Strategic Enrollment Management
Faculty Senate Meeting

Presented by Jennifer DeHaemers
Associate Chancellor for Enrollment Management
November 12, 2019
What is SEM?

Strategic Enrollment Management is a comprehensive process designed to achieve and maintain optimum recruitment, retention and degree attainment of students where ‘optimum’ is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution’s function and culture.”

• Michael Dolence
Purposes of SEM are achieved by

• Establishing **clear goals** for the number and types of students 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
Purposes of SEM are achieved by

• 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
SIU’s Mission

SIU embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities, and transform lives.
Positives for Fall 2019

• Slowed the rate of decrease in enrolled students
• New transfer students were flat (+7 students)
• Increase in Freshman retention rate of 3 points to 75.1% (2nd year with an increase)
• Increase in second to third year persistence rate to 61.5% (58.9% in Fall 2016 and 55.1% in Fall 2015)
• https://tableau-prod.ad.siu.edu/#/projects
Forward Progress

• Director of Admission position filled 3/1
• Have new regional recruiters in Chicago and St. Louis; nearly fully staffed in Admissions
• Almost all new recruiting staff
• Accountability
Forward Progress

• New events to yield students
  – Yield rates for First Time College students increased 3 points to 27.8% from a low of 21.8 in Fall 2017

• University Communications and Marketing working on branding and marketing study; soon to be complete

• Update and revised recruitment materials
Forward Progress

• Provost able to make some important hires in advising area (retention impact)
• Working on Reverse Transfer project
• Working to rebuild connections at community colleges
New Technology

• Slate (CRM and online application for admission)
• AdmitHub using AI to engage and support prospective students (November)
• EAB Navigate early warning and better engagement
• Transfer Portal to recruit more transfer students and improve credit transfer (March 2020)
• Custom Viewbook
• Net Price Calculator
• Tableau – greater data access
Admission Funnel 11/12/19
### Admission Funnel 11/12/19

#### Undergraduate Admissions Funnel

<table>
<thead>
<tr>
<th>Year</th>
<th>Applicants</th>
<th>Actionable Applications</th>
<th>Admissions</th>
<th>Registered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>781</td>
<td>410</td>
<td>346</td>
<td>0</td>
</tr>
<tr>
<td>2018</td>
<td>682</td>
<td>320</td>
<td>278</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>601</td>
<td>342</td>
<td>309</td>
<td>0</td>
</tr>
<tr>
<td>2020</td>
<td>856</td>
<td>331</td>
<td>237</td>
<td>0</td>
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</table>

#### 40 weeks before classes

<table>
<thead>
<tr>
<th>Year</th>
<th>Projects</th>
<th>Inquiries</th>
<th>Housing Contracts</th>
<th>Student Orientation</th>
<th>Admissions Applications</th>
<th>Admissions</th>
</tr>
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<tbody>
<tr>
<td>2017</td>
<td>1,088</td>
<td>53,142</td>
<td>21,477</td>
<td>3</td>
<td>419</td>
<td>346</td>
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<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>278</td>
</tr>
<tr>
<td>2019</td>
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<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>357</td>
</tr>
</tbody>
</table>

#### 10th Day

<table>
<thead>
<tr>
<th>Year</th>
<th>Prospectivity</th>
<th>% Diff</th>
<th># Diff</th>
<th>10th Day</th>
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<tbody>
<tr>
<td>2017</td>
<td>60.8%</td>
<td>-1.3%</td>
<td>400</td>
<td>44.2%</td>
</tr>
<tr>
<td>2018</td>
<td>60.8%</td>
<td>-1.3%</td>
<td>400</td>
<td>44.2%</td>
</tr>
<tr>
<td>2019</td>
<td>60.8%</td>
<td>-1.3%</td>
<td>400</td>
<td>44.2%</td>
</tr>
<tr>
<td>2020</td>
<td>60.8%</td>
<td>-1.3%</td>
<td>400</td>
<td>44.2%</td>
</tr>
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Admission Funnel 11/12/19
## Goals for 2019-2022

### New First Time College 2019-2022

<table>
<thead>
<tr>
<th>Semester</th>
<th>Headcount</th>
<th>Change</th>
<th>%change</th>
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<tbody>
<tr>
<td>FS2018</td>
<td>1133</td>
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<tr>
<td>FS2019</td>
<td>1036</td>
<td>-97</td>
<td>-8.56%</td>
</tr>
<tr>
<td>FS2020</td>
<td>1250</td>
<td>214</td>
<td>20.66%</td>
</tr>
<tr>
<td>FS2021</td>
<td>1400</td>
<td>150</td>
<td>12.00%</td>
</tr>
<tr>
<td>FS2022</td>
<td>1600</td>
<td>200</td>
<td>14.29%</td>
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</table>

### New Transfers 2019-2022

<table>
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<th>Semester</th>
<th>Headcount</th>
<th>Change</th>
<th>%change</th>
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</thead>
<tbody>
<tr>
<td>FS2018</td>
<td>1261</td>
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<tr>
<td>FS2019</td>
<td>1268</td>
<td>7</td>
<td>0.56%</td>
</tr>
<tr>
<td>FS2020</td>
<td>1450</td>
<td>182</td>
<td>14.35%</td>
</tr>
<tr>
<td>FS2021</td>
<td>1650</td>
<td>200</td>
<td>13.79%</td>
</tr>
<tr>
<td>FS2022</td>
<td>1850</td>
<td>200</td>
<td>12.12%</td>
</tr>
</tbody>
</table>
What are we doing?

• Reviewing what we do to recruit
• Introducing best practices
• Looking at data
• Developing a strategic enrollment management plan
What are we doing?

– More Campus Visits
  • Individual and Open Houses

– More strategic name buys (ACT, SAT, Etc.)

– CRM foundational piece implemented, including a new application for admissions
  • Faculty, deans and staff training occurring now
What are we doing?

• **Student Success**
  – We cannot grow our way out of enrollment problems only by recruiting new students
  – Data, Data, Data
  – Who, where, why are we losing students?
  – Policy review and revision (admission as well as others)
  – Introduce best practices for persistence and completion (i.e., EAB Navigate tool) [https://siuc.campus.eab.com/analytics/6807](https://siuc.campus.eab.com/analytics/6807)
Challenges

• Change our narrative
• Identify and speak about our value propositions in words that are meaningful for the audience
• Marketing – very small amount of budget goes to this
• Persistence and Completion
Competitors

• New First Time College students who were admitted but didn’t enroll:
  – Top 5 schools they enrolled at were: Illinois State, University of IL Urbana/Champaign, University of IL Chicago, Northern Illinois University, and SIUE
  – Top out of state schools were: University of Missouri-Columbia, Southeast Missouri State, and Saint Louis University
Competitors

• First time college admitted but withdrew application:
  – Top 5 schools they enrolled at were: University of IL Urbana/Champaign, Illinois State, SIUE, University of IL Chicago, Northern Illinois University
  – Top out of state schools were: Southeast Missouri State, University of Missouri-Columbia, and Western Michigan University
Competitors

• First time college we denied went to:
  – Top 5 schools they enrolled at were: Northern Illinois University, Malcolm X (City Colleges of Chicago), Illinois State, Western Illinois, and Eastern Illinois
  – Top out of state schools were: Alabama A&M, Indiana State, and Harris-Stowe
Competitors

• Transfers who were admitted but did not enroll:
  – Top 5 schools they enrolled at were: John A Logan, SIUE, (we were listed as #3 because some must’ve enrolled after 10^{th} day), Illinois State, College of Lake County, Illinois Central College
  – Top out of state schools were: Southeast Missouri State, Indiana State, and Missouri State
Competitors

• Transfers who were admitted but withdrew their app enrolled at:
  – Top 5 schools they enrolled at were: University of Illinois Urbana/Champaign, Illinois State, John A Logan, Eastern Illinois, and SIUE
  – Top out of state schools were: Southeast Missouri State, Fontbonne University, and Saint Louis University
How can you help?

• Willingness to participate in all aspects of recruitment, retention and persistence
• Partner with Enrollment Management