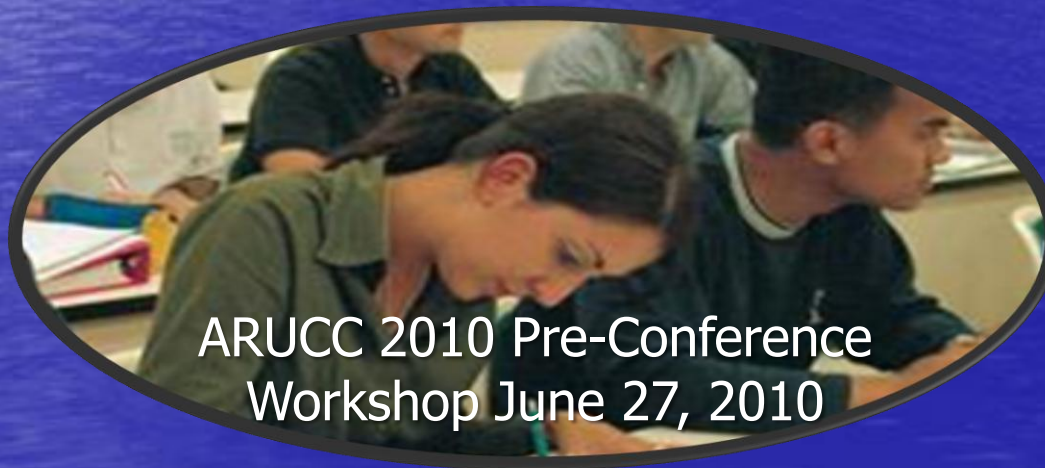


Strategic Enrolment Management in Canada: A Framework for Success

Clayton Smith, University of Windsor
Susan Gottheil, Mount Royal University



Outline

➤ Morning Session:

- *Develop a common understanding of SEM*
- *Emerging SEM issues in Canada*
- *Getting started with SEM*

➤ Afternoon Session:

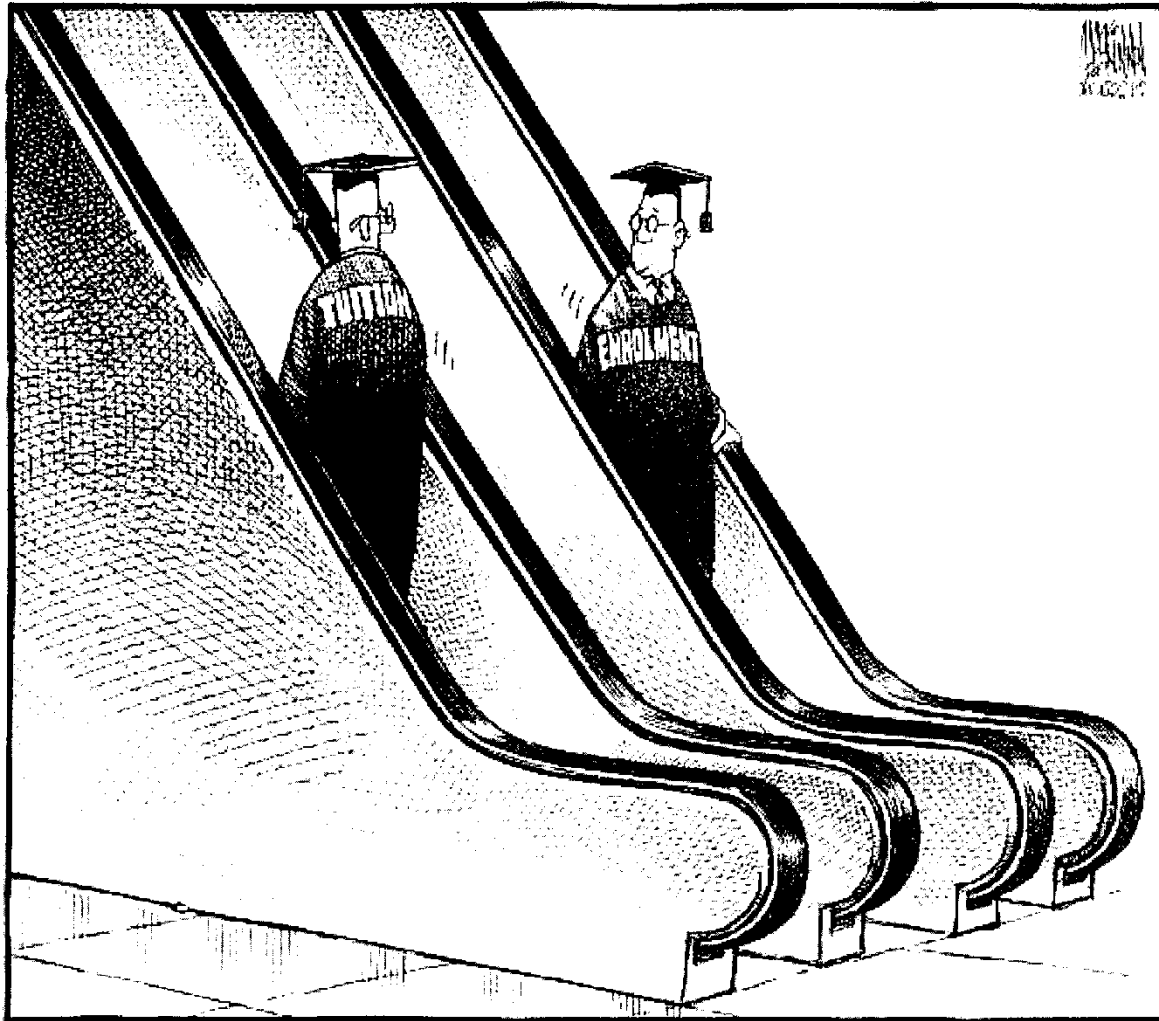
- *Review the major SEM planning components*
- *Provide SEM plan examples*
- *Tools & Resources*



What is SEM?







Copyright (c) 2007 The Halifax Herald Limited



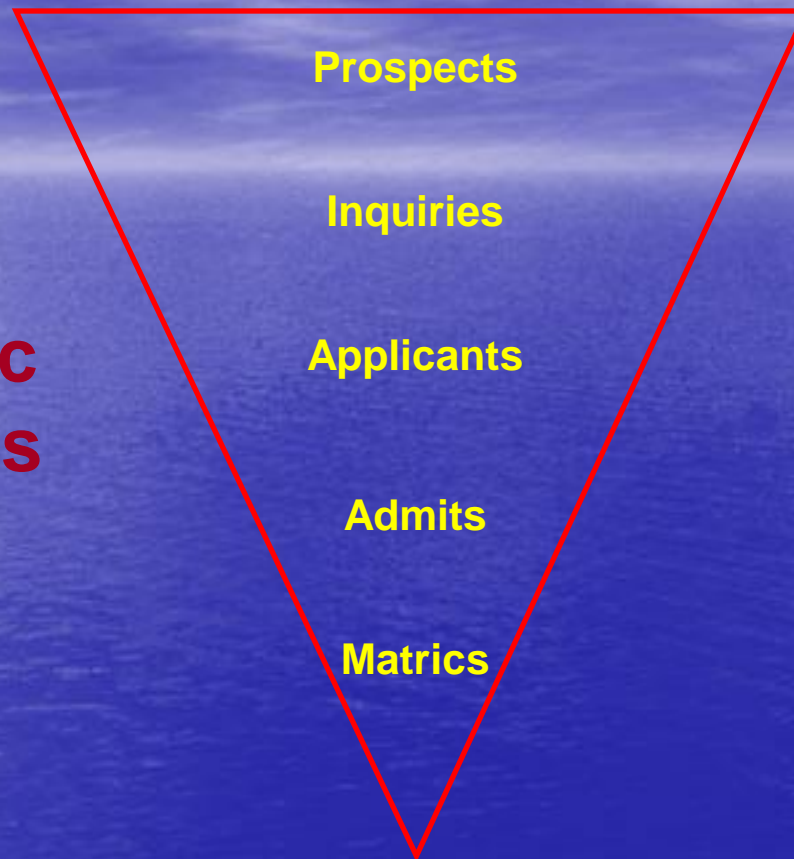
SEM: What is it?

- Lack of clarity as to what SEM is (e.g. setting enrolment targets, renaming of registrar's function, conceptual framework, organizational structure?)
- Some manage SEM from the Registrar's Office
- Some institution-wide committees
- Many institutions use enrolment management strategies
 - *Many tactics fundamentally marketing activities*
- Few have a SEM Plan

SEM ...

A Process to Shape an Institution's Enrolment

The Classic Admissions Funnel



Enrolment Management: The Classical Definition

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

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

-Bob Bontrager, 2004

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, increasing competition for students**
- **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*

A Few Core Concepts



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

-Bontrager (2004)

The Concept of Optimum Enrolment



The Student Success Continuum

➤ *Traditional Enrolment Perspective*

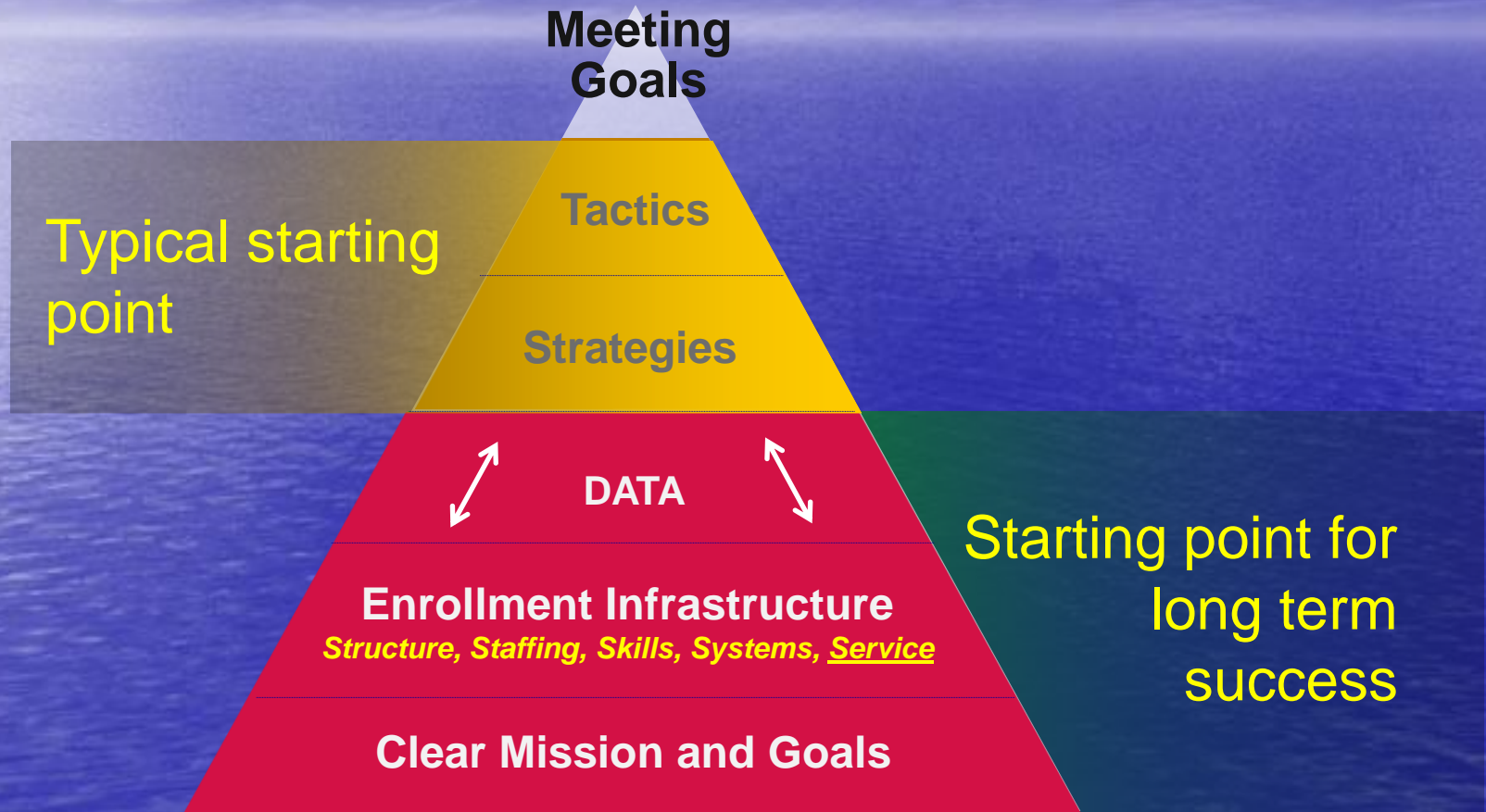


The Student Success Continuum

➤ *The SEM Perspective*



SEM Planning Model



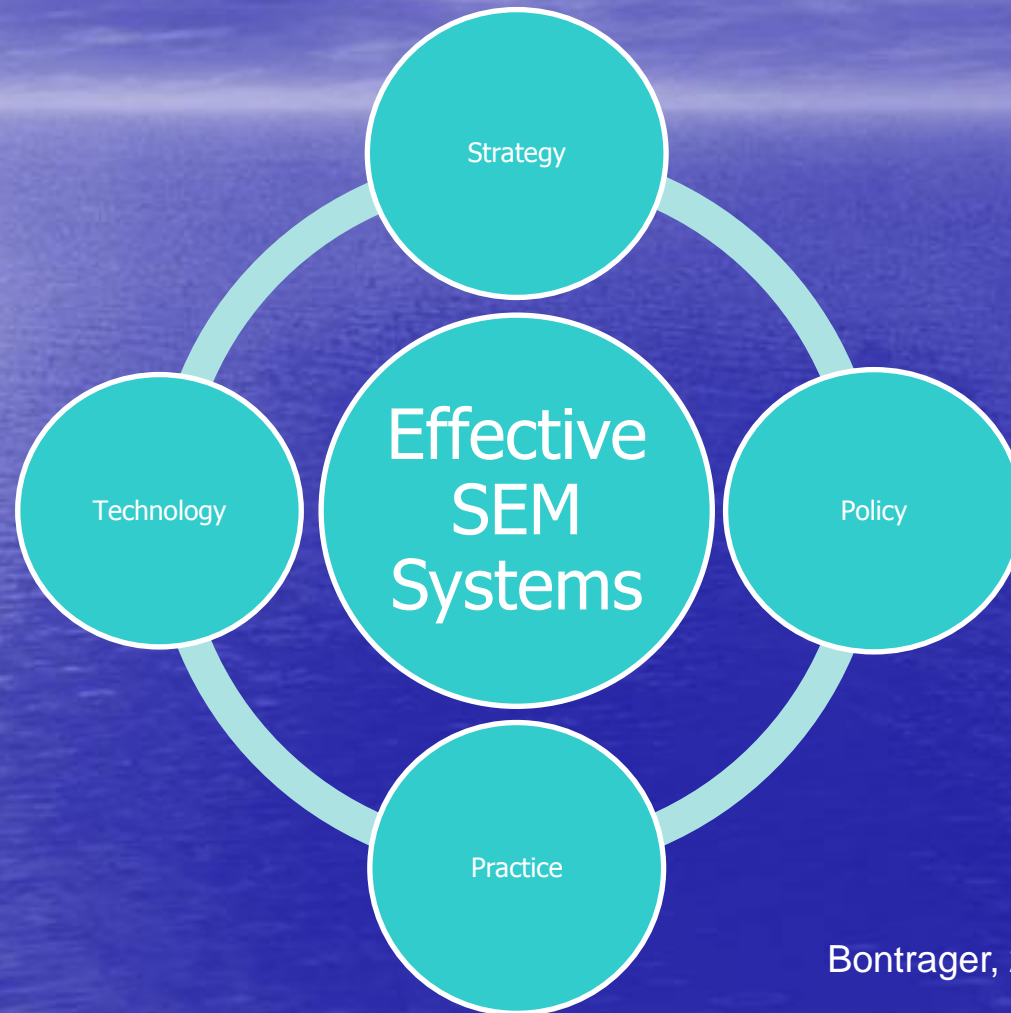
The Enrolment Funnel is Different for Different Students

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



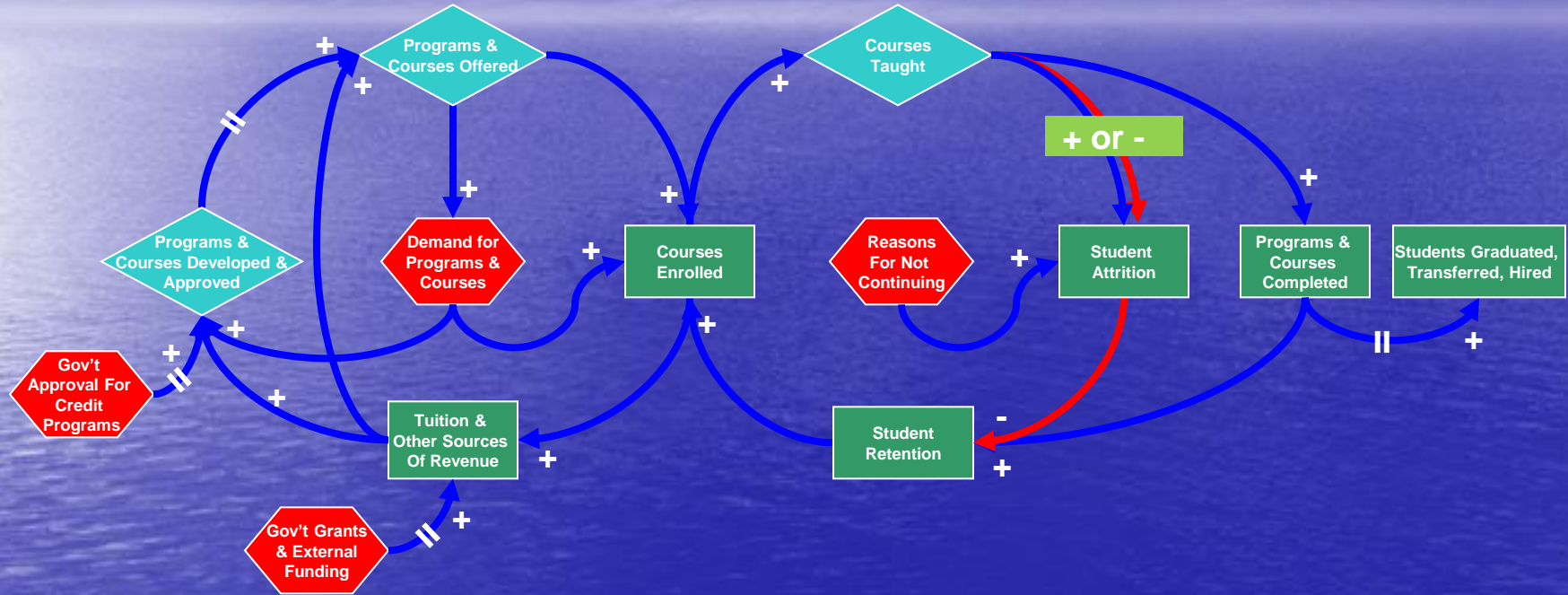
A Few Ways to Look at SEM



Bontrager, 2009

“Capacity Development Loop”

“Delivery Loop”



Seto, 2008

Enrolment Management System

Student Characteristics	Environmental Factors	Institutional Goals	Institutional Objectives	Institutional Strategies	Desired Outcomes	Enduring Effect	Enduring Behaviour
Member of underserved student group	Student enrolment behaviour	Quantitative Goals	Student headcount	<ul style="list-style-type: none"> •Marketing •Recruitment •Admission •Financial aid/pricing •Orientation •Residence •Athletics •First Year •Experience •Advising •Supplemental instruction •Service learning •Learning communities •Academic support •Peer support •Teaching & learning approaches •Student engagement •SEM organization •Data mining 	Awareness	Institutional Loyalty	Institutional Image
Beliefs & values	Demographic trends	Qualitative Goals	Admission average Transfer GPA		Interest		
Academic preparation	Competition				Commitment		
Motivation to learn	Public Accountability (loan default rate, graduation, Accessibility, retention)	Diversity Goals	Visible minorities, Aboriginal, international		Enrolment		
Educational aspirations					Persistence		
Self-discipline					Satisfaction		
Adaptability	Student geographic draw	Persistence Goals	Retention rates, Student Satisfaction, graduation rates		Education		
Interpersonal skills	Economic Trends				Relationship		
Peer involvement	Off-campus employment availability	Capacity Goals	Classroom capacity, adequate sections, Class size				
Ability to pay							
Study habits	Federal & provincial polices	Net Revenue Goals	Financial aid discount rate, international enrolment				

**Adapted by Smith & Gottheil 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**

Mission & SEM Goals 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

Major SEM Components

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

SEM in Canada vs. the U.S.

**...some things are the same
AND some things are different...**



Values/History

- Different cultures, history, values & systems of education
- Social justice vs. market orientation
- Historical immigration patterns
- Privacy issues
- Equity/affirmative action

Emerging SEM Issues in Canada



Educational System

- Provincial control in Canada; state & federal control in U.S.
- Number & size of institutions
 - *Canada has fewer institutions (230 colleges & universities vs. 3,500+), more homogeneity*
 - *Vary in size, not quality*
 - *Private, faith-based & for-profit institutions*
 - *Commuter vs. residential institutions*
 - *Quebec: Cegep system*
- Tiering of institutions has been apparent in U.S., beginning to emerge in Canada

Educational System (Cont'd)

- Highest OECD education participation rate; flat graduation rate
- Blending/overlap of college & university roles, offerings
- Pressure for more seamless pathways, collaborative program
- Re-conceptualization of post-secondary education, move to differentiation
- Expanding capacity

Educational System (Cont'd)

- Emergence of accreditation bodies (quality councils)
- Private institutions (e.g. Quest, Meritus)
- Out-of-country universities establishing campuses in Canada
 - *e.g. Australia's Charles Stuart U in Burlington; Fairleigh Dickinson U in B.C.*

Fiscal Pressures

- Decreased government funding
- Heavier reliance on tuition, revenues
- Increasing costs (food, energy, construction)
- Deferred maintenance, crumbling buildings & infrastructure
- Fixed costs are high & difficult to reduce (e.g., faculty & staff levels, salaries)
- Targeted funding with more strings attached

Maintaining/expanding enrolment becomes necessary from a financial perspective

Enrolment Planning

- Demographic “bubble” about to burst
 - *Will increase in educational participation rate & immigration make up for it?*

- The economy → a “wild card”

- Not just first-year numbers, but total enrolment....right through the funnel
 - *Swirling, transfers*

Impact of Online Learning

- Double digit growth in recent years
- Why?
 - *Focus on high demand programs with strong career orientations*
 - *More convenient & flexible delivery mechanisms*
- Distinctions between on-line and bricks & mortar institutions blurring
- Impacts enrolment & service planning & provision

Data

- Puts the "S" in SEM
- Data mining: sifting through existing data to identify patterns, relationships & trends
- Forecasting: using patterns in data to predict future
- Use of NSSE, CSSE, CUSC & other student surveys to improve student experience
- KPI's
 - *A tool for assessment of strategies, tactics & outcomes but....*
 - *Also used as a basis for funding (& ranking) institutions*

Recruitment

- Escalating competition
- Seeking new markets (geographic, post-secondary, “mature”)
- Concern with access & persistence of “1st generation”, Aboriginal & “low-income” students
- Branding & positioning initiatives widespread
- Changing parental expectations & involvement
 - *Gen-X parents involved in children’s college search, selection & career choices*
- Desire for increased flexibility (scheduling, course offerings, mode of instructional delivery)

Impact of E-Recruitment

- Changing notion of “enrolment funnel”
- Development of the “stealth” marketplace
 - *Proliferation of secret shoppers*
 - *Resistant to traditional marketing*
- People get information directly from each other, not from institutions
 - *Growth of WOM, “viral” marketing, social networking*
 - *We no longer control our own messages*
- CRM systems, Web portals & enhanced Web sites
 - *Information “just in time”*
 - *Personalized & customized communication*
- Expectation of 24/7 e-services

Targeted Recruitment

- One-half of students from low-income families don't continue past high school vs. one-quarter from high income families (Baldwin & Parkin, 2007)
- By age 20, non-Aboriginal youth 3x more likely than Aboriginal youth to be in PSE (Baldwin & Parkin, 2007)
- 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, 2008)

Targeted Recruitment Initiatives

- Specialized academic programs
- Summer camps, bridging & transition programs
- Targeted bursaries & scholarships
- Community-based activities/partnerships/mentorships
- Marketing in other languages, in community & ethnic-based publications
- Web microsites

Admissions

- Change in philosophy from gatekeeper to facilitating enrolment
 - *Self-admission; self-reporting of grades*
- Centralized application centres
- Shift in timing of offers
- Some universities beginning to advocate entrance testing due to a concern over grade inflation at the high school level

Admissions (Cont'd)

- More holistic admissions assessment
- Pressure for more transfer pathways & collaborative agreements
- Dual enrolment programs
- Reserving spaces for under-represented groups

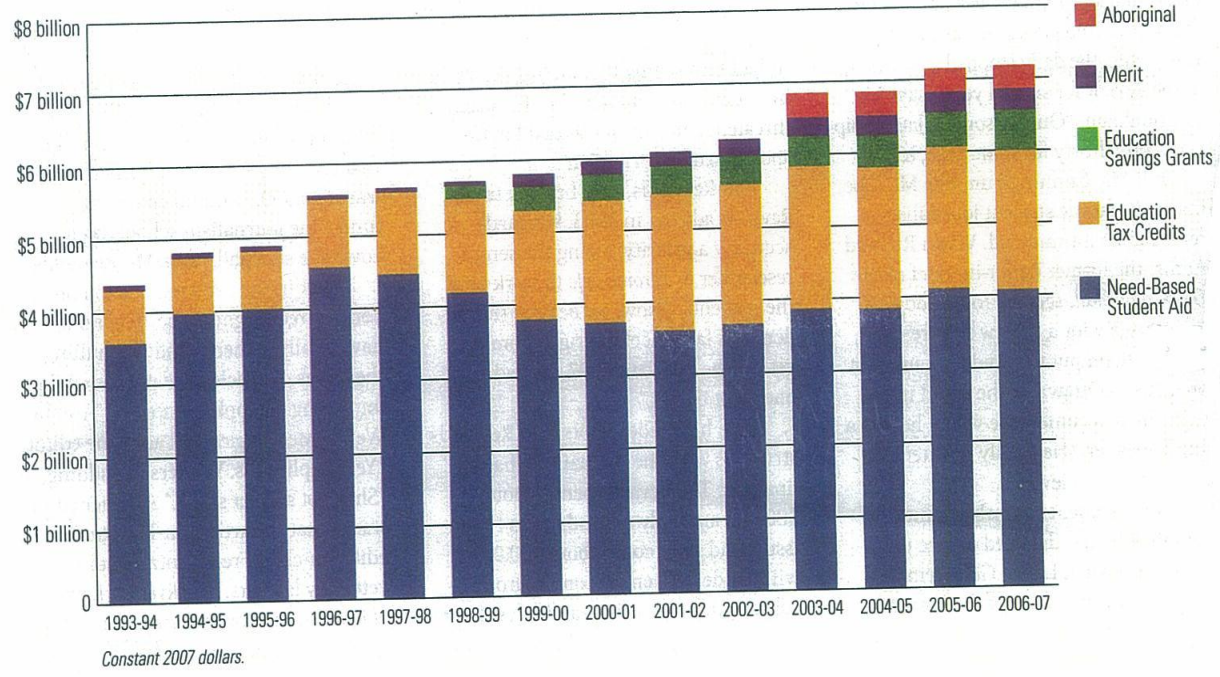


Hoping to convince the university that he is worthy of a wrestling scholarship, Nick pins the director of admissions in 13 seconds.

Financial Aid

- Shift from student support service to key SEM activity
- Before the late 1970's:
 - *Financial aid generally used to meet students' demonstrated financial aid*
 - *An incentive for enrolment*
- Modern financial aid practices focus on:
 - *Both students' willingness to pay & ability to pay*
 - *Influencing institutional brand, reputation & rankings*
 - *Recruitment & retention goals*

Total student aid in Canada by type, 1993-94 to 2006-07



Financial Aid (Cont'd)

- Governmental student aid has substantially increased in the past decade
- Share going to those who need it most is in decline
 - *2007: 61% targeted to students based on need*
 - *1997: 80% targeted to students based on need (Berger, CMSF, 2008)*

Financial Aid (Cont'd)

- Increasing government intervention (tuition decreases, freezes or limits; tax credits & rebates; savings programs)
 - *Since 1999/2000 these credits have completely offset effects of any increases in tuition (Usher & Duncan, 2008)*
 - *Differences in level of support offered among provinces & type of support given*
 - *Universal aid theoretically benefits all students equally but used predominantly by higher income families*

Financial Aid (Cont'd)

- Biggest failure of student financial aid system has been its inability to close gap in access to post-secondary education for low-income youth
 - *Favours students with high costs, not low incomes*

- Higher student debt load
 - *57% of Canadian graduating class of 2005 had student loans, up from 49% 10 years earlier (StatsCan, 2010)*
 - *Increase in proportion of graduates with debt loads of at least \$25.00 increased to 27% (2005) from 17% (1995)*

Financial Aid (Cont'd)

- Development of on-campus work-study programs
- Poor financial aid literacy
 - *Need for financial aid workshops for families when students in middle & high school to explain what is available*
 - *Need to simplify financial aid & made it more transparent*

Student Services

- In general, very similar & of good quality
 - *Budgetary pressures: cuts to services, addition of fees*
- High tech, high touch
- Student government coordinates & funds many student life services, including student union management
 - *In U.S. more faculty mentors & advisors*
- Relatively small number of residence students at most institutions

Student Services (cont'd)

- Antiquated policies, procedures, programs, delivery methods & organizational culture that developed during period of student abundance continue to function
- Lack of a strong “culture of service”
 - *Students seen as interrupting more important activities*
 - *Need for more e-service programs & support*
- Bicameral governance structures & collegial decision-making processes make it difficult to respond quickly

Student Success

- Recognition of link between recruitment & retention
- Many students unclear about career goals, what program to take
- Primary obstacles to access & success for under-served groups are unmet financial need; inadequate academic preparation; & insufficient information, guidance & encouragement
 - *Students drop out because of dissatisfaction with their program, financial concerns, & career indecision (CMSF, 2008)*
- Much focus/discussion on enhancing the student experience & student engagement

Student Success (Cont'd)

- Many programs focus on academic support & social integration
 - *Importance of integrated orientation programs, academic advising, supplemental instruction*
- Bridging & transition programs, service learning
- Need to review/revisit academic policies & procedures
- Recognition of need to reach out to parents, families & communities

What has been your SEM focus?

What have been the SEM challenges at your institution?

The SEM Plan: A Great Place to Start



When you don't know where you're going, any
road will take you there.

- Cheshire Cat, Alice in Wonderland



© Scott Adams, Inc./Dist. by UFS, Inc.

©Cartoonbank.com



“Would you please elaborate on ‘then something bad happened’?”

The enrolment plan serves as the road map for achieving specific institutional goals, typically connected to student body size, enrolment mix, and revenue, while also providing specific indicators on the effectiveness of the learning environment.

- Janet Ward, 2005

Canadian SEM Bibliography

Association of Universities and Colleges of Canada (2007). *Trends in Higher Education: Volume 1 – Enrolment*. Ottawa, ON: The Association of Universities and Colleges of Canada.

Auclair et al. (2008). *First-Generation Students: A Promising Concept?* Transitions – Research Paper 2, Number 39, Canada Millennium Scholarship Foundation.

Baldwin, N., and A. Parkin (2007). The Canadian Student Financial Aid System: The Case for Modernization. *Policy Options*, November.

Berger, J. 'Why Access Matters' Revisited: A review of the latest Research. *Millennium Research Note #6*. Canadian Millennium Scholarship Foundation.

Berger, Joseph; A. Motte & A. Parkin (eds.) (2009) *The Price of Knowledge: Access & Student Finance in Canada-Fourth edition*. Montreal: The Canada Millennium Scholarship Foundation.

Berger, J., and A. Motte (2007). "Mind the Access Gap: Breaking Down Barriers to Post-Secondary Education". *Policy Options*, November.

Berger, J., A. Motte, and A. Parkin (2007). *The Price of Knowledge 2006-07: Chapter 1 - Why Access Matters*. Montreal, PQ: Canadian Millennium Scholarship Foundation.

Canadian Council on Learning (2009). *Post-secondary Education in Canada: Meeting Our Needs?* 3rd Annual Report, Ottawa, ON.

Canadian SEM Bibliography

Canadian Millennium Scholarship Foundation (2008). *Ten Things You need to Know About Financial Support for Post-Secondary Students in Canada*. Montreal, PQ: Canadian Millennium Scholarship Foundation.

Canadian Millennium Scholarship Foundation (2006). *The Impact of Bursaries: Debt and Student Persistence in Post-Secondary Education. Millennium Research Note #4*. Montreal, PQ: Canadian Millennium Scholarship Foundation.

Chemin, Matthieu (2009) *Does Student Financial Aid Cause More Participation In and Graduation From University? Evidence from the Quebec Student Aid Reform*. A MESA Project Research Paper. Toronto, ON: Educational Policy Institute.

Dooley, Martin D.; Payne, A. Abigail; Robb, A. Leslie (2009) *University Participation and Income Differences: An analysis of application by Ontario Secondary School Students*. Toronto: Higher Education Quality Council of Ontario.

Drolet, M. Canada. Statistics Canada (2005). Participation in Post-Secondary Education in Canada: Has the Role of Parental Income and Education Changed Over the 1990's? *Analytical Studies Branch Research Paper Series, No. 243*. Ottawa, ON.

Finnie, R., E. Lascelles, and A. Sweetman. Canada. Statistics Canada (2005). *Who Goes? The Direct and Indirect Effects of Family Background on Access to Post-Secondary Education*. Analytical Studies Branch Research Paper Series, No. 237. Ottawa, ON.

Canadian SEM Bibliography

Finnie, R., and R.E. Mueller (2008). *The Effects of Family Income, Parental Education and Other Background Factors on Access to Post-Secondary Education in Canada: Evidence from the YITS*. A MESA Project Research Paper. Toronto, ON: Educational Policy Institute.

Fenette, Marc (2008) "Career Goals in High School: Do Students Know What It Takes to Reach Them and Does It Matter?" Statistics Canada, Analytical Studies Branch Research Paper Series 11F0019M No. 320.

Fenette, M. (2008) "Why Are Youth from Lower-income Families Less Likely to Attend University?", Statistics Canada.

Finnie, R. and R. E. Mueller (2009) *Access to Post-Secondary Education in Canada Among the Children of Canadian Immigrants*. A MESA Project Research Paper. Toronto, ON: Educational Policy Institute.

Holmes, D. (2006). *Redressing the Balance: Canadian University Programs in Support of Aboriginal Students*. Ottawa: AUCC.

Johnson, D. (2008). *University Tuition and Access: An Inter-Provincial Comparison*. A MESA Project Research Paper. Toronto, ON: Educational Policy Institute.

Junor, S. & A. Usher (2007). *The End of Need-Based Student Financial Aid in Canada?* Toronto, ON: Educational Policy Institute.

Canadian SEM Bibliography

Junor, S, M. Kramer & A. Usher (2006). *Apples to Apples: Towards a Pan-Canadian Common University Data Set*. Toronto, ON: Educational Policy Institute.

Looker, E. Dianne (2009) *Regional Differences in Canadian Rural-urban Participation Rates in Post-Secondary Education*. A MESA Project Research Paper. Toronto, ON: Educational Policy Institute.
Malatest, R.A. and Associates Ltd. (2008). *Foundations for Success: Early Implementation Report*. Montreal, PQ: Canada Millennium Scholarship Foundation.

Luong, M. (2010). "The financial impact of student loans", *Perspectives on Labour and Income*, 11(1), 75-001-X).

Malatest, R.A. and Associates Ltd. (2009). *Foundations for Success: Short-Term Impacts Report*. Montreal, PQ: Canada Millennium Scholarship Foundation.

Malatest, R.A. and Associates Ltd. and B. Stonechild (2008). *Factors Affecting the Use of Student Financial Assistance by First Nations Youth*. Montreal, PQ: Canada Millennium Scholarship Foundation.

Mueller, R. R. (2008). *Access and Persistence of Students from Low-Income Backgrounds in Canadian Post-Secondary Education: A Review of the Literature*. A MESA Project Research Paper. Toronto, ON: Educational Policy Institute.

Neill, C. (2007). *Canada's Tuition and Education Tax Credits*. Montreal: PQ: Canadian Millennium Scholarship Foundation, Montreal.

Canadian SEM Bibliography

Parkin, A. and Baldwin, N. (2009). *Persistence in Post-secondary Education in Canada: The Latest Research. Research Note #8*. Montreal, PQ: Canada Millennium Scholarship Foundation.

Rae, R K. (2005). *Ontario: a Leader in Learning*. Toronto, ON.

Richards, J. (2008) "Closing the Aboriginal/Non-Aboriginal Education Gaps", CD Howe Institute.

Smith, C. and S. Gottheil (2008). Enrollment or Enrolment: Strategic Enrollment Management in the U.S. and Canada. *College & University*, 84(2).

Smith, C. and S. Gottheil (2006). Enrollment or Enrolment: The Emergence of SEM in Canada. *SEM Source*. Available at: <http://www.aacrao.org/sem/index.cfm?fa=view&id=3270>.

Statistics Canada, "The financial impact of student loans", *Perspectives on Labour and Income*, Vol. 11, No. 1 (75-001-x).

Social Research and Demonstration Corporation (2009) *Future to Discover: Interim Impacts Report*, Ottawa: The Canada Millennium Scholarship Foundation.

"The Economics of Access: the Fiscal Reality of Post-Secondary Education Costs for Low-Income Families." *CAUT Education Review* 8 (2006).

The Educational Policy Institute (2008). *Access, Persistence, and Barriers in Postsecondary Education: A Literature Review and Outline of Future Research*. Toronto: Higher Education Quality Council of Ontario.

Canadian SEM Bibliography

The Educational Policy Institute (2008). *Institutional Student Financial Grants in Ontario*. Toronto: Higher Education Quality Council of Ontario.

Usher, A, and P. Duncan (2008). *Beyond the Sticker Shock: A Closer Look at Canadian Tuition Fees*. Toronto, ON: Educational Policy Institute.

Usher, A. (2005). *A Little Knowledge is a Dangerous Thing: How Perceptions of Costs and Benefits Affect Access to Education*. Toronto: Educational Policy Institute.

Wallace-Hulecki, L. (2009). *Creating a Sense of Belonging: Strategies for Enhancing Student Diversity and Success*. Available at <http://www.semworks.net/papers/wp>.

Wright, A. et. al. (2008). *Institutional Strategy and Practice: Increasing the Odds of Access and Success at the Post-secondary Level for Under-represented Students*. Montreal, PQ: The Canada Millennium Scholarship Foundation. Available at <http://www.neitheramoment.com/documents/StrategyPractice-en.pdf>.

Contact Us @

Clayton Smith, University of Windsor,
csmith@uwindsor.ca

Susan Gottheil, Mount Royal University,
sgottheil@mtroyal.ca

Canadian SEM Website:
www.uwindsor.ca/sem