

International Strategic Enrolment Management at the University of Victoria

2015 BCCIE Summer Seminar

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Presentation Overview

- Strategic Enrolment Management Theory
- Current UVic Context – Internal and External
- Ongoing Recruitment Strategies
- Ongoing Retention Strategies
- Questions/Dialogue



Strategic Enrolment Management

Strategic Enrolment Management (SEM) is a comprehensive and coordinated process that enables a university to identify enrolment goals that are aligned with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the effective integration of administrative processes, student services, curriculum planning, and relevant data analysis.



SEM Guiding Principles

- Recruit high quality students
- Ensure student success and engagement throughout their educational experience
- Meet enrolment and financial goals of the university
- Build life-long affinity with the university



The purposes of SEM are achieved by:

- Establishing clear goals for the number and types of students needed to fulfill the institutional mission;
- Promoting students' academic success by improving access, transition, persistence, and graduation;
- Promoting institutional success by enabling effective strategic academic and financial planning;
- Creating a data-rich environment to inform decisions, evaluate effectiveness of strategies, enable continuous improvement;



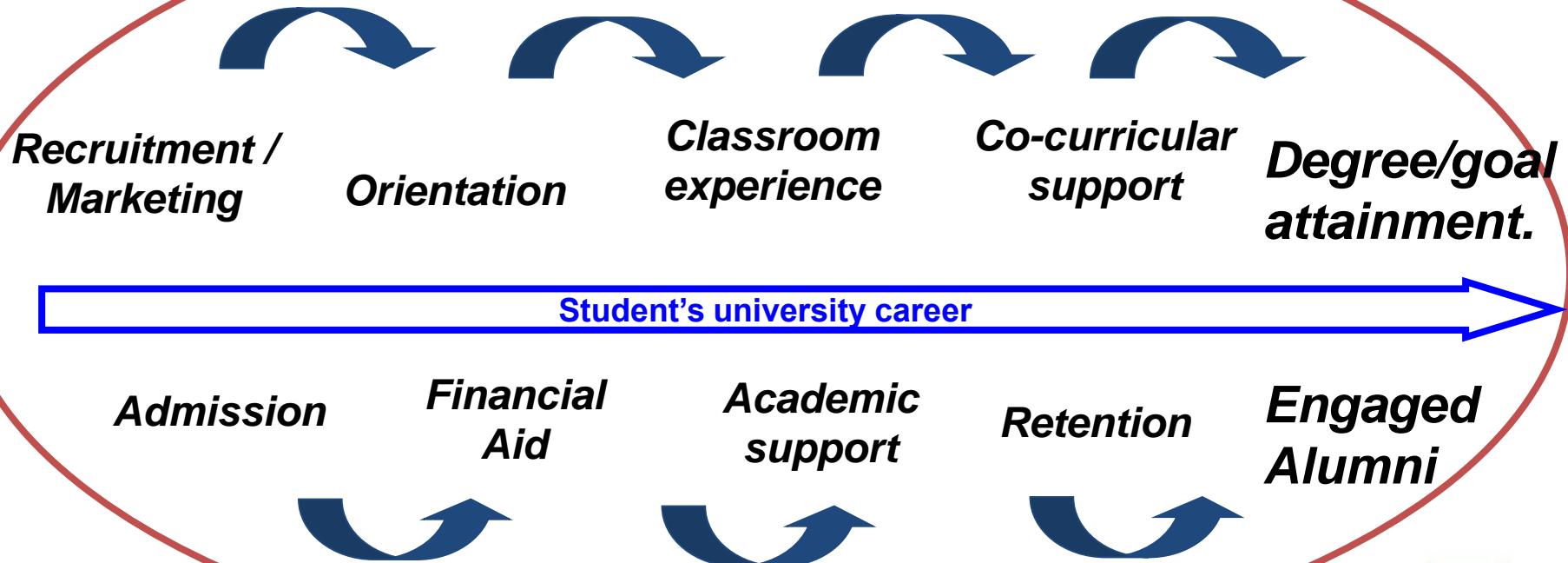
The purposes of SEM are achieved by:

- Improving process, organizational and financial efficiency and outcomes;
- Strengthening communications and marketing efforts – online and select print publications; and
- Collaboration among departments, faculties, and units across the campus to support institutional enrolment efforts.

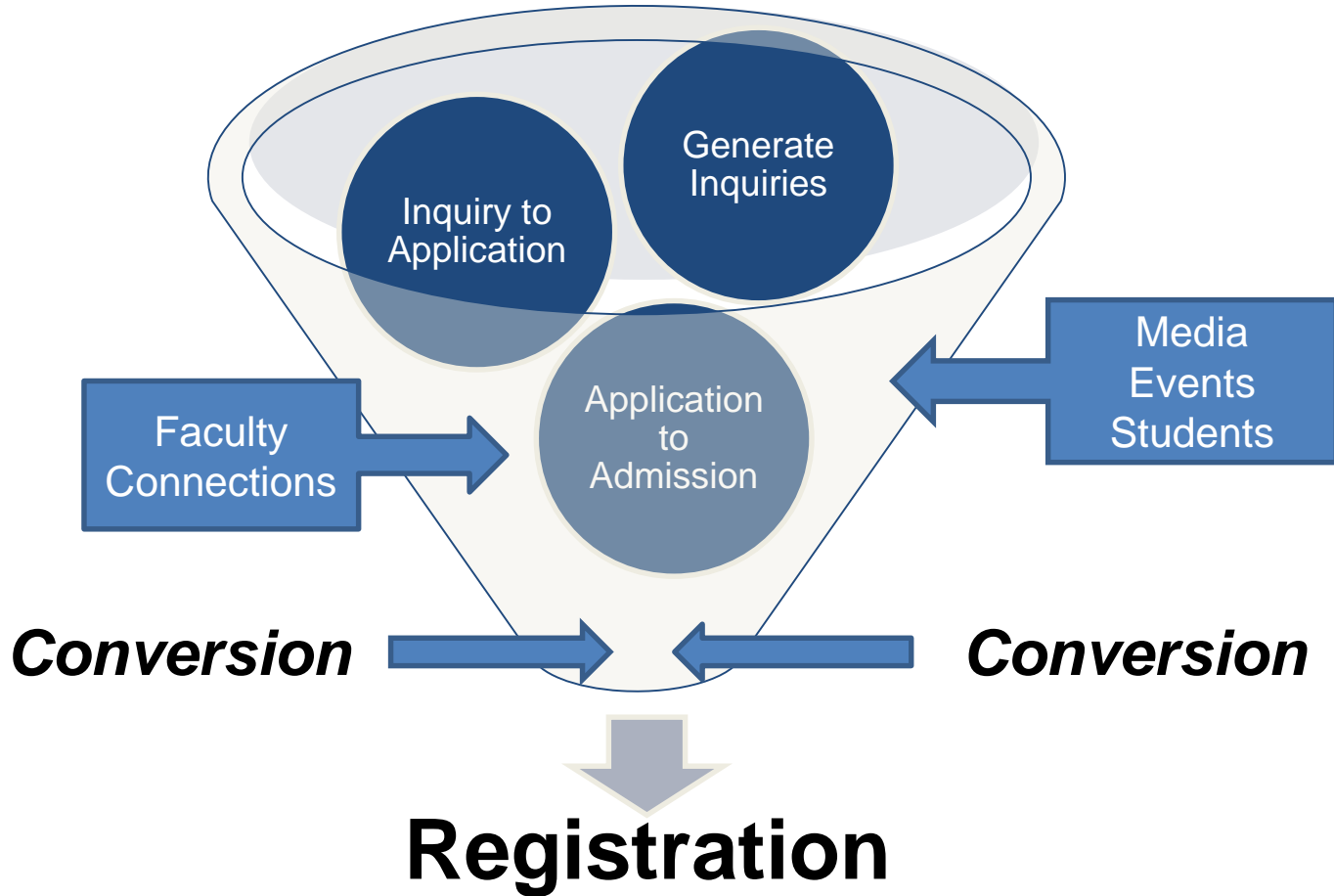


The Student Success Continuum

The SEM Perspective



Recruitment Funnel



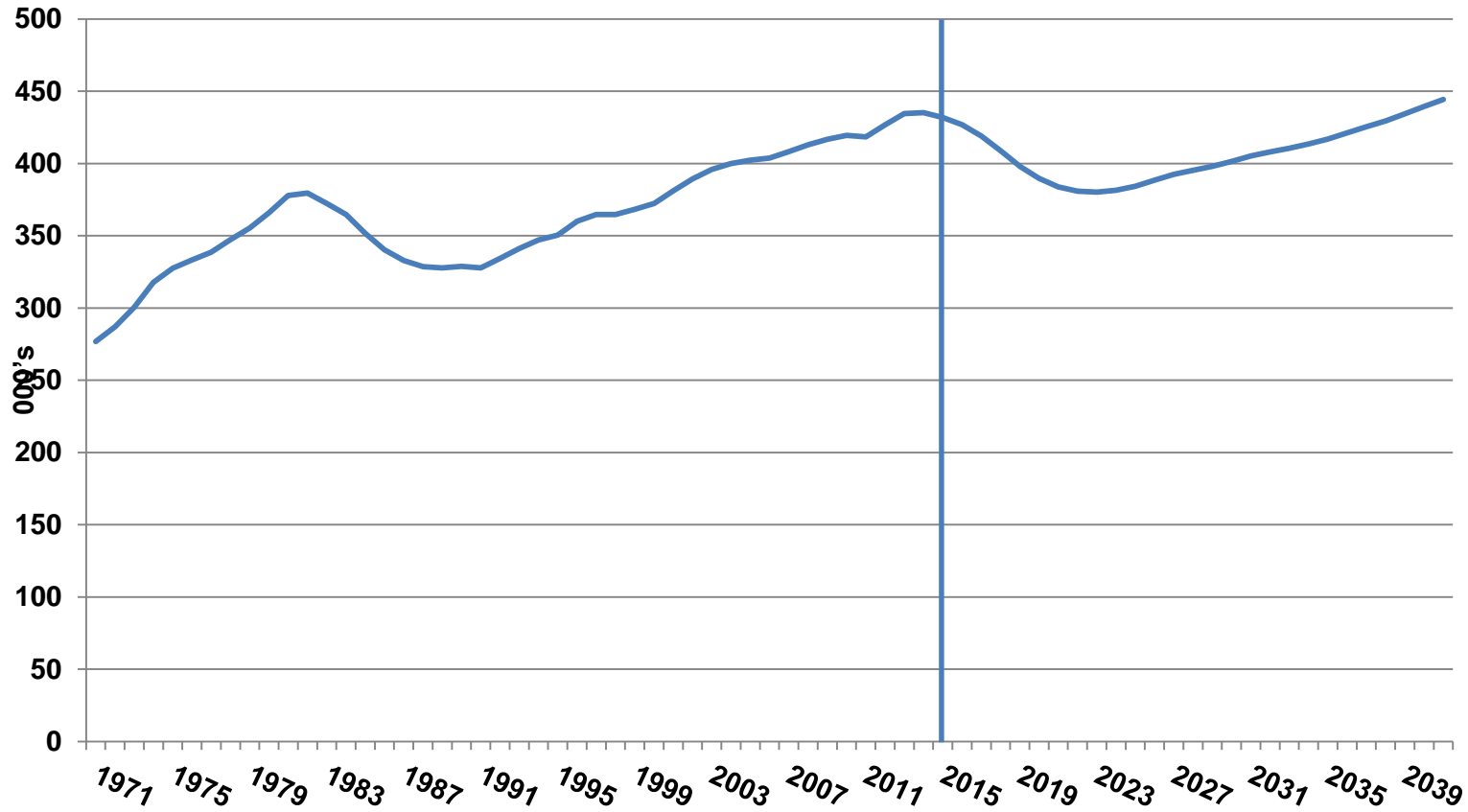
SEM takes much of what we do into account...

- Strategic plan and external factors
- Optimal enrolment
- Marketing and communications
- Student recruitment
- Financial supports
- Program delivery
- Curricular and program development
- Academic Advising
- Campus life, facilities
- Retention
- Career education
- Timely graduation
- Alumni relations



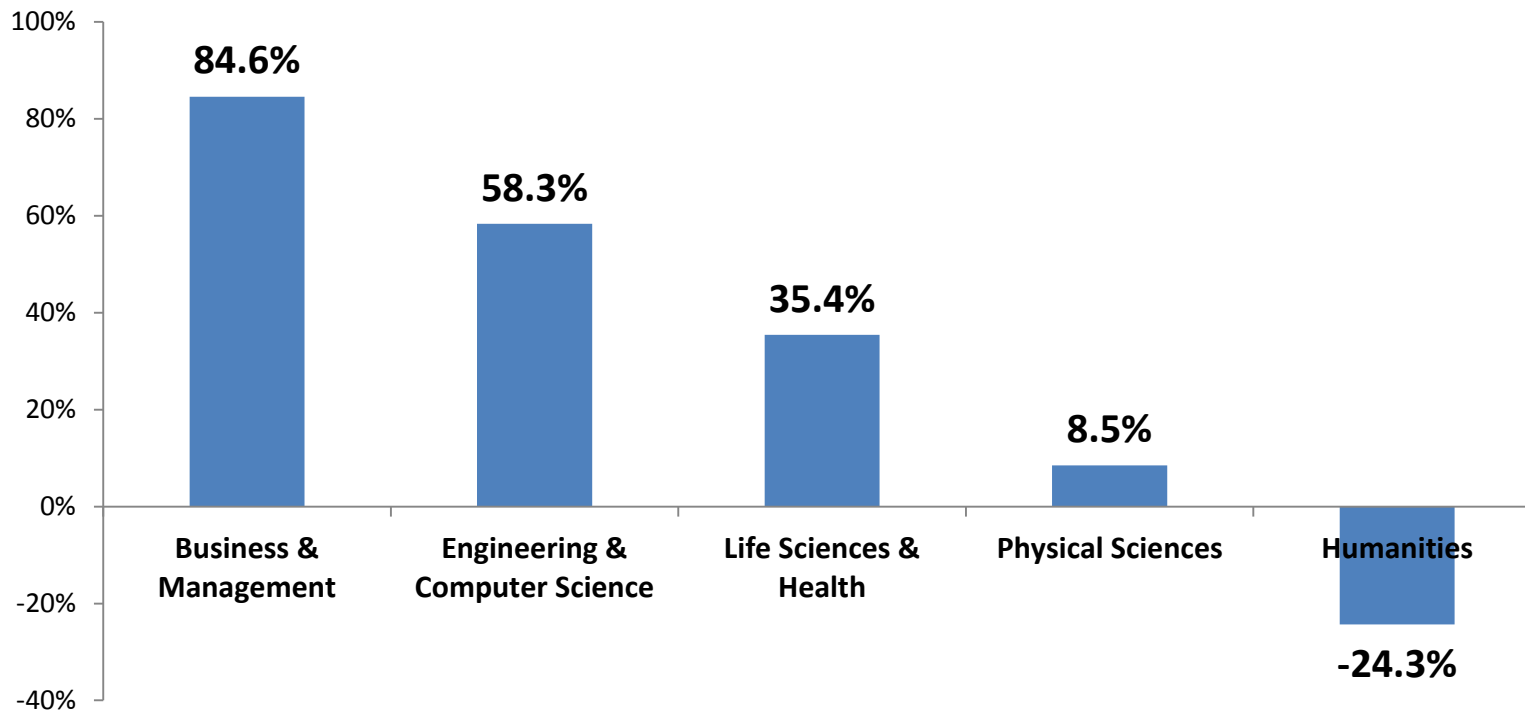
External factors - Demography

British Columbia Population and Projections for 18 to 24 year-old cohort



Student demand, program changes, societal and governmental expectations

Program Enrolment Changes 2006-07 to 2013-14



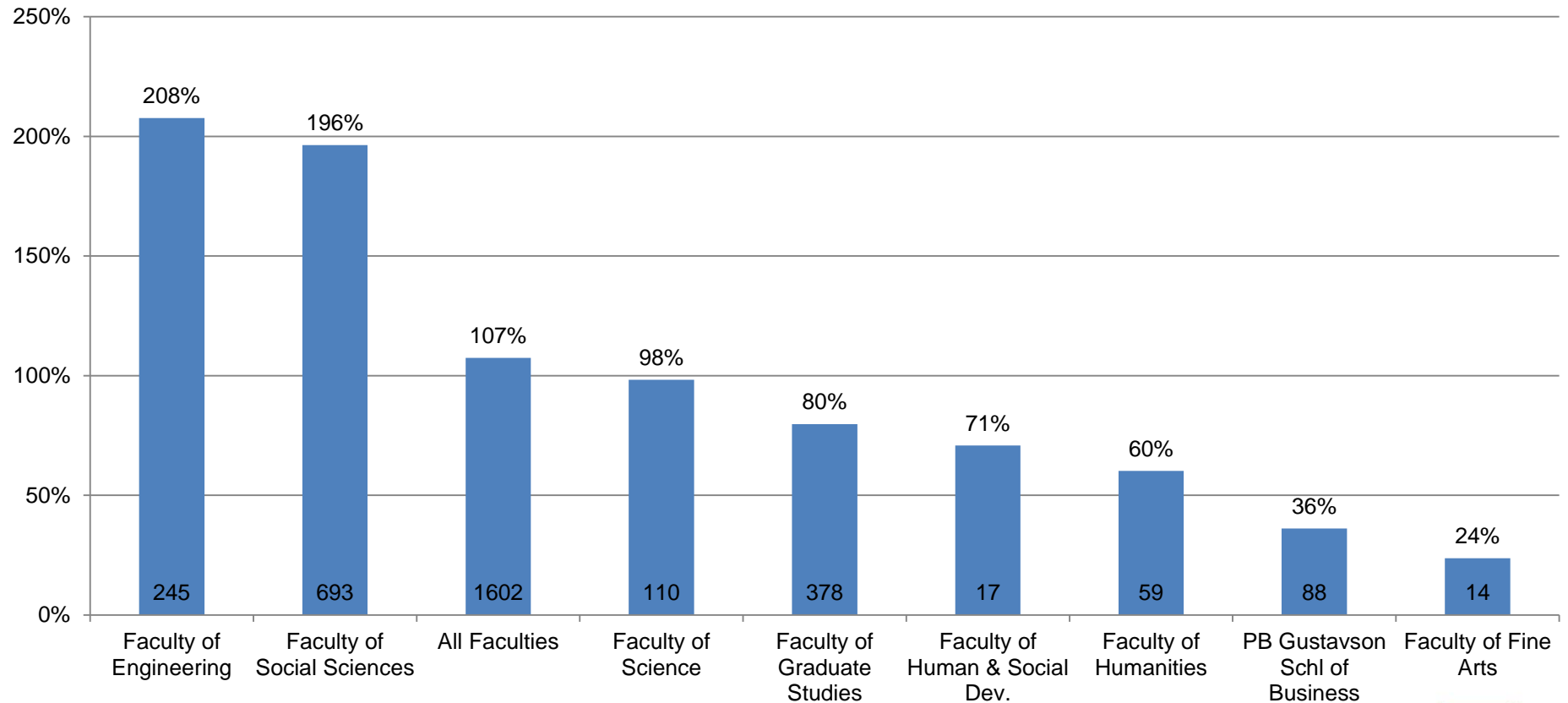
Meeting Targets

Overall...

	UVic Internal 2014/15 Target	Projected 2014/15 Total	Variance from Internal Target
Domestic UG FTE	14,423	13,609	-814
International UG FTE	1,250	1,794	544
Subtotal UG FTE	15,673	15,403	-270
Graduate FTE	2,040	2,999	959
Total FTE	17,713	18,402	689

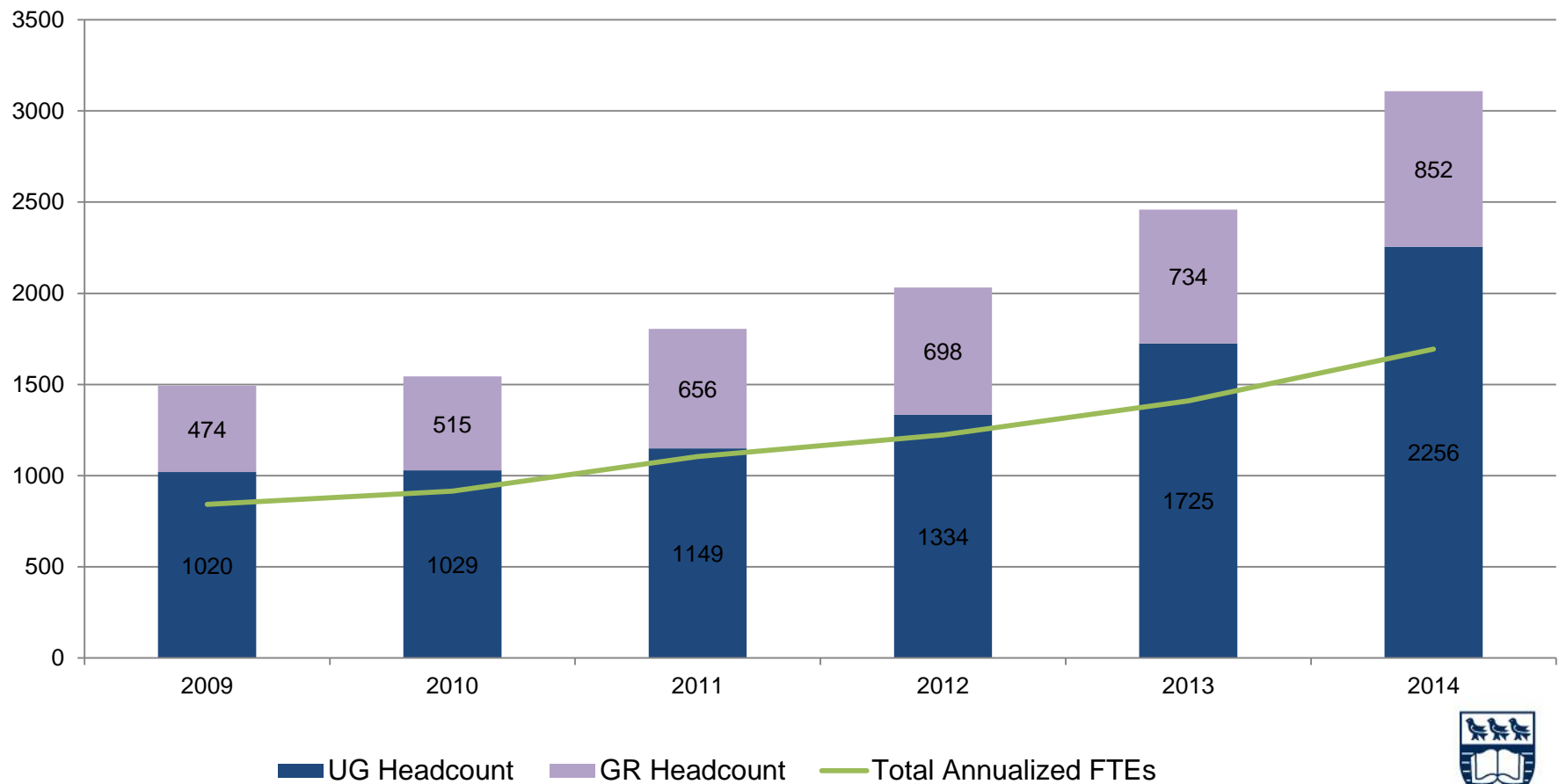


Change in International Student Enrolment by Faculty Fall 2009 to Fall 2014

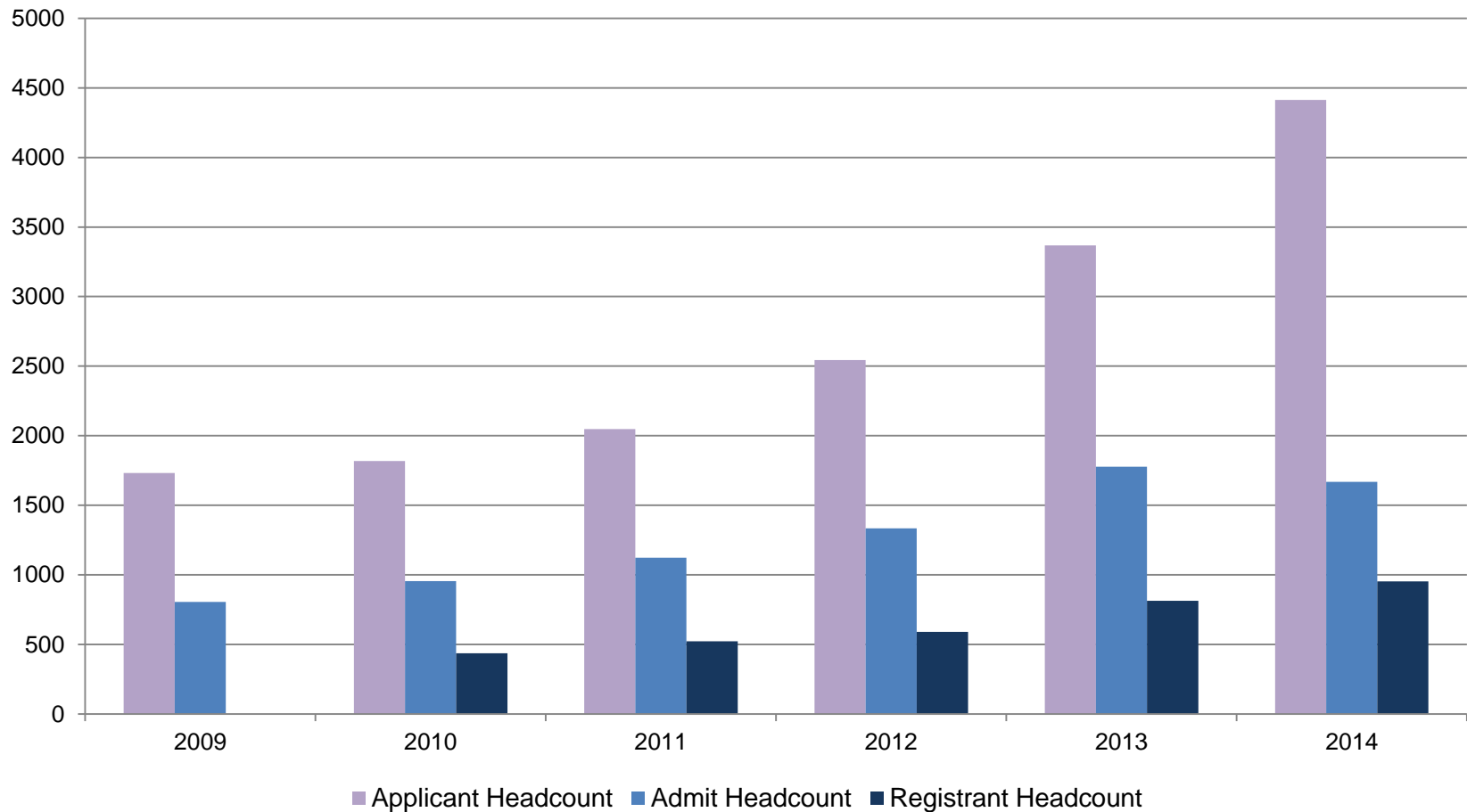


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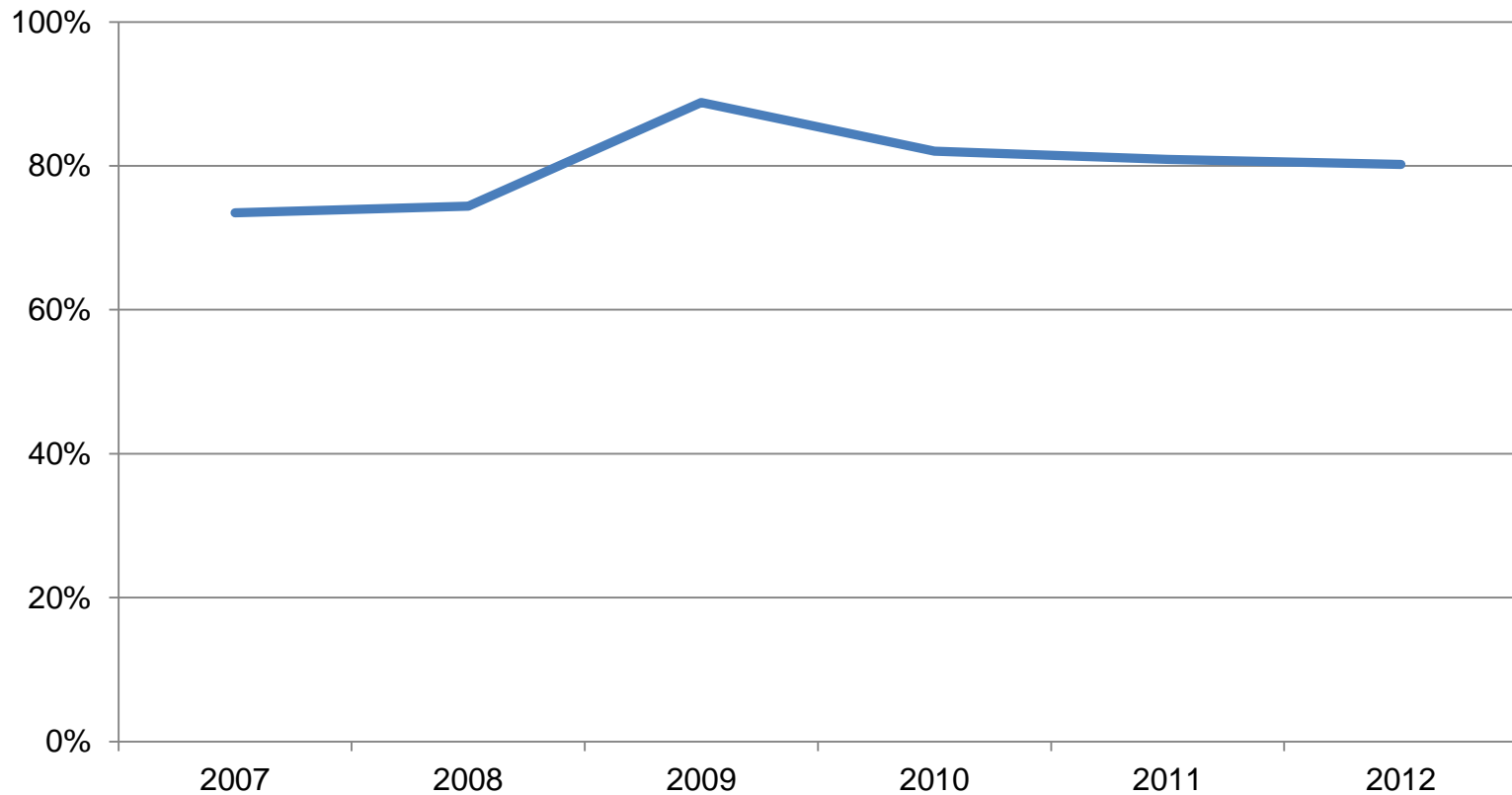
Current International Student Enrolment Fall 2009/10 – Fall 2014/15



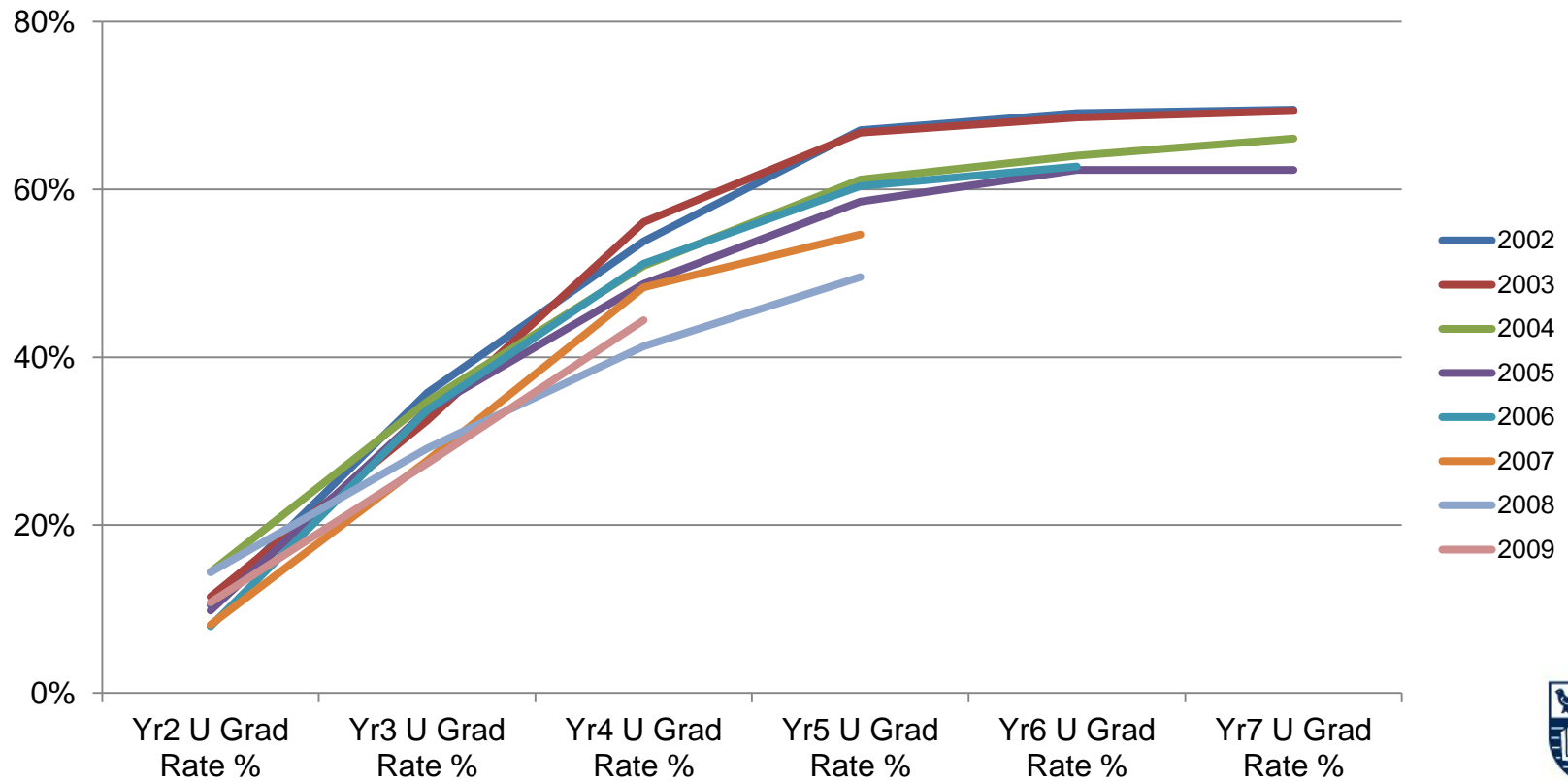
International Undergraduate Applicants, Admits, and Registrants for Fall Entry



First Year Retention of Degree-Seeking Undergraduate International Students Fall 2007 to Fall 2012



Graduation Rate of Degree-Seeking Undergraduate International Students Fall 2002 to Fall 2009



What did we do?

We engaged Illuminate Consulting Group (ICG) to conduct a review of international strategies/approaches and provide institutional recommendations



Results

External Review by ICG

- Reformulation of UVic’s approach to international recruiting (tiering strategy)
- Internal Capability and Service enhancements (enhanced marketing materials, in country presence)
- New Recruiting Channels and Modes (partnership agreements, pathway program, country/region specific social media engagement)
- Controlling and adjustments (set benchmarks, modify resources to balance the model)



Current Internal Oversight for SEM

- Student Recruitment Committee
- Pathway Program Steering Committee
- International Research & Academic Planning Working Group
- Student Affairs International Working Group



Where are we today?

International undergraduate student population

Growth from 1,076 students in 2009 to 2,256 in 2014. Now comprises 13% of undergraduate population

2009 – 1076 at the undergraduate level or 6%

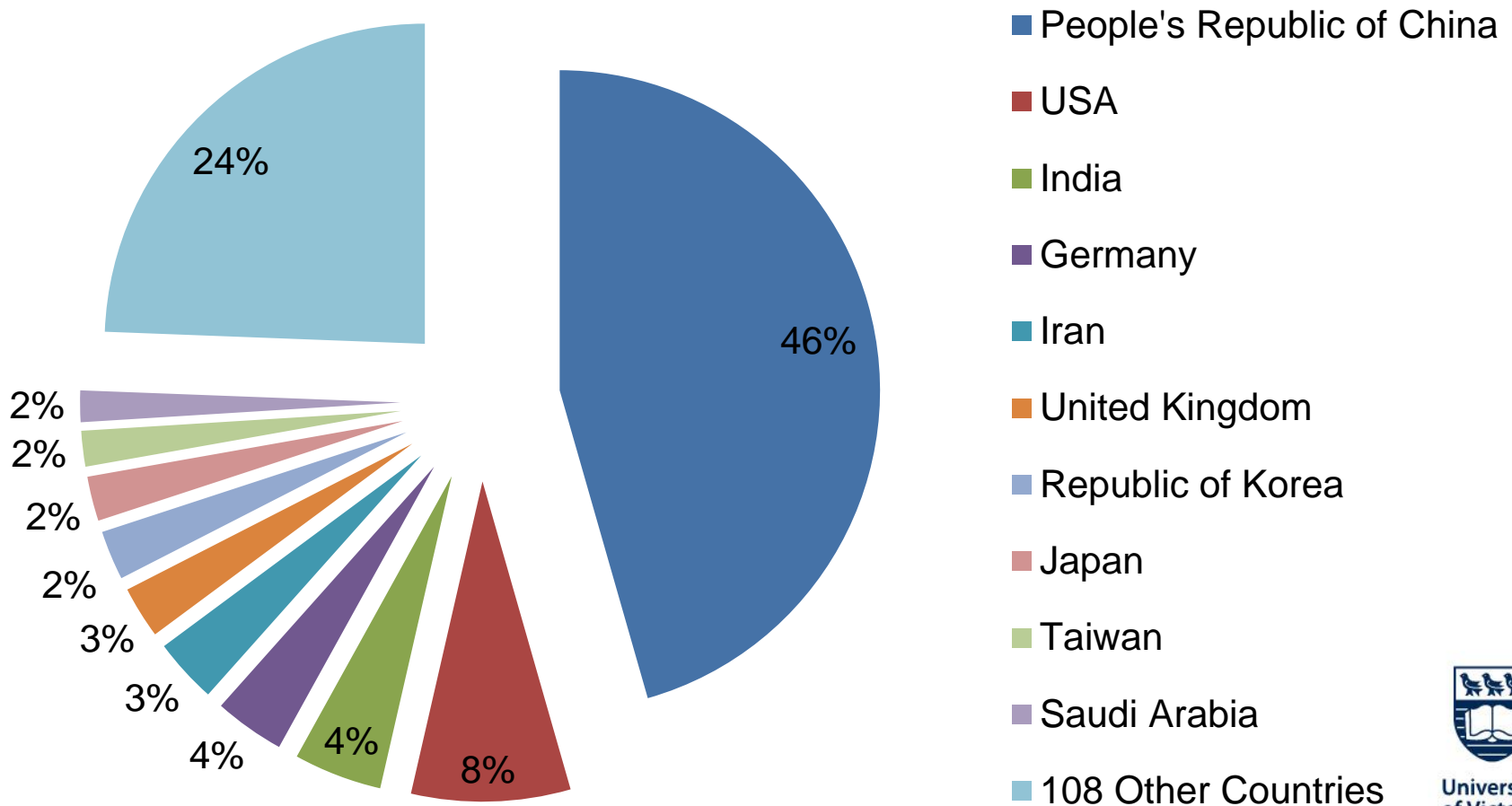
Similar institutions 12-15%

International student retention rate of 85% with a goal of increasing to 90%



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International Students at UVic: 118 Countries Represented



Student Success & Engagement Initiatives

- Introduction of CAS (Council for the Advancement of Standards in Higher Education) Professional Standards for Higher Education & specifically:
- Academic Advising Programs
 - Education Abroad Programs
 - International Student Programs & Services



Visit www.cas.edu for Further Information



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Council for the
Advancement of
Standards in Higher Education

CAS International Student Programs & Services – (8th Edition)

- Assess the needs of the international student population & set priorities among those needs
- Offer or provide access to professional services for students in areas of immigration and other government regulations, financial matters, employment, health care insurance & health care system, host-country language needs, and personal & cultural concerns
- Develop & offer educational programs to the campus community to enhance positive interaction between domestic & international students
- Orient international students to the expectations, policies, and culture of the institution and to the educational system and culture of the host country
- Prepare students for re-entry & cultural re-adjustment related to the students' return home



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CAS International Student Programs & Services – (8th Edition)

- Determine the educational goals; developmental levels; and social, emotional and cultural needs of individual international students and specific populations
- Facilitate international students' participation in campus life
- Facilitate sensitivity within the institution and the community at large to the cultural needs of international students
- Provide appropriate and timely referral services whose individual needs may be in conflict with the home culture
 - Mental Health & Disability Services



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Student Success & Engagement Initiatives

- Introduction of the International Learning Commons focusing on academic supports, programs, & services
- Introduction of the International Student Centre (Fall 2015) focusing on front-line/first point of contact services & general international student advising
 - Social/cultural programming
 - Settlement & immigration services
 - Orientation/transition programming
- Joint research initiative with Economics to understand the social and educational factors to contribute to international students' success



Student Success & Engagement Initiatives

- Introduction of international advising services for graduate students (Fall 2015)
- Introduction of an international student disability services advisor as part of the professional team for the Resource Centre for Students with Disabilities
- Launch of a new portfolio within Student Services – Academic Advising & International Student Services
 - Strengthening international student academic advising
 - Strengthening program planning that includes international experiential learning opportunities
 - Better integration of advising outreach programming with general international student advising



Ongoing Strategies

- Quality remains overall goal
- International tiering strategy
 - Growth in Pacific North West
- Implementing UVic Difference
 - How we talk about what is unique and different
- Develop a strategy to assess the International Student Experience along with retention data
- Working across portfolios to support engagement and alumni attachment



Ongoing Strategies

- Performance targets:
 - conversion rates;
 - retention rates;
 - graduation rates;
 - and others.
- Evaluate student financial aid program
- Opportunities for improvement



Questions?

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