Strategic Enrollment Management Committee

Background
NDSU’s Strategic Vision 2015 – 2020 identifies several goals related to the recruitment and retention of undergraduate students. The plan recognizes the significant growth of the institution from 2000 – 2009 and the need to “seek balanced growth” including the need for infrastructure and staffing. Specifically, the objectives and accompanying metrics of the plan call for the following:

- Strategically Increase Undergraduate Student Enrollment
  - Undergraduate enrollment of 15,000 students
  - Average composite ACT rises to 24.4; average high school GPA rises to 3.5
- Improve undergraduate graduation rates
  - 4 year rate improves from 25% to 30%; 6 year from 50% to 60%

Several strategies are identified in order to reach the above objectives and some are already underway including efforts in the admission office aimed at increasing the size of the prospect pool, expanding the reach of NDSU advertising, and the implementation of Student Success Collaborative, a comprehensive advising platform and institutional analytics tool. One important strategy identified in the plan is the creation of a Strategic Enrollment Management Committee.

Strategic Enrollment Management
Strategic enrollment management (SEM) is a “comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where ‘optimum’ is defined within the academic context of the institution.” (Dolence, 1993). SEM is an inclusive process which attempts to build upon the institution’s strategic plan in terms of defining specific enrollment goals and priorities. It should be long term in nature (forecasting 10 years; with annual review and revision) and be embraced by all levels of the institution, especially faculty (Bontrager & Brown, 2008; Henderson, 2005). While the SEM literature calls for fairly elaborate structures, consisting of an executive committee, retention and recruitment committees, and a data committee, authors also advise a practical approach, “The point is to get started, implementing initial organizational, process, and planning steps, and then building on them over time.” (Bontrager & Green, 2015).

Action
Create an undergraduate SEM Committee charged with the following tasks. Tasks will be completed in consultation with Provost Ingram.
1. Conduct an environmental scan of enrollment and retention context and identify gaps that need to be addressed.
2. Set enrollment goals for subpopulations of students (i.e. freshman, transfer students, students of diverse backgrounds, international) to be achieved in a ten-year period.
3. Set retention goals for subpopulations of students (i.e. freshman, transfer students, students of diverse backgrounds, international) to be achieved in a ten-year period.
4. Provide analysis and recommendations regarding use of enrollment management funds to offer needed class sections.
5. Determine priorities, indicating the order in which enrollment and retention goals for specific groups should be addressed.
6. Recommend an appropriate long term SEM structure for NDSU – to encompass both recruitment and retention goals.
Membership
Vice Provost for Academic Affairs, Charlene Wolf Hall (Co-Chair)
Associate Vice Provost for Enrollment Management, Laura Oster-Aaland (Co-Chair)
Director of Admission, Merideth Sherlin
Director of Student Financial Services, Jeff Jacobs
Director of Student Success programs, Casey Peterson
Director of Institutional Research and Analysis, Emily Berg
Associate Vice President for University Relations, Laura McDaniel
Director of Customer Account Services, Karin Hegstad
Chair of Mechanical Engineering, Alan Kallmeyer
Head of Human Development and Family Science, Joel Hektner
Head of AES Plant Science, Richard Horsley
Chair of Chemistry and Biochemistry, Greg Cook
Professor of English and Interim Chair of Sociology and Anthropology, Miriam Mara

Timeline
December 2015  Provost Ingram Appoints Committee Members
January 2016  Provost Ingram meets with committee to communicate charge
January 2016 – May 2017  Committee Meets Every Three Weeks
June 2016 & June 2017  Year-end report due to Provost Ingram

References:

