

Senate | March 1, 2019

# Strategic Enrolment Management | Planning to Implementation

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University  
of Victoria  
Student Affairs

# Overview of SEM

## What is Strategic Enrolment Management?

### SEM is:

- An organizational framework and activities that establish enrolment goals which enable the fulfillment of our key institutional planning documents – Strategic Framework, International Plan, Indigenous Plan, etc.

### SEM is:

- Collaborative, engaging academic and service areas of the university in discussions and work that supports student success from recruitment to graduation.

### SEM is:

- Data-driven, using information to support claims or ideas about how the institution should maintain and improve student success in order to meet overall enrolment objectives.

### SEM is:

- Transparent and iterative, we will seek input from the campus and key constituencies through every major stage of planning and implementation.

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# A step by step approach

## STEP ONE: Environmental Scan July-December 2017

- Preparation
- Data collection
- Initiate EMWG
- Conduct SWOT analysis with Deans' Council / UVic Executive

## STEP TWO: Enrolment Goals January-March 2018

- Reflect on institutional planning documents
  - Strategic framework
  - International plan
  - Indigenous plan
- Develop 6-8 undergraduate and 2-3 graduate enrolment goals

## STEP THREE: Strategies and Tactics April-December 2018

- Initiate committees
- Develop strategies and tactics in support of enrolment goals

## STEP FOUR: Approval January-March 2019

- Draft plan - Finalize plan
- Review and approve by Executive
- For information to Board and Senate



# Consultation sessions to date

Starting in Spring 2018, consultation sessions were held across campus with:

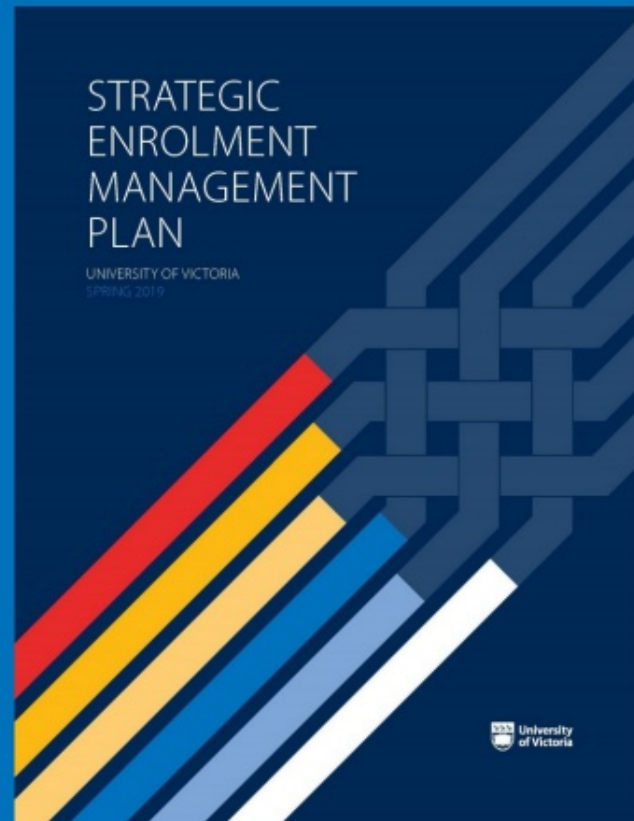
## Specific Groups

- UVic Executive Council
- President's Advisory Council (PAC)
- Deans' Council
- Associate Deans / Department Chairs / Directors
- Student Affairs
- Indigenous Academic Advisory Committee

## Campus Community Sessions

- Senior Leaders Retreat
- Community Poster Session
- All Campus Consultation Session
- Website: [www.uvic.ca/sem](http://www.uvic.ca/sem)
- Email : [semplanning@uvic.ca](mailto:semplanning@uvic.ca)





# Our Six SEM Goals

**Goal 1: By 2024, strengthen the entering domestic undergraduate class by:**

- a. increasing the % of first-time enrolling students who have an entering average of 80% or higher from 79% to 89%;
- b. increasing the % of admitted students with an entering average of at least 90% or higher who choose to register at UVic from 37% to 45% ; and
- c. enhancing and developing initiatives that increase the representation of under-represented populations, including but not limited to students with lived experience in care and students of low socioeconomic status.

**Goal 2: By 2024, improve undergraduate student retention from year 1 to year 2 as well as overall progression to:**

- a. 85% for new student (direct entry and transfer) retention (up from 82%);
- b. 85% for new Indigenous student retention (up from 80%);
- c. 85% for new international student retention (up from 83%); and
- d. 72% for student graduation within 7 years (up from 64%).

**Goal 3: By 2024, 100% of all graduating undergraduate students will have the opportunity to complete at least one significant experiential learning opportunity as designated by an experiential learning notation on their transcript or a validated co-curricular record**

**Goal 4: By 2024, the University will strengthen the international undergraduate student population by**

- a. building a cohort of international undergraduate students that will comprise approximately 17% of our undergraduate population;
- b. further diversifying the international undergraduate student population by country; and
- c. rebalancing the international undergraduate student representation across faculties.

**Goal 5: By 2029, graduate enrolments will increase from 16% to 20% of the total student population**

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

**Goal 6: By 2029, Indigenous students will comprise at least 10% of the overall student population at UVic**

<b>Goal 6</b>	<b>By 2029, Indigenous students will comprise at least 10% of the overall student population at UVic.</b>
<b>Strategies and Tactics from SRS, SRC and GRR Committees</b>	<p><b>Strategy 1:</b> Create a warm, welcoming and respectful learning environment and sense of place <b>(ALL)</b></p> <p><b>Tactic 1:</b> Expand inclusion of Indigenous ways of knowing and being in academic programs and services</p> <p><b>Tactic 2:</b> Develop opportunities for all members of the UVic community to gain a better understanding of Indigenous peoples, histories and cultures and the impacts of colonization</p> <p><b>Tactic 3:</b> Provide opportunities to recognize Indigenous students' identities</p> <p><b>Tactic 4:</b> Implement processes to deal with racism and discrimination across the university</p> <p><b>Strategy 2:</b> Develop and implement a recruitment, admission and transition plan for Indigenous students <b>(SRC)</b></p> <p><b>Tactic 1:</b> Implement a coordinated and focused outreach and recruitment plan for island-based communities K-12 (Southern/Northern Gulf/Vancouver Island based communities)</p> <p><b>Tactic 2:</b> Create pathways and first year cohort programming</p> <p><b>Tactic 3:</b> Enhance BC college transfer pathway programs for Indigenous students</p> <p><b>Tactic 4:</b> Develop targeted recruitment program for Indigenous students at the point of admission</p> <p><b>Strategy 3:</b> Increase success of Indigenous students across academic programs of study <b>(SRS)</b></p> <p><b>Tactic 1:</b> Increase capacity of programming involving Elders and Knowledge Keepers</p> <p><b>Tactic 2:</b> Implement a cross campus leadership program (modeled on Campus Cousins)</p> <p><b>Tactic 3:</b> Work with Indigenous students and communities to develop new or expand existing academic program opportunities</p> <p><b>Tactic 4:</b> Create more opportunities for cultural learning through land-based and water-based learning, and community-engaged learning</p> <p><b>Strategy 4:</b> Provide sustainable institutional supports for Indigenous students, faculty and staff <b>(SRS)</b></p> <p><b>Tactic 1:</b> Establish sustainable support for LE, NONET programming</p> <p><b>Tactic 2:</b> Increase the number of scholarships, fellowships and bursaries for Indigenous students</p> <p><b>Tactic 3:</b> Recognize Indigenous and non-Indigenous faculty and staff for significant contributions to programming for Indigenous students</p>



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Strategic Enrolment Management Plan  
Goal and Strategy Implementation and Accountability Map

Goal 6:

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

Strategy 2:

Develop and implement a recruitment, admission and transition plan for Indigenous students.

Tactic 3:

**Enhance BC college transfer opportunities for Indigenous students**

*Link to 6.2.1 - Implement a coordinated and focused outreach and recruitment plan for island-based communities K-12  
(Southern/Northern Gulf/Vancouver Island based communities)*

**Tactic Personnel:**

Role	Name	Title	Comments
Lead	Nancy Wright	Associate Vice-President Academic Planning	Negotiation of agreements
Supporting/collaborating	TBD	Individual Deans/Faculties	Faculty point of contact
Supporting/collaborating	Samantha Etzel	Community Engagement Manger	
Supporting/collaborating	Zane Robison	Associate Director, Student Recruitment	
Supporting/collaborating	Eddie Mukahanana	Admission Officer, Business	
Supporting/collaborating	Tony Eder	Executive Director, Academic Resource Planning	Data support
Supporting/collaborating	Lydia Toorenburgh	Indigenous Student Recruitment Officer	
Supporting/collaborating	Dorothea Harris	Indigenous Initiatives Coordinator	
Supporting/collaborating	Jo-Anne Clark	Dean, Continuing Studies	

**Action Steps:**

Step number	Action step description	Timeline for implementation	Expected outcomes and milestones	Personnel responsible for implementation
1	Develop a report (using STP, SAS and BANNER) with information about where current BC college transfer students have come from and what program they are studying	Fall 2018	Report for review and sharing with UVic Faculties in Step 3	Robert Lee
2	Identify specific institutions where transfer rates are low or declining and then identify barriers that might exist. (ex. 41 students transferred from UVic to TRU)	Spring 2019	Report (with data) for review and sharing with UVic Faculties in Step 3.	Robert Lee
3	Resolve barriers that are preventing students from coming to UVic (ex. Block transfer, guaranteed admissions)	Spring 2019	List of barriers for faculty members	Nancy Wright
4	Identify 2-3 colleges that are seeing an increase in indigenous population and where we have programs that are meeting the needs of the community to examine new opportunities for collaboration	Summer 2019	2-3 new colleges to work with	Robert Lee, Zane Robison and Samantha <a href="#">Etzel</a>
5	Research the current agreements, partnerships, and block transfers to see how we can increase the indigenous student transfer population.	Summer 2019	Better alignment of current agreements, partnerships and block transfers to support strategic recruitment plans	Robert Lee, Zane Robison and Samantha <a href="#">Etzel</a>
6	Develop targeted recruitment plan that would involve strategic recruitment around particular agreements through visits to the community/college	August/Sept 2019	Recruitment Plan	Carolyn Russell
7	Establish targets/goals in the Spring for each year	Spring Annually	Targets: Recruitment to visit 2-3 colleges. Increase at least 5% in the number of registrants	Nancy Wright/Deans



**Measurement**

Metric	Data used for measurement	Location of data	Frequency of measurement	Reported to whom?
# of current BC college transfer students, previous institution and program	Student records	STP, SAS, BANNER, CRM	Annually	Carolyn Russell and UVic Faculties
# of BC college students that have applied but who have been denied admission, chosen not to attend UVic, or have gone through special admission process	Student records	BANNER	Annually	Carolyn Russell
graduation rates for BC college transfer students		BANNER	Annually	Nancy Wright/DC
# of students from identified pathways that enroll each fall by program and faculty		BANNER	Annually	Faculties



# Key roles and responsibilities for SEM implementation

## Provost: SEM Leadership

SEM is a major priority for the VPAC portfolio. The Provost will lead the SEM implementation process and serve as the Chair of the Enrolment Management Working Group.

## AVP Student Affairs: SEM Management

AVP Student Affairs will manage and coordinate the work of the committees with the support of the EMWG.

## Deans' Council: SEM Engagement

Deans' Council will play an oversight role in receiving regular updates on the SEM implementation process for their feedback and guidance.

Individually, Deans may play a critical role in prioritizing and/or supporting funding requests for SEM tactics as part of the Academic Resource Planning process.

## Committee Chairs: SEM Implementation

The Committee Chairs will be responsible for reviewing, prioritizing, and then implementing tactics for each year of the SEM process.

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## We are proposing four new committees be established:

Undergraduate  
Student Retention  
and Success  
Implementation  
Committee

Undergraduate  
Student Recruitment  
and Conversion  
Implementation  
Committee

Graduate Student  
Recruitment,  
Retention and  
Success  
Implementation  
Committee

Indigenous Student  
Recruitment,  
Retention and  
Success  
Implementation  
Committee

Membership of these committees will include representatives from: USEC, Senate, Deans' Council, Associate Deans, Faculty members, Institutional Planning and Analysis, elected student representatives, and staff from support units across campus. Membership will rotate from year to year.



## Reconstituting these committees will provide us with an opportunity to:

1. Ensure the committee structure allows for broad institutional participation while remaining efficient in our work.
2. Update committee membership in order to ensure participation from those who will play a key role in implementing Year 1 and 2 tactics.
3. Provide opportunities for members of our community who have not been directly involved in SEM but have shown interest in contributing to the process.

# Ongoing Communications and Engagement

1. Regular updates on the implementation of SEM will occur from the Provost at Executive Council and from the AVP Student Affairs to Deans' Council and President's Advisory Committee.
2. Continued use of campus media to provide updates and identify key activities/events on campus that support SEM goals/strategies/tactics.
3. Provost will host an Annual SEM Meeting to encourage dialogue and discussion around progress towards our stated goals.

# Next Steps

Presentations to:  
Executive Council (Feb 12.)  
Senate (March 1.)  
Board of Governors  
(March 25.)  
and close - out of the SEM  
Planning Process

Confirm membership lists  
for each committee  
  
1/2 Day workshop for  
new committee members  
(April 2019)

Review key resources required  
in order to support  
implementation (i.e. project  
management software)  
  
SEM implementation session  
updated to Faculties / key  
stakeholders  
  
Campus presentations

Official launch and initial  
committee meetings to  
confirm the Year 1 and  
Year 2 tactics to be  
implemented (May 2019)

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