



# Committee Orientation SEM Project Kick-off University of Victoria

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January 18, 2018

# Orientation overview

1. Opening Remarks and Review of Agenda
2. SEM Process Overview
  - Goals
  - Strategies
  - Tactics
  - Action Plans
3. Role of Budget
4. Role of Data Team in making the case
5. Review of Timeline—meeting schedules

# Goals, Strategies, and Tactics: There IS a Difference

1. Goals: Big Picture (6-8 broad statements/targets, divided between recruitment and retention; 3-4 additional for grad); driven by Strategic Plan, input from campus leadership, developed by EMWG
2. Strategies: Narrower action statements (usually 3-4 per goal) that give a framework for achieving the goals. These are umbrella statements that suggest direction without all the details, driven by the three SEM Plan committees with approval from EMWG
3. Tactics: Specific actions/programs that make up the road map of how you get there (usually 3-5 per strategy). Driven by the three committees with input and approval from EMWG

# Keeping Them Straight

1. Goals are like a **Big Tent**
2. Strategies are like an **Umbrella**
3. Tactics are like the **Fringe Balls** on a parasol

# Strategies

1. EMWG assigns goals to Recruitment and Retention Committees (usually 3-4)
2. Each committee should aim for three to four strategies for each goal assigned
3. There are many good strategies; the job of the committees is to determine the *essential* ones, those that will have the most impact in reaching the goal

# Brainstorming Strategies: Increase Number of Credentials Awarded by University X

1. Lifelong learners
2. Alumni
3. Faculty and staff: certificates in Inclusive Excellence, Human Resources, Higher Education Administration, College Advising, Labor laws
4. Non-traditional paths
5. Create a culture of Continued Learning
6. Work with large employers to see what needs they have

# Tactics Drive Action Plans

1. Each tactic should have an Action Plan:
2. Operational timeline for implementation of the tactic
3. Accountability (who will be driving this tactic?)
4. Needed resources—this requires NOT just “oh, about \$100 for food” for a retention program, but actual cost estimate from catering for x people for pizza and pop—action plans founder when costs are “guesstimated” and in reality are triple the guess
5. A tactic that can accomplish as much for a strategy but costs less becomes more attractive

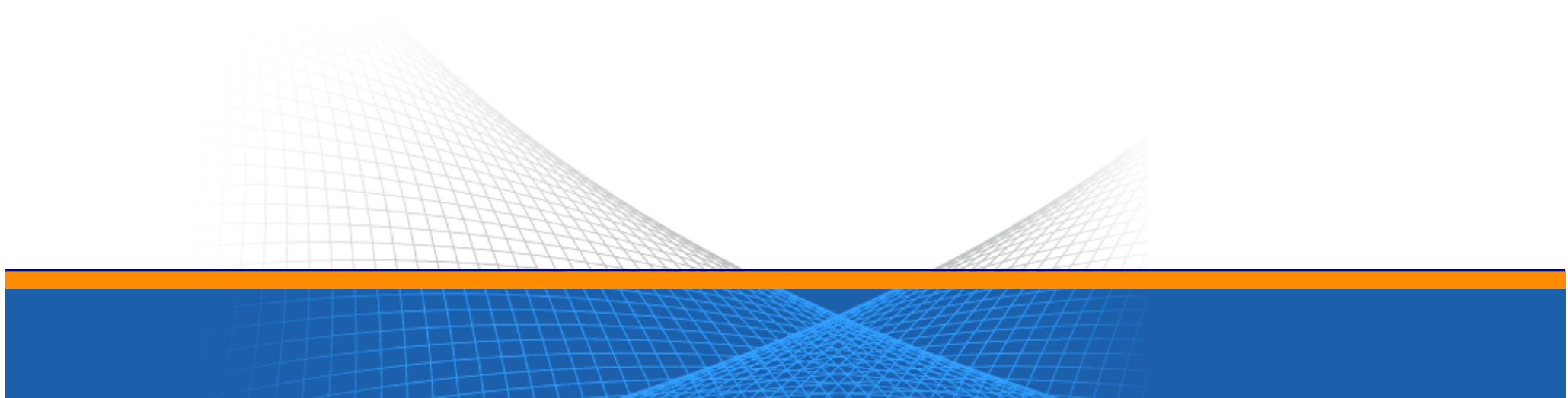
# Input to Building Tactics

1. Tactics should have input from affected departments/units with operational expertise
2. Some campuses will use work groups or sub-groups to the committees for some tactics. These sub-groups draw on people from affected departments/units and/or faculty that might be known for working with recruitment or retention or grad areas
3. If using sub-groups, be sure each has at least one member of the parent committee (recruitment, retention, grad R & R)
4. Some campuses like this as a way of bringing more into the process and helping build buy-in to the final SEM plan





# Examples of Goals, Strategies, Tactics Taken from Actual SEM Plans



# Goal: Develop a Culture of Enrollment

1. Strategy: Create a shared understanding of the need for enrollment growth among different campus constituencies
  
2. Tactics:
  - Ask Faculty Senate to consider expanding definition of scholarship, teaching, and service to include recruitment and retention'
  - Solicit eligible faculty to be Faculty Fellows to aid in recruitment and retention activities in Recruitment Office and student success units
  - Develop retention targets for each academic unit

# Goal: Increase retention rates by 2.5% yearly through Fall 2020

1. Strategy: Modify the advising model to be more developmental and intrusive in approach
  
2. Tactics:
  - Create and distribute to new students information on advisor role, responsibility, goals
  - Add one advisor to faculties in X, Y, Z to bring them closer to the university average student-to-advisor ratio
  - Expand staffing in each faculty to include a retention specialist (academic coach)

# Questions and Discussion



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## Thank you!

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