

# STRATEGIC ENROLMENT MANAGEMENT

at the

## University of Manitoba

SEM SUMMIT, Halifax

April 28, 2010

Dave Morphy, Vice-Provost (Student Affairs)

Peter Dueck, Executive Director, Enrolment Services

Neil Marnoch, Registrar

Lynn Smith, Executive Director, Student Services

# SEM PLANNING HISTORY

- 2004: The Initial SEM Plan
- 2007: The Student Affairs SEM Plan
- 2009: The University Planning Context

# THE PLANNING CONTEXT

- The Strategic Planning Framework
- Resource Optimization & Service Enhancement (ROSE)
- Optimizing Academic Resources (OARs)

# OPTIMIZING ACADEMIC RESOURCES (OARs)

- Strategic Enrolment Management (SEM)
- Academic Synergies and Efficiencies (ASE)
- Rules, Regulations and Red Tape (3R's)

## MAJOR STEPS IN SEM

- Identify key elements of an enrolment plan
- Analyze current recruitment and retention strategies
- Develop plan, and processes to monitor plan
- Develop an implementation timeline

# Strategic Enrolment Management (SEM) Review: The Framework

- To move forward, had to start by creating a more general SEM framework
- Why?
  - Provides context to inform specifics in the plan
  - SEM strategy must be informed by the institution's mission, values, and planning framework

## SEM Framework – What We Do

- Examines how the U of M is, and needs to be, positioned both within and outside Manitoba.
- In Manitoba – Four Differentiating Characteristics:
  - Research intensity
  - Significant graduate programs
  - A wide range of professional programs
  - A range and depth of undergraduate programs
- Beyond Manitoba – Compete with other similar universities, with place in Manitoba as differentiating characteristic

# IMPLICATIONS OF A DIFFERENTIATED POSITION

- How does this position inform the size of the institution?
- How does this position inform the size of our graduate programs?
- How does this position impact the role of professional programs?



# SEM Framework – The Student Experience

- Four Fundamental Promises to Students:
  - Excellent Education
    - Committed to our students' academic success
  - Research Experience
    - All students will have the opportunity to receive a significant research experience
  - Community
    - Opportunities to become engaged in a rich and diverse community both on and off campus
  - Career Enhancement
    - Committed to the concept that an undergraduate degree will contribute to life-long learning and the enhancement of students' career choices

## SEM – Recruitment and Retention

- What does the Framework imply for Recruitment and Retention?
- What are the Greatest Challenges and Opportunities we face in both Recruitment and Retention?
  - By the University?
  - By Faculty / School / College and their respective
  - Programs?

# ACTION PLAN

- An Evolving Process
- Sub-Committees
  - SEM Framework
  - Recruitment
  - Retention
  - Student Populations

# RECRUITMENT SUB-COMMITTEE

## Mandate:

- To consider issues related to student recruitment; and
- To develop strategic recommendations

## Focus:

- Assess optimal enrolment by faculty/program;
- Assess target sub population; and
- Identify what is distinctive about each faculty/program for recruitment purposes

# RETENTION AND SUCCESS SUB-COMMITTEE

## Mandate:

- To consider issues related to retention and student success; and
- To develop strategic recommendations

## Focus:

- Review student outcomes cohort data
- Assess current retention data by faculty/program;
- Develop inventory of current retention activity; and

## SEM IN EVOLUTION

- The plan will evolve
- The plan is embedded in the strategic planning process
- The plan is embedded in the Office of the Vice-President (Academic) and Provost
- The plan revolves around the experience of building the plan and the sharing of responsibility of developing and implementing the plan