

Core Concepts of SEM Session

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Definitions and additional resources:

“SEM is a comprehensive approach to integrating all of a college or university’s programs, practices, policies and planning related to achieving the optimal recruitment, retention and graduation of students.” (Kalsbeek, 2009)

- David Kalsbeek, “Some Reflections on SEM Structures and Strategies (Part One)”, College and University Journal, Volume 81, Issue #3, 2006, pages 3 to 10.

SEM is “...shaping enrolment through a focused approach to student recruitment and retention...” (Gottheil, Smith, personal communication, 2016)

- Authors of “SEM in Canada”; available for purchase from aacrao.org (see publications section – AACRAO has numerous books on SEM available for purchase)
- Creators of the Cdn SEM website:
<http://umanitoba.ca/student/semsummit/index.html>

SEM is... "a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students where optimum is defined within the academic context of the institution....[it] is an institution-wide process that embraces virtually every aspect of function and culture [at an institution]." (Dolence)

- Dolence, M. (1993). Strategic Enrollment Management: A Primer for Campus Administrators. Washington, D.C.: American Association of Collegiate Registrars and Admissions Officers.
- See also: <https://mgdolence.com/tag/strategic-enrollment-management/>

SEM is“The use of actionable intelligence to inform enrolment strategies and practices and thus, position an institution strategically to achieve actionable enrolment results...doing the right thing, at the right time, with the right people in order to achieve enrolment related goals...a tool to manage costs and grow revenue streams.” (Black et al, 2010)

“Strategic enrolment growth refers to targeting programs for expansion that have demonstrated untapped demand and unused capacity or capacity that can be developed at a relatively low cost.” (Black et al, 2010)

- Strategic Enrolment Intelligence, Black, Bliss, Huston, Skinkle, Steele, Wallace-Hulecki, 2010, © 2010 Academica – permission granted by S. Ivan, Academica

- http://academica.ca/sites/default/files/20110408-SEI-Book_2016.pdf

“Strategic enrollment management is a concept and process that enables the fulfillment of institutional mission and students’ educational goals.” (Bontrager, 2004)

- Bontrager, B. (2004). Enrollment management: an introduction to concepts and structures. College and University

“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.” (Hossler, Bean, 1990)

SEM core concepts - Wilkinson, Taylor, Peterson, Lourdes Machado-Taylor, 2007

- <http://www.educationalpolicy.org/pdf/SEM%20Guide.pdf>

Student Development Theory Samples:

Lizzio’s 5 Senses Model – sense of capability, connectedness, purpose, resourcefulness, academic culture

- https://www.griffith.edu.au/__data/assets/pdf_file/0008/51875/Alfs-5-Senors-Paper-FYE-Project,-2006.pdf

Chickering’s 7 Vectors Model – developing competence, managing emotions, moving through autonomy towards interdependence, developing mature interpersonal relationships, establishing identity, developing purpose, developing integrity

- <http://faculty.winthrop.edu/fullerb/QEP/7%20vectors%20of%20development.pdf>

Other sources in a theoretical timeline:

<https://www.preceden.com/timelines/71451-enrollment-management-and-retention>