## *Ansoff Growth Matrix*
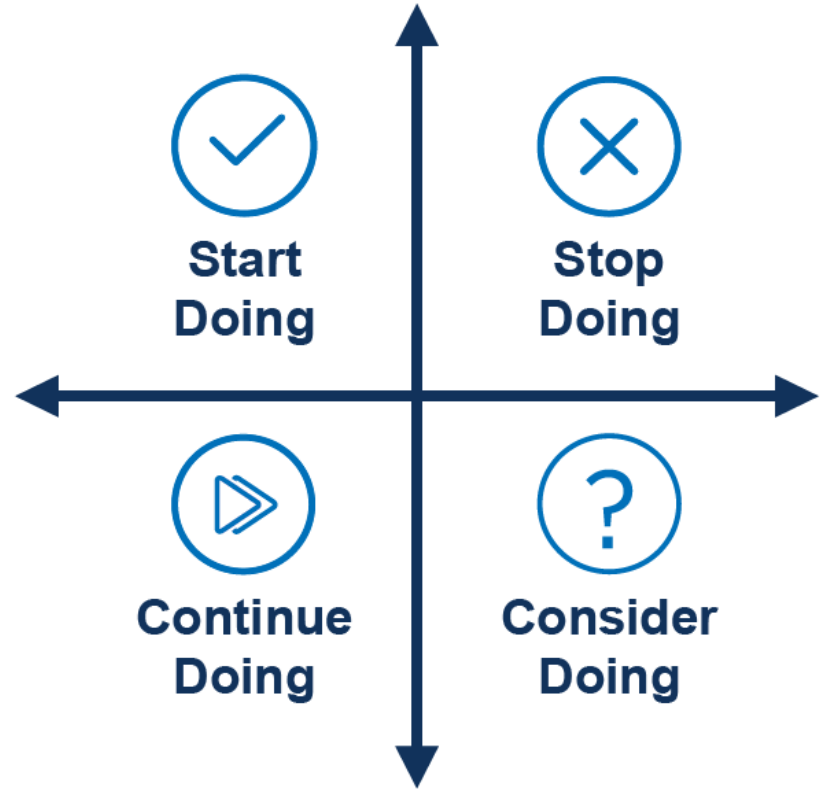
| | Existing Programs/Services | New Programs/Services |
|---|---|---|
| Existing Markets | Market Penetration | Program Development |
| New Markets | Market Development | Diversification |

# Prioritizing and vetting strategies

**Impact**
2: High
1: Medium
0: Low

**(1)**

**(3)**

**Cost**
2: Low
1: Medium
0: High

**Effort**
2: Low
1: Medium
0: High

**(2)**

**(4)**

**Resistance**
2: Low
1: Medium
0: High

# What is still important and what is not important?



Start Doing
Stop Doing
Continue Doing
Consider Doing

# Common Themes in the Planning Process

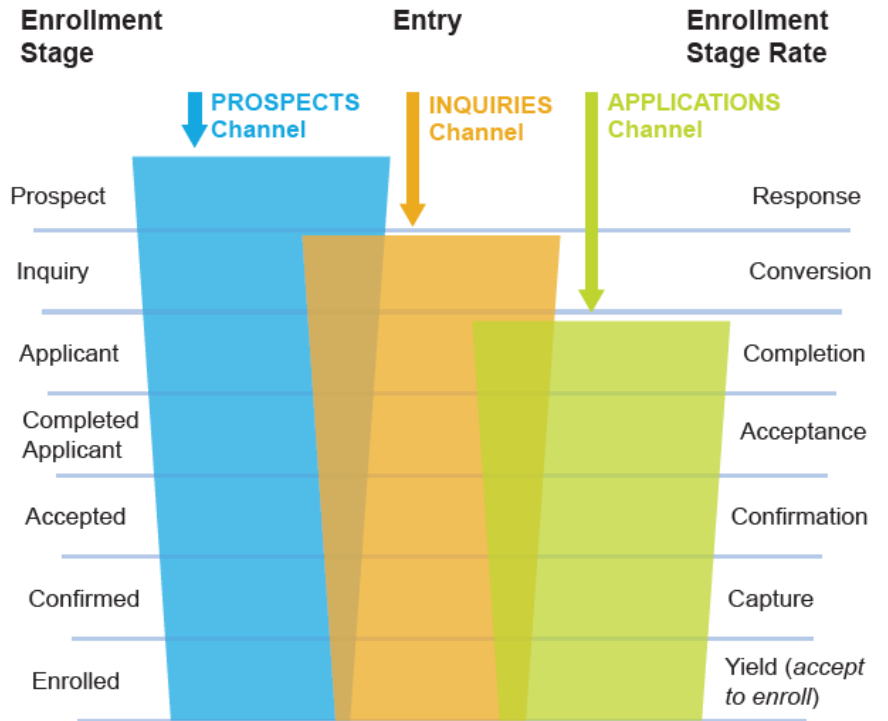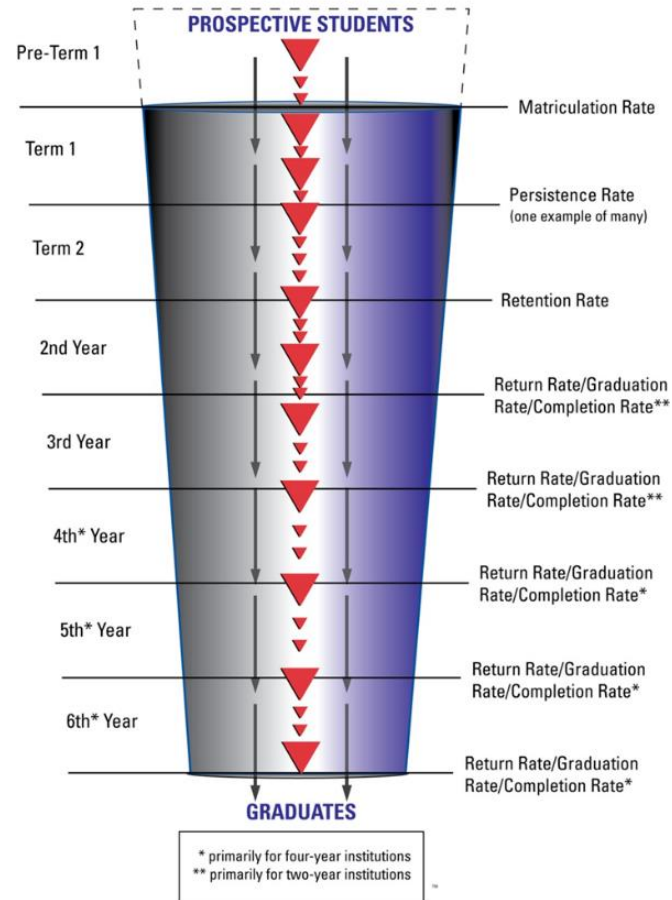# Setting realistic enrollment goals, working across campus
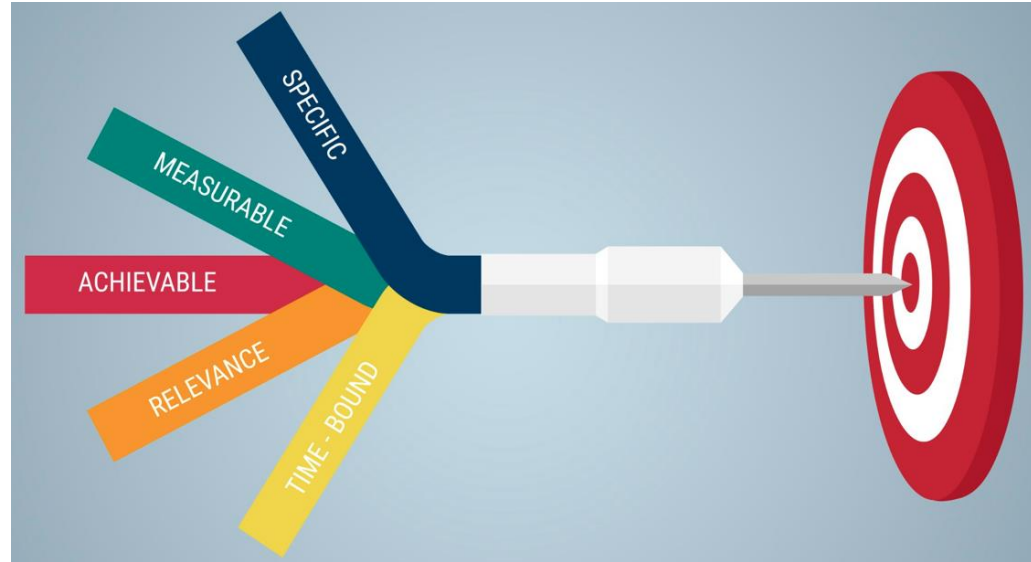
**Identifying and securing sufficient resources to meet enrollment objectives**

# Creating strategies at each stage of the recruitment funnel

# Campus-wide collaboration on persistence and progression strategies



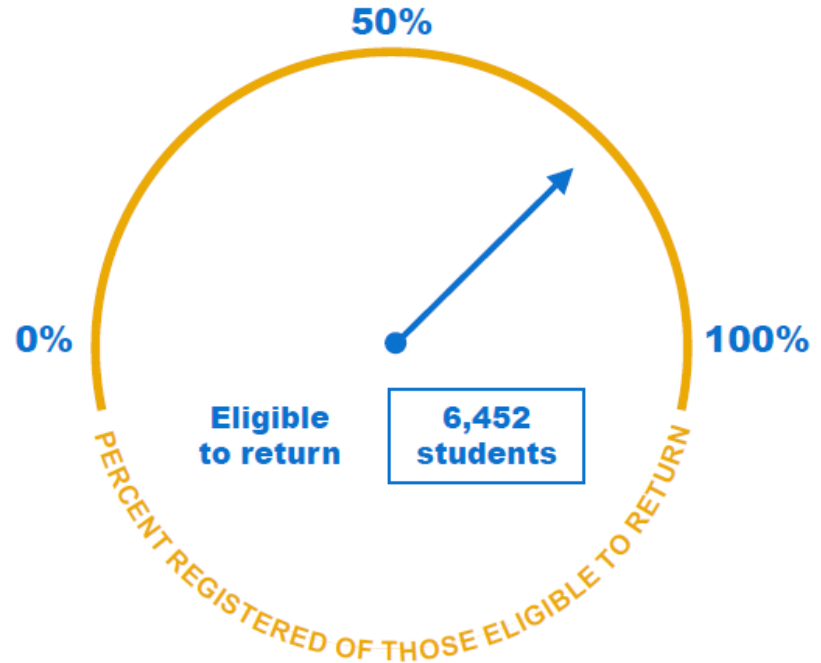**Key Metrics:**
**Persistence and Progression Measures**

PROSPECTIVE STUDENTS

| | |
|---|---|
| Pre-Term 1 | |
| | Matriculation Rate |
| Term 1 | |
| | Persistence Rate (one example of many) |
| Term 2 | |
| | Retention Rate |
| 2nd Year | |
| | Return Rate/Graduation Rate/Completion Rate** |
| 3rd Year | |
| | Return Rate/Graduation Rate/Completion Rate** |
| 4th* Year | |
| | Return Rate/Graduation Rate/Completion Rate* |
| 5th* Year | |
| | Return Rate/Graduation Rate/Completion Rate* |
| 6th* Year | |
| | Return Rate/Graduation Rate/Completion Rate* |

GRADUATES

* primarily for four-year institutions
** primarily for two-year institutions

**Strategic use of scholarships and financial aid to attract and retain students**

# Providing exemplary customer service

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# Ensuring the ability to continuously track the impact of adopted strategies



50%

0%

100%

Eligible to return

6,452 students

PERCENT REGISTERED OF THOSE ELIGIBLE TO RETURN

22

SEP Launch/ Renewal

Action Plan Implementation

Continuous Monitoring, Assessment, and Evaluation

Refresh Situation Analysis

Refresh Potential Strategy List

Develop and Vet Potential Strategies

Update the Plan: Integrate New; Adjust Ongoing; Sunset as Appropriate

Reset Projections and Goals

# Infrastructure and innovation to support collaboration

- Enrollment Management Advisory Council

- Enrollment Management Summit

- Virtual Best Practice Sessions

- Lunch and Learns with Key Stakeholders

- Student Experience Council

- Undergraduate and Graduate Recruitment Council

- Creation of ESI – Office for Enrollment Strategy and Insights

- Advising Council

- Marketing and Communication Forum

# Lessons Learned

## *Mistakes to avoid*

- Inability to meet unique needs

- Data inconsistencies

- Lack of time to plan

- Lack of clarity around goals

- Not having realistic expectations

- Availability of the right talent

- Non-productive meetings

- Others?



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# Thank You!

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