

# 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
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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

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