

# SEMM FORUM 2017

Strategic Enrolment Marketing & Management



University  
of Windsor

## Gauging Your SEM Readiness

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# Presenter

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**Associate Professor, University of Windsor**

- Other University of Windsor roles: Vice-Provost, Students and Dean of Students; Vice-Provost, Students and International; Vice-Provost, Students and Registrar
- Other institutions (U.S.): State University of New York College of Agriculture & Technology at Cobleskill, Tallahassee Community College, University of Maine at Augusta

# Today , we will....

- Meet each other
- Discuss SEM core concepts
- Estimate your institution's SEM readiness
- Introduce Ways to Enhance SEM readiness
- Engage in Questions & Comments



# Some SEM Core Concepts



# What is SEM?

Enrollment management is a comprehensive and coordinated **process** that enables a college to identify enrollment goals that are allied with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the effective **integration** of administrative processes, student services, curriculum planning, and market analysis.

-Kerlin, 2008



# SEM is...

- The range of activities that influence a student's initial and continued enrolment;
- The programs, policies and processes that impact institutional enrolment;
- The organizational framework and structure that supports institutional and student goals; and
- Tied into the institutional academic and strategic plan.

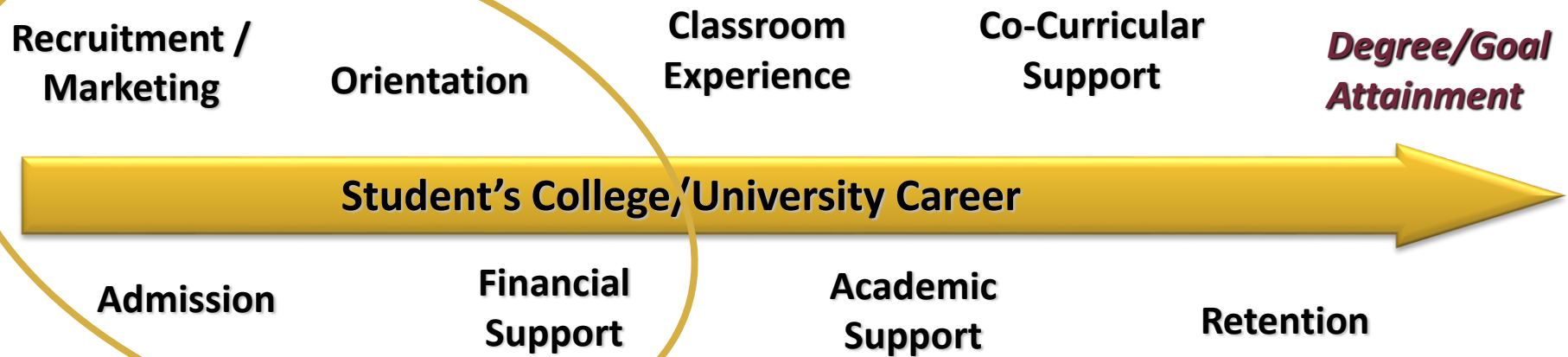


# The Classic Admissions Funnel



# The Student Success Continuum

## Traditional Enrolment Perspective





# The Student Success Continuum

## The SEM Perspective

Recruitment /  
Marketing

Orientation

Classroom  
Experience

Co-curricular  
Support

*Degree/Goal  
Attainment*

Student's College/University Career

Admission

Financial Aid

Academic  
support

Retention

# The Purposes of SEM are Achieved by...

1. Establishing **clear goals** for the number and types of students needed to fulfill the institutional mission;
2. Promoting **students' academic success** by improving access, transition, persistence, and graduation;
3. Promoting institutional success by enabling effective **strategic and financial planning**;
4. Creating a **data-rich environment** to inform decisions and evaluate strategies;
5. Improving process, organizational and financial **efficiency** and outcomes;
6. Strengthening **communications and marketing** with internal and external stakeholders; and
7. Increasing **collaboration** among departments across the campus to support the enrolment program.



# SEM Planning Framework





**AACRAO INSTITUTIONAL READINESS FOR  
SEM SELF-AUDIT**

# Self-Audit Components

1. Align institutional strategic plan with broad enrolment targets and desired mix of students, including:
  - Clarity of institutional mission, vision, goals;
  - Clarity of unit/program within institutional mission;
  - Strategic direction; and
  - Aggregate enrolment goals.

# Self-Audit Components (Cont'd)

2. Achieve an institutional culture of partnership and collaboration, including leadership, participation and buy-in from:
  - Overall campus community;
  - Top-level administrators;
  - Academic colleges/faculties and departments;
  - Student service units;
  - Academic support programs and centers for under-served populations;
  - Information Technology; and
  - Student unions and organizations.

# Self-Audit Components (Cont'd)

3. Establish clear 5 to 10-year Key Enrolment Indicator (KEI) targets for the number and types of students needed to fulfill the institutional mission:
  - Student categories (first year, transfer, graduate, part-time);
  - Desired student groups (academic ability/quality, Indigenous, First Generation);
  - Geographic origin (local, regional, international);
  - Student engagement scores;
  - Student retention rate;
  - Graduation rate;
  - Institutional and program capacity; and
  - Learning modality (on-line, blended learning, experiential ed).

# Self-Audit Components (Cont'd)

4. Create a data-rich environment to inform decisions and evaluate strategies. Data collection and analysis includes:

- Willingness to review institutional and student data;
- KEI numbers over the past 3-5 years;
- Environmental scan (demographics, economics, market opportunities, competition);
- Tracking of admissions (recruitment and registration yields);
- Tracking of student persistence and graduation rates;
- Use of student satisfaction or engagement surveys;
- Providing designated reports using consistent formats and definitions on an established production schedule to campus and executive leadership; and
- Use data results to establish focused goals for recruitment, retention, service, etc., and enrolment projection models.



# Self-Audit Components (Cont'd)

5. Develop an enrolment infrastructure sufficient to achieve enrolment targets, including:

- Staffing (skill sets, strategic deployment);
- Systems (policies, procedures, technology);
- Capacity for making effective enrolment decisions (positions, reporting lines, committees); and
- Accountability and metrics for achieving SEM goals.

# Self-Audit Components (Cont'd)

6. Enable effective financial planning and generate added net revenue for the institution, including:
  - Budget planning is coordinated and strategically allocated to support short-term and long-range enrolment goals.

# Self-Audit Components (Cont'd)

7. Develop strategies for achieving KEI targets and enhancing a successful student admissions funnel system that effectively and efficiently moves a student from prospective status seamlessly to a confirmed enrolment, including:

- Increase new students of specified types;
- Increase retention rates, specifically by student types;
- Utilize emerging technologies;
- Use financial aid strategically to support enrolment goals;
- Deliver effective academic programs (mix and delivery systems);
- Promote academic success by improving student access, transition, persistence, and graduation;
- Increase process and organizational efficiency; and
- Improve service levels to all stakeholders (e.g., prospective and current students, other institutional departments, other institutions, coordinating agencies).

# Self-Audit Components (Cont'd)

## 8. Implement action steps/tactics for implementing enrolment-related strategies, including:

- Marketing/branding initiatives;
- Academic program review;
- Multilingual recruitment materials;
- Targeted interventions for students in high risk courses;
- Enhance academic advising;
- Streamline admission and registration procedures;
- Implement/support a CRM system;
- Use of electronic/virtual student services and technology to support related internal business processes; and
- Strengthen international student processes and services.

# Self-Audit Components (Cont'd)

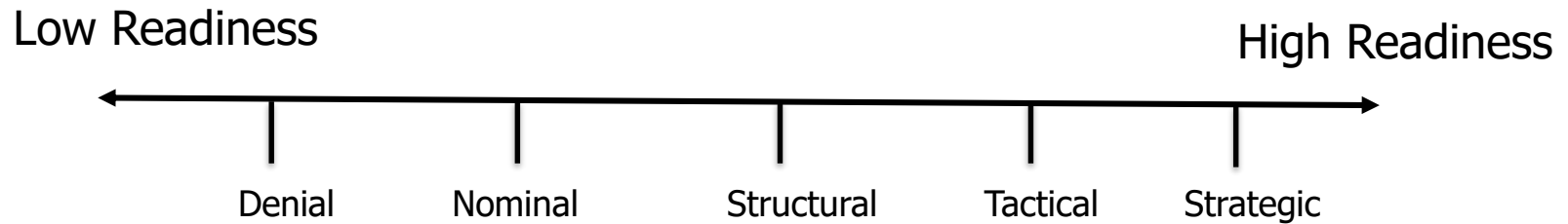
## 9. Achieve sustainable institutional SEM by:

- Use of an institutional SEM plan, which includes an ongoing review and assessment process, for determining, achieving, and maintaining optimum enrolment over the long term;
- Ensure the organizational structures supporting SEM planning and implementation work well;
- Create and continuously strengthen linkages with functions and activities across the campus; and
- Enable effective campus-wide planning



**COMPLETE THE AUDIT**

# SEM Transition Model



-adapted from Dolence, 1993

# SEM Transition Model

**Strategic**

**Enrollment Trend:** Achieving Optimum Enrolment

**Messages:**

- “We control our enrolment outcomes.”


**Action:**

- Stable organizational structure and funding
- Top-level EM support (and leadership?)
- Consistent planning and assessment cycle

Denial

Strategic





**USING YOUR SELF-AUDIT RESULTS  
ESTIMATE WHERE YOUR INSTITUTION IS ON  
THE SEM TRANSITION MODEL**



# **ENHANCING YOUR SEM READINESS**



# SEM

A photograph of a group of people, including students and adults, sitting around a table. They appear to be in a meeting or a classroom setting, looking at documents or devices on the table. The background is dark with some lights.

# CORE

# CONCEPTS

Building Blocks for Institutional  
and Student Success


By Wayne Sigler, Ed.D.

American Association of Collegiate Registrars and Admissions Officers



HANDBOOK OF  
—  —  
STRATEGIC  
ENROLLMENT  
MANAGEMENT

DON HOSSLER BOB BONTRAGER  
AND ASSOCIATES

 AACRAO  
Association to Advance Collegiate  
Registration and Enrollment

 JOSSEY-BASS  
A Wiley Brand

# Canadian SEM Publications...

JIM BLACK, Editor

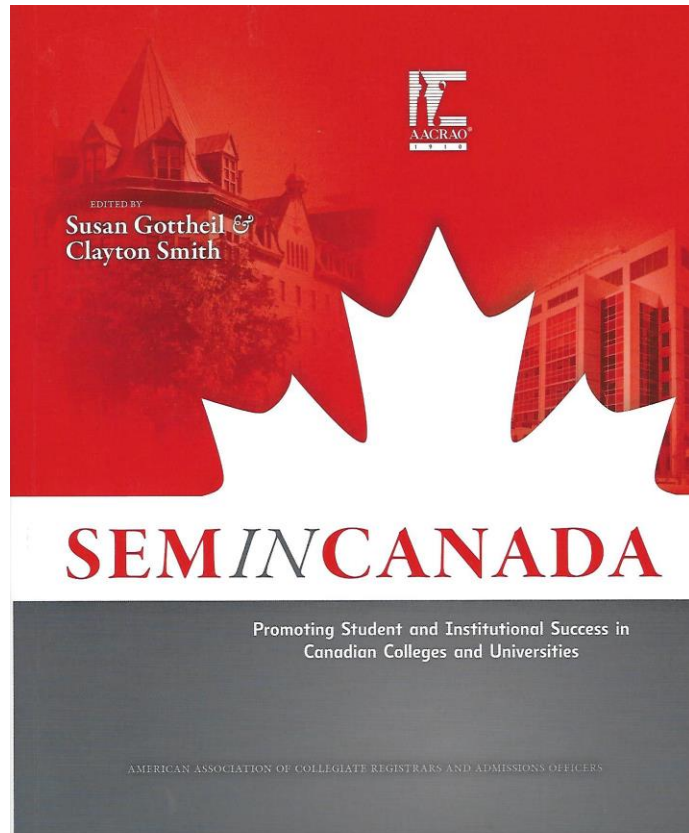
## Strategic Enrolment Intelligence

Canada's First Book  
on Strategic Enrolment  
Management

 SEMWorks

 academica group

# Canadian SEM Publications



# Some AACRAO SEM Publications....

- American Association of Collegiate Registrars & Admissions Officers:
  - The AACRAO International Guide: A Resource for International Education Professionals
  - Handbook of Strategic Enrollment Management
  - Strategic Enrollment Management: Transforming Higher Education
  - Applying SEM at the Community College
  - SEM and Institutional Success: Integrating Enrollment, Finance and Student Access
  - The SEM Imperative: Taking Enrollment Management Online
  - Managing for Outcomes: Shifting from Process-Centric to Results-Oriented Operations
  - Journals: SEM Quarterly, College & University

[www.aacrao.org](http://www.aacrao.org)

# Some Conferences...

- American Association of Collegiate Registrars & Admissions Officers:
  - Strategic Enrollment Management Conference
  - Tech & Transfer Conference
- ACT Enrollment Planner's Conference
- American Marketing Association Symposium for the Marketing of Higher Education
- Canadian SEM Summit
- Educational Policy Institute Retention 2017 Conference
- National Resource Center for the First-Year Experience Conference
- Ruffalo Noel-Levitz:
  - National Conference on Student Recruitment, Marketing and Retention
  - Symposium on the Recruitment and Retention of Diverse Student Populations
  - Strategic Enrollment Planning Executive Forum
- SEM Works National Small Colleges Enrollment Conference



# Other Resources...

- Graduate degrees
- Online courses
- Webinars

# Canada, SEM, & Student Success

“The challenges facing SEM professionals in Canada may appear daunting; however, the rewards of collaborating with academic and administrative partners across our campuses and our country to help students enter our doors and succeed are enormous.”

-Gottheil, Smith, and Associates, 2011

# Questions & Comments



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