

## **Supporting Projects for the Enrolment Action Plan**

### **Enrolment Goals**

Through this project, the Provost's office and the office of Institutional Planning and Assessment will work with each college to discuss long-term enrolment goals and strategies for each program. The goals and strategies, along with other work being done within the Enrolment Action Plan, will begin to inform a revitalized Enrolment Foundational Document for the University of Saskatchewan.

Enrolment goals would include both headcount and teaching activity. For headcount, it would include the number of admitted students, enrolled students and graduating students. These students would be described by mix (new, internal transfer, external transfer, diversity). For teaching activity, the goals would include both teaching within the college/department's own program as well as teaching in other programs. There should also be goals around the enrolment in the college/department's courses which examines who takes the course – the department's own students, students from other programs/colleges/institutions.

**Enrolment Metrics** – a detailed project charter begins on page 3 of this document

This project will deliver a standard set of business rules and definitions for metrics around student enrolment and teaching activity at the institutional, college and program level. This project will also clarify, develop and implement processes for producing and delivering metrics to stakeholder groups in a timely manner. This project will successfully address confusion and inconsistencies that colour our institutional reporting of enrolment statistics.

### **Tuition Strategy**

The development of principles to guide discussions of tuition rate setting are intended to ensure tuition rates are consistent with the university's vision, institutional imperatives and goals as outlined in the university's integrated planning documents, as well as the university's tuition history and the current post-secondary landscape. Responsible financial management continues to be a priority for the university. The principles identified in this document do not specify a strict quantitative formula for deriving tuition rates. Instead, they identify the type of information that should be taken into consideration in the course of establishing tuition levels.

The tuition strategy outlines three principles that will guide University of Saskatchewan Board of Governors' decision making in setting tuition levels for 2010-11 and beyond. This strategy was developed through collaboration from administrators, students and government officials. The basic principles within this document are applicable to all forms of tuition, including undergraduate tuition, graduate tuition, non-degree credit course tuition and non-credit course tuition.

### **Resource Allocation**

Through the Financial Resources commitment of the Second Integrated Plan, a resource allocation model is being developed. This model should encompass all of the university's resources and should be evidence-based and driven by activity and strategy. Current resources are allocated primarily on a historic basis with focus on the university's operating budget. The project team has been doing research

on other universities' models and has drafted a concept document and principles. They will be consulting with Deans' Council, Planning & Priorities Committee and others in the near future.

### **Faculty Complement Foundational Document**

The primary purpose of the Faculty Complement Foundational Document is to provide an overarching vision for the nature, composition, recruitment, and retention of the University of Saskatchewan faculty complement over the first 20 years of the millennium. This document is expected to define what is meant by the term 'faculty', develop an institutional plan for appointment categories, project the future size of the faculty complement, provide guidance on strategies to attract and retain outstanding faculty, develop a set of principles to take maximum advantage of the existing pool of talent and expertise available on campus. The working group has put together a discussion paper which has been circulated to Deans' Council and will be engaging with other groups on campus this fall.

# Enrolment Action Plan | 2009

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## Project Charter

<b>Project Title:</b>	Enrolment Metrics and Reporting
<b>Project Description:</b>	The purpose of this project is to develop a set of definitions and business rules for enrolment metrics that are reported or required at the college and institutional level and to define a process for the development and communication of definitions and business rules relating to student metrics in an ongoing manner.
<b>Need:</b>	There are many audiences who have a wide variety of interests in the enrolment statistical data for the University. To be a transparent university, we must ensure we are providing these audiences with the information they would like in an accurate and timely manner. To be an accountable, we must ensure that the information supplied has clarity and completeness, accuracy and timeliness and that the business rules and definitions are clearly defined and communicated to support the information being delivered.
<b>Executive Sponsor:</b>	David Hannah
<b>Project Manager:</b>	Troy Harkot/Russ Isinger
<b>Working Group:</b>	Russ Isinger – SESD Jason Doell – SESD Kyla Shea – IPA Troy Harkot – ISA Mark Horseman – ISA
<b>Decision Makers:</b>	David Hannah Brett Fairbairn
<b>Stakeholders:</b>	Information Strategy and Analytics Institutional Planning and Assessment Student and Enrolment Services Division College Deans University Communications
<b>Stakeholder Requirements:</b>	SESD – responsible for developing business rules and data definitions and for reporting for operational and internal purposes (SESD, colleges, PEC, Council, Senate)

ISA – responsible for implementing definitions and business rules in the process of delivering institution-wide student information and reporting to internal and external stakeholders

IPA – responsible for reporting for planning purposes

ISA/IPA/Communications - will have to explain how and why Statistics Canada, SUFM and internal numbers differ

**Scope:**

This project will deliver a standard set of business rules and definitions for a subset of metrics around student enrolment and teaching activity at the institutional, college and program level as defined by the immediate needs of the Achievement Record, Planning Parameters, Census Day and ongoing reporting throughout the academic year. This project will also clarify, develop and implement processes for developing and delivering metrics to stakeholder groups in a timely and ongoing manner.

Appendix A lists the student related metrics that are in scope of this project. Definitions and business rules will be developed for these metrics as part of this project. Further student related metrics will be defined and documented in an ongoing manner subsequent to this project.

**Constraints/Risks:**

Multiple definitions for many of our enrolment metrics already exist. These metrics have been communicated to campus numerous times over the past number of years. Clarifying and/or changing these definitions will add confusion unless communicated properly – this risk will be addressed with the assistance of University Communications.

Through the creation of data stewards, restructuring of new offices/systems and business processes roles and responsibilities for definitions and business rules have changed.

**Assumptions:**

That this project will successfully address confusion and inconsistencies that exist with respect to our institutional reporting of enrolment statistics.

That the scope of this project does not include all possible enrolment metrics but that it does include key metrics that are or will be reported on in the near future.

The process for defining, developing, and approving definitions and business rules will be adopted for the development of future student related metrics in an ongoing manner.

**Deliverables:**

A document outlining the definitions and business rules around enrolment metrics to be delivered to the Provost and Vice-President Academic (and University Data Steward) and to the Associate Vice-President Student and Enrolment Services (Data Steward for student data) to be implemented by ISA, IPA, and SESD in the delivery of student related reports and information.

**Milestones:**

Project Charter – September 15, 2009

A list of metrics to be defined – September 30, 2009

Definitions and business rules drafted – October 31, 2009

Consultation – October 1 to November 30, 2009

Final document – November 30, 2009

## Appendix A: Student Metrics

Measure	Level	Cohort	Time Dimension
Registered Student Headcount	Undergraduate		Year
Registered Student Headcount	Undergraduate		Regular Session
Registered Student Headcount	Undergraduate		S/S Session
Registered Student Headcount	Undergraduate	International	Year
Registered Student Headcount	Undergraduate	International	Regular Session
Registered Student Headcount	Undergraduate	International	S/S Session
Registered Student Headcount	Undergraduate	Aboriginal	Year
Registered Student Headcount	Undergraduate	Aboriginal	Regular Session
Registered Student Headcount	Undergraduate	Aboriginal	S/S Session
Registered Student Headcount	Undergraduate	Visible Minority	Regular Session
Registered Student Headcount	Undergraduate	Disability	Regular Session
Registered Student Headcount	Undergraduate	Direct Entry	Regular Session
Registered Student Headcount	Undergraduate	Open Studies	Regular Session
Registered Student Headcount	Graduate		Year
Registered Student Headcount	Graduate		Regular Session
Registered Student Headcount	Graduate		S/S Session
Registered Student Headcount	Graduate	International	Year
Registered Student Headcount	Graduate	International	Regular Session
Registered Student Headcount	Graduate	International	S/S Session
Registered Student Headcount	Graduate	Aboriginal	Year
Registered Student Headcount	Graduate	Aboriginal	Regular Session
Registered Student Headcount	Graduate	Aboriginal	S/S Session
Registered Student Headcount	Graduate	Visible Minority	Regular Session
Registered Student Headcount	Graduate	Disability	Regular Session
Registered Student Headcount	Graduate	Master's	Regular Session
Registered Student Headcount	Graduate	Master's	S/S Session
Registered Student Headcount	Graduate	Doctoral	Regular Session
Registered Student Headcount	Graduate	Doctoral	S/S Session
Registered Student Headcount	Graduate	Post-Graduate	Regular Session
Registered Student Headcount	Graduate	Post-Graduate	S/S Session
Registered Student Headcount	Graduate	Undeclared	Regular Session
Registered Student Headcount	Graduate	Undeclared	S/S Session
Registered Student Headcount	Post Grad Clinical		Regular Session
Registered Student Headcount	Post Grad Clinical		S/S Session
Registered Student Headcount	Non-Degree		Regular Session
Registered Student Headcount	Non-Degree		S/S Session
Non-Student Headcount	ESL		Regular Session
Non-Student Headcount	ESL		S/S Session

Non-Student Headcount	XNEPS		Regular Session
Non-Student Headcount	XNEPS		S/S Session
Non-Student Headcount	IMG		Regular Session
Non-Student Headcount	IMG		S/S Session
Graduating Student Headcount	Undergraduate		Calendar Year
Graduating Student Headcount	Graduate		Calendar Year
Graduating Student Headcount	Non-Degree		Calendar Year
Graduating Student Headcount	Undergraduate	Aboriginal	Calendar Year
Graduating Student Headcount	Graduate	Aboriginal	Calendar Year
3Credit Unit Equivalent Activity	Undergraduate		Year
3Credit Unit Equivalent Activity	Undergraduate		Regular Session
3Credit Unit Equivalent Activity	Undergraduate		S/S Session
3Credit Unit Equivalent Activity	Graduate		Year
3Credit Unit Equivalent Activity	Graduate		Regular Session
3Credit Unit Equivalent Activity	Graduate		S/S Session
3Credit Unit Equivalent Activity	Non-Degree		Year
3Credit Unit Equivalent Activity	Non-Degree		Regular Session
3Credit Unit Equivalent Activity	Non-Degree		S/S Session
Full Load Equivalency	Graduate		Regular Session
Student Completion Rates	Undergraduate	Direct Entry	6-Year Period