Strategic Enrollment Management
—the Impact of Systemness

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Strategic Enrollment Management

- SEM Defined
- SEM – Mission Connection
- Single Institution vs. System SEM
- SEM at SUNY
Strategic Enrollment Management – what is it?

- **Conventional enrollment planning** is associated with setting and meeting the goals of assembling a student body, with a predetermined and advantageous mix of students in terms of quality, number and diversity in all its forms.

- **Strategic Enrollment Management** is far more dynamic and comprehensive, requiring an understanding of regional, national, and global contexts and future trends, as well alignment with [institutional/system] **mission** and **strategic priorities**.
SEM – Mission Connection

What does that mean for a Public System (like SUNY)?

It’s all about Mission ...
SUNY’s Mission

“...to provide to the people of New York educational services of the highest quality...in a complete range of academic, professional and vocational post-secondary programs... through a geographically distributed comprehensive system of diverse campuses which shall have differentiated and designated missions designed to provide a comprehensive program of higher education, to meet the needs of both traditional and non-traditional students and to address local, regional and state need and goals. In fulfilling this mission, the state university shall exercise care to develop and maintain a balance of its human and physical resources...”
Strategic Enrollment Management

Individual Institution vs. System
Advantages of System SEM

- Systems have knowledge and perspective that individual campuses don’t have (conductor view)
- Systems have data that individual campuses don’t have and can distribute information to support planning
- Systems are natural conveners, poised to gather expertise to address challenges
- Systems are laboratories for best practices, where campus administrators, faculty and staff can learn from one another
Advantages of System SEM

- Systems can arbitrate, serve as a geo/sector neutral body to meet the larger (public) good
- Systems can ensure accountability and standards of excellence across institution types through shared governance, consultation
- Systems can realize economies of scale; exercise political force; rally communities, regions and states around areas of mutual concern (crises, threats, disaster relief)
Strategic Enrollment Management

at SUNY

(a teaser)

Organization of the musicians (structures)

and

two movements (examples) ...
Strategic Enrollment Management is a priority for SUNY

- One of the *Power of SUNY* Transformation Teams
- One of 9 “*Getting Down To Business*” priorities
SUNY SEM – two examples

#1 Creating Data Environments that truly support (campus and system) strategic enrollment management and associated decision-making

#2 Strategically investing in the development and/or expansion of high-needs programs
Creating Data Environments...

Academic Program
- Economics

Award Level
- Bachelor
- Masters
- Doctorate

Occupation
- Economist
- Survey Researcher
- Market Research Analyst
- Economist....
- Economist.....

Projected NYS Annual Openings
- 20
- 40
- 1,960
- 20
- 20
SUNY SEM – two examples

#1 Creating Data Environments that truly support (campus and system) strategic enrollment management and associated decision-making

#2 Strategically invest in the development and/or expansion of high-needs programs
Strategically invest in high-needs programs

- Link academic programs to State workforce needs
- Identify occupations that are high-need, statewide and/or regionally
- Provide transitional support for new program development or program expansion
- Competitive, grant-like structure
- Limited in duration (1 to 3 years), evidence of sustainability
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