

# **Introduction of Strategic Enrolment Management (SEM)**

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## What is SEM?

SEM is a comprehensive process designed to help an institution achieve and maintain optimum enrollment, where optimum is defined within the academic context of the institution.

-Michael Dolence (1993)

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

-Bob Bontrager (2004)

# SEM is Achieved by...

- Establishing clear goals
- Promoting student academic success by improving access, transition, retention, and graduation
- Creating a data-rich environment to inform decisions & evaluate strategies
- Establishing student-centred services
- Strengthening communications & collaboration across the campus

-Bontrager, 2004

# Major SEM Components

- **SEM Organization**
- **Data Mining & Analysis**
- **SEM Plan**
- **Marketing**
- **Recruitment**
- **Admissions**
- **Financial Aid**
- **Student Services**
- **Retention**

# The Enrolment Funnel is Different for Different Students

## Student Type:

- Aboriginal Students
- New Canadians
- International Students
- First Generation Students
- Northern Canadians
- Rural Students
- Students with Disabilities
- Dislocated Workers
- Francophone Students
- Sole Support Mothers
- Low-income Students
- Visible Minority Students
- High-Achieving Students



## SEM

- **Early focus: Increase declining enrolments by focusing on top of enrolment funnel (i.e., recruitment & admissions)**
- **Now: Retention is as important as recruitment**
- **But ... Figuring out how to impact retention is complex**
  - *Search for ways to understand student behaviour, identify gaps, set benchmarks*

# SEM Summit 2010, Halifax

## Enrolment Management System

Student Characteristics

Environmental Factors

Institutional Goals

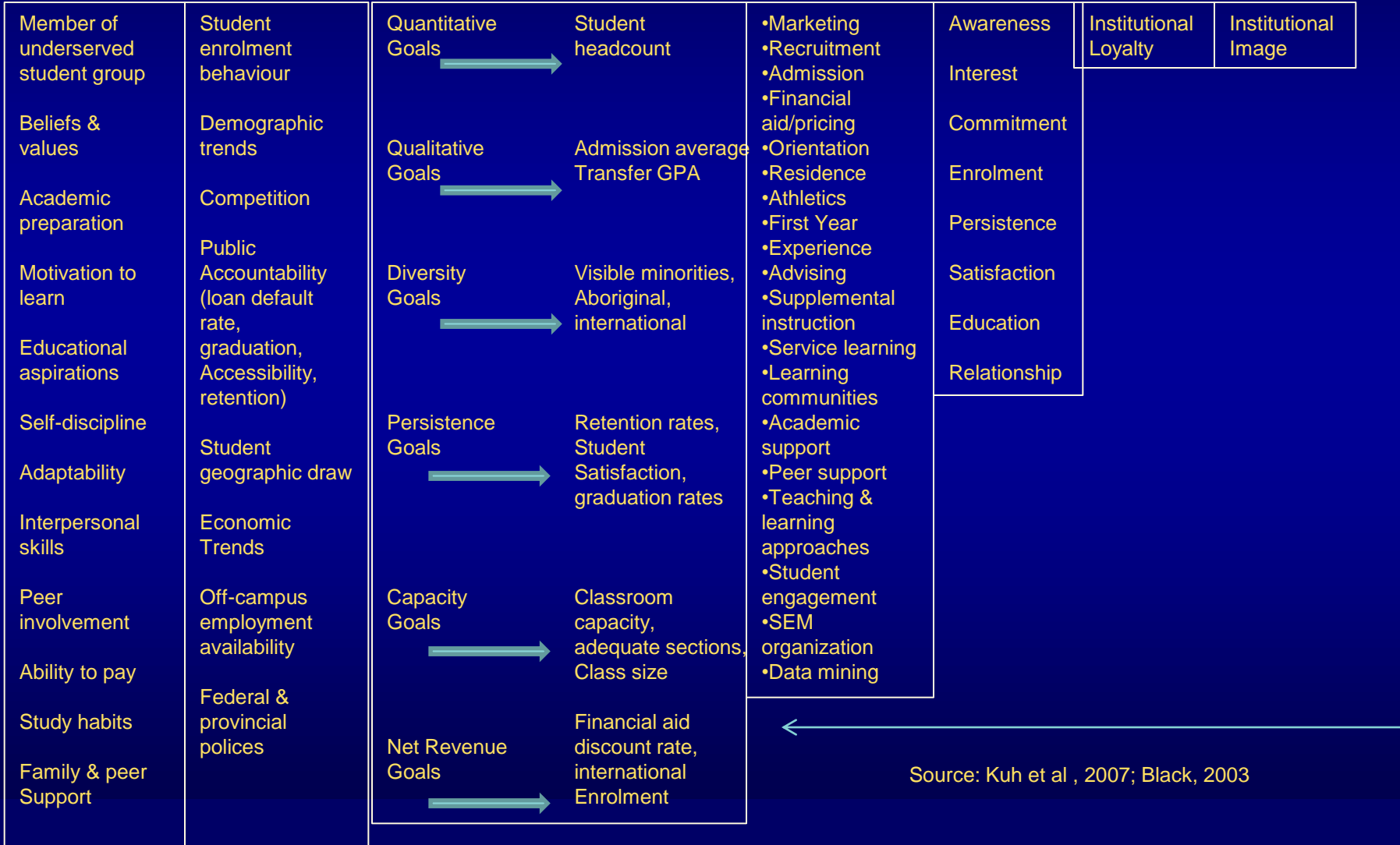
Institutional Objectives

Institutional Strategies

Desired Outcomes

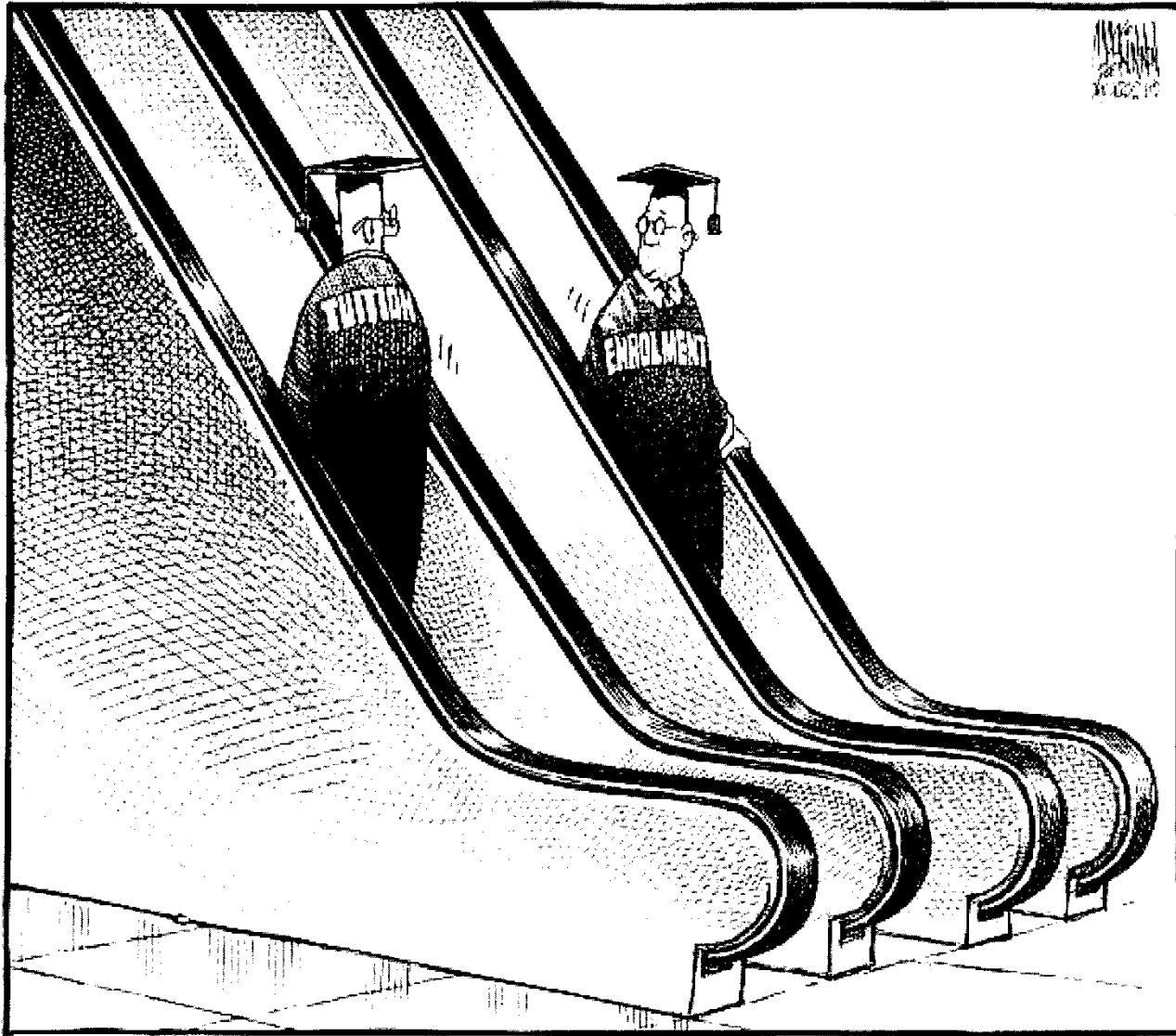
Enduring Effect

Enduring Behaviour



Source: Kuh et al , 2007; Black, 2003

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# The 4 Key SEM Questions

- **Do you have a senior-level SEM champion?**
- **Do you have widespread (vertical and horizontal) buy-in and participation in SEM?**
- **Have you established clear SEM goals?**
- **Do you have a culture of evidence-based SEM decision-making?**

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# Canadian SEM Resource Library

[www.uwindsor.ca/sem](http://www.uwindsor.ca/sem)