



# Creating a SEM Plan with Grit

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# Context

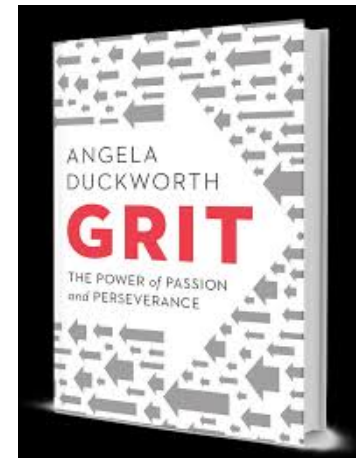
- Canadore College is a small college located in North Bay, Ontario.
- In the last 8 years, the college has suspended 25 programs and launched 20 new programs.
- Demographics in the region have declined at rates that are among the fastest in the province.
- SEM used to be somewhat of a rhetorical exercise and was certainly reactionary.
- Current state – 3 year road-map with goals and metrics (10%, 1.8%, 1.7%, 0.5%, 5.5%).



# GRIT

According to the Merriam-Webster **dictionary**, **grit** in the context of behaviour is **defined** as “firmness of character; indomitable spirit.”

**Duckworth**, based on her studies, tweaked this **definition** to be “perseverance and passion for long-term goals.”



# GRIT – Can you grow it?



# Approaches to SEM

- 1) The Warm and Fuzzy
- 2) The Cold and Mechanical
- 3) The Growth Driven
- 4) The Retention Driven
- 5) The Rudderless
- 6) The Lucky
- 7) The Balanced \*\*



# A System of Addicts

- Most opportunities for increased funding right now in the postsecondary sector are growth-driven.
- Operating grants are growth-driven.
- Even corridor funding models are growth-driven.
- We collaborate and we compete.
- Most institutions are “frenemies”

# Ego

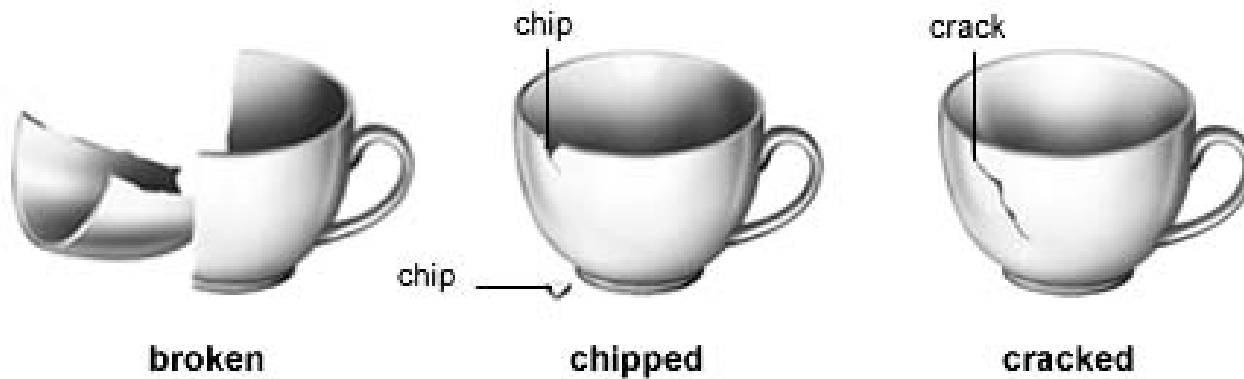


# Fear – Face It With Honesty

- What might be lost if we change?
- Does SEM mean that you are going to close my program?
- We have done it this way for 25 years...
- Our Program Advisory Committee supports us...
- What do you know about my program?
- Some students deserve to fail.



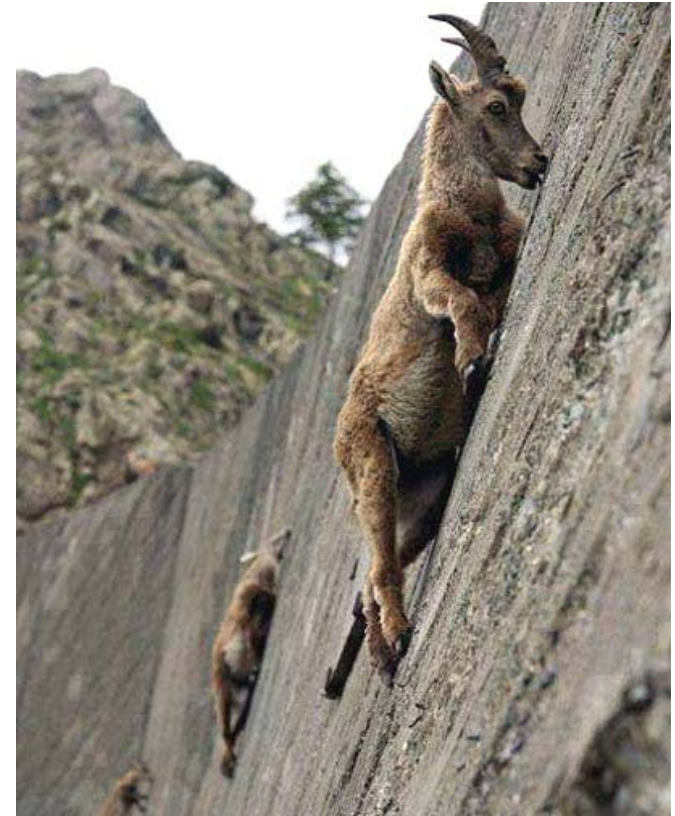
# Action – Identify Priorities (ROI)



# 40-60-10 Rule

- Have 40% of your plan IN THE CAN
- Make 60% of your plan DIFFICULT
- LEAVE 10% for the next one

# What Does Success Look Like?





- Link your plan to the goals of people who want to play ball – *Empower*
- Link the cost of failure to real outcomes - *Motivate*
- Balance the plan to check ego – *Me to We*
- Define what success looks like so people understand – *Ownership*
- Have some of your plan be a foregone conclusion – *Momentum*
- Resource the action teams appropriately – *Excitement*
- Work hard in the middle – *Resilience*
- Do not ask anyone to do something that you wouldn't – *Commitment*

# Celebrate Specifics - Courage

Celebrate specific success stories & failures, with real examples, people and results.

Don't whitewash the outcomes whether good or bad.

Draw people into the light, and into your SEM circle.

“Even if we are on the right track,  
We will get run over, if we just stand still.”  
- Unknown