AGENDA

University of Connecticut
Board of Trustees

TRUSTEE-ADMINISTRATION-FACULTY-STUDENT (TAFS) COMMITTEE
Monday, February 10, 2025, at 2:00 p.m.
Virtual Meeting

Public Streaming Link (with live captioning upon request): https://ait.uconn.edu/bot

(A recording of the meeting will be posted on the Board website, https://boardoftrustees.uconn.edu/, within seven days of the meeting.)

Call to order at **2:00 p.m.**

1) Public Participation*
   *Individuals who wish to speak during the Public Participation portion of the Monday, February, 10, meeting, must do so 24 hours in advance of the meeting's start time (i.e., 2:00 p.m., on Friday, February, 7) by emailing BoardCommittees@uconn.edu. Speaking requests must include a name, telephone number, topic, and affiliation with the University (i.e., student, employee, member of the public). As an alternative, individuals may submit written comments to the Committee via email (BoardCommittees@uconn.edu), and all comments will be transmitted to the Committee.

2) Election of the Trustee-Administration-Faculty-Student (TAFS) Committee Chair

3) Minutes from the May 3, 2024, Special Meeting

4) Strategic Enrollment Management (SEM) Plan

5) Other Business

6) Executive Session (as needed)

7) Adjournment

PLEASE NOTE: *If you are an individual with a disability and require accommodations, please e-mail the Board of Trustees Office at boardoftrustees@uconn.edu prior to the meeting.*

AACRAO CONSULTING
Leading Solutions for Higher Education

SEM Planning Framework

Board of Trustees - Administration-Faculty-Student (TAFS) Committee

University of Connecticut

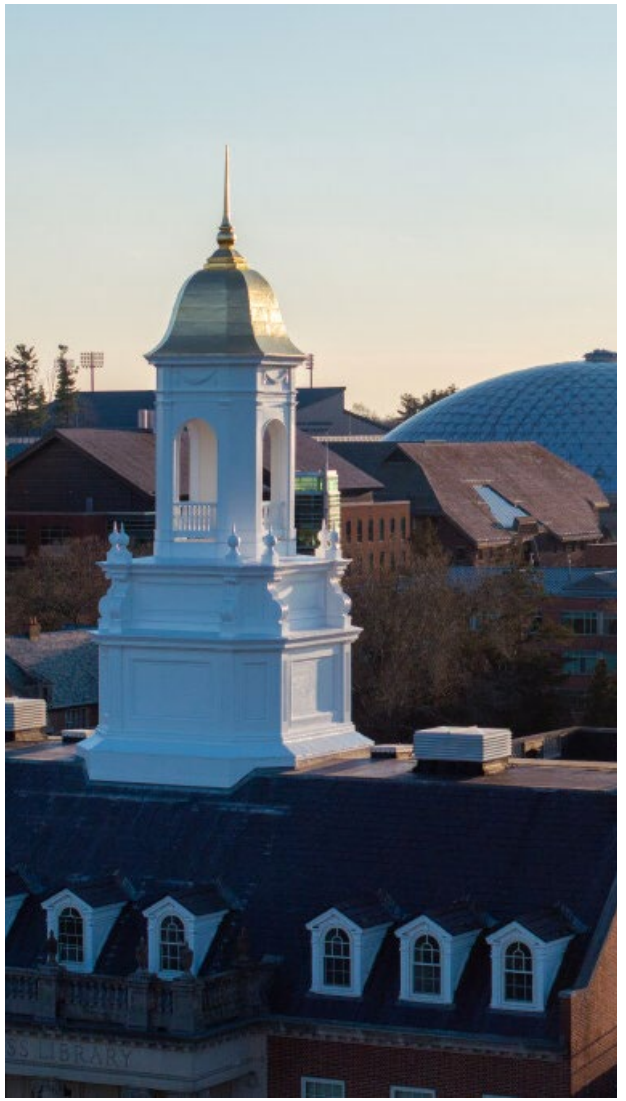
Project Co-Leads: **Nathan Fuerst**, Vice-President and **Philip Hunt**, Deputy Chief of Staff

Consulting support provided by: **Jody Gordon** Senior Managing Consultant, AACRAO Consulting

SEM Plan Steering Committee

Chair: **Nathan Fuerst**, Vice President for Student Life and Enrollment
Co-Chair: **Phil Hunt**, Deputy Chief of Staff to the President
Consultant: **Jody Gordon**, Senior Managing Consultant, AACRAO Consulting

- **Jamie Caruso**, Director, Academic Affairs, Asst Campus Director, UConn Waterbury; Chair, Senate Enrollment Committee
- **Arunima Chaturvedi**, Vice President, Undergraduate Student Government, UConn Storrs
- **Robert Day**, Operations and Information Management, School of Business, Senate Executive Committee
- **Margaret Feeney**, Executive Director of Strategic Planning and Initiatives
- **Jeff Gagnon**, Executive Advisor for Enrollment Analytics
- **Amy Gorin**, Vice Provost for Health Sciences and Interdisciplinary Initiatives
- **Karima Hamada**, President, Student Government Association, UConn Stamford
- **Jeffrey Hines**, Interim Vice President and Chief Diversity Officer
- **Gladis Kersaint**, Vice Provost for Academic Affairs
- **Antigoni Konstantinou**, Ph.D. Student, Institute of Materials Science, UConn Storrs
- **Mona Lucas**, Assistant Vice President for Enrollment
- **Dan Schwartz**, Vice Provost for Academic Operations
- **Leslie Shor**, Vice Provost for Graduate Education, Dean of the Graduate School
- **Tadarrayl Starke**, Vice Provost for Undergraduate Student Success,
- **Reka Wrynn**, Associate Vice President for Budget, Planning and Institutional Research



SEM: AN ENTERPRISE RESPONSE

*"Strategic enrollment management (SEM) is a **concept and process** that enables the fulfillment of institutional mission and students' educational goals."* *~ Bob Bontrager*

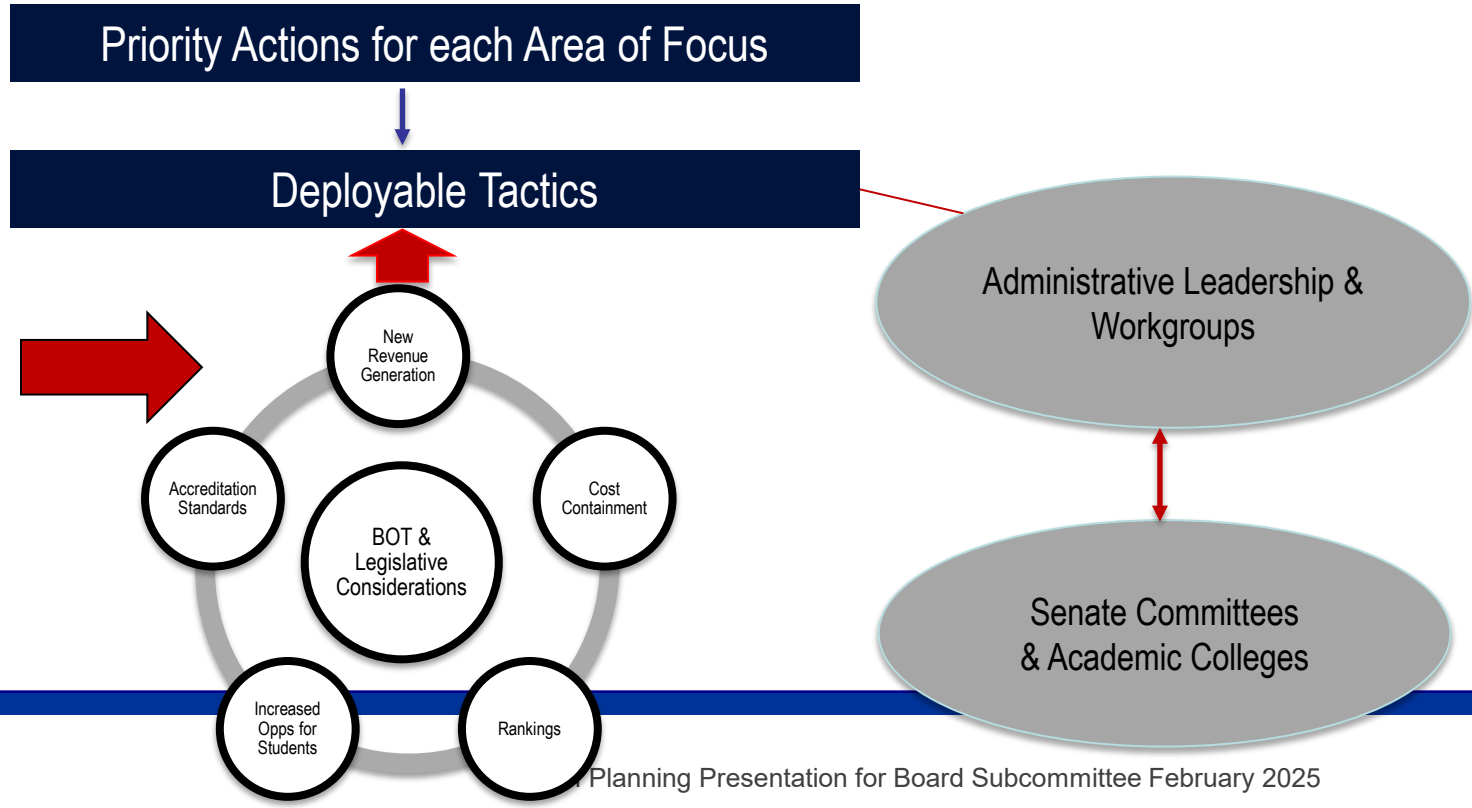
Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where "optimum" is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution's function and culture. *~ Michael Dolence*

*Enrollment management is a comprehensive and coordinated process that enables a college to identify enrollment goals that are allied with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the **effective integration of administrative processes, student services, curriculum planning, and market analysis.***

~ Christine Kerlin

SEM: AN ENTERPRISE RESPONSE

SEM is how we operationalize our Strategic Goals and Areas of Focus through the lens of enrollment and learner success guided by these considerations and deployable Tactics



SHARED GOVERNANCE & SEM PLANNING

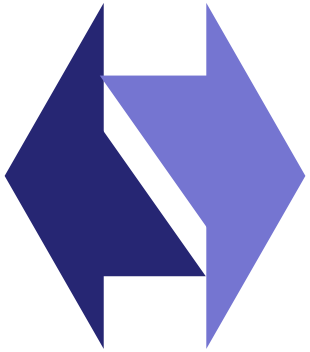
University Senate

University Bylaws, Article IX: “There shall be a University Senate that shall be a legislative body for the purpose of establishing minimum rules and general regulations the educational program and mission of the institution… The University Senate shall be regularly consulted by the Administration on matters pertaining to the Senate’s purview.”

Senate Executive Committee

Senate Committees

Curricula & Courses	Nominating
Common Curriculum	Scholastic Standards
Enrollment	Student Welfare
Faculty Standards	University Budget
Justice, Equity, Diversity, Inclusion	University Planning

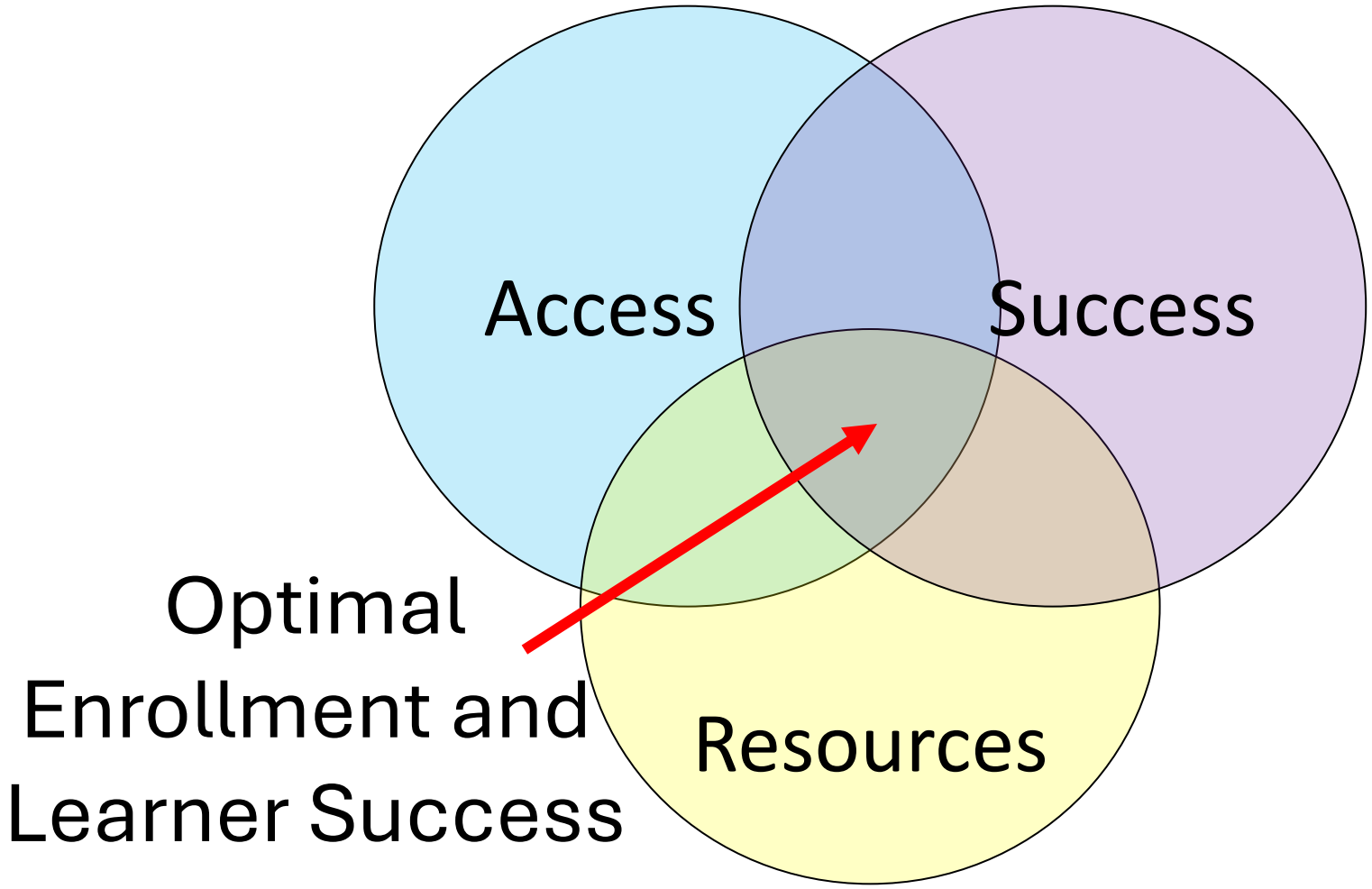


University Strategic Plan

SEM Planning

Goals
Strategies
Tactics

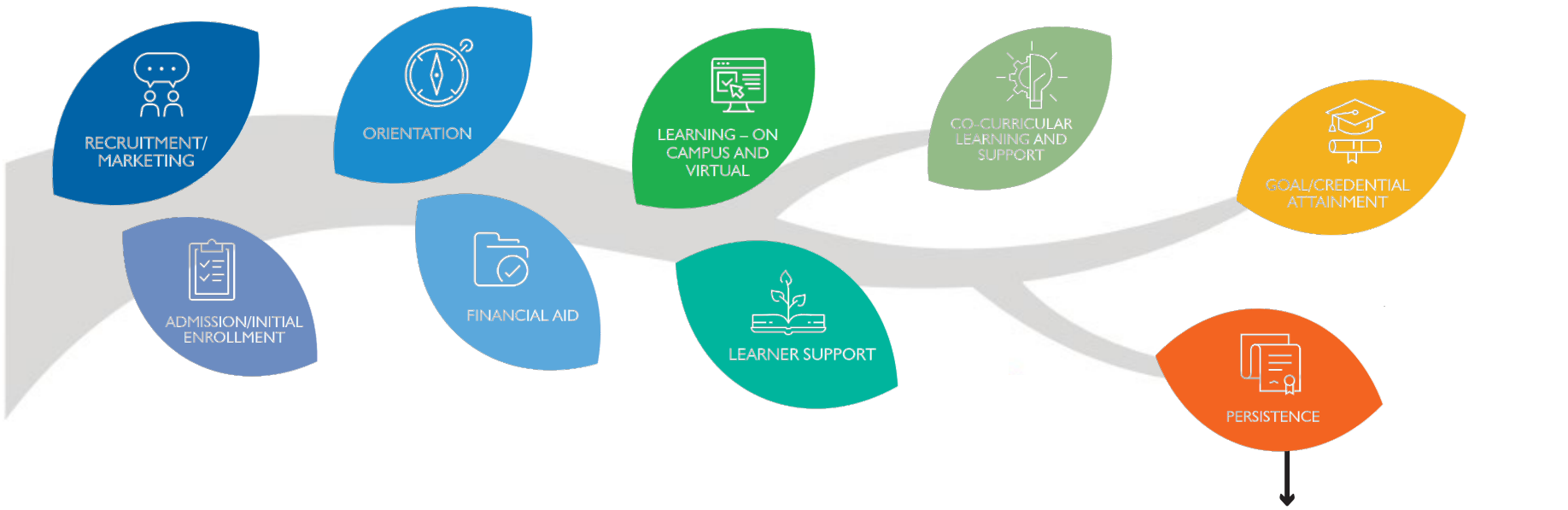
Competing Enrollment Goals



SEM is Holistic

STUDENT LEARNING JOURNEY

- Dual enrollment
- Secondary preparation pipeline
- Articulation and partnerships



- Satisfied, engaged alumni
- Increased job/career satisfaction and outcomes
- Increased equity

LinkEx

SEM AS AN ADD-IN NOT AN ADD-ON

LINK ⟷ INTEGRATE ⟷ EXTEND

LOOK FOR LINKS

- Review the good work of your initiatives (former/continuing & new/adhoc).
- Use this data to identify strategies that effect enrollment in critical ways.

INTEGRATE

- Assess the expected impact of those strategies.
- When they are linked and integrated, outline their expected cumulative effect.

EXTEND

- Analyze how those strategies move the needle toward enrollment goals.
- Identify gaps for possible additional strategies (or better linkages).
- Extend your plans toward the broad picture of your enrollment future.

SEM Framework:

- Vision
- Environmental Scan
- KPIs
- Strategic Enrollment and Learner Success Goals
- Strategies that will give direction but not the what and the how
- Capacity building

SEM the Living Plan:

- Tactics or the what which are drawn from across our campuses
- Action Plans or the how
- Ongoing Assessment

Return on Investment with SEM Planning Learner Success and Institutional Health

Engagement

Not buy-in (passive) but engagement (active)

Data Informed

Better use of Enrollment and Learner success data to inform decision making and drive assessment

Structure

SEM Framework & Committees for planning, implementing, and sustaining the plan

Actionable

Tactics and Action planning become the Living Plan

LinkEx

Intentional to link, integrate and extend strategies and tactics from other planning

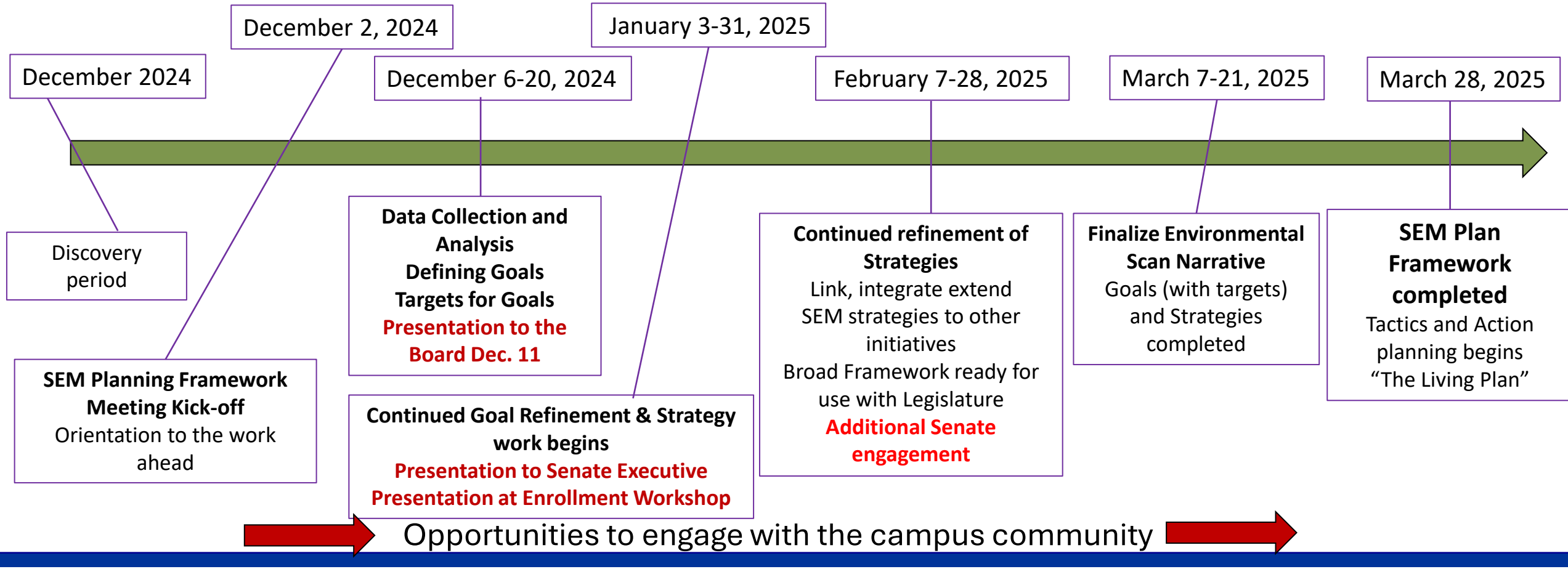
Capacity Building

Enrollment Leaders, Institutional and Campus Resources

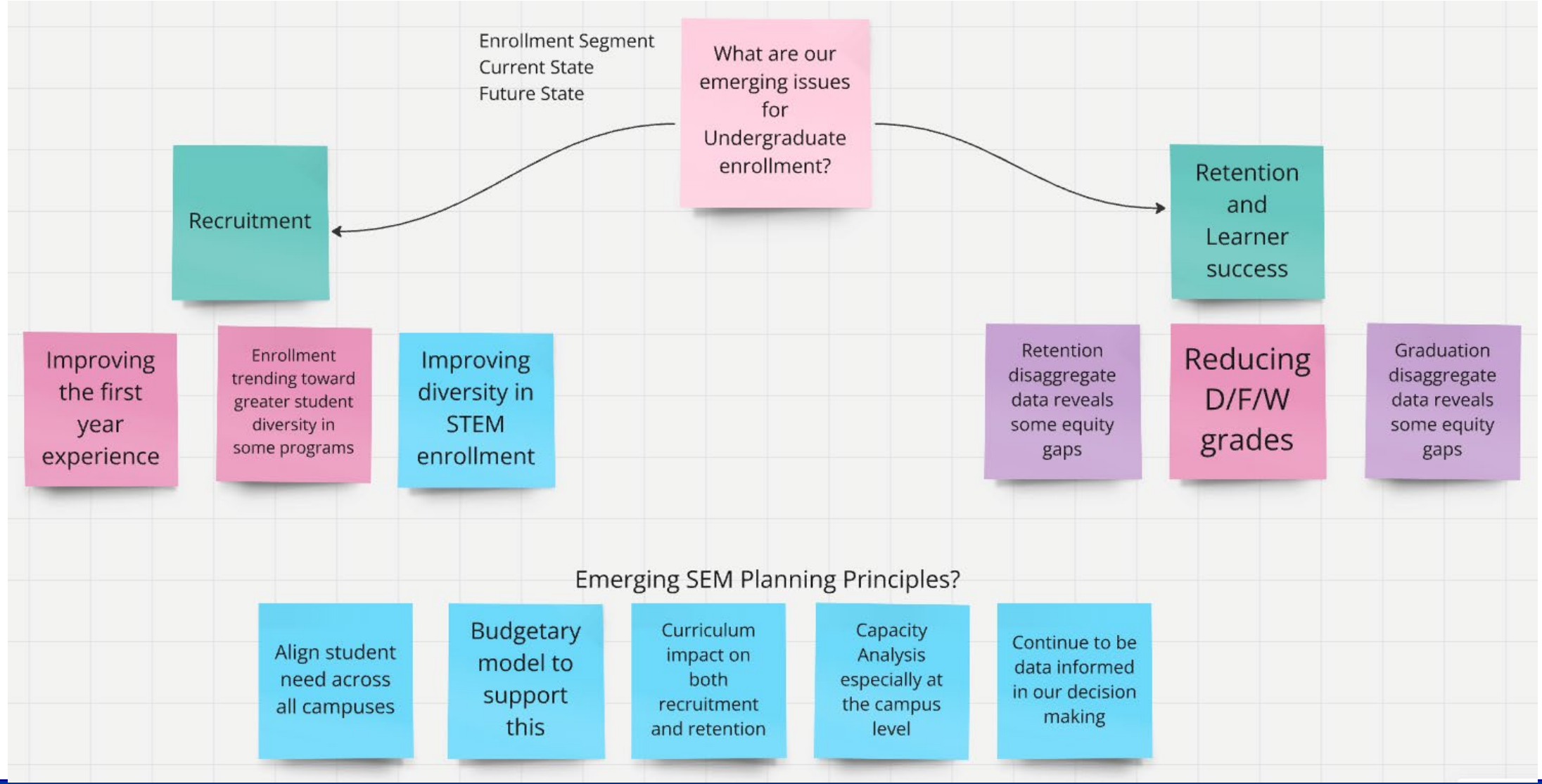
Capacity Analysis For Integrated Planning

- Degree and Course Demand Analysis
- Fundraising
  Foundation
  Scholarships
- Classroom and Lab Space Utilization
- Online/Hybrid Availability and Utilization
- Student service loads/Support for equity seeking populations
- Faculty Instructional Load/Availability
- Library resources/Technology resources
- Part time, Full time, Tenured, Adjunct Faculty
- (Off-site) Student Housing Availability and Utilization
- Parking Availability and Utilization (and Transportation)
- Dining Availability and Utilization

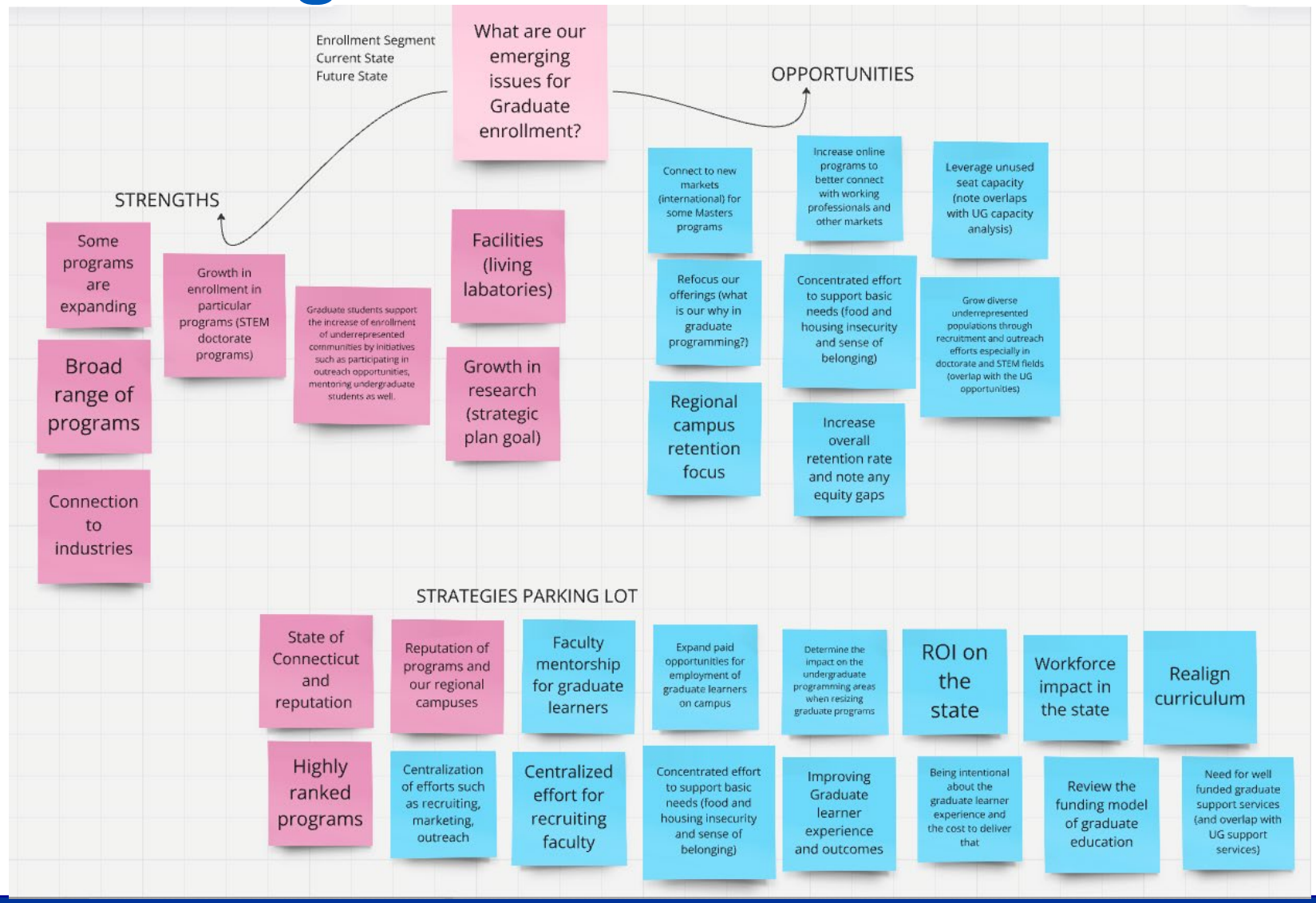
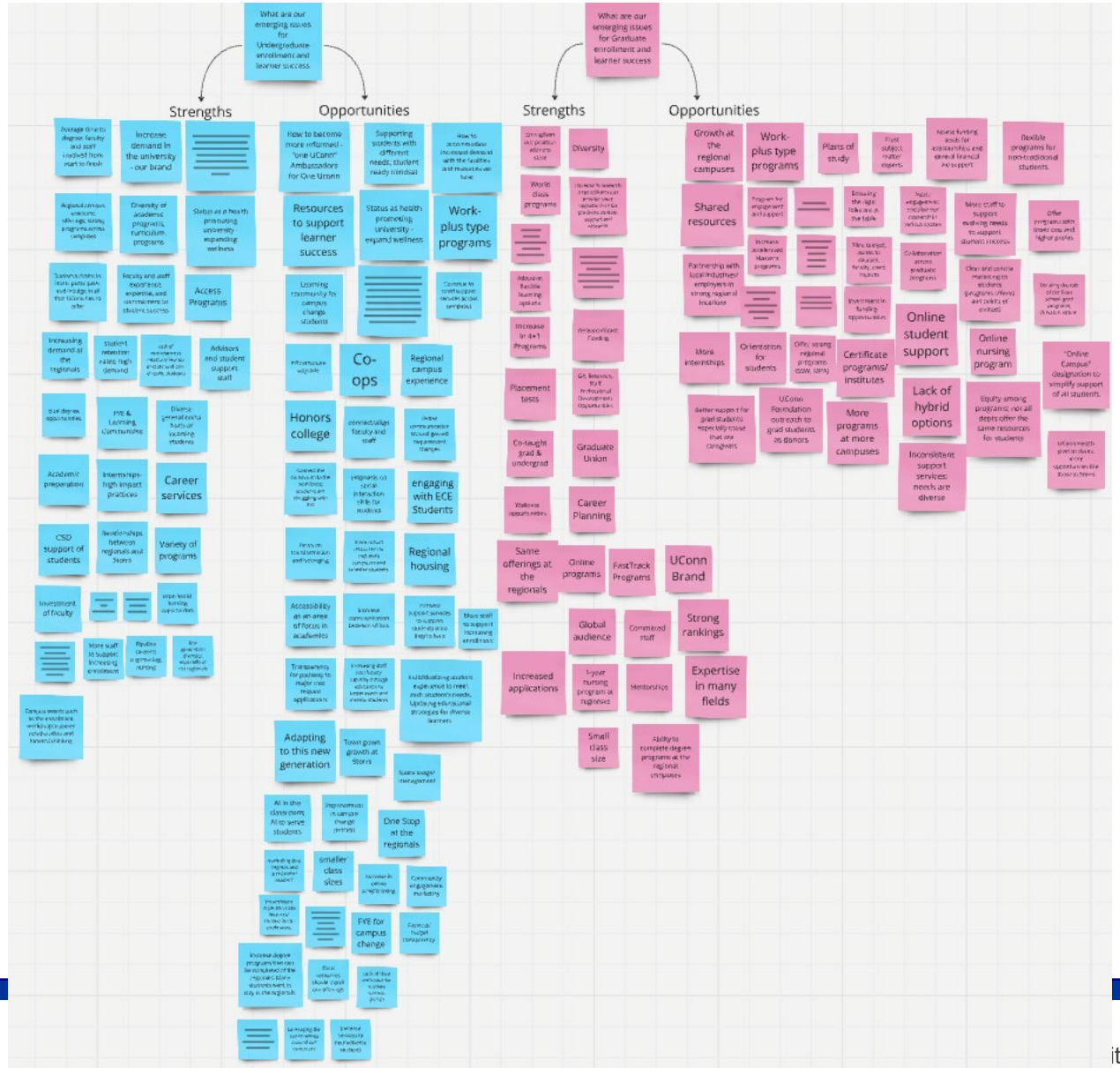
SEM Planning Framework Development



SEM Planning – An Iterative Process - Undergraduate



SEM Planning – An Iterative Process - Graduate



SEM Planning – Enrollment Workshop Input