


**SIMON FRASER UNIVERSITY**  
**Senate Committee on University Priorities**  
**Memorandum**

**TO:** Senate

**FROM:** John Waterhouse   
Chair, SCUP  
Vice President, Academic

**RE:** Report of the Task Force on  
Undergraduate Student Recruitment

**DATE:** March 7, 2003

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Attached is the Report of the Task Force on Undergraduate Student Recruitment which is submitted by the Task Force to Senate for consideration.

The Senate Committee on University Priorities (SCUP) reviewed and approved the document at its February 24<sup>th</sup> meeting and was of the view that it should be approved by Senate.

Motion:

That Senate approve the Report of the Task Force on Undergraduate Student Recruitment as outlined in document S.03-47

encl.

## **Report of the Task Force on Undergraduate Student Recruitment**

Simon Fraser University has a history of attracting outstanding students and annually attracts more potential students than it has space or operating funds to educate. Local and national demographics suggest a continuing strong demand for its programs. Nonetheless, there is a need to ensure that SFU continues attract students of a caliber and with the characteristics that will help to ensure the outstanding reputation of the University. With the objective of determining how student recruitment could be further strengthened, the Vice President Academic struck a task force in 2002.

### Terms of Reference

1. Articulate SFU's institutional goals and objectives for student recruitment.
2. Ensure that recruitment goals and messages are coordinated and consistent.
3. Identify and articulate why top-ranked students should choose SFU.
4. Identify the processes and resources that will be necessary to realize recruitment objectives.

### Task Force Membership

John Waterhouse, Chair  
Gregg Macdonald  
Nick Heath  
Steve Easton  
Jeff Macnab

The Task Force met six times in the spring and summer of 2002. Following is a summary of the Task Force recommendations and conclusions. Recommendations relate primarily to point 1 in the Terms of Reference. Points 2 and 3 involve recruitment strategies which the Task Force believes are a matter of implementation best managed by staff. Point 4 is an on-going process that will require continuous monitoring and decision-making by the University.

### Structure of This Report and Recommendations

The Task Force concluded that the best way to increase student recruitment effectiveness at SFU is to establish clear student recruitment goals and to annually measure and monitor progress toward realizing those goals. The statement of goals and objectives outlined below makes explicit and specific SFU's student recruitment priorities. The body of this report provides a rationale for each objective, data on how SFU currently measures up on the objective and presents specific goals for each objective.

With respect to point four in the terms of reference, the Task Force concluded that SFU's administration has the responsibility to assess the specific strategies proposed for realizing objectives and to provide sufficient institutional resources to implement strategies. This includes both financial resources and the commitment of time and energy from members of the administration and the Faculties. Critical to the success of recruitment strategies will be the involvement of representatives from each Faculty to "personalize" the programs by providing direct contact with potential students and their schools. The Task Force recognizes that it is likely that significant additional resources

will have to be devoted to student recruitment if the goals and objectives outlined below are to be realized.

The Task Force did not reach specific conclusions on what the central recruitment message should be and therefore has no recommendation on point three in its terms of reference. The Task Force did conclude that the Director of Student Recruitment and his staff have the responsibility to identify specific strategies that will be effective in reaching particular goals. It is likely that different strategies and hence different compelling messages will be most effective in realizing particular goals.

The Task Force also recognizes that a great number of variables influence decisions of prospective students on which university to attend including, but not limited to, faculty quality, program and degree opportunities, location, scholarship and other financial assistance, availability of residences and reputation of institution. Many of these variables are not under the direct control of student recruitment staff. Nevertheless, establishing specific goals and measuring progress toward realizing them will enable SFU to isolate and assess the resource trade-offs that are necessary to improve the overall 'attractiveness' of the institution. Implementing a system with specific goals and accountabilities, as outlined below, will result in a more productive dialogue on the many institutional priorities and trade-offs that bear on student recruitment.

The Task Force recognizes that there is a need to systematically assess the relationships between student achievement after admission to the university and the variables that are used to select students for admission. Within an SFU context, little is known, for example, about the relationship between a range of variables such as prior academic achievement, leadership activities or athletic accomplishment and student success at SFU, or in subsequent career and life success. Through time SFU should monitor and assess the relationship between applicant characteristics and subsequent academic success. In the meanwhile the Task Force recommendations are based on the assumption that the major determining factor of undergraduate success is prior academic success.

Primarily, SFU should recruit students with outstanding academic potential. The quality of the education that students receive is also influenced by the diversity of the student body and by the athletic and cultural experience provided.

## RECOMMENDATIONS

Recommendation 1. It is recommended that the primary responsibility for identifying and implementing strategies to realize student recruitment goals and objectives should lie with those in Student Services who have responsibility for student recruitment. The Task Force recommends that Student Services managers, beginning with the Dean of Student Services should be accountable for recruitment results relative to goals and objectives; however, as noted below, the Faculties and the senior administration play a significant role in determining recruitment outcomes.

Recommendation 2. Each faculty should identify at least one individual to work with Student Services on student recruitment. Successful recruitment requires that recruiters have knowledge of faculty level programs and that appropriate faculty level transitional arrangements exist to help students make the transition from other institutions to Simon Fraser University.

Recommendation 3. Appropriate decision-making bodies in the University and the Faculties should approve new student recruitment objectives and support Student Services to realize those objectives. SCEMP has been delegated the responsibility for approving student intake objectives and its mandate should be expanded to include periodic review and approval of student recruitment objectives.

Recommendation 4. That the following institutional objectives be adopted.

#### INSTITUTIONAL OBJECTIVES

The Task Force identified the following objectives for student recruitment:

To recruit a student body with the potential for high academic achievement that

- is nationally and internationally diverse;
- is recruited from a diverse mix of economic, ethnic and social backgrounds;
- has exceptional leadership, artistic and athletic talents.

The Task Force recommends that these objectives should be the priority for student recruitment at SFU and that the goals specified herein should be regarded as targets, as opposed to quotas, in recruitment strategies.

#### **Principal Objective: Recruit students with high academic achievement**

The primary objective for student recruitment at SFU should be to recruit students with outstanding academic potential. As noted above, the Task Force recognizes that academic potential is imperfectly assessed by past academic accomplishment but concludes that, as a practical matter, past academic accomplishment should be the basis for recruiting high academic potential students. One specific high academic potential applicant pool was identified as those graduating from high school with greater than a 90% average. A second pool is comprised of students in the colleges and university colleges with an 'A' average.

#### Current situation:

See Table One in the Appendix for a summary of the incoming grade point averages for new BC Grade 12s by Faculty of Admission and Admission GPA. Table Two summarizes the incoming grade point averages for new BC College Transfers by Faculty of Admission and Admission GPA.

#### Specific goals:

The Task Force recommends that the following student recruitment goals be adopted in order to realize the objective of recruiting students with outstanding academic potential:

Goal 1: Each year recruit to SFU 30% of those students graduating from British Columbia high schools with graduating averages of 90% or greater.

Goal 2: Each year increase the proportion of college transfer students with an 'A' average.

***Recruit a student body that is nationally and internationally diverse***

The Task Force believes that it is desirable for SFU to recruit a student body that is nationally and internationally diverse, including students from a wide variety of countries rather than a significant number from a few regions. International diversity raises student awareness of and sensitivity to cultural and social issues. National diversity within the student body helps students to become more aware of Canada, the breadth of the Canadian experience and ultimately to become better citizens of Canada. While the Task Force views each of these as desirable characteristics in the student body, academic quality remains the primary objective of student recruitment.

Student Recruitment should be able to draw on the resources of SFU International to assist in setting, meeting and retaining international student targets.

The current situation:

At present four percent of the total student body comes from elsewhere in Canada and international students are six percent of the total. This is marginally less than UBC which has a combined eleven-percent in these categories and considerably less than UVic which has a combined fifteen-percent.

Specific Goals:

The Task Force recommends the following specific goals when recruiting students from other provinces and countries:

Goal 1: Each year recruit a sufficient number of academically qualified international applicants across a broad range of countries within parameters set by Senate.

Goal 2: Each year recruit a sufficient number of academically qualified students from other provinces in Canada such that the percent of out-of-province students reaches seven percent in five years.

***Recruit students from a diverse mix of economic, ethnic and social backgrounds***

The Task Force recognizes the desirability of recruiting students from a diverse mix of economic, ethnic and social backgrounds with potential for high academic achievement. At this time, the Task Force believes that First Nations students should be specifically encouraged to attend SFU. As necessary, diverse qualifications access provisions should be utilized to ensure diversity. In addition, support services should be provided to these students once they enter the University.

The current situation:

The numbers of students enrolled who identified themselves on their admission form as members of First Nations were: 140 in 1999/00, 134 in 00/01, and 148 in 01/02.

Goal 1: To increase the number of First Nations students enrolled at SFU within three years by doubling 01/02 numbers.

***Recruit students with exceptional leadership, artistic and athletic talents***

Simon Fraser University has earned a national and international reputation for excellence in athletics and it has a growing reputation for excellence in the contemporary arts. The Task Force recognizes the importance of these areas to the overall quality of the student experience at SFU and as areas in which SFU should recruit. Throughout the University SFU should seek students who have the potential to excel in leadership roles. Student Services should work with the School for Contemporary Arts, Recreational Services and Athletics and other units on campus to identify specific recruitment priorities in these areas. The Dean of Student Services should annually summarize these priorities and monitor progress at achieving them.

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## APPENDIX

Table One:

**SIMON FRASER UNIVERSITY**  
**NEW BC12s BY FACULTY OF ADMISSION AND ADMISSION**  
**GPA**

source: newgpas.qts

Faculty	Admission GPA	2000/01	2001/02	2000/01	2001/02
APSC	70-74%		1	0%	1%
	75-79%	4	4	3%	2%
	80-84%	9	11	6%	6%
	85-89%	44	56	31%	33%
	90-94%	74	70	51%	41%
	≥95%	13	28	9%	16%
	<b>APSC Total</b>		<b>144</b>	<b>170</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>89.8%</b>	<b>90.0%</b>		
ARTS	65-69%	2	1	0%	0%
	70-74%	15	19	1%	2%
	75-79%	461	280	34%	24%
	80-84%	558	520	42%	45%
	85-89%	223	242	17%	21%
	90-94%	80	89	6%	8%
	≥95%	4	11	0%	1%
n/a		1		0%	0%
<b>ARTS Total</b>		<b>1344</b>	<b>1462</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>81.6%</b>	<b>82.7%</b>		
BUS	65-69%		1	0%	1%
	75-79%	1	3	1%	2%
	80-84%	17	14	14%	10%
	85-89%	55	73	46%	50%
	90-94%	44	49	37%	34%
	≥95%	2	5	2%	3%
<b>BUS Total</b>		<b>119</b>	<b>145</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>88.3%</b>	<b>88.2%</b>		
SCI	65-69%	1		0%	0%
	70-74%	3		0%	0%
	75-79%	161	117	21%	19%
	80-84%	351	275	46%	44%
	85-89%	150	155	20%	25%
	90-94%	75	63	10%	10%
	≥95%	13	11	2%	2%
n/a		1		0%	0%
<b>SCI Total</b>		<b>755</b>	<b>621</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>83.0%</b>	<b>83.7%</b>		

UNIV	65-69%	3	2	0%	0%
	70-74%	18	20	1%	1%
	75-79%	627	404	27%	19%
	80-84%	935	820	40%	39%
	85-89%	472	526	20%	25%
	90-94%	273	271	12%	13%
	≥95%	32	55	1%	3%
	n/a	2		0%	0%
<b>UNIV Total</b>		<b>2,362</b>	<b>2,098</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>82.9%</b>	<b>84.0%</b>		

Table Two:

**SIMON FRASER UNIVERSITY****NEW BC COLLEGE TRANSFERS BY FACULTY OF ADMISSION AND ADMISSION GPA**

source: newgpas.qts

Faculty	Admission GPA	2000/01	2001/02	2000/01	2001/02
APSC	2.25-2.49	1	1	2%	2%
	2.50-2.74	2	2	4%	4%
	2.75-2.99	2	1	4%	2%
	3.00-3.24	20	17	39%	35%
	3.25-3.49	13	15	25%	31%
	3.50-3.74	2	5	4%	10%
	3.75-3.99	7	6	14%	12%
	≥4.00	4	2	8%	4%
<b>APSC Total</b>		<b>51</b>	<b>49</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>3.34</b>	<b>3.31</b>		

ARTS	< 2.00		2	0%	0%
	2.00-2.24	30	46	2%	4%
	2.25-2.49	84	95	6%	8%
	2.50-2.74	178	138	12%	11%
	2.75-2.99	475	217	31%	18%
	3.00-3.24	356	344	23%	28%
	3.25-3.49	218	210	14%	17%
	3.50-3.74	115	109	8%	9%
	3.75-3.99	44	46	3%	4%
	≥4.00	18	17	1%	1%
<b>ARTS Total</b>		<b>1,518</b>	<b>1,224</b>	<b>100%</b>	<b>100%</b>

<b>Average Admission GPA</b>		<b>3.03</b>	<b>3.05</b>		
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BUS	2.75-2.99		1	0%	1%
	3.00-3.24		5	0%	7%
	3.25-3.49	15	27	31%	37%

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	3.50-3.74	20	26	41%	36%
	3.75-3.99	13	9	27%	12%
	≥4.00	1	5	2%	7%
<b>BUS Total</b>		<b>49</b>	<b>73</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>3.63</b>	<b>3.54</b>		
<b>EDUC</b>	2.25-2.49	1	1	9%	20%
	2.50-2.74	1		9%	0%
	2.75-2.99	2	3	18%	60%
	3.00-3.24	1		9%	0%
	3.25-3.49	4	1	36%	20%
	3.50-3.74	1		9%	0%
	≥4.00	1		9%	0%
<b>EDUC Total</b>		<b>11</b>	<b>5</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>3.15</b>	<b>2.88</b>		
<b>SCI</b>	< 2.00	1		1%	0%
	2.00-2.24	3	4	2%	3%
	2.25-2.49	14	6	9%	4%
	2.50-2.74	10	20	6%	15%
	2.75-2.99	31	34	20%	25%
	3.00-3.24	36	17	23%	12%
	3.25-3.49	22	21	14%	15%
	3.50-3.74	22	15	14%	11%
	3.75-3.99	12	12	8%	9%
	≥4.00	3	8	2%	6%
<b>SCI Total</b>		<b>154</b>	<b>137</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>3.12</b>	<b>3.13</b>		
<b>Unspec</b>	2.50-2.74	1		25%	0%
	2.75-2.99	3		75%	0%
	3.00-3.24		1	0%	100%
<b>Unspec Total</b>		<b>4</b>	<b>1</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>2.84</b>	<b>3.22</b>		
<b>UNIV</b>	< 2.00	1	2	0%	0%
	2.00-2.24	33	50	2%	3%
	2.25-2.49	100	103	6%	7%
	2.50-2.74	192	160	11%	11%
	2.75-2.99	513	256	29%	17%
	3.00-3.24	413	384	23%	26%
	3.25-3.49	272	274	15%	18%
	3.50-3.74	160	155	9%	10%
	3.75-3.99	76	73	4%	5%
	≥4.00	27	32	2%	2%
<b>UNIV Total</b>		<b>1,787</b>	<b>1,489</b>	<b>100%</b>	<b>100%</b>
<b>Average Admission GPA</b>		<b>3.06</b>	<b>3.09</b>		