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RESOURCES CENTER

# Built to Plan

DO-IT-YOURSELF STRATEGIC ENROLLMENT PLANNING

LINDENWOOD

REAL EXPERIENCE. REAL SUCCESS.



**STRATEGIC**  
**ENROLLMENT PLAN**  
LINDENWOOD UNIVERSITY

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# Session Overview

- **The Basics: Making SEP Your Own**
  - What is SEP and Why Do It
  - Leadership and Organization
  - Data Collection
  - Communication
- **The Dirt: Lessons Learned**
  - Missteps & Roadblocks
  - Year 1 Achievements
  - Trade-offs
  - Benefits





# STRATEGIC ENROLLMENT PLAN

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# The Basics

Making SEP Your Own



# What is Strategic Enrollment Planning?

Data informed process to align enrollment management strategies with academic, co-curricular, and fiscal strategies

## Goals

- Engage all university stakeholders
- Promote recruitment, retention, and graduation
- Position university for academic success and fiscal sustainability

# Alignment with Other Institutional Plans



Source: Ruffalo Noel Levitz- Strategic Enrollment Planning: A Dynamic Collaboration

# The WHY of SEP

- Why do it?
  - Respond to industry changes; anticipate future trends
  - Increase campus engagement and buy-in
- **Why do it yourself?**
  - **Cost savings**
  - **Familiarity with institution and its needs**
- Process vs. product





# The Process

- RNL, ACT, AACRAO all have similar, well-defined processes
- No need to reinvent the wheel: semi-homemade is fine
- Tailoring
  - Roadblocks?
  - Time, \$\$\$, quality





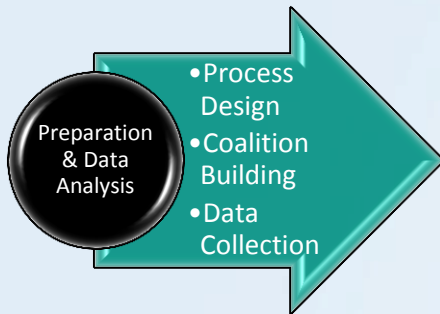
# Leadership Team

- Equal partnership between Enrollment Management and Academic Affairs
- Consider:
  - Available time
  - Ability to communicate and collaborate
  - Broad knowledge of your institution



# Phases of SEP

## Phase 1



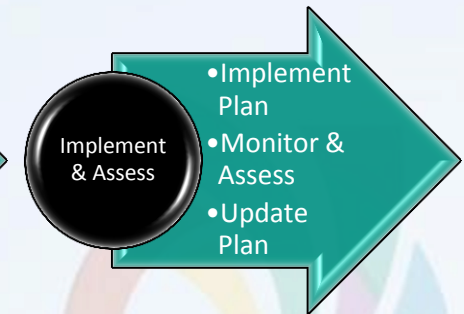
## Phase 2



## Phase 3



## Phase 4



# Data Collection

- Internal: IR, EM, marketing, cabinet
  - Quantitative *and* qualitative
- External: IPEDS, WICHE, EMSI, studies commissioned by the institution



# Data Management Strategy

The background of the slide features a soft-focus image of a magnifying glass resting on a document. The document contains several data visualizations: a bar chart with green, blue, and orange bars, a line graph with multiple colored lines, and a 3D pie chart with segments in red, orange, yellow, green, and blue. The overall aesthetic is professional and data-oriented.

- Organization
  - Centralized location of data
  - Folders and naming convention
- Sharing
  - Transparency
  - Direct teams to relevant data

# COMMUNICATION

- Goal: awareness, coalition building, and administrative support
  - With whom and in what order?
- Input In
- Information Out
- Cheerlead, cheerlead, cheerlead



# Input In

- Key: Steering committee and working groups
- Frequent and obvious opportunities for all stakeholders
- Vary techniques
- Publish input to Cabinet, all stakeholders
- Perform transparency



# Information Out

- You cannot over-communicate
- Often disguised as “Input In”
- Our techniques:
  - Identify & engage campus influencers
  - Faculty and staff meeting presentations
  - SEP Digest
  - Meetings, meetings, meetings
    - Meet people where they are
  - Lunch







# **STRATEGIC**

## **ENROLLMENT PLAN**

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# **The Dirt**

Lessons Learned



# **Missteps & Challenges**

- Data overload
- 33% working group failure rate (2 of 6)
- Change doesn't wait for the perfect process
- Managing the people aspect
  - Culture
  - Naysayers
  - Managing up



# Road Blocks

- Lack of vision
- Lack of available in-house marketing expert
- Leadership change (twice!)
- Initiative fatigue



# Achievements

- Buy-in
  - Widespread awareness of challenges facing Lindenwood and higher ed industry
  - Developing campus-wide strategic thinking
  - Breaking down silos
- Improved working relationship between AA & EM
- 200 proposed tactics for exploration



# Trade-Offs: Homemade vs. Consultant

## Homemade

- Timeline: unexpected delays, but ability to adjust
- Cost: no consultant fees
- Quality: internal perspective and in-depth knowledge

## Consultant

- Timeline: consistent due to dedicated vendor resources
- Cost: lower internal human resource cost
- Quality: objective expertise

# Benefits

- Low-cost
  - LU approximate first-year cost: \$4500, ~70% of two high-level administrators' time
- Control of process
  - Tailored to needs of institution
- Build internal capability for strategic planning



# Questions?

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