

# memo

To: Attendees of the Community Poster Session  
From: Jim Dunsdon, Associate Vice-President Student Affairs  
Date: May 31, 2018  
Re: **Thank you for attending the Community Poster Session**

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Thank you for participating in the Strategic Enrolment Management (SEM) Community Poster Session on May 31 from 11:30 – 1:00 pm in the Michael Williams Building. We had over 60 people attend the event to review and provide feedback on draft strategies. Attendees also put forth potential tactics in support of our institutional enrolment goals.

If any of your colleagues were unable to attend or if you have thought of additional feedback, we have posted the draft goals and strategies to our SEM webpage. Please share the link below with your colleagues and **share your thoughts by June 7** for our committee members to review.

SEM webpage: <https://www.uvic.ca/sem>

Our AACRAO consultants will be back on campus June 7-8, 2018 for their third of four site visits. This visit will focus on further refining the draft strategies and preliminary work on tactics.

If you have any questions about the SEM process, I would encourage you to forward them to [semplanning@uvic.ca](mailto:semplanning@uvic.ca) or to any members of the Enrolment Management Working Group. Your feedback is appreciated and an important part of the SEM planning process.

Please feel free to share this information with your colleagues.



## GOAL 1

By 2024, strengthen the entering domestic undergraduate class by:

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

### Draft Strategies

1. Develop and implement targeted and flexible degree and non-degree pathways to increase the diversity of the student population
2. Align our entrance scholarship program to provide incentives for students with entering averages of 85% or higher
3. Enhance our student financial-aid program (scholarship and bursaries) to provide incentives for diverse populations
4. Identify and create regionally targeted events and activities to support the conversion of 90%+ students in BC and Alberta
5. Align admissions policies and student communication to support the enrolment of students with competitive entrance averages

1. How can the draft strategies be better expressed in order to align with the draft goals?

2. What are the implications arising from the implementation of the draft strategies that you believe we should be aware of?

3. What are some potential tactics for these strategies?

## GOAL 2

By 2024, improve undergraduate student retention and 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%)
- d. 72% for student graduation within 7 years (up from 64%)

### Draft Strategies

1. Implement a comprehensive undergraduate academic advising framework across all points of contact
2. Implement a comprehensive student wellness framework that supports personal development and academic success
3. Implement a student-centred approach to academic regulations, policies and practices that relate to retention and timely completion

1. How can the draft strategies be better expressed in order to align with the draft goals?

2. What are the implications arising from the implementation of the draft strategies that you believe we should be aware of?

3. What are some potential tactics for these strategies?

## 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.

### Draft Strategies

1. Expand and track opportunities for curricular and co-curricular experiential learning in alignment with the Indigenous, International and Strategic Research plans to increase student engagement, retention and success.
2. Increase support for academic units, faculty and course instructors to implement significant experiential learning opportunities and course requirements appropriate to their disciplines into undergraduate curricula at the course and program levels.
3. Promote students' participation in the co-curricular record to support retention and timely progression and to enhance their engagement with UVic values stated in the Strategic Framework:
  - Excellence in all our endeavours
  - Ethical and intellectual integrity
  - Freedom of inquiry and freedom of speech, and
  - Equity, diversity and inclusion.
4. Promote greater understanding of criteria that measure the "significance" of an experiential learning opportunity in relation to UVic learning

3. How can the draft strategies be better expressed in order to align with the draft goals?

2. What are the implications arising from the implementation of the draft strategies that you believe we should be aware of?

1. What are some potential tactics for these strategies?

## GOAL 4

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

- a. Sustaining a cohort of international undergraduate students that will comprise approximately 17% of our undergraduate population
- b. Sustaining a cohort of diverse international undergraduate students aligned with our international recruitment tiering strategy

### Draft Strategies

1. Align admissions policies and student communication to support the enrolment of internationally diverse students who are well-positioned for success at UVic.
2. Revise the international tiering strategy to support the recruitment and conversion of internationally diverse students who are well-positioned for UVic success.

3. How can the draft strategies be better expressed in order to align with the draft goals?

2. What are the implications arising from the implementation of the draft strategies that you believe we should be aware of?

1. What are some potential tactics for these strategies?

## 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 Masters students will increase from 30%, 57% and 65% to 57%, 65%, and 70%
- d. 4, 5 and 6 year graduation rates for PhD students will increase from 17%, 36% and 48% to 36%, 48% and 60%

### Draft Strategies

1. Raise our profile as a Research Intensive University
2. Increase external funding
3. Enhance the quality of the graduate student experience
4. Create and continually assess a comprehensive graduate recruitment plan

1. How can the draft strategies be better expressed in order to align with the draft goals?

2. What are the implications arising from the implementation of the draft strategies that you believe we should be aware of?

3. What are some potential tactics for these strategies?

## GOAL 6

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

### Draft Strategies

1. Increase retention and success of Indigenous students across academic programs of study.
2. Create a respectful learning environment and sense of place, inclusive of Indigenous ways of knowing and being.
3. Ensure stable institutional support for Indigenous students, faculty and staff.
4. Ensure the quality, sustainability and relevance of the university's Indigenous-focussed academic programs.
5. In support of the goals of the Indigenous Plan, develop and implement an admissions, recruitment and transition plan that enables the recruitment and conversion of Indigenous students.

3. How can the draft strategies be better expressed in order to align with the draft goals?

2. What are the implications arising from the implementation of the draft strategies that you believe we should be aware of?

1. What are some potential tactics for these strategies?