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Promoting Student and Institutional Success in Canadian Colleges and Universities*

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/ Preface /

The emergence of strategic enrolment management among Canadian universities and colleges is rapidly gaining momentum. The growth of SEM in Canada is driven by multiple forces. Proximity to the United States, the birthplace of the profession, is a major factor. Canadian higher education professionals have long availed themselves of ready access to enrolment management conferences and literature promulgated in the U.S. At recent AACRAO SEM Conferences, Canadian participation has reached as high as 20 percent of attendees.

However, the rise of SEM in Canada reflects more than mere geographic opportunity. There are global trends at play. Among highly-developed higher education systems from Canada to the United Kingdom to Australia, major enrolment-related forces are shifting in ways that have sparked interest in SEM concepts. One of these is shifting demographics, involving a decline in traditional college-going populations concurrent with significant changes in student demographics related to socioeconomic status, the latter being strongly correlated with race, ethnicity, and immigrant status. These changes in Canada and their implications for SEM are chronicled in this book by Smith, Gottheil, and Gauthier, as well as others.

Against that backdrop of demographic changes, financial forces have further intensified interest in SEM. As Smith and Gottheil note in their introductory chapter, both the U.S. and Canada have experienced declines in financial support to higher education at the national and state/provincial levels. That fact itself drives institutions toward SEM in multiple ways. It leads to increased tuition rates, which prompts students to exhibit higher degrees of consumerism and comparison shopping. And, institutions are more reliant than ever on the number of students they enrol, and the tuition dollars represented by each student, to balance the institutional budget. These forces have come to the fore in Canada more recently than in the U.S., inviting Canadian institutions to adopt competitive practices focused on

marketing and enhanced prospective student communications to a greater degree in the past 10 to 15 years than had previously been the case.

But the rise of SEM in Canada is much more than merely mimicking U.S. trends. Perhaps the most notable aspect of this book is the evidence it provides of Canadian institutions having created not just their own version of SEM, but one that furthers the profession in the U.S. and abroad. Whatever the successes of SEM in the U.S., there have been pitfalls as well, which might be characterized as greater focus on recruitment than retention, over-reliance on marketing hype, questionable deployment of student financial assistance, and, in general, prioritizing institutional interests over those of students. Canadians, and other SEM professionals around the world, have the opportunity to learn from these missteps and help us collectively develop stronger SEM theory and strategies.

It is my sincere hope that this book becomes a milestone for the time when SEM benefitted from a new level of transnational dialogue and sharing of expertise. Thanks are due to Susan Gottheil and Clayton Smith for their leadership in helping this book, and that dialogue, to happen.

Bob Bontrager
Director, AACRAO Consulting
Corvallis, Oregon
February 2011

/ About the Authors /

EDITORS

Susan Gottheil

Susan has several decades of leadership experience in the Canadian post-secondary sector helping institutions to promote and expand academic programs, increase student recruitment and retention, enhance learning and development, improve student and academic support services, and promote collaborative partnerships. With an undergraduate degree from McGill University and an M.A. in Women's History, Susan began her career at Vanier College CÉGEP in Montreal where she spent nine years teaching before moving into senior administrative positions at Carleton University. In 2006, she moved to western Canada to help Mount Royal transition from a college to a university and roll out new undergraduate degree programs. Susan currently serves as Vice-Provost (Students) at the University of Manitoba, and has also helped a number of Canadian institutions develop strategic enrolment plans in her role as a Senior Consultant with AACRAO Consulting.

Clayton Smith

Dr. Smith has 25 years of broad post-secondary educational experience at three institutions in the U.S. and one in Canada. He currently serves as Vice Provost, Students and International, at the University of Windsor (Ontario, Canada). Dr. Smith holds a B.A. from the University of Southern Maine, an M.A. from Drew University, an M.P.A. from the University of Maine, and an Ed.D. in higher education from Florida State University. He has published articles in *CACUSS Communiqué*, *Col-*

lege and University, *SEM Source*, the *Journal of College Admission* and the *Journal of College Retention* on such topics as enrolment management, Canadian strategic enrolment management, integrated marketing, inter-institutional joint marketing, student retention and student recruitment. Dr. Smith currently sits on the *College and University* and *Journal of Student Affairs Research & Practice* editorial boards, co-organizes the annual Canadian SEM Summit and serves as a senior consultant with AACRAO Consulting.

Over the past five years Susan Gottheil and Clayton Smith have collaborated on the emergence and implementation of enrolment management in Canada. They have presented workshops at a number of professional conferences in the U.S. and across Canada, published articles, and organized the annual Canadian Enrolment Management Summits.

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Brian is Associate Vice-President, Resource Planning, at the University of Regina. An economist, he has been a faculty member at universities in Manitoba, Nova Scotia and Saskatchewan, as well as senior policy advisor and coordinator of research at a provincial universities commission. Brian created and directed the institutional research offices at two Canadian universities; at both, he was a member of the strategic enrolment planning committee. Brian has conducted applied research and published articles and book chapters in the areas of university planning and management, government-university relations, program review, and data manage-

ment. He has prepared and delivered training workshops on strategic planning, and facilitated planning processes for universities and government departments in Canada and the United States.

Sarah Dench

Sarah is the Director, University Curriculum and Institutional Liaison at Simon Fraser University in the Office of the VP Academic. Sarah has responsibility for the development of partnerships between SFU and other B.C. post-secondary institutions, and is the university liaison to SFU's partner pathway college for international students, Fraser International College (a college of Navitas Education Ltd.). She is currently chairing an SFU committee tasked with making recommendations to the VP Academic on how best to improve services and supports to students for whom English is an additional language. Sarah has over 20 years of experience in universities, and has a background in Student Affairs with particular focus on programming for groups under-represented in post-secondary education.

Peter Dueck

Peter has led financial aid and awards offices at two universities and was on secondment for a time with the Canada Student Loan Program in Ottawa. Well known in Canadian financial aid circles, he has served as a two-term president of the Canadian Association of Financial Aid Administrators (CASFAA). Peter is currently the Executive Director of Enrolment Services at the University of Manitoba, where his responsibilities include student recruitment, admissions, financial aid and awards, and the English Language Centre.

E. Jane Fee

Jane is Associate Dean of the Faculty of Arts & Social Sciences at Simon Fraser University and her academic discipline is linguistics. She is responsible for strategic enrolment management within her Faculty, which is the largest at SFU. Additionally, Jane oversees the Faculty's operations at SFU's newest campus in Surrey, located south of the Fraser River in one of the fastest growing communities in Canada. She co-led an institution-wide SEM planning process at SFU in 2009-10, and now represents her faculty on SFU's new Strategic Enrolment Management Council. This

SEM Council is charged with drafting the University's first SEM plan. The Faculty of Arts & Social Sciences has approximately 16.5 percent international undergraduate students and is therefore involved in numerous initiatives to increase the success of international students. Jane will become Associate Vice-President, Academic at Kwantlen Polytechnic University in September 2011.

Gail Forsyth

Gail is the Director of Learning Services at Wilfrid Laurier University where she oversees student academic success services. Prior to assuming this role, she worked in registrarial services specializing in admissions, recruitment and registration activities for undergraduate and graduate programs. Gail has improved Wilfrid Laurier University's transition programs for new students and their families, developed a peer mentoring program, and expanded the student academic success services. She has secured external funding to launch new support initiatives for Aboriginal and first-generation students as well as an outreach and access program for students and their families in "at-risk" communities.

Keith Fortowsky

Keith is Manager, Institutional Research, at the University of Regina, where he leads development, maintenance, and analysis of institutional statistics. His primary goal is to connect institutional data and analysis to the larger "strategic conversation" of the University as a whole. Keith has been "crunching data" in various sectors for 25 years. You can read more about his experience and ongoing adventures by accessing his LinkedIn profile: www.linkedin.com/in/kfortowsky.

Devron Gaber

Dr. Gaber has worked as an Associate Director with the B.C. Council on Admissions and Transfer (BCCAT) since September 2003. Working with the Admissions Committee, he leads work on BCCAT's expanded admissions agenda, which includes conducting a variety of studies on province-wide student mobility. Dr. Gaber represents BCCAT on the Student Transitions Project Steering Committee and currently serves as its chair. He also has lead responsibility for BCCAT's extensive research agenda. Before coming to BCCAT, Devron worked in a number of jobs

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Larry Gauthier

Larry is a member of the Lac La Ronge Indian Band and grew up on the family's trapline in northern Saskatchewan. Dropping out of school in grade ten, Larry was fortunate to travel the world extensively with the Canadian Armed Forces, serving the required three years. Later, Larry attended the University of Saskatchewan and graduated at the top of his class in 1993. Shortly after graduating Larry began his career in student services as the Native Student Advisor at the University of Alberta. This was followed by an appointment at the University of Saskatchewan as the Director of the Aboriginal Student Centre (where he also taught in the Native Studies Department). Larry's passion for Aboriginal student success took him to the First Nations University of Canada as the Director of Student Success Services. It was at the First Nations University that he developed a successful model of academic support which doubled the success/retention rates of first-year students. In early 2009, Mount Royal University presented Larry another opportunity to design and develop a successful Aboriginal student service model. He holds a B.A. Honors degree from the University of Saskatchewan and an M.S. in Education with a specialization in Enrolment Management from Capella University.

Jody Gordon

Jody is the Associate Vice President, Students at Kwantlen Polytechnic University (KPU), Surrey, B.C. She has worked in post-secondary student services since 1992, beginning her career at Simon Fraser University before joining KPU in 1998. Jody completed a First Class Honours B.A. and an M.A. from Simon Fraser University. She was selected as the recipient of the 2009 Strategic Enrolment Management Award of Excellence in the Canadian Institutions category, an award cosponsored by the American Association of Collegiate Registrars and Admissions Officers and Education Systems Inc. In addition to her administrator role at KPU, Jody teaches first-year criminology students.

Stefanie Ivan

Stefanie is Associate Vice President Student Services at Grant MacEwan University where she leads an energetic team responsible for many facets of enrolment management including the Office of the Registrar and Information Centres, Aboriginal Education Centre, CASE Management, and Graduate School Liaison. Stefanie has the pleasure of chairing both the Student Services Policy Committee and the Admissions & Selections Committee, both standing committees of Academic Governance Council. In her role, she is responsible for student discipline and also is a resource for university appeals. Stefanie was formerly the Registrar at MacEwan, and previously also worked in Student Services and taught upgrading at Red Deer College.

Yves Jodoin

Yves has been Secretary General and Registrar at Bishop's University located in the Lennoxville Borough of Sherbrooke, Québec since 2005. After working overseas for AIESEC International in Belgium, Yves started his university career in 1975 at the Université du Québec à Montréal (UQAM) where he worked for 30 years at various management positions including 21 years in the Registrar's Office. At night, he taught as a part-time lecturer for a few years at UQAM. Yves earned a B.B.A. at UQAM and an M.B.A. from McGill University. From 1997 to 2008, he was a member of the Executive Committee of ARUCC (Association of Registrars of the Universities and Colleges of Canada) including a two-year stint as President of the Association.

Åsa Kachan

Åsa is Assistant Vice-President Enrolment Management & Registrar at Dalhousie University, responsible for strategic direction and oversight of all the activities related to undergraduate recruitment, admissions, registration, scholarships and financial aid, examinations, student records, convocation, and the student information system. Prior to Dalhousie, Åsa served as Director of Admissions and Registrar at the University of Saskatchewan. Well versed in the principles of SEM and their practical application, Åsa has presented on various topics at national conferences including ARUCC and the SEM Summit.

Nicole Lacasse

Dr. Lacasse is Associate Vice-Rector, Academic and International Activities and professor in the Department of Management at Université Laval. She holds a Doctorate in International Trade Law from Université Panthéon-Sorbonne (Paris 1) and has authored and co-authored more than 30 articles in scientific journals, books and colloquium proceedings. Over the course of her career, Nicole has maintained an active presence in Higher Education at the Business School and has served in various positions related to academic administration and international cooperation.

Richard Levin

Richard is keenly interested in evidence-based decision making and has published and presented on issues ranging from accountability to student service. Currently holding the position of Executive Director, Enrolment Services at the University of Toronto, Richard has previously held registrarial and SEM positions at the University of Manitoba, UOIT, Durham College and McMaster University. He began his career with the Manitoba and Ontario provincial governments and also worked as Executive Coordinator, Policy and Planning, with the Ontario Education Quality and Accountability Office.

Steve Marshall

Steve is an Assistant Professor in the Faculty of Education at Simon Fraser University. His research interests fall under the broad umbrella of *Learning Through Transitions*, with a particular focus on Sociolinguistics and Academic Literacy Education. Within these fields, Steve researches the interplay between languages, migration, identities, and literacy in various social and educational contexts. He is currently Principal Investigator for a SSHRC-funded research project into the academic literacy practices of university students in Vancouver, with a particular focus on multilingual students making the transition from secondary to higher education. At SFU, he coordinates and teaches on *Foundations of Academic Literacy FAL X99*, a first-year academic literacy course taken by around 850 students per year. Steve is author of *Academic Writing: Making the Transition*, published by Pearson Education Canada.

Susan Mesheau

Susan joined the University of New Brunswick (Fredericton) in 2001 as its first Director of Student Recruitment & Integrated Marketing. She has spent 35 years working in marketing and directed numerous campaigns within the New Brunswick provincial government that resulted in significant revenue growth. Her breadth of knowledge covers branding, strategic marketing planning and implementation, market research, public relations, product development and marketing consultation. Susan recently assumed the new position of Executive Director of U First: Integrated Recruitment & Retention at UNB Fredericton, with responsibility for domestic undergraduate and graduate recruitment, recruitment marketing and retention.

John Metcalfe

John is the Registrar at the University of Regina. He taught logic and philosophy before becoming an administrator. John held various university positions, including director of recruiting and admissions, registrar, reporting officer, privacy officer and ombudsman, before coming to Regina. He has experience, as both a teacher and administrator, with the introduction in university environments of a number of enrolment-based administrative programs.

Joy Mighty

Joy is director of the Centre for Teaching and Learning and a professor in the School of Business at Queen's University. She is the former president of the Society for Teaching and Learning in Higher Education and has represented Canada on the Council of the International Consortium for Educational Development. Dr. Mighty has an eclectic academic background in English, Education, and Organizational Behaviour, and a wealth of experience as an administrator, teacher, educational developer, researcher and consultant. Her special interests are organizational development and change, as well as equity and diversity issues as they relate to both management and education. A frequent keynote speaker at regional, national, and international conferences, she has published in various conference proceedings, journals, and books, and has provided consulting services to private, public, and not-for-profit organizations in Canada, the Caribbean, England, and the U.S.

Patrick Mignault

Patrick is lecturer in the Department of Management at Université Laval and a doctoral student in law at Université de Montréal. Admitted to Québec Bar in 2002, he holds a Master in Business Administration (finance) and a Master Degree in Actuarial Mathematics. He teaches courses both at the undergraduate and graduate levels in business law, personal finance law and financial risk management. On the research side, he is interested in pension fund governance and risk management, law and economics and business law. Professionally, he began his career with Stikeman Elliott LLP, one of Canada's leading business law firms, in its Montreal office. During his graduate study, he also has been research assistant and project manager at Stephen-Jarislawsky Research Chair in International Business Management (Université Laval). In 2009, he obtained a doctorate scholarship from Fonds québécois de la recherche sur la société et la culture (FQRSC) that ends summer 2012.

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Dave Morphy

Dave is the former Vice-Provost: Student Affairs at the University of Manitoba where he led the development of a wide range of student affairs programs and co-chaired the University's SEM team and the Student Leadership Development Project. He has served as president of the Canadian University College Counsellor's Association (CUCA), on the Board of the Student Affairs and Services Association (SASA) and as President of the Canadian Association of College and University Student Services Association (CACUSS). Dave has also been the Course Director for the Canadian Institute of Student Affairs and Services (CISAS) for 15 years and has recently worked to launch the Institute on the Student Experience.

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Dr. Radford is Director of Internationalisation at Simon Fraser University. He is in the process of completing a Ph.D. in Education at SFU and has an M.A. in Adult Education from St. Francis Xavier University and a B.A. and PGCE from the University of Leeds. He is also a certified literacy instructor. Bill has lived and worked in Europe, Botswana and Italy and managed international projects from Estonia to Sakhalin Island. He has been employed as a car design journalist, ESL teacher, community developer and international educator. As Director of Internationalisation, Bill is responsible for international services for students and views himself as a roving catalyst to ignite internationalisation across the institution.

Deborah Robinson

Deborah is Executive Director, Enrolment Management Strategy at The University of British Columbia. In her almost 30-year career in post-secondary education, Deborah has worked at a number of Canadian institutions in positions ranging from Manager of Educational Technology and Curriculum Development to Dean of Educational Planning and Development. Prior to her current position, Deborah spent almost a decade as Associate Registrar and Director, Recruitment, Admissions, Financial Assistance and Awards at UBC. In 2010, she received the AACRAO SEM Award of Excellence in recognition of her leadership in strategic enrolment management at a Canadian institution.

Laurie Schnarr

Laurie is the Director, Student Life at the University of Guelph. During almost three decades in Student Affairs, Laurie has overseen and developed innovative programs and services designed to foster student engagement and success. She also led the implementation of the University's first Aboriginal Resource Centre, the Off-Campus Living office, and the Office of Intercultural Affairs, and served on the team that created the Undergraduate Certificate in Leadership. Her teaching background includes undergraduate courses in leadership, the senior year transition and a first-year seminar focusing on the interplay between leadership practice and global citizenship. Her M.A. research explored the facilitators and inhibitors of youth civic engagement in Canada, an area of continued interest. Laurie currently

serves as a Civic Engagement Expert with the Talloires Network at Tufts University and on the executive committee and board of a local community organization dedicated to providing housing, supportive services and programs for persons with disabilities and older adults.

Lynn Smith

Lynn has worked in the field of Student Affairs for over two decades. She is currently the Executive Director of Student Services at the University of Manitoba with responsibility for Aboriginal Student Services, Counseling and Career Services, International Centre for Students, Learning Assistance Centre, Student Advocacy, Disability Services, Health Services and the Student Affairs research portfolio, which includes the Canadian University Survey Consortium. Lynn is a member of the University of Manitoba's Strategic Enrolment Planning Committee and co-chair of the Student Retention and Success Sub-committee.

Barry Townshend

Barry is the Manager, Centre for New Students at the University of Guelph. He has also worked in a variety of roles in residence life, with a focus on living-learning communities and the first-year experience. A component of his Master of Social Work degree included practicum placements in hospital settings, where he worked with individuals and families who were facing life-threatening illnesses. He also has experience working with street-involved youth and volunteers as a member of the Board of Directors for a community-based, not-for-profit organization serving the local queer community. Professional highlights include having taught first-year seminar courses and having been a counsellor/therapist. Drawing upon his interest in online technologies, Barry has been the primary architect of a number of innovative strategies for engaging new students.

W. Alan Wright

Dr. Wright holds degrees from Mount Allison University, McGill University, and the Université de Montréal. Before assuming his current duties as vice-provost, teaching and learning at the University of Windsor, he worked for several years as a dean and director of undergraduate studies in the Université du Québec multi-

constituent system, as well as for Dalhousie University, where he was the founding director of the Office of Instructional Development and Technology. Dr. Wright is active as a teacher, researcher, and author, and is the former series editor of the *Green Guides*, a collection of pedagogical manuals published by the Society for Teaching and Learning in Higher Education. Over the past decade, Dr. Wright has participated in a \$2.5 million Major Collaborative Research Investigation sponsored by the Social Sciences and Humanities Research Council of Canada, as well as several projects funded by other research agencies.