



Review of the SEM Planning Process University of Victoria

Tom Green, Associate Executive Director

Stanley E. Henderson, Senior Consultant

Brent Gage, Senior Consultant

April 25, 2018

UVic SEM Planning – Process Overview

Phase two deliverables	Target Dates
✓ AACRAO on-site #1: kick-off	Jan 17/18, 2018
✓ SEM goal development (EMWG)	Jan-Feb 2018
✓ Academic Leaders Retreat	March 8, 2018
✓ Draft enrolment goals to Executive	Late-March 2018
✓ Campus Update – SEM goals	Early-April 2018
→ AACRAO on-site #2: SEM strategies	April 25/26, 2018
AACRAO on-site #3: Enrolment tactics	June 7/8, 2018
Interim draft SEM plan to Deans' Council	Aug/Sept 2018
SEM plan draft work	Aug/Sept 2018
AACRAO on-site #4: SEM plan presentations	Oct 18/19, 2018
Campus Update – SEM plan	November 2018

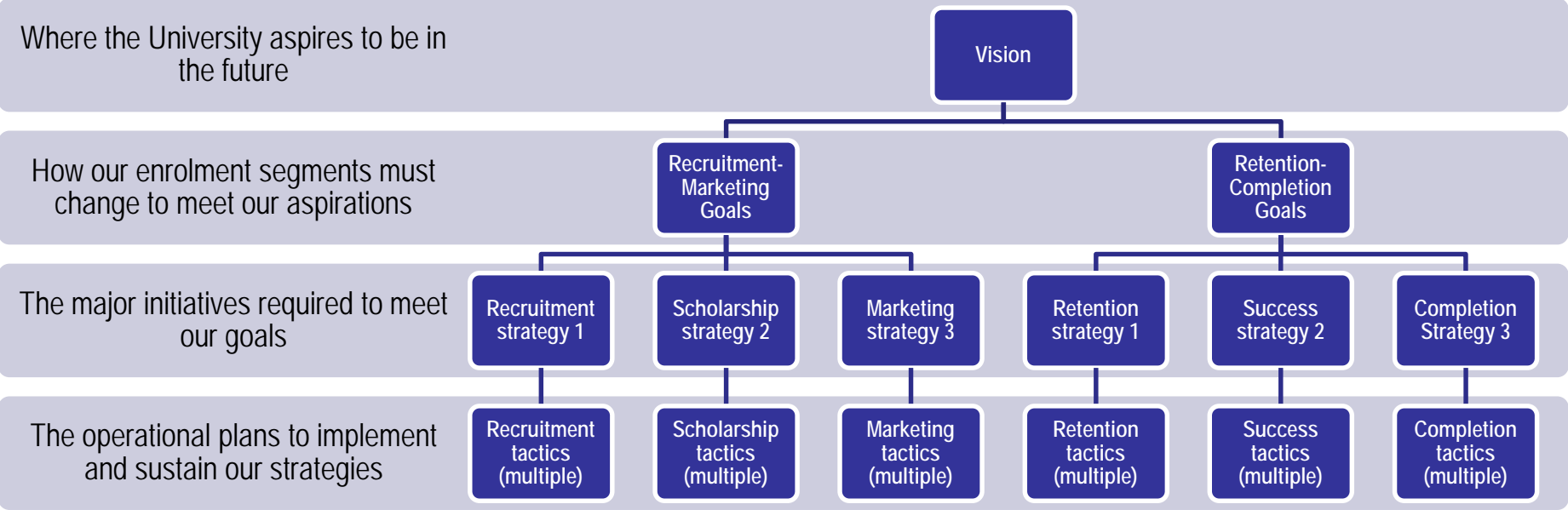
Goals, Strategies, and Tactics: There IS a Difference

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

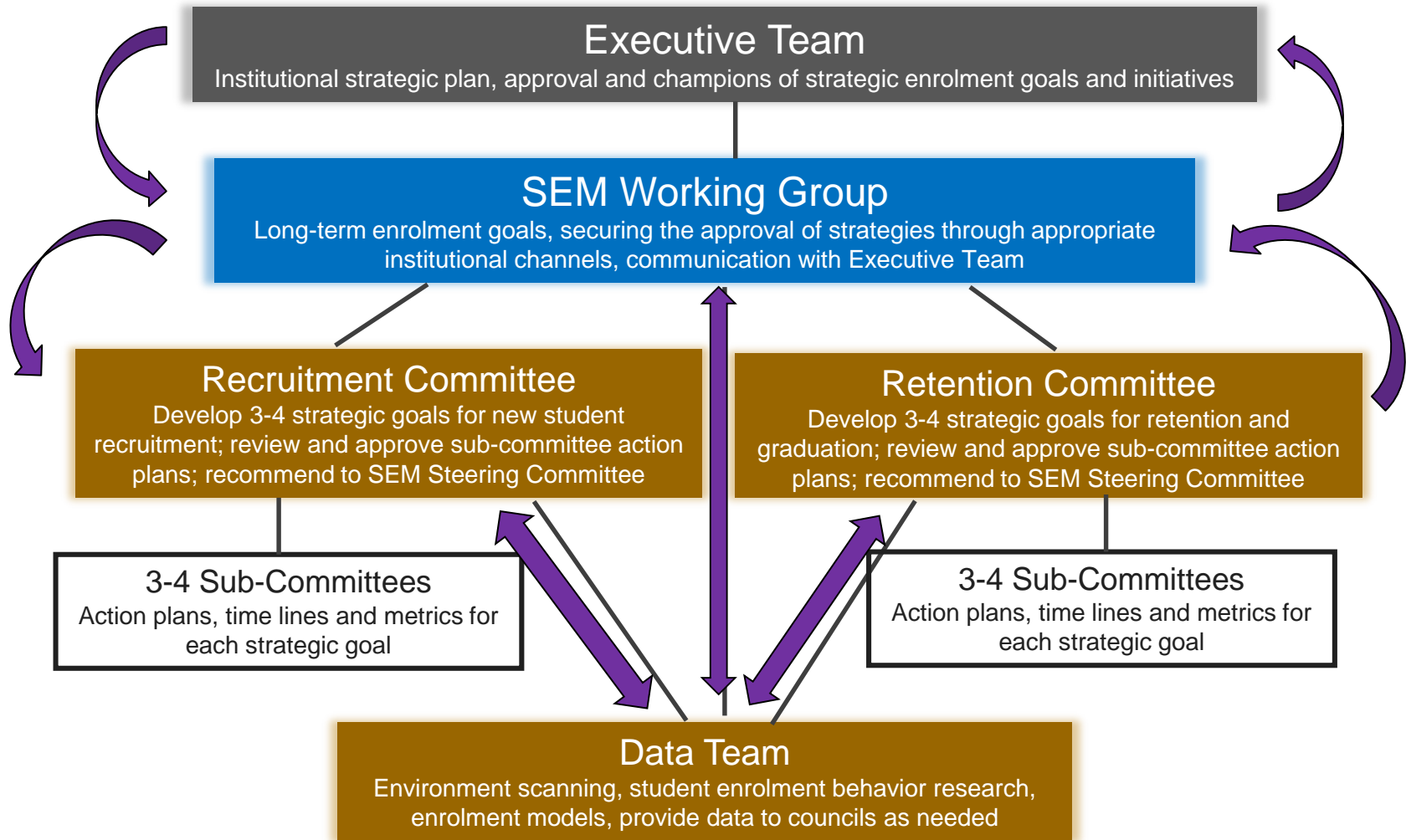
SEM Plan Elements - relationships



Strategies

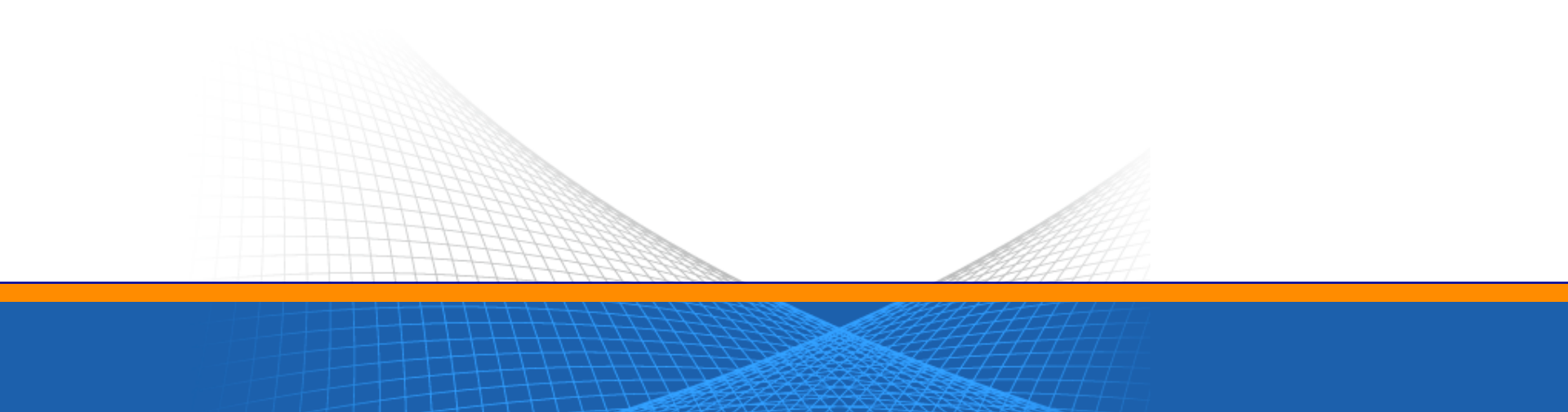
1. EMWG assigns goals to Recruitment and Retention Committees
2. Each committee should aim for three to four strategies for each goal assigned
3. There are many good strategies; the job of the committees is to determine the *essential* ones, those that will have the most impact in reaching the goal

Ongoing Communication is Key





Review of SEM Goals



Goal 1

By 2024, strengthen the entering domestic undergraduate class by:

1. Increasing the % of first-time entering students enrolled with an entering average of 80% (or higher) from 79% to 89%
2. Increasing the % of first-time entering admits to registrants with an entering average of at least 90% from 37% to 45%
3. Enhance and develop initiatives that increase the representation of diverse and under-represented populations

Assigned to SRC

Goal 2

By 2024, improve undergraduate student retention and progression to:

1. 85% for new student (direct entry and transfer) retention (up from 82%)
2. 85% for new indigenous student retention (up from 80%)
3. 85% for new international student retention (up from 83%)
4. 72% for student graduation within 7 years (up from 64%)

Assigned to SRS

Goal 3

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.

Assigned to SRS

Goal 4

By 2024, the University will have stabilized and diversified international enrolments by:

1. Sustaining a cohort of international undergraduate students that will comprise approximately 17% of our undergraduate population
2. Sustaining a cohort of diverse international undergraduate students aligned with our international recruitment tiering strategy ([link to this document](#))

Assigned to SRC

Goal 5

By 2029, graduate enrolments will increase from 16% to 20% of the total student population.

1. Graduate enrolments of Indigenous students will grow from 18.3% to 22% of all Indigenous students
2. Research programs will comprise 75% of base-funded graduate enrolments (currently 65%)
3. 2, 3 and 4 year graduation rates for thesis-based Masters students will increase from 30%, 57% and 65% to 57%, 65%, and 70%
4. 4, 5 and 6 year graduation rates for PhD students will increase from 17%, 36% and 48% to 36%, 48% and 60%

Assigned to GRR

Goal 6

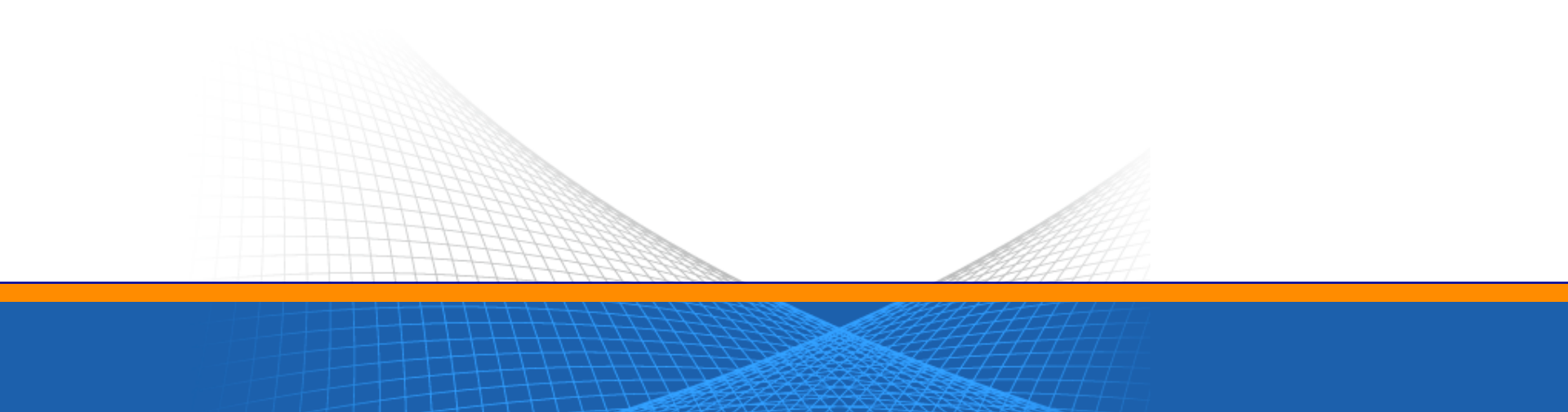
By 2029, Indigenous students will comprise 10% of the overall student population at UVic.

Assigned to SRS, SRC and GRR

Questions and Discussion



Strategy Brainstorming



Questions

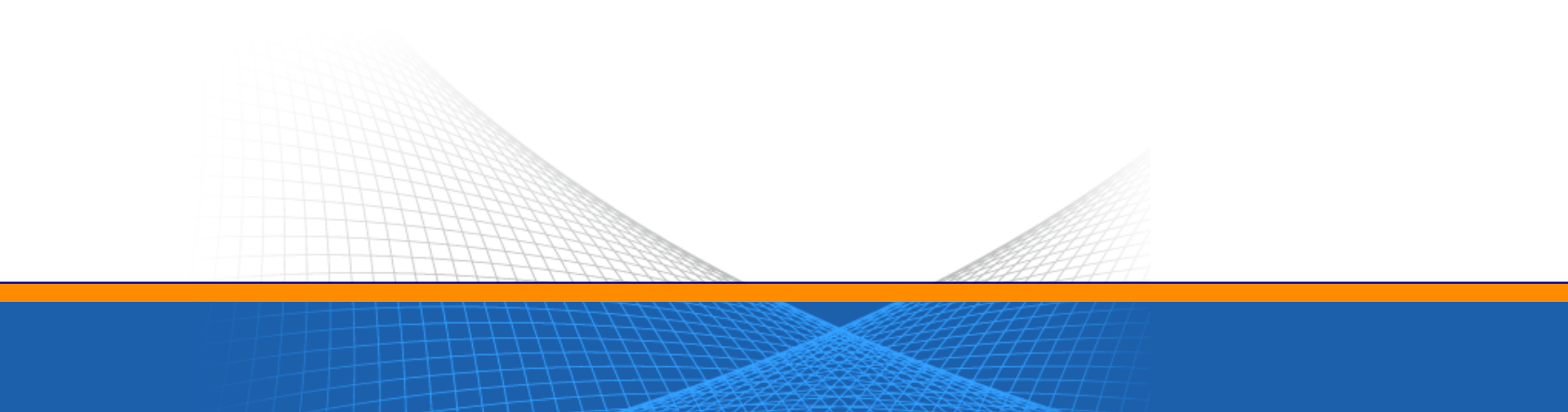
1. What are the major initiatives that will be required to reach each goal?
2. What are the existing initiatives that support the goals?
 - Do they need to be modified in any way?
3. What are leading or proven practices that could be applied here?
4. What has been tried in the past that may not have produced the desired results?
 - Why?
 - Should they be tried again in a different way today?

Next Steps

1. Reflect upon the strategies/initiatives that were produced during the brainstorming session:
 - Overnight, come prepared to prune and refine
2. Reduce these to the *essential* strategies
 - Our goal is no more than three for each goal



Strategy Sandbox



Steps to refine the strategies

1. Review the brainstorming ideas:
 - Which of these had the greatest resonance with you?
 - Why?
2. Shorten the list as needed to about 2-4 strategies per goal:
 - Some may have fewer
 - Some may have slightly more
3. Consider possible resource implications:
 - Human resources
 - Financial/budget implications

Solicit feedback

1. Consider the groups or individuals at the University who are likely to considerably important in the implementation of this strategy
2. Meet with them to review and refine the strategy:
 - Does it duplicate existing work?
 - How can efforts be streamlined or merged to gain the greatest efficiency and effectiveness?
3. Should you form a sub-committee to work on this strategy:
 - Do you have the right expertise for the topic?

Solicit feedback

1. AACRAO Consultants

- Make sure that you have specific check-in times and dates to review drafts or discuss ideas about the strategies
- Are there resources or information that we can share with you?

2. Enrollment Management Working Group

Timeline

1. Meet regularly over the next several weeks
2. Have at least two check-ins with your consultant(s)
3. Present draft strategies to the EMWG by the end of May 2018



Thank you!

Tom Green

AACRAO Associate Executive Director

Stan Henderson
Senior Consultant

Brent Gage
Senior Consultant