

A Multi-Year Enrolment and Retention Plan (2010 to 2013)

Progress Report and Plan Update



**Prepared by:
Strategic Enrolment Management Committee
(February 2011)**

Enrolment and Retention Planning Background

In September 2010 a new Strategic Enrolment Management Committee (SEM) was convened under the leadership of Gary Boire, the Provost and Vice President Academic. The Committee is tasked with providing leadership to the University on enrolment management practices (see Appendix C, Terms of Reference) via a University Multi-Year Enrolment and Retention Plan. The key objectives of the plan are 1) to identify enrolment targets, and 2) to develop strategies to achieve those targets.

To meet these objectives, Key Performance Indicators (KPIs) have been updated in order to reflect the performance and progress of enrolment at Trent and to increase the KPIs' effectiveness in driving appropriate changes to enrolment activities and targets. The Committee has also included new knowledge acquired about enrolment patterns, the impact of initiatives to date, and changes in government policy.

This report provides the first review of annual targets established in the April 2010 Plan. It is recommended that the overall plan be updated in 2012 following the completion of the Integrated Plan for the institution.

Enrolment Targets

Enrolment targets have been lowered from the April 2010 Enrolment and Retention Plan based on a better understanding of application data and conversion rates, Ontario government enrolment caps to the Bachelor of Education program and a decline in new student enrolment resulting from holding the minimum admissions average at 68%. The new enrolment targets are ambitious. Trent's total student population is targeted to grow by 184 full-time students in 2011-12 (152 domestic undergraduate, 17 international undergraduate and 15 graduate) and an additional 241 full-time students in 2012-13. The new targets are based on existing enrolment patterns as well as the anticipated impact of new programming to be introduced over the next two years, as outlined below. The new targets are in line with current budget assumptions and any reductions to the targets would require further cuts to the operational budget.

Overall Size

The total student population at Trent University is targeted to grow to 8,265 students by 2012-13.

Overall Targets	
2009-2010 actual:	7,817
2010-2011 actual:	7,840
2011-2012 target:	8,024
2012-2013 target:	8,265

An analysis of enrolment patterns over the past decade (factoring out the anomaly of the double cohort) shows constant enrolment numbers of new students in Peterborough. In 2010, applications to Trent increased by almost 15%, giving rise to anticipation of an increase in new student enrolment. This enrolment increase was not realized, and the SEM is currently working to establish the reasons for this lack of realized growth.

Current application numbers and retention estimates indicate we can expect an increase in enrolment in Oshawa and an increase in retention in Peterborough. Due to the shortfall in Oshawa enrolments in 2010-11, the decrease projected for education enrolments and the decline in enrolment resulting from holding the minimum admissions average at 68%, we currently project a decrease in enrolment in 2011-12 if no further improvements are made in conversion and retention of students. A major effort is being made to improve enrolment and retention, including the following initiatives:

New programming to be introduced in both 2011-12 and 2012-13 accounts for significant growth in the overall targets in 2012-13. The Sustainable Agriculture and Food Systems and Archaeology programs will take in their first cohorts in September 2011, but will not show significant numbers of new students until 2012. At that time, we anticipate a first- year cohort size of 25 and 10 new students respectively. A joint program in Journalism being developed with Loyalist College has a target enrolment of 60 new students for 2012-13 as well. These increases will significantly aid us in meeting our 2012-13 enrolment targets, but will not improve our enrolments for 2011-12.

Enrolment at Trent's new Oshawa campus was essentially unchanged from 2009-10, following the opening of the new Thornton Road campus. An increase in application numbers for 2011 suggests that an enrolment growth target of approximately 10% is likely over the next 4-5 years as the new campus establishes its identity in the Durham region. However, new programming in Business, Cultural Studies, Politics

as well as an expansion of our Environmental Science offerings projects a total increase of about 8-10% per year, beginning in 2012-13.

Graduate enrolment growth and international student growth is projected for 2011-12, and is dependent on government funding and scholarship support, respectively.

Domestic Undergraduate Students

The domestic undergraduate student population at Trent University is targeted to grow to 7,280 students by 2012-13.

Domestic Undergraduate Targets	
2009-2010 actual:	6,932
2010-2011 actual:	6,927
2011-2012 target:	7,079
2012-2013 target:	7,280

The Ontario government is projecting undergraduate enrolment to increase by 31,000 students over the next five years. Trent's share of that projection is approximately 585 students in total over the five years, including flow-through.

As noted above, the target of 7,079 for 2011-12 is ambitious and will require a number of significant enrolment and retention activities. Strategies identified in the 2010 Enrolment Plan to reach the targets for domestic undergraduate students have been updated and expanded to include new SEM activities:

1. Increase students graduating with a four-year degree. The application process has changed such that applicants now identify a specific program of interest. Data on student choice of majors, declaration of honours or general program, and graduation rates are being tracked to determine the impact of this change. It will take several years of data collection to verify if this has an impact on retention and on the number of students who are in honours programs.
2. Increase 6-year graduation rate. As part of an early alert system (which is discussed later in this document) students must be tracked to ensure that full-time students complete their degrees in a reasonable amount of time.
3. Financial aid. Attracting top high school students with full tuition scholarships, as well as using the full tuition initiative as a marketing opportunity, has attracted more academically strong students to Trent. To date, the number of students entering Trent with over 90% has increased from 86 students in 2007 to 155 students in 2010.

4. Become known as most transfer friendly university

Trent continues to pursue articulation agreements with Ontario colleges such as Fleming, Durham and Loyalist. Assessment needs to be made to determine whether these articulation agreements are beneficial to Trent (to determine if students entering on an articulation agreement are succeeding). As of February 2011, there is no mechanism in place to distinguish which students have entered on an articulation agreement.

5. General recruitment marketing

a) Priority territorial recruitment strategies for both the Peterborough and Oshawa campuses will include the eastern GTA, as well as the York, Barrie, Durham, Clarington and Ottawa regions. Segmented marketing to high school students and transfer/mature students will support recruitment efforts with targeted marketing and e-communication tools to enhance relationship-building. Messaging will articulate Trent's distinct qualities, based on vision and mission, while drawing attention to the University's offerings for scholarships/financial aid.

b) Retention efforts will be supported through timely and targeted messaging to new and returning students highlighting academic and social/community supports (academic advising, Introductory Seminar Week, etc) .

c) Targeted marketing to students of Aboriginal origin will be achieved through collaboration with Indigenous Studies and various Aboriginal communities. A distinct Aboriginal Recruitment and Retention group has been established and is guiding these activities.

6. Summer enrolment at Oshawa and Peterborough campuses.

a) Summer courses at Trent will be promoted to both Trent students and students who live in Peterborough or Oshawa but attend other institutions.

b) By diversifying the courses offered in the summer, more students will take summer courses. Student demand for summer courses will be identified to encourage more Trent students to take classes during the summer even if they are not in Oshawa or Peterborough at the time.

7. The Office of Institutional Planning and Research will be engaging in the Academics's University and College Applicant Survey as well as the Decline Survey to help Trent examine the attitudes and perceptions of applicants to assist SEM in identifying strategies for conversion.

Peterborough

The domestic undergraduate student population at Trent University in Peterborough is targeted to grow to 6,309 by 2012-2013 .This will require significant increases in new student enrolment and retention to offset an anticipated decline in Bachelor of Education students and a decline in new student enrolment resulting from holding

the minimum admissions average at 68%. These challenges will be partially addressed by enrolment in new programs such as Sustainable Agriculture and Food Systems, Archaeology, and Journalism, all of which will impact the 2012-13 year and beyond.

Domestic Undergraduate Peterborough Targets	
2009-2010 actual:	6,127
2010-2011 actual:	6,184
2011-2012 target:	6,269
2012-2013 target:	6,309

A variety of strategies have been discussed specifically to increase enrolment of domestic undergraduate students at the Peterborough campus.

1. Student success/retention initiatives

a) Student success and retention initiatives are taking place at the Peterborough campus. Numerous first-year experience strategies include New Student Advising (NSA) sessions, Introductory Seminar Week (ISW), and First-Year Seminars (FYS). An ISW Task Force reviewed ISW and NSA programs for learning outcomes and retention implications. In early 2011, a report was submitted with recommendations for program enhancement linked to demonstrated retention impact.

b) Improvements continue to be made to academic advising. An early alert program is in progress, student grades are reviewed at the end of the first semester and advisors request meetings with all students who are in academic jeopardy. A review of course design is underway to identify the pros and cons of semester versus full-year courses in terms of student assessment and progress.

c) A MyTrent degree audit system for students to track their own degree progress has been created and will launch in summer 2011. The program will enhance advising accuracy and is designed to reduce delays in graduation.

d) Student success and retention is directly linked to admission averages. The Academic Planning and Budget Committee of Senate has reviewed admission criteria for the 2011 academic year and will be taking a proposal to Senate that admission averages be held at a minimum of 68% coming from high school. The initial impact of this initiative will result in a decline in first-year enrolment; however, resources currently dedicated to the students with a high school average of less than 68% will be re-directed to other at-risk students. It is anticipated that over time, retention rates will improve.

2. Trent College-based enrolment and retention strategies

Trent College-based initiatives such as the Honours and Majors Discovery events, citation programs, and scholars in residence programs will be expanded as part of a College mandate for 2011-2012 to lead retention activities for the campus.

3. Recruitment of new business students

We continue to refine marketing of Trent's unique business program in order to attract the right students for the program. Playing on the strengths of the program and on what makes it different from other business programs will help to increase the enrolment of new BBA students at Trent. Finally, a new internship program that is available to all students in this program will help make the program more competitive.

4. Enhanced program mix

To date, a Sustainable Agriculture and Food Systems program and an Archaeology program have been approved at Senate for 2011 implementation. Additional programs are under consideration.

5. Fall 2010:

- a. An Associate Registrar was hired to bring strategic, focused leadership over the area.
- b. Improvements to Fall 2010 recruiting included use of multimedia presentations and better communications equipment for staff while on the road.
- c. A recruiter for Aboriginal students and a contract position for a liaison officer dedicated to Oshawa recruitment were created on a temporary basis.
- d. A significant roadblock in the effective recruitment of prospective students is the inconsistency in Trent's data collection and storage, including prospect data. A major investment in time, analysis and new processes is underway. It will result in better tracking of the prospects from application to offer and conversion.
- e. With the goal of a more student-focussed Transfer Credit Assessment process, the Registrar's Office has revamped operations to introduce a new system, refocus existing roles and responsibilities, and incorporate a team approach to assessing rather than the previous approach of one individual handling the majority of the TC workload. For January 2011 intake, all credits were assessed, processed and communicated to applicants well before the start of classes.
- f. 105 Offers of Admission were made verbally (by telephone) in tandem with mailed official Offers. The focus of this strategy was to provide a more personal touch. The goal is to continue to realign admissions processes and improve efficiencies to allow for increased customer service.

Winter 2011:

- g. Offer of Admissions packages are being reviewed and revamped to ensure a stronger, more professional presentation and brand consistency. Future considerations are audience-specific pieces including a new Oshawa-specific brochure already in development and parent-focussed materials.
- h. The applicant-focussed social media campaign on Facebook has been initiated six months earlier than in previous years with the goal of filling the communication gap from application to admission and new student advising.
- i. A new Applicant Portal was launched that allows applicants an online place in Trent's portal to review their application status and documents received. The Portal is complemented by a revamped Applicant section with key steps, communication pieces and links on Trent's website specific to the applicant.
- j. Trent's Calling Campaign has undergone an overhaul to develop an annual plan that is focussed on aligning all calling activities. Faculty are also participating in the campaign to contact applicants who have identified a desire to connect with faculty in their programs. A recruitment staff member is being assigned to have a long-term focus on development, coordination and implementation of the campaign as a year-long activity.
- k. Extension of the Oshawa liaison officer's contract until the end of April 2011 has allowed for support to guidance counsellors, Oshawa Open House coordination, Oshawa campus tours and targeted focus within the Calling campaign.
- l. Continuation of the Aboriginal recruiting position funded by the Ontario government will allow Trent to increase Aboriginal targeted recruiting and community outreach and leadership. Development of a pilot project is underway in a northern community to connect prospects to Trent students who will act as mentors and ambassadors to introduce Aboriginal high school students to university life, culture and academics.

6. Marketing for Peterborough

Support for recruitment and retention for the Peterborough campus will focus on the territory management model and market research to determine interest in new and existing academic programs. Messaging will clarify Trent's strengths in preparing students for professional degrees (medical, law, education) as well as focus on opportunities for transfer students from college. Marketing enhancements will be achieved through the new Integrated Web Presence and focussed use of social media to build awareness of, and effective incentives for sign-up for, advising, ISW, and first-year seminars.

Oshawa

The domestic undergraduate student population at Trent University in Oshawa is targeted to grow to 971 students by 2012-13.

Domestic Undergraduate Oshawa Targets	
2009-2010 actual:	805
2010-2011 actual	743
2011-2012 target:	810
2012-2013 target:	971

The Oshawa 5-year enrolment academic plan projects increases to 816 and 906 students in 2011-12 and 2012-13. We therefore expect to meet our target in 2011-12, but will need to improve retention and enrolment by a number of approaches to meet the 2012-13 target. A variety of strategies have been discussed to specifically increase enrolment of domestic undergraduate students at the Oshawa campus.

1. Development of Oshawa identity

The expansion of the Oshawa campus and its separation from UOIT/Durham College provides an opportunity to develop a distinct campus identity. This process will continue as program expansion is identified. This must be a priority for 2011.

2. Retention improvements

a) Unlike Peterborough, Oshawa has limited student services and student success and retention initiatives. A Manager of Student Affairs started work in August 2010 and service delivery for Disability Services, Academic Skills and Career Services were expanded. Service delivery will continue to expand with campus growth.

b) The early alert program to identify students currently experiencing, or at risk of, academic difficulties matches the Peterborough initiative.

3. Enhanced program mix

To attract more students to the Oshawa campus, enhancements to the program mix offered at that campus need to be made. One strategy will be to offer business courses in Oshawa.

4. Co-operation with UOIT

Talks are ongoing with UOIT to establish a long-term co-operation between the two institutions. At the forefront is the intention to make it possible for students to enrol in courses at either institution as appropriate for their needs without requiring special permission. Trent intends to expand its coverage of the Arts and Sciences spectrum to fill in its complementary position with respect to UOIT. This change will result in

a growing presence in the Durham region and is expected to give rise to an increase in enrolment at Trent in Oshawa.

5. Marketing for Oshawa

Messaging will give further substance to marketing content for existing programs and support new programs as they come on-stream, while providing support to retention through the communication of on-campus activities, special guests and student supports through the Integrated Web Presence and other internal marketing channels.

International Students

The international undergraduate student population at Trent University is likely to grow to 525 in 2012-13 as a result of increases associated with the Provincial Government's intention to grow the number of international spaces by 50%.

International Undergraduate Targets	
2009-2010 actual:	480
2010-2011 actual:	490
2011-2012 target:	505
2012-2013 target:	525

The March 2010 budget announced an increase in international enrolment by 50 per cent while guaranteeing spaces for qualified Ontario students. In the fall of 2010 the Premier announced 75 new Ontario Trillium Scholarships for International PhD students to attract top students and build stronger international relationships.

The following strategies will maintain Trent's ability to compete for international students:

1. ESL programming in Oshawa

English as a second language at the new Oshawa campus will afford new opportunities for international student growth if it coincides with the offering of a Business degree program in Oshawa.

2. Strategic engagement of new markets

Engaging markets across a range of geographic regions is one of the keys to consistent international enrolments. In order to maintain this broad portfolio, Trent will continue to engage new markets (e.g., India and Eastern Europe).

3. Retention initiatives

Three factors have been identified to affect international student retention: financial, academic, and cultural adaptation/inclusion. To help address the financial issue, TIP

priorities for scholarship funding will be revised to ensure degree completion for outstanding international students who have financial need. To help address academic factors an Internationalized First-Year Seminar will be developed to meet the learning needs of ESL, international, and internationalized students through cohort-based learning. Integration of TIP Academic Advising with the Senior Tutor team and other programming for at-risk students will also help address multiple factors affecting retention. Likewise, faculty training to ensure international student learning needs are addressed in Trent classes will address both short-term issues, and position us for more long-term enrolment success.

TIP will revise priorities for scholarship/bursary funding to ensure degree completion for outstanding international students who have financial need.

In addition, TIP will increase service and support to Saudi students in order to ensure retention to degree studies and success to graduation.

4. Study abroad

Students who participate in study abroad programs from Trent have very high completion rates. The process to facilitate access to study abroad needs to be streamlined to ensure that participation takes place.

5. Summer enrolment

Tuition incentives will be offered to international students to encourage them to enrol in summer courses. This will also allow for more manageable credit loads during the academic year with anticipated improvements in retention and program completion success rates.

Graduate Students

The graduate student population at Trent University is targeted to grow to 460 by 2012-13 in response to the Provincial Government's program to increase spaces in graduate education in Ontario, beginning in 2012.

Graduate Targets

2009-2010 actual:	405
2010-2011 actual:	423
2011-2012 target:	440
2012-2013 target:	460

The Ontario government is projecting enrolment to increase by 6,000 graduate students over the next five years. Trent's share is approximately 40 graduate students, or about 15 per year intake. This is dependent on an increased quota from the province allocated to graduate students.

Strategies to maintain or increase the graduate student population at Trent are outlined below:

1. Program development

New programs at the Masters level (like Psychology and Sustainability Studies) will attract some of our strong undergraduate students to remain at Trent for graduate work, as well as attract students from other universities. New PhD programs (e.g., Material Sciences) will also offer current Trent students an opportunity to continue their education at Trent and attract other students to Trent for Masters/PhD. New programs may also be developed that would increase these targets.

2. Offer program admission with advanced standing

A potential strategy for attracting more graduate students is to offer eligible students credit towards their Masters degree from undergraduate work completed.

3. Marketing for graduate studies

Continued support for the recruitment goals of graduate studies will be achieved through the ongoing support of a recruitment officer, and review and a continued focus on online strategies for marketing. Support for new programs will be achieved through strategic positioning aligned with existing University strengths (e.g., contact with leading professors, interdisciplinary learning and collaborative opportunities) and highly targeted materials and messages.

Appendix A - Key Performance Indicators

Figure 1: Peterborough First-Choice Conversion Rates (101s only)

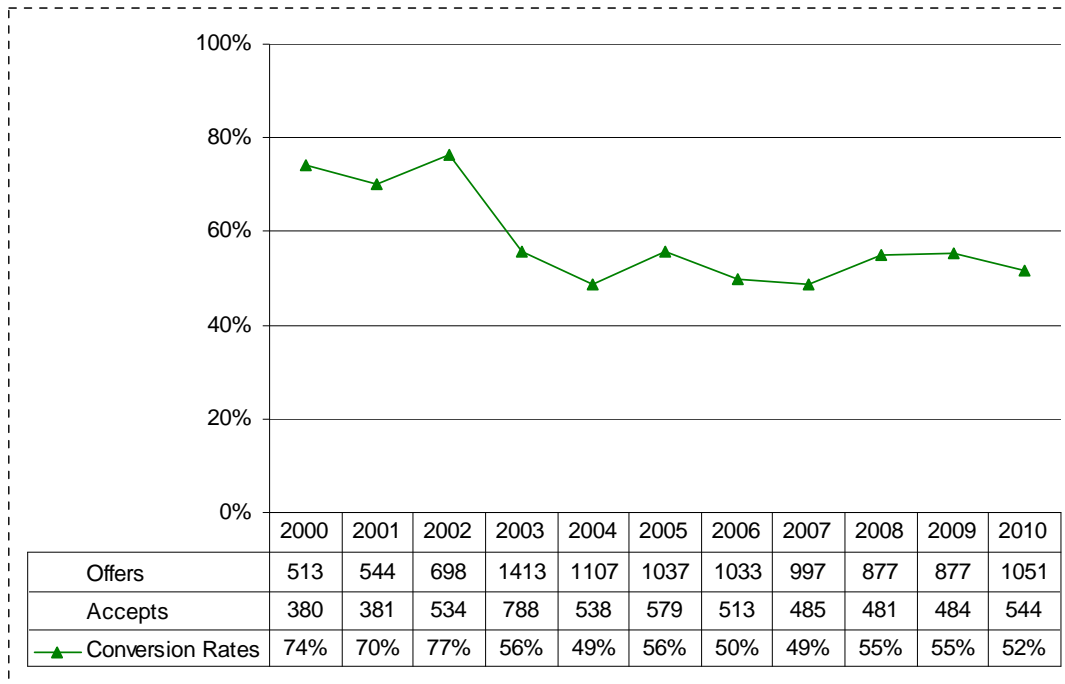


Figure 2: Oshawa First-Choice Conversion Rates (101s only)

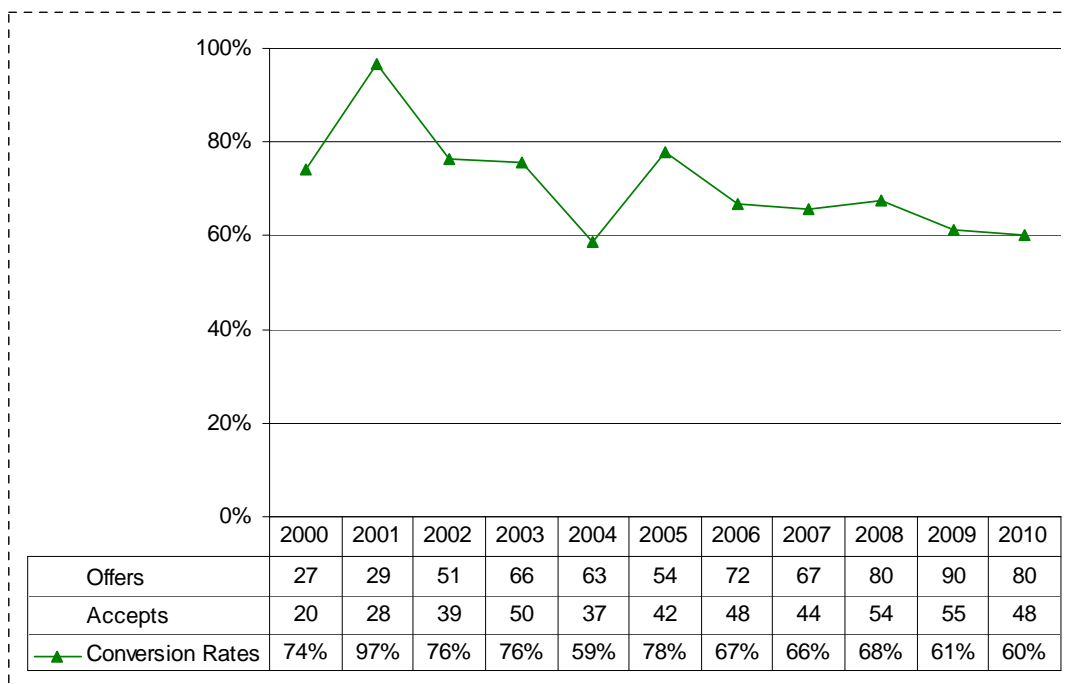


Figure 3: Entering Grades (101s only)

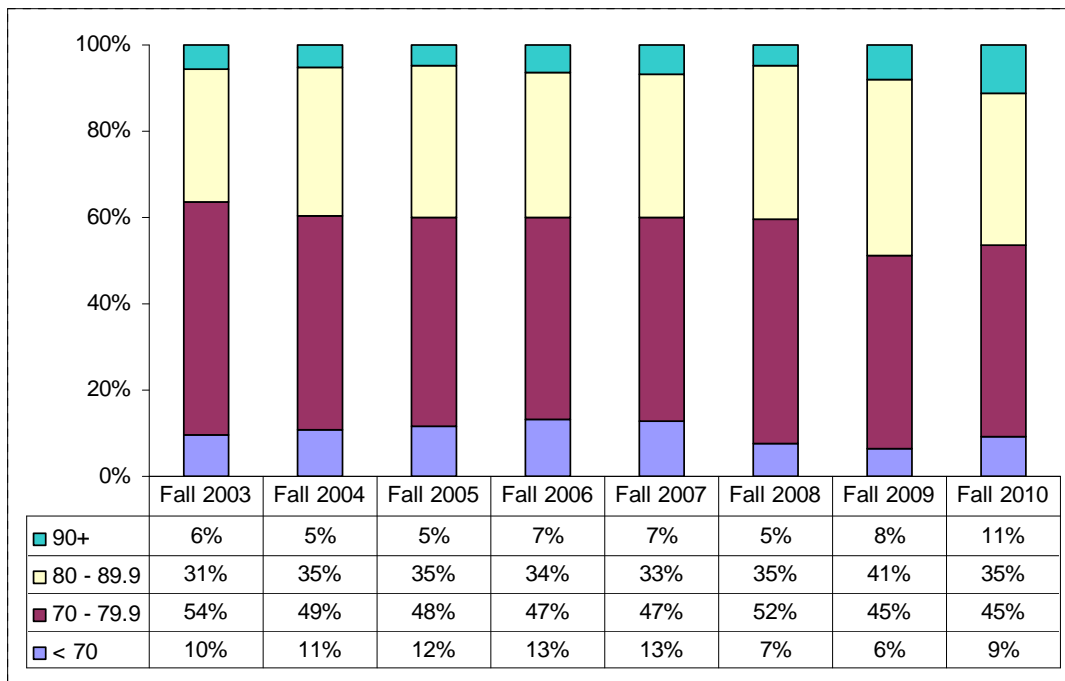


Figure 4: Undergraduate Enrolment by Campus – November 1

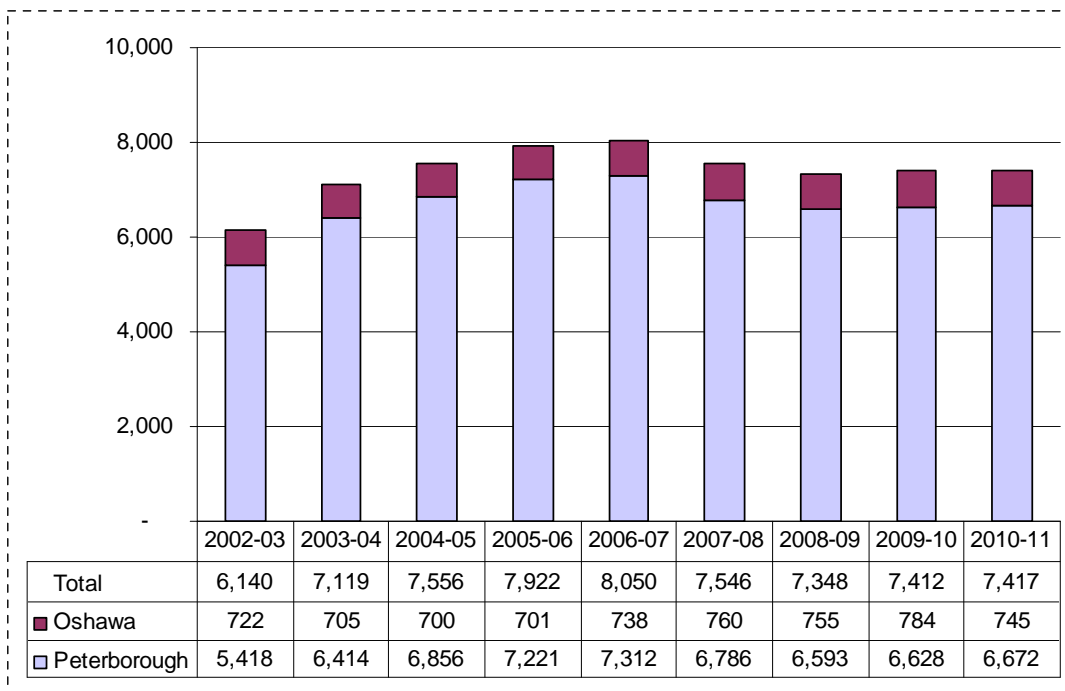


Figure 5 Undergraduate Enrolment by Faculty/School – November 1

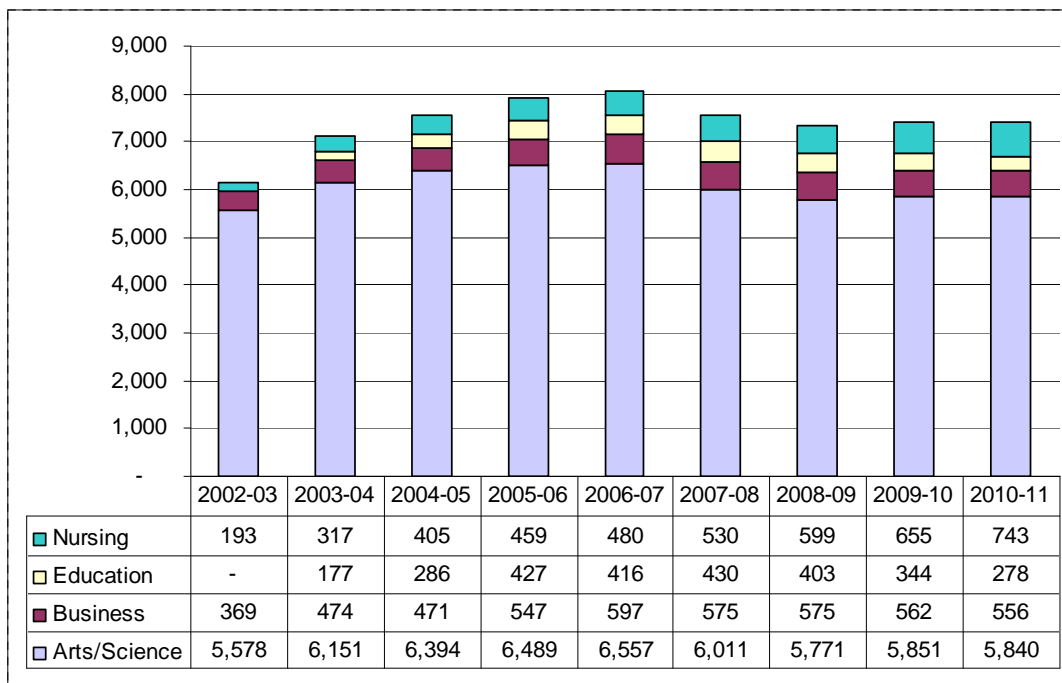


Figure 6 Undergraduate Enrolment by Residency Status – November 1

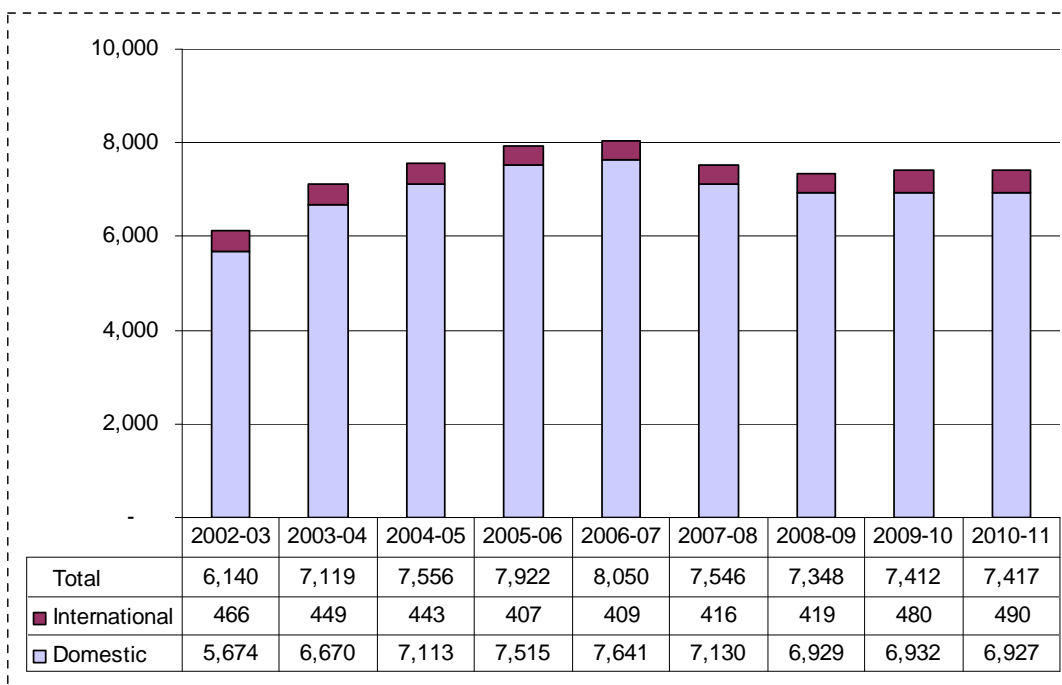


Figure 7: Year 1 to Year 2 Retention Rates

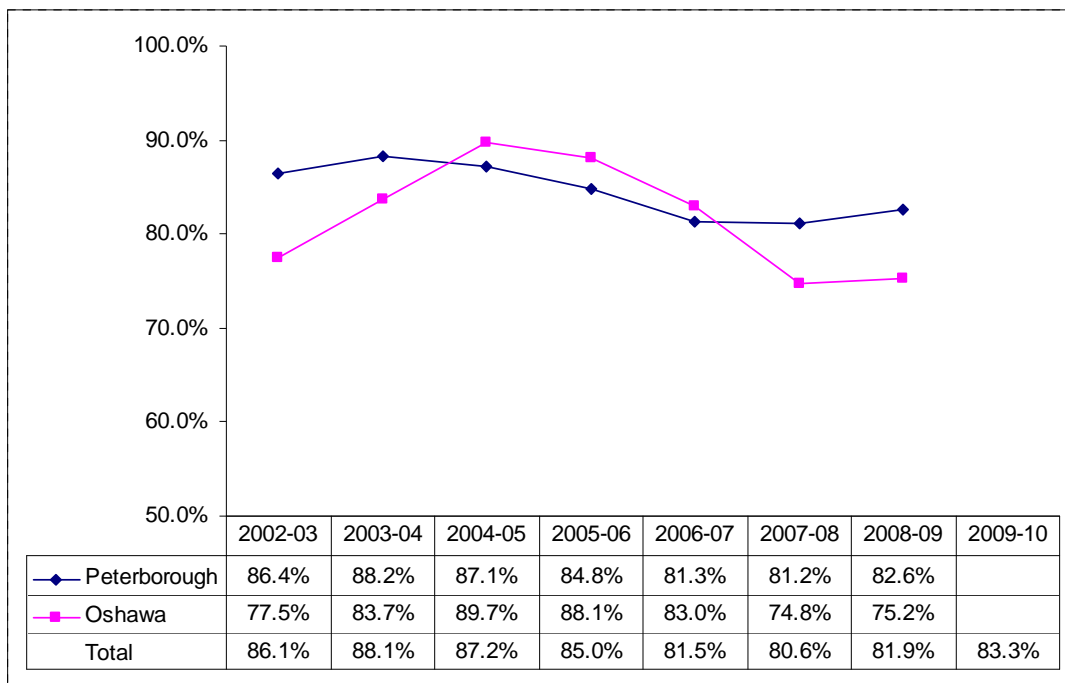


Figure 8: Graduate Enrolment by Degree – November 1

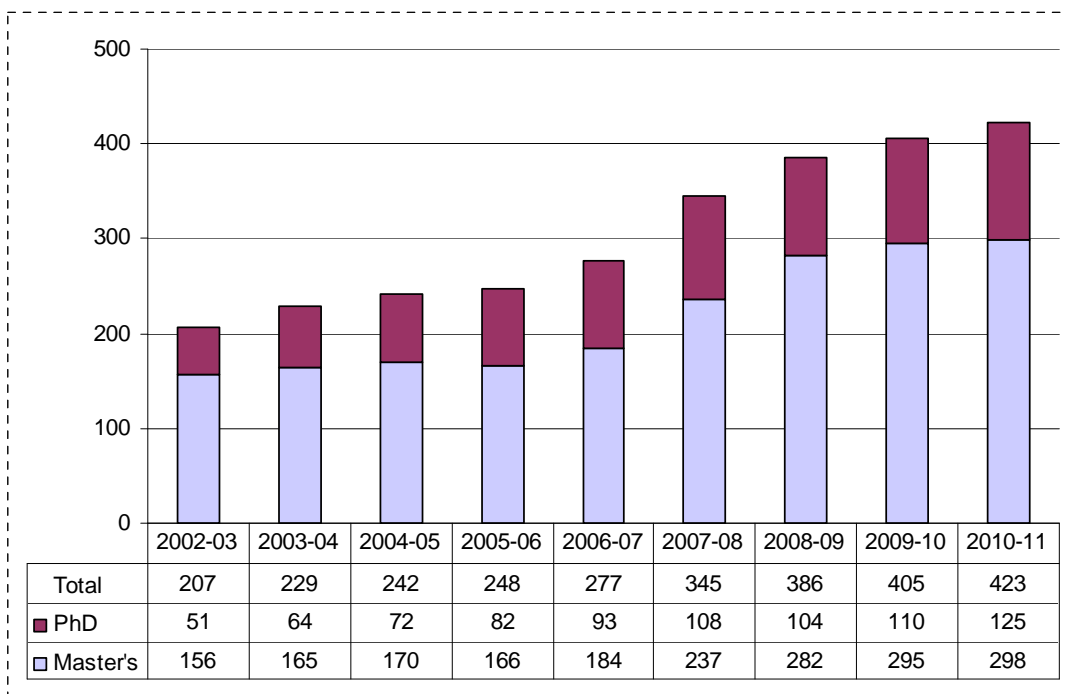
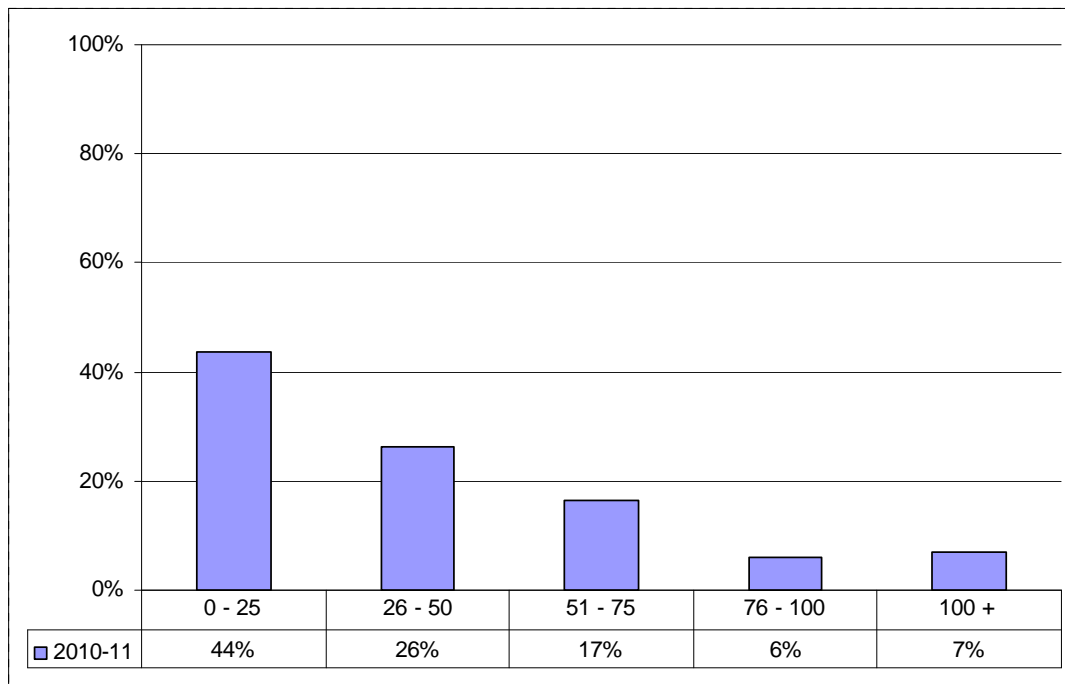


Figure 9: Undergraduate Fall/Winter Class Sizes (2010-11)



Notes:

1. Only the primary sections are included. Eg. If a course includes a lecture and a seminar, only the lecture would be included.
2. All reading courses, practicums, field courses, theses, etc. have been removed and cross-listed courses have been combined; Web courses and Bachelor of Education courses are not included; Columns may not add to 100% due to rounding.

Appendix B – Definitions

Academic Advising: At Trent, academic advising provides students with the opportunity to build a relationship with their advisor for the purpose of gaining assistance in planning their educational career and in learning how to access the variety of resources and services available to them at Trent. For more information visit www.trentu.ca/advising.

Articulation agreement: Trent University has articulation agreements with Ontario Community Colleges. These agreements are also known as “Degree Completion Programs.” Students who met the criteria of an articulation agreement will receive transfer credits as outlined in the agreement. You can find more information about articulation agreements at the Ontario College and University Transfer Guide (OCUTG) website www.ocutg.on.ca/.

Athabasca: Athabasca University is an online and distance education institution serving over 37,000 students worldwide. For more information visit www2.athabascau.ca.

Collaborative nursing: The Trent/Fleming School of Nursing offers an integrated, collaborative four-year program leading to a Bachelor of Science in Nursing (B.Sc.N.) degree. A collaborative relationship between Trent University and Fleming College lies at the heart of the Nursing program. As a Trent/Fleming School of Nursing student you will take all classroom-based courses at Trent University’s Peterborough campus while at the same time exploring clinical practice in a wide variety of health care agencies throughout East Central Ontario. For more information visit www.trentu.ca/nursing.

Compressed nursing: For students with a suitable number of university transfer credits, the Trent/Fleming School of Nursing offers a compressed program in the Bachelor of Science in Nursing degree. The compressed option allows transfer students to complete their Nursing degree in less than three years. For more information visit www.trentu.ca/nursing/program_compressed.php.

Degree audit system: A degree audit system through MyTrent would enable students to track their progress towards completion of a particular academic program. Degree audit systems show students the requirements for their program and which of those requirements have been met and which ones are outstanding.

Distance education: Distance education involves any course that can be completed without the need to be at the university. At Trent, this represents courses offered online.

Domestic students: Domestic students include Canadian Citizens or permanent residents.

Double cohort: With the elimination of the OAC year for high school students a "double-cohort" was created when both the last OAC class and the first Grade 12 class graduated in 2003.

First generation: First generation refers to students whose parents did not graduate from university.

First-Year Seminar: The First-Year Seminar course has been designed to help first-year students develop the thinking, reading, writing and presentation skills that are important for success in all university courses. A common structure across all sections of the course will ensure that learning outcomes are the same but each section will have a theme and related text(s) chosen by the instructor. The course will count as an elective toward any Trent undergraduate degree. For more information visit www.trentu.ca/deanundergraduate/firstyearseminar.php.

Full-time: A full-time student is a student who is registered in 3.5 credits or more for the fall/winter term.

Graduate students: Graduate students are registered in Masters or PhD level studies. For more information visit www.trentu.ca/graduatestudies

International students: The term international student refers to students who are not Canadian Citizens or permanent residents.

Introductory Seminar Week: Starting Labour Day, new students to the university have the opportunity to become acquainted with their college, meet upper-year students, become accustomed to the new academic setting, attend various academic seminars to get a sneak peek at the available courses and meet with various student services and faculty for academic advising and guidelines. For more information visit: www.trentu.ca/isw.

Key Performance Indicators: Key Performance Indicators (KPIs) are used to measure performance and assist in defining and evaluating an organization's success while monitoring the progress of the organization in reaching long-term goals.

Living learning communities: Living learning communities provide an opportunity for students living in residence to get involved in various activities and to meet new people with common interests. Members are offered enriched programming based on initiative, interests and enthusiasm from the students themselves, as well as involvement from campus and community partners. For more information visit www.trentu.ca/housing/livinglearning.php.

MyTrent: MyTrent is a digital one-stop shop for on-line services for students and employees at Trent University. MyTrent services include access to email, course registration, news, etc.

New Student Advising sessions: New Student Advising sessions are offered in June, July and August. The day includes a series of presentations and information sessions designed to prepare students for their arrival at Trent University in September. During the course of the day, students will have the opportunity to register in their courses, sign residence contracts, tour residence facilities, and learn about Introductory Seminar Week. Students will also learn about student life and have opportunities to meet other new students. All new students to Trent are invited to attend one of the sessions. For more information visit www.trentu.ca/nsa.

Noel-Levitz: Noel-Levitz provides enrolment management consulting to post-secondary institutions. For more information visit www.noellevitz.com.

November 1 count: Fall student enrolments are reported to the Ministry as at November 1st of the academic year.

Online courses: Online courses at Trent are those offered through Trent's MyLearning System and all course work is done online.

OUAC: The Ontario Universities' Application Centre (OUAC) is the central location for processing applications for admission to Ontario universities. For more information visit <http://www.ouac.on.ca>.

Part-time: A part-time student is a student who is registered in less than 3.5 credits for the fall/winter term.

Retention: Retention refers to the numbers of students continuing with their studies (as opposed to dropping out).

Study abroad: Trent has exchange agreements with a number of universities around the world that allow Trent students to pay tuition and ancillary fees to Trent University, remain registered as full-time students, then “trade” places with students from a host university. At the host university Trent students carry full course loads for one full academic year with the courses credited towards their Trent degree. Students subsequently return to Trent to complete their studies. For information: <http://www.trentinternational.org/service/studyabroad/index.php?id=62>.

Summer program: During the summer, Trent offers courses in a variety of subjects available to new and continuing students at Trent, in Peterborough, Oshawa or on-line. Courses are offered for either a 12 week term starting in May or one of two six week terms starting May or June. For more information visit www.trentu.ca/summer.

Territory management: Trent recently began using a territory management approach to recruitment. This involves breaking potential students into regions and examining where resources are best allocated for recruiting the greatest number of students.

Transfer students: Transfer students have studied at another university or a college prior to transferring to Trent University. For more information visit www.trentu.ca/undergraduate/howdoiapply_transferstudent.php and click on “Transfer Credit Information”.

Trent Colleges Citation in Leadership program: A non-degree program designed to introduce students to theories of leadership, while providing them with a parallel opportunity to put these theories into practice through a volunteer experience in the greater Peterborough community. Program participants commit to 10 hours of study in preparing for and attend four lecture/seminars on leadership and ethics. They also complete no less than 10 hours of unpaid service at a local non-profit organization, or an approved service leadership project of the students’ own design to be completed during the winter term. Successful students receive a Citation in Leadership from their affiliated college.

Trent ESL: Students who require additional English language training as per Trent’s English proficiency requirements, or wish to further enhance writing and research skills to provide a solid foundation on which to begin academic studies, can apply for conditional admission through the Trent ESL program. Upon successful completion of the program, students proceed directly into degree studies.

Trent International Program: The Trent International Program (TIP) offers students from many countries the opportunity to live and study at Trent. TIP provides services, support, information and a sense of home to students from around the world who are studying at Trent. For more information visit www.trentu.ca/international.

Appendix C

Strategic Enrolment Management Committee Terms of Reference

Membership:

- *Chair:* Gary Boire, Provost and VP Academic
- *Members:*
 - Michael Allcott, Director, Trent International Program, Head of Champlain College
 - Marilyn Burns, Director, Marketing & Communications
 - Melissa Joseph Hill, Associate Registrar
 - Joe Muldoon, Assistant to the Provost and Vice President Academic
 - Meri Kim Oliver, Associate Vice President, Student Affairs and Acting Registrar
 - Mark Parnis, Special Advisor to the Provost
 - Michelle Willson, Director, Office of Institutional Planning & Analysis

Goals:

1. To analyze past enrolment trends; define future annual enrolment goals; create annual integrated strategic recruitment and marketing plan; and measure, monitor and respond to trends in enrolment (recruitment and retention) at Trent University
2. To create broad proactive strategies to achieve concrete goals; identify and perpetuate successful enrolment strategies; identify and discontinue ineffective practices; and identify and address barriers to success

Deliverables

- Noel Levitz:
 - Response to Noel Levitz 2010 Competitor Study, with action items
 - Response to final April 2010 Noel Levitz report, with action items
 - Response to Neol Levitz 2010 Market Research Study (to come Jan/11), with action items
- Report on possible reasons for flat enrolment trends (and gaps between applications and conversions)
- Response to 2010/11 multi-year Strategic Enrolment Plan and KPIs
- Comprehensive list of prospect and applicant “touch points” for 2010/11 recruitment cycle

- New 2011 market research study exploring program preference for prospective students by region
- Integrated Strategic Recruitment and Marketing Plan for 2012, with market segmentation and territory management
- Ongoing assessment and updates to the 2012 Integrated Strategic Recruitment and Marketing Plan
- Recommendations for marquee programs with potential for “halo effect” for Trent University
- Retention
- Ongoing analysis and synthesis of reports and studies (CUSC, NSSE, etc)

Reporting

- SEM will provide written monthly reports to PVP and PPG, including current enrolment analysis, plans to address immediate enrolment concerns, resource needs assessment, budget impacts/limitations/requests, and barriers to success
- The chair will report as requested/required to the Board of Governors on behalf of SEM

Scope / Jurisdiction

The Strategic Enrolment Management Committee (SEM) will determine the strategic priorities related to marketing, enrolment, recruitment and retention for (the Office of the Registrar, Marketing & Communications, etc). SEM will be advised by, respond to and provide strategic direction to initiatives related to retention. SEM will respond to and have an impact on the priorities, initiatives and work plans of (Oshawa/ Student Affairs/ Associate Deans). SEM may from time-to-time provide information and input to Deans on issues such as program names/packaging, marquee programs, based on research findings.

Guidance from the Board / PVP

The Board of Governors and PVP have deemed SEM to be the top priority for Trent University

Resources and Budget

Existing individual departmental budgets as well as the strategic investments fund will be assessed and leveraged to undertake initiatives determined by SEM. Requests for additional funds to undertake extraordinary initiatives will be presented to PPG for approval at PVP.

Governance

Consensus will be reached by majority vote with ultimate decision by the Chair

Additional Notes

- Communications outside of meetings will be conducted primarily via email
- Shared information, plans, notes, etc will be stored in the shared drive under SEM
- Notes to the meetings will constitute the official record of the SEM
- Meetings will be scheduled by the Assistant to the Provost and VP Academic