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Wayne Sigler, Ed.D.

About the Author

Dr. Wayne Sigler is a nationally-respected enrollment management practitioner, consultant, author and speaker. He served as vice president for enrollment management and chief enrollment officer at George Mason University from July 2012 until July 2014, where he was asked to lead the development and implementation of a new university-wide comprehensive and coordinated strategic enrollment management program.

Prior to joining Mason, Dr. Sigler served as director of admissions at the University of Minnesota-Twin Cities for 20 years, building an undergraduate admissions program that is regarded as one of the elite programs in both the Big Ten and the United States. Under his leadership, the University realized a 63-percent increase in new freshman enrollment, including strong increases in the academic preparation and diversity of the freshman class.

Before joining the University of Minnesota, Dr. Sigler served as dean of admissions and assistant vice president for enrollment services at the University of Houston, dean of student and academic services at Southwest Texas State University (now Texas State University, San Marcos), director of undergraduate admissions at the University of Maryland, College Park and associate director of admissions at Towson State College (now Towson University).

Dr. Sigler has had a significant influence on the national enrollment management movement. He developed the nationally recognized Tri-O leadership/management system that is stakeholder-focused and outcomes-oriented. He is the author of the book, *Managing for Change: Shifting from Process-Centric to Results-Oriented Operations* (AACRAO 2007), and he chaired AACRAO's Enrollment Management Committee several times and participated

in the development of AACRAO's Strategic Enrollment Management (SEM) Conference. In 2008, Dr. Sigler received the AACRAO APEX Award that recognizes excellence in education administration and outstanding achievement and influence in the profession. He also served a two-year term as president of the Association of Chief Admissions Officers of Public Universities (ACAOPU), a professional organization for the chief admissions officers of the nation's flagship public universities.

Sigler earned a B.S. in Political Science from Towson State College and both an M.A. in Education and a Ed.D. in Higher Education from The George Washington University.

Introduction

Strategic enrollment management (SEM) has evolved over the 40 years since its inception to become a powerful system for enabling colleges and universities to take better control of their enrollment destiny. The myriad of challenges that higher education currently faces make it imperative that the leadership at all levels of an institution fully understand how SEM can help to proactively address these challenges. Reduced funding in many states, declining numbers of high school graduates, expectations from students and their families for demonstrated outcomes and return on their investment, and the importance of serving an increasing diversification of students present a challenge for higher education leaders.

SEM Core Concepts is designed to provide busy professionals with a macro overview of SEM. Whether or not an institution is already using SEM practices, this guide will be a helpful resource for establishing or building on an existing SEM program.

The guide is organized around the following topics:

- Definitions of SEM and examples of what it is not
- The evolution of SEM, including its developmental stages that provided the building blocks for the current best practices of the profession
- An overview of the essential SEM concepts
- A planning model and road map for transforming an institution into a SEM organization

This publication is not intended to be a how-to guide or a definitive exploration of SEM. While there is not a definitive defini-

tion of SEM best practices, based on my 40 years in the enrollment profession as a practitioner, consultant, and author, I have designated as "core concepts" those ideas that seem to be lasting and often-referenced, and as "best practice" those practices that currently seem to be viewed with general agreement in the profession. Additional resources are listed at the end of the publication.