

## Strategic Enrolment Management (SEM) at UVic: April 2018 update

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UVic's SEM planning process began in January of this year and is based on our new Strategic Framework for the university.

SEM planning creates a process and framework for us to align recruitment and retention functions with major planning documents like the Strategic Framework, our International and Indigenous plans.

We anticipate that the SEM plan will outline 6 key enrolment goals that can be achieved within a 5-10 year window. The plan is not about quick fixes or immediate changes. It is about incremental changes over time that are closely aligned with our institutional aspirations and directions.

The process for developing and implementing a SEM plan has been and will continue to be both:

- **Collaborative** - our working group and supporting committees (see committees tab below) comprise faculty and staff from academic and support areas across the institution, and
- **Data-informed** - using data to inform our discussion in order to ensure that we set goals that are measurable and achievable.

The process to date has involved the dedicated work of the Enrolment Management Working Group and the early efforts of four SEM committees. It has also benefited from on-going consultation with Deans' Council and Executive Council; feedback from faculty members and librarians in response to presentations across campus; a half-day interactive session at the academic leaders retreat involving Deans, Chairs, Directors and others; and two on-site visits from our consultants – including a very productive session over the past two days.

The draft enrolment goals that have been developed from this iterative process are focussed on:

- Strengthening our entering class of students through both academic quality and representation of diverse populations;
- Reinforcing our commitment to effectively supporting student retention and success; and
- Identifying concrete commitments in support of the Strategic Framework (commitment to research and graduate education, experiential learning), the International, and Indigenous plans.

Our next step in the process is for the SEM Committees to begin developing draft strategies and tactics in support of the enrolment goals we have identified. This will occur over the summer and into the fall. We look forward to working together as we move forward in this process. If you have thoughts or comments on the draft enrolment goals or suggestions for strategies to achieve our goals, I would encourage you to forward them to [semplanning@uvic.ca](mailto:semplanning@uvic.ca).

Thank you for your engagement in the SEM process!

## Draft Enrolment Goals

GOAL	
Goal 1 SRC	<p><b>By 2024, strengthen the entering domestic undergraduate class by:</b></p> <ul style="list-style-type: none"> <li>a. Increasing the % of first-time entering students enrolled with an entering average of 80% (or higher) from 79% to 89%</li> <li>b. Increasing the % of first-time entering admits to registrants with an entering average of at least 90% from 37% to 45%</li> <li>c. Enhance and develop initiatives that increase the representation of diverse and under-represented populations</li> </ul>
Goal 2 SRS	<p><b>By 2024, improve undergraduate student retention and progression to:</b></p> <ul style="list-style-type: none"> <li>a. 85% for new student (direct entry and transfer) retention (up from 82%)</li> <li>b. 85% for new Indigenous student retention (up from 80%)</li> <li>c. 85% for new international student retention (up from 83%)</li> <li>d. 72% for student graduation within 7 years (up from 64%)</li> </ul>
Goal 3 SRS	<p><b>By 2024, 100% of all graduating undergraduate students will have completed at least one significant experiential learning opportunity as designated by an experiential learning notation on their transcript or a validated co-curricular record.</b></p>
Goal 4 SRC	<p><b>By 2024, the University will have stabilized and diversified international enrolments by:</b></p> <ul style="list-style-type: none"> <li>a. Sustaining a cohort of international undergraduate students that will comprise approximately 17% of our undergraduate population</li> <li>b. Sustaining a cohort of diverse international undergraduate students aligned with our international recruitment tiering strategy</li> </ul>
Goal 5 GRR	<p><b>By 2029, graduate enrolments will increase from 16% to 20% of the total student population.</b></p> <ul style="list-style-type: none"> <li>a. Graduate enrolments of Indigenous students will grow from 18.3% to 22% of all Indigenous students</li> <li>b. Research programs will comprise 75% of base-funded graduate enrolments (currently 65%)</li> <li>c. 2, 3 and 4 year graduation rates for thesis-based Masters students will increase from 30%, 57% and 65% to 57%, 65%, and 70%</li> <li>d. 4, 5 and 6 year graduation rates for PhD students will increase from 17%, 36% and 48% to 36%, 48% and 60%</li> </ul>
Goal 6 SRS, SRC and GRR	<p><b>By 2029, Indigenous students will comprise 10% of the overall student population at UVic.</b></p>