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UNIVERSITY OF VICTORIA

2019



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The process of developing the University of Victoria's first Strategic Enrolment Management (SEM) Plan has allowed our community to engage in strategic multi-year planning, while working to align our enrolment goals with the Strategic Framework and other key institutional planning documents.

I would like to thank everyone who was involved in the SEM planning process and the extensive consultations that accompanied it. As chair of the Enrolment Management Working Group, I had the pleasure of working with faculty, staff and students from across the campus to identify the six enrolment goals that are at the core of our plan.

Each of the four SEM committees invested considerable time and effort to develop the respective supporting strategies, tactics and implementation plans that accompany each goal. The commitment and steadfast support of the committee members enabled us to develop an ambitious yet achievable plan for our institution.

Many thanks are also due to the members of the UVic community who took the time to participate in the SEM planning process by attending poster sessions, consultation events or by reaching out to committee members. Their engagement and feedback have been integral to the plan's success.

The goals, strategies and tactics outlined in this plan will guide university recruitment, retention and student success initiatives for the next five to ten years. This inaugural SEM Plan reflects the ambitions of our institution and positions the University of Victoria to achieve our enrolment priorities well into the future.

Yours sincerely,

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Vice-President Academic and Provost



1. [Introduction](#)
2. [Strategic Framework](#)
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Strategic Framework

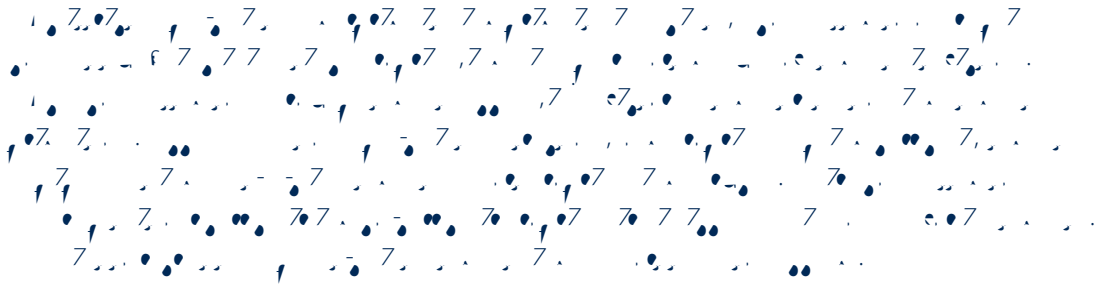
The Strategic Framework is designed to provide a clear and concise overview of the organization's mission, vision, and strategic objectives. It serves as a guiding document for all organizational activities and ensures that all efforts are aligned with the organization's long-term goals and objectives. The framework is based on a thorough analysis of the organization's internal and external environment and is designed to be flexible and adaptable to changing circumstances. The framework is organized into three main sections: the mission statement, the vision statement, and the strategic objectives. The mission statement defines the organization's purpose and its commitment to its stakeholders. The vision statement describes the organization's long-term aspirations and its desired future state. The strategic objectives are the specific, measurable, and achievable goals that the organization aims to achieve over a defined period of time. The framework also includes a list of key performance indicators (KPIs) that will be used to monitor and evaluate the organization's progress towards its strategic objectives. The framework is a living document that will be reviewed and updated as needed to ensure that it remains relevant and effective. For more information, please visit the [UVic website](#).



The SEM process has allowed the UVic community to engage in strategic multi-year planning and has assisted with the alignment of enrolment goals with the implementation of the Strategic Framework and other institutional plans.

UVic has aligned our overall enrolment goals with the priorities outlined in the Strategic Framework.

CULTIVATE AN EXTRAORDINARY ACADEMIC ENVIRONMENT



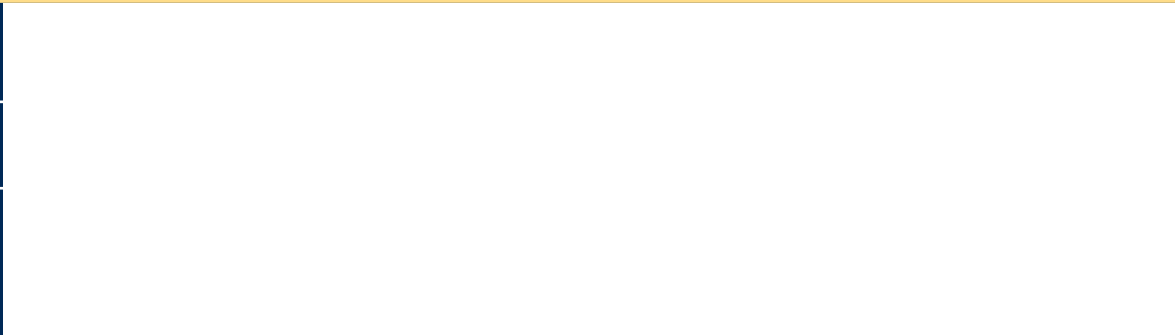
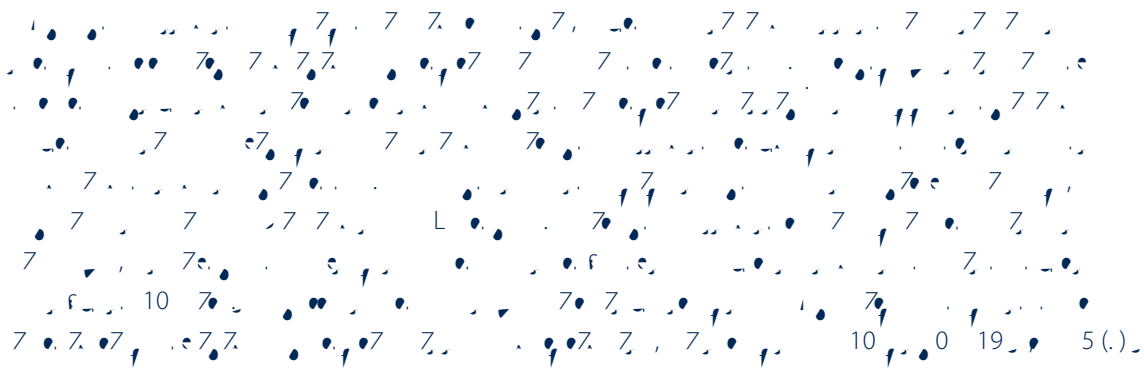
ADVANCE RESEARCH EXCELLENCE AND IMPACT



FOSTER RESPECT AND RECONCILIATION



PROMOTE SUSTAINABLE FUTURES



2024, Strategic Plan

- 2024, Strategic Plan
- a. increasing the % of first-time enrolling students who have an entering average of 80% or higher from 79% to 89%;
- b. increasing the % of admitted students with an entering average of at least 90% or higher who choose to register at UVic from 37% to 45% ; and
- c. enhancing and developing initiatives that increase the representation of under-represented populations, including but not limited to students with lived experience in care and students of low socio-economic status.

1. Re-align and enhance admission policies and procedures for students in targeted groups a, b and c above.

Tactic 1: Increase the percentage of first-time enrolling students with an entering average of 80%+ and 90%+.

2. Re-align and enhance our entrance scholarship and needs-based financial aid programs to provide incentives for students in targeted groups a, b and/or c above.

Tactic 1: Increase the number of students receiving entrance scholarships and needs-based financial aid.

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2029 _r	1 %	20%
a. Graduate enrolments of Indigenous students will grow from 18.3% to 22% of all Indigenous students;		
b. Research programs will comprise 75% of base-funded graduate enrolments (currently 65%);		
c. 2, 3 and 4-year graduation rates for thesis-based master's students will increase from 30%, 57% and 65% to 57%, 65% and 70%; and		
d. 4, 5 and 6-year graduation rates for PhD students will increase from 17%, 36% and 48% to 36%, 48% and 60%.		

– 1. Facilitate a comprehensive institutional assessment to maximize research opportunities and timely graduation.

Tactic 1:	
Tactic 2:	
Tactic 3:	
Tactic 4:	

– 2. Increase infrastructure to support Indigenous graduate students.

Tactic 1:	
Tactic 2:	
Tactic 3:	
Tactic 4:	
Tactic 5:	
Tactic 6:	

– 3. Create and continually assess a comprehensive graduate student recruitment plan.

Tactic 1:	
Tactic 2:	

2029, 10%

1. Create a warm, welcoming and respectful learning environment and sense of place.

- Tactic 1:
- Tactic 2:
- Tactic 3:
- Tactic 4:

2. Develop and implement a recruitment, admission and transition plan for Indigenous students.

- Tactic 1:
- Tactic 2:
- Tactic 3:
- Tactic 4:

3. Increase the success of Indigenous students across academic programs of study.

- Tactic 1:
- Tactic 2:
- Tactic 3:
- Tactic 4:

4. Provide sustainable institutional supports for Indigenous students, faculty and staff.

- Tactic 1:

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	<p>7 /</p>	<p>SEM planning update (. . . 7, 2017)</p> <hr/> <p>Draft SEM goals (. . . L 7. 6, 2018)</p> <hr/> <p>Recommended SEM goals (. . . A . 10, 2018)</p> <hr/> <p>Recommended SEM goals, strategies and tactics (. . . . 29, 2018)</p> <hr/> <p>SEM plan (. . . . 19, 2019)</p>
	<p>7 /</p>	<p>SEM presentation (. . . . 21, 2017)</p> <hr/> <p>Goals update (. . . . L 7 15, 2018)</p> <hr/> <p>Invitation to the Community Poster Session (. . . . L 7 31, 2018)</p> <hr/> <p>Invitation to the SEM Information Session (. 3, 2018)</p> <hr/> <p>SEM plan (March 2019)</p>
<p>L.</p>	<p>7 /</p>	<p>SEM planning update (. . . . 18, 2017)</p> <hr/> <p>SEM plan/process presentation (. . . . 8, 2017)</p> <hr/> <p>Recommended SEM goals (. . . . A . 11, 2018)</p> <hr/> <p>Standing agenda item (. 2018)</p> <hr/> <p>SEM plan (March 2019)</p>
	<p>7 /</p>	<p>Goals announced in remarks (. . . . L 7 4, 2018)</p> <hr/> <p>Plan announced in remarks (. 7, 2018)</p> <hr/> <p>SEM Plan (March 2019)</p>
	<p>7 /</p>	<p>SEM plan (March 2019)</p>

<p>2017 L L</p>	<p>SOSC Chairs & Dirs (. 29, 2017)</p> <hr/> <p>SCIE Chairs & Dirs (. 15, 2018)</p> <hr/> <p>HUM Chairs & Dirs (. 28, 2018)</p> <hr/> <p>SEM Committee members (. L 7. 2, 2018)</p> <hr/> <p>ENGR Chairs & Dirs (. L 7. 9, 2018)</p> <hr/> <p>Senior Leaders Retreat (. L 7. 8, 2018)</p> <hr/> <p>EDU Chairs & Dirs (. L 7. 19, 2018)</p> <hr/> <p>Tri-Faculty Deans (. L 7. 20, 2018)</p> <hr/> <p>FINE Chairs & Dirs (. L 7. 21, 2018)</p> <hr/> <p>LIBRARIES (. A . 24, 2018)</p> <hr/> <p>UC+M (. L 7 7, 2018)</p>
<p>2017 L L</p>	<p>Campus Update (. A . 27, 2018)</p> <hr/> <p>Ring and Campus Checklist (. L 7 . 7)</p> <hr/> <p>Administrative and Senior Leaders Retreat (. L 7. 8, 2018)</p> <hr/> <p>Community Poster Session (. L 7 31, 2018)</p> <hr/> <p>SEM Information Session (. 3, 2018)</p>
<p>2017 L L</p>	<p>STUA Council (. 4, 2017)</p> <hr/> <p>STUA Council & Guests Consultation Session (. 6, 2018)</p> <hr/> <p>STUA Council (. 7 2018)</p>
<p>2017 L L</p>	<p>Consultation session on goals, strategies and tactics for Goal 6 (. 5, 2018)</p>

Division of Student Affairs
University of Victoria
avpsasec@uvic.ca
250-721-7556
uvic.ca/studentaffairs

