

Implementing SEM

Richard Levin, UOIT

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“Would you please elaborate on ‘then something bad happened’?”

UOIT Background

- ❑ Opened in fall, 2003, 950 students
 - ❑ Approaching 6,000 this fall
 - ❑ Rapid program growth, application growth
 - ❑ 7 faculties
 - ❑ “Integrated Services” with Durham College
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Start-up

- ❑❑ Required nimble approach - large agenda, little time
 - ❑❑ Strong pressure to reach critical mass of students
 - ❑❑ Decentralized approach
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SEM Committee experience

- ■ Struck separate university and college SEM committees in 2003
 - ■ Both stopped meeting
 - ■ Both are being resurrected now
 - ■ Smaller
 - ■ Focused mandate
 - ■ Research support
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Relationship to Strategic Planning

- ❖ *A strategic enrollment management plan operationalizes the institution-wide strategic plan. (Robert Massa, 2001)*
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Building support

- ■ Senior executive sponsorship
 - ■ Opportunity for individuals/units to get things done
 - ■ How critical is enrolment management to institutional health?
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Structuring the SEM Committee

- ■ Mandate: culture, expectations of inclusivity
 - ■ Advisory or executive?
 - ■ Benefits of “democratization” vs. flexibility
 - ■ Size?
 - ■ Incorporate existing structures where possible
 - ■ Specific terms of reference
 - ■ Strong chair
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UOIT SEM Committee

- ■ VP Enrolment/Registrar
 - ■ Student Services
 - ■ Communications, Facilities, Finance
 - ■ AVP, Academic Planning
 - ■ AVP, Teaching and Learning
 - ■ Deans or designates
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Mandate menu

- ■ Recruitment: strategy, tactics, coordination
 - ■ Student experience/student service
 - ■ Retention
 - ■ Enrolment: targets, caps, financial optimization
 - ■ Watch for scope creep
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Evidence-based approach

- ■ Need dedicated enrolment analysis support
 - ■ Create evidence-based culture
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Roll-out

- ■ Start with institutional mission, vision, plan
 - ■ Terms of reference
 - ■ Clear objectives
 - ■ KPIs
 - ■ Meeting schedule
 - ■ Campus communication
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Why strategies fail

- ❑ Insufficient resources
- ❑ Problems change
- ❑ Too many strategies, complex interactions
- ❑ Change in political environment

Bryson, 1995
