Committee Orientation
SEM Project Kick-off
University of Victoria

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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
Thank you!

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