APPENDIX A: Faculty-Based Enrolment Planning Model

Prepared Jan. 18, 2008

PROCESS FLOW: BUILDING SHARED RESPONSIBILITY WITH THE ACADEMIC COMMUNITY

1. Planning Context:
   - Clarify faculty vision, academic development directions, enrolment goals & challenges
   - Define enrolment planning objectives
   - Confirm enrolment planning process, timelines & resources

2. Environmental Scan:
   - Competitive
   - Demographic
   - Labour Force
   - Political
   - Social
   - Economic
   - Technological

3. SWOT Analysis & Synthesis:
   - Competitive Positioning
   - Differential Advantage by:
     - Target student segments (e.g., U & G, high school, adults, online, continuing studies, transfers, stop-outs),
     - Geographic reach
     - Influencers (e.g., parents, employers, peers)
   - Program and Enrolment Opportunities:
     - Marketing
     - Program innovation & flexibility
     - Recruitment
     - Student Awards
     - Retention

4. Enrolment Implications & Recommended Strategies:
   - Target audiences & regions:
     - New & existing for U & G; the UVic advantage by segment
   - Marketing & advertising:
     - Awareness (print, web, e-mail, in-person)
   - Communications program & audience-specific messages
   - Program development & delivery
   - Recruitment: inquiry management, applicant conversion to enrolled
   - Retention
   - Student scholarships & awards
   - Policy & systems renewal

5. Faculty Review, Response & Implementation Plan (3 Year)
   - Recommended 3yr action plan detailing:
     - Priorities
     - Operational & resource implications
     - Critical success factors
     - Risks
     - Tracking & feedback strategies
   - Clarify accountabilities, roles/responsibilities & timelines

6. Approval of Enrolment Plan
   - Approved go-forward plan, granting priority assignment of resources on a cost-share basis for:
     - Recruitment
     - Communications
     - Marketing
     - Programming
     - Web design
     - Student Services
     - Policy & systems
   - Lead:
     - Dean with faculty
   - Support:
     - ORES
     - Provost with Dean & ORES

7. Feeds into:
   - Integrated Planning & Budgeting decisions
   - University Marketing & UCom. priorities & decisions
   - Web Committee/ISSC priorities & decisions