Enrolment Management Working Group
TERMS OF REFERENCE

PURPOSE:

The Enrolment Management Working Group (EMWG) is the principal coordinating body for the development of the university’s Strategic Enrolment Management (SEM) plan. The Enrolment Management Working Group (EMWG) is established to provide strategic oversight and direction to advance the university’s priority goals for student enrolment and diversity while meeting government funded targets at both the graduate and undergraduate level. The overarching goal of the Working Group is to develop a strategic, coordinated, and sustainable undergraduate and graduate five-year enrolment plan aligned with appropriate student success strategies. The Working Group functions at a “30,000 foot” level, asking key questions about what UVic needs to accomplish in the next five years to achieve stable and sustainable enrolment.

Chaired by the Provost, the Working Group will:

- Establish enrolment goals and targets for the period of 2017/18-2021/22 (for undergraduate and graduate students; domestic and international students; and Indigenous students);
- Oversee the development of strategies, tactics, and work plans in support of those goals to include policies, procedures, processes, and practices that facilitate enrolment and enhance the student experience and student success;
- Identify processes to monitor student access, transition, persistence and graduation rates; and,
- Identify the resources required to support enrolment goals, strategies and tactics.

RESPONSIBILITIES:

The Working Group, in consultation with the university’s executive leadership and the Data Analysis and Benchmarking Committee, will initially develop six to eight enrolment goals (e.g. 3-4 related to recruitment, 3-4 related to retention) to assign to undergraduate Student Recruitment and Conversion (SRC), Student Retention and Success (SRS) and Graduate Recruitment and Retention (GRR) committees for feedback and the subsequent development of strategies in support of the goals. These goals might be either numerical in nature (e.g., “UVic will realize X % growth per year in Indigenous enrolment”) or aspirational (e.g., “UVic will create a culture of enrolment where each member of the university community will take responsibility for the support of enrolment”).

Prior to the EMWG’s work on goal setting, the Data Analysis and Benchmarking Committee (the Data Team) will have done extensive work in identifying data available for use in enrolment planning. Environmental scanning; student characteristics; retention, persistence, and graduation numbers; applied, admitted, enrolled numbers will be among the data available to the EMWG. The Data Team will also identify gaps in the data. The EMWG will utilize the work of the Data Team in identifying Key Enrolment Indicators (KEIs) as well as in developing enrolment goals.
In order to ensure the timeline for the SEM plan is met, the Working Group will monitor development of draft strategies for the enrolment goals in the SRC, SRS and GRR Committees, including providing feedback and final approval of same. After approval of the strategies, the Working Group will monitor the development of tactics and action plans in the committees, including providing feedback and final approval.

Recognizing that graduate enrolment planning has different paths and needs, the Working Group will support the parallel development of goals, strategies, and tactics for graduate recruitment and retention while ensuring that graduate and undergraduate enrolment planning are integrated to advance effectively university mission and enrolment.

The Working Group will provide regular communication on the SEM plan development to the university’s leadership. In addition, the Working Group will communicate progress on the plan’s development to the university community in order to ensure good communication and engagement.

As part of its overall responsibility for the development of the SEM plan, the Working Group will ensure the process includes the following elements, either at the Working Group level or in the Committees:

1. Planning: Reviewing current recruitment and retention activities/plans in Student Affairs and across Faculties in order to ensure that we are effectively deploying resources in support of enrolment goals.

2. Coordination: Ensuring that recruitment and retention activities and programs across the university are well coordinated and that we are using every opportunity to bring together resources to create greater positive impact for students; and ensuring that academic programming changes undertaken to address enrolment maintain quality while not creating unreasonable internal competition.

3. Policy formation: Advising on the necessity for and/or creation of policy or business processes in support of enrolment plans.

4. Communication: Establishing strong communication links between the various key individuals and groups involved in recruitment and retention activities across the institution in order to develop and reinforce key messages about the university.

5. Data support: Identifying data and reporting requirements necessary to support institutional enrolment activities and goals.

The Working Group will integrate the work of the Undergraduate Recruitment, Retention, and Graduate Recruitment and Retention Committees into a comprehensive format for presentation to the university executive group for approval in principle. With the support of the executive leadership, the Working Group will coordinate the roll-out of the SEM plan to the university community.
OPERATING PROCEDURES:

The Working Group will aim to meet on a weekly basis during development of enrolment goals and then monthly to monitor work on strategies and tactics in the committees and may:
- Invite guests to provide additional information.
- Establish task groups to address specific issues through the committee structure.

The Provost’s Office is responsible for administrative support of the Working Group.

MEMBERSHIP:

- Vice-President Academic and Provost (Chair)
- Associate Vice President, Student Affairs
  - Chair of Student Recruitment and Conversion Committee
- Associate Vice President, Academic Planning
  - Chair of Student Retention and Success Committee
- Dean, Faculty of Graduate Studies
  - Chair of Graduate Recruitment and Retention Committee
- 2 Deans (ensure balance across academic, professional and graduate areas)
- 3 Chairs (ensure balance across academic, professional and graduate areas)
- University Registrar
- Executive Director, Indigenous Academic and Community Engagement
- Executive Director, Co-op and Career & Director, Community-University Engagement
- Executive Director, Academic Resource Planning
  - Chair, Data Analysis and Benchmarking Committee
- Chief Information Officer
- Undergraduate student representative

PROPOSED SEM PLAN COMMITTEES under the EMWG:

- Undergraduate Student Recruitment and Conversion (SRC)
- Undergraduate Student Retention and Success (SRS)
- Data Analysis & Benchmarking
- Graduate Recruitment and Retention (GRR)