

29TH ANNUAL
SEM
STRATEGIC ENROLLMENT
MANAGEMENT CONFERENCE



Grow Your **Enrollment.**
Develop Your **Career.**

November 3-6, 2019
Hilton Anatole • Dallas, Texas

Structuring SEM Conversations Across the Institution

Using Bontrager and Green's (2012) SEM Organizational Framework at the Community
College level.

Tara Sprehe
Dean, Academic Foundations and Connections
Clackamas Community College

Presenters:

- Jennifer Anderson
(couldn't make it)
- Tara Sprehe
- (and the incomparable
Tami Harper)



Session Outcomes

1. Participants will learn about Bontrager and Green's (2012) SEM Organizational Framework and how it relates to developing and implementing a SEM plan in the Community College Setting.
2. Participants will understand foundational concepts of how to engage campus stakeholders at all levels in the development and implementation of a SEM plan.
3. Participants will learn how to apply and adapt this model to their own organizational setting as part of developing and implementing an SEM plan.

About CCC



- Located in Oregon City, Oregon
- Publicly-funded, comprehensive community college
- Fifth largest of the 17 Oregon CC's
- FTE of 6,500 and headcount of 24,500
- Values driven, student-centered organization with strong shared governance model of decision-making

So you want to create a SEM plan...



SEM Planning Framework

SEM Planning Framework



Bontrager/Green

- “Strategic Enrollment Management (SEM) is a concept and process that enables the fulfilment of institutional mission and students’ educational goals” Bontrager
- SEM is primarily strategic rather than tactical
- SEM is 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

Strategic enrollment management has been described as “a complex, multifaceted, enterprise” that is best when developed in conjunction with input and collaboration from campus constituents at all levels of the organization.



What are some challenges with getting input and collaboration from campus constituents at all levels of your organization?



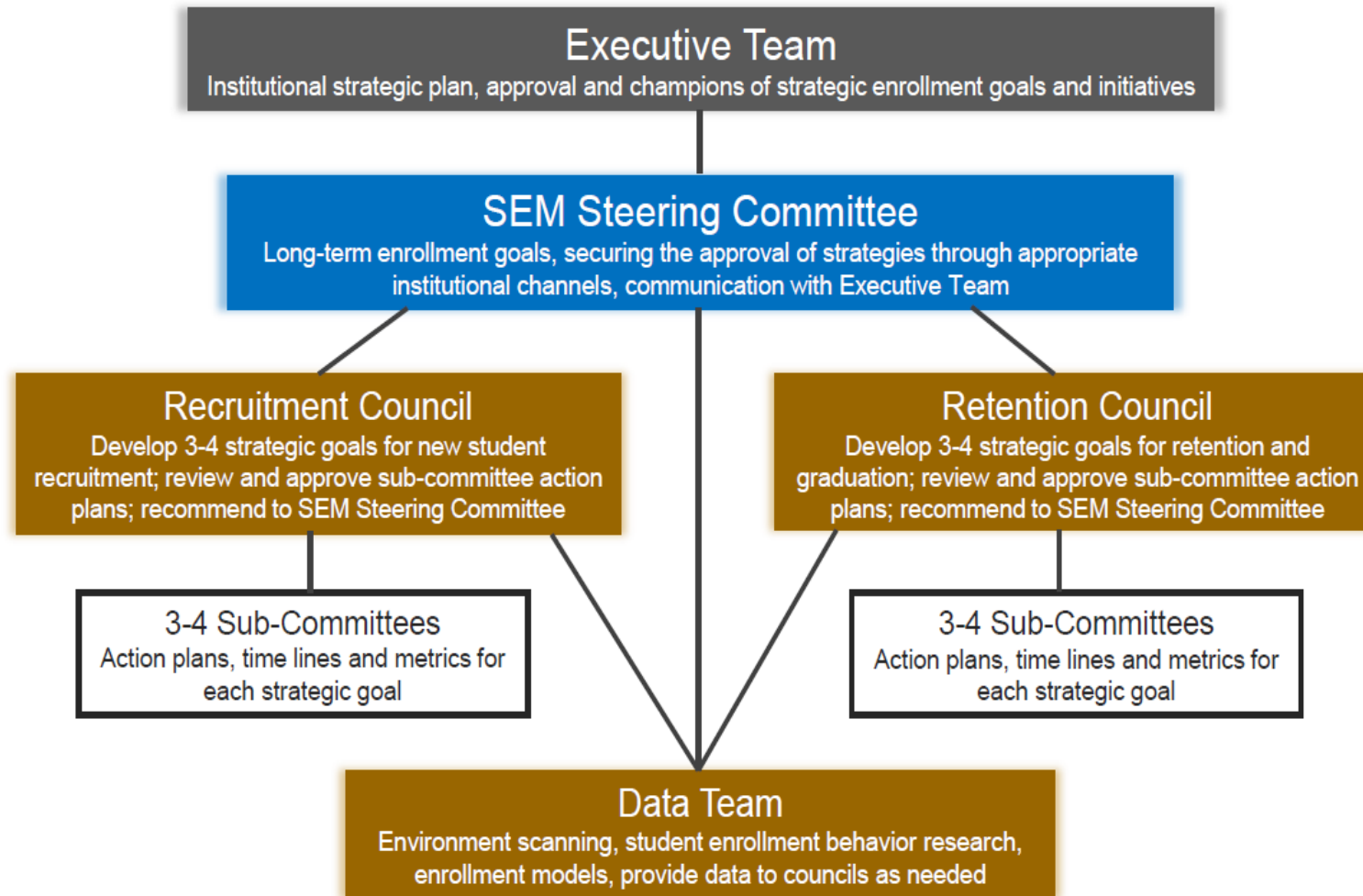
Suggested Participants in the SEM Planning Process

- Upper Administration
- Academic and Student Affairs Leaders/Deans
- Institutional Research
- Key staff and faculty from across the institution

Do you have an existing structure that meaningfully connects conversation between these groups together?



SEM Organizational Framework



Green/Bontrager

Putting Model into Practice – Access, Retention and Completion (ARC) Committee

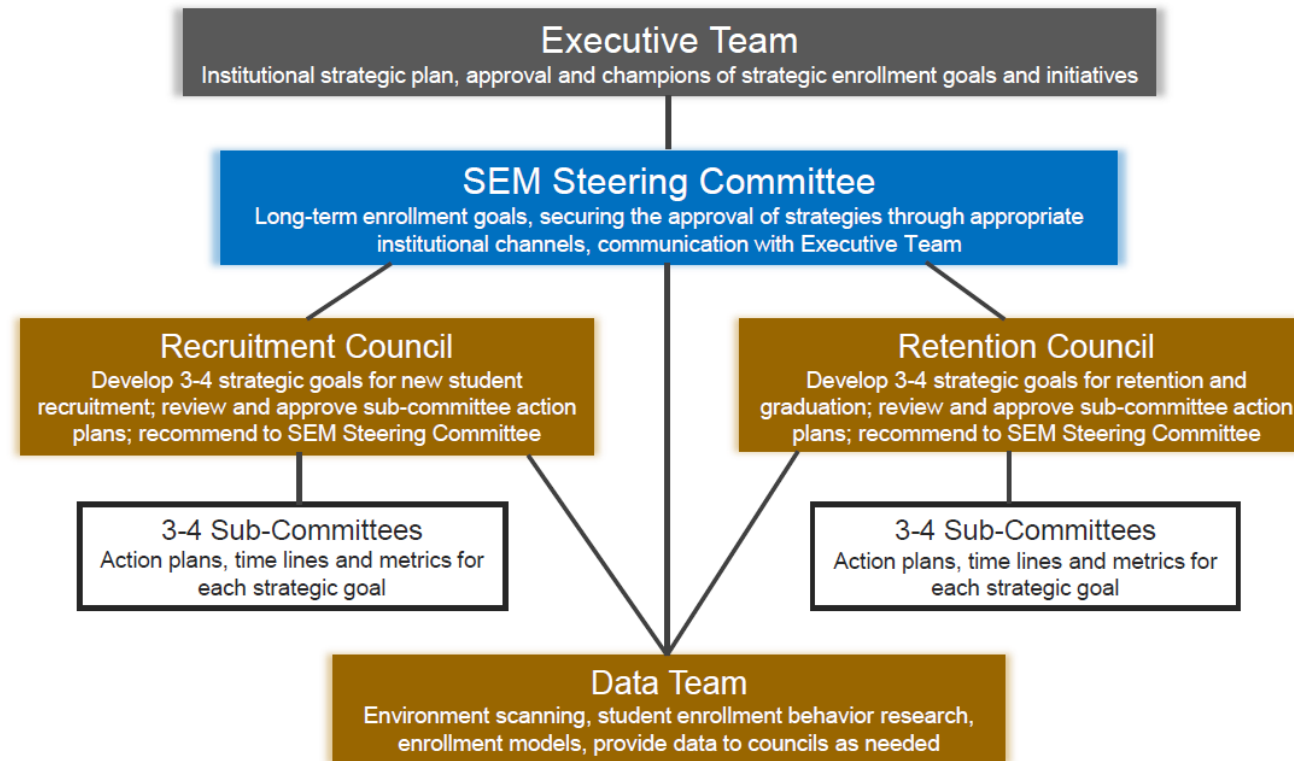
- Established in 2015
- Collaborative effort of representatives from constituent groups across the College
- Prioritize, coordinate and shepherd the multiple projects and tasks derived from Strategic Priorities, Targeted Tasks and Institutional Activities
- ARC is a continuation of efforts begun by the Strategic Enrollment Management Committee (2007-2011) which is no longer a functioning committee.

ARC Loses Momentum

- Multiple leadership transitions
- Bugged down by developing policies and procedures
- Recruitment/Retention initiatives weren't relevant or were dropped mid-stream
- Initiatives weren't tied to an existing SEM plan – Strategic Priorities weren't enrollment specific
- Unwieldy group
 - Large number of participants
 - Members wanted to prioritize/engage with different goals (long term versus short term)
 - Agenda topics didn't seem to have purpose
 - Members unclear about their role with developing initiatives/activities or were hesitant to speak up due to getting assigned more work

Aha Moment!

SEM Organizational Framework

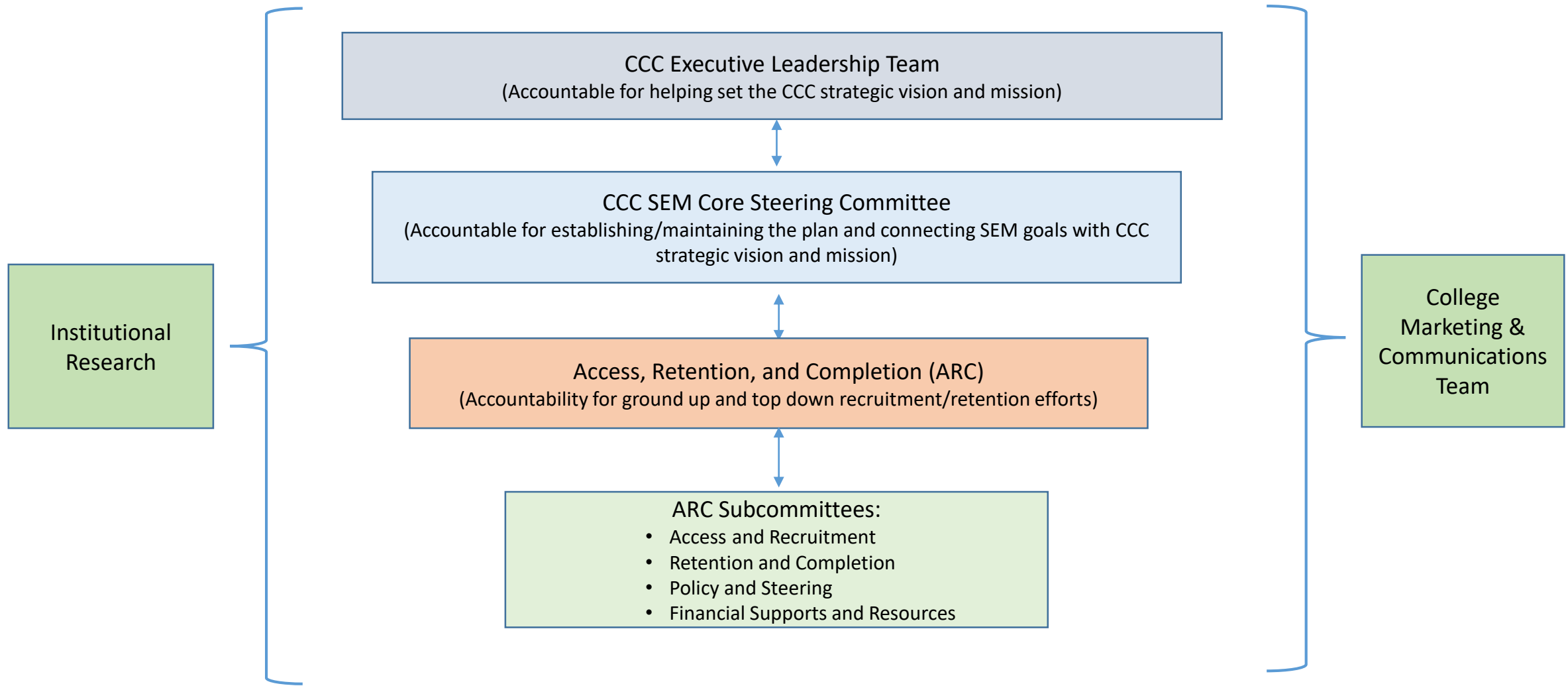


Green/Bontrager

ARC Structure

- Part of existing shared governance structure
- Members represent academic and student affairs from across campus
- Data informed
- Sub committees formed
 - Access and Recruitment
 - Retention and Completion
 - Policy and Steering
 - Financial Supports and Resources

Proposed CCC SEM Organizational Framework



SEM Planning at CCC – A Year In Review

- SEM Core Steering Work Group
 - Initial report
 - Framework in action
- Role of ARC in developing strategies and tactics
 - Anticipated strengths/limitations
- Responsibility of ARC in maintaining SEM plan
 - What happens to our model at that point?

Key Take Aways and Next Steps

- Revamped ARC committee structure was more effective
- SEM report to be shared with stakeholders this year
 - Limited connection with ARC to date
- SEM Work Group – disband? Role of ARC?
- Overall goal is to have SEM Work Group and ARC Committee develop SEM plan while keeping eye on short and long-term recruitment and retention strategies

Pair and Share

- Would this model work at your institution?
- Do you already have these existing committees or would they need to be created?
- How might you use or adapt this framework as part of SEM planning at your institution?



References

- Bontrager, B., and Green, T. (2012). A structure for SEM planning. In Strategic Enrollment Management: Transforming Higher Education, edited by B. Bontrager, D. Ingersoll, and R. Ingersoll., Washington, DC: American Association of Collegiate Registrars and Admissions Officers, 273-84.
- Bontrager, B., Ingersoll, D. & Ingersoll, Ronald. (2012). Strategic Enrollment Management: Transforming Higher Education. American Association of Collegiate Registrars and Admissions Officers (AACRAO). One Dupont Circle NW Suite 520, Washington, DC 20036. Web site: <http://www.aacrao.org>.
- Green, T., Henderson, S., & Sandlin, M. (2017). How to write a SEM Plan and implement it successfully. Presented at the 28th Annual AACRAO SEM Conference, Washing D.C. November 11-14, 2018.
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What Questions Do you Have?

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