Strategic Enrollment Management
Guiding Principles, Planning Assumptions, and Guiding Questions

Strategic Enrollment Management – UMD Definition
Aligned with UMD’s mission and vision statements, strategic enrollment management (SEM) is an evolving learner-centered approach to integrating all programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students.

SEM is aligned with system goals and will be reported in the UMD Accountability Report to the Board of Regents.

Strategic Enrollment Management Council
The Strategic Enrollment Management Council is charged with recommending to campus governance UMD’s future enrollment goals and strategies for achieving those goals. In order to arrive at its recommendations, the council will review and integrate information from multiple sources, including institutional data, external environment data, and stakeholder perspectives.

The principles, assumptions, and questions listed below will guide the Strategic Enrollment Management Council’s work and provide the foundation for effective and sustainable enrollment outcomes. The principles and assumptions further articulate institutional commitment to affordability, diversity, student success, responsiveness to external workforce needs, and enrolling well-prepared students who are supported by high quality programs.

Guiding Principles: *(the role and impact of strategic enrollment management)*

- SEM is aligned with and supports the UMD Strategic Plan.
- SEM is a shared responsibility, i.e. all faculty and staff contribute to the student experience and the University’s reputation and, thus, contribute to the success of enrollment management processes, and input from stakeholders should be sought throughout the process.
- SEM seeks to shape the overall student profile, the level of student preparedness, and the degree of student progress within the parameters of institutional capacity and cost and revenue implications.
- SEM includes a focus on course and resource availability to ensure students’ academic progress towards degree completion.
- SEM seeks to close gaps in participation and success of underrepresented and at-risk students.
- SEM strives to keep attendance at UMD affordable as affordability affects both accessibility and our position in the marketplace.
SEM is structured around:
- academic transitions, e.g. admission, matriculation, orientation, course placement, course articulations, and advising,
- academic support, e.g. tutoring, supplemental instruction, and writing/math labs,
- market responsiveness, e.g. market demand, competitiveness and position in the market, and brand relevance, and
- curricular and co-curricular integration, i.e. holistic learning experiences, and indicators of student satisfaction.

SEM moves beyond planning to action and, therefore, will operationally define goals and aspirations and monitor progress.

Planning Assumptions: *(statements of projected institutional conditions important as a base for planning)*
- UMD is committed to supporting the success of each enrolled student.
- UMD values, encourages, and supports faculty productivity in research, scholarship, and creative activity as such productivity has a direct impact on the quality of the learning experience of its students.
- The need for accountability, as measured by achievement of learning outcomes, retention and graduation rates, and measures of student satisfaction, will continue to increase over the next decade.
- State funding is uncertain and will likely be reduced or, at best, remain at current levels.
- Student tuition provides an increasingly significant portion of UMD revenues.
- Student tuition will be an important resource for providing a quality learning experience.
- Minnesota will experience a decline in the number of high school graduates over the next five years.
- Nationally, an increasing percentage of adults across all age groups are expected to enroll in a post-secondary institution.
- Students of color comprise a growing share of Minnesota high school graduates.
- There will be increased competition for qualified applicants among Minnesota’s 113+ post-secondary institutions as well as from neighboring states.
- A steady increase is anticipated in the percentage of students seeking to use credits from other institutions within their UMD degree program.
- Interest among international students to enroll in U.S. higher education institutions will continue to be strong.
- UMD encourages the fiscally-responsible maintenance of current and development of new undergraduate and graduate programs aligned with its strengths to attract, retain and serve high caliber students.
- The physical capacity of the Duluth campus will not change significantly in the next five years.
Guiding Questions: *(undergraduate and graduate unless specifically noted)*

- What sets us apart from our competitors?
- What do we want UMD to look like in four/five years in terms of the composition of the student body? What aspects of the student “mix” are most important to us? What are UMD's optimal levels of enrollment for the next five years?
  - Overall
  - Undergraduate, graduate, non-degree seeking, professional
  - New freshmen, transfer students, continuing, returning
  - Traditional, adult learners
  - Ethnic and international populations
  - Traditional academic year, summer
- What role does access play in enrollment decisions?
- What is the ideal academic profile of our entering class? How does the academic profile impact access, enrollment, and retention?
- What number of at-risk undergraduate students can we adequately support?
- What admission processes maximize achieving enrollment goals?
- How can we best utilize financial aid dollars to support recruitment and retention?
- What is a reasonable undergraduate retention rate to target? Freshman to sophomore? Sophomore to junior?
- Which undergraduate retention strategies should be among our top priorities?
- Given physical space constraints, what are some alternative ways of addressing capacity issues in high demand courses/programs (hybrid, online, others).
- What is the financial impact of each student on the University? What revenue is gained/lost with enrollment increases/decreases? What are UMD’s net tuition revenue goals?

For additional information or to provide input/feedback:

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