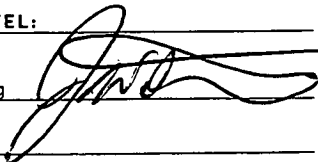


MEMO

ATTENTION: Senate	TEL:
FROM: John Waterhouse, Chair Senate Committee on Enrollment Management and Planning	
RE: Undergraduate Admission Targets for 2007/08	
DATE: March 15, 2007	TIME:

Action undertaken by the Senate Committee on Enrollment Management and Planning (SEMP) gives rise to the following motions:

Motion 1:

That Senate approve and recommend to the Board of Governors the DOMESTIC undergraduate admission targets to each Faculty, by semester and basis of admission category as indicated in Table 1 below, and that SEMP be delegated authority to make adjustments based on actual enrollment experience in Summer (1074) and Fall (1077).

Table 1: 2007/08 Admission Targets for Domestic Undergraduate Students by Faculty, Basis of Admission and Semester - All Sites

1074	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	10	63	1	0	3	12	89
	BCCOL	10	457	18	0	5	42	532
	OTHR	15	114	3	12	2	27	173
	TOTAL	35	634	22	12	10	81	794

1077	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	590	1,086	168	0	209	689	2,742
	BCCOL	36	608	13	3	33	76	769
	OTHR	90	478	16	134	101	100	919
	TOTAL	716	2,172	197	137	343	865	4,430

1081	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	33	132	2	0	33	18	218
	BCCOL	10	416	1	0	0	58	485
	OTHR	23	160	3	55	22	34	297
	TOTAL	66	708	6	55	55	110	1,000

FY0708	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	633	1,281	171	0	245	719	3,049
	BCCOL	56	1,481	32	3	38	176	1,786
	OTHR	128	752	22	201	125	161	1,389
	TOTAL	817	3,514	225	204	408	1,056	6,224

Motion 2:



That Senate approve and recommend to the Board of Governors the INTERNATIONAL undergraduate admission targets to each Faculty and each semester as indicated in Table 2 below, and that SCEMP be delegated authority to make adjustments based on actual enrollment experience in Summer (1074) and Fall (1077).

Table 2: 2007/08 Admission Targets for INTERNATIONAL Undergraduate Students by Basis of Admission and Semester – All Sites

Term	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
1074	23	134	30	2	0	16	205
1077	59	209	80	2	6	56	412
1081	27	134	42	1	1	17	222
FY0708	109	477	152	5	7	89	839

Notes:

Within each semester in the domestic targets, there are three groups of students for which separate basis of admission targets are identified. These are students entering from BC secondary schools, students transferring from BC colleges and university colleges and a number of “other” admission categories, including university transfer students, second degree students, mature students, secondary school graduates from other Canadian provinces, visiting, special entry, concurrent studies, BC grade 11, BC technical schools, etc.

The target for the Faculty of Applied Sciences includes students who are newly admitted to SFU and who enter Computing Science, Communications, Engineering Science, Kinesiology and the TechOne program at Surrey. The Education intake quota is an estimate of the number of new students to SFU who will be primarily admitted into the Bachelor of Education, PDP and PBD programs. The targets for Business include students who will be admitted to the main campus as well as into the Surrey programs. The targets for Arts and Science include students who will be admitted to the Burnaby campus as well as Surrey programs in Explorations and Science. The targets for Health Sciences include students admitted to the new BSc and BA programs in Health Sciences.

2006/07 Enrollment Status:

Funded Domestic and International “B” FTE’s:

SFU was funded for 16,568 undergraduate full-time equivalent (FTE) in 2006/07 and achieved a total of 16,460 actual undergraduate FTE’s, falling 108 FTE short of the target. This represents a 99.3% undergraduate FTE utilization rate.

Unfunded International “A” FTE’s:

SFU’s internal target for full cost recovery International “A” students was 1,500 FTE’s for 2006/07. We achieved 85.3% of this target – International “A” enrolments reached 1280 FTE’s, thus resulting in a shortfall of 220 FTE’s.

Program FTE Enrollment and New Student Intake Targets for 2007/08:

Funded Domestic and International "B" FTE's:

SFU's 2007/08 undergraduate domestic enrollment target from the Provincial Government is **16,879 FTE**. Meeting this program FTE target will require a new student intake of **6,224 new students**. This is an increase of 74 new students over the 2006/07 target of 6150 (or 468 more than the actual 2006/07 new intake of 5,756).

Unfunded International "A" FTE's:

In Fall 2003, SFU began to admit full-cost recovery international students into undergraduate programs. These students are outside the provincial funding target and are required to pay higher tuition fees. SFU's international student FTE target is **1507 FTE** or 9% of domestic students. The international target was temporarily reduced from 10% to 9% for 2007/08, with the intention of raising the target to 10% for 2008/09. Meeting this target will require a new student intake of **839 new international students**. For comparison, the target for 2006/07 was 815 and the actual intake was 626.

Understanding the Intake Targets:

The total university enrollment is comprised of continuing student FTE's and new student FTE's. New student intake targets each semester are determined by first allocating FTE capacity to undergraduate students who are expected to continue from previous semesters. This can be estimated from the previous year's retention rates and course loads by faculty, basis of admission and student year level. The balance of the FTE's is allocated to new students and this capacity determines the number of new students we need to admit in order to meet the overall university enrollment plan.

The Office of Analytical Studies has developed an enrollment projection model to estimate the optimal number of new students to admit to each faculty in order to meet the enrollment plan at the faculty level and for the university overall (see Table 1 included with Motion 1). This year, Student Services has developed admission models to estimate the number of new students expected to register, based on GPA cut-offs, current application data and historical yield rates. The results of this modeling are provided in the attached SCEMP document (see Appendix A).

For undergraduate domestic students, the admission models indicate that we will attract 1,065 fewer new registrants than we need in order to meet our domestic enrollment targets, thus resulting in an expected shortfall of 774 total undergraduate domestic program FTE's (4.6% below our funded FTE targets).

For undergraduate international "A" students, it is predicted that 290 fewer new international students will register than we require to meet our international targets, resulting in a shortfall of 112 undergraduate international "A" FTE's (-7.4%).

It is anticipated that these shortfalls can be minimized if we improve student retention rates, reduce course accessibility problems to enable higher student credit loads and step up our recruiting efforts. For example, it is estimated that a 1% increase in domestic student retention

rates and a 1% increase in student credit loads could increase our domestic program FTE's by roughly 600 FTE's. The balance of the projected FTE shortfall (equivalent to approximately 400 additional new students or 145 FTE's) might be achieved through effective implementation of a number of new recruiting and admission interventions.

If we fail to improve student retention rates or if our recruitment and admission interventions fall short, the financial impact on the University will be severe. Based on the potential shortfall in enrollments estimated above, the University stands to lose a minimum of \$3.5 M in domestic student tuitions, \$5.6 M in provincial grant, and \$1.6 M in International student tuitions, in total \$ 10.7 M.

**Simon Fraser University
Senate Committee on Enrollment Management and Planning
Proposed 2007/08 New Student Intake Targets**

Attached is a revised set of new undergraduate student intake targets for 2007/08. Separate targets are provided for domestic and international students. These targets take into account the latest revisions to the undergraduate enrollment plan and other preferences from Faculties¹. The Office of Analytical Studies estimates that achieving intake targets of 6,224 new domestic students and 839 new international students will result in the university meeting its 2007/08 undergraduate domestic program FTE targets (16,879 FTE domestic and 1,507 FTE international²).

At the last SCEMP meeting on March 7, 2007, it was agreed that GPA cutoffs would be revised (see cut-off's in Table D3) and the effect of these revised cutoffs would be modeled by Student Services to estimate the number of expected registrants, based on current application data and historical yield rates.

For undergraduate domestic students, the admission models indicate that we will attract 1,065 fewer new registrants than we need in order to meet our domestic enrollment targets, thus resulting in an expected shortfall of 774 total undergraduate domestic program FTE's (4.6% below our funded FTE targets).

For undergraduate international "A" students, it is predicted that 290 fewer new international students will register than we require to meet our international targets, resulting in a shortfall of 112 undergraduate international "A" FTE's (-7.4%).

It is anticipated that these shortfalls can be minimized if we improve student retention rates, reduce course accessibility problems to enable higher student credit loads and step up our recruiting efforts. For example, it is estimated that a 1% increase in domestic student retention rates and a 1% increase in student credit loads could increase our domestic program FTE's by roughly 600 FTE's. The balance of the projected FTE shortfall (equivalent to approximately 400 additional new students or 145 FTE's) might be achieved through effective implementation of a number of new recruiting and admission interventions (see attached).

In summary, enrollment projections and admission modeling is now complete. This document provides the proposed new domestic student intake targets (Table D1), proposed new international intake targets (Table I1) and the GPA cut-offs for domestic and international students (Table D3). Approval of these targets and cut-offs will be sought at SCEMP with the understanding that these intake targets are intended to achieve the program FTE targets for each Faculty. FTE shortfalls are anticipated in some faculties with an FTE surplus in Business. The FTE shortfalls can be minimized with improvements in recruitment, retention and student course loads.

¹ Faculty preferences for enrollment modeling:

a) Arts and Social Sciences preferred a new intake distribution of 43% college transfer and 36% BC12.
b) Business preferred a target of zero college transfers in the Fall (1077) and Spring (1081), however, this would create differential GPA cut-offs for domestic and international students and lead to a reduction in college transfer students, offset by a smaller increase in BC12 students (because BC12's take more credits). Therefore, to maximize the headcount intake to Business, college transfer targets remained at 13 for Fall and 1 for Spring, as suggested by the admission modeling and GPA cut-offs.

² Unfunded international "A" target is 9% of the domestic funded target and excludes grandfathered international "B" students.

For reference, a brief description of some of the **recruitment and admissions** interventions under development or already implemented is provided below.

(Source: SFU Student Services).

- stopped cancelling applications for non-payment of application fee, thereby providing applicants a longer timeframe with which to pay their application fee and still have their application evaluated; also, extension of the application deadline
- evaluating and admitting BC college applicants on earlier interim grades; in the past, for Fall college transfer applicants to be evaluated they had to have completed their Spring college courses - now, we are evaluating and admitting them on the basis of their in-progress Spring courses, in effect a semester's worth or 4 months earlier
- if passed by Senate, a proposed change to the admission average calculation for grade 12's will allow more students to be admissible, at least in the short term. For Fall 2007 and Fall 2008, it is proposed that SFU will apply one of two admission models that enables the student to be admitted, either using SFU's current 5-course model or UBC's 4-course model.
- we will be evaluating BC grade 12 applicants who are deficient in a required course but who plan to complete the required course in the Summer
- we've sent emails to thousands of applicants, providing them with a specific "go-to" contact for any admission concerns or questions they may have
- marketing in local and ethnic newspapers
- press-release for new scholarship guarantee for 95% and up
- high school counsellor lunch being organized with our top ten feeder high schools
- simplifying our admission requirements and harmonizing our English language and Literacy requirements
- enrollment services teams are consulting one-on-one with faculties for a more collaborative, university-wide approach to strategic enrollment management; enrollment summit was held in February.

A number of **retention** initiatives are also being pursued, for example, one such initiative would provide academic assistance to students facing academic difficulty and allow them an extended opportunity to improve their academic performance and continue their studies at SFU, rather than being required to withdraw.

Note: This document was revised after the SCEMP meeting on March 14th to reflect a minor change in the undergraduate enrollment plan.

PROPOSED DOMESTIC TARGETS

Table D1: "Optimal" Proposed New Domestic Student Intake by Faculty, Semester and Basis of Admission (Headcount)

1074	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	10	63	1	0	3	12	89
	BCCOL	10	457	18	0	5	42	532
	OTHR	15	114	3	12	2	27	173
	TOTAL	35	634	22	12	10	81	794
1077	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	590	1,086	168	0	209	689	2,742
	BCCOL	36	608	13	3	33	76	769
	OTHR	90	478	16	134	101	100	919
	TOTAL	716	2,172	197	137	343	865	4,430
1081	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	33	132	2	0	33	18	218
	BCCOL	10	416	1	0	0	58	485
	OTHR	23	160	3	55	22	34	297
	TOTAL	66	708	6	55	55	110	1,000
FY0708	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	633	1,281	171	0	245	719	3,049
	BCCOL	56	1,481	32	3	38	176	1,786
	OTHR	128	752	22	201	125	161	1,389
	TOTAL	817	3,514	225	204	408	1,056	6,224
PgmFTE	New + Cont. Target	2,791	8,230	1,829	983	298	2,580	16,879
	Proj. Actual	2,804	8,271	1,839	988	295	2,592	16,869
	Surplus/Shortfall	13	41	10	5	-3	12	-89

Assumptions: Intake targets designed to meet enrollment targets; no GPA limitations; new intake and PgmFTE targets met.

Table D2: Proposed New Domestic Student Intake by Faculty, Semester and Basis of Admission (% Distribution)

1074	BOA %	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	29%	10%	5%	0%	30%	15%	11%
	BCCOL	29%	72%	82%	0%	50%	52%	67%
	OTHR	43%	18%	14%	100%	20%	33%	22%
	Total BOA	100%	100%	100%	100%	100%	100%	100%
	Faculty %	4%	80%	3%	2%	1%	10%	100%
	Summer %	4%	18%	10%	6%	2%	8%	13%
1077	BOA %	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	82%	50%	85%	0%	61%	80%	62%
	BCCOL	5%	28%	7%	2%	10%	9%	17%
	OTHR	13%	22%	8%	98%	29%	12%	21%
	Total BOA	100%	100%	100%	100%	100%	100%	100%
	Faculty %	16%	49%	4%	3%	8%	20%	100%
	Fall %	88%	62%	88%	67%	84%	82%	71%
1081	BOA %	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	50%	19%	33%	0%	60%	16%	22%
	BCCOL	15%	59%	17%	0%	0%	53%	49%
	OTHR	35%	23%	50%	100%	40%	31%	30%
	Total BOA	100%	100%	100%	100%	100%	100%	100%
	Faculty %	7%	71%	1%	6%	6%	11%	100%
	Spring %	8%	20%	3%	27%	13%	10%	16%
FY0708	BOA %	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	77%	36%	76%	0%	60%	68%	49%
	BCCOL	7%	42%	14%	1%	9%	17%	29%
	OTHR	16%	21%	10%	99%	31%	15%	22%
	Total BOA	100%	100%	100%	100%	100%	100%	100%
	Faculty %	13%	56%	4%	3%	7%	17%	100%

7.

PROPOSED DOMESTIC TARGETS

Table D3: GPAs Set to 85% | 75% BUS | Non-BUS and 3.0 | 2.0 BUS | Non-BUS

1074	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI
BC12	75%	75%	85%	n/a	n/a	n/a	75%
BC College	2.00	2.00	3.00	n/a	n/a	n/a	2.00
Other	2.00	2.00	3.00	2.00	n/a	n/a	2.00

1077	Basis Adm.	APSC*	ARTS	BUS	EDUC	HSCI	SCI
BC12	78% sry	75%	75%	85%	n/a	75%	75%
BC College	2.00	2.00	3.50	n/a	2.00	2.00	2.00
Other	2.00	2.00	3.00	2.00	2.00	2.00	2.00

1081	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI
BC12	75%	75%	90%	n/a	n/a	75%	75%
BC College	2.00	2.00	4.00	n/a	n/a	n/a	2.00
Other	2.00	2.00	4.00	2.00	2.00	2.00	2.00

FY0708	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI
BC12	75%	75%	n/a	n/a	n/a	75%	75%
BC College	2.00	2.00	n/a	n/a	n/a	2.00	2.00
Other	2.00	2.00	2.00	2.00	2.00	2.00	2.00

*Different BC12 cut-offs are provided for Burnaby (75%) and Surrey (70%).

Table D4: Projected New Registered Students by Basis of Admission (Headcount)

1074	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNSP	UNIV
BC12	6	33	1	0	14	0	14	0	54
BCCOL	8	308	18	0	31	0	31	0	365
OTHR	5	73	3	5	111	0	25	0	111
TOTAL	19	414	22	5	70	0	70	0	530

1077	Basis Adm.	APSC*	ARTS	BUS	EDUC	HSCI	SCI	UNSP	UNIV
BC12	554	890	339	0	57	494	0	0	2,334
BCCOL	25	648	13	0	8	76	0	0	770
OTHR**	72	376	27	188	20	70	0	0	754
TOTAL	651	1,914	379	188	85	640	0	0	3,858

1081	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNSP	UNIV
BC12	23	92	2	0	6	17	0	0	140
BCCOL	9	425	1	0	0	53	0	0	488
OTHR	13	99	0	4	5	22	0	0	143
TOTAL	45	616	3	4	11	92	0	0	771

FY0708	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNSP	UNIV
BC12	583	1,015	342	0	63	525	0	0	2,528
BCCOL	42	1,381	32	0	8	160	0	0	1,623
OTHR	90	548	30	197	25	117	0	0	1,008
TOTAL	715	2,944	404	197	96	802	0	0	5,159

PgmFTE	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNSP	UNIV
New + Cont. Target	2,791	8,230	1,829	983	298	2,580	169	16,879
Proj. Actual	2,722	7,836	1,973	991	99	2,402	80	16,105
Surplus/Shortfall	-68	-393	144	8	-199	-178	-89	-774
% Variance	-2.5%	-4.8%	7.9%	0.8%	-66.8%	-6.9%	-4.6%	-4.6%

* See BC12 APSC details by program in table below.

** Fall OTHR estimated at 10% increase over Fall 2005 actuals, then adjusted for % change in application volume (-18% FAS, -8% FASS, -5% BUS, +130% HSC, -17% SCI).

Assumptions: Intake targets designed to meet enrollment targets; GPA cut-offs (see Table 3) constrain the expected number of registrants; overall Intake targets and PgmFTE targets are not achieved.

Table D5: Faculty of Applied Sciences - Details by Program (BC12 Fall 1077)

Program	GPA	Projected Registrants			Resulting School Blend		
		Bby	Sry	Total	Bby	Sry	Total
BGSAP	75%	10	57	67	3%	19%	2%
CMNS	75%	89	8	97	30%	30%	10%
CMPT	75%	79	24	103	27%	19%	18%
ENSC	75%	59	59	118	20%	20%	19%
KIN	75%	294	0	294	100%	53%	53%
BACH	70%						
IAT-A	70%						
SRY Tot	70%	260	260	520	100%	47%	47%
TOTAL		294	260	554			100%

PROPOSED DEMOGRAPHIC TARGETS

Table D6: Projected New Registrant Surplus/Shortfall by Basis of Admission (Headcount)

	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
1074								
	BC12	-4	-30	0	0	-3	2	-35
	BCCOL	-2	-149	0	0	-5	-11	-167
	OTHR	-10	-41	0	-7	-2	-2	-62
	TOTAL	-16	-220	0	-7	-10	-11	-264
1077								
	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	-36	-196	171	0	-152	-195	-408
	BCCOL	-11	40	0	-3	-25	0	1
	OTHR	-18	-102	11	54	-81	-30	-165
	TOTAL	-65	-258	182	51	-258	-225	-572
1081								
	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	-10	-40	0	0	-27	-1	-78
	BCCOL	-1	9	0	0	0	-5	3
	OTHR	-10	-61	-3	-51	-17	-12	-154
	TOTAL	-21	-92	-3	-51	-44	-18	-229
FY0708								
	Basis Adm.	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
	BC12	-50	-266	171	0	-182	-194	-521
	BCCOL	-14	-100	0	-3	-30	-16	-163
	OTHR	-38	-204	8	-4	-100	-44	-381
	TOTAL	-102	-570	179	-7	-312	-254	-1,065

9.

PROPOSED INTERNATIONAL TARGETS

Table 11: New International "A" Student Intake by Faculty and Semester (Headcounts)

Term	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
1074	23	134	30	2	0	16	205
1077	59	209	80	2	6	56	412
1081	27	134	42	1	1	17	222
FY0708	109	477	152	5	7	89	839
PgmFTE							
New+Cont. Target	261	650	427	2	4	160	3,1507
Proj. Actual	240	669	430	3	4	159	3,1507
Surplus/Shortfall	-22	19	3	1	0	-1	0

Assumptions: Intake targets designed to meet enrollment targets; no GPA limitations; new intake achieved.

Table 13: Projected New International "A" Registrants by Faculty and Semester (Headcounts)

Term	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
1074	14	93	13	0	0	11	131
1077	42	132	58	1	4	34	271
1081	20	96	17	0	2	12	147
FY0708	76	321	88	1	6	57	549
PgmFTE							
New+Cont. Target	261	650	427	2	4	160	3,1507
Proj. Actual	224	615	399	1	4	148	3,1395
Surplus/Shortfall	-37	-35	-28	-1	0	-12	-112
% Variance	-14.2%	-5.3%	-6.5%	-46.2%	-1.0%	-7.4%	-7.4%

Assumptions: Intake targets designed to meet enrollment targets; GPA cut-offs are the same as domestic (see Table D3) and will constrain the # of registrants; overall international intake targets and PgmFTE targets are not achieved.
* Projection excludes Fall, so estimated Fall at 60% of Target.

Table 12: New International "A" Student Intake by Faculty and Semester (% Distribution)

Term %	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
1074	21%	28%	20%	40%	0%	18%	24%
1077	54%	44%	53%	40%	86%	63%	49%
1081	25%	28%	28%	20%	14%	19%	26%
Faculty %	13%	57%	18%	1%	1%	11%	100%

Table 14: Projected New International "A" Surplus/Shortfall by Faculty and Semester (Headcounts)

Term	APSC	ARTS	BUS	EDUC	HSCI	SCI	UNIV
1074	-9	-41	-17	-2	0	-5	-74
1077	-17	-77	-22	-1	-2	-22	-141
1081	-7	-38	-25	-1	1	-5	-75
FY0708	-33	-156	-64	-4	-1	-32	-290

10.

