

TERMS OF REFERENCE

ToRID & Cte Name: **TOR39: Strategic Enrolment Management (SEM) Plan
Development Committee**

Issued by: Vice-President, Corporate Strategy and Business Development

Effective: 2022-11-16

1. PURPOSE

The College recently revised and approved a suite of new Strategic Commitments, while maintaining its existing Strategic Goal structure. Under ***Strategic Goal 2: Manage Enrolment Growth***, a new Commitment was added “**to develop and begin to implement a long-term (5-10 year) Strategic Enrolment Management Plan focused on domestic and international enrolment, by Summer 2023.**” Detailed information regarding the impetus for this Commitment can be found in the College’s ***Annotated Strategic Goals and Commitments, 2020-2025.***

A SEM Plan Development Committee has been struck to develop a College SEM Plan by Summer 2023. Following College approval and endorsement of the SEM Plan, a new and potentially different implementation governance structure is contemplated.

2. DEFINITIONS

Strategic Enrolment Management (SEM) –

“Strategic enrolment management planning is an institution’s efforts to identify, recruit, enroll, retain, and graduate a student body in accordance with the institution’s mission and goals while also maintaining fiscal sustainability” (Strategic Enrollment Management Planning, 2022).

“SEM focuses on achieving student success throughout the entire life cycle with an institution while increasing enrolment numbers and stabilizing institutional revenues” (Baillie, 2017).

3. MEMBERSHIP AND TERMS OF OFFICE

Membership of the SEM Committee includes:

- Vice-President, Corporate Strategy and Business Development, Chair
- Senior Vice-President, Academic
- Vice-President, Student Services
- Vice-President, Finance and Administration
- Dean, Student Success
- Dean, International Strategy, Partnerships and Market Development
- Registrar
- Executive Director, Reputation and Brand Management

COLLEGE COMMITTEES

- One Academic Faculty Dean or Associate Dean (Appointed by the Senior Vice-President Academic)
- Dean, Academic Quality and Strategic Integration
- Manager, Financial Planning and Analysis
- Manager, Institutional Research
- Strategic Initiatives Project Coordinator, Corporate Strategy and Business Development, Secretary

In addition, the Chair, in collaboration with Committee members, will generously invite resource persons to contribute to the work of the Committee, including but not limited to: Special Advisor, Indigenous Education; Director, Equity, Diversity and Inclusion; Director, International Recruitment and Market Development; Director, Online and Blended Learning; Director, Employment and Student Entrepreneurial Services, Senior Associate Registrar; Manager, International Enrolment and Business Process Solutions; Manager, International Student Engagement; and Manager, Domestic Student Recruitment.

4. MEETINGS AND CONDUCT OF BUSINESS

- 4.1. The Vice-President of Corporate Strategy and Business Development acts as Chair and the Strategic Initiatives Project Coordinator acts as Secretary.
- 4.2. Meetings are held once to twice monthly according to a schedule determined by the Chair and approved by the SEM Plan Development Committee.
- 4.3. Any member of the Committee may submit items for the agenda to the Secretary.
- 4.4. The Secretary distributes an agenda and minutes of previous meetings to all members approximately one week before the date of each scheduled meeting.
- 4.5. Recommendations are carried by consensus.

5. REFERENCES

References

- Baillie, K. G. (2017). Developing and Implementing a SEM Plan-One University's Journey. *Strategic Enrolment Management Quarterly*, 5 (1), pp. 31-37.
- Strategic Enrollment Management Planning*. (2022). Retrieved from The Society for College and University Planning: <https://www.scup.org/planning-type/strategic-enrollment-management-planning/>