

Emerging Principles for Student Success

- Total Community effort
- Academic and Student Affairs collaborations and what about student associations?!!
- Financial resources must be invested in the teaching and learning enterprise
- Transition programming / bridge programming / refresh programming
- Early intervention
- Intrusive approaches
- Early engagement in and recognition for co-curricular activities
- Streamlined and seamless delivery of services
- On-line services are important but so is being able to speak to a real person
- Excellence in teaching
- Engagement with faculty in and out of the classroom
- Opportunities for on-campus work-integrated learning
- Opportunities for service learning
- A clear message from the institution on the value of education
- Opportunities for students to explore the range of first year curriculum

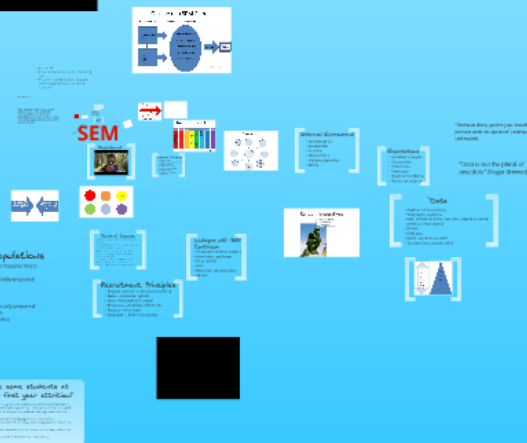


The Challenge

- Awareness of support is low for most students
- Many students have a poor understanding of the value of accessing such support
- Isolation and stress can prevail
- Reliance on off-campus employment taking students off campus regularly and frequently
- The philosophy of "weeding out" vs. an expanded net of support still persists at many institutions

Emergence of support Programs and Services

- Cores 101
- Orientation for new students, parents of new students and new mature students
- iPU Welcome U
- Campus Life Week
- Peer coaching for student Athletes
- One on one program advising
- Liaison services and advising for students with disabilities
- Assigned student peer tutoring
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- Academic Best Camps
- Early Alert Referral System
- Personal counseling
- Career counseling and job placement services
- Work Integrated Learning
- Internships
- Student Leadership conference and other peer-led or faculty-led research conferences
- Speaker series
- Clubs both academic and non-academic





- education systems
- In Canada, focus on serving the public good; equitable access to basic goods and services; education as a civic virtue
 - In the USA, focus more on pricing and meeting financial targets; students as customers rather than partners in learning

maintain optimum enrolment, where optimum is defined within the academic context of the institution" (Dolence, 1993).

Lack of clarity as to what SEM is:

- Setting enrolment targets?
- Renaming service areas?
- Conceptual framework?
- Organizational changes?

Changing Environment

- Constrained resources and growing dependency on tuition
- Rising tuition
- Increasing competition for students
- Increased student debt load

What is SEM?

- Started in 1970 at Boston College with a focus was on attracting new students and key populations
- Expanded to all types of Post-secondary institutions

Evolution of SEM

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Emergence of SEM in Canada

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Agenda

1. Introduction
2. Overview of SEM in Canada
3. Review of principles and best practices for recruitment and student success
4. If you had an enrollment beginning_group exercise
5. Final wrap-up

Core SEM Principles

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Recruitment



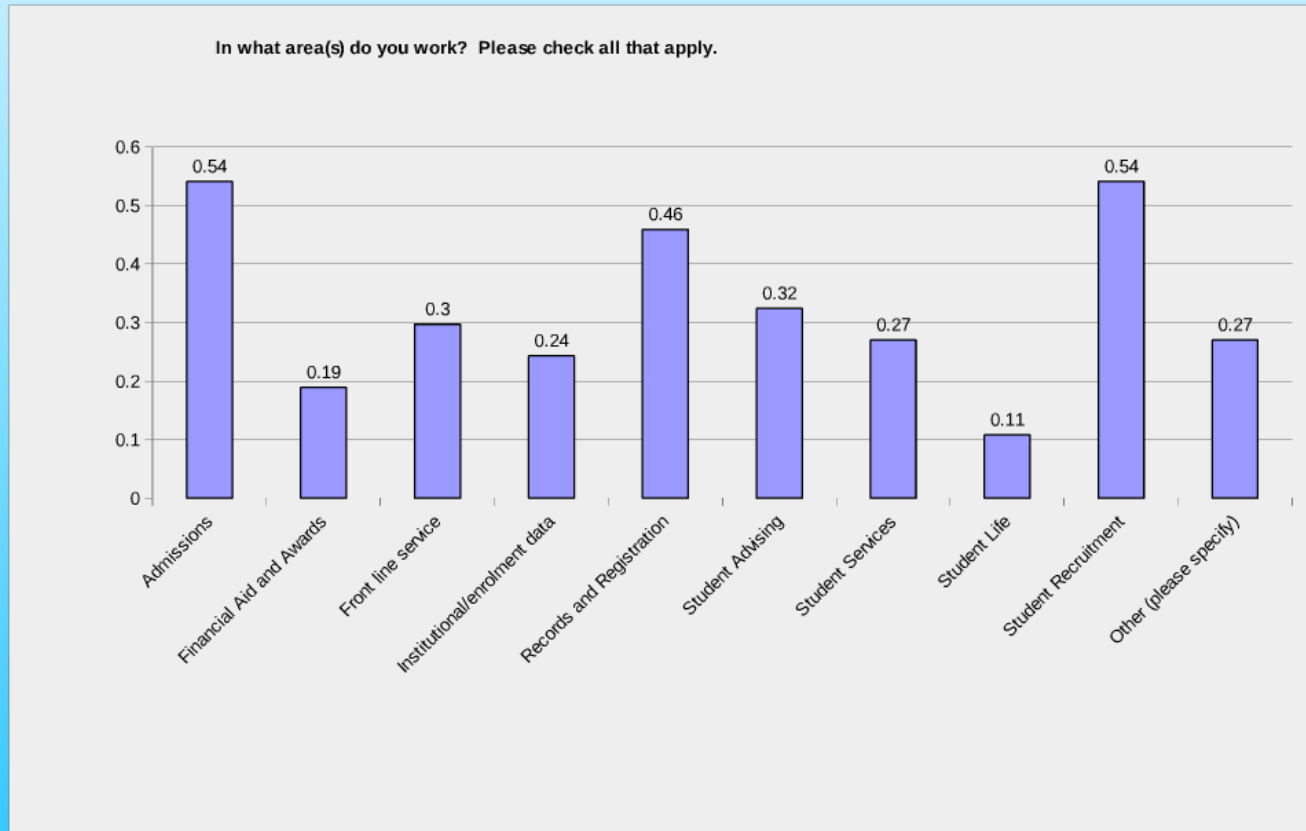
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1. Introductions
2. Overview of SEM in Canada
3. Review of principles and good practices for recruitment and student success
4. If we had an excellent beginning... group exercise
5. Final wrap up

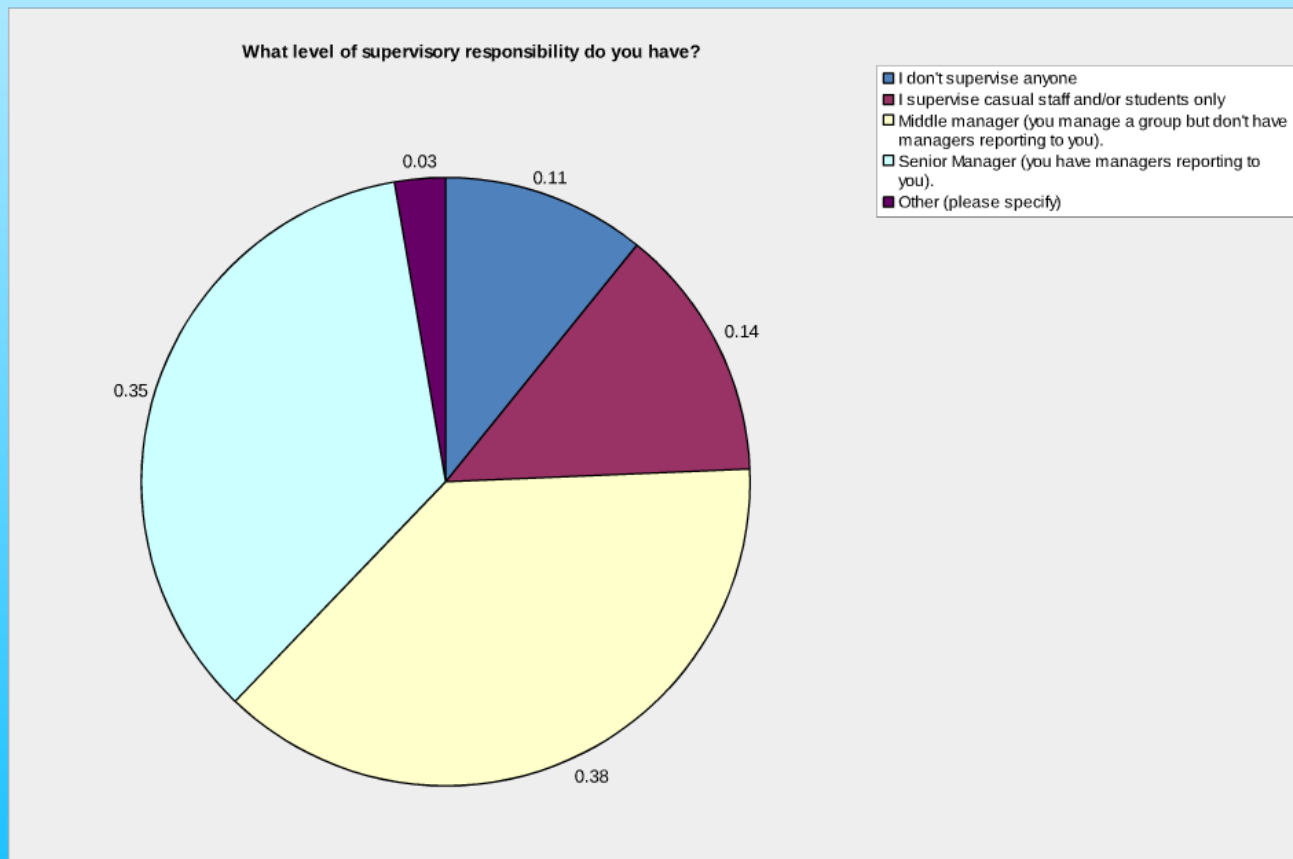
SEM Canadian Style

Participant Survey Results

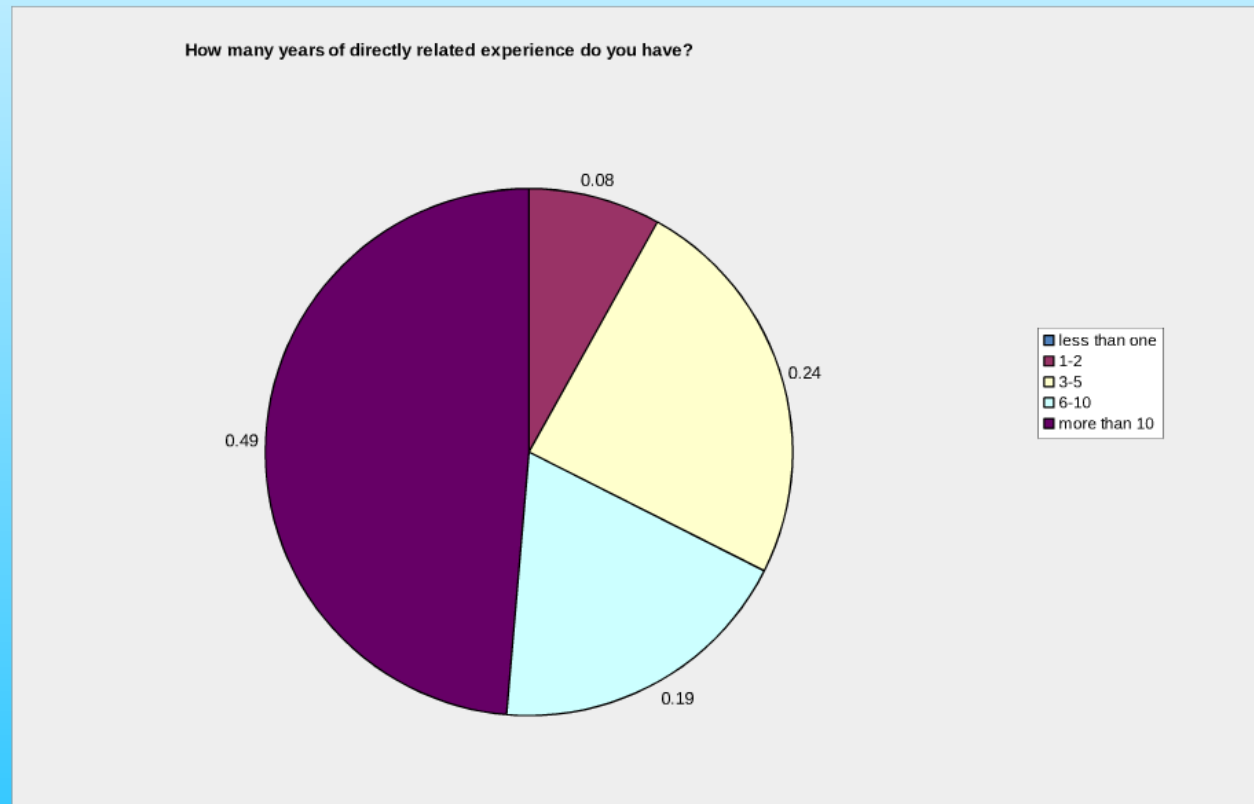
Functional Areas



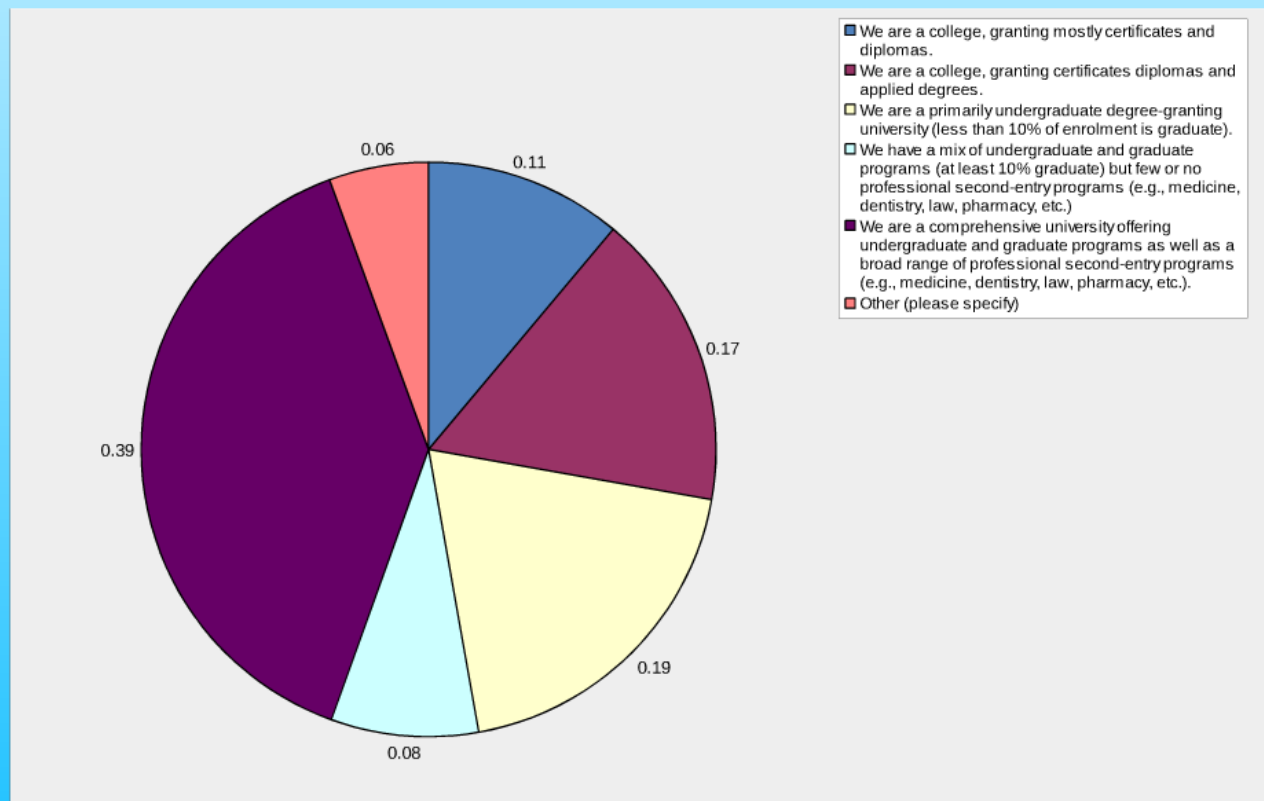
Supervisory Responsibility



Years of Related Experience

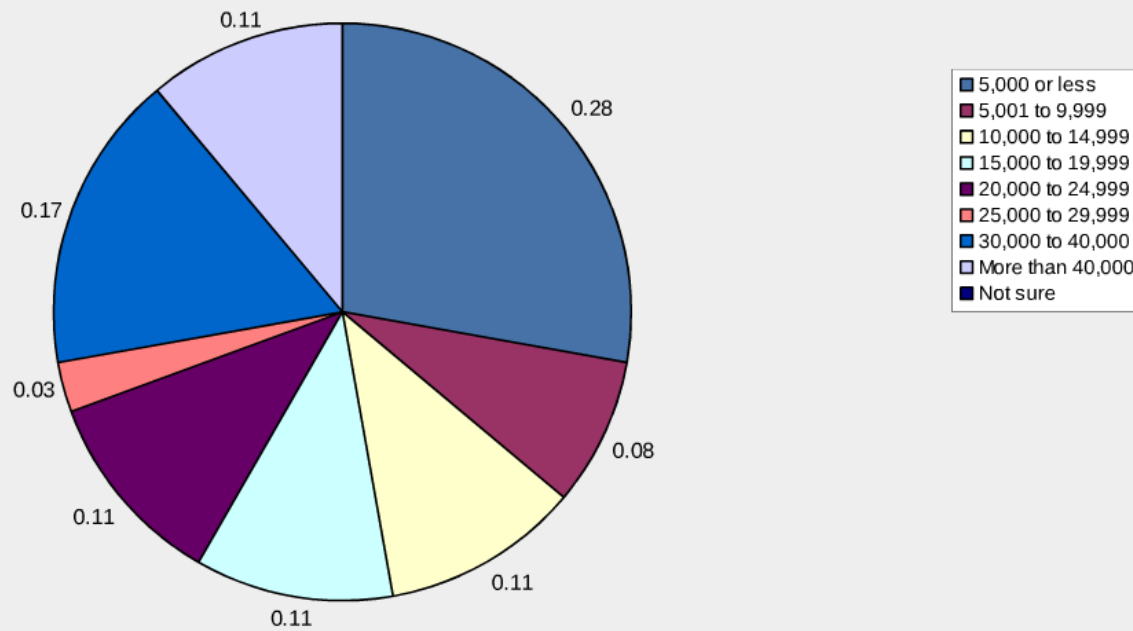


Institution Type

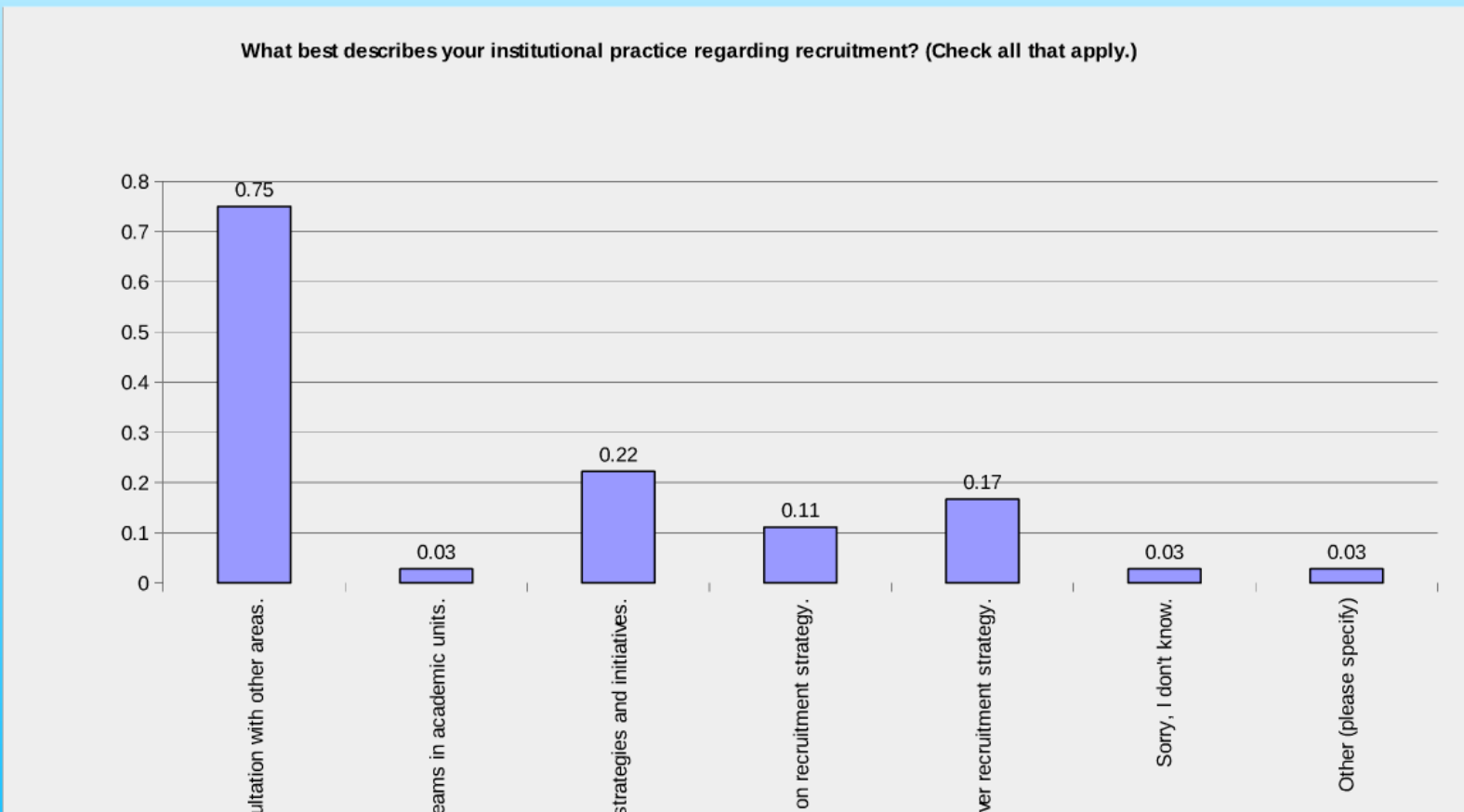


Enrolment

About how many students (full and part time) are enrolled in your institution?

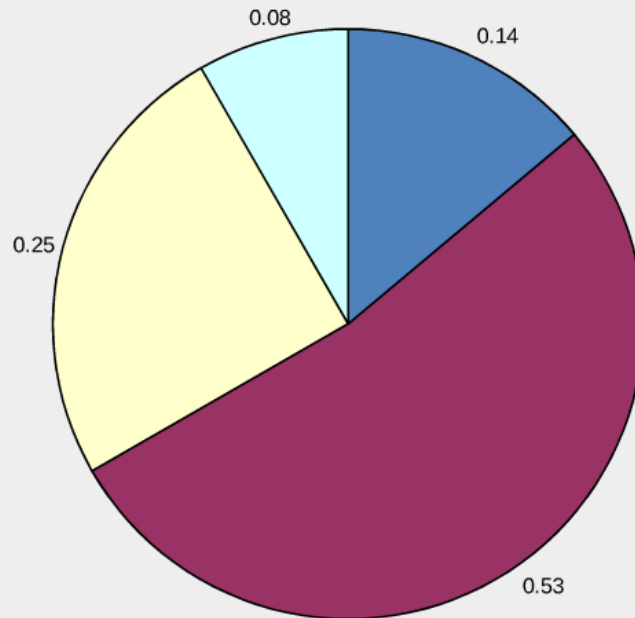


Institutional Recruitment Practices



SEM Committees

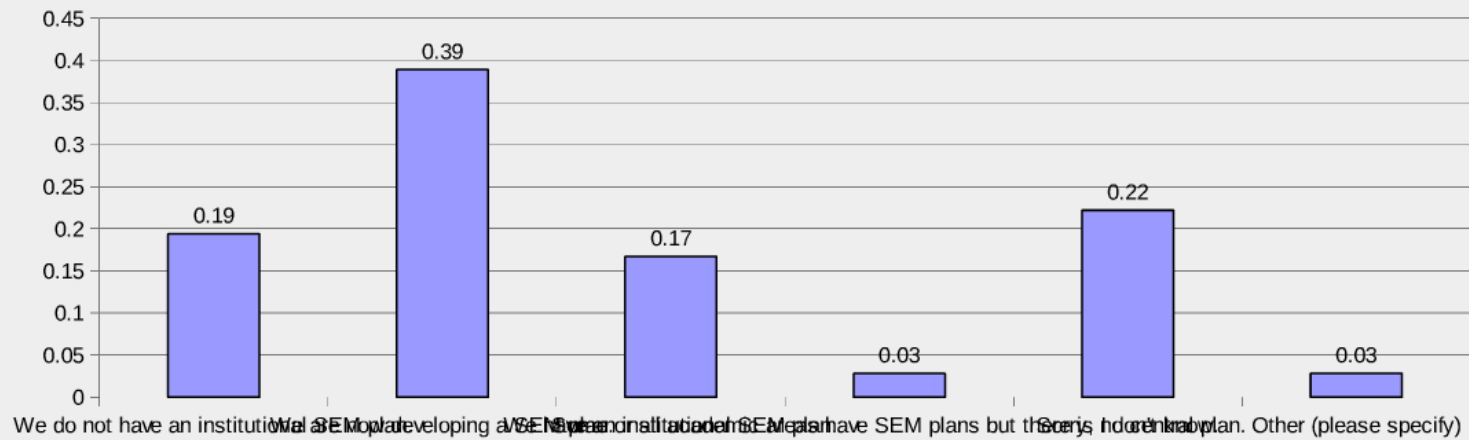
Does your institution have an enrolment management group or committee?



- We do not have an institutional enrolment management committee.
- We have an institutional enrolment management committee.
- Sorry, I don't know.
- Other (please specify)

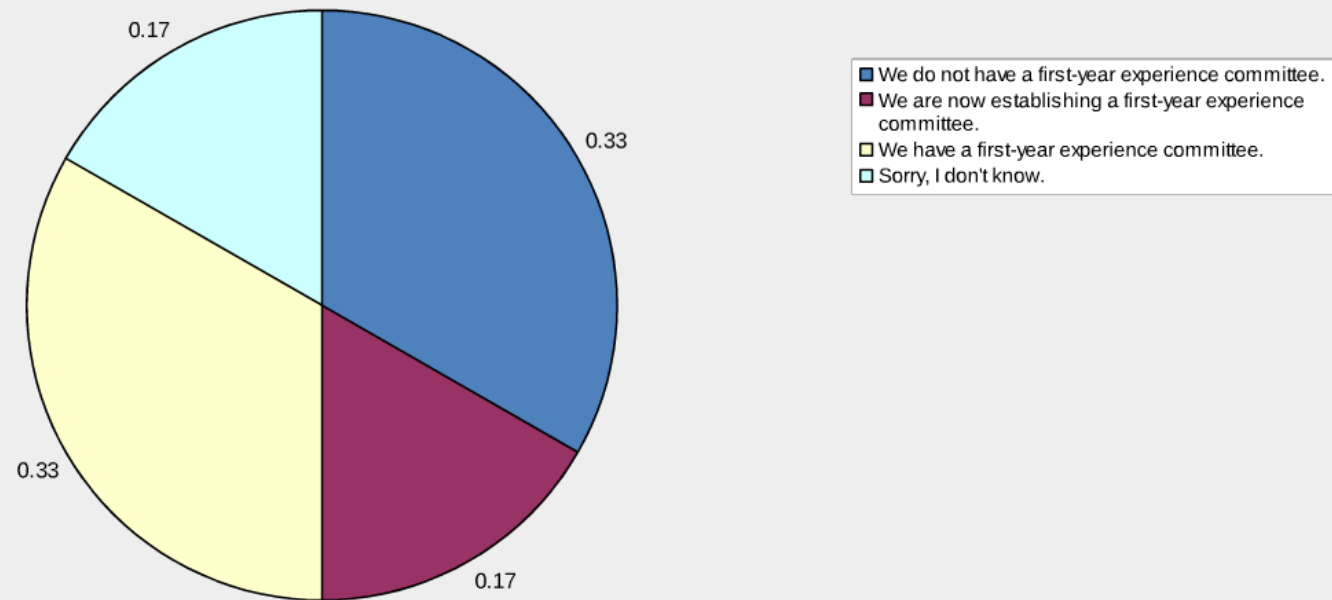
SEM Plans

Does your institution have an enrolment management plan?



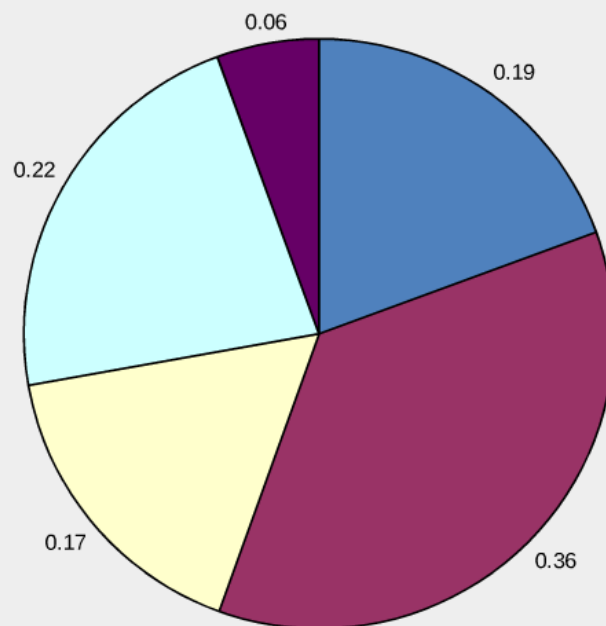
First Year Experience Cttee

Does your institution have a committee focused on improving the first-year experience?



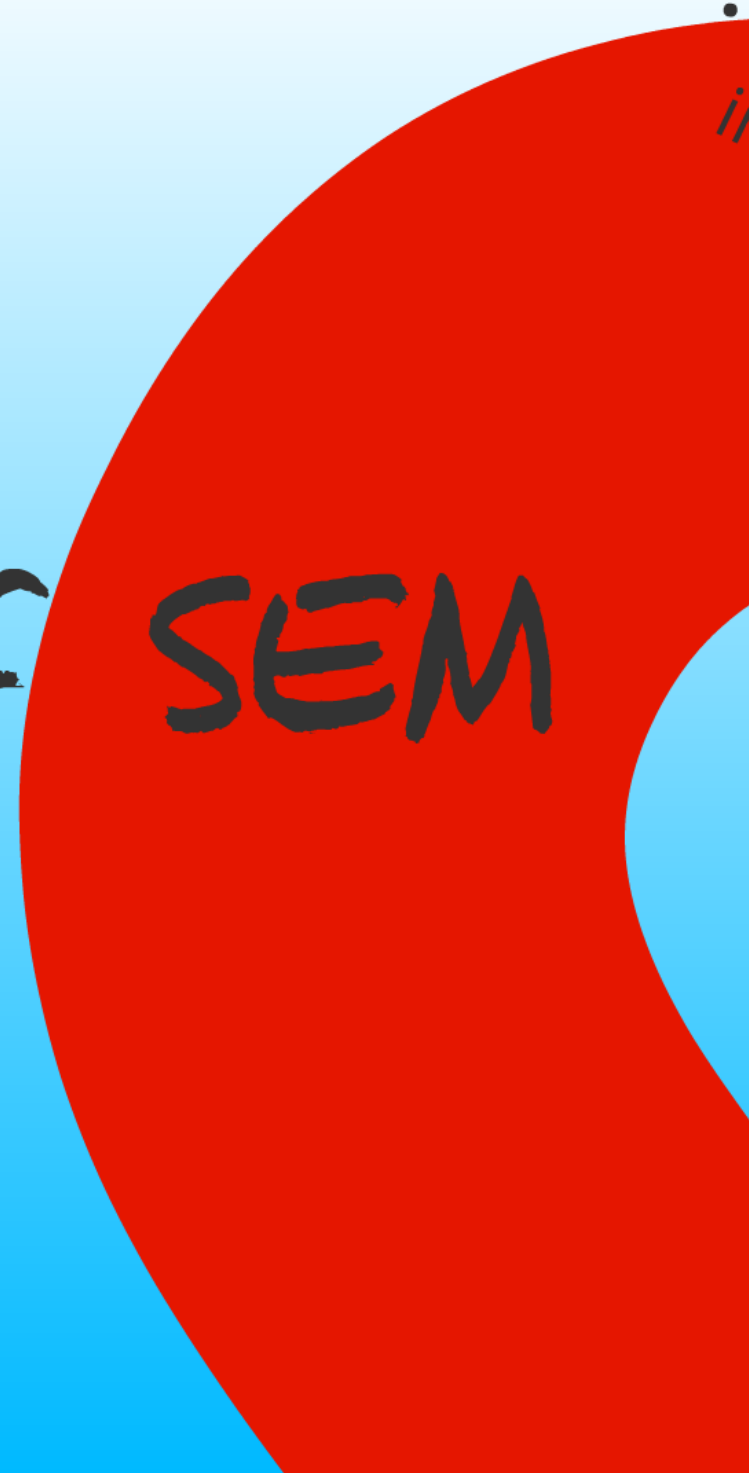
First-Year Experience Plan

Does your institution have a plan for improving the first-year experience?



- We do not have a plan for improving the first-year experience.
- We are now developing a plan for improving the first-year experience.
- We have a plan for improving the first-year experience.
- Sorry, I don't know.
- Other (please specify)

Evolution of SEM



- Started in 1970 at Boston College with a focus was on attracting new students and key populations
- Expanded to all types of Post-secondary institutions

What SEM is not

- Grew to include student success, student experience and student development
- Increased emphasis on connecting programming and activities with institutional financial management (increased retention = increased revenue)



- SEM developed in each country from different cultures, history, values and education systems
- In Canada, focus on serving the public good; equitable access to basic goods and services; education as a civic virtue
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Emergence of SEM in Canada

enda

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SEM?

Core SEM Principles

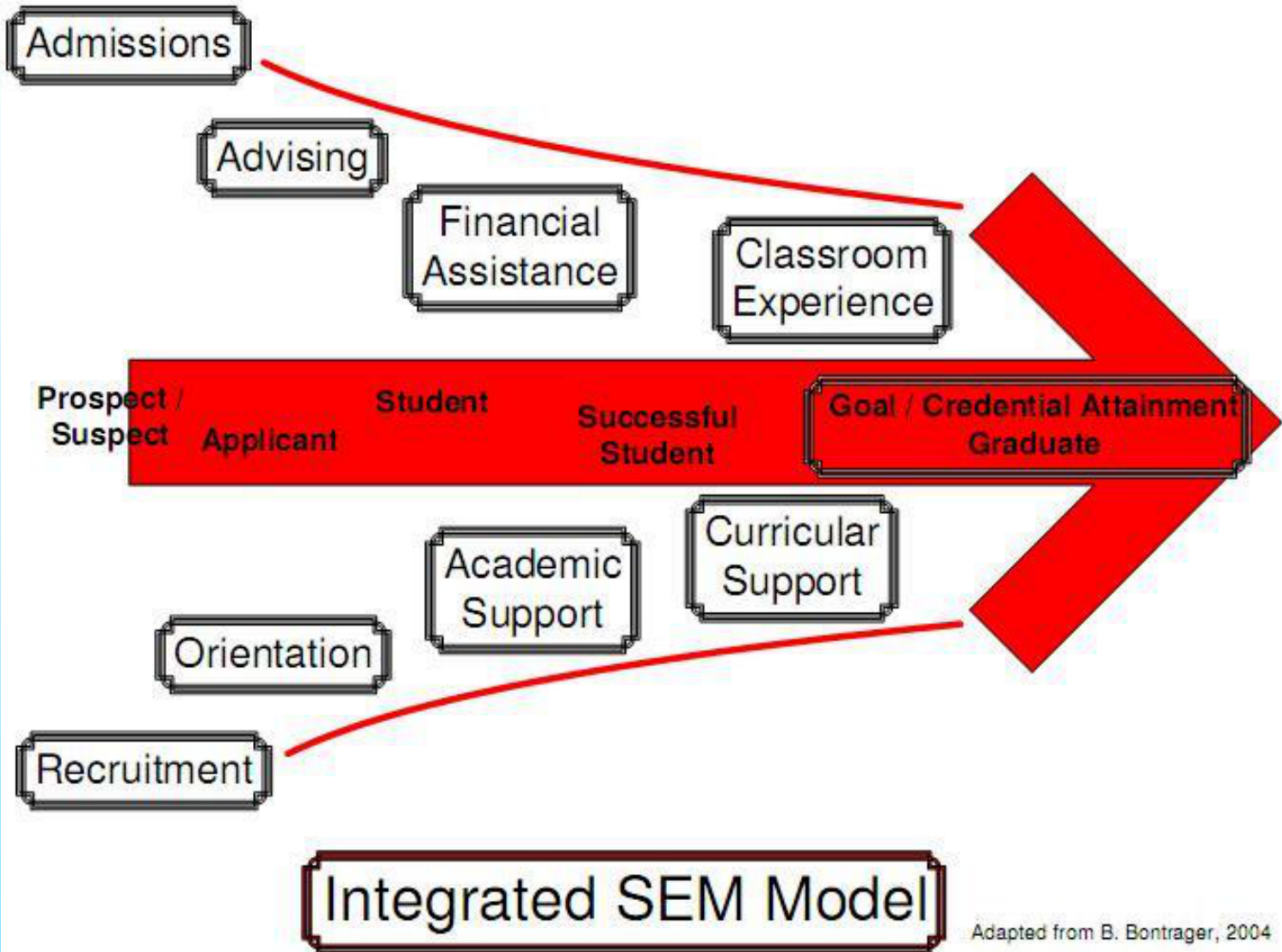
What is SEM?



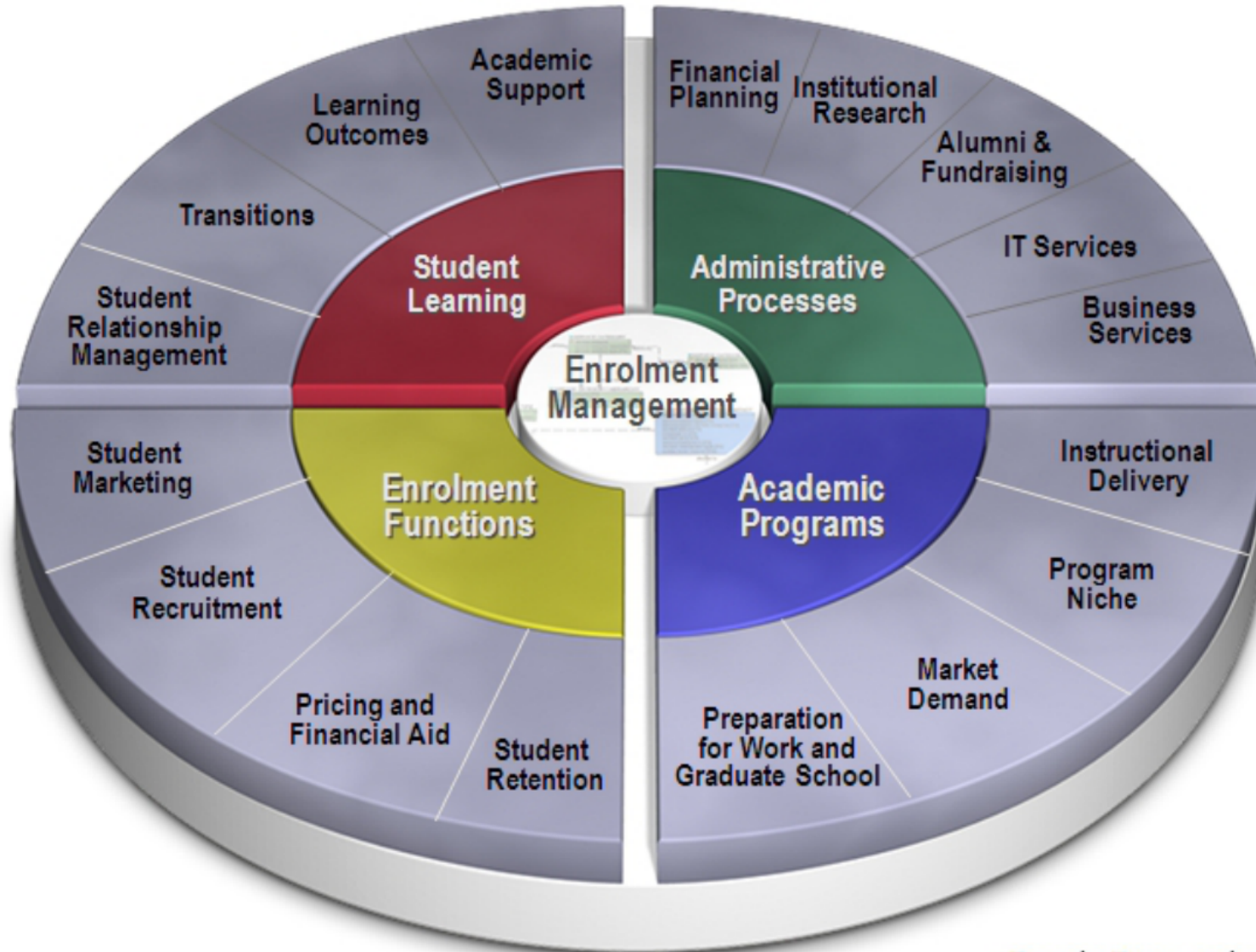
“I don’t have to be smart, because someday I’ll just hire lots of smart people to work for me.”

"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" (Dolence, 1993).

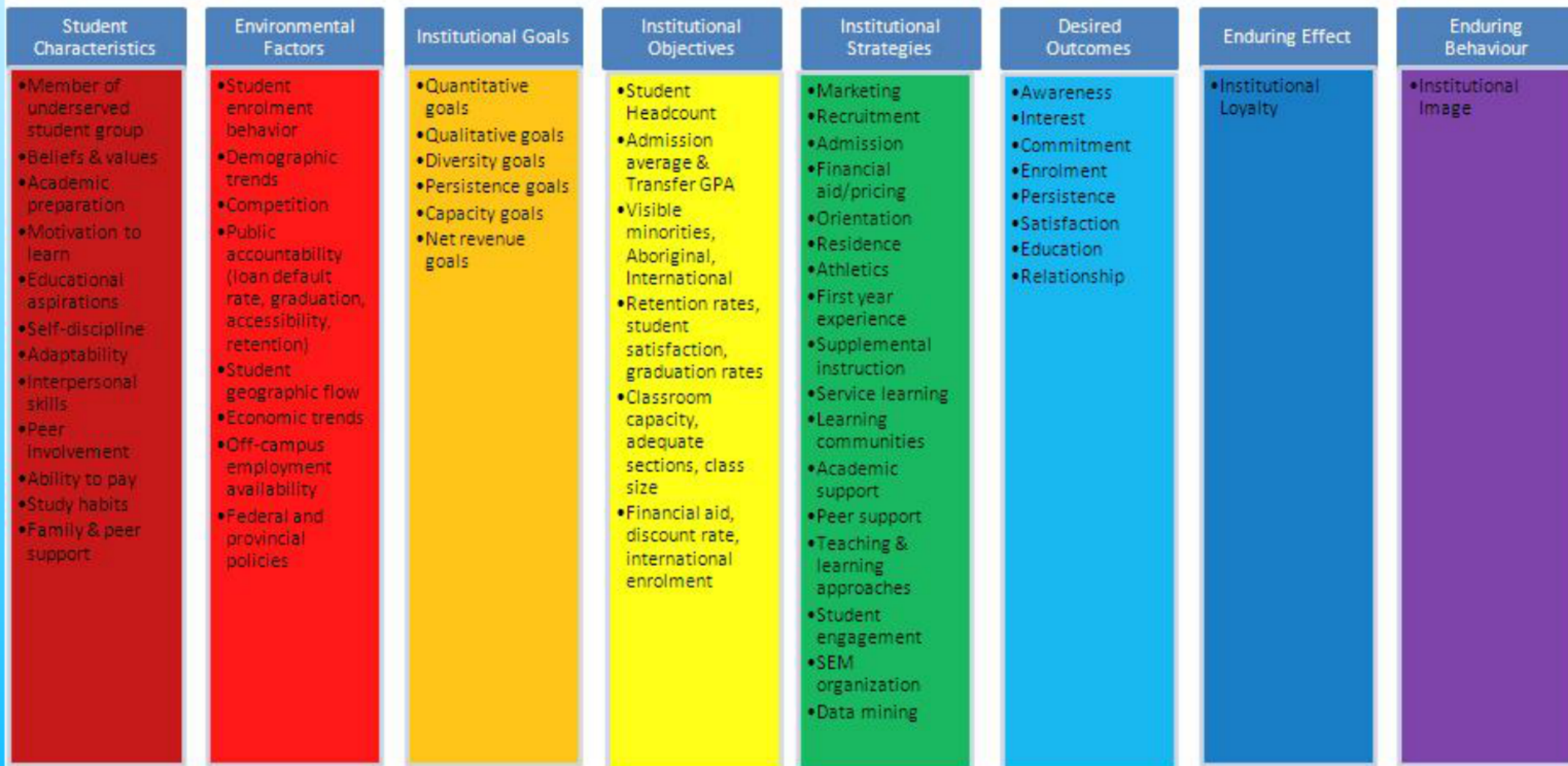
"Strategic enrolment management is a concept and process that enables the fulfillment of institutional mission and students' educational goals" (Bontrager, 2004).



SEM is Integration



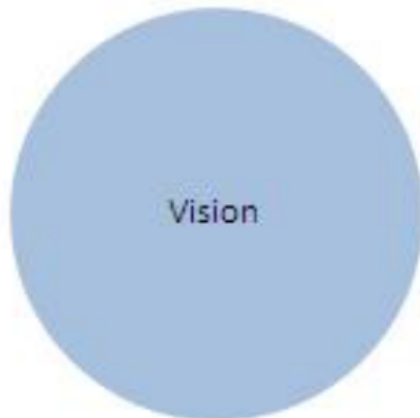
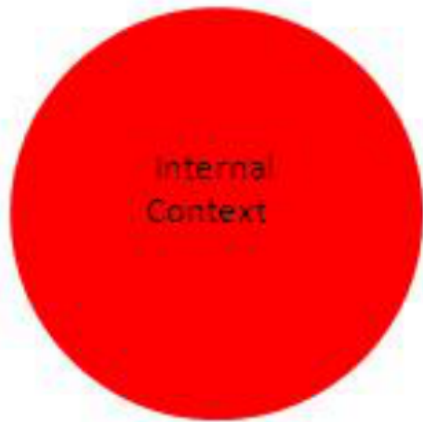
Enrolment Management System



Recruitment



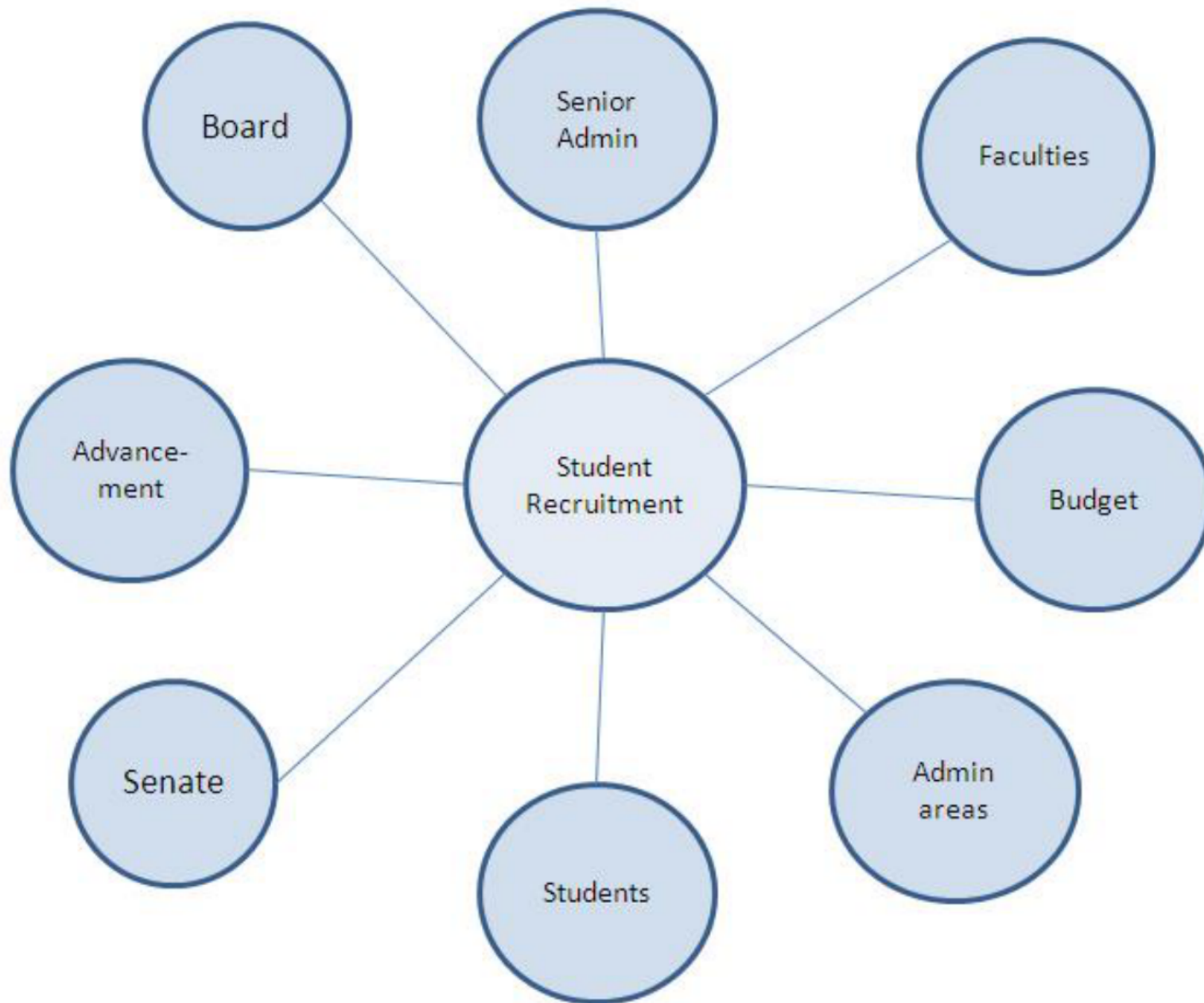
YouTube



Internal Context

- Institutional plan
- SEM plan and Enrolment context
- Institutional Budget
- Recruitment resources
- Roles and responsibilities
- Institutional Brand
- Marketing vs. Recruiting
- Stakeholders

Stakeholders



External Environment

- Demographics
- Competition
- Funding
- Government initiatives/priorities
- Media

Expectations

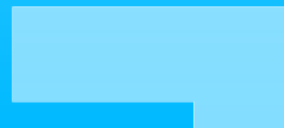
- Enrolment Targets
- Student Mix
- Efficiencies
- New ideas
- Bright shiny objects
- Brand consistency

"Without data, you're just another person with an opinion" (author unknown).

"Data is not the plural of

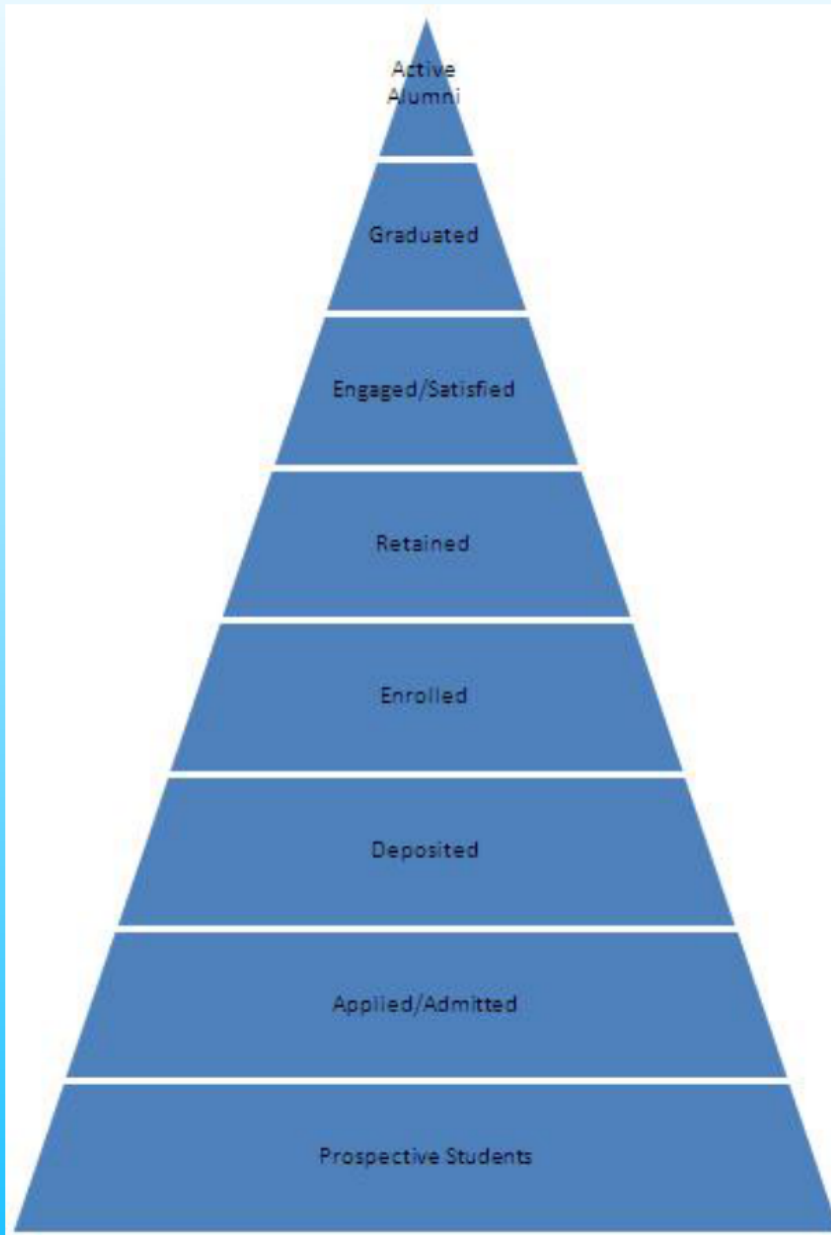
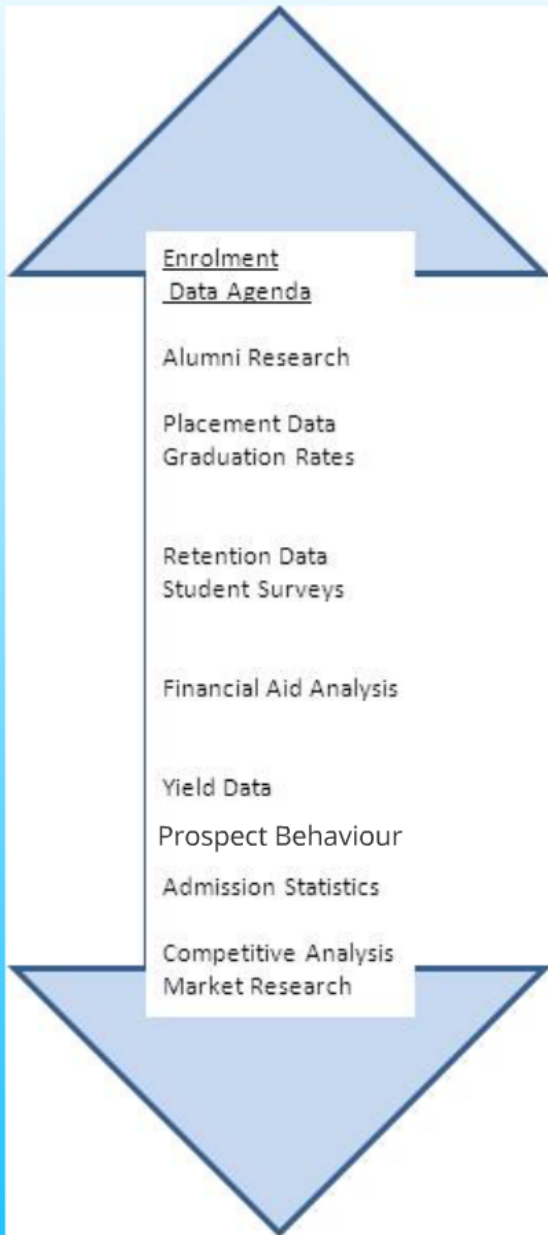
unknown).

"Data is not the plural of anecdote" (Roger Brinner).



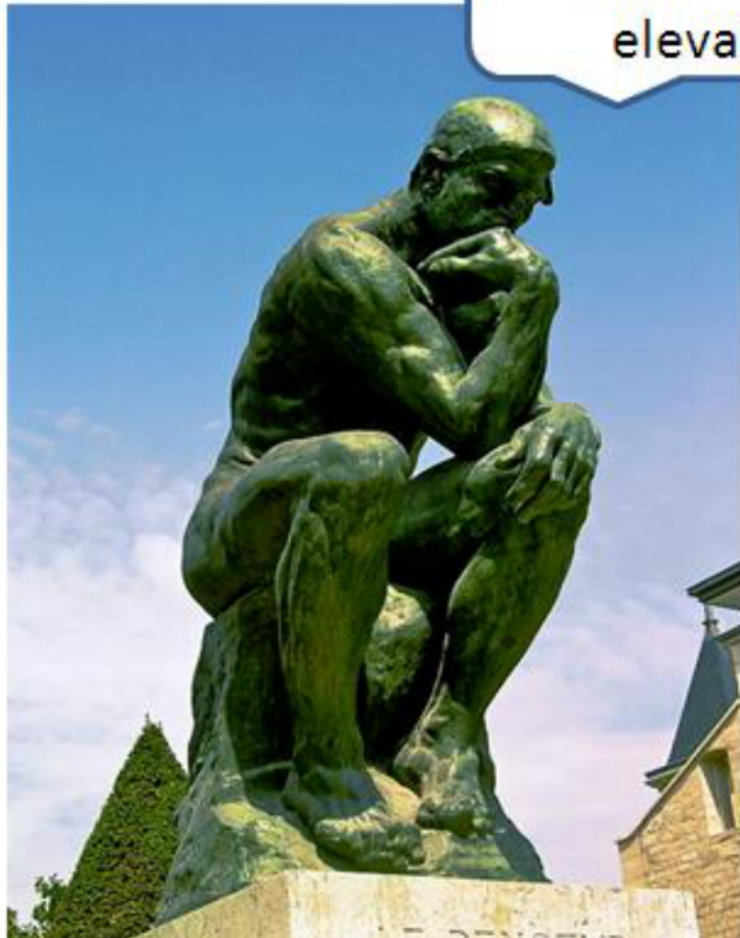
DATA

- Applicant characteristics
- Geographic segments
- High schools students, transfers, stop-outs, out-of-province, international
- Choice
- CRM data
- Which students succeed?
- Surveys, focus groups, other



Random imperatives

Maybe we should
advertise in
elevators



Linkages with SEM Continuum

- Integrated communications
- Admissions, pathways
- Financial Aid
- Fees
- Retention considerations
- Alumni

Recruitment Principles

- Broader context – internal and external
- Goals – institution specific
- Data – what points the way?
- Resources – priorities, efficiencies
- Process – who, how?
- Evaluation – build into activities



Student Success

- A focus on student experience and student success
- A relatively small number of students living on campus student housing
- Many institutions participating in NSSE or BCSSE or Canadian University Survey Consortium (CUSC)
- Emphasis on student engagement and student development in and out of the classroom (curricular and co-curricular)

Student Populations

- Aboriginal/First Nations/ Metis
- International
- Academically Underprepared
- Disabilities
- LGBTQ
- Transfer
- Highly academically prepared
- First generation
- Income Assistance

Why are some students at risk for first year attrition?

- Students who are first generation, academically underprepared and work while attending university/college are less likely to persist (Kuh, et. al, 2007)
- Students who don't actively seek out academic advising support are less likely to persist
- Student who lack a sense of belonging are less likely to persist
- Students who lack a sense of direction with their program selection are less likely to persist
- Students who are not involved in co-curricular activities of any kind are less likely to persist
- Students who lack a sense of hope are less likely to persist
- Others?

Emergence of support Programs AND Services

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Academic Support Centre

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Opportunities for on-campus learning

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Student success initiatives help students achieve their educational and career aspirations through quality academic & student support services, programs and experiences



Co-curricular extra-curricular activities help foster students' leadership & learning abilities & improve chances of academic success



What SEM is not

- A quick fix
- An enhanced admission and marketing plan
- An administrative function separate from the academic mission of the institution

Outline of a SEM Plan

Planning Direction

Strategic Opportunity Filters



Black, 2003