



University
of Victoria

Strategic Enrolment Management Planning

OVERVIEW





What is SEM?

Strategic Enrolment Management (SEM):

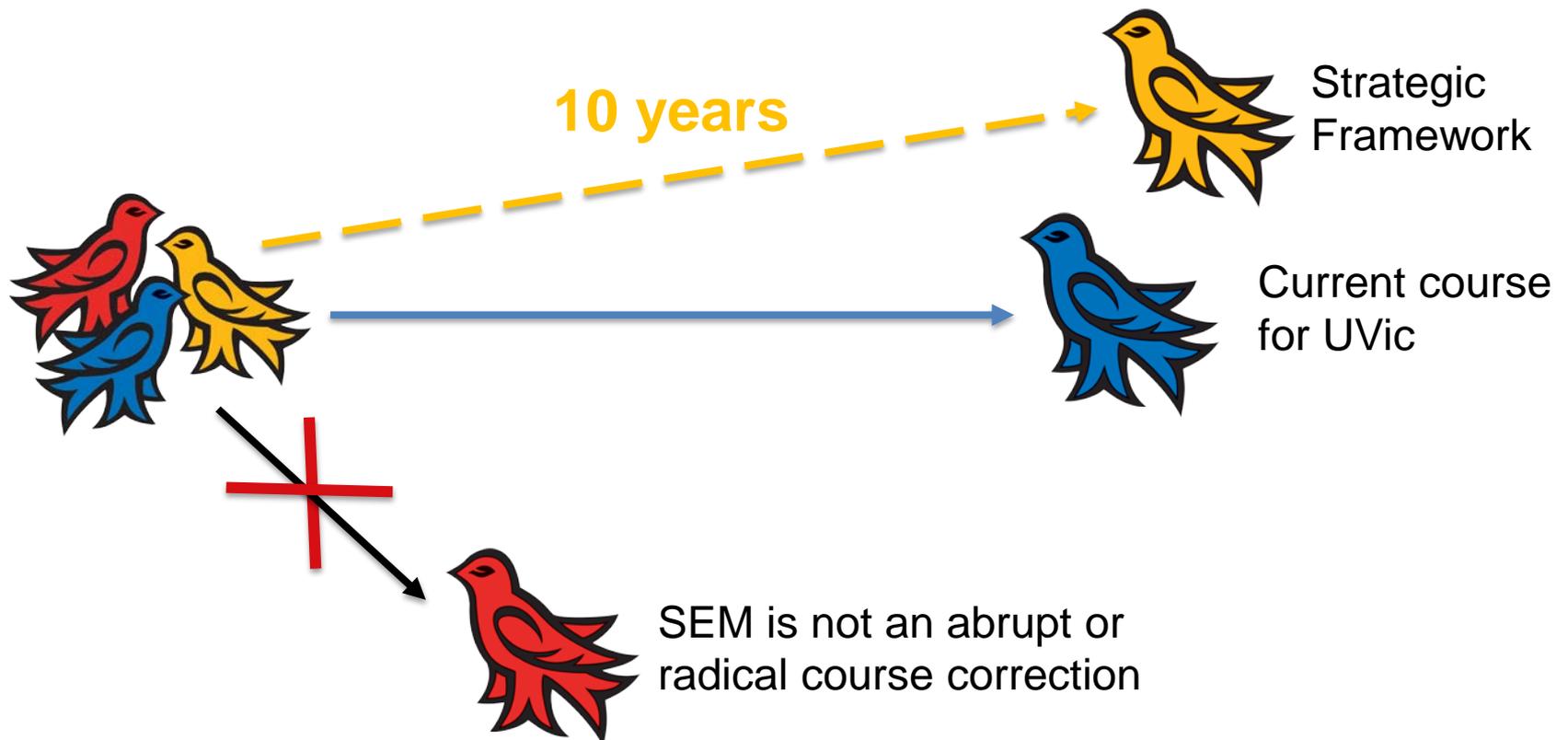
- Is an organizational **framework** and **activities** that enable the fulfillment of institutional vision/mission/strategic plan and students' educational goals.
- Is **collaborative**, engaging academic and service areas of the university in discussions and work that benefits student success from 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

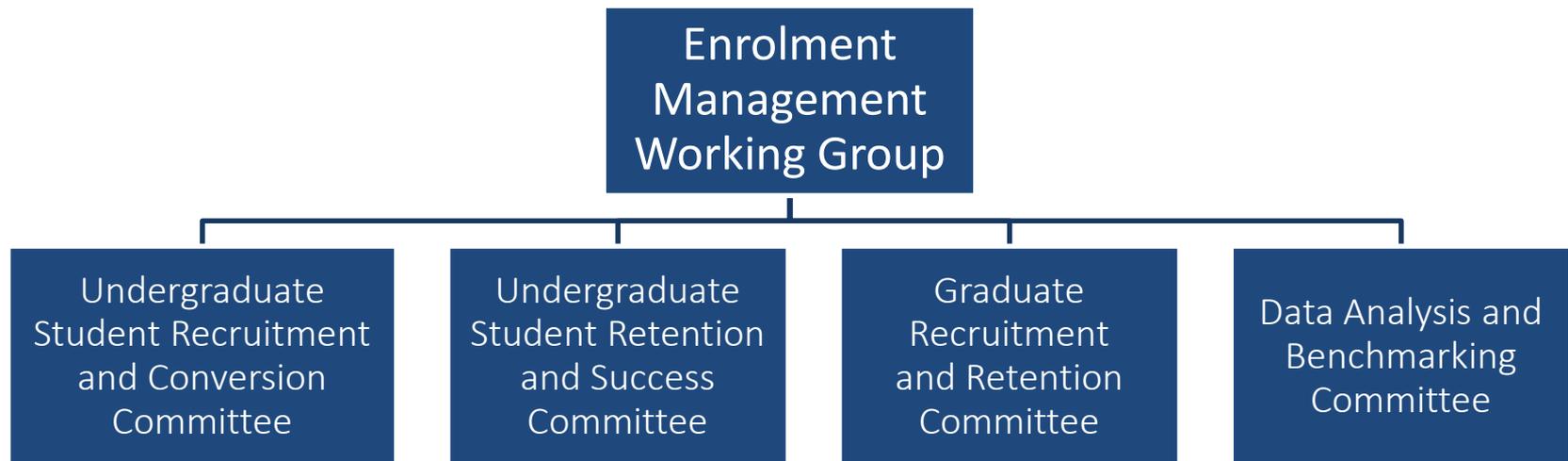


Tactics and Action Plans: Definition

- 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



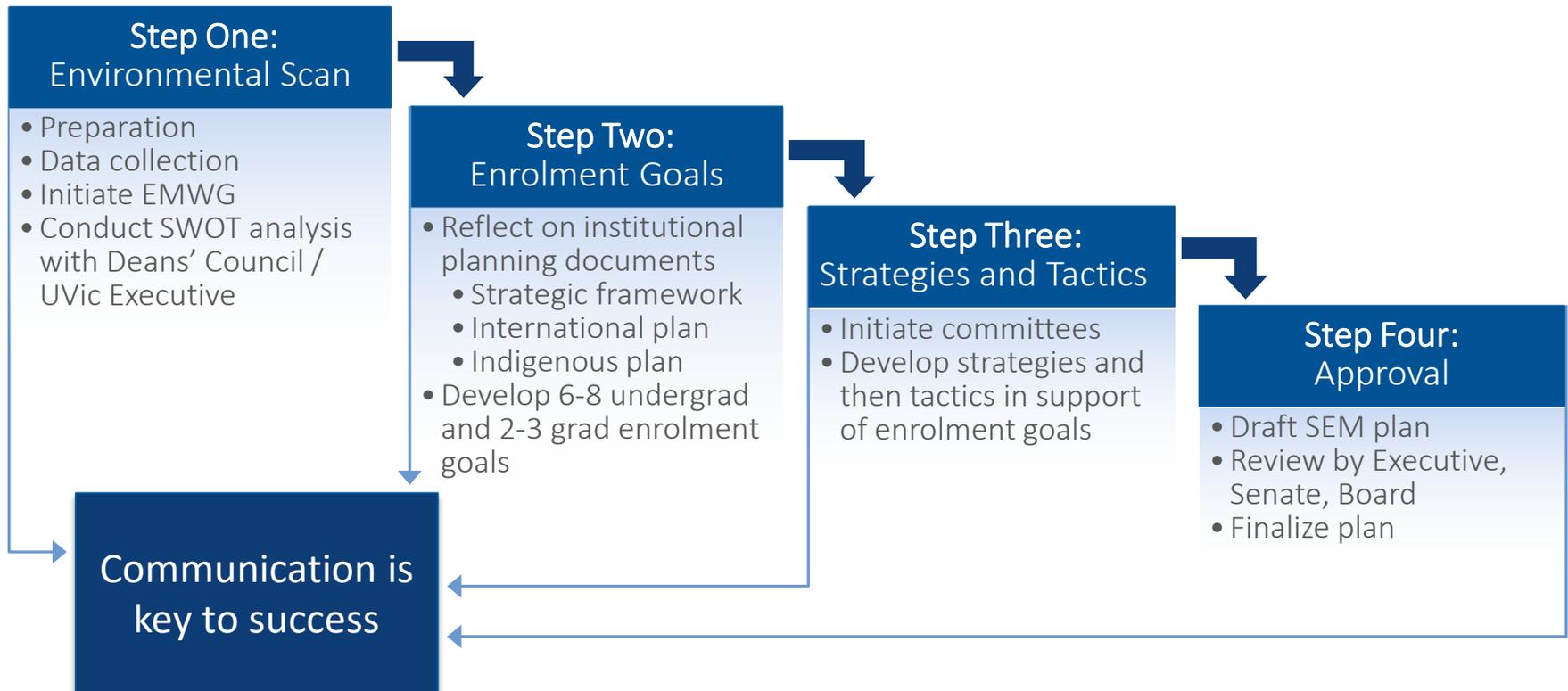
UVic SEM Planning – Process Overview

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
AACRAO on-site #1: Kick-off	Jan 17/18, 2018
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
AACRAO on-site #2: SEM strategies	April 25/26, 2018
Campus Update – SEM goals	April 27, 2018
Strategy development	Apr-May 2018
AACRAO on-site #3: Enrolment tactics	June 7/8, 2018
Tactics and draft SEM plan	Aug-Oct 2018
Interim draft SEM plan to Deans' Council	Aug-Sep 2018
AACRAO on-site #4: SEM plan presentations	Oct 18/19, 2018
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

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Tactics and action plans

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- 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