

# Strategic Enrolment Management: Core Concepts

**SEM Summit**  
**April 24, 2008**

# Presenters

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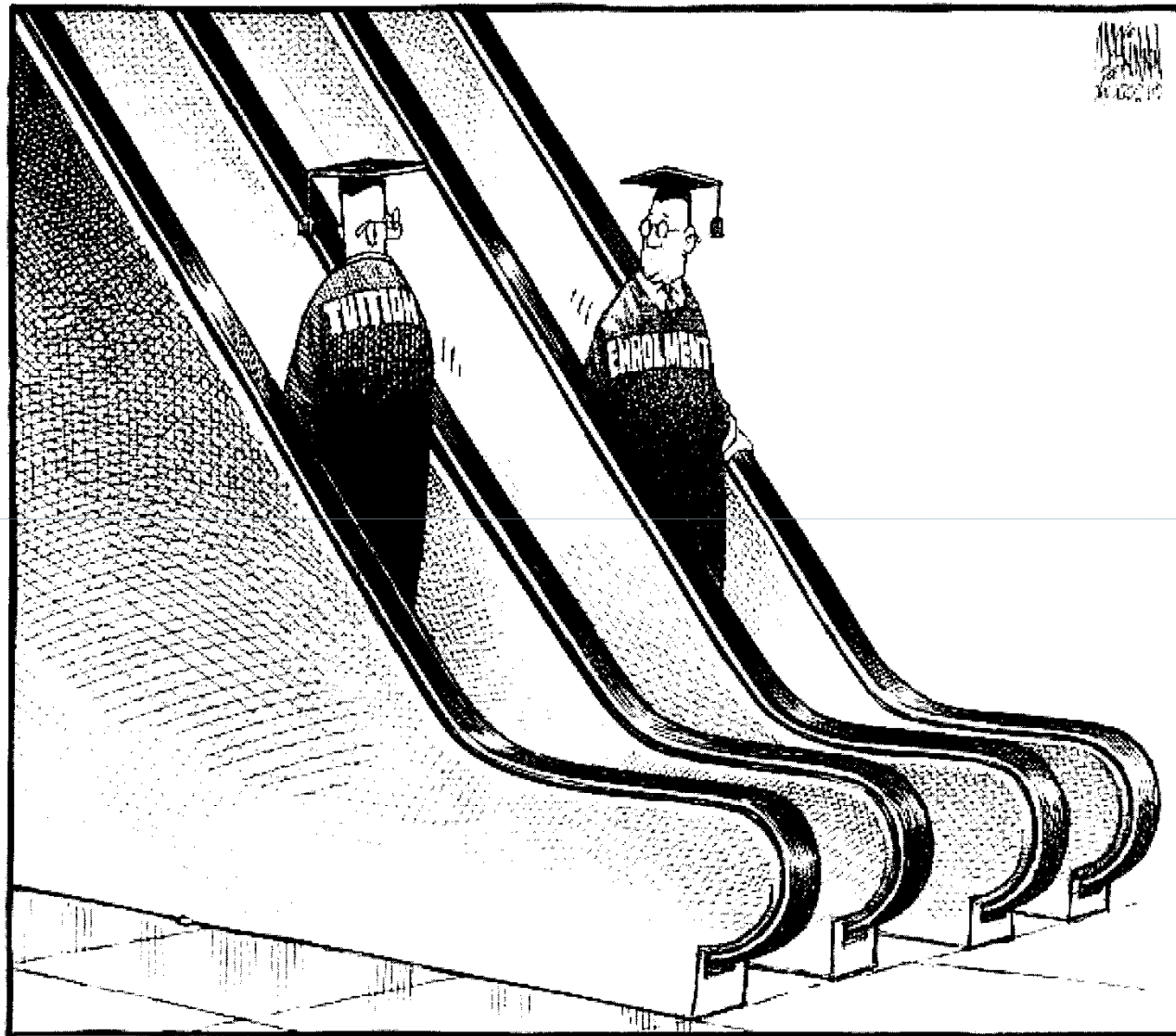
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# Session Goals

- *Establish a common understanding of SEM*
  - Definition
  - Some key concepts



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# A bit about SEM...

# What is SEM?

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

Michael Dolence (1993)

- Strategic enrolment management is a concept and process that enables the fulfillment of institutional mission and students' educational goals.

Bob Bontrager (2004)

# The Concept of Optimum Enrolment



# Institutional Mission and Enrollment Goals Are Determined By:



*...with consideration to institutional differentiation!*



# The Purposes of SEM are Achieved by...

- *Establishing clear goals for the number & types of students needed to fulfil the institutional mission*
- *Promoting student academic success by improving access, transition, retention, & graduation*
- *Promoting institutional success by enabling effective strategic & financial planning*

# The Purposes of SEM are Achieved by...

- *Creating a data-rich environment to inform decisions & evaluate strategies*
- *Improving process, organizational & financial efficiency & outcomes*
- *Establishing top quality student-centred service*

# The Purposes of SEM are Achieved by...

- *Strengthening communications & collaboration among departments across the campus to support the enrolment program*

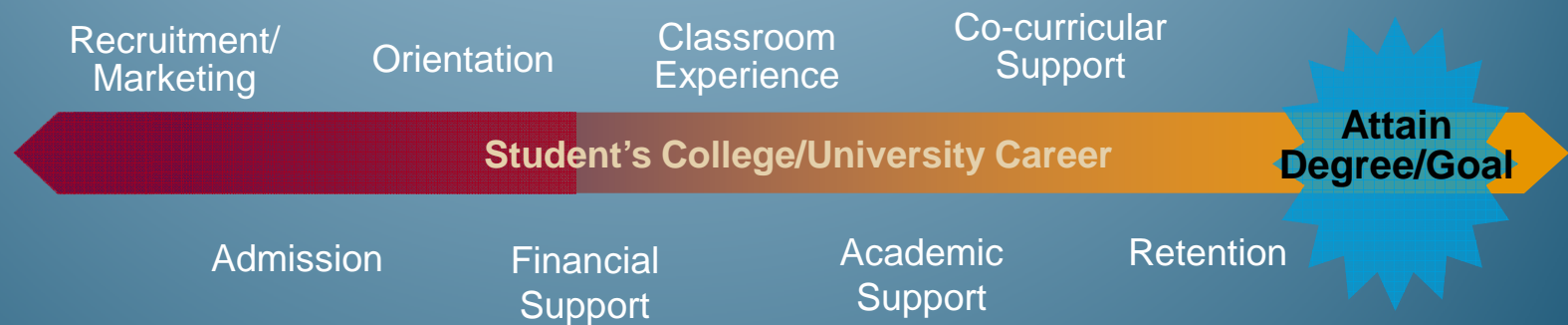
*-Bontrager (2004)*

# Promoting Student Success: The Student Success Continuum



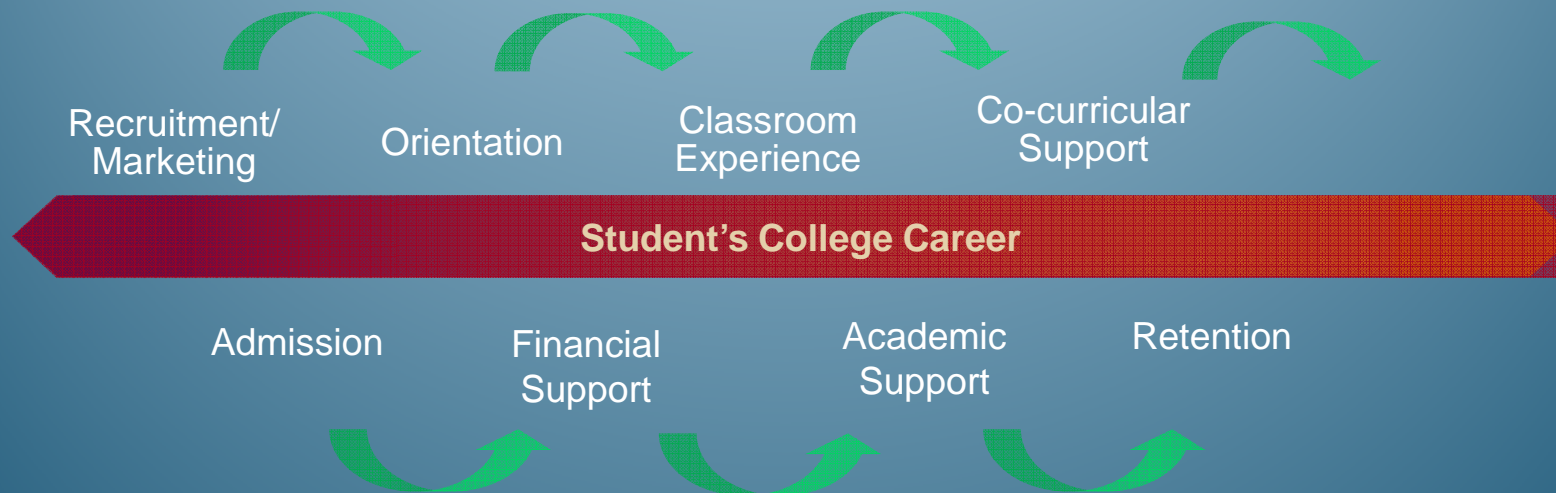
# The Student Success Continuum

- *Traditional Enrollment Perspective*



# The Student Success Continuum

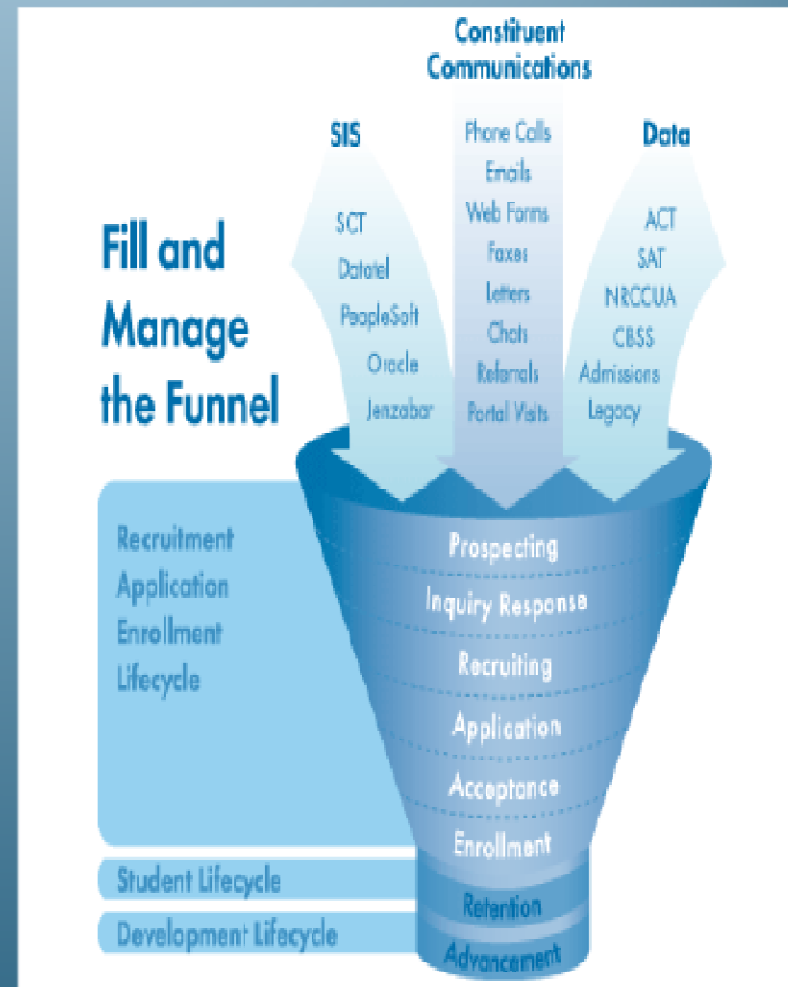
- *The SEM Perspective*



# The Enrolment Funnel is Different for Different Students

## Student Type:

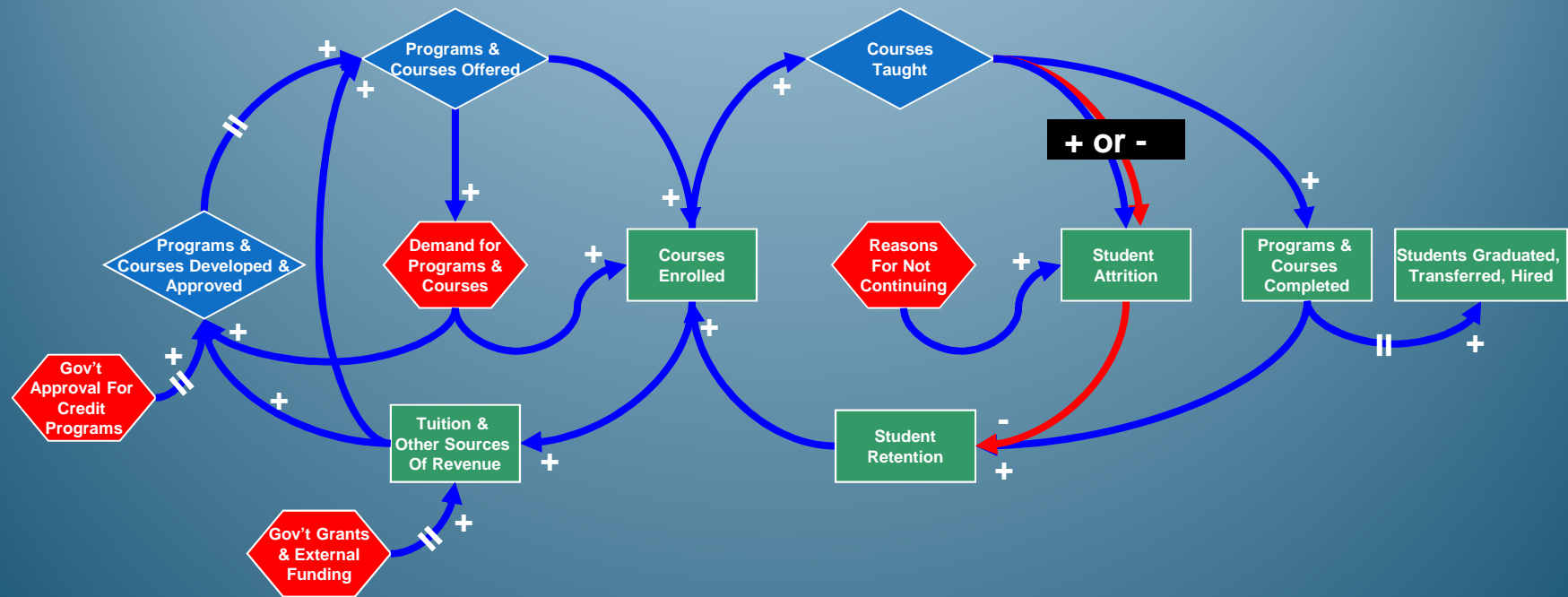
- Aboriginal Students
- New Canadians
- International Students
- First Generation Students
- Northern Canadians
- Rural Students
- Students with Disabilities
- Dislocated Workers
- Francophone Students
- Sole Support Mothers
- Low-income Students
- Visible Minority Students
- High-Achieving Students



# SEM Enrollment Model

“Capacity Development Loop”

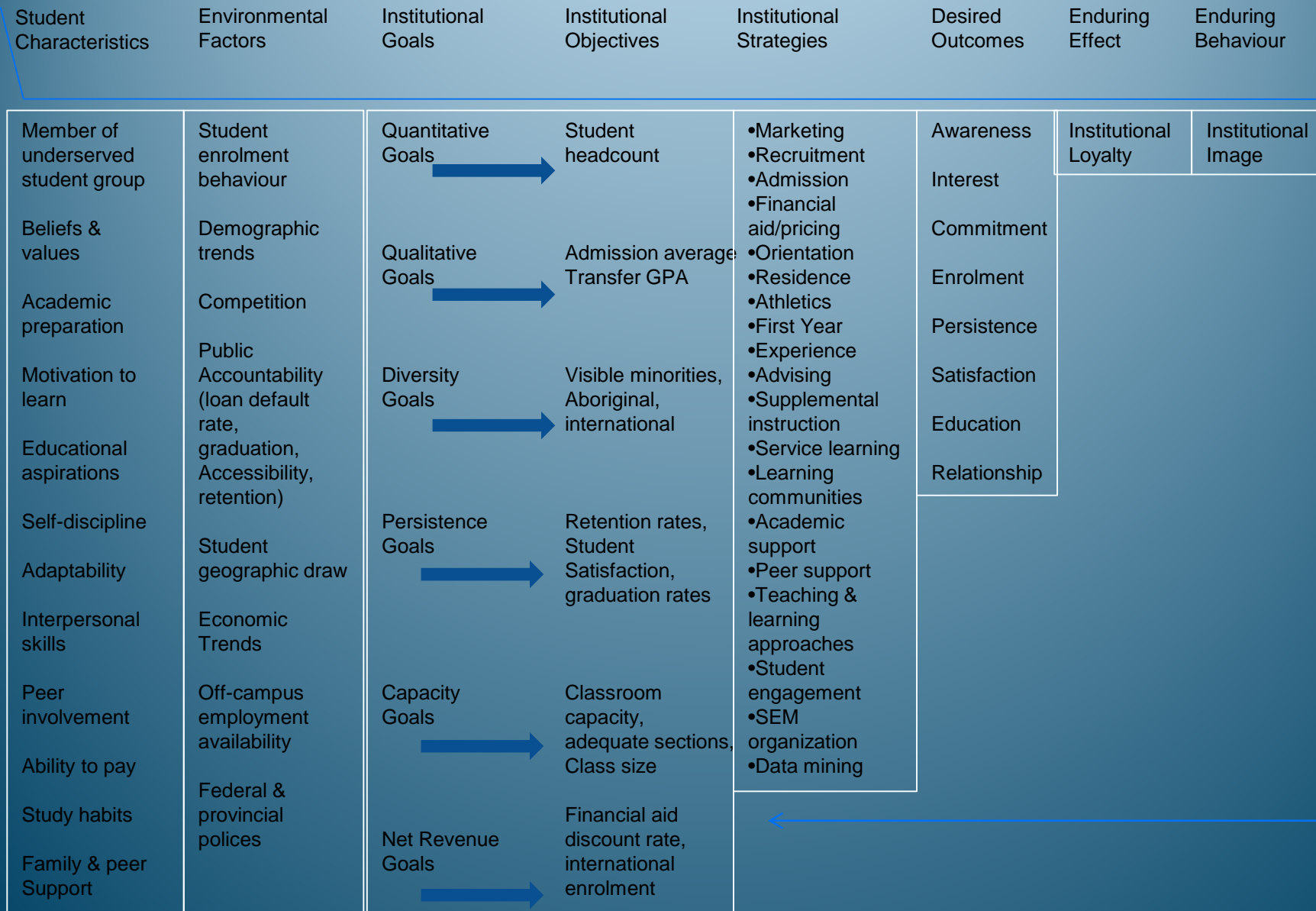
“Delivery Loop”



Source: P. Seto, 2008



## Enrolment Management System



# Major SEM Components

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

# 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*

# SEM Audit

- A quick look at where we all stand in terms of SEM

Q & A

Thank you!