

UBC Annual Report on Enrolment 2009

Submitted by:

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Notes:

1. Data is accurate as of November 1st, 2009.
2. All data includes winter and summer session, except where noted.
3. All data includes domestic and International Student Initiative (ISI) students, except where noted.

1. Introduction

Enrolment management at UBC consists of a wide range of decisions and procedures across the university. Academic plans and government funding decisions determine overall goals and strategies. The Vice-President Academic and Deans translate these university-wide plans into specific faculty and program enrolment targets. The Planning and Institutional Research Office forecasts future enrolment based on current trends, and retention rates, along with assumptions about new intake. This information is then used by the VP Academic, Deans, and the Senate Committee on Admissions to arrive at undergraduate intake quotas by faculty and program. During the admission and registration process, Enrolment Services works with the faculties to establish admission grade cut-offs, which results in intake of new undergraduate students at the required quotas.

The Enrolment Management Committee, established in 1998, includes membership from faculties, Enrolment Services, Planning and Institutional Research and the International Student Initiative in order to provide advice and information to assist in meeting university undergraduate enrolment targets; provide information to better understand enrolment patterns; co-ordinate and produce information on a frequent and regular basis in order to manage annual enrolment.

Similarly, the Graduate Enrolment Strategy Task Force, led by the Dean of Graduate Studies, is responsible for strategic management of graduate enrolment at UBC. Both the Okanagan and Vancouver campuses have experienced intentional and considerable growth in graduate enrolment. At the Okanagan campus graduate enrolment growth has exceeded expectations consistent with the transition of the campus to a research university. The growing number of faculty, and especially newly recruited faculty have been an impetus for graduate growth.

At the Vancouver campus graduate growth has been consistent with the strategic plan to continue to build strength as a major global research university. Graduate students, especially at the doctoral level are an essential component of the strategy to enhance the research strength of the university, while at the same time providing support as teaching assistants at the undergraduate level. Worldwide, the expansion of the knowledge economy has lead to increased demand for graduate degrees, and B.C. has been no exception in the need to increase the number of graduate degree holders. In 2007, the B.C. provincial government began, for the first time in many years, to fund graduate growth. While UBC still has significant unfunded graduate enrolment, the recent growth has been incremental on the base of 2006, and reflects the work of the planning processes of the faculties and Dean of Graduate Studies at UBC Vancouver.

Planning for graduate growth is very different from the undergraduate endeavor in key aspects:

1. Graduate enrolment must be accompanied by funding for graduate students themselves. Graduate student recruitment is highly competitive, and in our quest to recruit the very best research graduate students we must offer not only the first class faculty, programs, and facilities, but also competitive levels of scholarships, fellowships and other forms of support.
2. Graduate student recruitment and planning happens at the most disaggregated level: the individual faculty member. Since graduate students are supervised by individual faculty, the flow of, and capacity for, graduate student enrolment can be very complex and individual.
3. The best graduate students are recruited internationally, primarily as a result of the research achievements of our faculty; hence faculty take a much more active role in the recruitment of graduate students.
4. Since much financial support for graduate students comes via the faculty members' own research funding, there is a much tighter integration between faculty research success and graduate planning; at the same time the other sources of support must be brought to bear to add stability to the funding.

All of these aspects of the planning for graduate growth have been integral to the work of the Strategic Enrolment Planning Committee of the Dean of Graduate Studies which included restructuring of graduate financial support programs, and the work of the graduate recruitment team to engage with individual faculty, programs and departments to manage graduate enrolment at UBC.

In 2009, the Strategic Enrolment Management Planning Council (SEM) was convened and charged with developing long-term enrolment plans for both the UBC Vancouver and Okanagan Campuses. The Planning Council is also responsible for managing both graduate and undergraduate enrolment. The SEM mandate is to engage in a comprehensive process designed to help the university achieve and maintain optimum recruitment, retention and graduation rates of students.

The goals of strategic enrolment management include: (1) enabling institutional mission; (2) increasing academic quality and student success; (3) optimizing financial resources and opportunities; and (4) ensuring and encouraging campus wide collaboration.

The SEM Planning Council is comprised of members of the Executive, Associate Vice Presidents from both the Provost and VP Academic and the VP Students portfolios, the Director of Planning and Institutional Research, and the Executive Coordinator, Enrolment Management Strategy.

In addition to the Planning Council, two steering committees (one at each campus) have been convened. The SEM Steering Committee at UBC Vancouver is co-chaired by the Provost & VP Academic and the VP students, with membership from Deans and Directors. The SEM Steering Committee at UBC Okanagan is co-chaired by the AVP, Students and the Vice Provost, Academic. The steering committees' focus is to develop strategies to help achieve the long term goals and objectives as set by the Planning Council.

2. Enrolment Summary

A. Overview

In 2009/10, the Ministry of Advanced Education and Labour Market Development set UBC's enrolment target at 41,488 FTE (full-time equivalents), an increase of 1,301 FTE's over the prior year. Ministry funded FTE targets exclude full fee paying international students (frequently referred to as International Student Initiative students at UBC).

UBC is in the third year of a provincially funded expansion of graduate programs in BC, and 394 FTE's were allocated for graduate growth in 2009/10. The balance, 904 FTE was allocated for undergraduate enrolment growth, primarily at the UBC-O campus.

UBC's plan has been to increase graduate enrolment by 1,427 FTE by the end of 2010/11, for a total of 7,838 graduate FTEs, corresponding to the increases in funding. The growth in graduate enrolment is on track to meet these objectives. As of fall 2009, UBC-V's graduate FTE enrolment increased by 6%. Graduate enrolment in most faculties increased with the exception of Land and Food Systems and Pharmaceutical Sciences (see table 1 below).

Table 1: 2009/10 Domestic and international annualized graduate FTE (Nov 1st)

Faculty	2008			2009			Change		
	Doctoral	Masters	Total	Doctoral	Masters	Total	Doctoral	Masters	Total
College for Interdisciplinary St	256	243	499	254	269	523	-1%	11%	5%
Faculty of Applied Science	488	618	1,106	524	703	1,227	7%	14%	11%
Faculty of Arts	621	798	1,419	660	829	1,489	6%	4%	5%
Faculty of Comm. & Bus Admin	79	309	388	74	326	400	-6%	5%	3%
Faculty of Dentistry	12	18	30	9	23	32	-22%	31%	9%
Faculty of Education	367	665	1,032	365	706	1,070	-1%	6%	4%
Faculty of Forestry	129	93	222	134	88	221	4%	-6%	0%
Faculty of Graduate Studies	51	6	57	55	10	65	9%	50%	14%
Faculty of Land and Food Systems	49	109	159	49	74	123	-1%	-32%	-22%
Faculty of Law	37	23	60	46	27	72	22%	18%	21%
Faculty of Medicine	337	524	862	375	581	956	11%	11%	11%
Faculty of Pharmaceutical Sciences	45	25	70	40	20	61	-10%	-20%	-13%
Faculty of Science	653	385	1,038	677	424	1,101	4%	10%	6%
Total	3,124	3,817	6,941	3,262	4,079	7,341	4%	7%	6%

In addition and perhaps due to the recent economic downturn, UBC saw an increase in yield rates among new UBC students and slightly higher course loads among continuing students resulting in over-enrolment in a number of undergraduate programs at UBC-V.

Table 2: 2009/10 Domestic undergraduate headcount and FTE (actual and forecast)

	Target						Actuals					
	Headcount			FTE (normal load)			Headcount			FTE (normal load)		
	New	Cont	Total	New	Cont	Total	New	Cont	Total	New	Cont	Total
APSC	1,005	2,732	3,737	902	2,283	3,185	1,092	2,739	3,831	1,011	2,366	3,378
ARTS	2,982	6,784	9,766	2,473	5,082	7,555	3,209	6,917	10,126	2,676	5,251	7,927
COMM	1,473	2,523	3,996	874	1,351	2,225	1,554	2,568	4,122	882	1,413	2,296
DENT	145	262	407	98	188	286	211	276	487	137	208	345
EDUC	1,256	995	2,251	1,270	594	1,864	1,287	1,007	2,294	1,263	609	1,872
FRST	166	303	469	136	236	372	174	301	475	142	242	384
LAW	226	364	590	203	353	556	225	364	589	208	360	568
L&FS	329	713	1,042	276	544	820	352	712	1,064	298	538	836
MEDI	591	1,503	2,094	583	1,493	2,076	618	1,578	2,196	597	1,567	2,164
PHAR	181	461	642	141	394	535	177	465	642	147	399	546
SCIE	1,895	4,417	6,312	1,808	3,670	5,477	2,137	4,372	6,509	2,037	3,677	5,714
UNKN	1,157	467	1,624	379	91	462	1,339	463	1,802	415	97	513
Total	11,406	21,524	32,930	9,143	16,279	25,413	12,375	21,762	34,137	9,813	16,727	26,543

For 2009/10, UBC is forecasting undergraduate enrolment at 34,714 FTE, an increase of approximately 1,500 FTE or 4.5%. While undergraduate FTE's have increased considerably, UBC has a shortfall of approximately 1,200 FTE towards our ministry target of 35,956 Undergraduate FTE. This shortfall is a result of aggressive targets allocated to our Okanagan campus where enrolment continues to grow at moderate levels.

Table 3: Funded vs. forecasted domestic enrolment for 2009, UBC Vancouver and UBC Okanagan

	Government Funded			Forecast 09/10			Forecast - Funded		
	UBCV	UBCO	Total	UBCV	UBCO	Total	UBCV	UBCO	Total
Domestic Undergraduate FTE (normal load)	29,078	6,878	35,956	29,837	4,877	34,714	759	(2,001)	(1,242)
Domestic Graduate FTE (annualized)	5,487	45	5,532	7,463	337	7,800	1,976	292	2,268
Total	34,565	6,923	41,488	37,300	5,214	42,514	2,735	(1,709)	1,026

UBC continues to exceed total funded levels with total enrolment at both campuses forecast to be approximately 1,000 FTE above ministry funded levels. UBC's unfunded graduate and undergraduate enrolment at the Vancouver campus continue to compensate for our undergraduate FTE shortfall at the Okanagan campus.

B. Headcount Enrolment

UBC has enrolled a total of 52,917 students, graduate and undergraduate, at both campuses this fall.

With 46,789 students, enrolment at UBC Vancouver has grown 3.2% over the previous year.

Table 4: Overall enrolment, domestic & ISI, UBC Vancouver, 2009

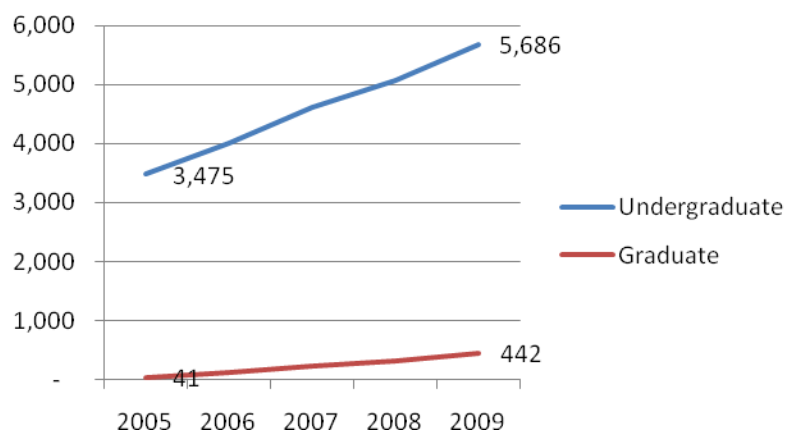
		Female	Male	Total
UNDERGRADUATE	Full-time	13,601	11,733	25,334
	Part-Time	6,936	5,511	12,447
	<i>Total</i>	<i>20,537</i>	<i>17,244</i>	<i>37,781</i>
GRADUATE	Full-time	4,231	3,644	7,875
	Part-time	621	336	957
	Continuing	101	75	176
	<i>Total</i>	<i>4,953</i>	<i>4,055</i>	<i>9,008</i>
GRAND TOTAL		25,490	21,299	46,789

At UBC Okanagan, growth in new students, plus the continued flow-through of earlier increases in intake, has caused enrolment to continue to climb. As shown in Figure 1, with 6,128 students, enrolment at UBC Okanagan has increased by 13.6% since 2008 and 74.3% since 2005, the first year of operation within the UBC system.

Table 5: Overall enrolment, domestic & ISI, UBC Okanagan, 2009

		Female	Male	Total
UNDERGRADUATE	Full-time	2,583	1,881	4,464
	Part-Time	740	482	1,222
	<i>Total</i>	3,323	2,363	5,686
GRADUATE	Full-time	183	137	320
	Part-time	63	35	98
	Continuing	20	4	24
	<i>Total</i>	266	176	442
GRAND TOTAL		3,589	2,539	6,128

Figure 1: Overall enrolment, domestic & ISI, UBC Okanagan, 2005 - 2009



C. Gender Distribution

Female to male ratios have remained constant over the past few years at UBC Vancouver with females representing 55% of all registrants at both the graduate and undergraduate level. At UBC Okanagan, females represent 58% of all undergraduates and 66% of all graduate students. The higher proportion of female graduate students in the Okanagan is not surprising given the smaller program offerings at UBC-O in the faculties of Education, Health and Social Development and Creative and Critical Studies

Increasing the representation of females in traditionally male oriented programs such as Engineering, Science, and Medicine has been a priority for UBC. Data shows that prior to 2000, female participation in these programs increased, but since then, participation has leveled off and in fact has decreased. Since 2002, representation of females in Engineering has decreased from 32% to 23%. During the same time

period, female representation in Medicine, Business and Law also decreased while Science has remained mostly constant. Conversely, Dentistry has increased female representation significantly at the undergraduate level. Females continue to be over-represented in programs in Arts, Education and Land and Food Systems.

Table 6: Proportion of students who are female at UBC Vancouver

Faculty	Undergraduate		Graduate	
	2002	2009	2002	2009
Applied Science	32%	23%	38%	39%
Arts	65%	63%	65%	63%
Sauder School of Business	51%	46%	34%	37%
Dentistry	52%	74%	60%	54%
Education	67%	68%	72%	74%
Forestry	35%	41%	46%	42%
Land & Food Systems	76%	80%	71%	70%
Law	58%	50%	52%	47%
Medicine	57%	55%	58%	67%
Pharmaceutical Sciences	65%	59%	44%	60%
Science	53%	52%	36%	37%

D. International Students

UBC embraces the internationalization of our campus and student body by not only recruiting international students to UBC but also promoting learning opportunities for our students in other countries. Diversity within the student body and learning opportunities abroad will promote intercultural understanding and enable our students to collaborate and communicate across communities and continents.

International students at UBC represent 142 countries across the globe. Some students undertake degree programs at UBC at both the graduate and undergraduate level while others undertake studies on exchange or as visiting students. Some are full, fee-paying students (ISI) while others may be refugees representing historically disadvantaged groups. In addition, UBC has initiated the International Student Humanitarian Award (ISHA) in order to attract exceptionally gifted undergraduate students who demonstrate leadership potential from severely impoverished or war-torn countries in order to enable them to achieve a post-secondary education. Irrespective of how they get to UBC, once here, our international students enhance the cultural and socio-economic diversity of UBC.

There are 6,804 international students registered at UBC-V and 367 registered at UBC-O representing 15% and 6% of the total student enrolment at each campus.

Students from the United States represent 20% of the international student body at UBC-V, followed by China, Korea and Japan.

Table 7: UBC-V Degree and Non-Degree International students (Top 10 countries)

Country of Citizenship	Undergraduate	Graduate	Total
United States	834	527	1,361
China	784	464	1,248
Korea	476	60	536
Japan	251	54	305
Iran	35	240	275
Mexico	168	84	252
India	100	144	244
United Kingdom	122	54	176
Hong Kong	138	19	157
Germany	83	65	148

At UBC Okanagan, 23% of the international student body is from China, followed by the United States, Korea and Iran.

Table 8: UBC-O Degree and Non-Degree International students (Top 10 countries)

Country of Citizenship	Undergraduate	Graduate	Total
China	70	14	84
United States	33	6	39
Korea	36	-	36
Iran	-	22	22
Bangladesh	2	10	12
Hong Kong	12	-	12
Japan	12	-	12
India	9	2	11
United Kingdom	9	1	10
Nigeria	8	-	-

Undergraduate and Graduate recruitment strategies at both campuses continue to be extremely successful with UBC Okanagan showing a 35% increase and UBC Vancouver an 11% increase in international student registrations. This increase comes at a time when competition for these students continues to grow both nationally and internationally with some universities experiencing a decline in international student yield rates.

In addition to recruiting international students, UBC has expanded international learning opportunities for students wishing to broaden their educational experience. Study abroad, service learning, research abroad and international co-op programs offer both undergraduate and graduate students experiential learning experiences that promote global awareness, meaningful engagement and cross-cultural understanding. UBC has approximately 150 formal exchange agreements signed with partner institutions in 40 countries across the globe. Students can also learn about global issues first-hand by working on community-based projects in Africa and Latin America. In addition, graduate students can complete research at most of UBC's 150 partner universities. In 2009, approximately 700 students are registered in a study abroad program with many others registered in international service learning and co-op programs.

E. Aboriginal Students

One of the key objectives in the UBC Plan, “Place and Promise” is to expand educational opportunities for Aboriginal people. UBC has developed an Aboriginal Strategic Plan, which includes, among many other goals, initiatives regarding the recruitment and admission of aboriginal students.

Historically, university participation rates for Aboriginal Students have been low. In 2005/06, only 37% of Aboriginal secondary school graduates from B.C. high schools proceeded to some form of post-secondary education upon graduation. This compares to a participation rate of 52% for non-Aboriginal students. Of the 37%, only 9% registered at a university compared to 22% of the non-aboriginal participants.

In the fall of 2008, the Ministry of Advanced Education Student Transition Project produced data which merged undergraduate enrolment records to B.C. High School records. The data provides an approximation on Aboriginal student participation rates. According to the STP data, there were 722 Aboriginal students registered at UBC-V in 2008, representing 2% of the undergraduate student population. Aboriginal student participation at the graduate level is estimated at 0.4 % based on 2007 registration data.

In the fall of 2009, a survey was administered to New to UBC students at both campuses which achieved a response rate of 62%. Of the direct entrants surveyed, 2.6% self-identified as Aboriginal at UBC-O and 1.0% self-identified as Aboriginal at UBC-V.

3. Access and Demand

In 2009, demand for undergraduate programs at both UBC campuses, increased by 6%, continuing a trend for demand to UBC consistent with increases seen over the past few years. 19,362 applicants selected UBC Vancouver as their first choice, up 6% over the previous year while 3,024 applicants selected UBC Okanagan as their first choice, an increase of 5%. While applications from most applicant groups remained healthy, the majority of the increased demand came from international students (ISI), up 17% overall. Yield rates at both campuses also increased with 54% of admitted students choosing to register at UBC Vancouver and 59% at UBC Okanagan (based on registrations in first choice programs only; overall registration rates are higher).

Table 9: New to UBC, undergraduate degree programs, domestic and international (first program choice only)

	2008				2009				Change in
	Applicants	Admit	Regi.	Yield Rate	Applicants	Admit	Regi.	Yield Rate	Applicants
Vancouver	19,362	14,799	7,334	49.6%	20,582	14,878	8,054	54.1%	6.3%
Okanagan	3,024	2,384	1,356	56.9%	3,172	2,540	1,495	58.9%	4.9%
UBC Total	22,386	17,183	8,690	50.6%	23,754	17,418	9,549	54.8%	6.1%

Despite the decrease in the B.C. grade 12 graduation rate and the conversion of colleges into degree granting universities in B.C., demand from both B.C. secondary and post-secondary (college and

university transfer) students increased by 2% and 6% respectively. In addition, applicants from other provinces in Canada increased by 4% in total with the majority of the increase from post-secondary applicants (7%).

In terms of specific program demand, most of the large UBC Vancouver programs saw applicant demand increase between 6% - 8%, on par with the overall growth in applications. Science and Forestry saw particularly strong growth from international students and the Sauder School of Business experienced a very small increase in applicants (2%).

Similarly, some programs at UBC Okanagan also experienced strong demand. Engineering experienced a 6% increase in completed applicants, Science 9%, Nursing 15% and Arts 3%.

With the increase in admission applicants and an enrolment strategy to hold enrolment constant at the Vancouver campus, it should not be surprising that admission averages increased for most programs in Vancouver. In addition, changes to the provincial examination portion of most BC grade 12 courses was made optional by the Ministry of Advanced Education resulting in BC secondary school applicants presenting higher grades in 2009.

Table 10: Direct-Entry Admission GPAs, UBC Vancouver, 2008 – 2009

	2009 Sept.	Mean	2008 Sept.	Mean
Applied Biology / Agroecology	83%	87.8%	78%	85.3%
Arts	84% ¹	86.9%	82%	85.4%
Commerce	84% + BBA ³	90.2%	84% + BBA ³	89.5%
Dental Hygiene	67% + BBA ³	85.5%	67% + BBA ³	83.4%
Engineering	83%	87.9%	81%	86.5%
Food, Nut., & Health	83%	86.4%	80%	83.5%
Forest Sciences	78%	85.5%	78%	81.2%
Forestry	75%	77.6%	75%	77.0%
Human Kinetics	88%	87.8%	87%	86.4%
Midwifery	67% + BBA ³	n/a	67% + BBA ³	n/a
Music	67% + audition	82.5%	67% + audition	81.9%
Nat. Resource Cons.	78%	85.1%	78%	84.2%
Science	88% ²	91.5%	88% ²	90.1%
Wood Prod. Proc.	75%	82.5%	75%	78.3%

Notes:

1. Admissions GPAs noted for 1st choice BA / 2nd choice at 86%
2. BSC applicants with an admission GPA between 84% and 87.9% are invited to submit broad based criteria for consideration in the admissions decision
3. Broad-Based Admission Supplemental application required

Conversely, admission averages remained constant for most programs at UBC Okanagan in order to increase enrolment and meet provincially funded targets.

Table 11: Direct-Entry Admission GPAs, UBC Okanagan, 2008 – 2009

	2009		2008	
	Sept.	Mean	Sept.	Mean
Arts	72%	80.3%	72%	79.0%
Engineering	75%	82.7%	75%	80.2%
Fine Arts	67% + portfolio	81.5%	67% + portfolio	80.4%
Health Studies	No intake		72%	77.3%
Human Kinetics	75%	83.1%	75%	81.3%
Management	73%	80.8%	73%	78.6%
Nursing	81%	85.8%	79%	83.3%
Pre-Pharmacy	73%	86.0%	73%	82.1%
Science	73%	83.6%	73%	81.7%

Demand from graduate applicants increased 18% overall. As mentioned earlier, one of the key strategic objectives of both the provincial government and UBC is to increase the number of graduate students, specifically students in doctoral stream programs. Applicants to doctoral programs increased by 22% but a smaller proportion of applicants were admitted. Combined with lower yield rates, enrolment in doctoral programs increased very slightly (13 more students).

Table 12: UBC Vancouver, Graduate Applicants, Admissions and Registrants

UBCV	2008				2009				Change in applicants
	Applicants	Admit	Regi.	Yield	Applicants	Admit	Regi.	Yield	
Masters	7599	3396	2158	64%	8925	3577	2345	66%	17%
Doctoral	2070	800	530	66%	2532	850	543	64%	22%
Total	9669	4196	2688	64%	11457	4427	2888	65%	18%

Applicants from international graduate students for Vancouver increased by 34% with 11% more new international graduate students registered at the Vancouver campus. It is possible that recent economic and political issues coupled with changes in the new Four Year Fellowships, along with rebranding efforts, and the social networking that Graduate Studies has engaged in (Twitter, Face book, YouTube) have all contributed to the increase of international graduate students.

Graduate student applicants at the UBC Okanagan campus increased by 41%. Registration of new graduate students also increased by 25% (from 143 students to 179 students) with growth primarily in the domestic student population.

4. Strategies and Challenges for 2010 and beyond

2010 marks the first year in which enrolment planning is integrated with a new framework for budget allocations. Previously articulated ambiguity between enrolments and budget will disappear as budget decisions and enrolment decisions are conceptually linked through a transparent process.

Inter-faculty dependency in enrolment management is obvious – Science students need Arts courses, etc. Now, the creation of a budgetary framework for enrolment management will greatly rationalize the imperatives of collaboration. The framework includes mechanisms for both long term and short term linkages to enrolment (the “complement”, and course “fates”, respectively). The implications will have to be monitored carefully and adjustments to the framework will no doubt be necessary as we learn.

The relationship between the SEM and strategies articulated in the UBC Plan, “Place and Promise” will need to be closely aligned. As “High Impact Activities” become both more available and more essential, we will need to assess how these components of the student experience will impact traditional degree requirements?

Financial support is a key component of SEM, and the Planning Council is now considering radical reforms to financial assistance, based on the fundamental assumption that financial support can become a tool to shape students’ learning experiences. UBC’s successful experiments with study abroad grants to disabled and/or needy students can serve as a model for more academically shaping forms of student aid.

Growth in international demand continues to be higher than expected, but we now need to be more intentional about planning for international enrolment growth, particularly at the undergraduate level perhaps setting limits and more specific targets. Measures of students’ ability to succeed are an emerging issue as we admit students from a plethora of different educational systems around the world with different or changing curricula and varying grading practices.

Evidence that the admission GPA, tenuous at best, have become even more unreliable as predictors of success in recent years has increased the urgency for more refined and wider application of broad based admissions policies.

Our survey of new students (to be published separately) tells us that students are confused about registration. We need to address individual decision making about courses and programs, implications of course choice for future opportunities, the weighty and growing complexity of the degree requirements (not to mention occasional ambiguity), and other apprehensions brought to us through the survey.

Strategic Enrolment Management at both the graduate and undergraduate level will be required to identify the resources required to support student retention and achievement while ensuring the development of a strategic enrolment management plan that represents an integrated and systemically coordinated effort to connect mission, current state and the changing environment to long term enrolment and fiscal well being; and for engaging the campus community in identifying, prioritizing, implementing, evaluating and modifying enrolment management strategies and goals in order to realize the University’s mission.

UBC Enrolment Services is committed to keeping the campus community informed throughout the 2010 enrolment cycle through a monthly enrolment report. To be added to the mailing list, please contact Andrew Arida, Associate Director, Enrolment at 604-822-2890 or by email at andrew.arida@ubc.ca