What is Strategic Enrollment Management?
Aligned with an institution's Strategic Plan, Strategic Enrollment Management (SEM) is an organizational mindset focused on internal student success and experiences and the external environment as a means to more effectively relate institutional mission and values to key stakeholders and audiences.

The purposes of SEM are achieved by:
- Establishing clear goals for the number and types of student needed to fulfill the institutional mission
- Promoting students' academic success by improving access, transition, persistence, and graduation
- Promoting institutional success by enabling effective strategic and financial planning
- Creating a data-rich environment to inform decisions and evaluate strategies
- Improving process, organizational and financial efficiency, and outcomes
- Strengthening communications and marketing with internal and external stakeholders
- Increasing collaboration among departments across the campus to support the enrollment program

Where are we at in our SEM planning initiative?
As depicted by the below graphic, there are several phases to the SEM process.

**SEM Planning Framework**
The initial phase of SEM planning involved a substantial data collection effort. This work was carried out by a team comprised of representatives from Academic Affairs, Business & Finance, and Student Affairs. The second – and current – phase of planning began in December with the nomination of faculty and staff to serve on the following SEM committees: Recruitment, Retention, and Data. These committees were constituted in February and have been hard at work. In addition, a Town Hall meeting was held in March to which all faculty and staff were invited.

Utilizing the below SEM Process Framework as a guide, Steps 1 and 2 have been completed, while Step 3 is in progress. To ensure the campus is sufficiently informed about the process and progress of this initiative, the Recruitment and Retention Committees invite you to attend one of the following SEM Open Forums:

**SEM OPEN FORUM**  
**Thursday, May 21**  
2:00 – 3:00 p.m.  
Happenings Room/University Center

**SEM OPEN FORUM**  
**Wednesday, May 27**  
9:00 – 10:00 a.m.  
Happenings Room/University Center

The purpose of these forums is to share data (some of which was presented at the campus Town Hall meeting in March), and obtain feedback on recruitment and retention goals being considered by the Recruitment and Retention Committees. In that SEM planning is a fluid and evolving process requiring various levels of engagement and dialogue, we sincerely hope you will consider attending one of the SEM Open Forums. The same information will be presented at both. It is not necessary to RSVP.

To learn more about the SEM Process, please visit the SEM Web site at [http://www.umflint.edu/chancellor/strategic-enrollment-management](http://www.umflint.edu/chancellor/strategic-enrollment-management)
The SEM Process Framework involves the following steps:

**SEM Process Framework**

**Process steps**

1. Align institutional strategic plan with broad enrollment targets and desired mix of students

2. Data gathering and assessment: Internal culture/environment, student enrollment behaviors and scan of external environment

3. Use data results to establish focused goals each for recruitment, retention, service, etc., and enrollment projection models

4. Approve strategic goals and enrollment projection models

5. Develop action steps, accountability, and metrics

6. Implement action steps

7. Monitor progress, Report results to campus and executive leadership

**Performed by**

- **Executive Team**
  - SEM Steering Committee
- **Smaller group of staff and faculty**
  - adept at economics and data use
- **Goals recommended by SEM**
  - Recruitment and Retention Councils; models developed by Data Team
- **Executive Team**
  - SEM Steering Committee
- **SEM councils and sub-committees**
- **Appropriate staff and faculty departments**
- **SEM Steering Committee**
  - Chief Enrollment Officer

*Green/Bontrager*
University of Michigan-Flint
SEM Committee Membership

Steering Committee
Barbara Dixon, Co-Chair (Interim Provost and Vice Chancellor for Academic Affairs)
Mary Jo Sekelsky, Co-Chair (Vice Chancellor for Student Affairs)
Roy Barnes (Associate Dean, CAS)
Bob Barnett (Dean, SEHS)
Jay Gandhi (Director, AIMS)
Susan Gano-Phillips (Associate Dean, CAS)
Greg Laurence (Assistant Professor, Management)
Vahid Lotfi (Senior Vice Provost and Dean of Graduate Programs)
Brad Maki (Director, Graduate Admissions)
Aimi Moss (Director, Student Success Center)

Recruitment Sub-Committee
Greg Laurence, Co-Chair (Assistant Professor, Management)
Brad Maki, Co-Chair (Director, Graduate Admissions)
Daniel Adams (Director, International Center)
Melissa Brown (Assistant Director, University Relations)
Melva Craft-Blacksheare (Assistant Professor, Nursing)
Jon Davidson (Director, Undergraduate Admissions)
Chris Heidenreich (Assistant Professor, Music)
Lori Vedder (Director, Financial Aid)
Deborah White (Director, Office of Extended Learning)

Retention Sub-Committee
Susan Gano-Phillips, Co-Chair (Associate Dean, CAS)
Aimi Moss, Co-Chair (Director, Student Success Center)
Amelia Biehl (Associate Professor, Economics)
Jan Furman (Professor of English and Program Director, MA in Liberal Studies)
Jerry Glasco (Director, Financial Services and Budget)
Krista Hansen (Associate Professor, Mathematics)
Kazuko Hiramatsu (Associate Professor, Linguistics)
Rob Montry (University Ombuds)
Sarah Rosaen (Associate Professor, Communication)
Fawn Skarsten (Director, Institutional Analysis)
Maureen Tippen (Clinical Assistant Professor, Nursing)
Stephen Turner (Associate Professor, Computer Science)
Chris Waters (Professor of Art, Associate Provost and Dean of Undergraduate Studies)

Data Sub-Committee
Roy Barnes, Co-Chair (Associate Dean, CAS)
Jay Gandhi, Co-Chair (Director, AIMS)
Daniel Adams (Director, International Center)
Karen Arnould (Registrar)
Jon Davidson (Director, Undergraduate Admissions)
Brad Maki (Director, Graduate Admissions)
Aimi Moss (Director, Student Success Center)
Fawn Skarsten (Director, Institutional Analysis)
Lori Vedder (Director, Financial Aid)
Deborah White (Director, Office of Extended Learning)