

Leadership Workshop: Strategic Enrolment Management 101

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Presenters

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Outline

➤ Morning Session:

- *SEM Audit*
- *Develop a common understanding of SEM*
- *SEM implementation challenges*

➤ Afternoon Session:

- *Applying SEM through case studies focused on enrolling First -Generation students in Ontario*
 - *Recruitment case study*
 - *Student success case study*

Materials

- PowerPoint presentation
- SEM Audit
- Article on Canadian vs. U.S. SEM
- SEM Plan Web Sites
- Bibliography



www.uwindsor.ca/sem



What is Strategic Enrolment Management?



Strategic enrollment management (SEM) is a concept and process that enables the fulfillment of institutional mission and students' educational goals.

-Bob Bontrager

SEM Started in the U.S.

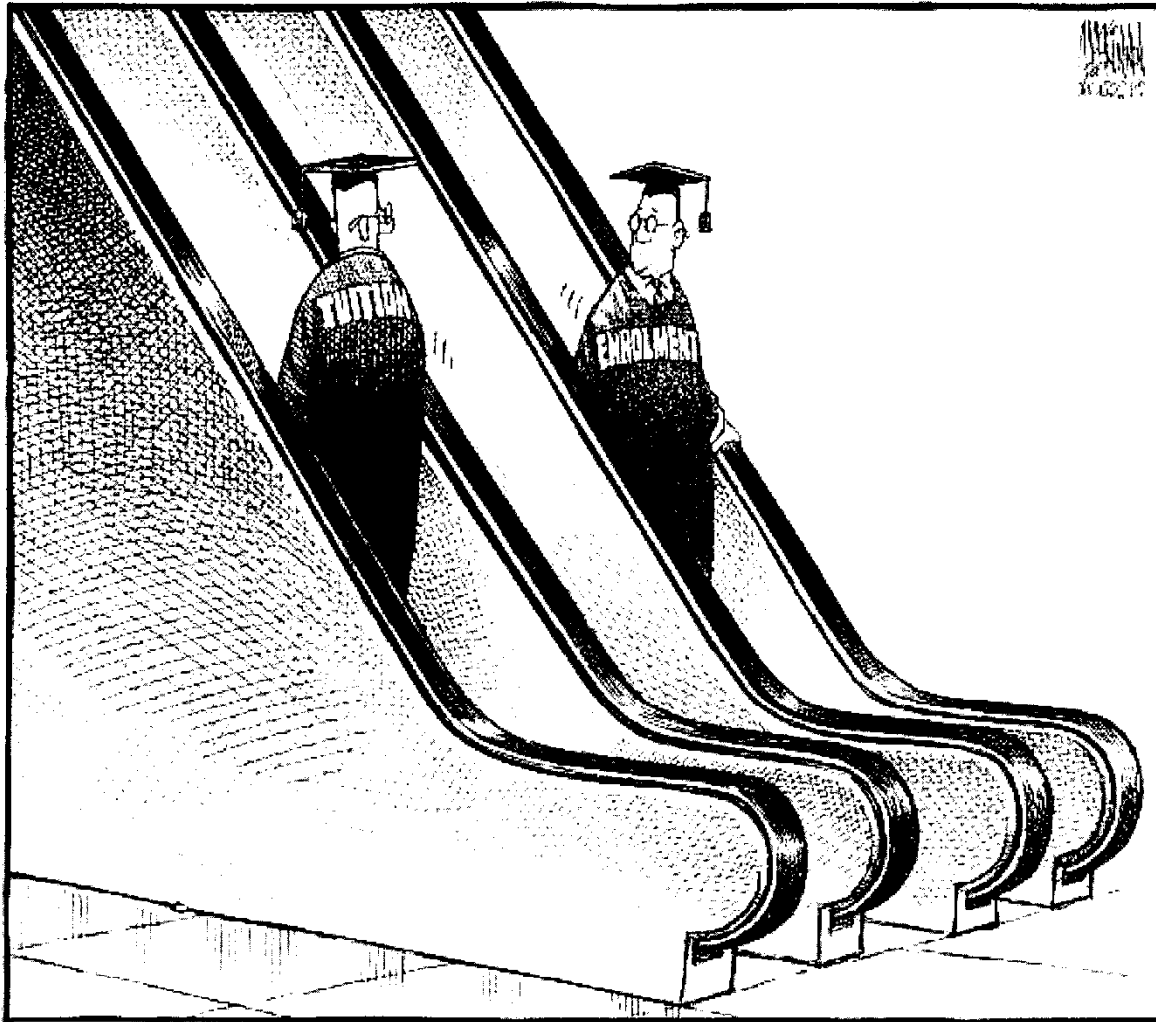
- **Started in the late 1970's at Boston College**
 - *As a result of declining traditional student enrolments*
- **Early focus on attracting new students (e.g., returning adults, women, minorities, low-income)**
- **Expanded to all types of PSE institutions (e.g., public, private, 2-year, 4-year, grad)**

SEM Started in the U.S. (Cont'd)

- **Grew to include student success**
 - *First-Year Experience programs*
 - *Increased levels of student engagement*
- **Increasing emphasis on connecting with institutional financial management**
- **Now the concern of the senior leadership team – presidents, provost, deans**

Emergence of SEM in Canada

- **Slower emergence of SEM in Canada**
- **Driven by funding cuts, lack of revenue, heavier reliance on tuition, changing demographics**
- **Many Canadian institutions have now adopted SEM in name, practice or both**
 - *We're attending webinars, workshops & conferences*
 - *Some of us are working with consultants*



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A Few Core Concepts



The Purposes of SEM are Achieved by...

- Establishing **clear goals** for the number and types of students needed to fulfill the institutional mission
- Promoting **students' academic success** by improving access, transition, persistence, and graduation
- Promoting institutional success by enabling effective **strategic and financial planning**

The Purposes of SEM are Achieved by...

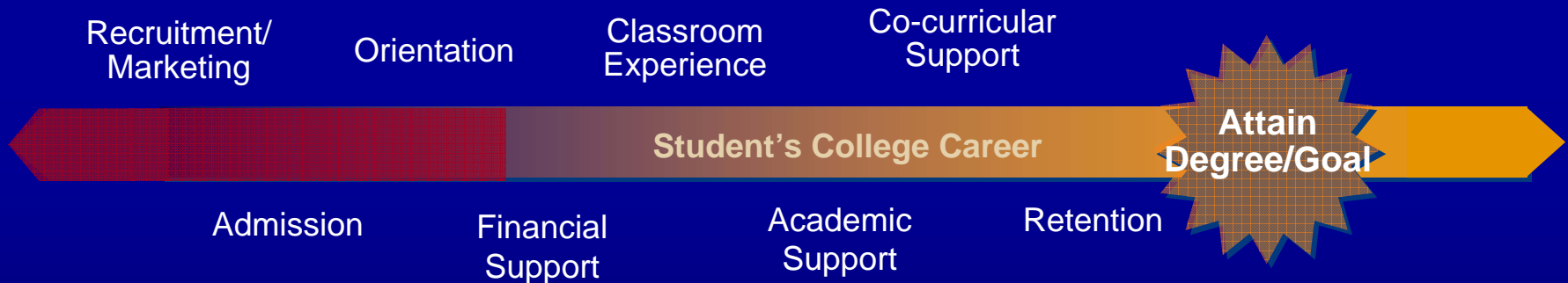
- Creating a **data-rich environment** to inform decisions and evaluate strategies
- Improving process, organizational and financial **efficiency** and outcomes
- Strengthening **communications and marketing** with internal and external stakeholders
- Increasing **collaboration** among departments across the campus to support the enrollment program

The Concept of Optimum Enrollment



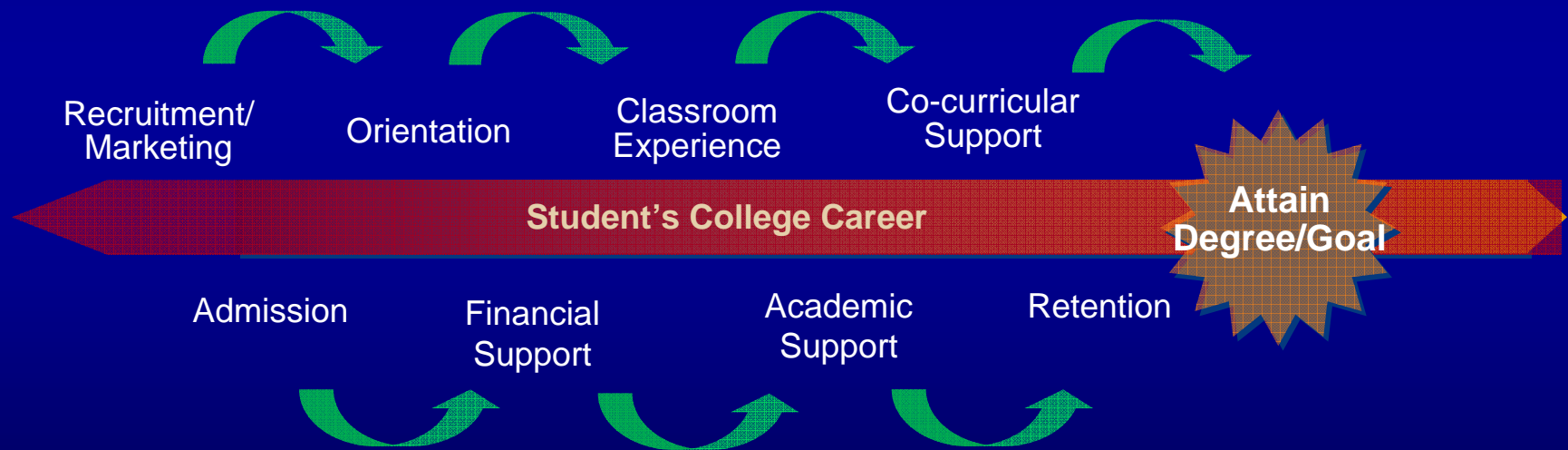
The Student Success Continuum

➤ *Traditional Enrollment Perspective*

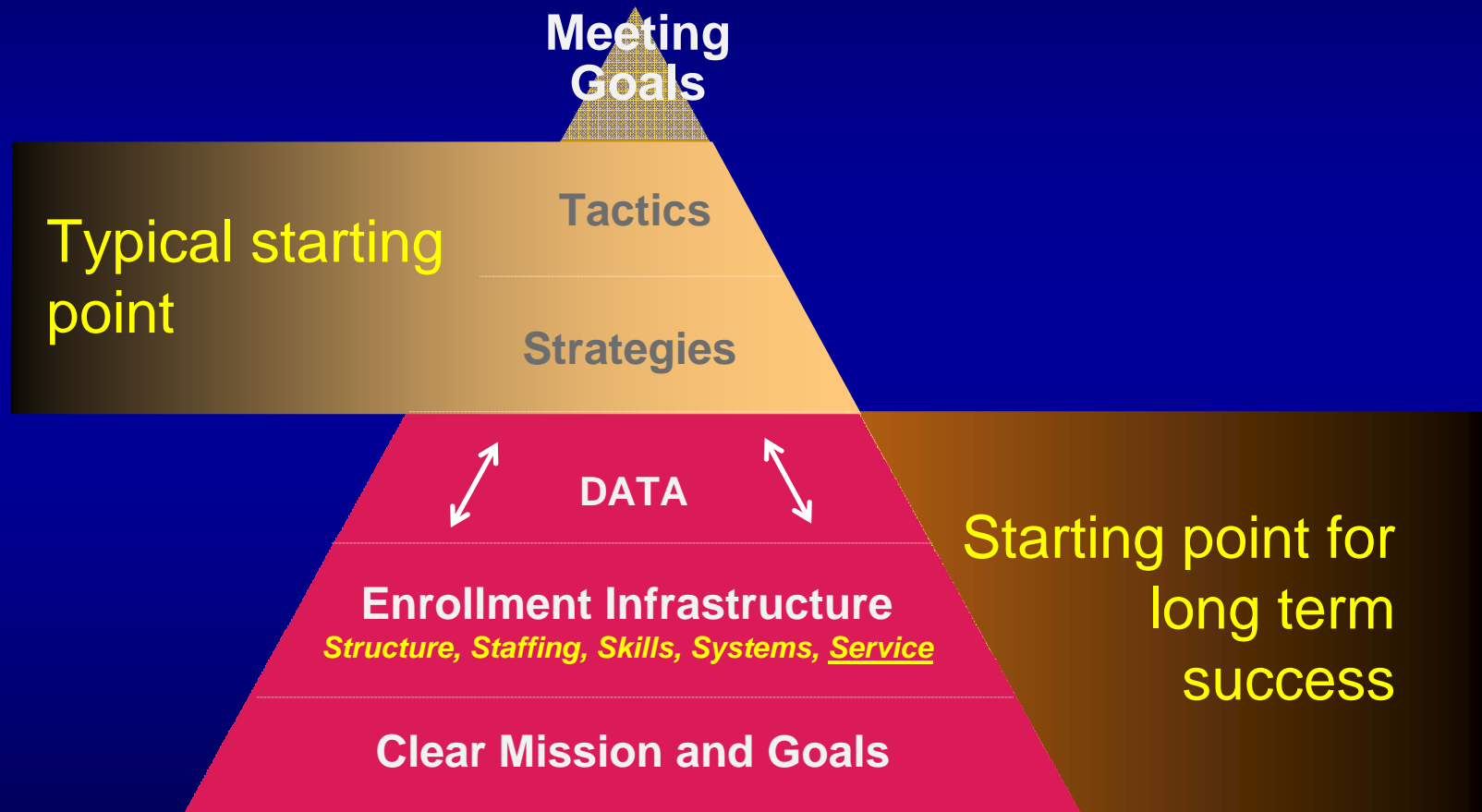


The Student Success Continuum

➤ *The SEM Perspective*



SEM Planning Model



Creating a Data-Driven Enrolment Plan

The Enrolment Data Agenda

Alumni
Research

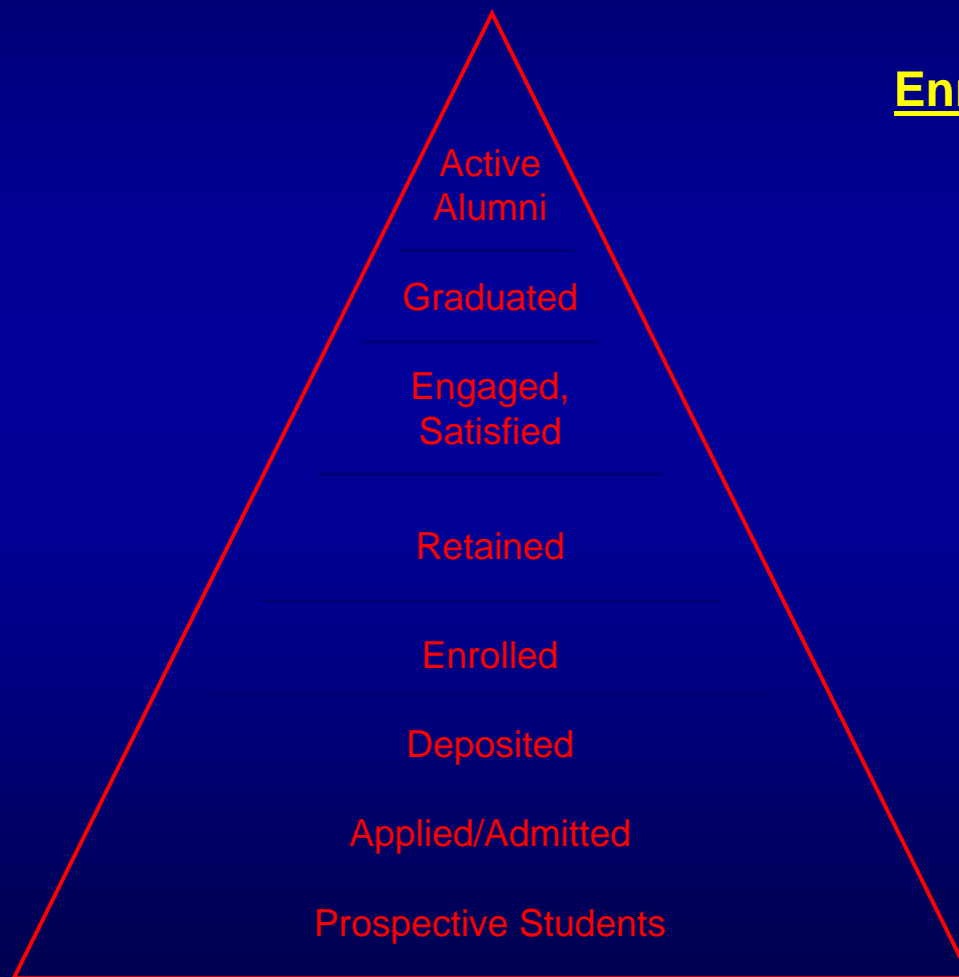
Placement Data
Graduate Rates

Retention Data
Student Surveys

Financial Aid Analysis

Yield Data
Admission Statistics

Competitive Analysis
Market Research



Enrolment Strategies

Alumni
engagement

Graduation/
Career Development

First Year Exp. &
Retention Programs

Yield

Recruitment

Marketing

The Enrolment Funnel is Different for Different Students

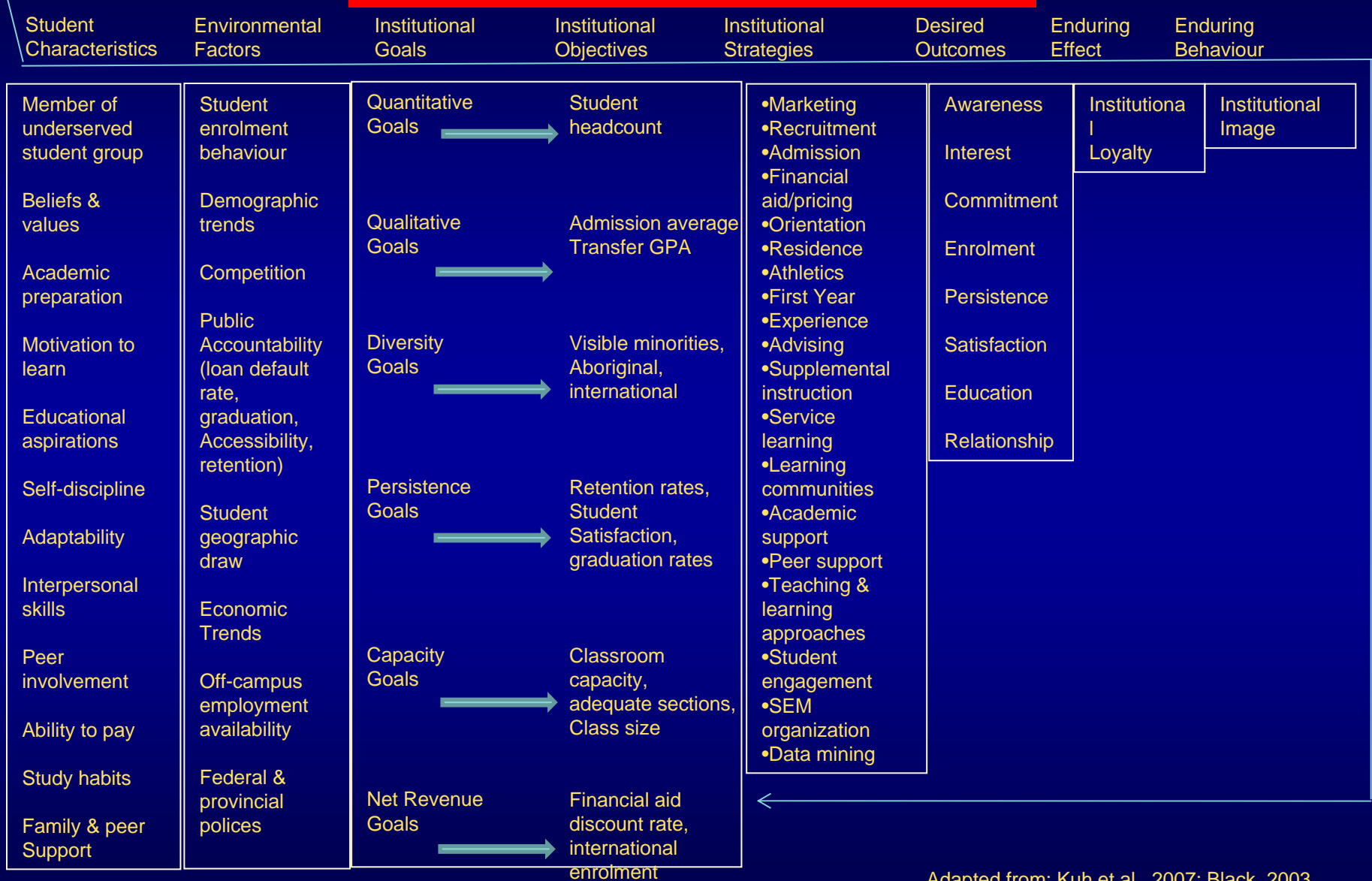
Student Type:

- New Immigrants
- International Students
- First-Generation Students
- Rural Students
- Students with Disabilities
- Dislocated Workers
- Sole Support Mothers
- Low-income Students
- Minority Students
- High-Achieving Students



A Few Ways to Look at SEM

Enrolment Management System



Adapted from: Kuh et al , 2007; Black, 2003



What SEM is Not

- **A quick fix**
- **Solely an organizational structure**
- **An enhanced admission & marketing operation**
- **A financial drain on the institutional budget**
- **An administrative function separate from the academic mission of the institution**

Institutional Mission & Enrolment Goals Are Determined By:





*Determine your
niche, focus on it,
and deliver on it as
well as you possibly
can . . .*

Enrolment Goals: The Classic Conundrum

- All may want better students
- Administration may want more students
- Faculty usually want fewer students
- Access vs. Quality



Adapted from Henderson

A Re-Cap: Major SEM Components

- **Accessibility**
- **Accountability**
- **Admission Policies**
- **Financial Aid**
- **Geographic Draw**
- **Enrolment Marketing**
- **Organization**
- **Planning**
- **Recruitment**
- **Retention**

SEM Implementation Challenges: How Do You Make It Work?

Enrolment Management

Enrollment management is an **organizational concept** and a **systematic set of activities** designed to enable educational institutions to **exert more influence over their student enrollments**. **Organized by strategic planning** and supported by **institutional research**, enrollment management activities concern student **college choice, transition to college**, student attrition and **retention, and student outcomes**. These processes are studied to guide institutional practices in the areas of new **student recruitment and financial aid, student support services, curriculum development** and other academic areas that affect enrollments, student persistence and student outcomes from college.

- Don Hossler, 1990

First-Generation Students

- Parental education (& not parental income) key drive of PSE participation in general & university in particular (Finnie & Mueller, 2008)
- Definition: Who are “first-generation” students?
- How do we identify them?
- Is your institution targeting them
 - *access/recruitment?*
 - *retention?*
 - *services?*

Access of First-Generation Students

- 81% of 18 to 24 year olds whose parents have a university education participate in PSE, compared to 53% for young people whose parents didn't go past high school (CMSF)
- 1st generation students in Ontario are 2.4 times less likely to attend PSE (MTCU, 2008)

Barriers to Access

➤ Financial

- *Tuition, fees & cost of living*
- *Debt aversion*

➤ Academic

- *Low high school grades, wrong course prerequisites, high dropout rate*
- *Lack of preparation (hard & soft skills); quality of local high schools*
- *Gaps in training and certification*

➤ Geographic

- *Distance, costs of travel*

Barriers to Access (cont'd)

- **Language & literacy**

- **Family* & community***
 - *Lack of role models*
 - * However, some ethnic groups have considerably higher educational aspirations for their children than others

- **Enforced cultural assimilation and legacy of residential school system for Aboriginal students**
 - *Distrust of non-Aboriginal institutions*

Barriers to Access (cont'd)

➤ Aspirational

- *Lack of interest/motivation*
- *PSE not considered necessary (for job, life)*
- *Lack of information about PSE options & benefits*

➤ Self-esteem and self-confidence

➤ Institutional

- *Programs don't respond to needs, interests*
- *Unknown environment*
- *Admission criteria and complexity of admission procedures*
- *Lack of information*
- *Counseling structure*

First-Generation Students: Access

- You are tasked with developing a SEM action plan to increase enrolment of first-generation students
 - *How would you approach this task?*
 - *Who would you work with?*
 - *What would you include in the Plan?*

- Real-life pitfalls & challenges of recruiting first-generation students

Campus Experience of First-Generation Students

- **NSSE (2008): About half not involved in extracurricular activities**
- **College Board (U.S.): Less likely than peers to earn degrees, even when differences in high-school preparation taken into account**

Attrition Factors

- **Academic preparation and performance**
 - *Contributes to lack of engagement, motivation*
 - *Questioning of abilities, confidence*

- **Financial support**

- **Family and work responsibilities**

- **Language proficiency**

Attrition Factors (cont'd)

- **Low level of educational aspiration/motivation**

- **Well-being**
 - *Isolation*
 - *Stress*
 - *Lack of understanding of culture, racist attitudes on campus*

- **Social/Family/Community support**

First-Generation Students: Retention

- You are tasked with developing a SEM action plan to increase the retention of first-generation students
 - *How would you approach this task?*
 - *Who would you work with?*
 - *What would you include in the Plan?*

- Real-life pitfalls & challenges of retaining first-generation students

Summary

- **Web of barriers to access & success interact with & compound one another**
 - *Unmet financial need*
 - *Inadequate academic preparation, motivation & direction*
 - *Insufficient information, guidance & encouragement*

- **Utilizing a comprehensive, SEM framework essential to meeting institutional goals**

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