

Strategic Enrollment Management (SEM) Plan 2025

Project Co-Leads:
Nathan Fuerst, Vice-President and
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Leadership Committee

- **Jamie Caruso**, Director, Academic Affairs, Assistant Campus Director, UConn Waterbury; Chair of 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



SHARED GOVERNANCE & SEM PLANNING

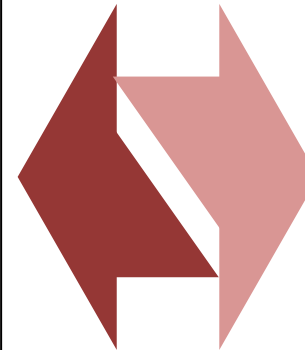
University Senate

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.”

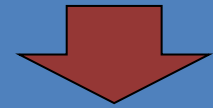
Senate Executive Committee

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

University Strategic Plan

Strategic Goals



Promoting Holistic Student Success



Expanding Research Impact



Powering a Thriving Connecticut

6 Areas of Focus

Student Success Journey

Excellence in Research,
Innovation, and
Engagement

Wellness of People and
Planet

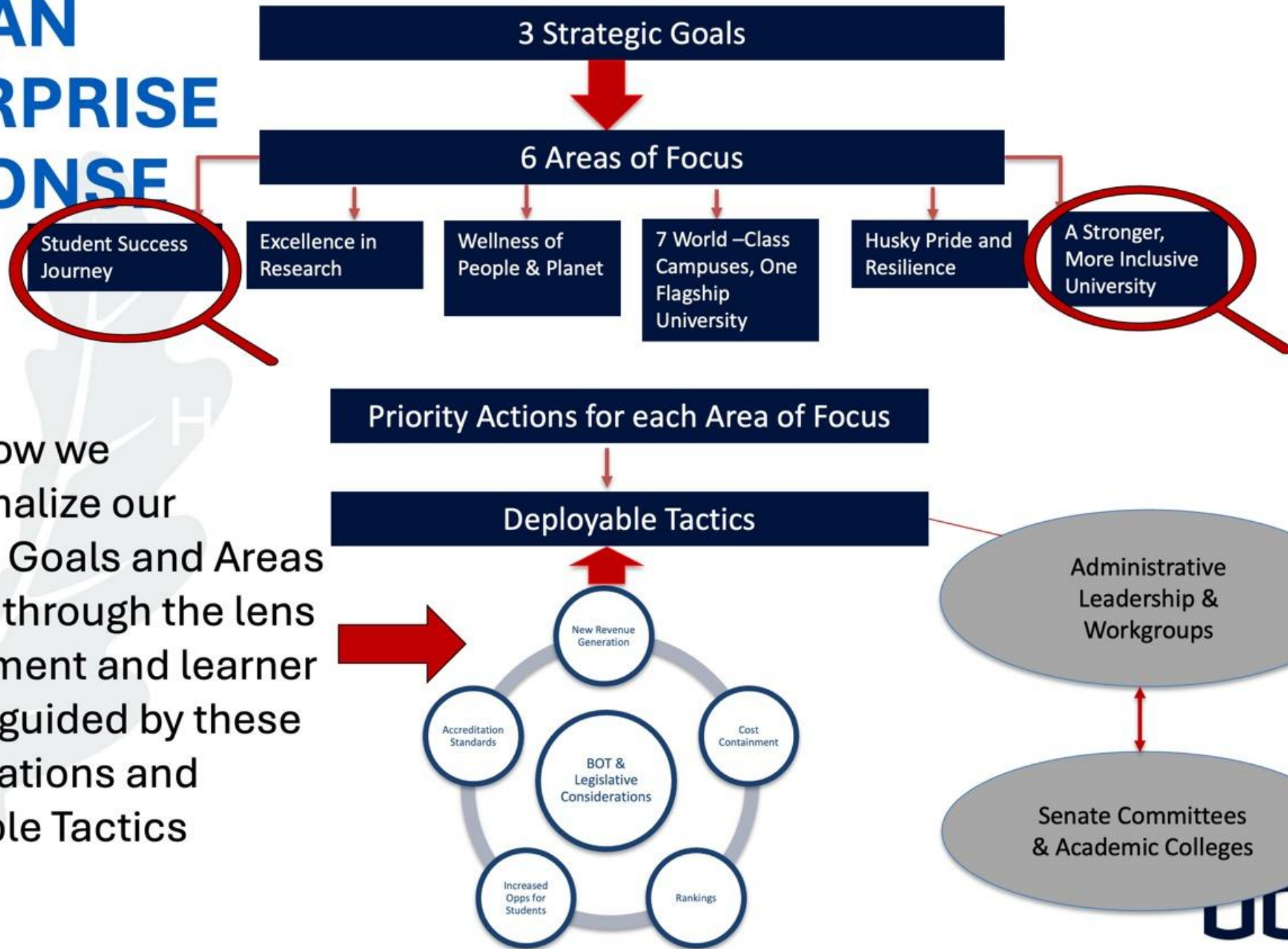
Seven World-Class
Campuses, One Flagship
University

Husky Pride and
Resilience

A Stronger, More Inclusive
University

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

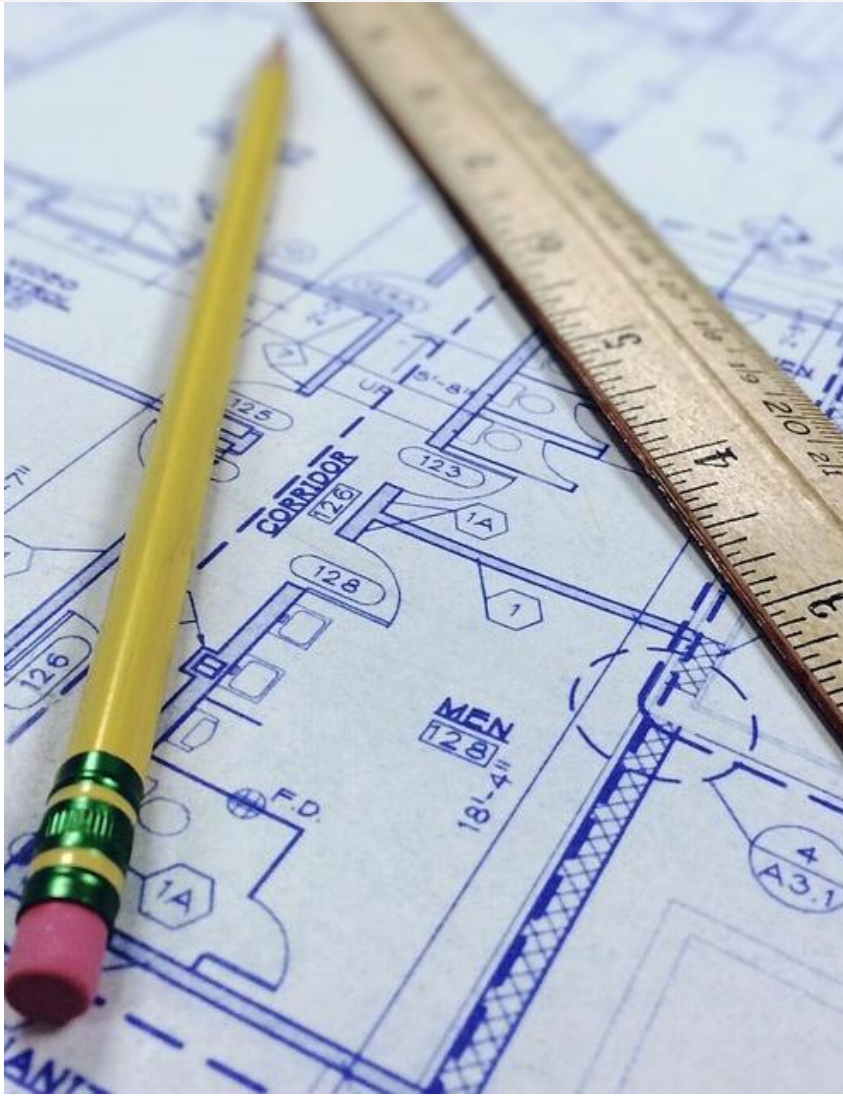


Situational Analysis

- UConn is in high demand. 64,000 undergraduate applicants, driving enrollment growth by 2,000 students (6.4%) in ten years.
- Student Success is our hallmark. Yet, achievement gaps are most significant among Pell, First Generation, Underrepresented and regional campus students.
- The State of Connecticut is reducing financial support for UConn, a trend that is expected to continue over the next decade.
- Graduate enrollment has remained stable overall, with some pockets of growth and contraction among certain programs.
- Demographic trends are driving down the number of high school graduates across our key feeder markets.
- The state's workforce is dependent upon UConn graduates.



SEM Planning Principles



- Align services to meet student need across all campuses.
- Manage fiscal viability to ensure student success outcomes.
- Perform capacity analysis for programs, services and campuses.
- Make data informed decisions.
- Embrace all high impact practices (HIPs) for student engagement.
- Be a driver in supporting workforce demand.

SEM Plan Goals



Goal One:

Improve Undergraduate Student Retention



Goal Two:

Improve Undergraduate Student Graduation



Goal Three:

Enrollment Growth



Goal Four:

Ensure Satisfaction of Graduates in Workforce & Post Graduate Outcomes



Goal Five:

Determine Baseline for Graduate Student Success Outcomes



Goal Six:

Determine Criteria for Graduate Student Enrollment Capacities



Goals One & Two Strategies



Goal One:

Improve Undergraduate
Student Retention



Goal Two:

Improve Undergraduate
Student Graduation

- Considering Investment and ROI Opportunities, ranging from strategic investments in student success efforts, financial aid, & regional campus investments
- Implement unified approach to academic advising
- Learner centered policy review to remove barriers
- Reduce DFW rates in key core courses
- Implement Success Coaches & Retention Managers
- Invest further in targeted Financial Aid awarding
- Define and improve the sense of belonging



Goal Three Strategies



Goal Three: Enrollment Growth

- Align pace of enrollment growth with resource demands
- Buildup program and student experience at regional campuses
- Develop online and other new programs to access new populations of learners
- Develop and nurture new recruitment markets



Goal Four Strategies



Goal Four:

Ensure Satisfaction of
Graduates in Workforce
& Post Graduate
Outcomes

- Strengthen the Alignment between Academic Advising, Academic Support, and Career Advising
- Transform the student employment experience by reimagining all working learner experiences as structured internships.



Goal Five & Six Strategies



Goal Five:

Determine Baseline for
Graduate Student
Success Outcomes



Goal Six:

Determine Criteria for
Graduate Student
Enrollment Capacities

- Develop learner-centered data standards for graduate student success outcomes and consistently collect and analyze the data across all graduate programs.
- Define and then improve the sense of belonging for all graduate students through intentional programming, services and supports.
- Attract and enroll learners with some credit no graduate degree and those working full-time into Masters programs.
- Collaborate across graduate programs to deliver shared resources to increase persistence and success.



Next Steps

- Complete and Prioritize Strategies based on criteria established in SEM Plan
- Continue to socialize and refine goals (and associated targets) and strategies leading up to the adoption of the SEM Plan by the UConn Board of Trustees
 - University Senate
 - President's Senior Leadership Team
 - Deans
 - Board Members
 - State Leaders
 - ...and more!
- Begin to build Tactics in support of Strategies that will fulfill the Goals
- Stewarding a Living SEM Plan



Update on Fall 2025 First Years

Storrs First Years	Gross Deposits to Date	Melt Rate	Projected Enrollment
In State	2,461	6%	2,308
Out of State	2,232	11%	1,977
International	349	25%	262
May 1 Total	5,042	9.8%	4,547

Post May 1 Activity	Projected Enrollment
Other Late Populations	100
Wait List	100
GRAND TOTAL	4,747

Update on Fall 2025 First Years

Regional Campus	Gross Deposits to Date	Gross Deposit Target	Percent to Target
Avery Point	173	197	88%
Hartford	516	557	93%
Stamford	1,101	1,124	98%
Waterbury	246	255	97%