

Report to Senate on Strategic Enrolment Management

Office of the Deputy
Provost (Student Life
and Learning)

March 18, 2015

The McGill Strategic Enrolment Management (SEM) plan, which was developed through extensive consultation across our campuses, articulates six strategic imperatives, endorsed by Senate in March 2011. The purpose of the Plan is to provide a thoughtful framework for decisions pertaining to enrolment. Most importantly, it ensures a strong alignment with the academic mission of McGill University.

Goals and activities that support the plan extend well beyond those in recruitment and admissions. At McGill, they include retention- and graduation-related high impact initiatives such as advising, exchange and study abroad participation, high quality graduate supervision, academic activities such as undergraduate involvement in research, and outside-the-classroom significant practices such as internships, field study, and engagement with the local community. The Senate-endorsed strategic imperatives guiding enrolment planning at McGill are:

- RESEARCH INTENSITY, STUDENT AND ACADEMIC EXCELLENCE
- SERVICE TO COMMUNITY AND SOCIETY
- ENGAGEMENT IN THE UNIVERSITY COMMUNITY
- INTERNATIONAL STATURE
- DIVERSITY AND ACCESSIBILITY
- FINANCIAL SUSTAINABILITY

Broad Enrolment Goals

This plan laid out McGill's enrolment goals which include increasing the number and proportion of research graduate students, improving the time to completion of graduate students as well as effectively serving the educational needs of Quebec society through the active recruitment and support of local students. Further, the Plan seeks to enhance the quality, diversity, retention and graduation rates of McGill's undergraduates. Finally, the plan lays out the need to enhance and increase continuing studies partnerships and offerings, serving both local and international students.

Fall 2014 Enrolment Snapshot

- Total enrolment (all types of students):
 - 39,497 (0.4% change from 2013; 12% higher than in 2009)
- Undergraduate degree-seeking enrolment:
 - 23,770 (0.9% change from 2013)
- Proportion graduate (of total degree-seeking):
 - 25% (1.5% higher than in 2009)
- Proportion of Quebec enrolment (University-wide):
 - 53%
- Proportion of international enrolment (all students):
 - 24% (1% change from 2013; 5% higher than in 2009)

Indicators of enrolment management success at McGill

- 2012 Undergraduate Retention Rate (Year 1):
 - 92% (highest in U15 Canada)
- 2012 Undergraduate Graduation Rate (6 year):
 - 84% (second highest in U15 Canada)
- Quality of the undergraduate entering class:
 - Average Quebec CEGEP R-score: 30.3 (highest in Quebec)
- Satisfaction with quality of McGill education (Canadian University Survey Consortium: CUSC):
 - 90% (avg of comparator universities: 83%)
- Graduating students' satisfaction with decision to attend McGill (CUSC):
 - 91% (Canadian avg: 83%)
- Undergraduate participation/involvement in research has increased to 40% (National Survey on Student Engagement, NSSE) and is 15% higher than the rate of Canadian comparator schools for senior students in 2014 (NSSE)
- Student engagement: Involvement in international exchanges, student clubs/organizations, community service is significantly higher than the average for Canadian comparator institutions.

Room for enhancement, improvement and change

- Declining yield rates in almost every market
 - Consistent with US trends (NACAC study, 2012):
 - Students are applying to more institutions, leading to concurrent declines in yield rates
 - Yield rates have been declining over the past 10 years (51.4 to 42.6% in public institutions)
 - Ontario - Protectionist policy: 30% tuition grant for families with gross incomes up to \$160K for students who study at Ontario postsecondary institutions only
 - Increasing competition

- Quebec francophone students (yield: 46%) may need more evidence of the potential for their success at McGill (they may feel it's an academically risky choice)
 - Tuition inelasticity – Cost of deregulated programs for international students
 - Constrained resources: Need to offer better service to applicants; more modern, effective tools for communication needed
- Lower yield of students from Quebec French CEGEPs (46%) compared to English CEGEPs (70%)
- Academic advising experiences
 - Surveys show improvement however:
 - CUSC satisfaction rates increased from 75% to 82% for 1st year students and
 - and from 61% to 72% for senior students
 - Still significantly lower than our peers
- Competitiveness: Earlier offers of admission
 - Progress is being made: as of March 1, 2015, 6377 offers of admission have been made. 68% increase over last year.
- Graduate supervision
- Connections between skills acquired during McGill experience and post-McGill opportunities: The CUSC and NSSE results indicate that a smaller proportion of McGill graduates agree that their McGill experience has prepared them for employment than at other comparable Canadian universities.

Major changes in 2014

Significant changes were made in 2014 to enhance the student experience at McGill. These include increases in research opportunities for undergraduates, ongoing Skillsets workshops for graduate students, and the implementation of tools to help simplify the McGill eco-system, including sources of information. The Ask an Advisor service was expanded. Faculties enhanced advising services. Collaborative initiatives include:

- AskMcGill
 - 34% drop in February 2015 as compared to February 2014 in demand for services at Service Point thanks, in part, to AskMcGill
- The McGill App
- A new mobile friendly admissions website will be launched this spring
- A non-credit registration system will be launched in the coming year. This project, led by Continuing Studies, will modernize tools to help lifelong learners maintain an ongoing educational relationship with McGill
- *Voici une Journée à McGill* – In 2014-15, a daylong activity was introduced for Quebec francophone prospective students who are matched with current McGill francophone students (by program, CEGEP or home region). They spend the day together, attending classes and participating in typical McGill student activities. The

- purpose is for current francophone students to role model the experience for future Quebec francophone students.
- A new degree audit tool for students and advisors is being explored (DegreeWorks)

Upcoming consultation, research and planning

- Following a recent Board of Governors retreat, the University will launch into the next strategic enrolment management planning exercise, including activities such as:
 - Research regarding the competitiveness of the McGill brand
 - Tuition elasticity study
 - Consultation/identification/confirmation of the ideal McGill enrolment mix (geographic, linguistic, socio-economic, level of study, etc)
 - Integration of the changes to Quebec tuition policies, following conclusion of the various provincial chantiers
 - Exploration of advising models and enhancements, to support advising across McGill.
 - Re-examination of the financial sustainability of potential McGill enrolment profiles

Discussion questions

- What could be done differently to increase the yield of new students?
- What is the ideal student population mix? What is the ideal size for McGill? What is the ideal proportion of graduate to undergraduate students?

Appendix B: List of enrolment reports available online and sample report

Fall 2014 reports available at <http://www.mcgill.ca/es/registration-statistics>

Note that these reports depict student count information, not number of course registrations or FTEs:

Full-Time and Part-Time Enrolments by Level and Citizenship

Full-Time and Part-Time Enrolments by Level and Faculty

Full-Time and Part-Time Enrolments by Faculty, by Degree and by Gender

Full-Time and Part-Time Enrolments by Faculty, by University Year and by Newly-Admitted/Returning

Full-Time and Part-Time Canadian and Permanent Residents Enrolments by Provinces at Admit Time and by Faculty

Full-Time and Part-Time Enrolments by Mother Tongue

Student Curriculum by Department/Unit (Full-Time and Part-Time Enrolments)

Graduation Statistics by Academic Year: by Faculty, by Degree, and by Gender

New Registration Statistics - School of Continuing Studies (credit and non-credit) - This report depicts number of course registrations, not student count information.

Sample report (Enrolment Report Fall 2014 – Overview by Level):

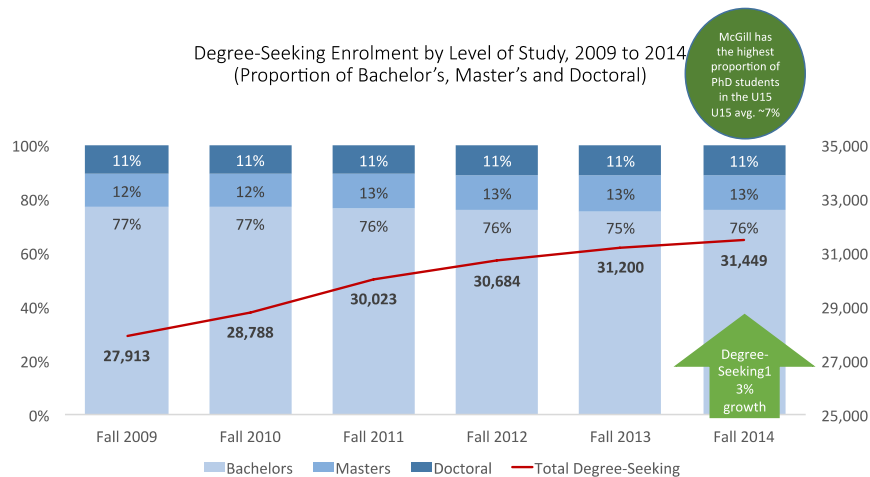
http://www.mcgill.ca/es/files/es/fall_2014_-_overview_by_level.pdf

| | Fall 2014 | | | Fall 2013 | | | Fall 2009 | | | % Change (1 Year) | % Change (5 Years) |
|-----------------------------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|-------------------|--------------------|
| | Full-Time | Part-Time | Total | Full-Time | Part-Time | Total | Full-Time | Part-Time | Total | | |
| Undergraduate | | | | | | | | | | | |
| Degrees | 22,266 | 1,504 | 23,770 | 22,163 | 1,392 | 23,555 | 20,277 | 1,217 | 21,494 | +0.9 | +10.6 |
| Certificates, Diplomas | 118 | 1,193 | 1,311 | 121 | 1,192 | 1,313 | 132 | 1,316 | 1,448 | -0.2 | -9.5 |
| Special, Visiting, Other | 505 | 1,449 | 1,954 | 494 | 1,363 | 1,857 | 445 | 1,344 | 1,789 | +5.2 | +9.2 |
| Total Undergraduate | 22,889 | 4,146 | 27,035 | 22,778 | 3,947 | 26,725 | 20,854 | 3,877 | 24,731 | +1.2 | +9.3 |
| Graduate | | | | | | | | | | | |
| Masters | 3,593 | 677 | 4,270 | 3,593 | 705 | 4,298 | 2,942 | 585 | 3,527 | -0.7 | +21.1 |
| Doctoral | 3,460 | 66 | 3,526 | 3,405 | 69 | 3,474 | 2,919 | 57 | 2,976 | +1.5 | +18.5 |
| Total Masters and Doctoral | 7,053 | 743 | 7,796 | 6,998 | 774 | 7,772 | 5,861 | 642 | 6,503 | +0.3 | +19.9 |
| Other Graduate | | | | | | | | | | | |
| Certificates, Diplomas | 200 | 1,021 | 1,221 | 210 | 1,227 | 1,437 | 138 | 947 | 1,085 | -15.0 | +12.5 |
| Special, Visiting, Other | 33 | 196 | 229 | 39 | 262 | 301 | 36 | 351 | 387 | -23.9 | -40.8 |
| Total Other Graduate | 233 | 1,217 | 1,450 | 249 | 1,489 | 1,738 | 174 | 1,298 | 1,472 | -16.6 | -1.5 |
| Total Graduate | 7,286 | 1,960 | 9,246 | 7,247 | 2,263 | 9,510 | 6,035 | 1,940 | 7,975 | -2.8 | +15.9 |
| All Students (Credit) | 30,175 | 6,106 | 36,281 | 30,025 | 6,210 | 36,235 | 26,889 | 5,817 | 32,706 | +0.1 | +10.9 |
| Postdoctoral | 686 | 5 | 691 | 657 | 12 | 669 | 607 | 3 | 610 | +3.3 | +13.3 |

Graduate Summary

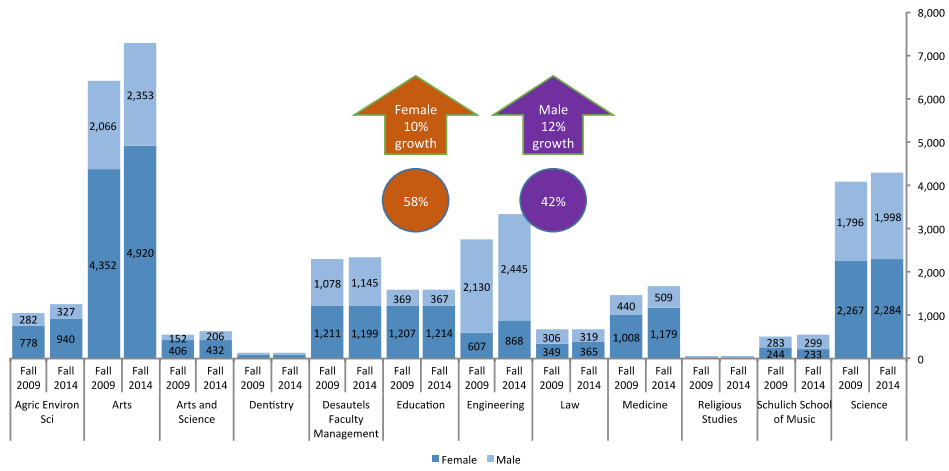
| | Fall 2009 | Fall 2013 | Fall 2014 |
|--|---------------|---------------|---------------|
| Bachelors | 21,494 | 23,555 | 23,770 |
| Masters (Qualifying Year not included) | 3,443 | 4,171 | 4,153 |
| Doctoral | 2,976 | 3,474 | 3,526 |
| Grand Total | 27,913 | 31,200 | 31,449 |
| Doctoral/Degree-seeking | 11% | 11% | 11% |

Appendix C: McGill Enrolment Data (Comparing 2009 to 2014)



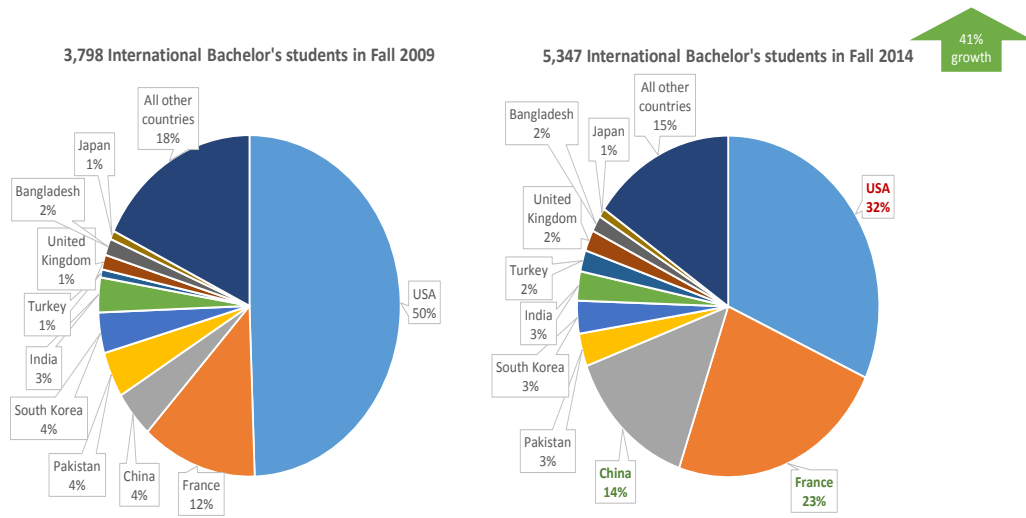
Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

Bachelor's Enrolment by Gender and Faculty, 2014 compared to 2009



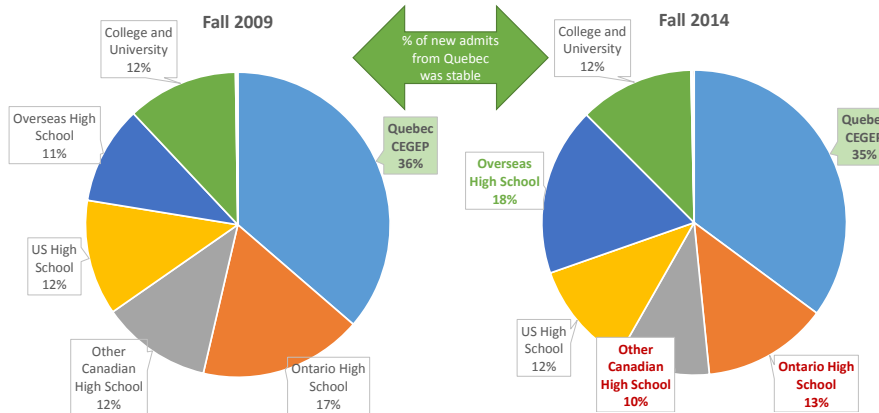
Prepared by Don Bargenda, Senior Planning Analyst, Planning and Institutional Analysis

Top 10 Countries of International Bachelor's Students in 2014 compared to 2009



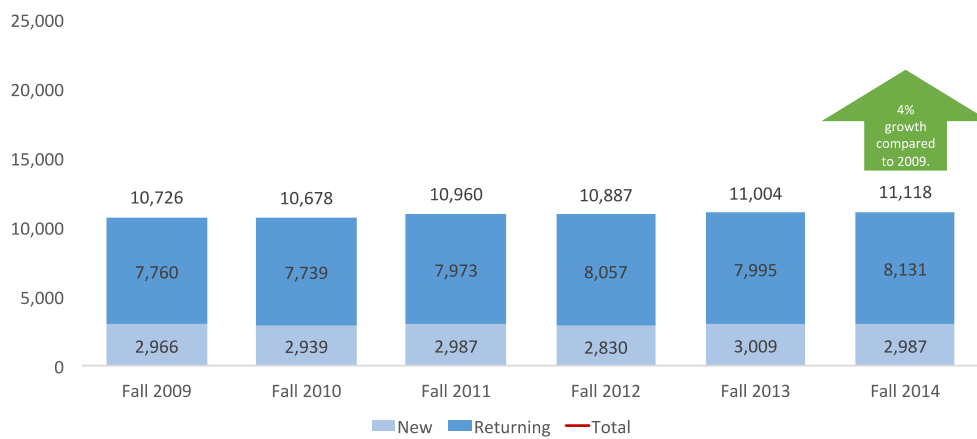
Prepared by Don Bargenda, Senior Planning Analyst, Planning and Institutional Analysis

Bachelor's New Admits by Basis of Admission, 2014 compared to 2009



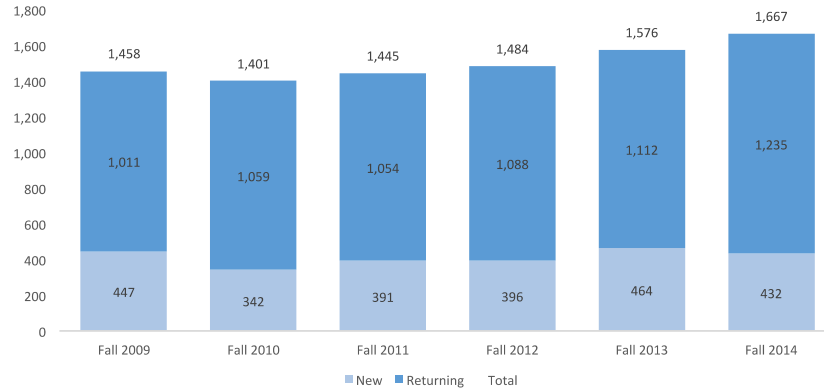
Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

Quebec Bachelor's Enrolment by New and Returning, 2009 to 2014



Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

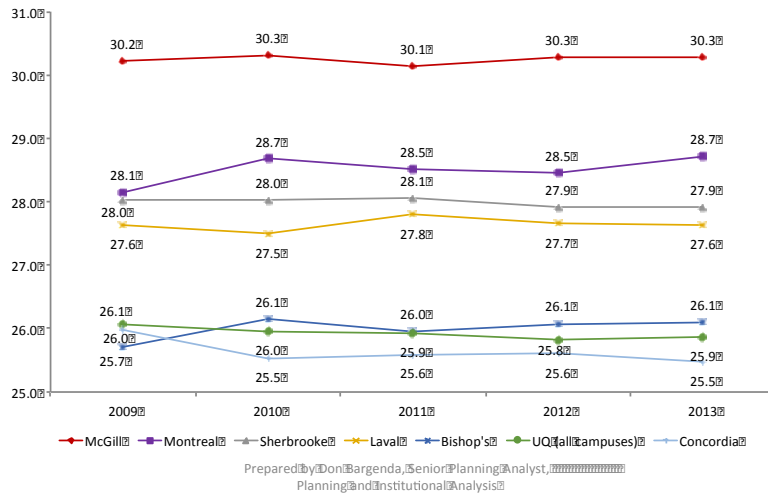
*Deregulated Bachelor's Program Enrolment** by New and Returning
2009 to 2014



* Enrolment counts taken as at the end of the term. Students providing documents making them eligible for the Quebec tuition rate and student attrition occurring during the term will result in these counts being lower than Oct.15 counts.

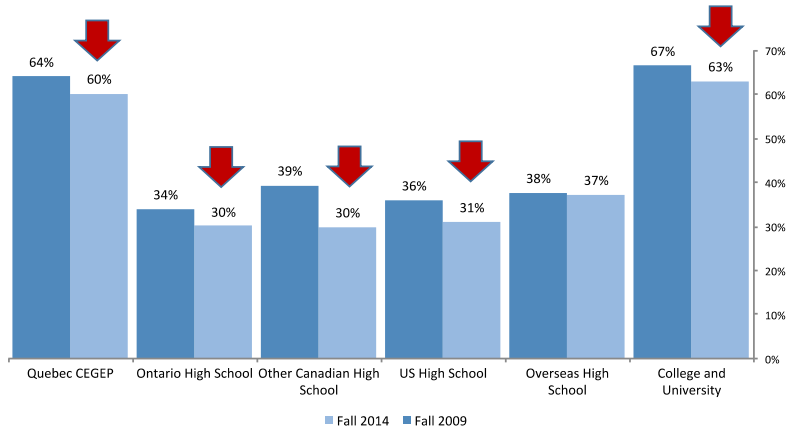
Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

Average R score of CEGEP New Registrations to Bachelor's Programs at Quebec Universities, 2009 to 2014
Source: BCI (formerly CREPUQ)



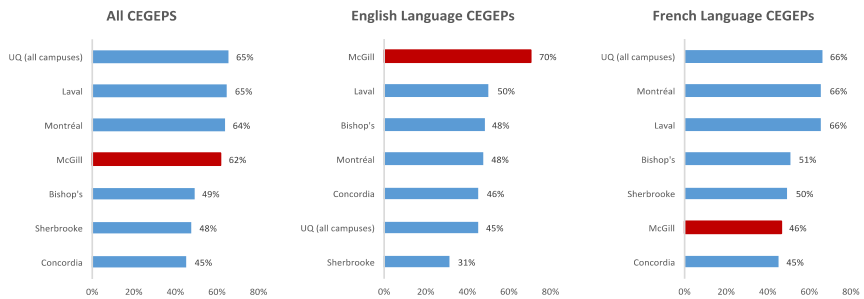
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Bachelor's Yield Rates by Basis of Admission, 2014 compared to 2009



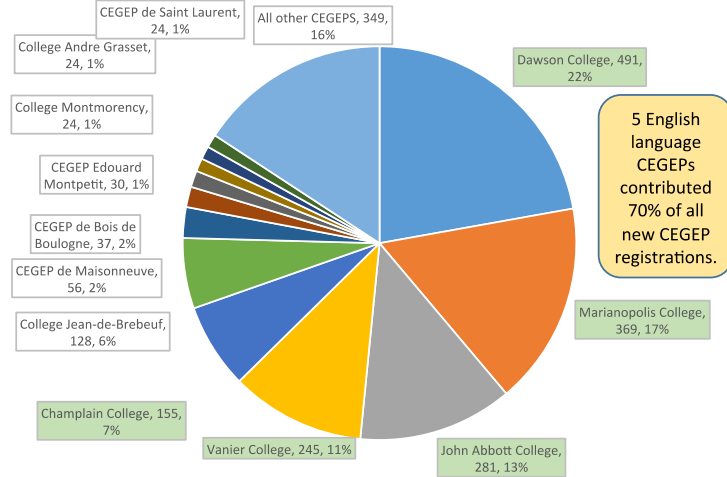
Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

Yield Rate of CEGEP students with R score 28+ to Bachelor's Programs, 2013
(Yield Rate = percentage of admitted students who registered)
Source: BCI (formerly CREPUQ)



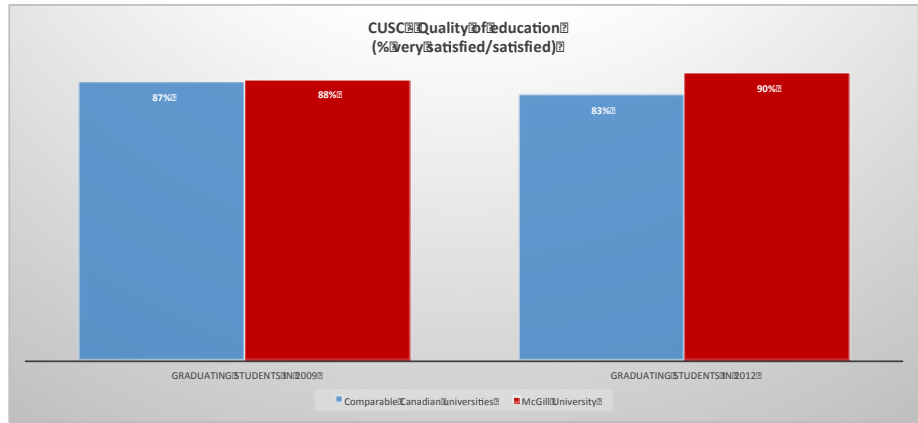
Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

2,213 CEGEP New Registrations to Bachelor's Programs at McGill in 2014

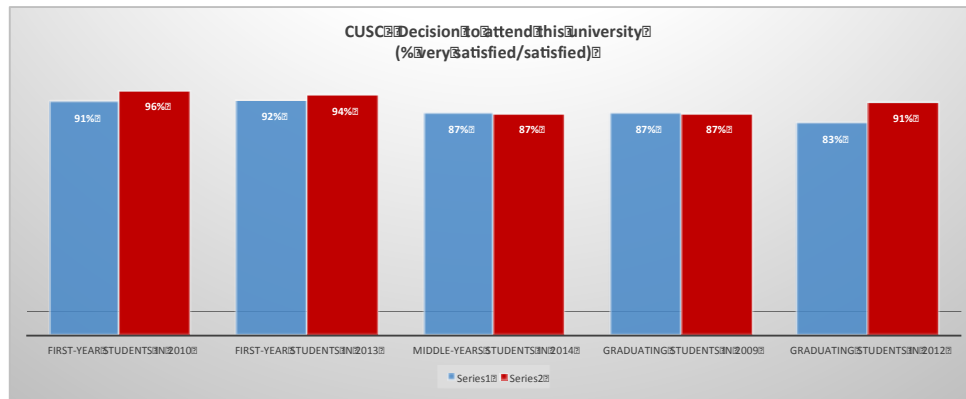


Prepared by Don Bargenda, Senior Planning Analyst, Planning and Institutional Analysis

Quality of Education at McGill (Satisfied/Very Satisfied)



Decision to attend McGill (satisfied/very satisfied)



Research activities with a faculty member (Comparative CUSC and NSSE results)

1. Research activities with a faculty member

| | CUSC % reporting experience* | | NSSE % done or in progress | |
|-----------------------------|----------------------------------|-------------------|-------------------------------|-------------------|
| | Comparable Canadian universities | McGill University | G13/U15 | McGill University |
| Graduating students in 2009 | 87% | 83% | | |
| Graduating students in 2012 | 57% | 62% | | |
| First-Year students in 2008 | | | 3% | 4% |
| First-Year students in 2011 | | | 3% | 3% |
| First-Year students in 2014 | | | 4% | 4% |
| Senior students in 2008 | | | 18% | 21% |
| Senior students in 2011 | | | 19% | 23% |
| Senior students in 2014 | | | 25% | 40% |

Prepared by Don Bargenda, Senior Planning Analyst,
Planning and Institutional Analysis

Student Engagement – Significant Activities (CUSC)

3. Participating in student clubs and organizations

| | % reporting experience | | % saying it contributed very much to their personal growth (% based on those reporting experience) | |
|-------------------------------|----------------------------------|-------------------|--|-------------------|
| | Comparable Canadian universities | McGill University | Comparable Canadian universities | McGill University |
| Graduating students in 2009 | 52% | 62% | 37% | 50% |
| Graduating students in 2012 | 46% | 73% | 41% | 49% |
| Middle-Years students in 2014 | 58% | 69% | NA | NA |

2. Study abroad or exchanges

| | CUSC % reporting experience | |
|-----------------------------|----------------------------------|-------------------|
| | Comparable Canadian universities | McGill University |
| Graduating students in 2009 | 13% | 20% |
| Graduating students in 2012 | 11% | 22% |

5. Community service/volunteer activities

| | CUSC % having participated (on-campus or off-campus) | |
|-------------------------------|---|-------------------|
| | Comparable Canadian universities | McGill University |
| Graduating students in 2009 | 46% | 56% |
| Graduating students in 2012 | 45% | 59% |
| Middle-Years students in 2014 | 58% | 58% |

Skills and knowledge for employment

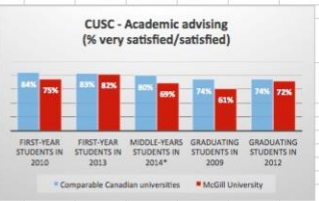
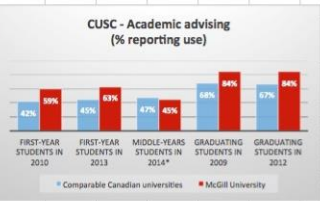
4. Skills and knowledge for employment

| CUSC RESULTS | CUSC RESULTS | | NSSE RESULTS | |
|-------------------------------|----------------------------------|-------------------|-------------------------|-------------------|
| | % very much/much | | % very much/quite a bit | |
| | Comparable Canadian universities | McGill University | G13/U15 | McGill University |
| Graduating students in 2012 | 45% | 45% | | |
| Middle-Years students in 2014 | 36% | 31% | | |
| First-Year students in 2008 | | | 55% | 59% |
| First-Year students in 2011 | | | 59% | 55% |
| First-Year students in 2014 | | | 44% | 38% |
| Senior students in 2008 | | | 59% | 57% |
| Senior students in 2011 | | | 62% | 56% |
| Senior students in 2014 | | | 52% | 44% |

NSSE and CUSC results about ACADEMIC ADVISING
 (Percentages are red when McGill's results are significantly lower than that of the comparison group and green when they are significantly higher)

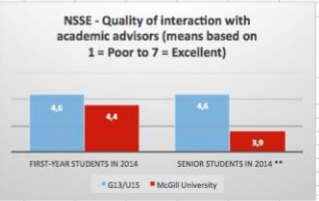
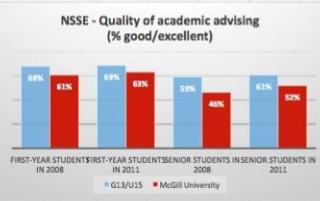
| CASES | CUSC | | | |
|--------------------------------|----------------------------------|-------------------|--|-------------------|
| | % reporting use | | % very satisfied/satisfied (% based on those who have used it) | |
| | Comparable Canadian universities | McGill University | Comparable Canadian universities | McGill University |
| First-Year students in 2010 | 42% | 59% | 84% | 75% |
| First-Year students in 2013 | 45% | 63% | 83% | 82% |
| Middle-Years students in 2014* | 47% | 45% | 80% | 69% |
| Graduating students in 2009 | 68% | 84% | 74% | 61% |
| Graduating students in 2012 | 67% | 84% | 74% | 72% |

* Starting in 2014, CUSC surveys ask students if they used any of the university services specifically since last september.



| CASES | NSSE | | | |
|-----------------------------|---|-------------------|--|-------------------|
| | Quality of academic advising (% good/excellent) | | Quality of interaction with academic advisors (means based on 1 = poor to 7 = excellent) | |
| | G13/U15 | McGill University | G13/U15 | McGill University |
| First-Year students in 2008 | 68% | 61% | - | - |
| First-Year students in 2011 | 69% | 63% | - | - |
| First-Year students in 2014 | - | - | 4,6 | 4,4 |
| Senior students in 2008 | 59% | 46% | - | - |
| Senior students in 2011 | 61% | 52% | - | - |
| Senior students in 2014 ** | - | - | 4,6 | 3,9 |

** In this case, results are statistically different with a magnitude of at least 0.3



Note: According to CUSC survey, first-year students and graduating students report significantly greater use of academic advising services at McGill than in comparable universities. But in two cases out of five, significantly fewer students said they were very satisfied or satisfied with academic advising services at McGill. In all NSSE cases about quality of advising and quality of interaction with academic advisors results at McGill are significantly lower, but with an effect size lower than 0.3 of magnitude.