

**UNIVERSITY OF ILLINOIS
URBANA-CHAMPAIGN SENATE**
Senate Executive Committee
(Final; Action)

- SC.12.14 Senate Comments on the “Strategic Enrollment Management; The Path Forward” document
An Assessment and Recommendation regarding the “Strategic Enrollment Management: The Path Forward” document conveyed by President Hogan to the University Senates Conference on March 19, 2012

BACKGROUND

As charged by Professor Matt Wheeler, the Enrollment Management (EM) Task Force of the UIUC Academic Senate has completed a review of the “Strategic Enrollment Management: The Path Forward” document conveyed by President Michael Hogan to the University Senates Conference (USC) on March 19, 2012. *From this assessment, it is our consensus view that this document generally addresses the major faculty concerns with the original external Enrollment Management Review Report (August 2011).* These concerns were outlined and discussed in our original UIUC EM Task Force report, and subsequently, the USC EM Task Force report (both issued December 2011), and in a special USC meeting (January 2012) with Board of Trustees Chairman Christopher Kennedy, President Hogan, Vice President of Academic Affairs Christophe Pierre, and Presidential Special Assistant Dr. Avijit Ghosh. We want to acknowledge and express our appreciation to all those individuals for listening to and considering our concerns in a collaborative manner and co-authoring “The Path Forward” document. We believe this current document represents an “evolutionary progression” from the original external EM report and provides, along with the previous UIUC and USC EM Task Force reports, a better framework for further collaborative discussions among university and campus administrators and faculty regarding the enhancement and optimization of enrollment management on all three campuses.

RECOMMENDATIONS

It is our recommendation that this Path Forward Document serves as a stimulus and framework for initiation of further discussion. As previously stated, our UIUC EM Task Force believes the current enrollment management process is well respected and not “broken”. That being said, most individuals recognize that there are opportunities for more strategic EM coordination across the campuses that can realize possible synergies and efficiencies (e.g. the recruitment of underrepresented students). As we advocated in our prior report, *the most important recommendations contained in the external EM Report and those that we believe should be implemented immediately, and repeated on an annual basis, call for each campus to establish and communicate their 2013 strategic enrollment goals near term, followed by consideration of a University-wide Projection Enrollment Plan through a collaborative process involving the input of key campus academic and University administrative leaders and enrollment managers.* Benefits to both the individual campuses and the University as a whole are likely to result from such a collaborative dialogue. In order to implement these recommendations, The Path Forward

document describes a process including the establishment of an Enrollment Management Policy Council (EMPC) consisting of the Vice President for Academic Affairs (VPA) and the three campus provosts. Additional aspects of the process include: 1) campus strategic EM goal setting by administrators and faculty and 2) overall university EM goal-setting by the chancellors and President based on EMPC recommendations. The importance of ongoing, effective and synergistic communication between these two processes is also stressed. In addition, the Path Forward document recommends that long-term EM goals be established through a “deliberative and consultative process....involving the chancellors, provosts, deans, program chairs and faculty”. The UIUC EM Task Force endorses these goal setting processes.

In summary, the UIUC Enrollment Management (EM) Task Force supports the “Strategic Enrollment Management: The Path Forward” document as an appropriate response to faculty and UIUC administrative concerns regarding the initial external EM report. We recommend that this document and the prior UIUC and USC EM Task Force reports serve as a starting point for further collaborative discussions about how best to optimize enrollment management within and across campuses. We recommend that the UIUC Senate Executive Committee and the Academic Senate also support this document and our call for further discussions about how to enhance our enrollment policies and practices.

Respectfully Submitted,

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