



University  
of Victoria

# Strategic Enrolment Management Planning

## OVERVIEW





## What is SEM?

### Strategic Enrolment Management (SEM):

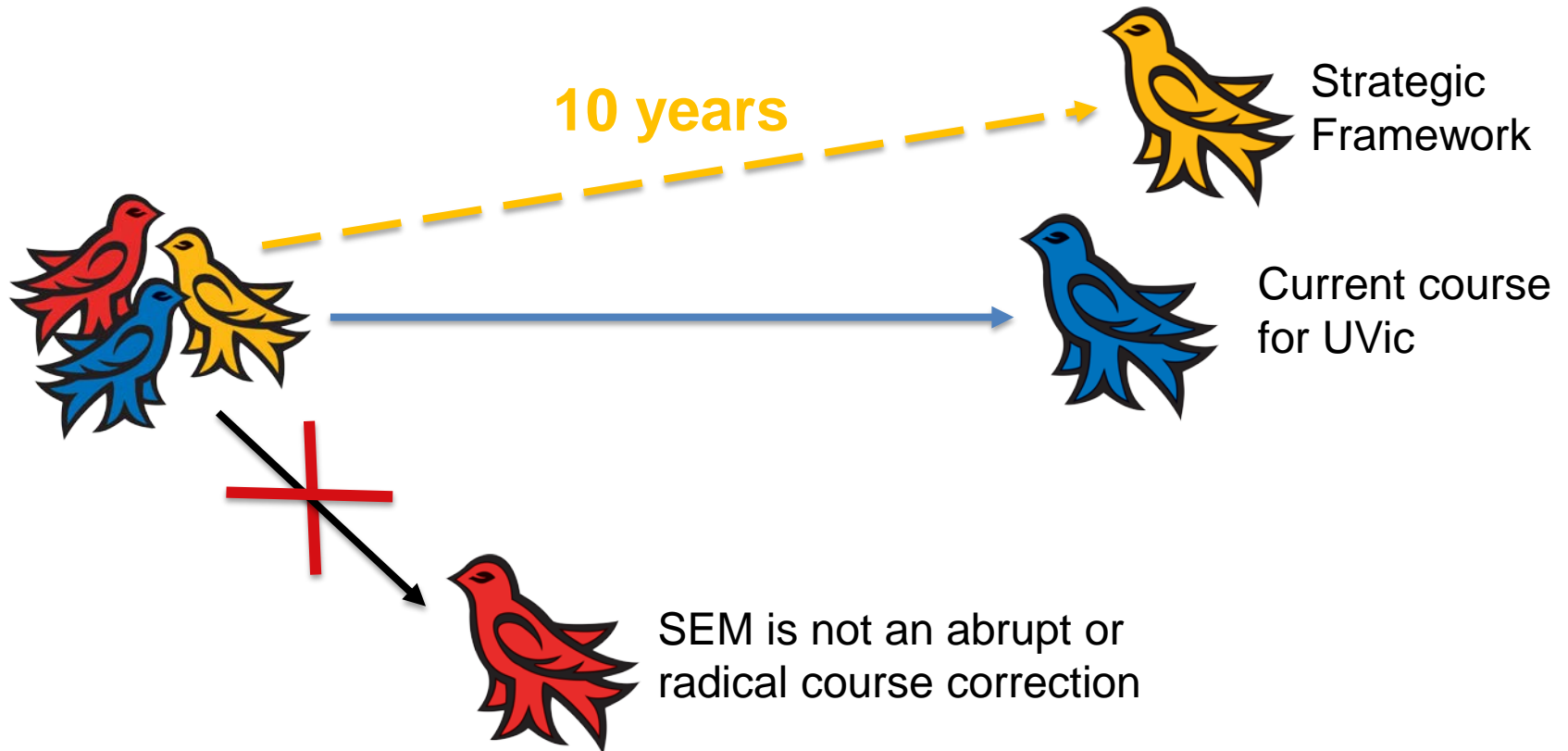
- Is an organizational **framework** and **activities** that enable the fulfillment of institutional vision/mission/strategic plan and students' educational goals.
- Is **collaborative**, engaging academic and service areas of the university in discussions and work that benefits student success from the point of recruitment to graduation.
- Is **data-driven**, using information to support claims or ideas about how the institution should maintain and improve student success and enrolment objectives.



## SEM is not:

- An enhanced **admission and marketing** operation.  
While important, SEM also focused on promoting student academic success, engagement and development through the entire enrolment lifecycle.
- A **silver bullet or quick fix** for enrolment issues.  
SEM builds on the existing successes of the institution to identify the handful of enrolment goals that will help it reach long term strategic planning objectives.
- A **budget allocation process** for new projects / initiatives.  
SEM goals, strategies, and tactics will be considered as part of the regular university budget setting process and may require reallocation of existing resources or short/long term allocation of new resources.

SEM will set the direction for small, incremental changes, aligned with the new strategic framework, over the next 10 years





## Why now?

- The University is in a stable and relatively strong enrolment position :
  - SEM is not being conducted because the University is in a weak position or in response to an enrolment crisis
  - SEM will allow the University to engage in multi-year planning that is strategic
- Alignment with new Institutional Plans
  - Considerable effort has been invested in consultation around the development of a new strategic framework as well as an international plan and an indigenous plan
  - The new plans and framework will provide important direction around enrolment priorities
  - Effective enrolment goals need to be directly aligned to support the implementation of the strategic framework as well as other institutional planning documents



## Who is AACRAO Consulting?

- American Association of Collegiate Registrars and Admissions Officers
- Professional organization working in the fields of college and university admissions, academic records, and enrollment services.
- Established in 1910 and based in Washington, DC currently have 11,000 members representing 40 countries.
- AACRAO Consulting, an industry leader in SEM work in North America, is a branch of this organization and have worked extensively in Canada
- We have contracted with them to guide the development of our SEM Plan over the next 12 months to ensure we benefit from their experience in this work



## What will the UVic SEM Plan look like?

- Provide context for the future enrolment direction of the university
- Outline 6-8 key, high level undergraduate enrolment goals and 2-3 graduate enrolment goals focused on recruitment and retention
- Include 2-3 strategies and 3-5 tactics for each enrolment goal



## Goal Development: Definition

- 6-8 broad statements or objectives for undergraduate and 2-3 for graduate
- Divided between recruitment and retention
- Drafted by the EMWG
- Aligned with the strategic framework
- Informed by campus leadership (e.g., Executive Council, Deans' Council, Senate) with feedback from campus

*DRAFT SEM GOAL: By 2028, Indigenous students will comprise 10% of the overall student population at UVic*





## Strategies: Definition

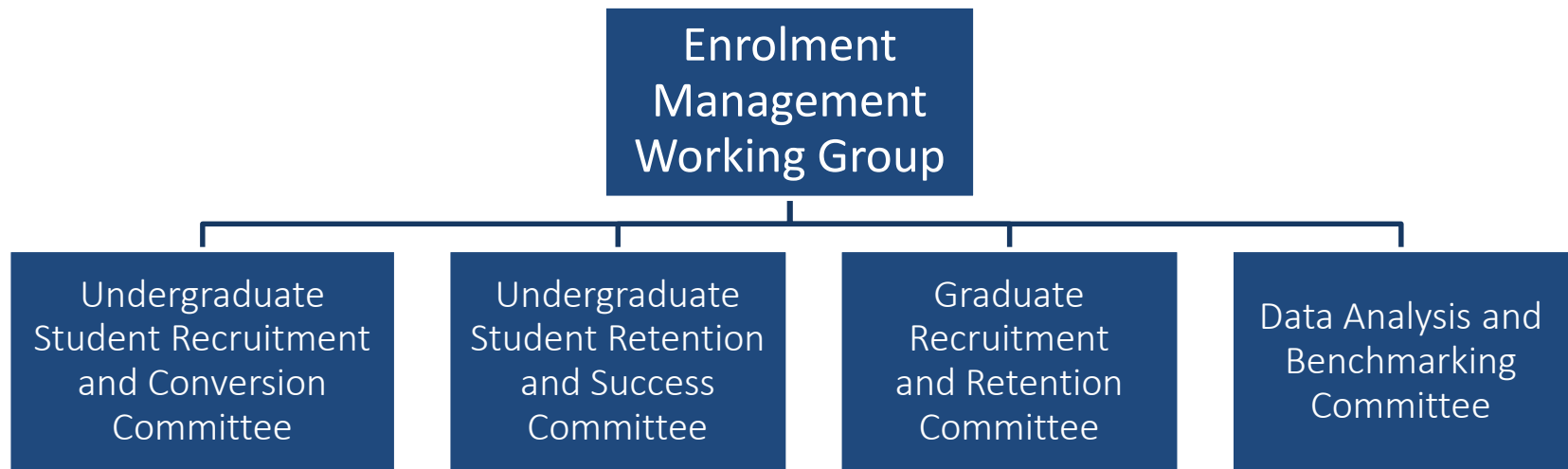
- Narrower action statements/concepts
- 3-4 per goal
- Provide a framework for achieving the goals - umbrella statements that suggest direction without all the details
- Not as broad as goals but not as specific as tactics
- Overseen by the EMWG but developed by the committees



## Tactics and Action Plans: Definition

- Specific actions/programs
- Usually 3-5 per strategy
- Developed by the committees, with input from affected departments/units with operational expertise
- With oversight of the EMWG

## UVic SEM Committee Structure



Committee members will include faculty, staff, and students from across the institution

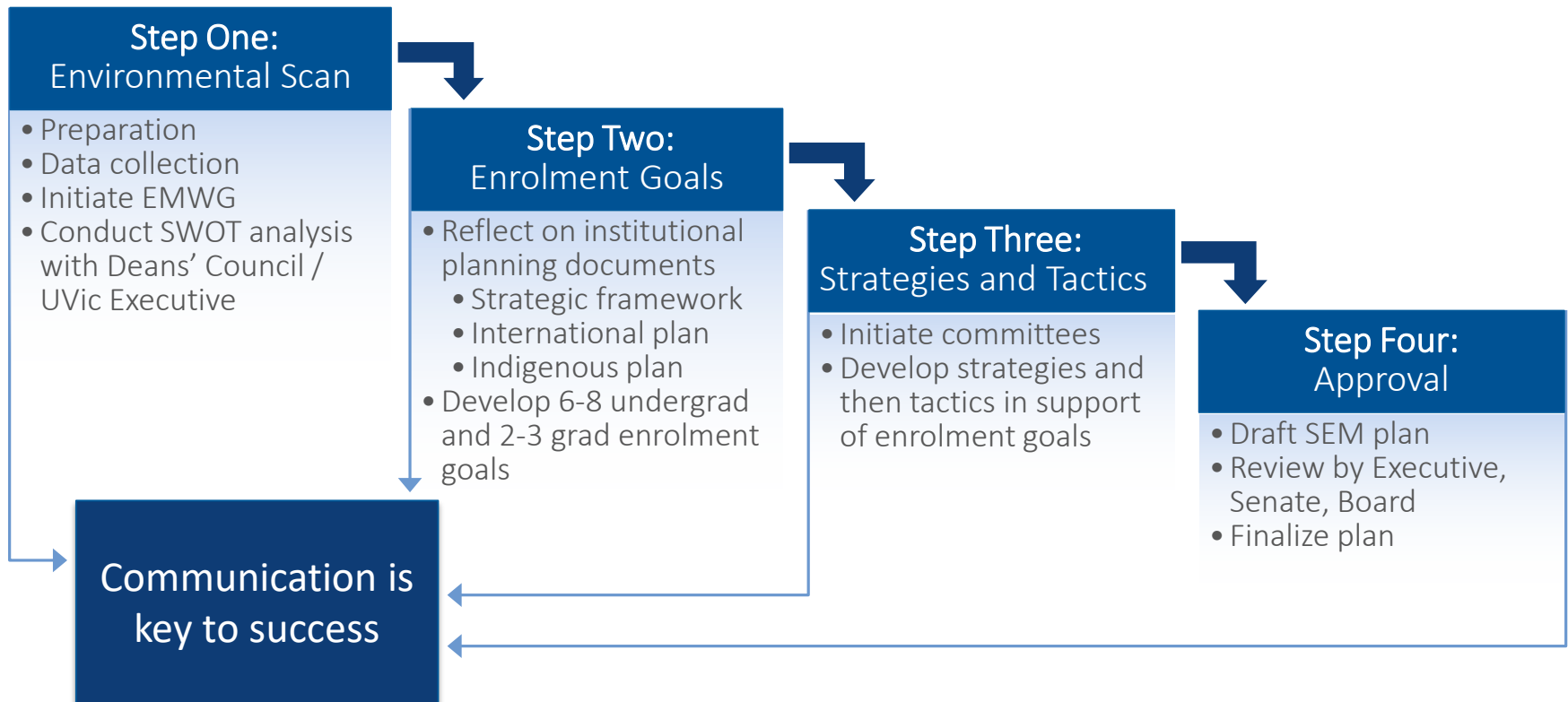


## UVic SEM Planning – Process Overview

| Phase one deliverables   | Target Dates  |
|--|---------------|
| First meetings with AACRAO Consulting                          | June 2017     |
| Update to Executive and Deans' Councils                        | June 2017     |
| First meeting of the EMWG                                      | June 23, 2017 |
| Establishment of project Committees                            | July 14, 2017 |
| Off-site data analysis; Environmental scan                     | July-Aug 2017 |
| Finalize campus communication strategy and implementation plan | Nov 2017      |

| Phase two deliverables                           | Target Dates             |
|--|--------------------------|
| <b>AACRAO on-site #1: Kick-off</b>               | <b>Jan 17/18, 2018</b>   |
| SEM goal development (EMWG)                      | Jan-Feb 2018             |
| All committees meeting                           | March 2, 2018            |
| Senior Leaders Retreat                           | March 8, 2018            |
| Draft SEM goals to PAC/Executive                 | early April 2018         |
| <b>AACRAO on-site #2: SEM strategies</b>         | <b>April 25/26, 2018</b> |
| Campus Update – SEM goals                        | April 27, 2018           |
| Strategy development                             | Apr-May 2018             |
| <b>AACRAO on-site #3: Enrolment tactics</b>      | <b>June 7/8, 2018</b>    |
| Tactics and draft SEM plan                       | Aug-Oct 2018             |
| Interim draft SEM plan to Deans' Council         | Aug-Sep 2018             |
| <b>AACRAO on-site #4: SEM plan presentations</b> | <b>Oct 18/19, 2018</b>   |
| Approved SEM plan                                | Nov-Dec 2018             |

## Step by Step Approach





## Draft enrolment goals

### **GOAL 1 - By 2024, strengthen the entering domestic undergraduate class by:**

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

### **GOAL 2 - By 2024, improve undergraduate student retention and progression to:**

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



## Draft enrolment goals

**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.**

**GOAL 4 - By 2024, the University will have stabilized and diversified international enrolments by:**

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



## Draft enrolment goals

**GOAL 5 - By 2029, graduate enrolments will increase from 16% to 20% of the total student population.**

- Graduate enrolments of Indigenous students will grow from 18.3% to 22% of all Indigenous students
- Research programs will comprise 75% of base-funded graduate enrolments (currently 66%)
- 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, 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 10% of the overall student population at UVic.**





## Next steps: strategies, tactics and action plans

### **Strategies**

- Narrower action statements/concepts
- 3-4 per goal
- Provide a framework for achieving the goals - umbrella statements that suggest direction without all the details
- Not as broad as goals but not as specific as tactics
- Overseen by the EMWG but developed by the committees

### **Tactics and action plans**

- Specific actions/programs
- Usually 3-5 per strategy
- Developed by the committees, with input from affected departments/units with operational expertise
- With oversight of the EMWG



## Next steps: Timeline

- Campus Update on SEM goals – **April 27, 2018**
- Committee and EMWG work on strategies – **May/June 2018**
- *AACRAO on-site #3: Tactics and action plans (with committees) – June 7/8, 2018*
- Committee and EMWG work on tactics – **June-August 2018**
- EMWG work on SEM plan – **August-October 2018**
- Interim draft plan to Deans' Council – **September 2018**
- *AACRAO on-site #4: SEM plan presentations – October 18/19, 2018*

**Approved SEM Plan: November/December 2018**