1160
Enrollment Management
Bob Smith
Enrollment Management Imperatives Every Administrator Must Know

Presentation by
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Description: Successful enrollment management is essential for every institution to meet its goals at every level. This course addresses four critical elements to achieve success across the stages of recruitment, enrollment, student success, and graduation. You will learn how your job impacts successful enrollment management and how your institution can be more successful. Examples and case studies will come directly from problems at class members’ institutions.

Objectives:
- To have a comprehensive understanding of how enrollment management impacts your job regardless of your position (and future position).
- To leave the course with pragmatic solutions to the enrollment management problems at your institution.
- To develop an action plan for how your institution can improve recruitment, enrollment, student success, and graduation rates.

Monday, July 29
Group B: 1:00p.m. - 2:45 p.m.
Group A: 3:00p.m. - 4:45 p.m.

If your institution is facing problems in enrollment, retention, student success, and reaching graduation goals, this interactive session is your opportunity to get responses to your questions and issues. The format is a guided discussion where your questions and problems take center place. My goal is for you to leave with actions that will improve your institution's enrollment and student success.

Robert M. Smith

Dr. Smith is concurrently the Co-Director for the Tennessee Higher Education Commission’s Innovation and Fellows Program for the development of executive leadership and Senior Associate for Executive Talent and Leadership Development for the University of Tennessee, Office of the President. He is Chancellor Emeritus of the University of Tennessee at Martin (UTM) and President Emeritus of Slippery Rock University of Pennsylvania (SRU). He has also held positions at Wichita State University, Princeton University, Ohio University, and Temple University. He has more than three decades of experience in leading and assisting universities and community colleges out of severe enrollment difficulties including one institution with a nine-year enrollment decline turned around in one semester and another with a five-year decline turned around in one year. His work has led to more than two dozen national awards for enrollment management for institutions he has assisted as well as AACRAO recognizing his work with their inaugural Strategic Enrollment Management Leadership Award.

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The Four Imperatives Every Administrator Must Address:

1. **Believe: Enrollment Management is Everyone's Responsibility**
   No one person can be responsible for successful enrollment management. Success only happens when there is a campus-wide culture for enrollment management.

2. **Investigate: Data Are Determinants of Success (and Failure)**
   Data are your friend and your lamp for discovering the ways to head off failures in your enrollment management plan. Be a data-driven decision-maker.

3. **Plan: Strategy is Everything**
   Planning is essential for managing the path from recruitment, enrollment, retention, student success, and satisfied alumni. What is the #1 secret for robust enrollment growth even in limited or declining market spaces?

4. **Act: How Administrators Lead Enrollment Management Makes a Difference**
   What you say, when, and to whom inspires success in enrollment management.

Overview:
This was required? Why am I here against my will?
Since I’m here, how can I make the most of it before the ice cream/dinner?
This went too fast: How will I learn more?

The Basics:

What is *Enrollment Management*?

Why should it be called **Strategic** Enrollment Management?

What is an *enrollment funnel*?

1. **Believe: Enrollment Management is Everyone's Responsibility**
2. **Investigate: Data Are Determinants of Success (and Failure)**

   Key notes about using data:
   1. “If it moves, measure it.”
   2. Be relentless about accuracy.
   3. Pay attention to national databases.
   4. Drive all decisions by the data.
3. **Plan: Strategy is Everything**

   Key elements of any SEM Plan:

   1. **Informed by Data:** Data are used along every path of the process to:
      a. Identify trends (SWOT analyses),
      b. Target key elements of the action planning goals,
      c. Evaluate progress toward goals, and
      d. Identify and evaluate the impact of strategies and interventions.
         
         *(Note: These are the same steps required for assessment of institutional effectiveness by your accreditor)*

   2. **Collaborative Effort:** SEM impacts every aspect of the academy and as such requires collaboration across constituent groups, units and departments.

   3. **Planning Structure** that establishes
      a. The cycle of work to be done,
      b. Ties to other institutional planning processes (i.e., Master Plan)
      c. Links to budgeting and other key decision-making processes, which help integrate across other plans, strategies and interventions.

   4. **Organizational Structure:** It is necessary to have a dedicated group, purposeful committee structure, or a designated office that will be responsible for planning and overseeing the implementation of the strategic enrollment management plan.

   5. **Leadership Support:** The support by leaders at every level is essential for success. Top leadership must make commitment to the plan a (if not the) top institutional priority and give consistent and supportive voice to its importance at every possible opportunity.

4. **Act: How Administrators Lead Enrollment Management Makes a Difference**