

2012
— STRATEGIC PLAN —
2016

“Vision Without Execution Is Hallucination”

Resource Allocation Processes Will Ultimately Determine Success or Failure

The Sustainable
Growth Imperative



Strategic Priorities

- **Prepare our graduates for the evolving 21st-century workplace**
- **Build strength and capacity through research, innovation and partnerships**
- **Be distinguished as a healthy 21st-century workplace**

If the **Plan**
doesn't work
change the plan
but never the
Goal

Strategic Enrolment Management

OPTIMUM ENROLMENT

Total quantity

Capacity

STUDENT PROFILE

Quality

Mix

Retention/Graduation

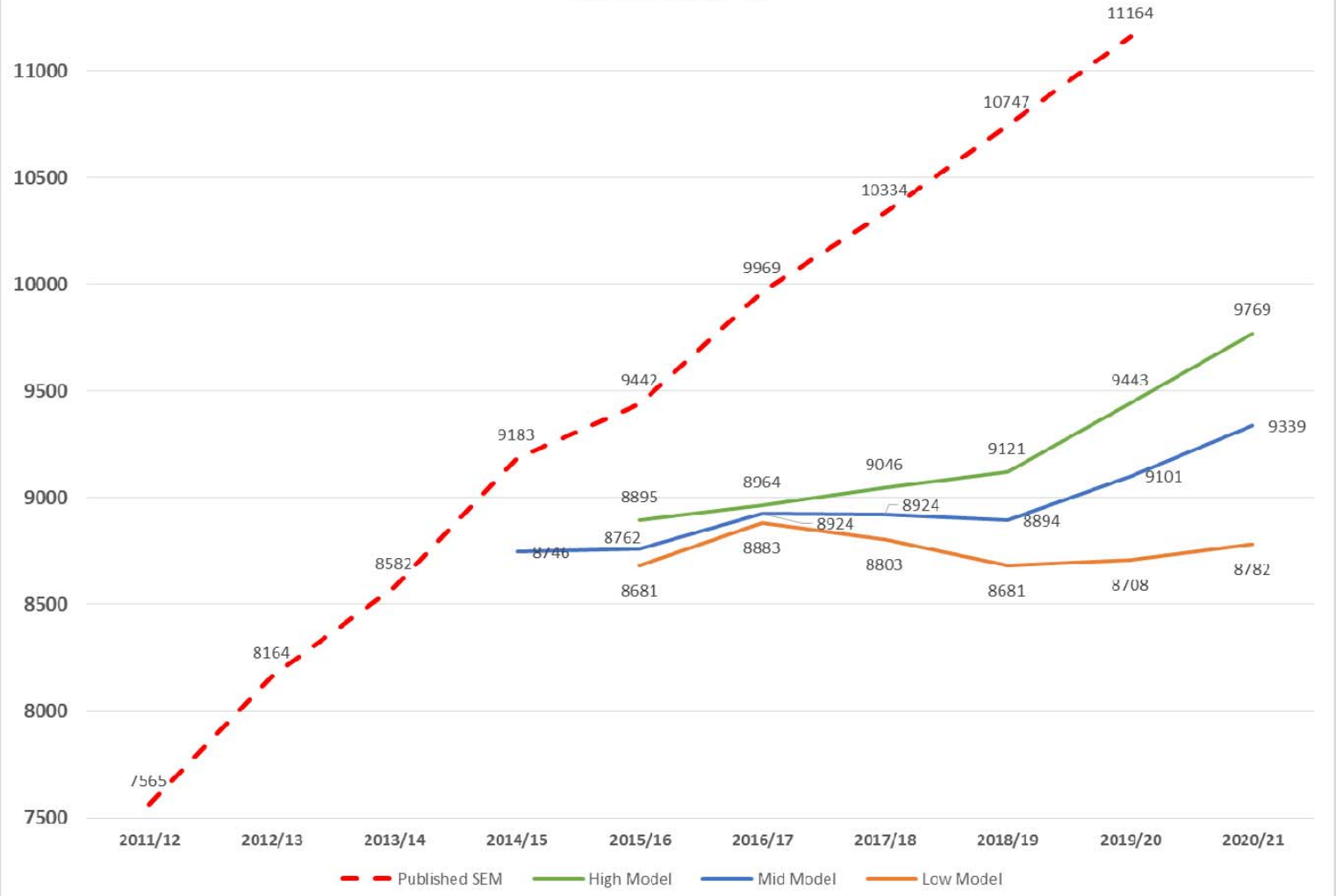
ACADEMIC PROFILE

Program mix

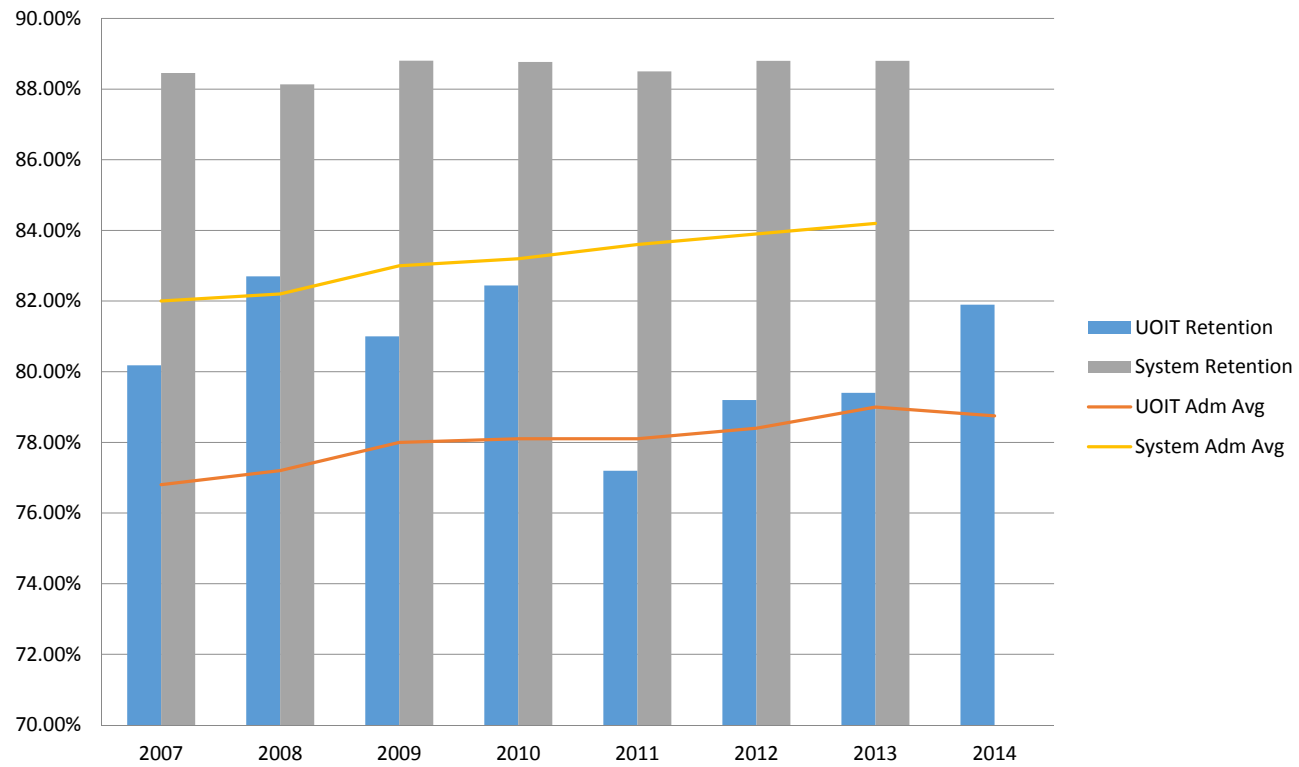
Delivery mode

Academic collaborations

UOIT Student FTEs



Admission Avg & Retention yr 1 - 2



Student Recruitment 2015 and Beyond

Goal 1

Invest in UOIT's core market (GTA) while making strategic decisions about secondary markets.

Goal 2

Expand our prospective student base by investing in content marketing.

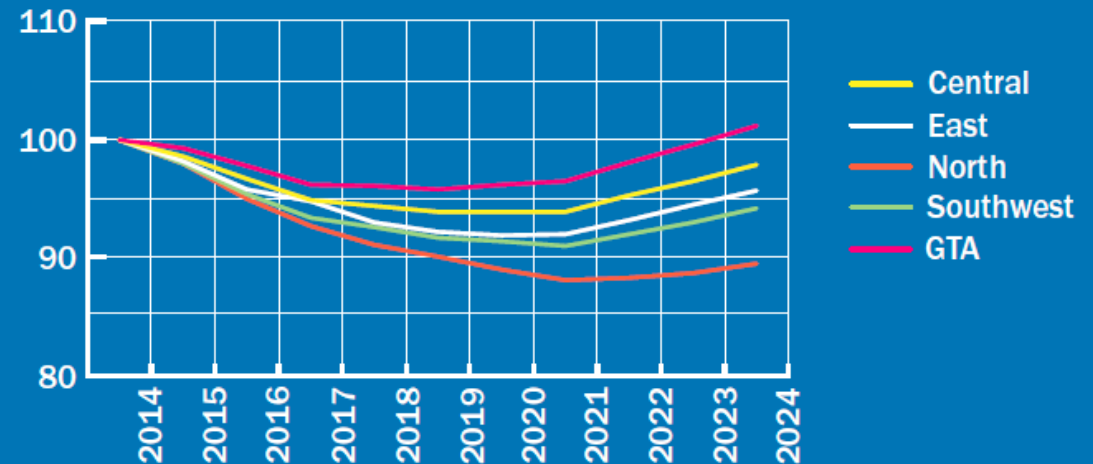
Goal 3

Increase non-traditional applicants; specifically to degree-completion programs.

Goal 4

Engage faculty members to assist in targeted recruitment initiatives in our high affinity secondary schools.

Medium-range projections by institutional region – indexed to 2014
Year 1 new students, age 18-20, direct-entry UG programs



Based on population projections from the Ministry of Finance

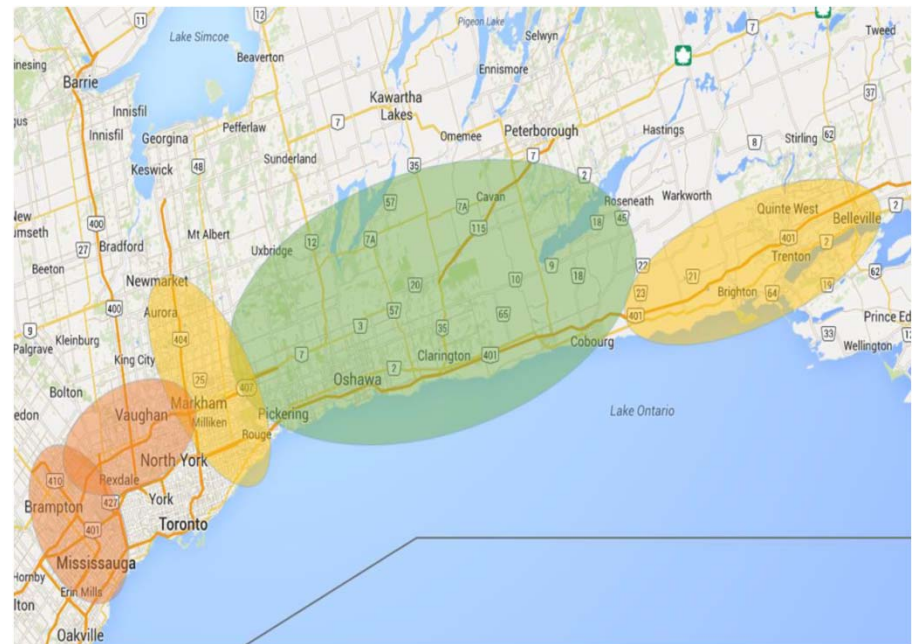
Invest in Core Area

Studying the numbers

of accepted applicants by region/university

Region/School	2012		2013		2014	
Durham	3007	92.67%	3119	92.86%	2942	93.13%
UOIT	513	17.06%	573	18.37%	524	17.81%
Toronto	353	11.74%	358	11.48%	357	12.13%
Trent	244	8.11%	257	8.24%	190	6.46%
Guelph	188	6.25%	208	6.67%	215	7.31%
Northumberland	238	7.33%	240	7.14%	217	6.87%
Queens	38	15.97%	32	13.33%	22	10.14%
Guelph	26	10.92%	33	13.75%	21	9.68%
Trent	28	11.76%	26	10.83%	23	10.60%
Toronto	19	7.98%	18	7.50%	28	12.90%
Carleton	17	7.14%	24	10.00%	22	10.14%
Ottawa	21	8.82%	17	7.08%	16	7.37%
Western	13	5.46%	14	5.83%	22	10.14%
Waterloo	9	3.78%	13	5.42%	14	6.45%
UOIT	11	4.62%	12	5.00%	9	4.15%

Integrating the plan



International student recruitment goals

- 1 Diversify the offshore international applicant pool through strategic partnerships with English-language providers.
- 2 Adjust recruitment focus to onshore international students with the goal of increasing return on recruitment efforts.
- 3 Engage in a strategic recruitment partnership with Durham College (i.e., collaborative marketing of UOIT-DC Pathway programs).
- 4 Focus on UOIT-based connections over agent representation.

