

**Exhibit 2 (Revised)**

*The University of Western Ontario*

**SCUP Subcommittee on Enrolment Planning & Policy (SUEPP)**

**Recommendation on Enrolment Strategy**

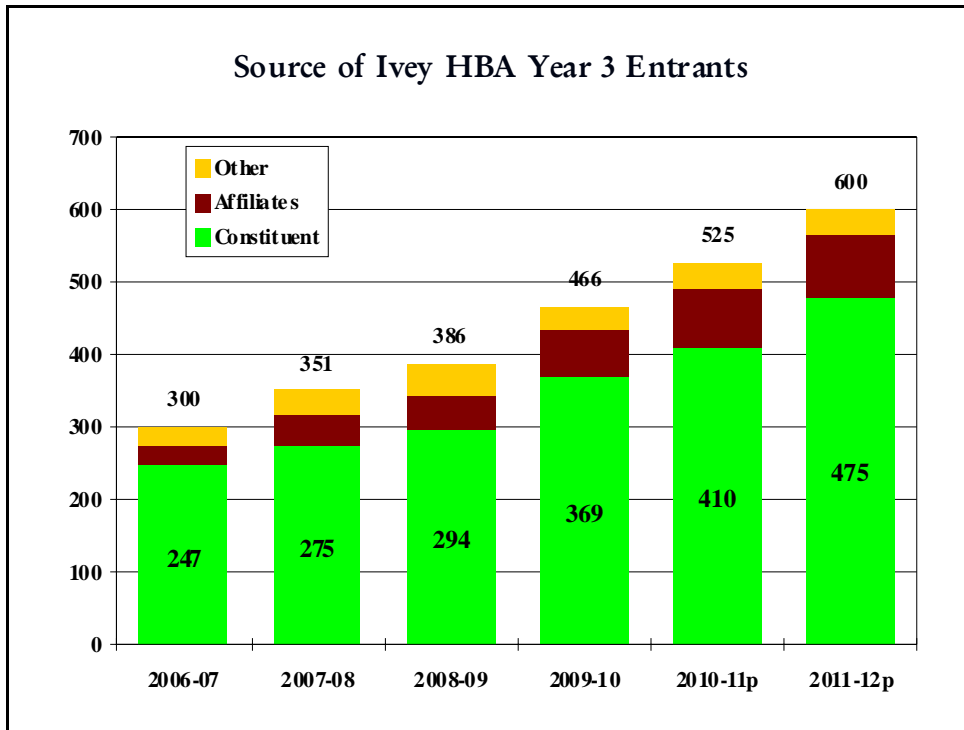
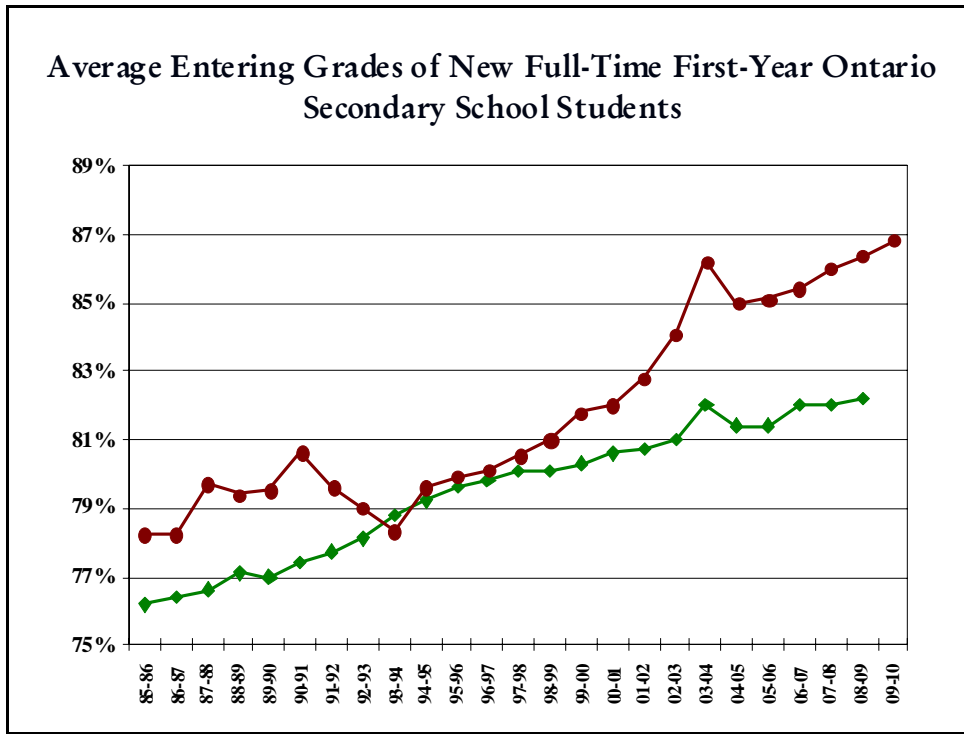
Revised – October 19, 2010

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**A. Context**

- Since the mid-1990's, a high priority at Western has been to improve the quality of its undergraduate students. As a result:
    - ▶ Our average entering grade of first-year students has reached an all-time high (at 86.8%) – and is second in the Province
    - ▶ Our first-year retention rate (92.7%) is second highest in Ontario and among the G13 institutions
  - While improving quality, our enrolments have increased substantially as a result of increases in retention rates, demand for our programs, more students pursuing 4-year degrees, expansion of 2nd-entry programs, and expansion of graduate programs. As a result, since 1996-97:
    - ▶ Full-time undergraduate enrolment has grown by 5,700
    - ▶ Full-time graduate enrolment has grown by 2,400
  - At present, graduate enrolment comprises 17% of our full-time enrolment
  - 24% of our PhD Enrolment is International; 14% of Masters Enrolment is International; Only 3% of Undergraduate Enrolment is International -- compared to a provincial average of 6% (the University of Toronto has nearly 11% international undergraduate students)
  - Looking forward, the issues facing us are:
    - ▶ We are at or near steady-state in retention rates and students pursuing 4-year degrees
    - ▶ The Province's Reaching Higher Program has come to an end and the early signals are that the Government's priority and funding for the coming years will be for increased "Access". The Government projects that an additional 50,000 undergraduate spaces will need to be accommodated in Ontario's universities by 2015.
    - ▶ There will be a direct relationship between our enrolment level and our budgetary situation. Future government funding will likely be linked directly to enrolment expansion. On the expenditure side, any level of enrolment expansion will require us to expand residence capacity. If there is substantial enrolment growth, we will also have to look at expansion of other academic facilities and infrastructure.
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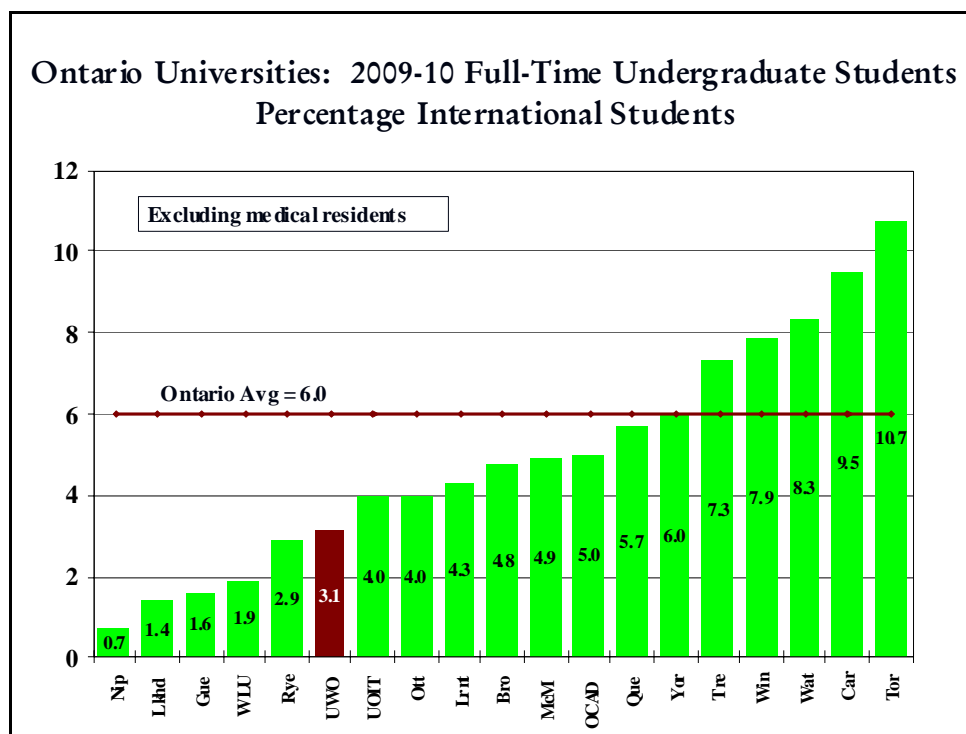


**B. Western's Current Approach to First-Year Intake and Related Items**

1. *Engaging the Future* -- Western's 2007 Strategic Plan -- recommended that the first-year class be maintained at 4,350 for the next decade.
2. With the 4,350 as the target, we have used the approach of setting a common minimum entrance requirement for all programs with the exception of selected limited-enrolment programs where the entrance requirements are higher. For the fall 2010 entering class, the common entrance requirements were 83% mid-year average and 81% final average.
3. Our first-year class has ranged from 4,350 to 4,500 between 2005-06 and 2009-10. In the current year (i.e. 2010-11), we project a first-year class of 4,715 -- largely due to the continuing increases in the take-up rate in the Bachelor of Medical Sciences Program.
4. Since 2005-06, the number of international students in our first-year class has ranged from 100 to 150 (approximately 3% of the first-year class).
5. Our HBA Program -- which admits students who have completed two years of University study -- is currently in the middle of planned expansion that will increase its incoming class from 300 in 2006-07 to 600 in 2011-12. About 80% (or 240) of the increase in the HBA class will be drawn from other direct-entry programs at Western. Therefore, capacity is made available in our direct-entry programs after the first two years of study.

**C. Enrolment-related Priorities at Western**

1. We must ensure that maintaining and enhancing quality (i.e. admissions standards) is our highest priority.
  2. Internalization is a high priority for us. One aspect of promoting internationalization is to ensure a reasonable level of international undergraduate enrolment. Therefore, given that our international undergraduate enrolment is well below the provincial level (3% compared to 6%), we need to expand. At some of our sister institutions (e.g. Toronto and Waterloo), international students comprise 8% to 11% of the undergraduate population.
  3. The Province is expecting an additional 50,000 students will be seeking University education by 2015. Western must consider the role it should play in accommodating this pressure.
  4. Graduate expansion continues to be of high priority at Western, and we must continue with the expansion trends of recent years.
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#### **D. Recommendation: Strategy for Enrolment Planning**

1. Western maintain the current minimum entrance requirement for first-year admission at 83% mid-year grade (and 81% final grade). For selected limited-enrolment programs, based on annual reviews by the Provost and the Deans, the entrance requirements could be higher.
2. The approach of using the common entrance requirement be continued. The result of this approach is that student demand/choice drives program-specific enrolments.
3. By the end of the upcoming 4-year planning period, we work to increase our first-year international enrolment to 400 from the current level of 150.
4. We continue to monitor the gap in entrance requirements between Western and the Ontario average -- with the objective of maintaining the current gap.
5. We continue to monitor the size of our overall first-year class -- in order to ensure that the undergraduate population does not reach a level that cannot be accommodated within our current physical infrastructure.

6. We continue with our First-Year Residence Guarantee initiative -- with the understanding that we may need to expand our residence capacity.
7. The Provost encourage the Faculties (through the Deans) to develop upper-year entry niche undergraduate programs, including 2+2 programs and partnership arrangements.
8. Western continue with the graduate enrolment aspirations outlined in *Engaging the Future*, and continue the doctoral expansion trends of the past decade. In 2009-10, full-time graduate enrolments comprised of 17% of the total full-time enrolment at Western.
9. As a research-intensive institution, enrolment planning will include the objective of maintaining or increasing the relative proportion of graduate student enrolments (currently 17%).

#### **E. Expected Outcomes**

1. If we maintain current entrance requirements, based on current applicant take-up rates for the various programs and the Province's forecasts of demand for University education, we project that our first-year class will fall in the range of 4,700 to 4,950.
2. At this point in time, for budget modeling purposes for the upcoming 4-year planning period, we are using a first-year class of 4,800 and the graduate enrolment plans submitted by the Faculties in the spring of 2010. The Faculties will be reviewing and updating their graduate enrolment plans as part of the current planning cycle – and the new plans will be incorporated into the University's 4-year plan spanning the period 2011-2015.
3. We will need to expand our residence capacity in order to maintain our First-Year Residence Guarantee and to ensure that the appropriate levels of upper-year and graduate student spaces are maintained and enhanced.

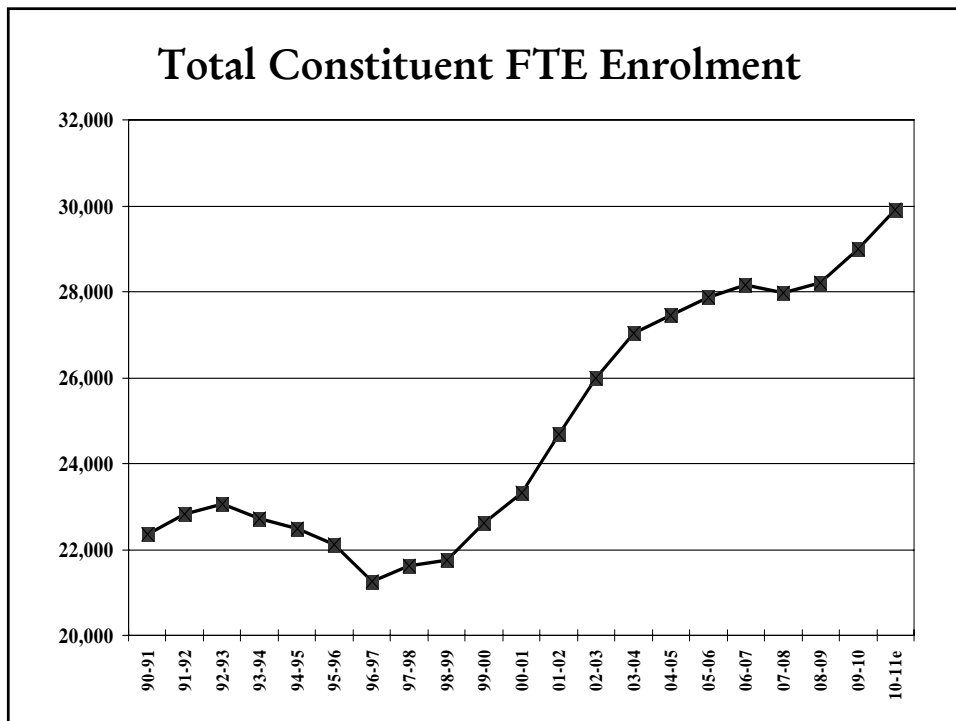
# **Enrolment Strategy and Planning**

SCUP  
November 1, 2010

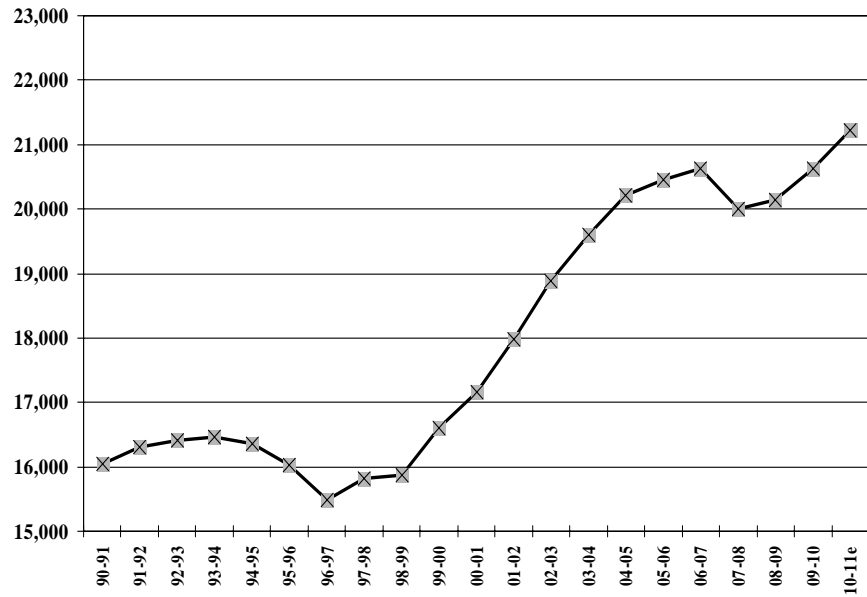
## **Outline**

- Western's Current Enrolment Profile
  - Enrolment Levels, Mix, and Quality
- How are we positioned within the Provincial and National Scenes?
- Linking Enrolments to Academic Priorities
- Future Enrolment Strategy – Discussion Items

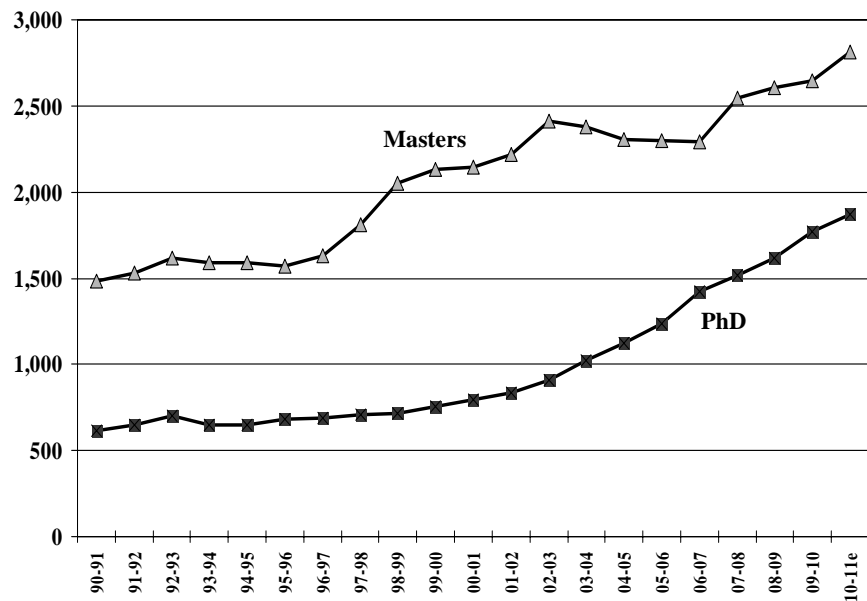
# Western's Current Enrolment Profile



## Full-Time Constituent Undergraduate Enrolment

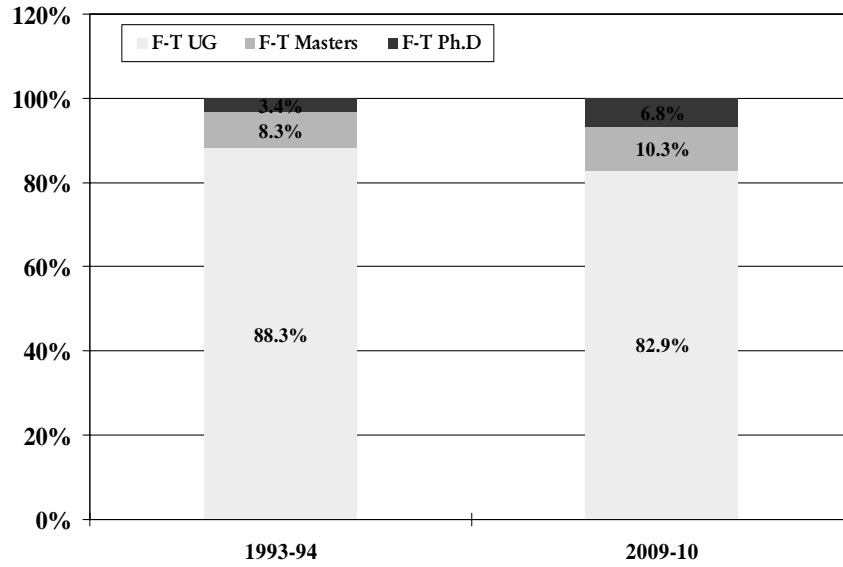


## Full-Time Constituent Graduate Enrolment

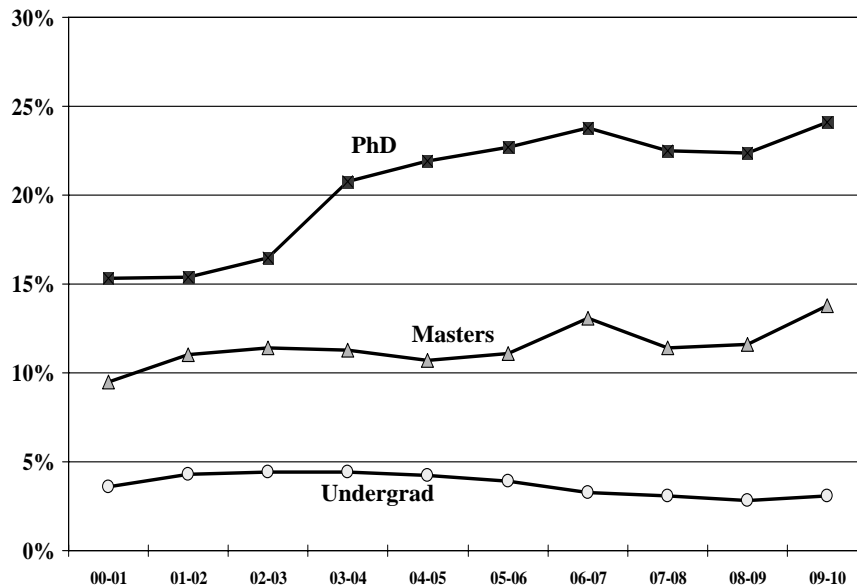




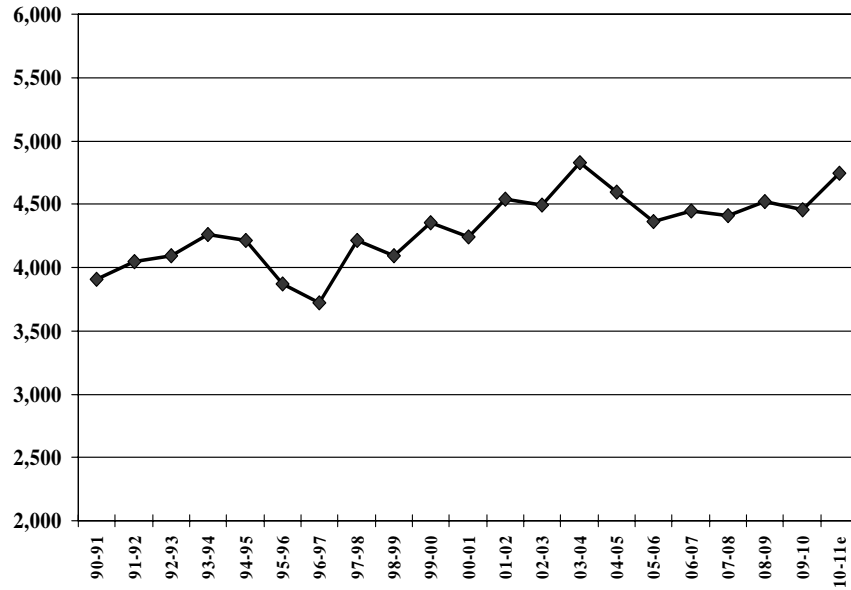
## Distribution of Full-Time Enrolment (Constituent Only)



## Full-Time Enrolments: % International

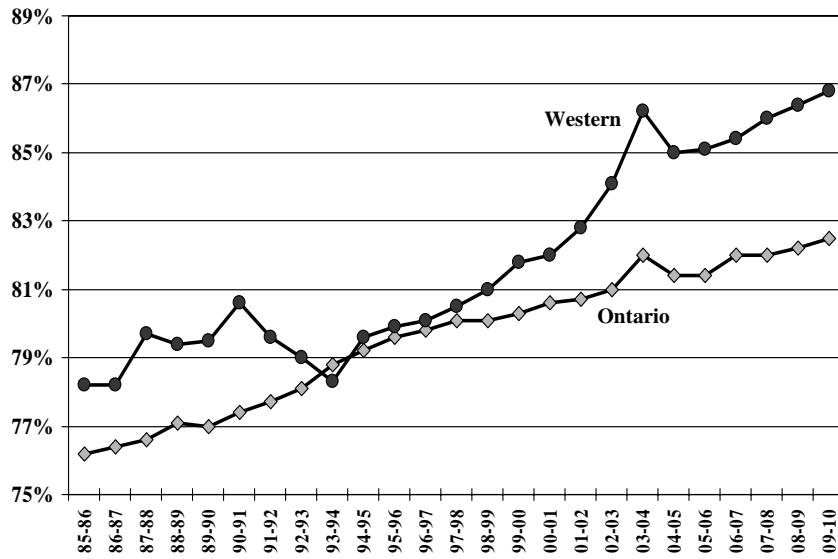


## Full-Time First-Year Enrolments

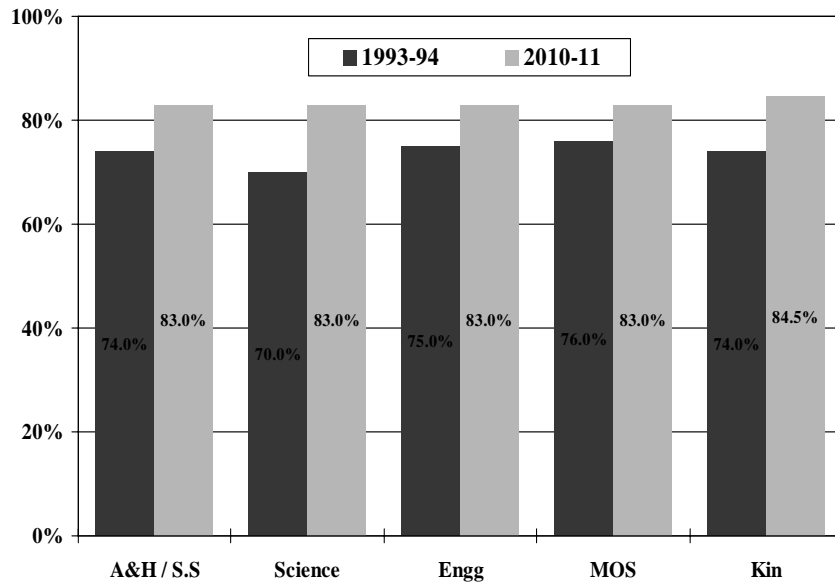


## Undergraduate Student Quality

### Average Entering Grades of New Full-Time First-Year Ontario Secondary School Students



### Western: Entrance Requirements for First-Year Entry

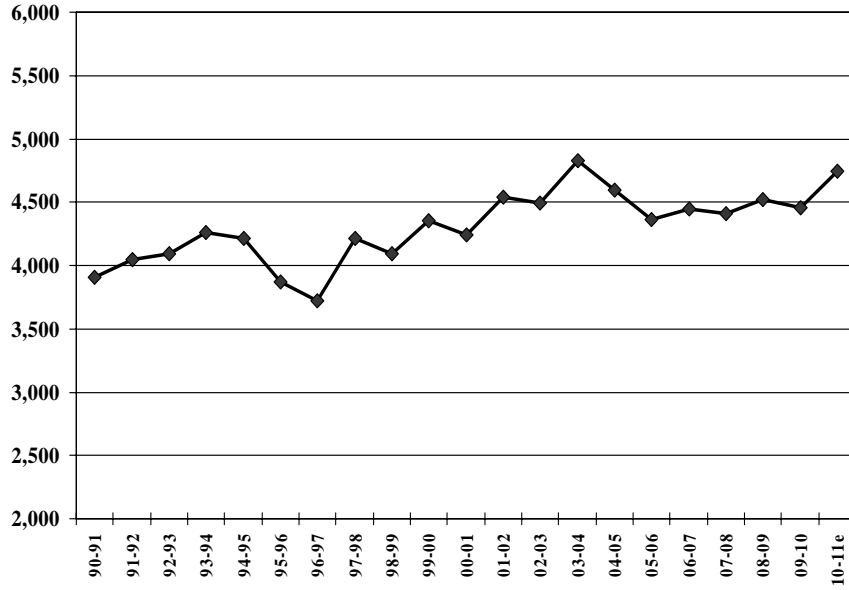


## Observations

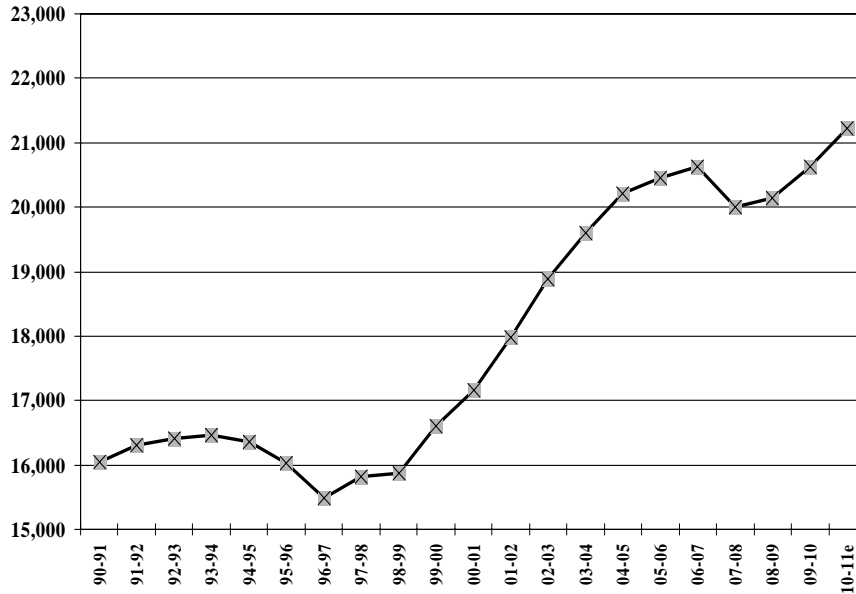
- Since 1996-97, Full-Time Enrolment has Grown by 8,100 FTEs
  - 5,700 Undergraduate
  - 1,200 Masters and 1,200 Ph.D.
- 17% of Full-Time Enrolment is Graduate
- International Students
  - 24% of PhD; 14% of Masters; 3% of Undergrad
- Quality of Undergraduate Class has Increased Substantially
  - entering grades, retention rates, graduation rates

**How have we achieved  
undergraduate enrolment growth  
while maintaining a fairly stable  
first-year class size ??**

### Full-Time First-Year Enrolments

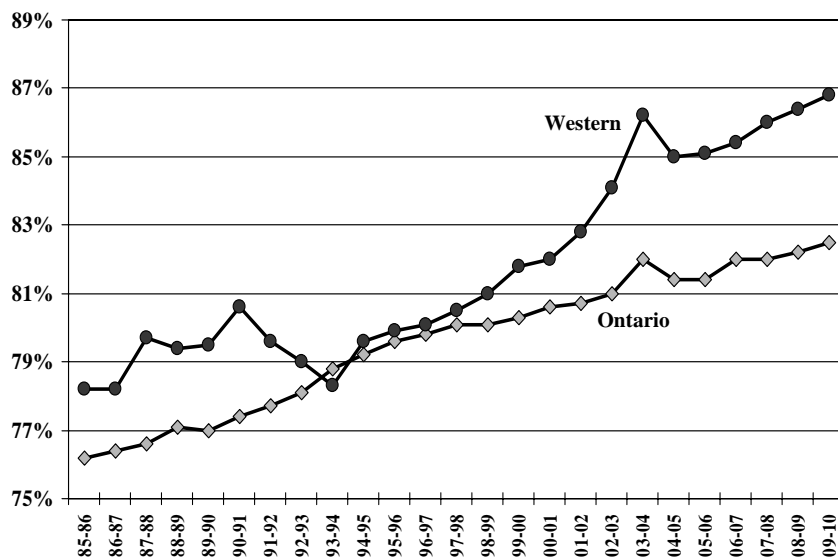


### Full-Time Constituent Undergraduate Enrolment

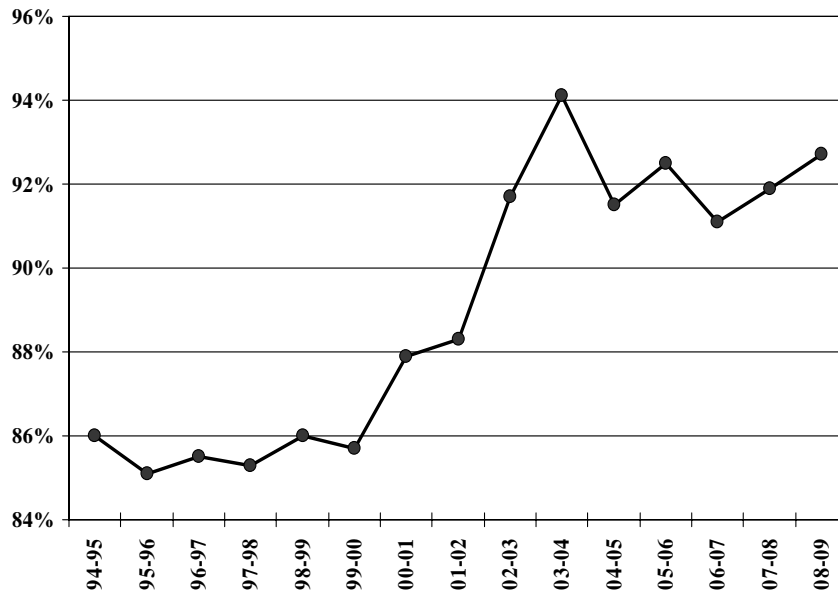


# 1. Impact of Increased Quality

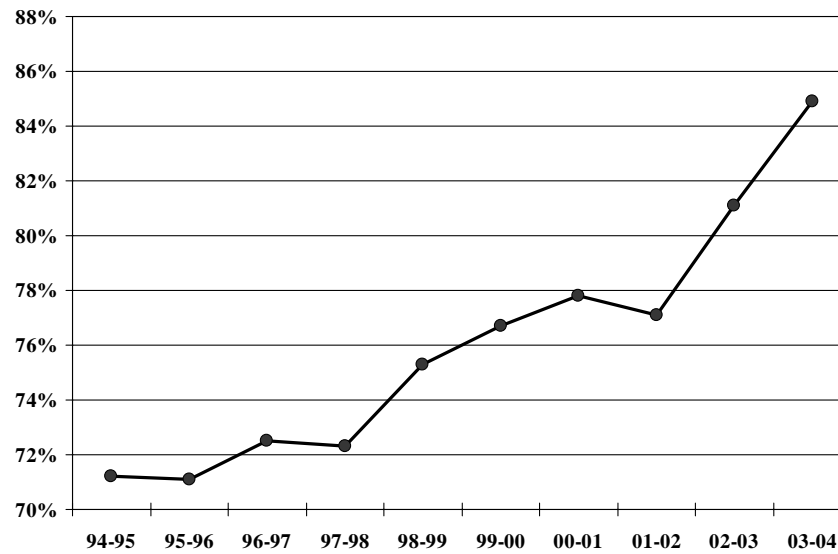
Average Entering Grades of New Full-Time First-Year Ontario Secondary School Students



**Western: Year 1 to Year 2 Retention Rates**

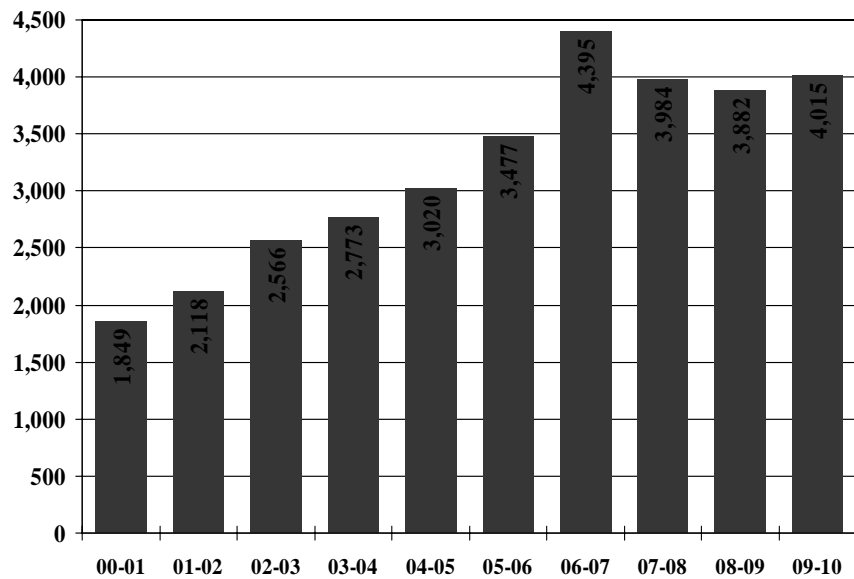


**Western: Undergraduate Student Graduation Rates within Six Years of Entry**



## 2. New Academic Choices and the 4-Year Degree

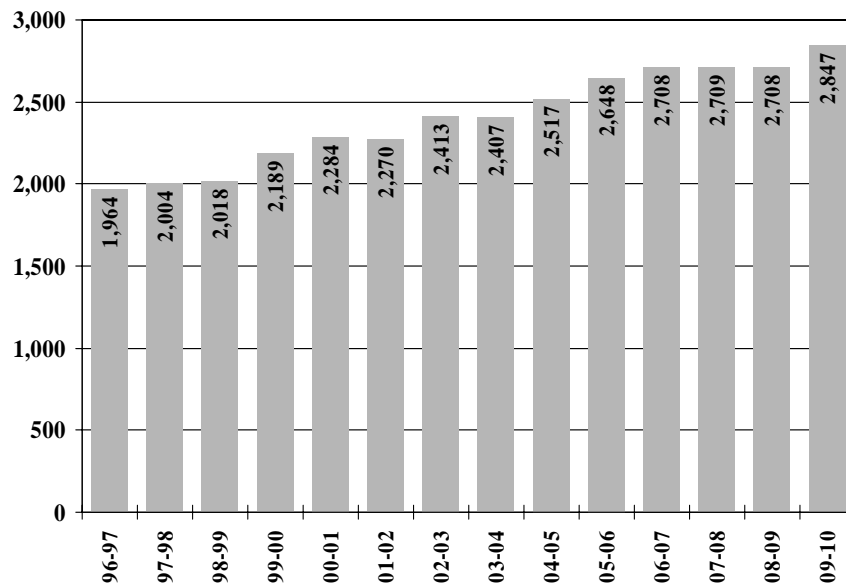
Full-Time Year 4 Enrolments in Direct-Entry Faculties





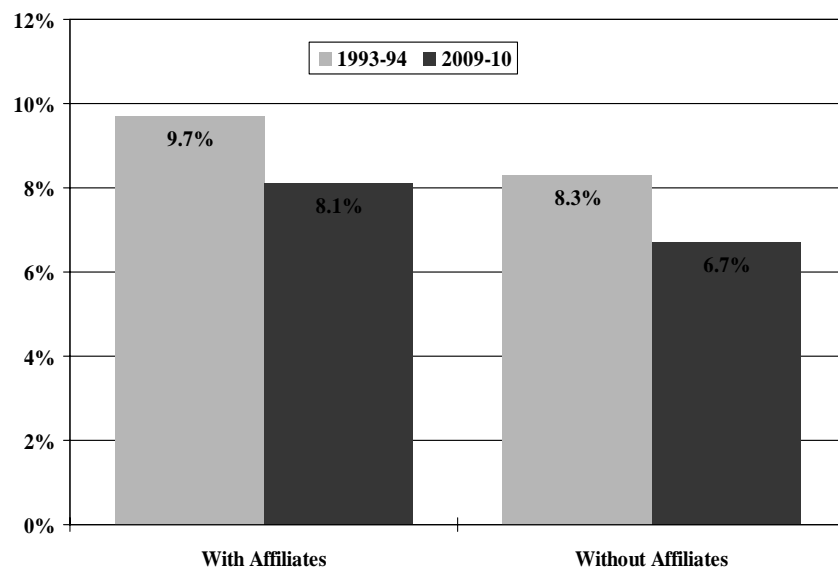
### 3. Planned Expansion of Second-Entry Programs

Enrolment in Second-Entry Undergraduate Programs

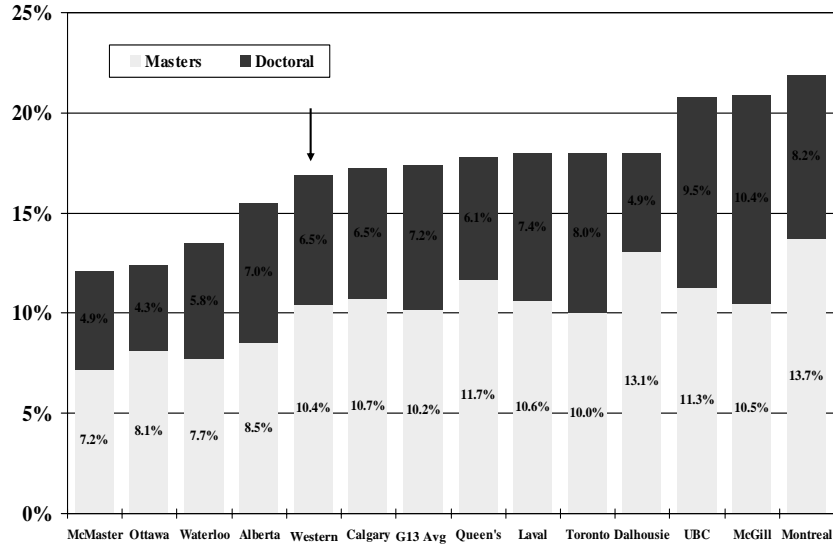


## Western's Enrolments within the National and Provincial Scenes

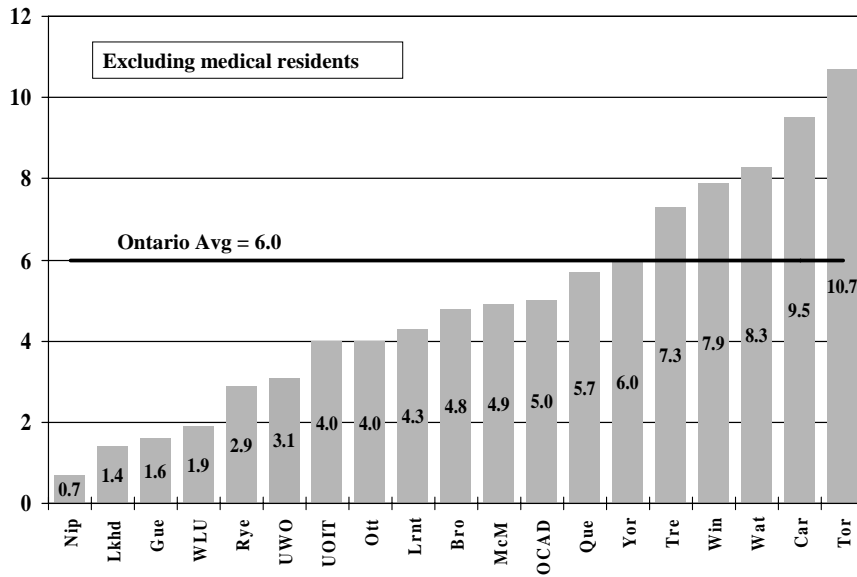
**Western: Percentage of System Full-Time Enrolments**



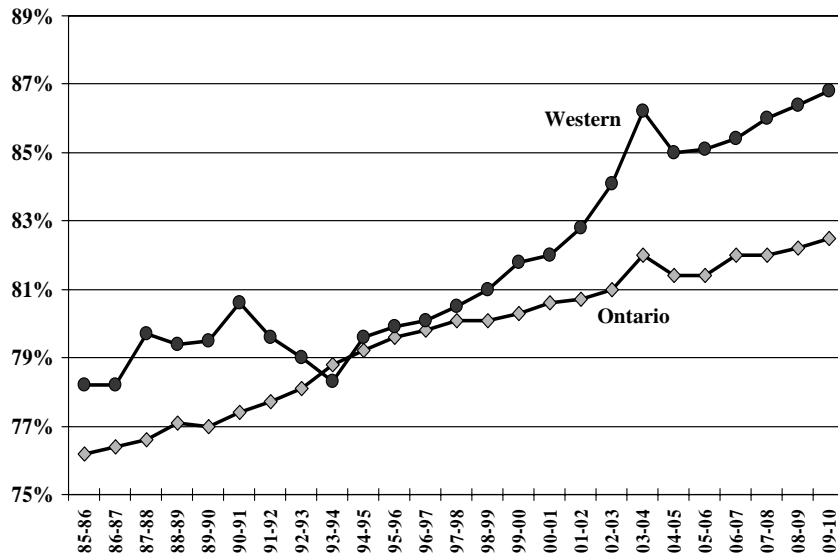
### 2008-09 Full-Time Masters and Doctoral Students as a Proportion of Total Full-Time Student Enrolment



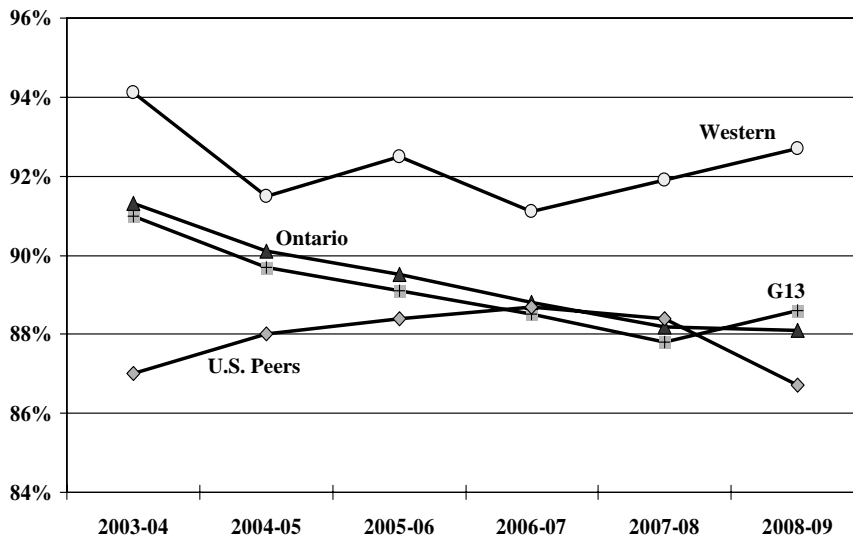
### Ontario Universities: 2009-10 FT Undergrad Students Percentage International Students



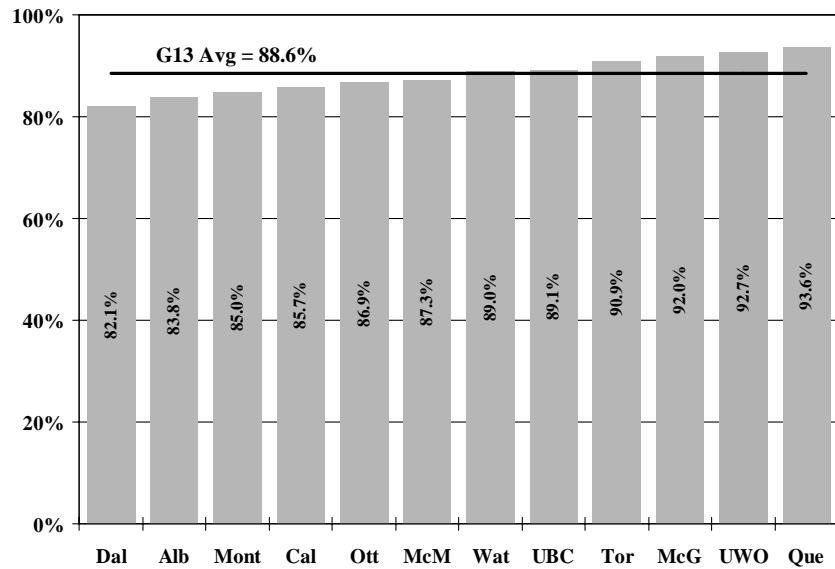
### Average Entering Grades of New Full-Time First-Year Ontario Secondary School Students



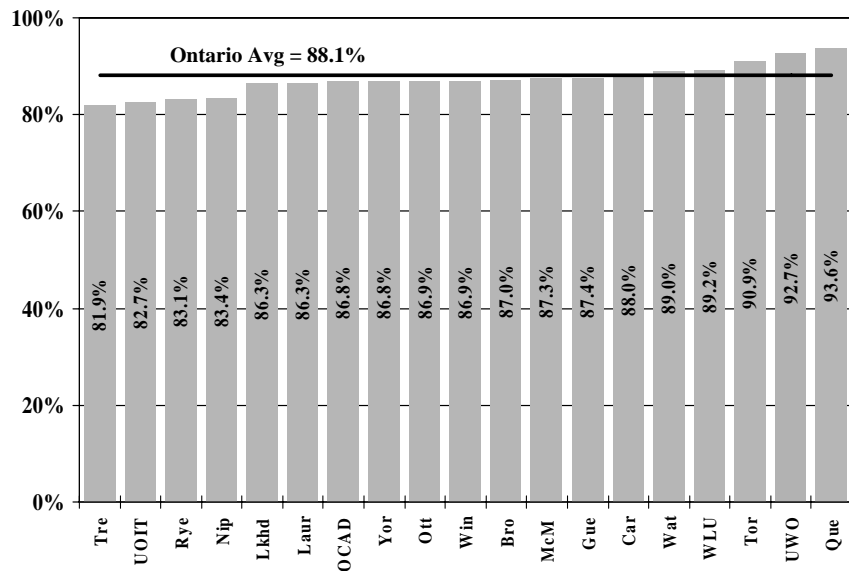
### Year 1 to Year 2 Retention Rates 2003-04 to 2008-09 Entering Cohorts



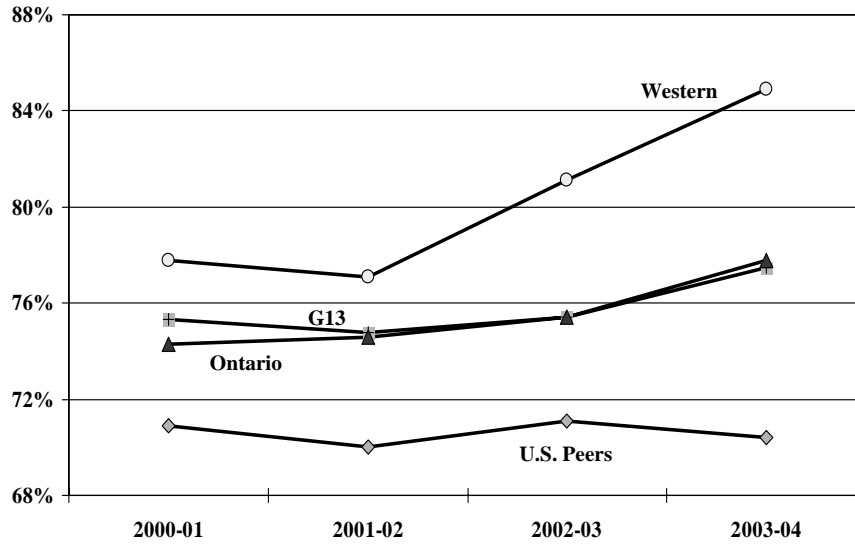
### G13 Universities: Year 1 to Year 2 Retention Rates 2008-09 Entering Cohort



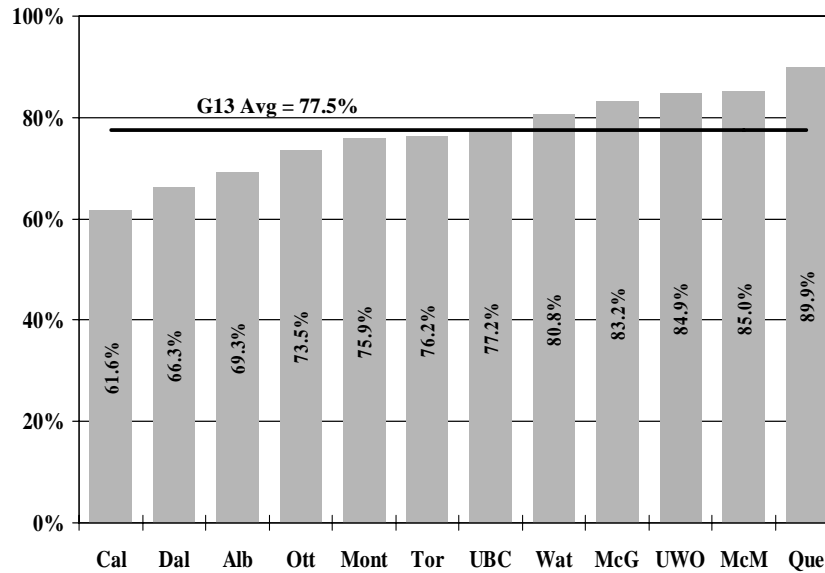
### Ontario Universities: Year 1 to Year 2 Retention Rates 2008-09 Entering Cohort



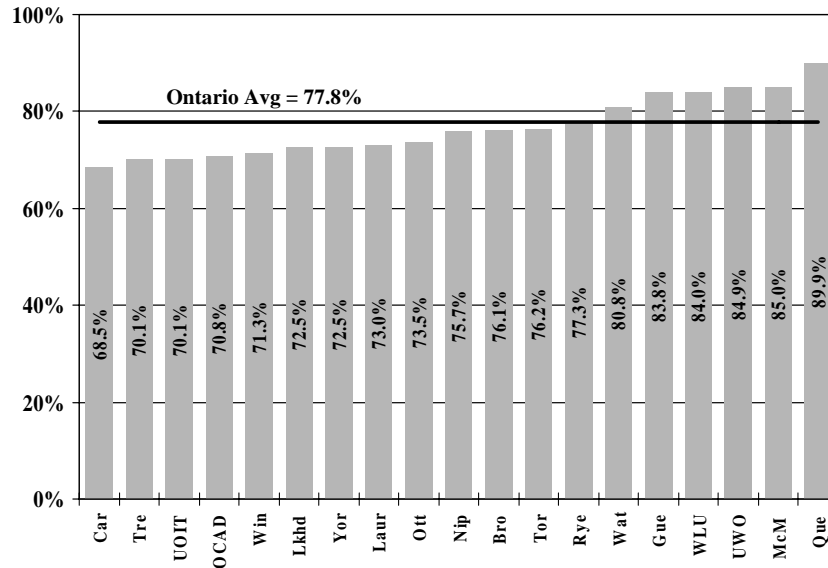
### Undergraduate Student Graduation Rates Six Years After Entry



### G13 Universities: Undergrad Student Graduation Rates 2003-04 Entering Cohort -- Six Years After Entry



## Ontario Universities: Undergrad Student Graduation Rates 2003-04 Entering Cohort -- Six Years After Entry



## Linking Enrolments to Academic Priorities

## **Enrolments and Academic Priorities**

- As we think about our future enrolment strategy, we need to ensure that we continue to focus on our Academic Priorities
- World-Class Research-Intensive University
- Quality of Education and Students
- Best Student Experience
- Internationalization -- Expansion of Undergraduate International Enrolments

## **Future Enrolment Strategy**



## **Future Enrolment Strategy Discussion Items**

- Overall Size of the University
- Mix -- Undergraduate and Graduate
  - First-Year Class Size
  - Student Preferences and Capacity at Western
  - 2<sup>nd</sup>-Entry or 2+2 Programs -- e.g. HBA Expansion
  - PhD, Research Masters, Professional Masters
- Mix -- Domestic and International
  - GTA Enrolment Pressure
  - Strategies/Timelines for Int'l Student Recruitment

## **Future Enrolment Strategy Discussion Items**

- Quality Considerations
  - Entering Grades, Retention/Graduation Rates, Class Sizes, Student/Faculty Ratios
- Enrolments and Resources
  - We are likely at Steady-State in the “Other Factors” which contributed to enrolment growth
    - Retention Rate, 4-Year Degrees
  - Future of Govt Funding for Enrolment Growth?
  - Tuition Flexibility and Tuition Levels
  - Faculty Capacity – for Teaching and Supervision

### Source of Ivey HBA Year 3 Entrants

