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 stratégic 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.

SEM is not an abrupt or radical course correction.
Why now?

• The University is in a stable and relatively strong enrolment position:
  o SEM is not being conducted because the University is in a weak position or in response to an enrolment crisis
  o SEM will allow the University to engage in multi-year planning that is strategic

• Alignment with new Institutional Plans
  o 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
  o The new plans and framework will provide important direction around enrolment priorities
  o 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
Committee members will include faculty, staff, and students from across the institution.
# UVic SEM Planning – Process Overview

## Phase one deliverables

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Target Dates</th>
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<tbody>
<tr>
<td>First meetings with AACRAO Consulting</td>
<td>June 2017</td>
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<tr>
<td>Update to Executive and Deans’ Councils</td>
<td>June 2017</td>
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<tr>
<td>First meeting of the EMWG</td>
<td>June 23, 2017</td>
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<tr>
<td>Establishment of project Committees</td>
<td>July 14, 2017</td>
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<tr>
<td>Off-site data analysis; Environmental scan</td>
<td>July-Aug 2017</td>
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<tr>
<td>Finalize campus communication strategy and implementation plan</td>
<td>Nov 2017</td>
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## Phase two deliverables

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Target Dates</th>
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<tr>
<td><strong>AACRAO on-site #1: Kick-off</strong></td>
<td>Jan 17/18, 2018</td>
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<tr>
<td>SEM goal development (EMWG)</td>
<td>Jan-Feb 2018</td>
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<tr>
<td>All committees meeting</td>
<td>March 2, 2018</td>
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<tr>
<td>Senior Leaders Retreat</td>
<td>March 8, 2018</td>
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<tr>
<td>Draft SEM goals to PAC/Executive</td>
<td>early April 2018</td>
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<tr>
<td><strong>AACRAO on-site #2: SEM strategies</strong></td>
<td>April 25/26, 2018</td>
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<tr>
<td>Campus Update – SEM goals</td>
<td>April 27, 2018</td>
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<tr>
<td>Strategy development</td>
<td>Apr-May 2018</td>
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<tr>
<td><strong>AACRAO on-site #3: Enrolment tactics</strong></td>
<td>June 7/8, 2018</td>
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<tr>
<td>Tactics and draft SEM plan</td>
<td>Aug-Oct 2018</td>
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<tr>
<td>Interim draft SEM plan to Deans’ Council</td>
<td>Aug-Sep 2018</td>
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<tr>
<td><strong>AACRAO on-site #4: SEM plan presentations</strong></td>
<td>Oct 18/19, 2018</td>
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<tr>
<td>Approved SEM plan</td>
<td>Nov-Dec 2018</td>
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Step One: Environmental Scan
- Preparation
- Data collection
- Initiate EMWG
- Conduct SWOT analysis with Deans’ Council / UVic Executive

Step Two: Enrolment Goals
- Reflect on institutional planning documents
  - Strategic framework
  - International plan
  - Indigenous plan
- Develop 6-8 undergrad and 2-3 grad enrolment goals

Step Three: Strategies and Tactics
- Initiate committees
- Develop strategies and then tactics in support of enrolment goals

Step Four: Approval
- Draft SEM plan
- Review by Executive, Senate, Board
- Finalize plan

Communication is key to success
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
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**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