25,506 Students

3 campuses

R2

NCAA Division I

Getting ready for SEP

19,793 Students

2 campuses

Aspiring to be R2

NCAA Division I

SEP Execution

Two Case Studies

Enrollment Management Maturity Model

INITIAL	OPERATIONAL	STRATEGIC	INTEGRATED
Beginning to integrate enrollment functions	Executing on top-down enrollment goals	Informed executive leadership of enrollment	Collaborative executive leadership of enrollment
Recruitment focused	Limited lifecycle approach	Expanded lifecycle approach	Complete lifecycle approach
Building data quality for enrollment	Limited data sharing and integration	Good data sharing and integration	Full data integration and utilization
Identifying enrollment goals	Delegated executive leadership of enrollment	Enrollment strategy within the context of institutional strategy	Enrollment viewpoint in co-creation of institutional strategy

Enrollment Management Imperatives at GS

Achieving Institutional Objectives

- Exercise fanatical discipline in listening and responding to the needs of our students.

- Continue our digital transformation to enable efficiency and effectiveness.

- Growth mindset: continuous improvement and innovation.

- Data-informed and collaborative decision-making

- **Market Alignment**

- **Effectiveness & Efficiency**

- **Intentional Culture**

Seeking Enrollment Growth

Ansoff Growth Matrix

	Existing Programs/Services	New Programs/Services
Existing Markets	Market Penetration	Program Development
New Markets	Market Development	Diversification

Strategic Enrollment Planning

Optimizing enrollment, driving student success, and ensuring institutional financial health

A data-informed, institution-wide, continuous process that unified forces across the university to align current market positioning, mission, university strategic plan, and shifting environment.

It enables:

- Establishment of informed, quantifiable, attainable, and prioritized goals to fuel institutional success.

- Fostering data-informed and collaborative decision-making culture.
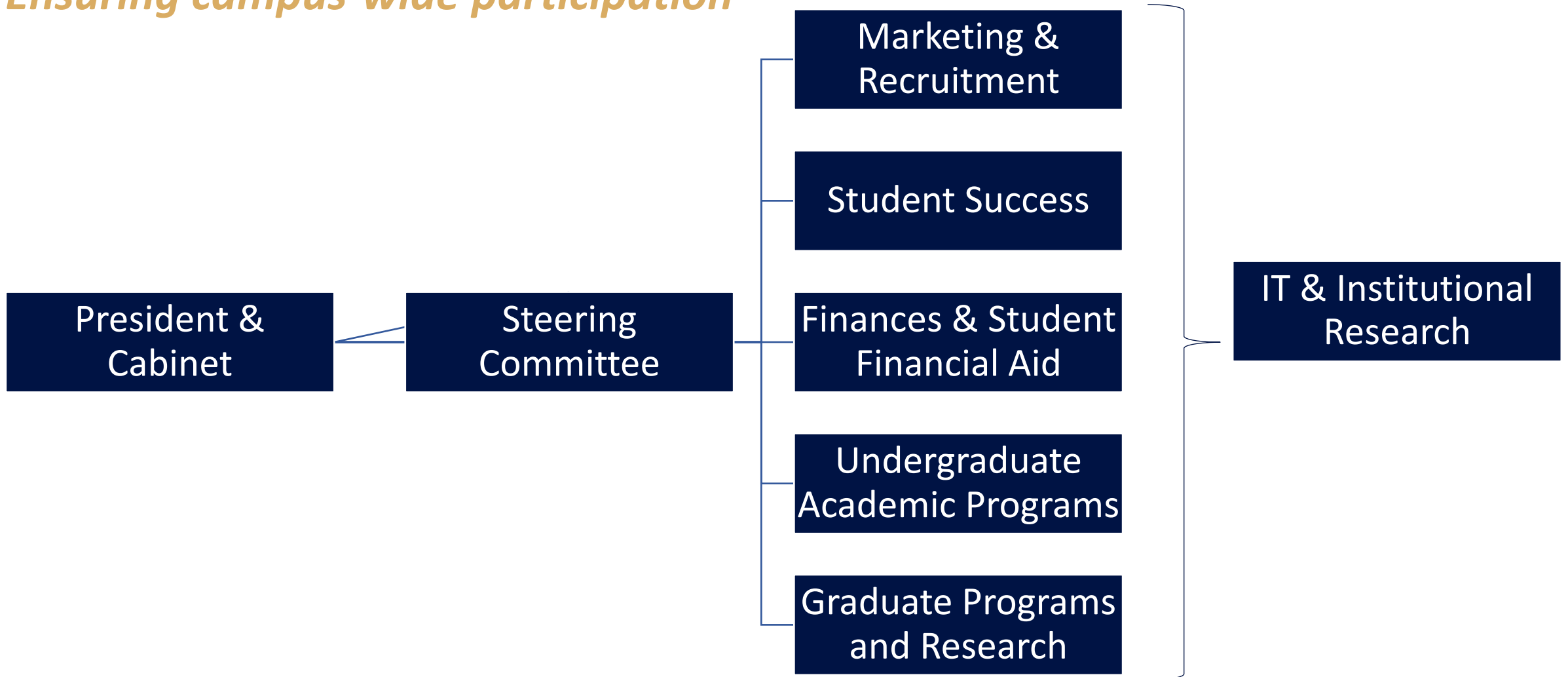
Gaining Campus Commitment

University Buy-In

- Showing the need for SEP

- Leadership commitment: time and resources.

- Socialization of the planning process:
  - Staff
  - Faculty

Strategic Enrollment Planning Process Framework at GS

Ensuring campus-wide participation

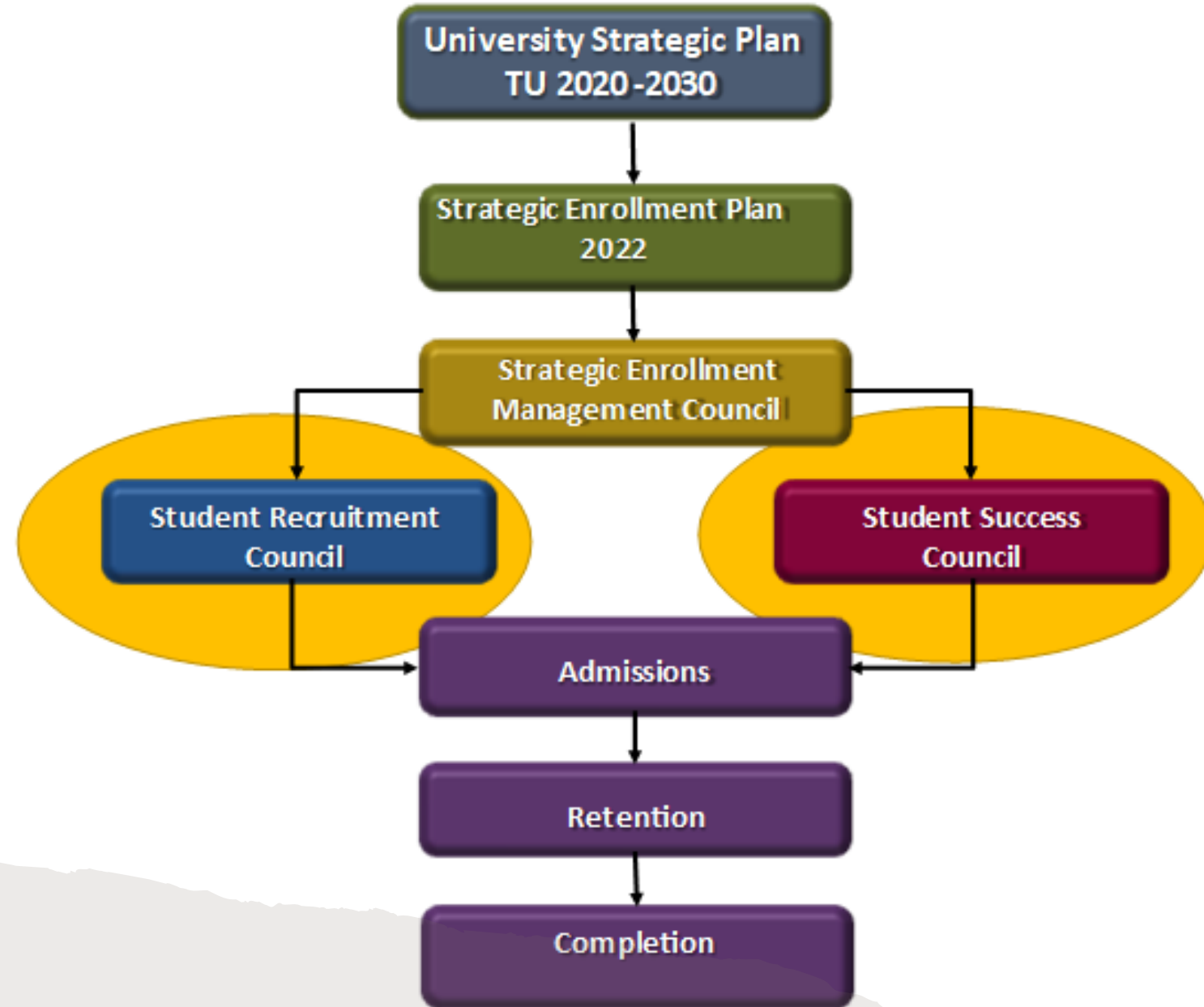|			
President & Cabinet	Steering Committee	Marketing & Recruitment	
		Student Success	
		Finances & Student Financial Aid	IT & Institutional Research
		Undergraduate Academic Programs	
		Graduate Programs and Research	

Strategic Enrollment Planning Process Phases

Enrollment Planning Framework at TU

Enrollment Management Objectives at TU

- Develop **continued expertise in strategic enrollment management.**
- Provide **excellent service and consultation** to division stakeholders, academic colleges, and the campus community.
- Foster a **culture of data-informed decisions** to guide the development of enrollment strategies.
- Support initiatives that contribute to **promoting student success** from **admissions through graduation**.
- Proactively **integrate diversity and inclusivity principles** into all aspects of the division's culture and practices.
- **Enhance and support partnerships** that provide students with a seamless transition from high school or community college to Towson.
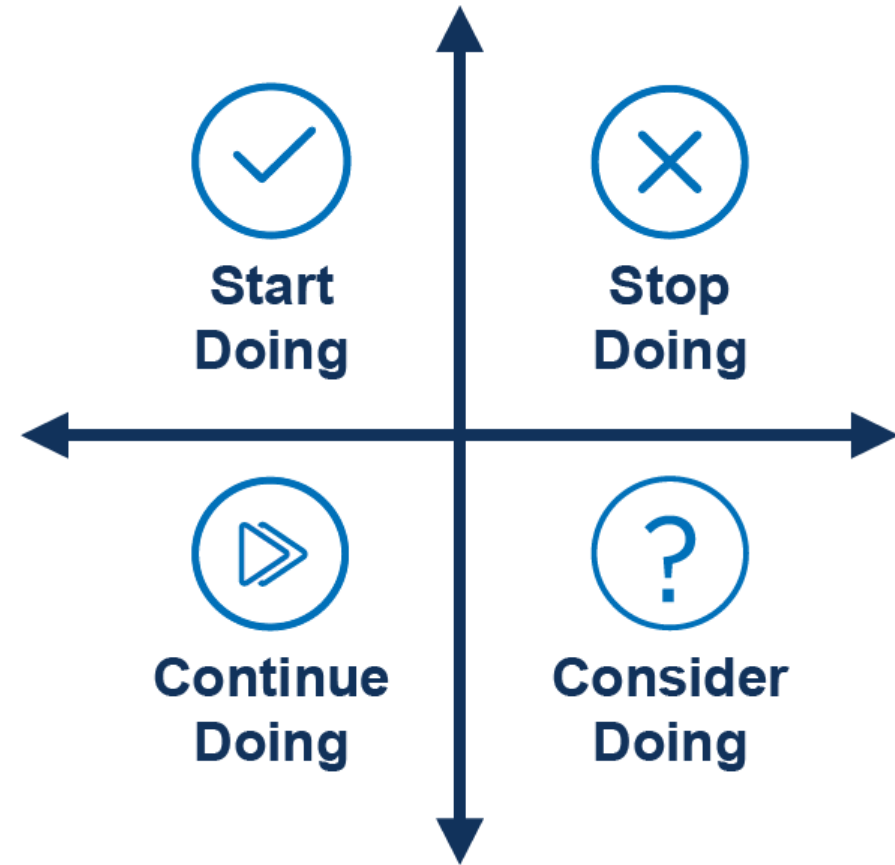- Cultivate **innovation, change, and entrepreneurial mindsets and approaches**.
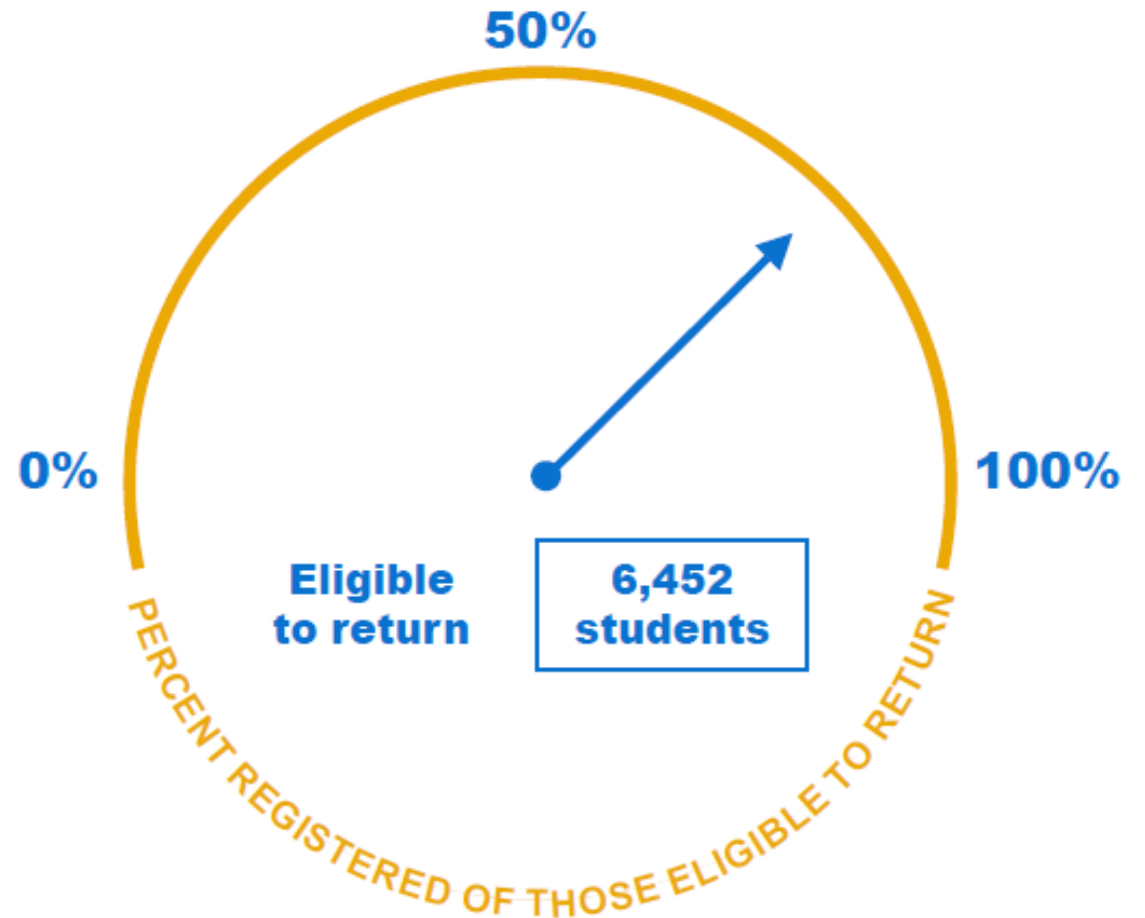
Mindset for Strategy Creation
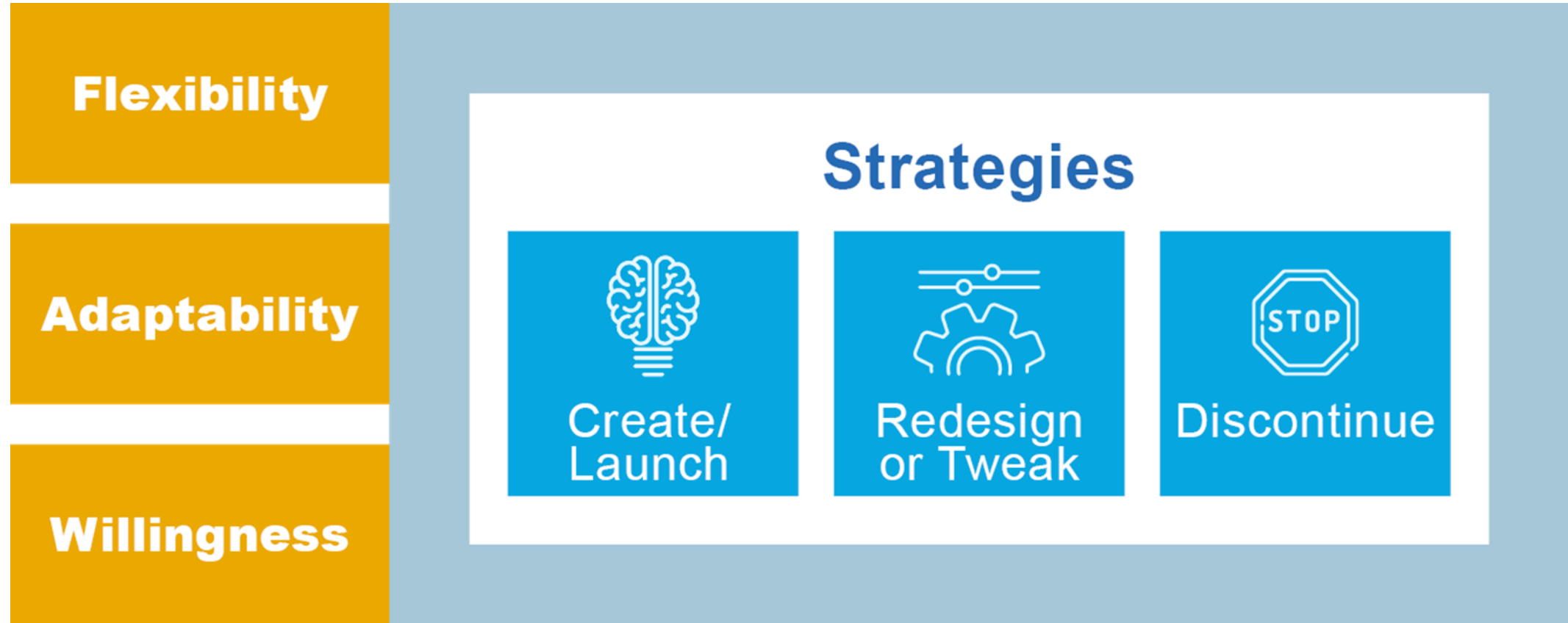
Flexibility

Adaptability

Willingness

Strategies

Create/Launch

Redesign or Tweak

Discontinue

Assessing Feasibility

Ensuring ability to continuously track the impact of adopted strategies

From SEP to SEM

From plan to strategic enrollment management culture

*Strategic enrollment management (SEM) is a **key concept** in the administration of higher education institutions today. SEM provides a **unique framework** for improving student and institutional outcomes by jointly enabling student access to and success in higher education, best business practices, and **comprehensive institutional planning**.*

Three meaningful Phases

- Key Concept – ideas that are applicable to the enrollment planning process;

- Unique Framework – the model that institutions follow to engage the entire campus; and

- Comprehensive Institutional Planning – long-term planning while looking at the campus through an enrollment lens.

Ways to Enhance Collaboration

- Round Table Discussions on Enrollment Objectives
- Enrollment Management Advisory Council
- Enrollment Management Summit
- Virtual Best Practice Sessions
- Lunch and Learns with Key Stakeholders
- Student Experience Council
- Strong collaboration with academic affairs
- Marketing and Communication Forum

Setting Realistic enrollment goals, working Across campus
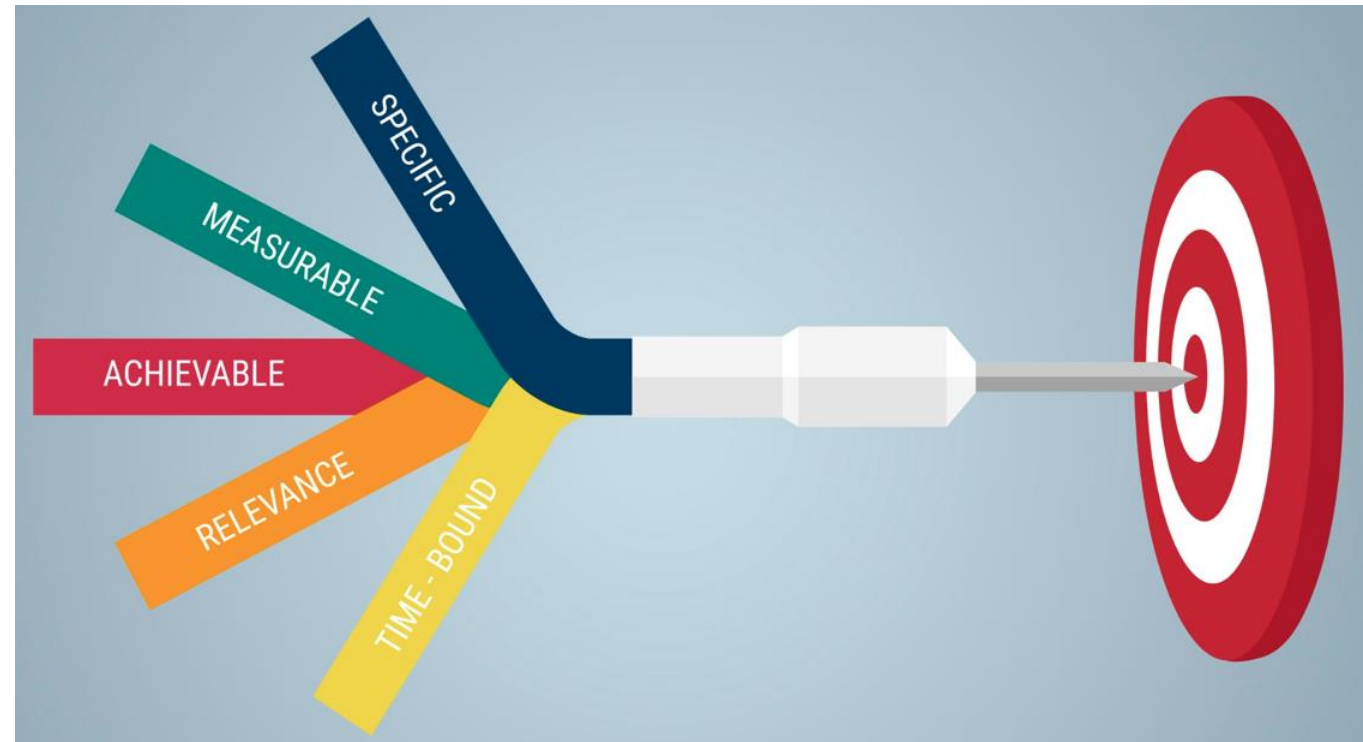
Develop a Culture of recruitment and retention- Bottom Up

Pitfalls to Avoid

- Inability to meet unique needs
- Data inconsistencies
- Lack of time to plan
- Lack of funding
- Lack of clarity around goals
- Not having realistic expectations
- Not hiring the right talent
- Not defining your primary campus enrollment stakeholders

Thank You!!

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