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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.

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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.

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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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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.

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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.
William Radford

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 spon-
sored by the Social Sciences and Humanities Research Council of Canada, as well
as several projects funded by other research agencies.