

**STRATEGIC
ENROLMENT
MANAGEMENT**

M

E

S





Strategic enrolment management (SEM) is identified in the 2013-18 Strategic Plan as a process intended to integrate all phases and components of enrolment management. The SEM Framework and associated committee structure has joint accountability to the Sr. VP, Academic and the VP, Student and Community Engagement. The framework brings academic and college services together to facilitate achievement of institutional and student success outcomes, and supports operationalization of Humber's academic goals, including those identified in the 2016-21 Academic Plan.



2. SEM Marketing, Recruitment and Conversion

- Expand market-share and competitive advantage through focused marketing, recruitment and conversion activities.

GOAL 1: Expand and increase the quality of Humber's applicant pool

GOAL 2: Recruitment efforts related to specified target audiences (first-generation, aboriginal and non-direct students)

GOAL 3: Increase the number of transfer students to (and within) Humber

GOAL 4: Develop, articulate and monitor an institutional marketing, recruitment and conversion process that aligns and leverages institution-level and departmental/school initiatives.

3. SEM Student Success and Retention

- Improve retention and success outcomes for all students, with a priority on scalable approaches to those identified as at greater risk based on either provincial/MTCU guidance or institutional data reflecting our unique demographic mix.

GOAL 1: Develop and implement strategies to identify and improve student retention at Humber and decrease over-reliance on enrolment growth year-over-year

GOAL 2: Develop and implement an integrated academic advising process

GOAL 3: Leverage student engagement activities to increase student retention and enhance the student educational experience

GOAL 4: Improve employment outcomes for students.

VISION

Achieve student success goals through optimal enrolment, integration of processes and facilitation of planning that:

- Supports Humber learners to achieve their individual and diverse education and life goals at all stages of their postsecondary career; and
- Guides Humber to maintain a differentiated leadership position as a quality education provider in a competitive postsecondary environment, both provincially and nationally.



SEM ASSUMPTIONS

- Competition will increase in domestic and international markets and between colleges and universities.
- Domestic enrolment will plateau or decline unless we identify new markets through initiatives such as flexible/part-time/online delivery or new graduate certificates.
- International student enrolment will need to increase in order to achieve broad enrolment goals and revenue targets.
- Non-degree credential growth will focus predominantly in graduate certificates.
- The proportion of allowable degrees (15 per cent of funded programs) will be maximized.
- Additional focus will be placed on retaining students and student outcomes including graduation.
- Timely and effective data on classroom and lab utilization will allow us to better understand and maximize our capacity.
- Collection, analysis and use of data that helps us understand the needs of our students will be critical to the development of student success strategies.
- Portfolio analysis, as a component of academic and service planning, will support cost containment, capacity utilization and program mix objectives.
- Recommendations based on a 2016 process review of Registrarial services and intersections with the academic division will impact enrolment processes and create efficiencies.

SEM TARGETS

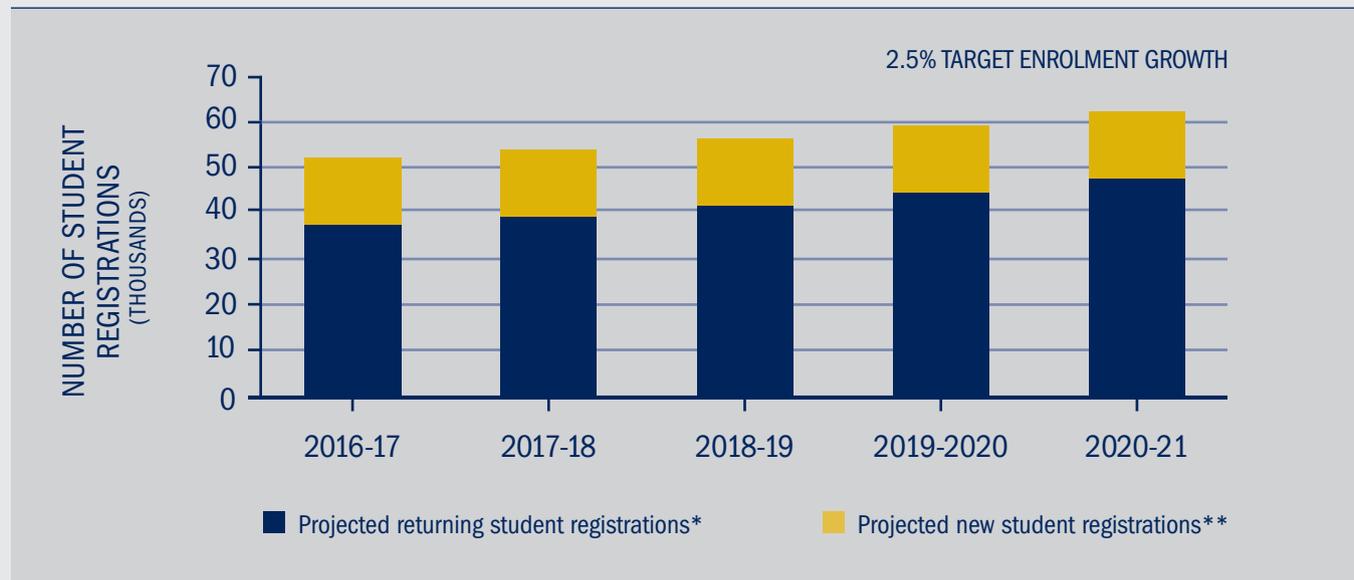


SEM PRIORITIES

1. Five-Year Enrolment Plan

- Develop and maintain sophisticated and accurate annual and long term enrolment plans and projections. The 5-yr Enrolment Plan is a fluid document that will be amended to adjust to changes in the enrolment model resulting from external changes, fine-tuning of program level plans, further space analyses and improvements in retention rates.
 - 2.5% growth rate (1.5% new programs and 1% retention).
- The model projects enrolments based on planned new programs and sections and historical retention patterns.

PROJECTED ENROLMENT GROWTH



Notes: Projected enrolment is based on cumulative summer, fall and winter student registrations.

*Includes 1% annual retention increase.

**Includes 1.5% annual program growth.

October 2016

HUMBER ACADEMIC PLAN AND SEM FRAMEWORK

Laurie Rancourt
Senior Vice-President, Academic

Jason Hunter
Vice-President, Student and Community Engagement

humber.ca/svpa
humber.ca/wearehumber/staff/strategic-enrolment-management-sem



KEY SEM MARKETING, RECRUITMENT AND CONVERSION (MRC) INITIATIVES

YEAR	MRC INITIATIVES
<p>YEAR 1 2015-16</p>	<ol style="list-style-type: none"> 1. Review enrolment and conversion trends and practices. 2. Redesign Humber website. 3. Launch Transfer unit within the Office of the Registrar. 4. Document pathway options for transfer from diploma to degree.
<p>YEAR 2 2016-17</p>	<ol style="list-style-type: none"> 1. Develop a “new program” launch and marketing framework. 2. Implement coordinated outreach activities among all divisions. 3. Contribute to ITS led strategy for institutional CRM. 4. Redesign transfer website to include transfer options and external articulation agreements. 5. Develop and communicate institutional marketing, recruitment and conversion plans/road map.
<p>YEAR 3 2017-18</p>	<ol style="list-style-type: none"> 1. Implement coordinated recruitment strategies for under-represented and designated groups. 2. Enhance on-campus prospective student visits program through increased school participation. 3. Pending results of assessment in Year 2, implement Banner student transfer functionality. 4. Monitor and adjust MRC Plan.

KEY SEM STUDENT SUCCESS AND RETENTION (SSR) INITIATIVES

YEAR	SSR INITIATIVES
<p>YEAR 1 2015-16</p>	<ol style="list-style-type: none"> 1. Implement pilot of student success initiatives based on attrition risk factors identified in 2014-15. 2. Redesign Humber Engagement and Learning Profile (HELP) survey and review process for its administration. 3. Launch the Academic & Career Success Centre. 4. Implement co-curricular record. 5. Redesign orientation program to focus on academic transition.
<p>YEAR 2 2016-17</p>	<ol style="list-style-type: none"> 1. Implement program-level student success initiatives. 2. Leverage MyHumber landing page to improve communication with current students. 3. Launch career advising and employment preparation web tools. 4. Develop cohort-based programming in First Year Experience (FYE). 5. Pilot new initiatives aimed at improving employment outcomes for students with disabilities.
<p>YEAR 3 2017-18</p>	<ol style="list-style-type: none"> 1. Align student success initiatives with CRM strategy. 2. Roll out integrated advising case management tool to all advisors. 3. Launch of fully online Head Start programs in Math and English. 4. Implement improvements to financial aid to support student success. 5. Leverage data from the Humber Student Success Survey (HSSS) – formerly HELP survey – for early intervention.