

Early Stages of SEM at McGill

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McGill Background

- ❑ Founded in 1821 in Montreal, QC
- ❑ Total enrolment:
 - 33,522 students (Fall 2007)
 - 0.8% increase over 2006
- ❑ Entering class average:
 - High school: 89.4%;
 - CEGEP: 30.24
- ❑ Year 1 retention of the undergraduate class:
 - 92.6%

So, Why SEM at McGill?

- Tie enrolment to integrated, cooperative strategic and budget planning
- Promote evidence-based decision-making
- Plan for changing demography
- Plan for shifting priorities
- Manage resources

Steps to a New Vision and Structure

- Provost's White Paper (Academic Plan) - 2006
- Principal's Task Force on Student Life and Learning – 2006
- Creation of the position of Deputy Provost Student Life and Learning and associated portfolio – 2007
- Create SEM Advisory group - 2007

Engagement: SEM Advisory Membership

- Deputy Provost SLL (Chair)
- Deans
- Associate Provost Graduate Education
- Director of Graduate Recruitment and Retention
- Director (Marketing and Events)
- University Registrar and Executive Director of Enrolment Services
- Executive Director of Student Services
- Associate Provost (Planning and Budgets)
- Director (Student Accounts)

SEM Advisory Mandate

- Advisory to the Provost
- Align enrolment planning with current strategic plans
- Ensure the fusion of long-range SEM with shorter-range decision-making
- Promote evidence-based support for strategies and decisions
- Ensure consistency between unit-level and institutional enrolment plans.

Successes (Strategies and Factors)

- Strong support from senior leadership
- Solid academic plan
- A clear vision: McGill is a student-centred, research intensive university
- Collaborative planning with deans to set targets and frame the issues
- Internal data – a good tool for projecting enrolment developed by Planning and Institutional Analysis
- Collaboration with Alumni Relations, Communication, Media Relations

More Work To Do

- Ongoing education
- Data/Research Resources - measuring capacity; investing in quality research
- Campus-wide coordination of enrolment activities
- Goals: at 30,000 ft and at the coalface
- Avoiding ‘bureaucratizing’ SEM – flexibility is key
- Creating a sense of urgency when everything seems ‘ok’