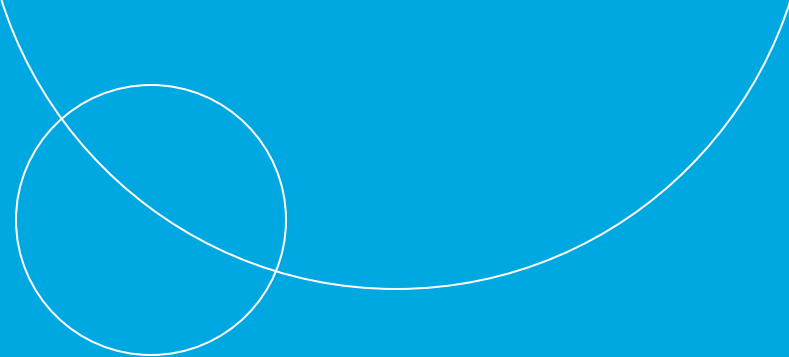




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The Power of Strategic Enrollment Planning and Data-Informed Culture

Alejandra C. Sosa Pieroni, Executive Vice President, Georgia Southern University, Division of Enrollment, Marketing and Student Success

Boyd A. Bradshaw, Vice President, Towson University, Division of Enrollment Management

Introductions



26,106 Students
3 campuses
R2- Aspiring to be R1
NCAA Division I
SEP Entering
Execution Phase

Dr. Alejandra C. Sosa Pieroni



19,527 Students
2 campuses
Aspiring to be R2
NCAA Division I
Finished Year Two
Execution Drafting
SEP 2.0

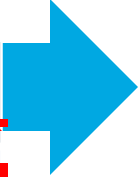


Dr. Boyd A.
Bradshaw

Two Unique 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**
 - **Community Engagement**

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

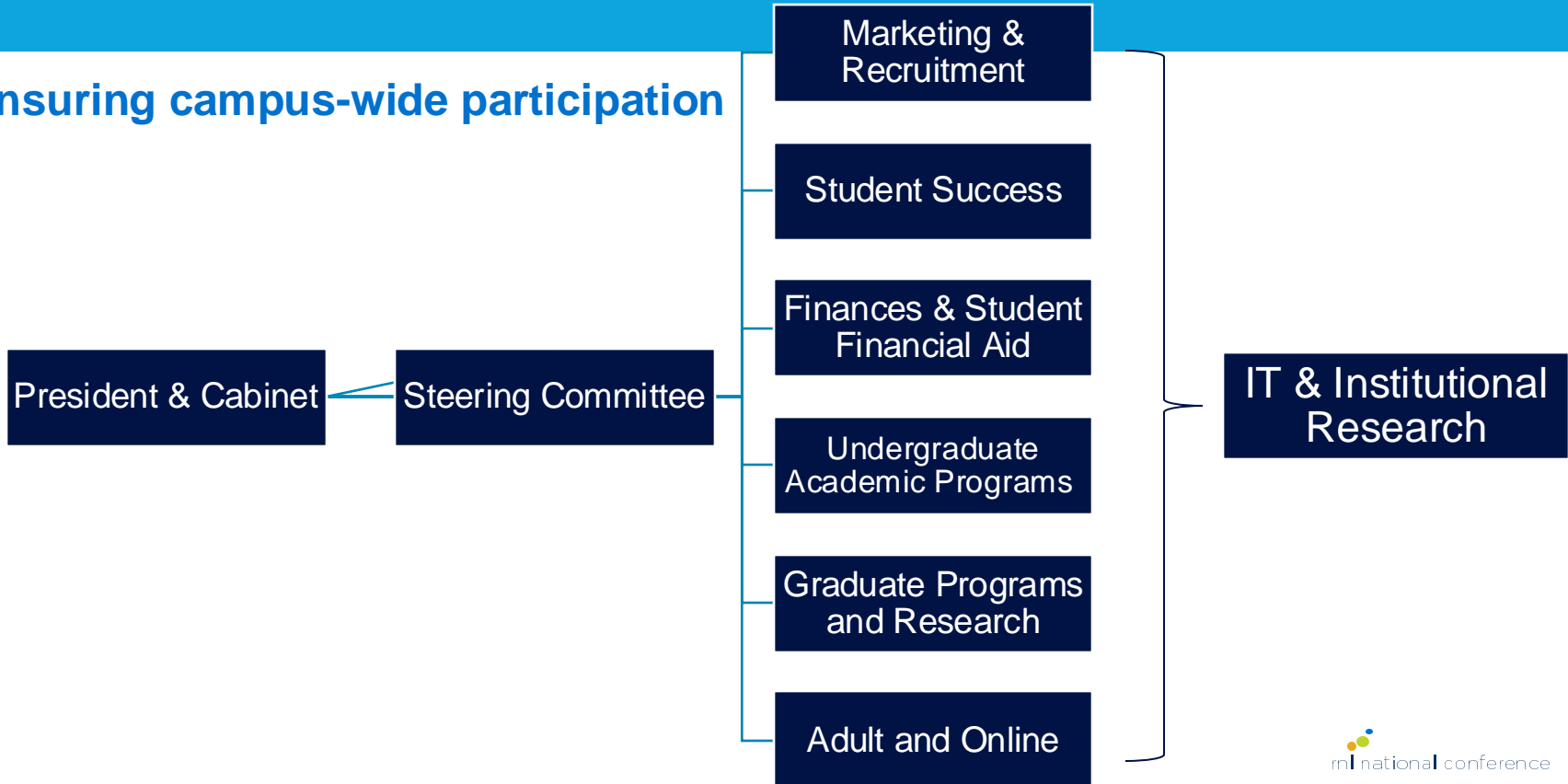
University Buy-In

- Showing the need for SEP
- Leadership commitment: time and resources.
- Inclusive planning process:
 - Staff
 - Faculty



Strategic Enrollment Planning Process Framework at GS

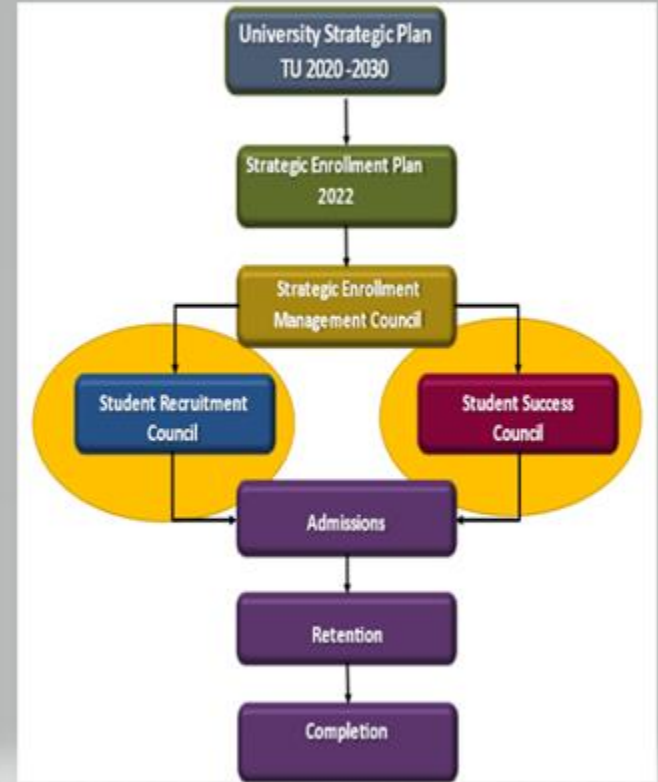
Ensuring campus-wide participation



From SEP to SEM

From plan to creating a 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**.
- **Key Concept** – ideas that are applicable to the enrollment planning process
- **Unique Framework** – the model that institutions follow to engage the entire campus
- **Comprehensive Institutional Planning** – long-term planning while looking at the campus through an enrollment lens



Create SEM Process Phases

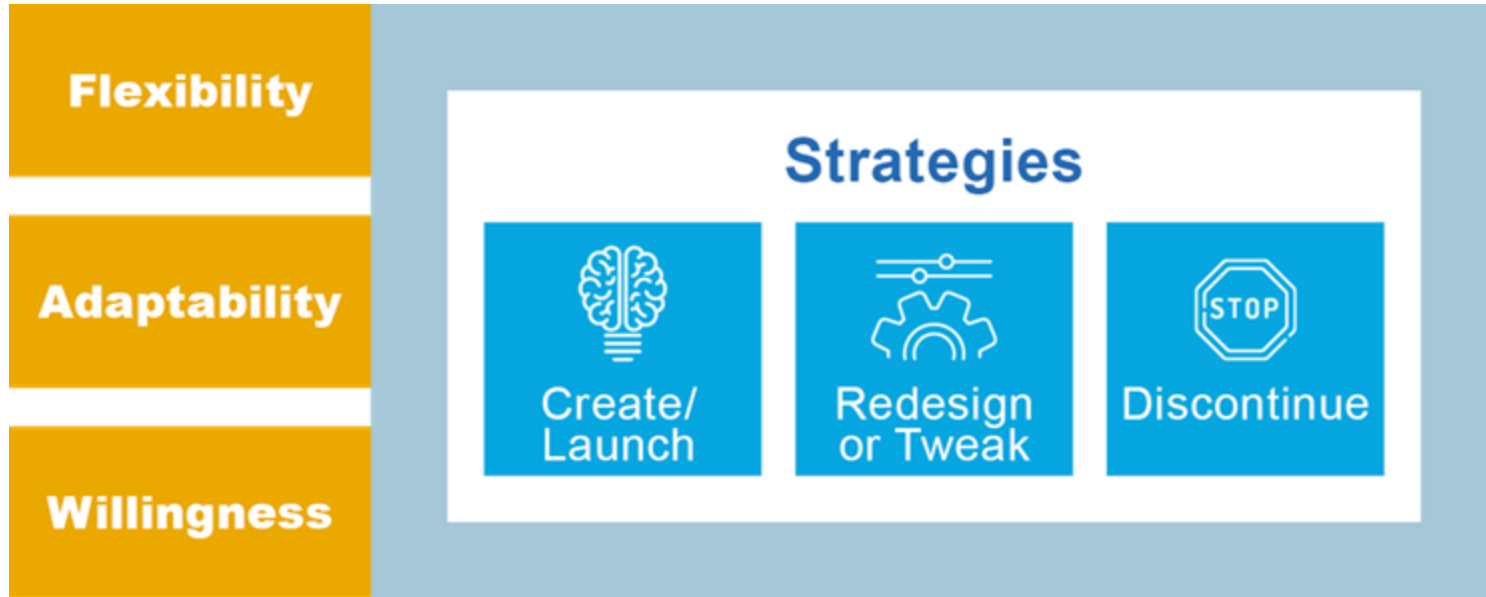


Establish SEM Objectives TO Recruit TO Retain TO Graduate

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



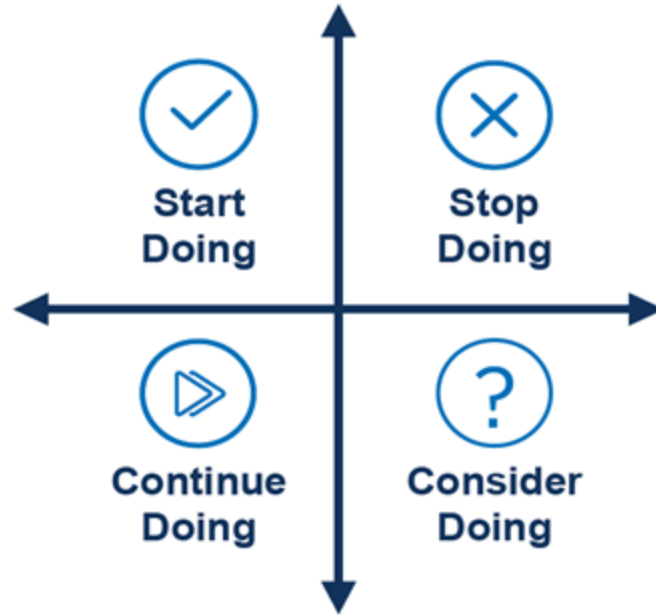
Include Mindset for Strategy Creation



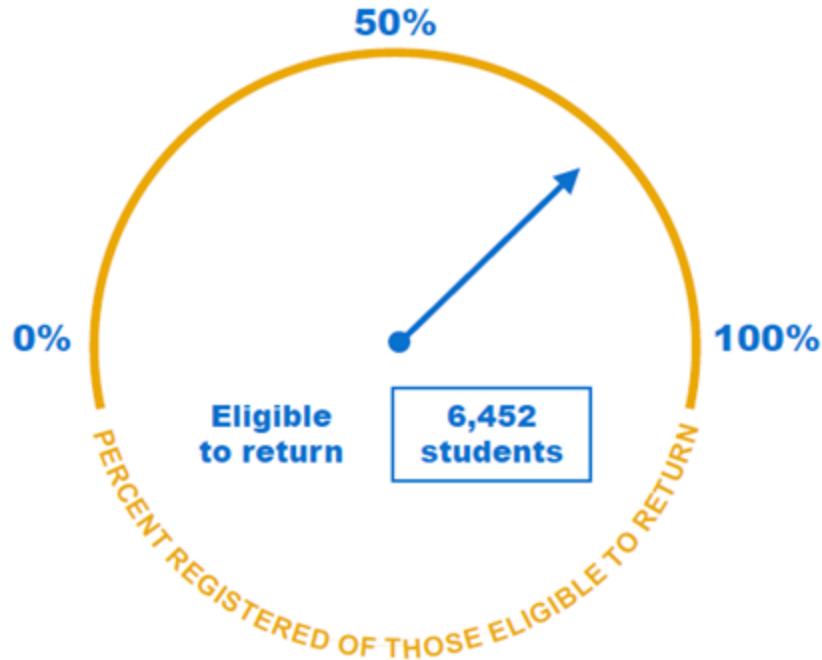
Create a way to Prioritize



What is still important and what is not important?



Ensure ability to continuously track the impact of adopted strategies



Ways to Enhance Educating on SEM

Round Table Discussions

Enrollment Management Summit

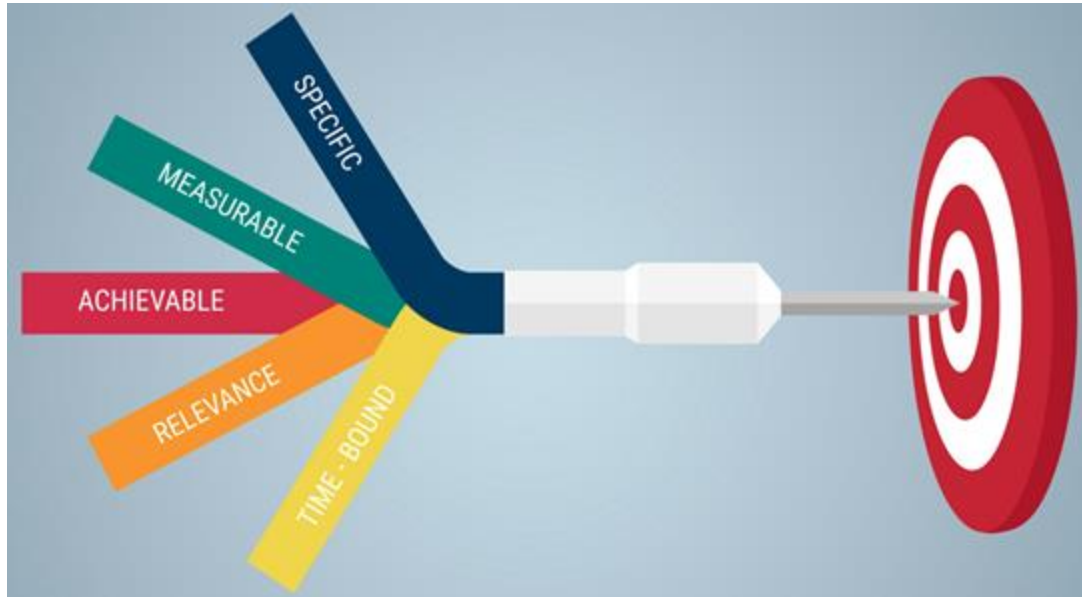
Virtual Best Practice Sessions

Lunch and Learn Sessions on Hot Topics

University Council Presentations



Set Realistic enrollment goals, working Across Campus

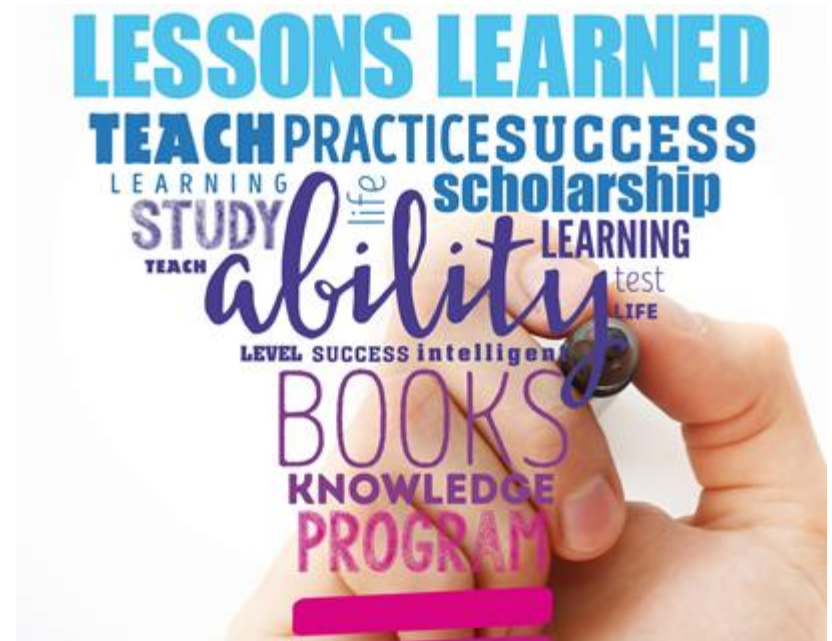


Develop a Culture of Recruitment, Retention and Completion



Avoid Pitfalls

- Inability to meet unique needs
- Data inconsistencies
- Not involving the right individuals
- 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





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