

SEM Readiness Responses - Closed April 18, 2017 v1

(Completion rate: 56.72%)

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

	Poor	Fair	Average	Good	Excellent	Total Responses
Clarity of institutional mission, vision, goals	4 (9.1%)	7 (15.9%)	4 (9.1%)	17 (38.6%)	12 (27.3%)	44
Clarity of unit/program within institutional mission	3 (6.8%)	11 (25.0%)	11 (25.0%)	13 (29.5%)	6 (13.6%)	44
Strategic direction	3 (6.8%)	10 (22.7%)	7 (15.9%)	19 (43.2%)	5 (11.4%)	44
Aggregate enrollment goals	8 (18.2%)	9 (20.5%)	5 (11.4%)	13 (29.5%)	9 (20.5%)	44

2. Achieve an institutional culture of partnership and collaboration, including leadership, participation and buy-in.

	Poor	Fair	Average	Good	Excellent	Total Responses
Overall campus community	6 (13.6%)	7 (15.9%)	12 (27.3%)	17 (38.6%)	2 (4.5%)	44
Top-level administrators	4 (9.1%)	5 (11.4%)	10 (22.7%)	16 (36.4%)	9 (20.5%)	44
Academic colleges/faculties and departments	4 (9.1%)	10 (22.7%)	17 (38.6%)	10 (22.7%)	3 (6.8%)	44
Student service units	3 (6.8%)	8 (18.2%)	10 (22.7%)	16 (36.4%)	7 (15.9%)	44
Academic support programs and centers for under-served	5 (11.4%)	9 (20.5%)	8 (18.2%)	17 (38.6%)	5 (11.4%)	44

Information technology	8 (18.2%)	10 (22.7%)	12 (27.3%)	10 (22.7%)	4 (9.1%)	44
Student unions and organizations	5 (11.4%)	14 (31.8%)	14 (31.8%)	8 (18.2%)	3 (6.8%)	44

3. Establish clear 5 to 10-year Key Enrollment Indicator (KEI) targets for the number and types of students needed to fulfill the institutional mission.

	Poor	Fair	Average	Good	Excellent	Total Responses
Student categories: first year, transfer, graduate, dual enrollment, voc/tech, continuing ed, etc.	12 (27.3%)	10 (22.7%)	8 (18.2%)	10 (22.7%)	4 (9.1%)	44
Desired student groups: racial/ethnic diversity, academic ability/quality, 1st generation	20 (45.5%)	6 (13.6%)	13 (29.5%)	3 (6.8%)	2 (4.5%)	44
Geographic origin: local, regional	12 (27.3%)	7 (15.9%)	15 (34.1%)	7 (15.9%)	3 (6.8%)	44
Student retention rate	12 (27.3%)	13 (29.5%)	6 (13.6%)	9 (20.5%)	4 (9.1%)	44
Graduation rate	10 (22.7%)	10 (22.7%)	10 (22.7%)	10 (22.7%)	4 (9.1%)	44
Institutional and program capacity	8 (18.2%)	8 (18.2%)	14 (31.8%)	13 (29.5%)	1 (2.3%)	44
Learning modality (on-line, blended learning, experiential ed)	13 (29.5%)	7 (15.9%)	17 (38.6%)	4 (9.1%)	3 (6.8%)	44

4. Create a data-rich environment to inform decisions and evaluate strategies.

	Poor	Fair	Average	Good	Excellent	Total Responses
Willingness to review institutional and student data	2 (4.8%)	6 (14.3%)	9 (21.4%)	12 (28.6%)	13 (31.0%)	42

KEI numbers over the past 3-5 years	8 (19.0%)	8 (19.0%)	10 (23.8%)	8 (19.0%)	8 (19.0%)	42
Environmental scan (e.g. Demographics, Economics, Market opportunities, Competition)	7 (16.7%)	8 (19.0%)	8 (19.0%)	12 (28.6%)	7 (16.7%)	42
Tracking of admissions (recruitment, admissions and registration yields)	1 (2.4%)	12 (28.6%)	5 (11.9%)	14 (33.3%)	10 (23.8%)	42
Tracking of student persistence and graduation rates	4 (9.5%)	5 (11.9%)	10 (23.8%)	13 (31.0%)	10 (23.8%)	42
Use of student satisfaction or engagement surveys	3 (7.1%)	7 (16.7%)	16 (38.1%)	10 (23.8%)	6 (14.3%)	42
Providing designated reports using consistent formats and definitions on an established production schedule to campus and executive leadership	9 (21.4%)	10 (23.8%)	11 (26.2%)	6 (14.3%)	6 (14.3%)	42
Use data results to establish focused goals for recruitment, retention, service, etc., and enrollment projection models	11 (26.2%)	6 (14.3%)	13 (31.0%)	4 (9.5%)	8 (19.0%)	42

5. Develop an enrollment infrastructure sufficient to achieve enrollment targets.

	Poor	Fair	Average	Good	Excellent	Total Responses
Staffing: skill sets, strategic deployment	6 (14.3%)	11 (26.2%)	11 (26.2%)	11 (26.2%)	3 (7.1%)	42
Systems: policies, procedures, technology	6 (14.3%)	12 (28.6%)	9 (21.4%)	15 (35.7%)	0 (0.0%)	42

Capacity for making effective enrollment decisions: positions, reporting lines, committees	6 (14.3%)	12 (28.6%)	5 (11.9%)	12 (28.6%)	7 (16.7%)	42
Accountability and metrics for achieving SEM goals	13 (31.0%)	7 (16.7%)	11 (26.2%)	7 (16.7%)	4 (9.5%)	42

6. Enable effective financial planning and generate added net revenue for the institution.

	Poor	Fair	Average	Good	Excellent	Total Responses
Budget planning is coordinated and strategically allocated to support short-term and long-range enrollment goals	9 (21.4%)	13 (31.0%)	9 (21.4%)	6 (14.3%)	5 (11.9%)	42

7. Develop strategies for achieving KEI targets and enhancing a successful student admissions funnel system that effectively and efficiently moves a student from prospective status seamlessly to a confirmed enrollment.

	Poor	Fair	Average	Good	Excellent	Total Responses
Increase new students of specified types	8 (20.5%)	13 (33.3%)	8 (20.5%)	9 (23.1%)	1 (2.6%)	39
Increase retention rates, specifically by student types	5 (12.8%)	20 (51.3%)	9 (23.1%)	5 (12.8%)	0 (0.0%)	39
Utilize emerging technologies	10 (26.3%)	11 (28.9%)	8 (21.1%)	8 (21.1%)	1 (2.6%)	38
Use financial aid strategically to support enrollment goals	13 (33.3%)	7 (17.9%)	10 (25.6%)	8 (20.5%)	1 (2.6%)	39
Deliver effective academic programs	2 (5.1%)	6 (15.4%)	14 (35.9%)	15 (38.5%)	2 (5.1%)	39

(mix and delivery systems)						
Promote academic success by improving student access, transition, persistence, and graduation	2 (5.1%)	8 (20.5%)	19 (48.7%)	9 (23.1%)	1 (2.6%)	39
Increase process and organizational efficiency	4 (10.3%)	13 (33.3%)	12 (30.8%)	9 (23.1%)	1 (2.6%)	39
Improve service levels to all stakeholders (e.g., prospective and current students, other institutional departments, other institutions, coordinating agencies)	3 (7.7%)	10 (25.6%)	18 (46.2%)	7 (17.9%)	1 (2.6%)	39

8. Implement action steps/tactics for implementing enrollment-related strategies.

	Poor	Fair	Average	Good	Excellent	Total Responses
Marketing/branding initiatives	1 (2.6%)	7 (17.9%)	13 (33.3%)	13 (33.3%)	5 (12.8%)	39
Academic program review	1 (2.6%)	8 (20.5%)	11 (28.2%)	12 (30.8%)	7 (17.9%)	39
Multilingual recruitment materials	10 (25.6%)	8 (20.5%)	11 (28.2%)	9 (23.1%)	1 (2.6%)	39
Targeted interventions for students in high risk courses	8 (20.5%)	12 (30.8%)	7 (17.9%)	12 (30.8%)	0 (0.0%)	39
Enhance academic advising	3 (7.7%)	7 (17.9%)	15 (38.5%)	11 (28.2%)	3 (7.7%)	39
Streamline admission and registration procedures	2 (5.1%)	8 (20.5%)	14 (35.9%)	14 (35.9%)	1 (2.6%)	39
Implement/support a CRM system	10 (25.6%)	7 (17.9%)	12 (30.8%)	8 (20.5%)	2 (5.1%)	39

Use of electronic/virtual student services and technology to support related internal business processes	6 (15.4%)	9 (23.1%)	15 (38.5%)	5 (12.8%)	4 (10.3%)	39
Strengthen international student processes and services	5 (12.8%)	6 (15.4%)	12 (30.8%)	12 (30.8%)	4 (10.3%)	39

9. Achieve sustainable institutional SEM.

	Poor	Fair	Average	Good	Excellent	Total Responses
Ensuring use of an institutional SEM plan, which includes an ongoing review and assessment process, for determining, achieving, and maintaining optimum enrollment over the long term	12 (30.8%)	8 (20.5%)	9 (23.1%)	5 (12.8%)	5 (12.8%)	39
Ensuring the organizational structures supporting SEM planning and implementation work well	10 (25.6%)	9 (23.1%)	10 (25.6%)	6 (15.4%)	4 (10.3%)	39
Creating and continuously strengthening linkages with functions and activities across the campus	8 (20.5%)	10 (25.6%)	8 (20.5%)	10 (25.6%)	3 (7.7%)	39
Enabling effective campus-wide planning	10 (25.6%)	7 (17.9%)	9 (23.1%)	11 (28.2%)	2 (5.1%)	39