



UNIVERSITY OF KING'S COLLEGE 2025-2030 STRATEGIC ENROLMENT MANAGEMENT PLAN



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The University of King's College sits on the unceded Mi'kmaw territory, subject to the Peace and Friendship Treaties that are the basis for peaceful coexistence and good relations among all who live in Mi'kma'ki. The University of King's College recognizes the histories, contributions and legacies of the African Nova Scotian people who have been here for over 400 years.

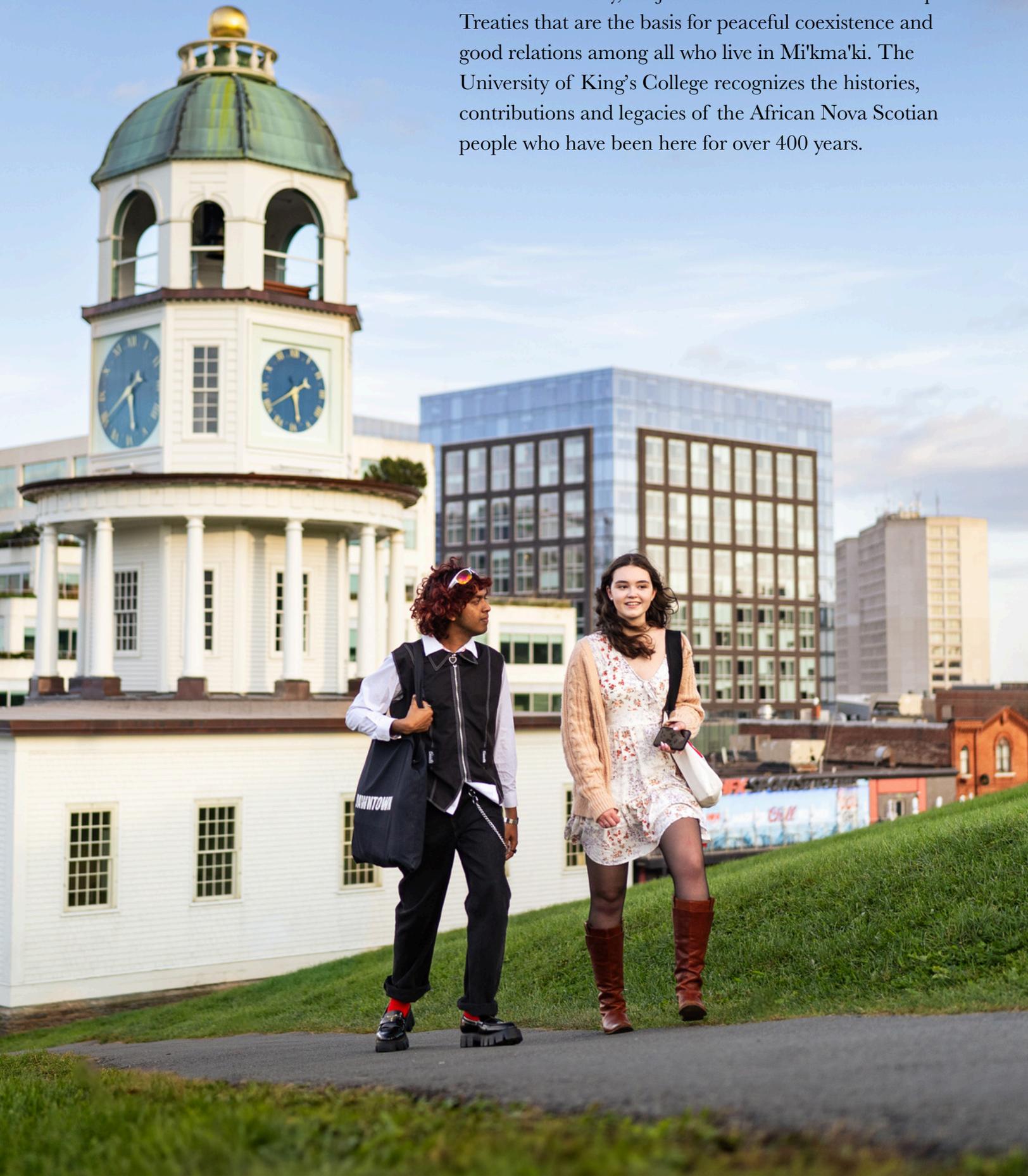


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ABOUT UNIVERSITY OF KING'S COLLEGE

The University of King's College (King's), founded in 1789 in Windsor, Nova Scotia, is Canada's first chartered university and the oldest English-speaking university in the Commonwealth outside the UK. Established by Anglican Loyalists and granted a Royal Charter in 1802.

In 1920, a fire destroyed the Windsor campus, prompting the relocation to Halifax and the establishment of a formal academic partnership with Dalhousie University. Under this model, King's retained its independence while sharing faculty and educational resources with Dalhousie University.

The 1970s marked a period of renewal: King's divinity programs joined the Atlantic School of Theology, and the college launched its signature Foundation Year Program in 1972 and the School of Journalism in 1978—the only one of its kind in Atlantic Canada. Since then, King's has expanded its academic offerings to include interdisciplinary honours programs and graduate degrees in journalism and creative writing.

Established under the University of King's College Act (1998), King's is an autonomous, degree-granting institution governed by a Board of Governors and a Senate that offers a unique small-college experience enriched by access to the broader resources of Dalhousie, combining tradition with innovation to serve a diverse student body.

WHAT IS STRATEGIC ENROLMENT MANAGEMENT?

Strategic Enrolment Management (SEM) is a planning approach that aligns institutional priorities with optimal enrolment goals and the student experience. It fosters collaboration across academic and administrative units, ensuring alignment of curriculum, delivery, processes and services with institutional values.

Purpose

Understanding the goal of SEM, King's plan aims to:

- Articulate a long-term enrolment vision reflective of its mission, values and resources.
- Identify measurable enrolment goals aligned with market realities and institutional priorities.
- Establish a collaborative framework for enrolment planning, execution and analysis.

The SEM plan focuses institutional efforts on shared enrolment objectives and fosters cooperation across academic and administrative units to achieve these goals.

Scope

The SEM plan considers all domestic and international student enrolment across undergraduate and graduate academic programs offered by King's. This includes the Foundation Year Program (FYP), Journalism, the interdisciplinary Humanities programs, MFA programs and emerging credential offerings such as certificates and micro-credentials.

While this range of enrolment activity contributes to King's overall enrolment strategy, the SEM plan is not intended to function as a comprehensive strategic plan for each academic unit, program or delivery method. Instead, it serves as a unifying framework that guides institution-wide planning and resource alignment in support of enrolment priorities.

The SEM plan complements and aligns with other institutional planning initiatives, ultimately serving King's overall integrated strategic planning.

FOUNDATION FOR SEM PLANNING

In 2023, King's affirmed its academic direction through a new [Strategic Academic Plan](#), supported by its governance bodies and academic leadership. The plan reflects the institution's enduring mission and values, while embracing a forward-looking vision of academic innovation, partnership and inclusion.

Our mission

King's is committed to providing a transformative education in the liberal arts and journalism, writing and publishing, grounded in close reading, critical inquiry and interdisciplinary learning. Through small classes, mentorship and collaboration, King's fosters intellectual curiosity, creativity and ethical responsibility in its students.

Our vision

King's will remain a teaching-intensive university where interdisciplinary learning, academic innovation and community engagement are central. It will broaden access through inclusive and flexible learning, strengthen partnerships and ensure an environment that values well-being, diversity and academic excellence.

Our values

King's values reflect its unique identity as a small, teaching-focused institution within a larger research university setting. These values guide our academic programs, institutional planning and community life.

- **Teaching excellence.** King's prioritizes outstanding, student-focused teaching through small classes, close mentoring and continuous pedagogical innovation, including hybrid and online delivery where appropriate.
- **A more diverse community.** King's is committed to building a more diverse, equitable and inclusive community by removing barriers, integrating underrepresented voices into the curriculum, and strengthening outreach and recruitment.
- **Improving the student experience.** A supportive learning environment is central to King's identity. The university enhances academic and wellness supports, experiential learning and global opportunities to ensure student success.

- **Faculty renewal and support.** King's supports its faculty through sustainable workloads, strategic hiring, especially from equity-deserving groups, and continued investment in professional development and joint appointments.
- **Collaboration.** King's values deep collaboration with Dalhousie University, its own academic programs, and external partners to expand learning opportunities and enrich the academic experience.



PRINCIPLES FOR ENROLMENT PLANNING AT KING'S

King's mandate, mission, vision, values and strategic priorities form the basis for a set of guiding principles that inform its approach to strategic enrolment planning.

1. **Student-centred.** Programs and courses are accessible, relevant and designed to support a range of learning styles and academic needs. Successful educational outcomes are paramount.
2. **Inclusive and diverse.** King's enrolment planning aims to reflect a balance across local, provincial, national and international student populations. We are committed to fostering a community where all students, regardless of background, feel welcome, supported and empowered to succeed.
3. **Community-minded.** Academic offerings are shaped by the social, cultural, environmental and economic needs of the communities King's serves. Students are prepared for both academic achievement and thoughtful, engaged citizenship that contributes to regional and global well-being.
4. **Sustainable.** Enrolment targets are aligned with institutional capacity to ensure that growth is responsible, well-supported and conducive to long-term student success and institutional health.
5. **Responsive.** Continuously monitor and adapt to changes in the post-secondary landscape, including student demand, demographic shift and policy changes. Enrolment strategies are informed by data, 9 institutional performance and evolving community expectations.

ENROLMENT COMPOSITION

In light of its enrolment planning principles, over the next five years King's aims to build an accessible and inclusive academic community with a balanced representation of students from local, provincial, national, First Nation and Inuit and international communities. These enrolment composition goals will be reviewed and revised annually over the five-year period to reflect emerging trends, policy changes and institutional priorities.

- Goal to have domestic learners comprise 90–95% and international learners comprise 5–10% of overall annual enrolment, inclusive of all academic levels and modes of delivery. Maximum international enrolment is dependent on provincial study permit allocations.
- Among domestic enrolment, King's aims to meet the educational needs within Nova Scotia, particularly in the Halifax Regional Municipality and surrounding communities, which will represent 40–45% of annual domestic enrolment.
- Aim to enrol students from other Atlantic provinces (New Brunswick, Prince Edward Island and Newfoundland and Labrador), comprising 7–12% of domestic enrolment.
- Learners from other regions of Canada, including Ontario, Quebec, Western provinces and the North will account for 45–50% of domestic enrolment.
- Aim to expand enrolment of Mi'kmaw and African Nova Scotian learners, as well as other underrepresented groups, such that these students represent 10–15% or more.

FIVE-YEAR STRATEGY CHANGE GOALS

- **Broaden and personalize student recruitment.** Continue to enhance and differentiate King's profile across Canada and internationally through targeted marketing and communications outreach. By offering a more personalized and accessible admission experience, both virtual and in-person, King's will attract a diverse body of students who are aligned with its historical strengths in liberal arts, journalism and writing programs.
- **Increase access and reduce financial barriers.** Reshape need- and merit-based financial aid, revise scholarship structures and improve outreach about funding opportunities. The goal is to make a King's education more accessible and improve enrolment and retention among historically underrepresented groups.
- **Improve student belonging, retention and success.** Invest in academic advising, tutoring, mentorship and wellness supports to foster a more connected and resilient student body. By creating more inclusive learning environments and pathways to career success, we will strengthen the student experience from entry to graduation.
- **Diversify academic offerings and learning formats.** Expand flexible delivery models, including online, hybrid, summer and accelerated options, where appropriate and being careful to maintain the quality of a King's education. We will also develop micro-credentials to reach a wider range of learners. These new formats will support lifelong learning and increase access to a King's education without compromising quality.

ENROLMENT GOALS AND OBJECTIVES

Guided by King's principles, targeted enrolment composition and a clear understanding of our current state of enrolment, four priority areas for change have been identified.

Each goal includes specific, measurable objectives focused on student recruitment, retention, academic progression and overall educational outcomes.

Goal 1:

Strengthen enrolment for financial sustainability and community thriving

Goal 2:

Enhance graduate programs

Goal 3:

Improve retention through student engagement

Goal 4:

Increase access to King's programs

GOAL 1: STRENGTHEN ENROLMENT FOR FINANCIAL SUSTAINABILITY AND COMMUNITY THRIVING

Strategic enrolment growth is essential not only for long-term financial sustainability, but also for supporting King's mission to provide transformative, student-centred education and maintain a vibrant, inclusive campus community. Achieving a balanced budget by 2030 requires strategic enrolment growth:

- Increase direct-from-high-school enrolment in Foundation Year and Journalism programs.
- Expand upper-year enrolment via expending collaboration with Dalhousie and non-traditional pathways.
- Maintain a balanced local composition while proportionately increasing enrolment across Canada.
- Improve first-year domestic student retention to a minimum 85% by 2030.
- Continue to enhance diversity by recruiting Mi'kmaw, Black Nova Scotian and other minority students.
- Maximize Provincial Attestation Letter (PAL) allocations to grow international enrolment.

GOAL 2: ENHANCE GRADUATE PROGRAMS

In order to achieve the goal of enhancing graduate programs, King's will pursue the following objectives:

- Reach a net new enrolment of 80 students in MFA Fiction and Non-Fiction.
- Prepare for the first intake of the MFA program in Screenwriting by 2027.
- Establish short-term certificate and micro-credential programs to expand academic footprint.
- Achieve 150 graduate students annually by 2030.

GOAL 3: IMPROVE RETENTION THROUGH STUDENT ENGAGEMENT

In order to achieve the goal of improving retention through student engagement, King's will pursue the following objectives:

- Grow to a complement of 1,300 full-time students (undergraduate and graduate) by 2030.
- Strengthen data-driven student engagement plans to boost retention.
- Develop and promote Work-Integrated Learning (WIL) opportunities.
- Coordinate with other units within the institution to strive for best students support in Atlantic Canada.
- Enhance alumni engagement for career mentoring and post-degree transitions.

GOAL 4: INCREASE ACCESS TO KING'S PROGRAMS

In order to achieve the goal of increasing access to King's programs, it will pursue the following objectives:

- Revise scholarship programs to maximize endowed funding and minimize operational budget impact.
- Review data collection at the application stage to better connect prospective students with available funding options.
- Remove financial barriers through improved systems and transparent communication.
- Promote diversity initiatives to attract and support underrepresented groups.

OUTCOMES FOR STUDENTS

During the development of the King's SEM plan, feedback from students, faculty, staff and community partners highlighted key priorities related to the student experience and educational outcomes at King's. These insights, combined with the university's mission, values and strategic goals, have been structured into five themes reflecting our desired SEM outcomes.

These outcome statements describe the experience students should expect when engaging in their education at King's. They provide direction for the strategies and initiatives aimed at achieving its enrolment goals and objectives.

SEM OUTCOMES

1. **Curriculum, teaching and delivery:** programs delivered by faculty are accessible and delivered through high-quality, student-centred teaching, preparing graduates with critical thinking skills and readiness for further study or professional pathways.
2. **Academic supports:** students have access to advising, tutoring, mentoring and flexible learning options that support success from first year through to graduation.
3. **Non-academic supports:** wellness, financial aid, mental health and community engagement services are integrated into the student experience, fostering belonging and inclusion for all.
4. **Culture of service:** academic and administrative services are proactive, transparent and responsive, ensuring equitable access to resources and opportunities.
5. **Choosing King's:** King's attracts and retains a diverse student body through its small-college community, partnership with Dalhousie University, and nationally recognized programs in the humanities and journalism.





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