

# Enrolment Action Plan | 2009

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## **Project Charter**

**Project Title:** Undergraduate (Canadian and International) Recruitment Strategies

**Project Description:**

The purpose of this project is to deliver clear, explicit and differentiated recruitment strategies for each our key market groups (Saskatchewan residents, aboriginal, out-of-province, and international audiences).

**Executive Sponsor:**

David Hannah, AVP-SESD

**Project Manager:**

Claude Lang, Director Enrolment Services

**Working Group:**

Claude Lang, Director of Enrolment Services  
Janelle Hutchinson, Manager, Marketing & Student Recruitment  
Manager of International Recruitment  
College Recruitment Advisory Board (includes representatives from all five direct-entry colleges)

**Consultation Group:**

Direct-entry colleges  
Non-direct entry colleges  
Aboriginal Students' Centre (and other Aboriginal groups/contacts across campus)  
Special Advisor on Aboriginal Initiatives  
International Activities Committee of Council  
Special Advisor on International Initiatives

**Decision Makers:**

Claude Lang, Director of Enrolment Services  
Janelle Hutchinson, Manager, Marketing & Student Recruitment  
Manager of International Recruitment  
College Recruitment Advisory Board (includes representatives from all five direct-entry colleges)

**Need:**

Over the past five years or so we have seen increased competition from other universities in the recruitment of Saskatchewan, out-of-province and international students. While the University has invested some new resources in domestic and international recruitment, for the most part these have been used to expand our historical recruitment activities, rather than to review and if appropriate make fundamental shifts in our recruitment strategies.

During the last year the university collected and reviewed a great deal of information from students and prospective students regarding their perceptions of the University generally and of some of our marketing and recruitment materials in particular. Based on this new information, we now need to strategically review our current recruitment strategies and tactics to ensure we are getting an appropriate return on investment. That is, we must be sure that we are devoting time and money to the recruitment activities, including targeted markets and strategies, that result in the largest number of students registering at our institution, and that we are making decisions about recruitment strategies based on data.

**Stakeholders:**

SESD  
Colleges  
University as a whole

**Stakeholder Requirements:**

Strategies to help us achieve our enrolment priorities as an institution

**Scope:**

**In Scope:**

- Working with key stakeholders (especially the direct-entry colleges) to review and assess past and current recruitment strategies and activities
- Collecting and maintaining a detailed review of U of S application and enrolment patterns and trends over the past three years
- Identifying key findings from research conducted in 2008/09 (UCAS, ADS, student focus groups, key stakeholder interviews, AACRAO review, etc.) and use these to inform the recruitment strategy
- Developing clear, focused and targeted recruitment strategies and actions for Saskatchewan, out-of-province, and aboriginal markets. We aspire to position the University as the top institution of choice in Saskatchewan and one of the top three institutions of choice for students in Western Canada (BC, AB, and MB).
- Clarifying roles and improving collaboration between SESD and colleges with respect to recruitment and communication strategies for prospective and newly admitted students
- Reviewing resources currently allocated to recruitment and related activities, gaps and priority areas for new investments
- Developing clear, focused and targeted recruitment strategies and actions for international student markets

**Not in Scope:**

- Implementation of strategies
- Changes to academic programs

**Constraints/Risks:**

- Engagement of colleges in developing new recruitment strategies will ensure that strategies reflect the goals, priorities and opportunities for each of the colleges, resulting in more effective recruitment of students

- Effective collaboration between SESD and direct-entry colleges in implementing new recruitment strategies will leverage expertise from both SESD and the colleges and result in a better use of resources and increased effectiveness
- That shared strategies developed collaboratively between the colleges and SESD may result in the reallocation of existing staff, resources and energy into new strategies

**Assumptions:**

- That the competitiveness of the post-secondary education landscape is widely understood

**Deliverables:**

- Clear, explicit, differentiated recruitment strategies

**Milestones:**

- Diverse Student Body working group interviews with direct-entry colleges – June/July 2009
- Recruitment Summit – August 2009
- Syntheses of key findings from Academics and AACRAO enrolment research – May/June 2009

Domestic:

- Review of enrolment data – September to November 2009
- Completed draft of new recruitment strategy – January 2009
- Consultation with key stakeholders – January/February 2010
- Completion of new recruitment strategy – March 2010
- Planning for 2010/11 recruitment cycle – January – April 2010

**Expected Impact of Enrolment:**

- Increased headcount, particularly to targeted programs with capacity
- Increased student diversity

**Key Dependencies:**

- Institutional Positioning Statement – must be drafted by December 2009 in order for the domestic and international recruitment strategies to be developed by January 2010
- Any decisions made regarding financial aid funding for undergraduate students may impact recruitment strategies
- Any decisions regarding student residence may impact recruitment strategies