

# STRATEGIC ENROLMENT MANAGEMENT PLAN

2025



## Toronto is in the “Dish with One Spoon Territory.”

As we embark on Toronto Metropolitan University (TMU)'s 2025 Strategic Enrolment Management Plan, we begin by acknowledging the land on which our institution stands.

TMU's campuses in Toronto and Brampton operate on the Treaty Lands of the Mississaugas of the Credit. This land has been part of the traditional territories of the Anishinaabe, Huron-Wendat and Haudenosaunee. They are now home to many Inuit, Métis and First Nations Peoples from across Turtle Island. We honour and uphold the Dish With One Spoon Treaty, we commit to valuing the Two Row Wampum and we vow to treat the land and people of our community with understanding built on mutual respect.

This land acknowledgment reminds us of the ongoing need for education and action toward reconciliation and that there is more to be done on our campus. We encourage our community members to take time to recognize the lands on which we teach, learn and live and to educate themselves in the Indigenous histories and current realities of those lands.

As we advance our academic mission, we remain committed to creating pathways for meaningful engagement and partnerships with Indigenous communities, ensuring that our academic and social contributions reflect the values of respect, reciprocity and responsibility.

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## Toronto Metropolitan University's inaugural Strategic Enrolment Management (SEM) Plan provides a framework for how the Institution will collectively approach enrolment management over the next few years.

While key outcomes are identified throughout the plan, space is intentionally given for the institution to continue to discuss and define the longer term enrolment strategy, in recognition of how much change is underway.

The 2025 - 2030 Academic Plan: "Transforming Futures: TMU's Vision for Academic Excellence" will guide our institutional enrolment approaches by establishing broad, measurable goals aligned with TMU's mission, vision and values. The SEM plan is a key enabler for the Academic plan, outlining specific priorities and strategies, categorized into three strategic areas: recruitment, retention and student success.

The SEM plan development has been guided by a Steering Committee, with important contributions from all of the designated Councils, with each identifying priorities and strategies that can lead to important institutional outcomes. Collaboration has been a cornerstone of the SEM plan development process, ensuring a wide range of key stakeholders were able to contribute.

The approach of the Plan focuses on on-going consultation, implementation and assessment. Priorities, strategies and outcomes will be reviewed and refined regularly to ensure progress and relevance in a dynamic higher education environment.



## Provost's Foreword



As we look ahead, I am proud to see our 2025-2030 Strategic Enrolment Management (SEM) Plan shared with the TMU community. It is a comprehensive framework that will guide our approach to student recruitment, retention and success, ensuring students have the support they need from the moment they set foot on campus to the time they graduate, and beyond.

Putting the student first is at the heart of our mission as a university. We strive to provide an exceptional educational experience while supporting the diverse needs of our students. Rooted in that shared commitment, this plan sets forth clear priorities and strategies that will help us maintain responsible growth, ensure financial sustainability, and most importantly, create an environment where every student can thrive.

I want to thank everyone who participated in consultations, and our co-chairs, Jen McMillen and Sean Kheraj. The 2025-2030 SEM Plan aligns with the university's suite of plans, including our 2025-2030 Academic Plan, as TMU's enrolment goals contribute to our broader academic mission. By implementing these strategies, we can build a more robust, efficient, and effective support system that contributes to improved student success and satisfaction. Together, we will shape the future of our institution and empower our students to reach their full potential.

Sincerely,

**ROBERTA IANNACITO-PROVENZANO, PhD**  
Provost and Vice-President, Academic

# Message from Co-Chairs



At TMU, we know that enrolment management isn't just about numbers—it's about people. It's about ensuring students find the right programs, feel supported throughout their journey and graduate ready to make an impact.

That's why we've taken a holistic approach to our 2025-2030 Strategic Enrolment Management (SEM) Plan, one that is rooted in both our students and in the changing world around us. It's about supporting their overall success – academic, personal and professional – across the full journey, from prospective student to enrolled learner, graduate and engaged alumni. At the same time, it acknowledges the need to remain responsive and innovative in the face of shifting societal trends and external factors that influence enrolment.

This approach is both reciprocal and intentional. Students are not only supported – they're active partners. Their voices matter – in curriculum planning, in shaping their learning experience and in co-creating the supports that will help them reach their goals. Alongside this, we've built in purposeful strategies and targeted retention initiatives that reflect our collective commitment to student achievement.

Underscoring this work are seven core SEM values: Student Success, Equity, Diversity and Inclusion, Curricular Innovation, Reciprocity, Global Engagement, Academic Breadth, and Financial and Operational Sustainability. These values, shaped by the contributions of our SEM Councils, will guide our decision-making across the spectrum of enrolment activities.

Ultimately, strategic enrolment management is a shared responsibility. Every faculty and staff member plays a role—from meeting prospective students at recruitment events, to mentoring them in the classroom, to offering support and guidance outside of it.

Thank you to everyone who contributed to the development of this plan. Your insights and collaboration have been instrumental in shaping a strategy that reflects the strengths and aspirations of our community.

**JEN McMILLEN, MEd**  
Vice-Provost, Students

**SEAN KHERAJ, PhD**  
Vice-Provost, Academic



# AN INSTITUTIONAL APPROACH

The SEM Plan is one of several guiding documents that work together to achieve TMU's ambitious goals. As we take a holistic approach to enrolment, we also rely on the International Plan and the Strategic Research Plan to support decision-making. TMU's Strategic Vision provides an overarching roadmap for where the institution is going, and the 2025 - 2030 Academic Plan: "Transforming Futures: TMU's Vision for Academic Excellence" steers our institutional enrolment approaches by establishing broad, measurable goals aligned with TMU's mission, vision and values.

TMU's Academic Plan 2025–2030, emphasizes student success, equity, diversity and inclusion, reconciliation, sustainability and innovation, identifying the following five priorities:

1. Enhancing the student learning journey.
2. Create positive impact through SRC excellence and local and global collaboration.
3. Supporting people and community.
4. Advancing our commitment to truth and reconciliation.
5. Ensuring future readiness.

The SEM plan works to enable these priorities and their supporting strategies across a number of key areas.



# Enrolment Composition Overview

STUDENT ENROLMENT OVERVIEW, 2024-25	HEADCOUNT ENROLMENT	FULL-TIME EQUIVALENT ENROLMENT
<b>Toronto Metropolitan University</b>	<b>47,310</b>	<b>41,558.4</b>
<b>Yeates School of Graduate and Postdoctoral Studies</b>	<b>2,930</b>	<b>2,528.0</b>
Doctoral	692	663.5
Master's	2,224	1,846.0
Professional Master's Diploma	14	18.5
<b>Lincoln Alexander School of Law</b>	<b>442</b>	<b>449.6</b>
<b>Undergraduate Programs</b>	<b>40,697</b>	<b>37,017.4</b>
Faculty of Arts	5,456	4,945.9
Faculty of Community Services	6,621	5,596.7
Faculty of Engineering and Architectural Science	6,200	5,427.3
Faculty of Science	4,425	4,173.3
Ted Rogers School of Management	11,910	10,996.2
The Creative School	6,085	5,878.0
<b>Chang School of Continuing Education</b>	<b>3,241</b>	<b>1,563.4</b>
Degree Credit Courses	2,252	961.4
Non Credit Courses	989	602.0

STUDENT ENROLMENT OVERVIEW, 2024-25	TOTAL HEADCOUNT ENROLMENT	DOMESTIC HEADCOUNT ENROLMENT	INTERNATIONAL HEADCOUNT ENROLMENT	TOTAL FULL-TIME EQUIVALENT ENROLMENT	DOMESTIC FULL-TIME EQUIVALENT ENROLMENT	INTERNATIONAL FULL-TIME EQUIVALENT ENROLMENT
<b>Toronto Metropolitan University</b>	<b>47,310</b>	<b>43,334</b>	<b>3,976</b>	<b>41,558.4</b>	<b>37,918.9</b>	<b>3,639.5</b>
<b>Yeates School of Graduate and Postdoctoral Studies</b>	<b>2,930</b>	<b>2,611</b>	<b>319</b>	<b>2,528.0</b>	<b>2,244.3</b>	<b>283.7</b>
Doctoral	692	649	43	663.5	616.8	46.7
Master's	2,224	1,948	276	1,846.0	1,609.5	236.5
Professional Master's Diploma	14	14	0	18.5	18.0	0.5
<b>Lincoln Alexander School of Law</b>	<b>442</b>	<b>438</b>	<b>4</b>	<b>449.6</b>	<b>446.1</b>	<b>3.5</b>
<b>Undergraduate Programs</b>	<b>40,697</b>	<b>37,354</b>	<b>3,343</b>	<b>37,017.4</b>	<b>33,770.5</b>	<b>3,246.8</b>
Faculty of Arts	5,456	4,973	483	4,945.9	4,486.0	460.0
Faculty of Community Services	6,621	6,411	210	5,596.7	5,405.1	191.5
Faculty of Engineering and Architectural Science	6,200	5,760	440	5,427.3	5,035.5	391.8
Faculty of Science	4,425	3,820	605	4,173.3	3,559.7	613.6
Ted Rogers School of Management	11,910	10,761	1,149	10,996.2	9,863.7	1,132.5
The Creative School	6,085	5,629	456	5,878.0	5,420.5	457.5
<b>Chang School of Continuing Education</b>	<b>3,241</b>	<b>2,931</b>	<b>310</b>	<b>1,563.4</b>	<b>1,457.9</b>	<b>105.4</b>
Degree Credit Courses	2,252	1,942	310	961.4	855.9	105.4
Non Credit Courses	989	989		602.0	602.0	

Note: Headcount enrolment counts the number of students registered on November 1st while full-time equivalent enrolment takes into account each student's course load as a proportion of the applicable full course load. For example, a student taking 50% of a full course load counts as 0.5 in the full-time equivalent column and 1 in the headcount column. Full-time equivalent enrolment is measured across the three terms in the academic year: Spring/Summer, Fall, and Winter.



## SEM Values

The SEM Plan at TMU is guided by a set of core values that informs its goals and actions. These values underpin all priorities and strategies, ensuring alignment with the university's mission and long-term aspirations.

Core SEM Values: Academic planning and curriculum design must prioritize student success, ensuring graduates are equipped for career relevance and future readiness.

### 1. Student Success

We recognize and support the diverse capacities of students to thrive, ensuring a range of pathways to achieve their academic and professional goals.

### 2. Equity, Diversity and Inclusion (EDI)

We commit to championing equitable access to education by eliminating barriers through financial support, classroom resources and outreach to underrepresented groups, including Indigenous students, while embedding EDI principles in recruitment, admissions and support strategies to ensure success for all.

### 3. Curricular Innovation

We will focus on revising and adapting programs to meet evolving student and community needs and global trends. This includes incorporating decolonization and Indigenization efforts and maintaining academic integrity and rigour.

### 4. Reciprocity

Aligning TMU's academic offerings with the needs and expectations of students while ensuring that programs reflect societal and labour market demands.

### 5. Global Engagement

TMU is committed to fostering a global learning environment by building a community of international students, broadening access to international opportunities, building strong international and transnational partnerships, and increasing international impact.

### 6. Academic Breadth

TMU is committed to offering a diverse, comprehensive array of academic programs, designed to meet the needs and aspirations of a broad student body. This reflects the institution's capacity to adapt and innovate across disciplines.

### 7. Financial and Operational Sustainability

We will prioritize financial and operational sustainability by balancing program demand with institutional capacity. This includes addressing instructional capacity, space and program viability while maintaining academic excellence.

# PRIORITIES AND STRATEGIES



## PRIORITY 1

# Enhance TMU's Appeal to Domestic Students

Increase TMU's appeal to students in the Greater Toronto Area, provincially and across Canada.

## Strategies

### 1. Expanding Outreach and Engagement

- Highlight TMU's unique academic breadth in marketing and communications materials.
- Strengthen partnerships with high schools, guidance counsellors and community organizations.
- Develop a plan for coordinated school visits and engagement activities, supported centrally and within faculties.
- Expand central and faculty-level outreach to prospective students from underrepresented regions and groups.
- Foster collaboration between faculties to optimize student choices.
- Increase involvement of Program Advisory Councils in recruitment initiatives.
- Leverage student societies and alumni networks to support student onboarding and enrolment.
- Develop targeted outreach programs that build relationships with communities and schools serving underrepresented groups.

### 2. Focus on Recruitment and Conversion

- Build a campus culture around recruitment through university-wide professional development opportunities that engage staff, faculty and academic leaders.
- Implement a data-driven enrolment target-setting process early in the cycle.
- Improve conversion rates through institutional and departmental initiatives (both offers-to-acceptances and matriculations).
- Expand and automate cross-faculty deflection offers in relevant programs.
- Ensure accurate information regarding evolving recruitment landscapes is used in decision-making.
- Explore expansion of the academic year and program intake points.

## Outcomes

### By the end of the plan:

- Increase the number of qualified 1st and 2nd choice applications.
- Improve matriculation rate.
- Increase enrolment of students from underrepresented groups including Indigenous Peoples, women, persons with disabilities, Black people and other racialized persons.

### → Early Achievements

- Deflection offers; ensuring qualified applicants are aware of TMU programs that could fit with their goals and interests
- New programming to engage high school counsellors
- Alignment of branding in viewbooks

# Strengthen Support for Student Success

Focus on strengthening available support for students at TMU. As a campus that puts the Student Experience first, it is imperative that we support students throughout their entire career at TMU, from Orientation to Convocation.

## Strategies

### 1. Increase Focus on Student Support and Well-being

- Develop robust early alert and intervention systems for at-risk students.
- Expand mentorship, academic advising, peer advising and well-being resources.
- Increase support for Indigenous students and address the existing barriers that prevent Indigenous student success.
- Review and revise TMU support strategies for students on probation, RTW, or who drop out to ensure they receive the necessary assistance to succeed academically.
- Undertake a thorough policy review to identify and address any institutional policies that may inadvertently hinder student retention efforts, both academically and administratively.
- Conduct an audit of all student support services grounded in professional student support standards to identify best practices, gaps, technology solutions, collaborations and streamlining opportunities.
- Review and strengthen the in-person and virtual support systems for international students.

### 2. Enhance the Academic Experience

- Explore innovative and adaptive pedagogical approaches for the first-year experience to enhance student engagement and success.
- Review and make recommendations regarding Academic Advisor positions to ensure consistency and foster a sense of community, including connections to other student advising positions.
- Foster a shared understanding of the contributions of both curricular and co-curricular activities to student persistence and retention.
- Explore ways that increased flexibility with course and curricular options can support student success and retention.

### 3. Support Retention

- Evaluate TMU’s approach to the pre-arrival, the initial six weeks, and the first year experience for students. Foster a shared understanding of the contributions of both curricular and co-curricular activities to student persistence and retention.
- Foster collaborative retention strategies with central services and faculties.

## Outcomes

### By the end of the plan:

- Improve first-to-second-year retention rates.
- Increase five-year average retention rate.
- Increase institutional graduation rate and graduate rates in all faculties.
- Increase the percentage of newly admitted students who maintain a clear academic standing after their first year.
- Incorporate graduation, employment and labour market data to inform decision-making and support student success

## → Early Achievements

- Jump start program; early alert through Student Affairs; Navigate TMU
- New faculty-wide first-year experience courses in The Creative School and Faculty of Community Services
- Major curriculum modifications to streamline program requirements and improve degree progress

# Diversify and Expand International Enrolment

Increase TMU’s recruitment and retention of prospective international students through to conversion and enrolment.

## Strategies

### 1. Build a welcoming and supportive community for undergraduate international students in an effort to increase conversion.

- Review admissions policies and procedures to ensure the unique needs of internationally diverse prospects and applicants are supported.
- Identify ways to provide more transfer credit transparency to students admitted from other onshore and offshore institutions.
- Introduce multi-language options for reviewing parts of the TMU website (e.g. ELI).
- Create a scholarship strategy for undergraduate international students and explore timing, amount and transparency of scholarship allocation.
- Strengthen non-financial support for international students.

### 2. Diversify regional and programmatic enrolment.

- Expand enrolment and pathways available through TMU International College (TMUIC) and the English Language Institute (ELI).
- Build capacity for delivery of short programs.
- Increase the number of offshore feeder programs by way of university articulation agreements, foundation programs and high school partnerships.
- Continue to expand offshore recruitment activities through our network of: in-country representatives, school counsellors and leadership, and diverse student recruitment partners regionally.
- Explore spring intake periods.
- Encourage faculties to explore program development and improvement in alignment with international student demand.
- Increase our global enrolment of TMU international students outside of Toronto through our Transnational Education (TNE) team.
- Leverage and coordinate recruitment activities identified through recruitment team, faculties and transnational education activities.

### 3. Recruitment CRM Integration

- Maximize use of CRM for in-bound and outbound conversion touchpoints as well as reporting on awareness, recruitment, communication and conversion.

## Outcomes

### By the end of the plan:

- Increase in enrolment of students from underrepresented groups; internationally diverse curriculum and international students from onshore high schools.
- Contribute to the number of students from countries where TMU has significant existing enrolment.
- Increase in the number of undergraduate programs that attract and enrol a robust number of international students.
- Align international student retention rates with TMU overall.

## → Early Achievements

- Enabled international enrolment growth and access through the expansion of programs with multiple intake periods.
- Built working groups to address student journey improvements to positively impact internationally diverse prospects and applicants.
- Expanded onshore recruitment activities through an increase in school visits and local high school partnerships year over year.

# Align Programs with Societal Needs

Ensure TMU's curriculum remains relevant, responsive to labour market demand and aligned with societal needs.

## Strategies

### 1. Program Development and Demand

- Introduce new programs in high-demand fields to meet enrolment interest.
- Revise existing programs to improve relevance to societal need and enrolment interest.
- Adapt all social science and humanities programs to integrate career readiness components and work-integrated learning opportunities.
- Leverage partnerships with industry to advise on curriculum development.
- Expand non-credit programs including post-graduate certificates, executive education, and microcredentials

### 2. Policy and Process Review

- Review and revise Senate Policy 112: IQAP Policy - Development of New Graduate and Undergraduate Programs to streamline the Letter of Intent process.
- Revise and update Senate Policy 158: Program Advisory Council to update the role of alumni and industry partners in advising our academic programs.
- Review and establish Program Advisory Councils for all undergraduate programs.

### 3. Program Evaluation and Improvement

- Review and improve student and alumni feedback opportunities for continuous improvement of academic programs and enhancement of societal and labour market relevance.
- Achieve full compliance with Institutional Quality Assurance Process for undergraduate and graduate Periodic Program Reviews.
- Review all academic programs and identify opportunities to establish accreditation in new and existing programs.

## Outcomes

### By the end of the plan:

- Development of innovative, new undergraduate and graduate programs that align with societal need and enrolment interest.
- Revision of existing programs to better address societal need and enrolment interest.
- Development of new interdisciplinary minors that align with societal need and enrolment interest.
- Improved program development processes to support curricular innovation.
- Improved program review processes to enhance relevance to societal need and enrolment interest.

## → Early Achievements

- Creation of Curriculum Quality Assurance Portal
- Creation of a new Master of Cybersecurity program
- Creation of new BSc in Cyber Science
- Creation of new minors in Indigenous Thought, Corporate Strategy & Communications, Black Studies, and Interdisciplinary LGBTQ2S+

# Strengthen Capacity for Data-Informed SEM

Data-driven Strategic Enrolment Management is essential in making informed, evidence-based decisions that support student success and institutional growth. By leveraging accurate data on trends like retention, applications and capacity, TMU can identify key patterns and opportunities for improvement.

## Strategies

### 1. Data Management and Accessibility

- Provide clear definitions of data and its representation, as well as identify relevant SEM data categories to ensure consistent interpretation of results across the institution.
- Establish overarching data goals that encompass: improved data management and sharing, leveraging data to identify trends and make informed decisions and ensuring secure data access.
- Establish clear guidelines for open and transparent sharing of enrolment data across the institution including the distribution of enrolment and retention reports to departments.
- Develop guidelines and parameters on data generation, management and utilization to support end-users and subject matter experts working within SEM.
- Empower departments and programs to conduct their own analyses with appropriately anonymized institutional data using agreed-upon methods and definitions where appropriate.

### 2. Data Analytics and Decision-Making

- Develop dashboards to monitor retention, application trends and capacity.
- Establish a dedicated core team for data analytics that focuses on utilizing and leveraging the data to tell a story.
- Assess the program-level leadership access to enrolment and confirmation numbers and its impact on decision-making processes.
- Evaluate the potential adoption of business intelligence tools for analysis and sharing information.

### 3. Leadership and Capacity Building

- Define SEM competencies at each tier of leadership and support these competencies with professional development aimed at empowering leadership at all levels to meaningfully consume and synthesize enrolment and retention data to inform discussion, planning and decision-making.
- Develop an onboarding module for different SEM councils.
- Provide learning opportunities for campus leaders to deepen their understanding and engagement with student data.

### 4. Equity, Diversity, and Inclusion (EDI) in Data

- Incorporate EDI in data collection and interpretation practices (such as OVPECI student survey data or OUAC diversity data).
- Evaluate the potential adoption of business intelligence tools for analysis and sharing information.

## Outcomes

### By the end of the plan:

- Deploy a centralized analytics platform to support enrolment planning.
- Establish foundational datasets of internal TMU data and appropriate external data for data analysis purposes and to inform SEM-related decision-making.
- Establish standard timelines for updating and sharing different summaries or indicators, as well as identifying the appropriate reference details (date, data source, etc.) for each.

## → Early Achievements

- Creation of SEM data packages for all faculties
- Program consultations on admissions reports

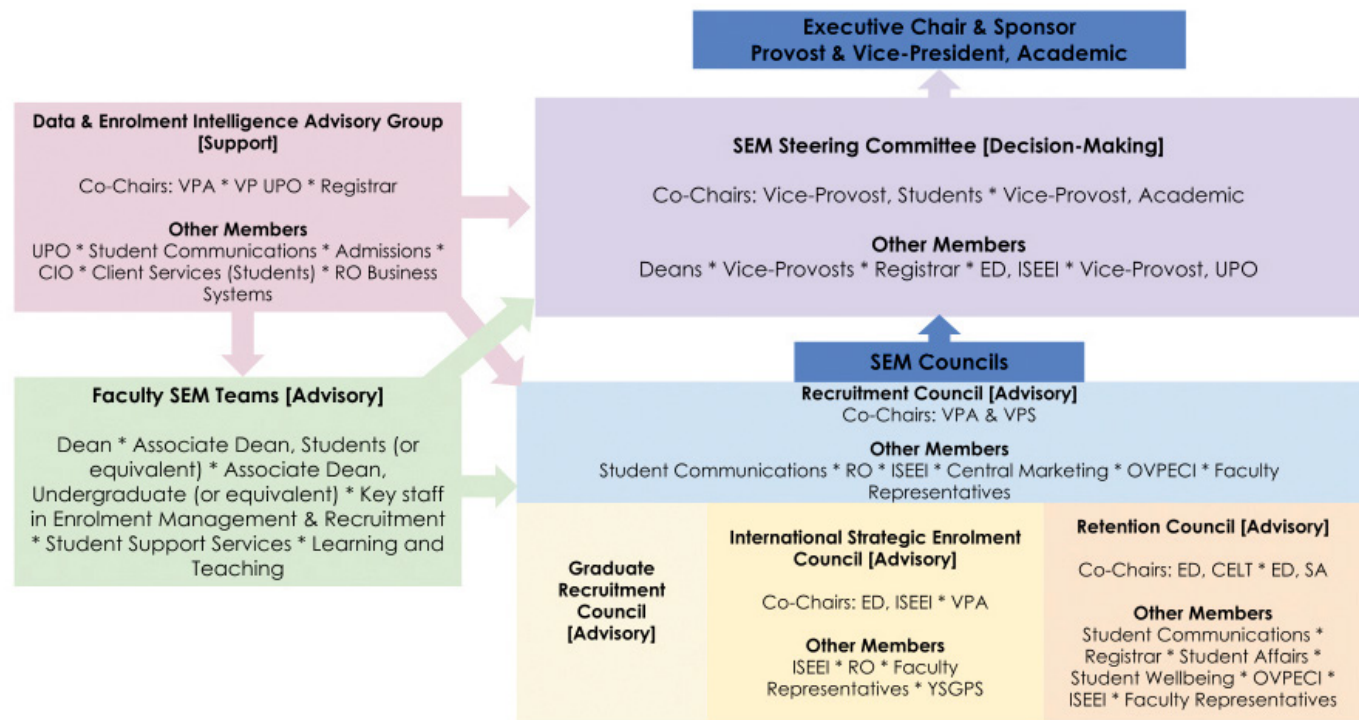
# Outcomes for Students

Graduates will leave TMU with the knowledge and practical skills they need to succeed in their lives beyond the university and bring positive change to their communities. They will have a strong grounding in their academic disciplines, social justice and equity issues, and be ready to contribute to an ever-changing workforce.

By combining the focus on academic excellence and connection to our communities, TMU students learn to be contributing citizens while they hone their academic skills and knowledge. A focus on recruitment allows us to match prospective students with the right program for their learning goals, and our focus on retention ensures they find the success they seek. Students will study what drives their passions and learn what they need for the future. This SEM plan will enable the university to collaboratively and effectively design and implement strategies that will find, develop and launch the next generation of bold leaders.



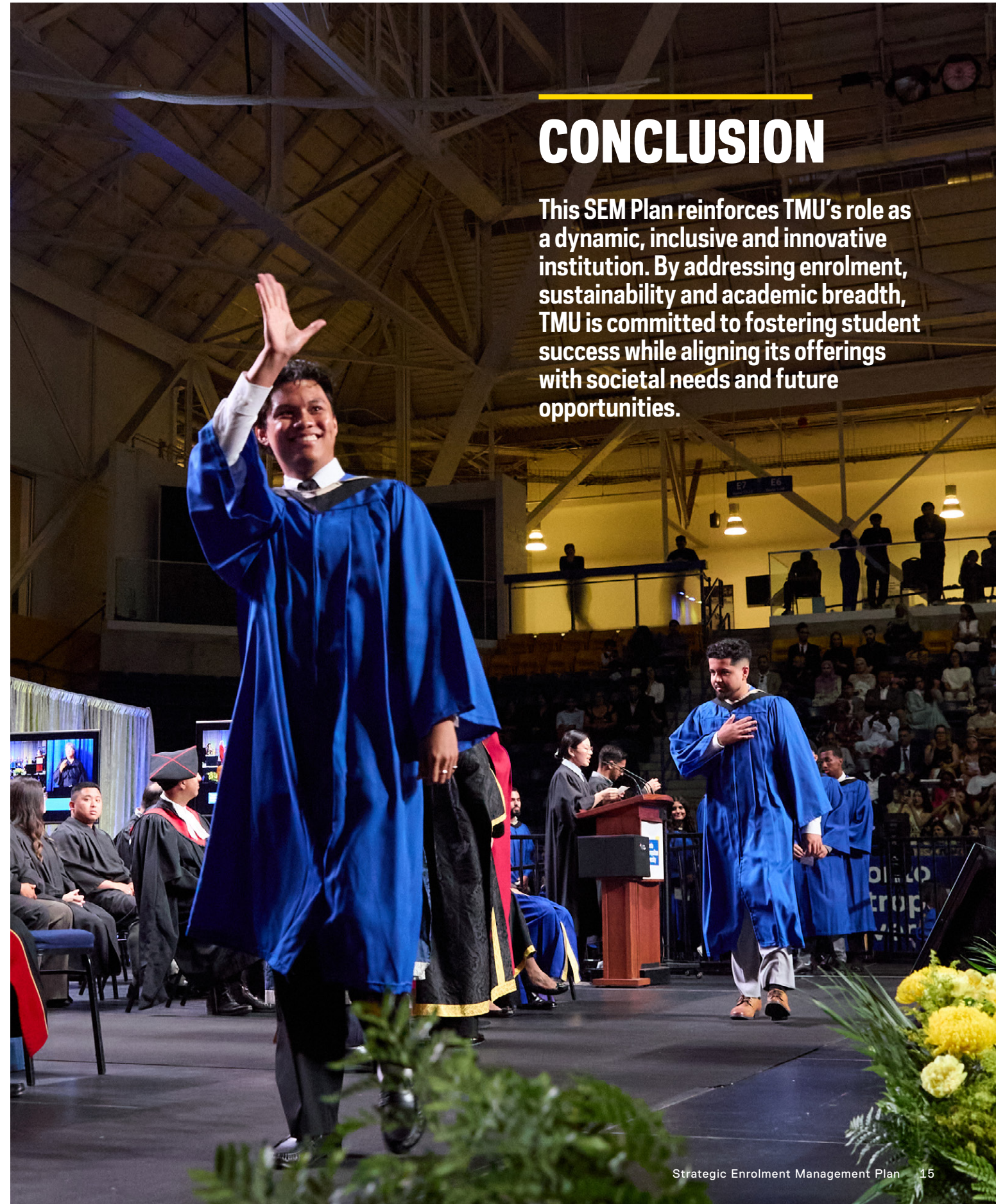
# SEM Planning Governance



The Steering Committee will guide and develop the creation, implementation and oversight of the SEM Plan.

# CONCLUSION

This SEM Plan reinforces TMU's role as a dynamic, inclusive and innovative institution. By addressing enrolment, sustainability and academic breadth, TMU is committed to fostering student success while aligning its offerings with societal needs and future opportunities.



# In Appreciation

The development of TMU's Strategic Enrollment Management (SEM) Plan was made possible through the collaboration and commitment of the SEM Plan Core Team and the various SEM Councils. Their contributions have been instrumental in shaping a plan that reflects a holistic understanding of the student experience, encompassing recruitment, retention, and success. The collective insight and dedication of these groups have ensured that the SEM Plan is both comprehensive and aligned with the institution's mission and priorities.

## SEM plan core team

**Jen McMillen**, Vice-Provost, Students

**Sean Kheraj**, Vice-Provost, Academic

**Ebony Gittens**, Executive Director, Office of the Vice-Provost, Students

**Janeepan Uthayakumaran**, Manager, Strategic Operations & Special Projects

## SEM planning groups

### SEM STEERING COMMITTEE

**Roberta Iannacito-Provenzano**, Provost & Vice-President Academic - Project Sponsor

**Jen McMillen**, Vice-Provost, Students - SEM Co-Chair

**Sean Kheraj**, Vice-Provost, Academic - SEM Co-Chair

**Patrizia Albanese**, Vice-Provost, Faculty Affairs

**Tony Conte**, Executive Director, Provost Office

**Cory Searcy**, Assistant Vice-President, International

**David Cramb**, Dean, Faculty of Science

**Charles Falzon**, Dean, The Creative School

**Karias Gharabaghi**, Dean, Faculty of Community Services

**Shari Hodges**, Interim University Registrar

**Cynthia Holmes**, Dean, Ted Rogers School of Management

**Linda Koechli**, Dean, G. Raymond Chang School of Continuing Education

**Sri Krishnan**, Dean, Engineering & Architectural Science

**Carl Kumaradas**, Dean, Yeates School of Graduate & Postdoctoral Studies

**Kimberley McCausland**, Vice-Provost, University Planning Office

**Amy (Chen) Peng**, Dean, Faculty of Arts

**Leanne Stillman**, Acting Executive Director, International Student Enrolment, Education & Inclusion

**Donna Young**, Dean, Lincoln Alexander School of Law

### RECRUITMENT COUNCIL

**Sean Kheraj**, Vice-Provost, Academic - Recruitment Council Co-Chair

**Jen McMillen**, Vice-Provost, Students - Recruitment Council Co-Chair

**Ahmed Ahmed**, Strategic Advisor & Senior Resolution Officer, Human Rights Services

**Dimitri Androutsos**, Associate Dean Undergraduate Studies & Student Affairs Professor, Faculty of Engineering & Architectural Sciences

**Daina Astwood-George**, Director, Student Communications

**Annette Bailey**, Associate Dean, Graduate Studies & Internationalization, Faculty of Community Services & Associate Professor, Daphne Cockwell School of Nursing



# In Appreciation

**Jeff Cape**, Acting Director of Engineering Student Admissions & Recruitment, Faculty of Engineering & Architectural Sciences

**Angeline Cheung**, Awards, Recruitment & Events Coordinator, Faculty of Community Services

**Andre Cojita**, Senior Director, Finance, Administration & Strategic Programs, Faculty of Science

**Marie Crosta Director**, Academic Planning & Student Affairs, The Creative School

**Shari Hodges**, Interim University Registrar

**Linda Koechli**, Dean, G. Raymond Chang School of Continuing Education

**Rana Latif**, Director of Strategic Development & Marketing, The Creative School

**Seung Hwan Mark Lee**, Associate Dean, Engagement & Inclusion & Professor, Ted Rogers School of Management

**Anne-Marie Lee-Loy**, Associate Professor; Associate Dean Undergraduate Studies, Faculty of Arts

**Andrew McWilliams**, Associate Dean, Undergraduate Programs & Student Affairs & Associate Professor, Faculty of Science

**Scott O'Neill**, Director, Admissions & National Recruitment

**Amy (Chen) Peng**, Dean, Faculty of Arts

**Samantha Read**, Associate Director, Communications

**Leanne Stillman**, Acting Executive Director, International Student Enrolment, Education & Inclusion

**Sandra Tulio Pow**, Professor, Associate Dean Undergraduate Education & Student Affairs, The Creative School

**Jim Wentzell**, Executive Director, University Relations

**Debbie Wilk**, Director, Client & Program Services, Chang School

**Peter Wong**, Director, Finance, Chang School

## RETENTION COUNCIL

**Jen Gonzales**, Executive Director, Student Affairs - Retention Council Co-Chair

**Andrea Ridgley**, Manager, Centre for Excellence in Learning & Teaching - Retention Council Co-Chair

**Ahmed Ahmed**, Strategic Advisor & Senior Resolution Officer, Human Rights Services

**Daina Astwood-George**, Director, Student Communications

**Rachel Barreca**, Manager, Strategic Initiatives

**Kris Bertram**, First-Year Engineering Academic Advisor & Learning Experience Designer

**Aly Burtch**, Manager, Registrarial Support Services

**Nadya Burton**, Associate Dean, Undergraduate Studies, Students & Pedagogy & Associate Professor, Faculty of Community Services

**Angeline Cheung**, Awards, Recruitment & Events Coordinator

**Jonathan Christie**, Assistant Director, Registrarial Services

**Marie Crosta Director**, Academic Planning & Student Affairs, The Creative School

**Valerie Deacon**, Manager of Academic Support & Curriculum Innovation, Faculty of Arts

**Simon Finn**, Associate Director, Residence Life & Education

**Emily Garant-Jones**, Director, Student Success & Career Navigation

**Esther Ignagni**, Executive Director, Centre for Excellence in Learning & Teaching

**Emma Jankowski**, Manager, Immigration & Advising

**Anne Johnson**, Academic Coordinator, First Year & Common Science Office

**Kathleen Kellett-Betsos**, Interim Associate Dean, Faculty of Arts

**Michael Liew**, Administrative Coordinator, Business Operations, Chang School of Continuing Education

**Allan MacDonald**, Executive Director, Student Wellbeing

**Allysa Martinez**, Associate Director, Student Success

**Andrew McWilliams**, Associate Dean, Undergraduate Programs & Student Affairs & Associate Professor, Faculty of Science

**Madelyn Steed**, Senior Manager, Business Operations & Continuous Improvement

**Leanne Stillman**, Acting Executive Director, International Student Enrolment, Education & Inclusion

**Dana Thomas**, Associate Chief Librarian, Teaching & Learning

**Krystal Valentine**, Manager, Student Learning & Academic Engagement

**Krista Vogt**, Executive Director, Student Services Ted Rogers School of Management



# In Appreciation

## DATA ENROLMENT INTELLIGENCE ADVISORY GROUP

**Sean Kheraj**, Vice-Provost, Academic - Data Enrolment Intelligence Advisory Group Co-Chair

**Kimberley McCausland**, Vice-Provost, University Planning Office - Data Enrolment Intelligence Advisory Group Co-Chair

**Shari Hodges**, Interim University Registrar - Data Enrolment Intelligence Advisory Group Co-Chair

**Grace Andal**, Business Analyst

**Paula Doyle**, Director, Business Systems

**Kevin du Manoir**, Manager, Admissions Data Analysis & Reporting

**Matthew Haddad**, Director, Administration & Operations

**Brian Lesser**, Chief Information Officer Computing & Communications Services

**Jim O'Brien**, Director, Budgets & Institutional Research

**Leanne Stillman**, Acting Executive Director, International Student Enrolment, Education & Inclusion

## INTERNATIONAL STRATEGIC ENROLLMENT COUNCIL

**Sean Kheraj**, Vice-Provost, Academic - International Strategic Enrollment Council Co-Chair

**Leanne Stillman**, Acting Executive Director, International Student Enrolment, Education & Inclusion - International Strategic Enrollment Council Co-Chair

**Dimitri Androutsos**, Associate Dean Undergraduate Studies & Student Affairs, Professor Faculty of Engineering & Architectural Sciences

**Annette Bailey**, Associate Dean, Graduate Studies & Internationalization, Faculty of Community Services & Associate Professor, Daphne Cockwell School of Nursing

**Cristina Blesa**, Associate Director, Marketing & Digital Engagement, International Enrolment

**Nadya Burton**, Associate Dean, Undergraduate Studies, Students & Pedagogy & Associate Professor, Faculty of Community Services

**Jeff Capel**, Acting Director of Engineering Student Admissions & Recruitment, Faculty of Engineering & Architectural Sciences

**Kelvin Chan**, Associate Director, International Recruitment

**Marie Crosta**, Academic Planning & Student Affairs, The Creative School

**Shari Hodges**, Interim University Registrar

**Katherine Hollas**, Undergraduate Recruitment Coordinator, Ted Rogers School of Management

**Linda Koechli**, Dean, G. Raymond Chang School of Continuing Education

**Rana Latif**, Director of Strategic Development & Marketing, The Creative School

**Mark Lee**, Associate Dean, Engagement & Inclusion

**Almira Mun**, Director, Strategy & Marketing

**Scott O'Neill**, Director, Admissions & National Recruitment

**Amy (Chen) Peng**, Dean, Faculty of Arts

**Cheryl Ramage**, Associate Director, International Recruitment

**Salisha Randel**, Associate Director, International Recruitment

**Salwa Saeed**, Recruitment & International Engagement Officer, Faculty of Science

**Amy Van Rensburg**, Associate Director, International Recruitment

**Nancy Walton**, Associate Professor, Associate Dean, Student Affairs, Yeates School of Graduate Studies



