

Implementing SEM

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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

Start-up

- ■ Required nimble approach - large agenda, little time
- ■ Strong pressure to reach critical mass of students
- ■ Decentralized approach

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

Relationship to Strategic Planning

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

Building support

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

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

UOIT SEM Committee

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

Mandate menu

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

Evidence-based approach

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

Roll-out

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

Why strategies fail

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

Bryson, 1995