

SEM in Canada



Who's At the Wheel?

What We Do



- **Research**
 - Applicant Research
 - Program Feasibility
 - Custom / Policy
- **Consulting**
 - SEM
 - MarComm
 - Strategic Planning
 - Other
- **Content**
 - Top Ten
 - Indigenous Top Ten
 - Academica Forum
 - Social Media

Context



- 20+ years of applicant research & 10+ years of consulting work – observed a number of trends.
 - Wide variety of structures, processes, resources
 - Many differences regarding the use of our services

Customer Journey Research



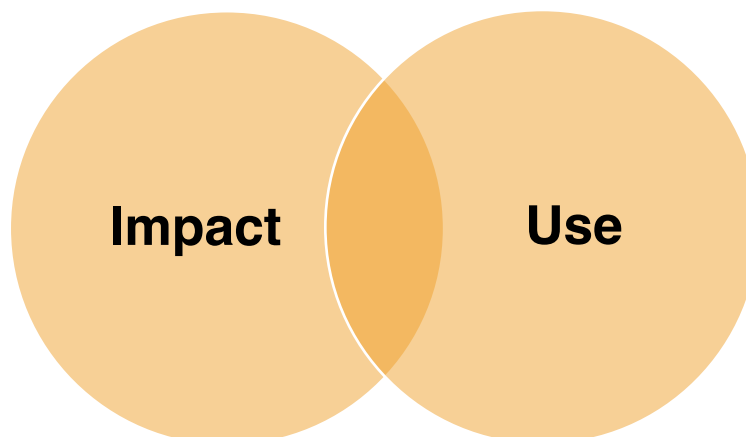
- What can we learn?
- How do we improve – *add higher value*
- Methodology: In-depth interviews with customers, our team and consultants

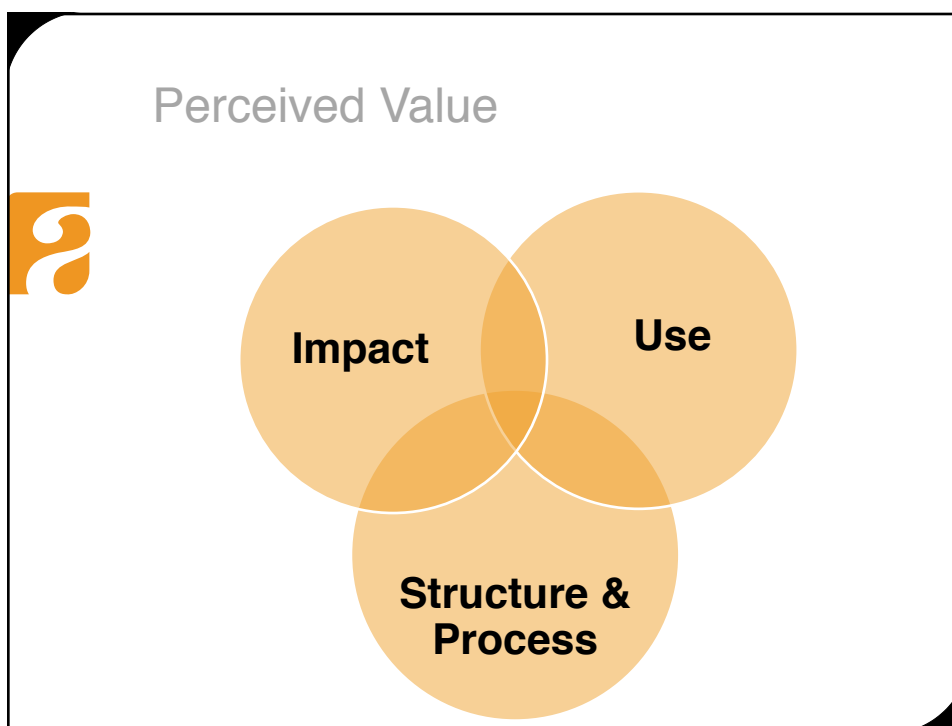
Some high-level takeaways



- Customer journey mapping proved to be challenging because...
 - SEM can be practised very differently at different institutions.
 - No consistent customer profile
 - Varying use of research
 - Perceived value (impact) varied, too

Perceived Value





- ## SEMM Principles
-
- Strategic Enrolment Management Plan
 - Plan grounded in Institutional Mission
 - Plan should be Inclusive – Engagement
 - Top-down leadership support
 - Data-driven, evidence-based decisions
 - Grounded in Student Experience

An Enhanced Mission

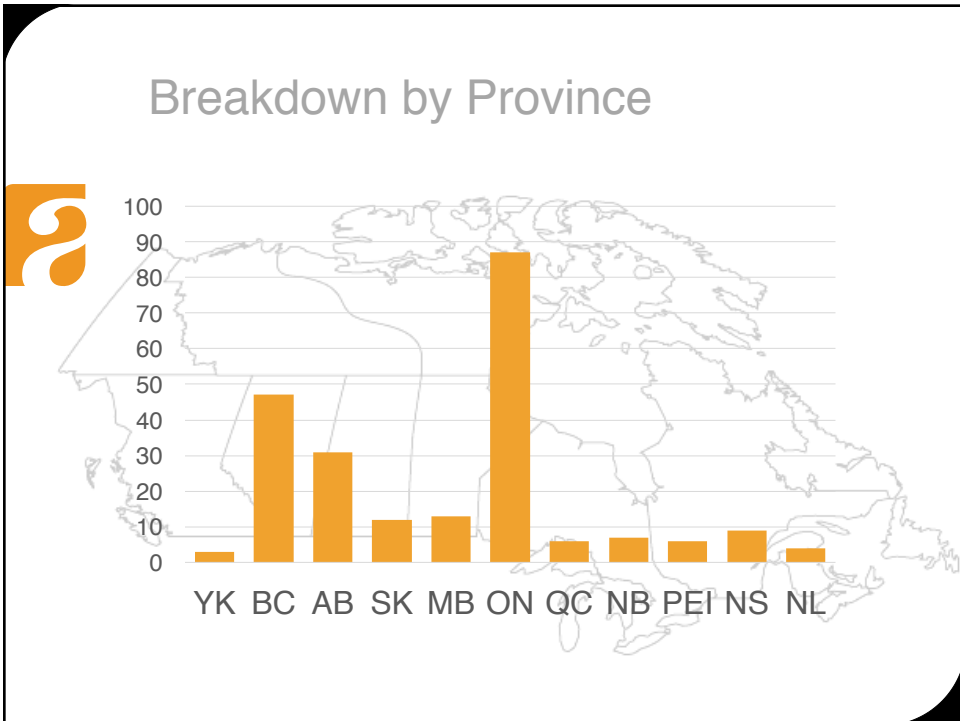


- We thought it useful to take a quantitative approach to learning more about how SEM is practised in Canada.
 - To look past differences - for common themes, priorities, structures, process.
 - Getting insight from institutional SEM professionals to learn more about best practices
 - To share learning with community

Our Method – SectorVu Study



- We developed the Academica SectorVu Survey of Canadian SEM Professionals (1st Annual).
- Instrument designed in consultation with four SEM professionals (two former registrars, current assistant vice-provost, former AVP enrolment management).
- Sent survey out to 27,500 Academica subscribers asking for responses from institutionally affiliated SEM professionals.
 - Received 220 completed surveys overall from respondents across the country.



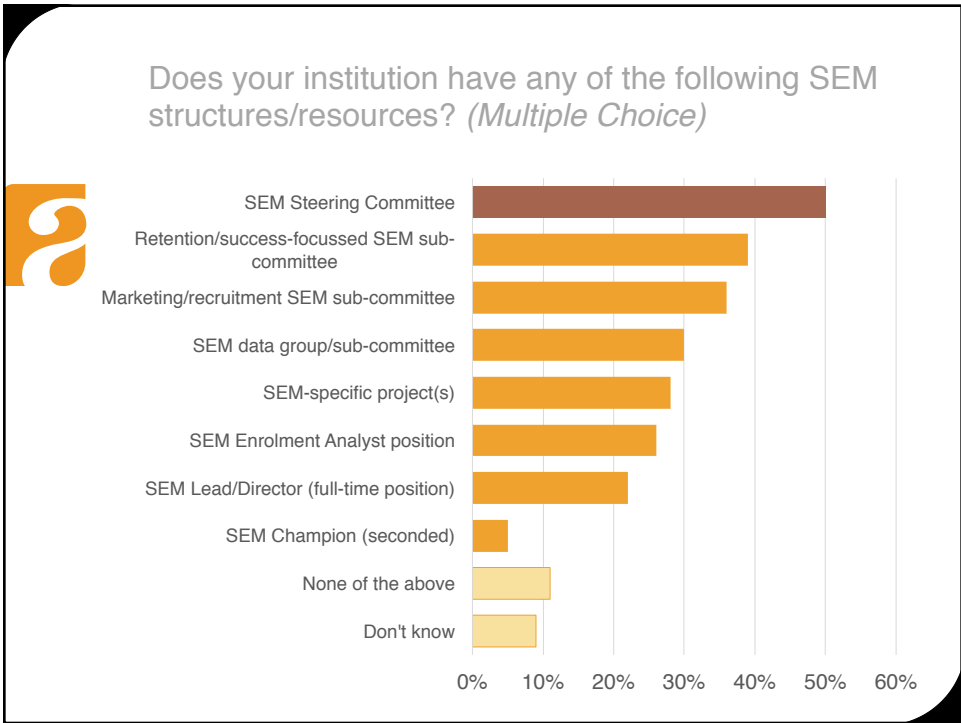
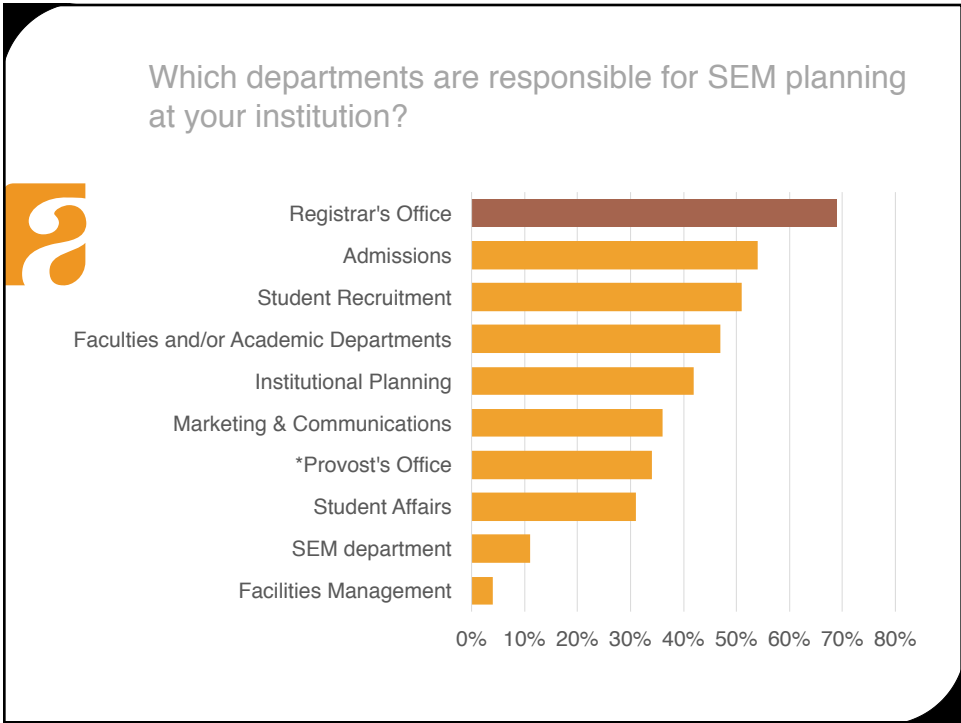
Study Limitations

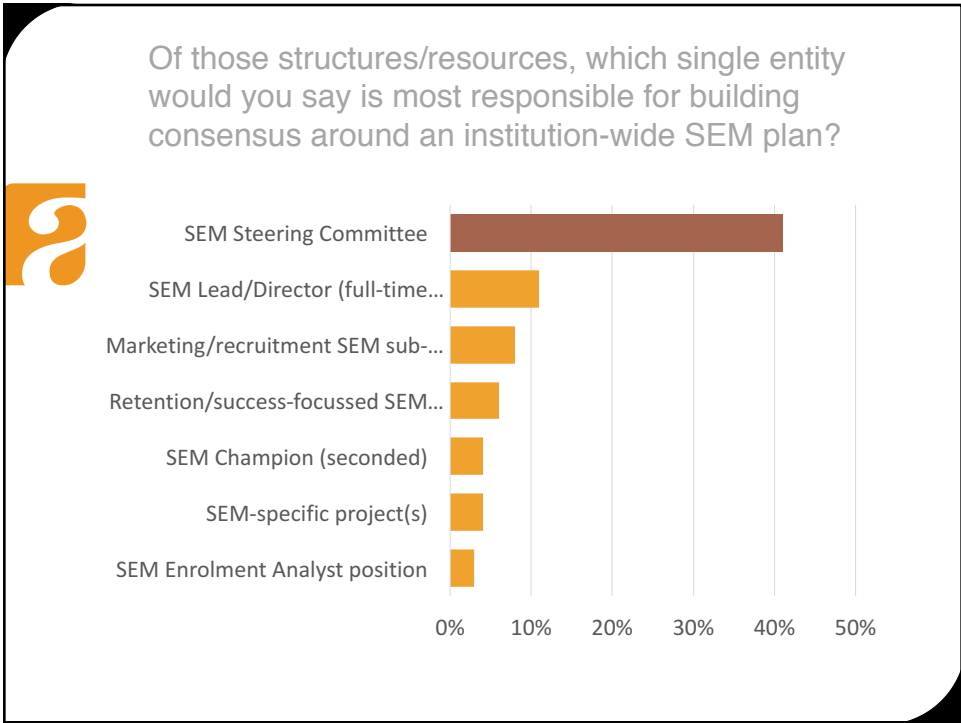


- Potential response bias among those who self-identify as SEM professionals, those who answer survey
- Lack of specific question asking respondents whether their institution had a SEM plan (some context)



Structures/ Resources





Commitment

Commitment (Agree/Disagree)



- Respondents agreed that there was **not enough time** devoted to SEM strategic planning at their institution (3.54 out of 5.00).
- Respondents agreed even more strongly that there were **not enough resources** devoted to SEM strategic planning at their institution (3.74)

Commitment (Agree/Disagree)

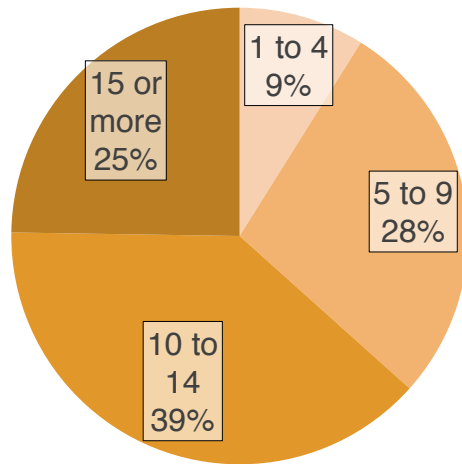


- They disagreed that SEM had been effectively integrated into their institutional culture (2.88)
- They agreed that SEM had the support of senior leadership

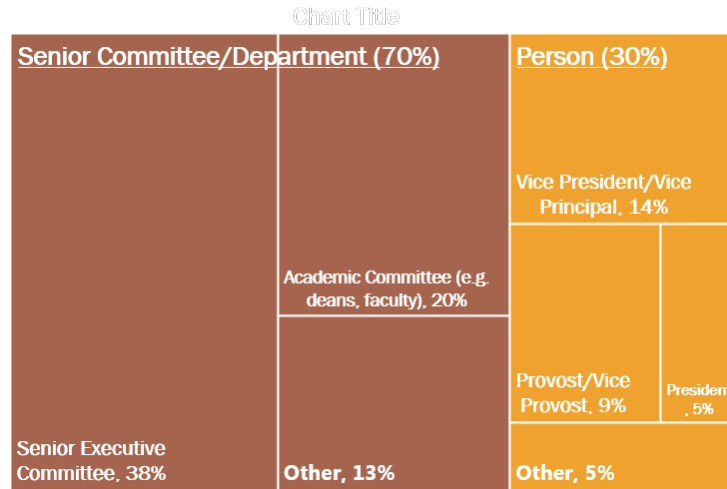


Process Design

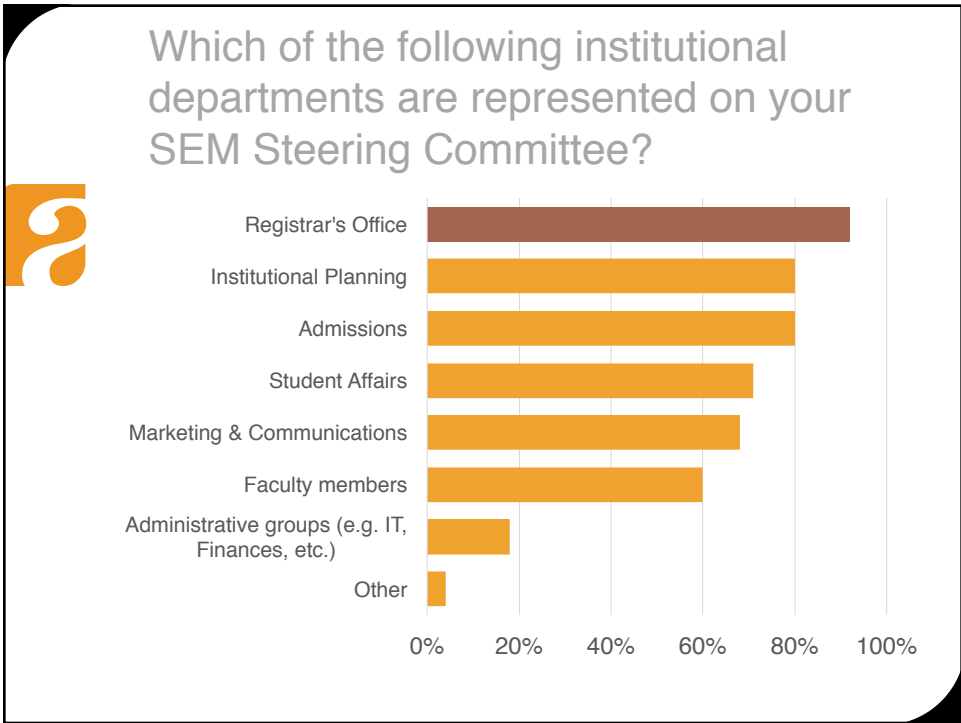
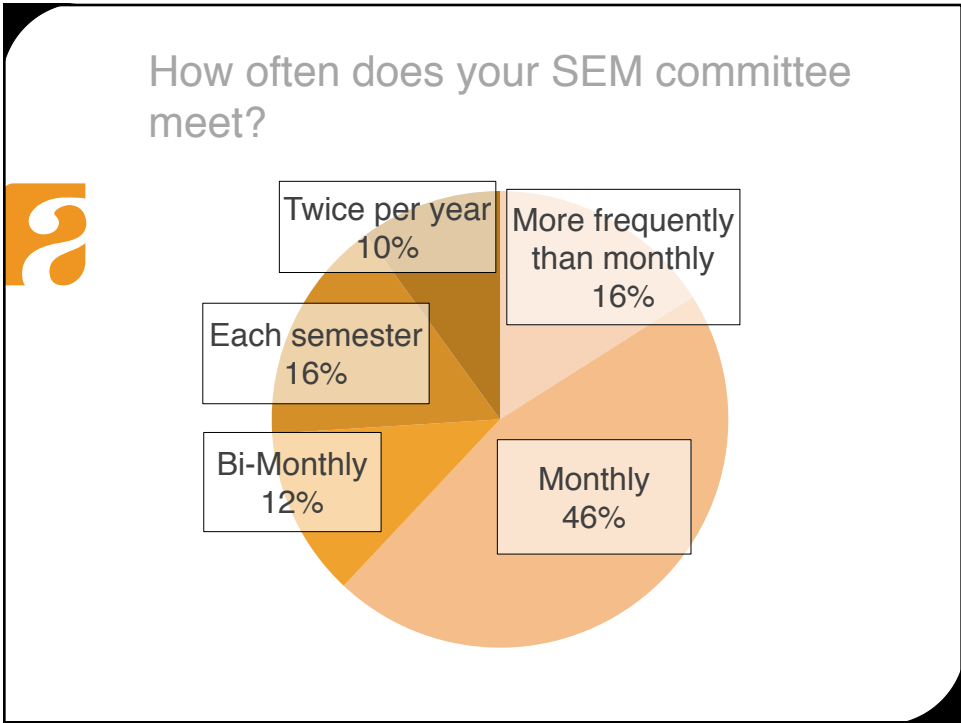
How many members are on your institution's SEM Steering Committee?

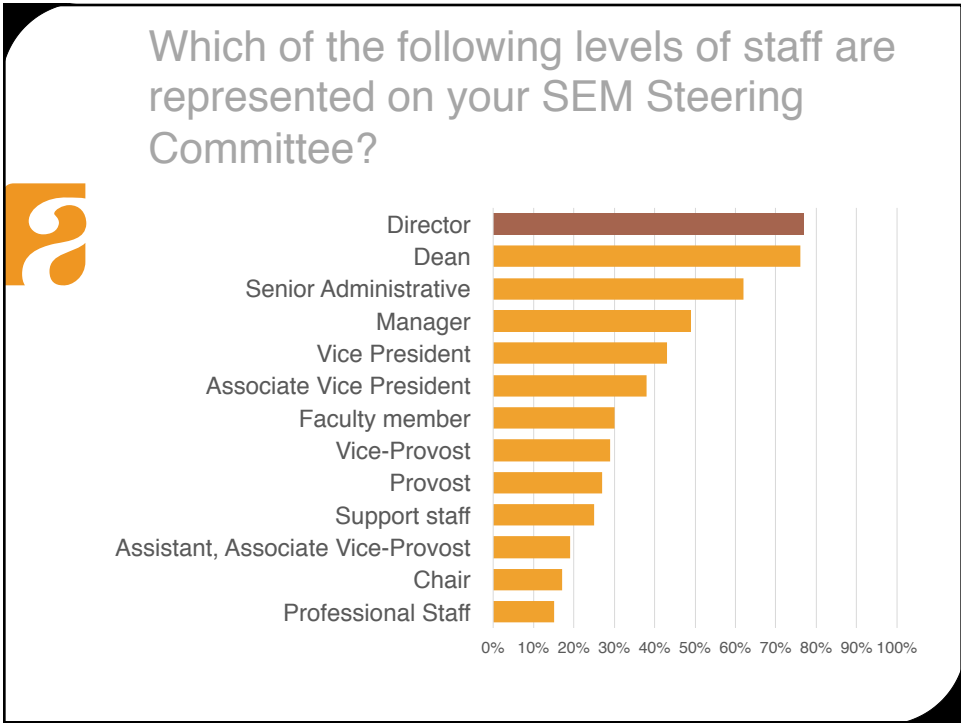


Who does the steering committee report to?



Input / Engagement





Strategy/Plan

What are your biggest SEM priorities?
Colleges?
Universities?

Top 10 College SEM Priorities



1. Institution's academic mission (4.09)
2. International enrolments (4.02)
3. Student demand for specific programs (4.02)
4. President's vision for the institution (4.00)
5. Demand from business, industry, government (3.99)
6. Institutional budget challenges (3.95)
7. Access & Accessibility (3.87)
8. Campus infrastructure (3.73)
9. Institutional positioning (3.72)
10. Program revitalization/renewal (3.70)

Top 10 University SEM Priorities



1. Institutional budget challenges (4.27)
2. International enrolments (4.11)
3. Institution's academic mission (4.03)
4. Institutional positioning (3.99)
5. Student demand for specific programs (3.87)
6. President's vision for the institution (3.80)
7. Competition from other institutions (3.76)
8. Indigenization/reconciliation (3.76)
9. Access & accessibility (3.60)
10. Institutional reputation/rankings (3.58)

Key Differences




- Colleges agreed more strongly with “Graduate employment is a focus of my institution's SEM strategy” than universities (3.67 compared to 3.17)
- Colleges rated “Demand from business, industry, government higher than universities (statistically significant) (3.99 compared to 3.31)

Key Differences




- Universities rated “Competition from other institutions” at statistically significant higher level (3.76) than colleges (3.26).
- Universities rated “Institutional positioning” at a statistically significant higher level than colleges (3.99 vs. 3.72)

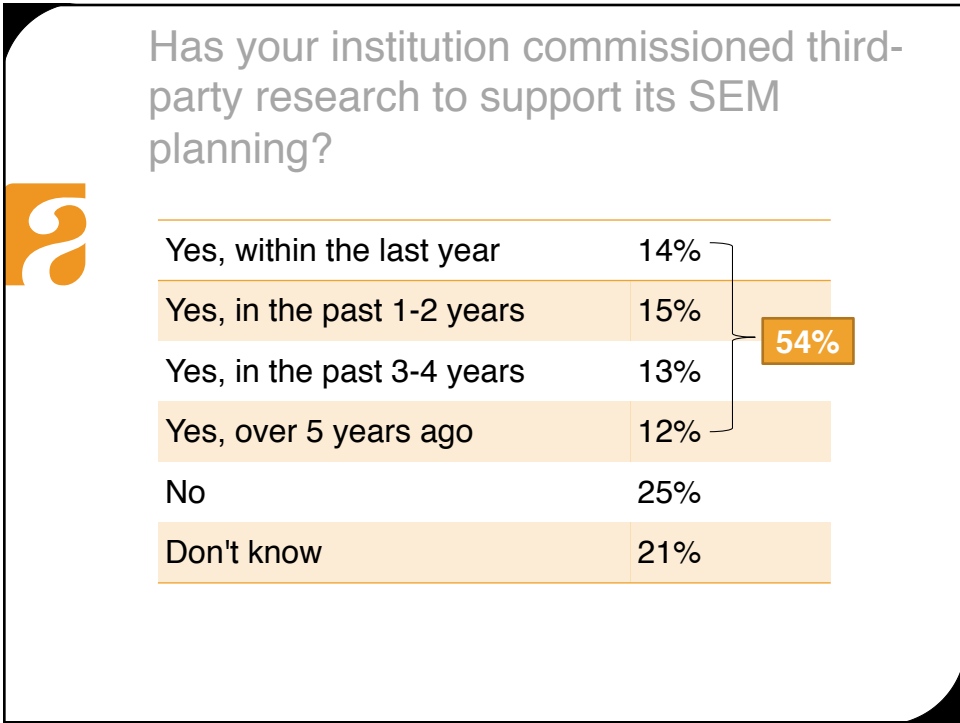


Data

Rate your level of agreement with the following statements (5 – strongly agree)



| Statement | Agreement (Out of 5.00) |
|---|-------------------------|
| Quality/availability of institutional data is a focus of my institution's SEM strategy. | 3.9 |
| Program planning is a focus of my institution's SEM strategy. | 3.7 |
| Graduate employment is a focus of my institution's SEM strategy. | 3.4 |
| Facilities and campus infrastructure are a focus for my institution's SEM strategy. | 3.3 |
| Technology is a focus of my institution's SEM strategy. | 3.2 |



Some of the high-level observations

Inputs

- Insufficient time devoted to SEMM
- Insufficient resources


Outcomes

- Not well integrated on campus = low engagement = low impact on culture

In spite of high perceived leadership support.

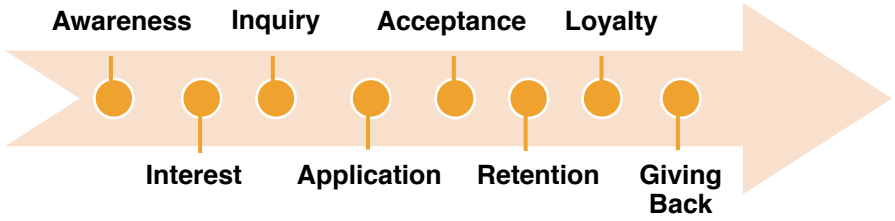

Use and Impact

and the role of research



Grounded in Student Experience
Continuum

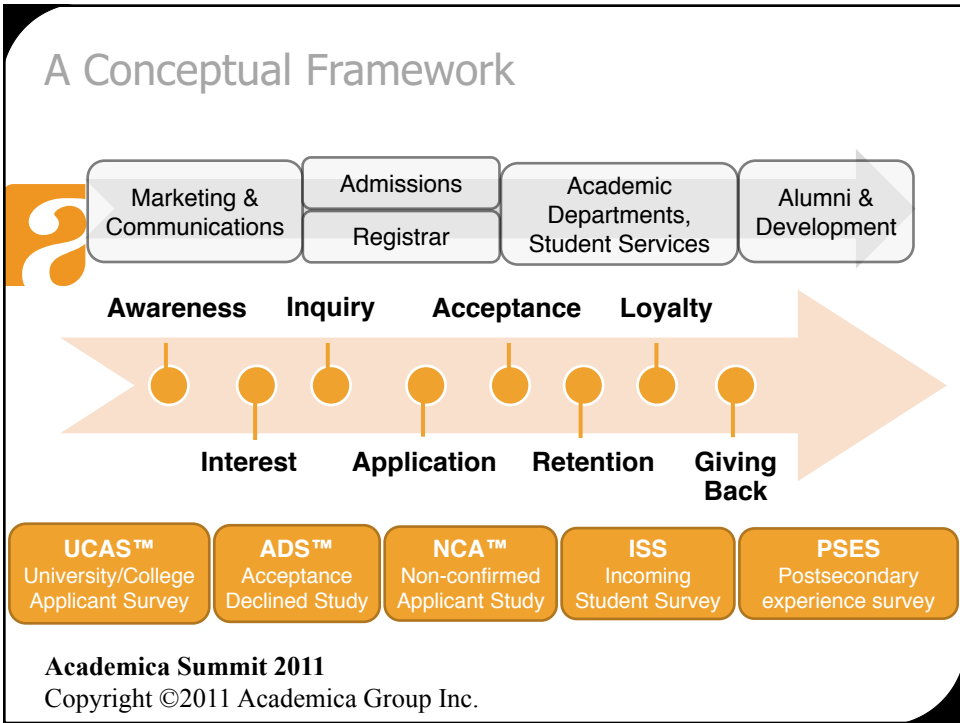
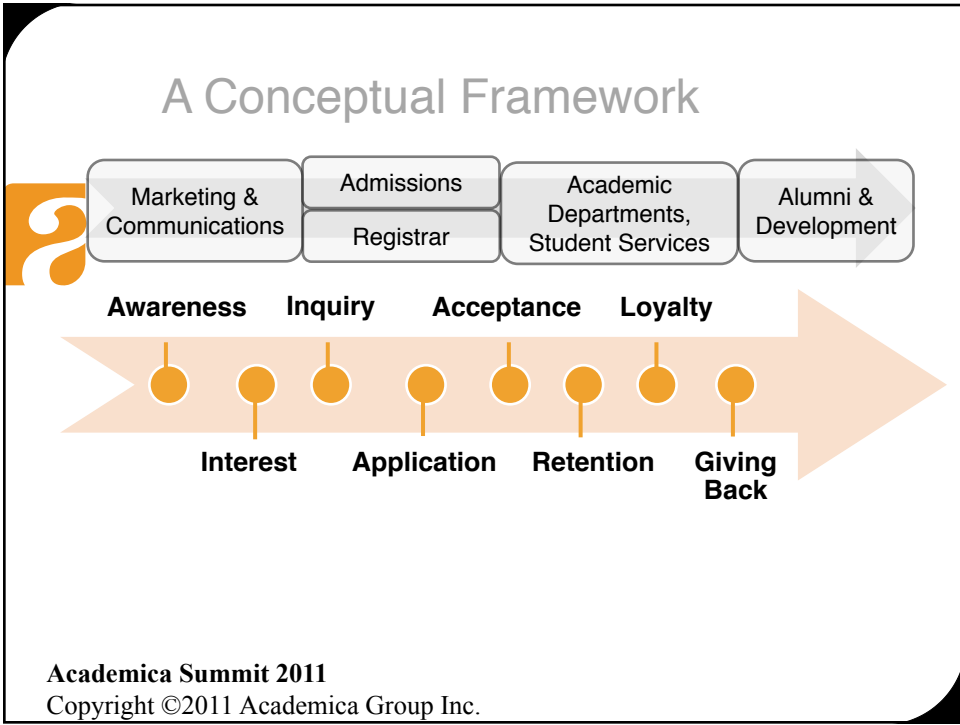
A Conceptual Framework

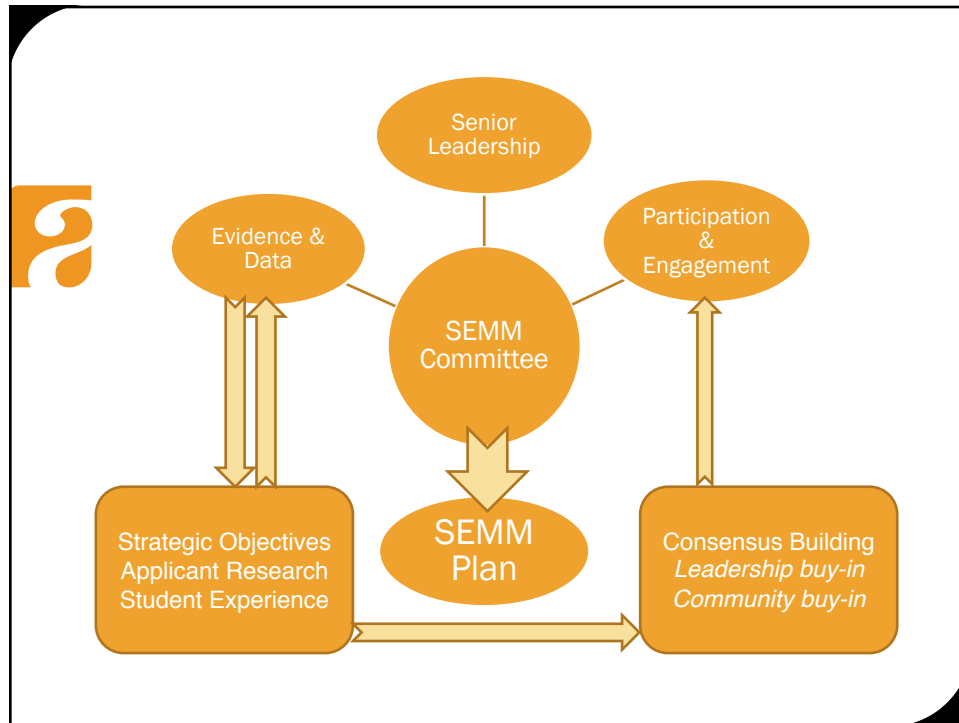


Awareness Inquiry Acceptance Loyalty

Interest Application Retention Giving Back

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a Culture of Evidence

Execution

- SEM Committee
 - Cross-divisional
 - Establish priorities (highest org. objectives)
- A research plan
 - Realistic | resourced
 - Engage staff
- A utilization plan
 - Recognize | reward
 - Involve

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