

Strategic Enrolment Management Plan

This strategy was approved by Yukon University's Senate and Board of Governors in September 2024.

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Land acknowledgment

Yukon University (YukonU) strives to recognize and integrate Indigenous values, cultures, languages, ways of knowing and doing across programs, services, governance, policies, and space.

We are honoured to be guided by the indomitable spirit of Yukon First Nations people who have lived, worked, and thrived on the land through time immemorial. We acknowledge the visionaries, thinkers, and leaders who first set the course for this university in the seminal 1973 document *Together Today for our Children Tomorrow*. First Nations leaders envisioned a university in the Yukon to allow students to learn close to home, and remain connected to family, community, and culture. They also envisioned education programming that meets their needs.

Today, Yukon University is proud to be situated on the homelands and traditional territories of all 14 Yukon First Nations, connecting directly with representation at 13 community campuses.



A message from the Provost

I am pleased to present Yukon University's first Strategic Enrolment Management (SEM) Plan. As a northern academic community, we are not defined by remoteness but rather, by our strong connections with each other, and with the land. As we developed our SEM plan, the committee reflected together on how to strengthen these relationships. Together, we identified our greatest strengths as well as several challenges facing us over the next five academic years. The goals and strategies identified by the SEM committee were informed by feedback from students, alumni, faculty and staff. By engaging with stakeholders across the institution, we considered what Yukon University student experience will be and should be.

The plan identifies a growth trajectory for Yukon University, increasing enrolment by twenty percent over the next five years by focusing on Yukon First Nations and domestic Yukon student recruitment. Additionally, the plan introduces four strategic goals to guide the university in attracting and retaining students:

- Championing access
- Student well-being and belonging
- Integrated cross-community student services
- Improved retention

While our SEM goals chart a path for growth, they also motivate meaningful change. The SEM committee considered how many students will be invited to join us each year, as well as how we will work to keep those same students with us. In this plan, we take a deliberate approach to annual enrolment, recruitment, and retention planning. We identify the learner groups that we will prioritize over the next five years and consider how to support them to reach their individual goals on their own terms. Our SEM plan reaffirms the university's commitment to each of our 13 campuses and, our commitment to provide equitable access to supports and resources, regardless of campus community. We celebrate each of our learners, whether they are here for a single course, to earn a certificate or diploma, or to pursue a degree.

I wish to thank the Strategic Enrolment Management Committee, who dedicated their time and efforts to informing this plan. I especially want to thank Erin McMichael for her work in leading this initiative.

I am proud of this document. It will be a valuable tool as we uphold the university's strategic plan and its commitment to providing inclusive education pathways that equip learners to seize opportunities that have a positive impact on both local and global communities.



Shelagh Rowles, PhD
Provost & Vice President Academic, Yukon University

Strategic Enrolment Management

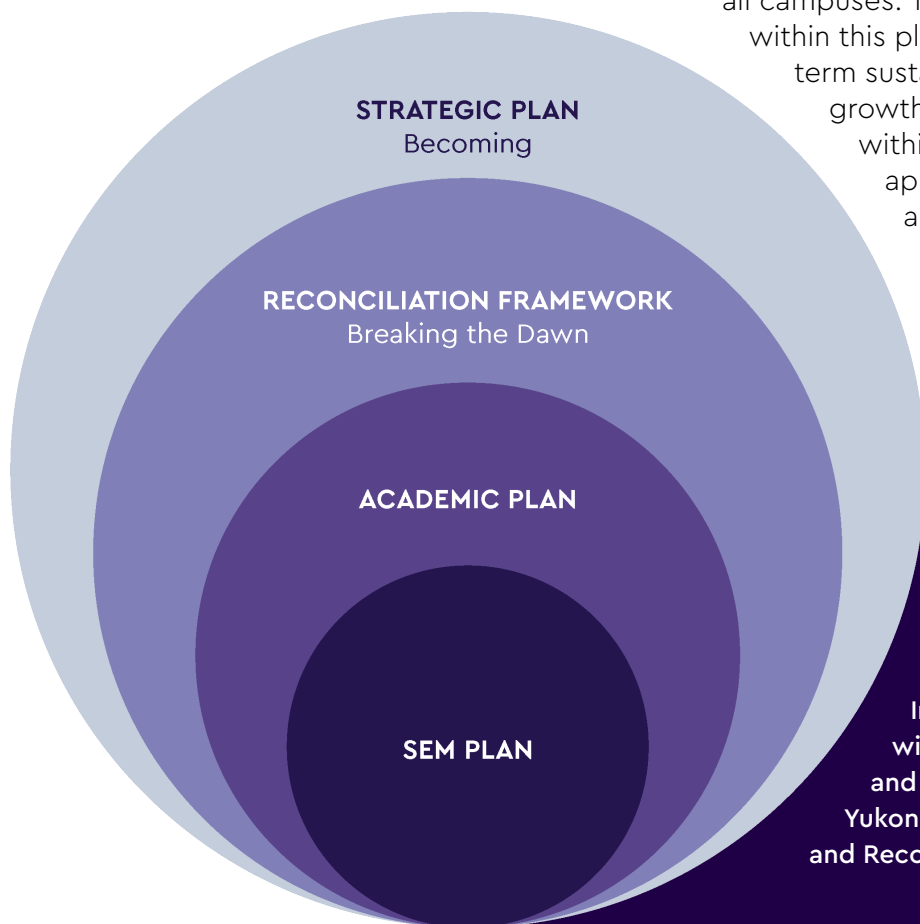
Informed by Yukon University's first strategic plan *Becoming: Strategic Plan 2022–2027*, which sets a vision for the University of becoming a thriving learning and research community leading Canada's North and stemming from the University's Academic Plan 2023–2028, YukonU introduces its inaugural Strategic Enrolment Management (SEM) Plan. This plan covers the period 2025–2030, which marks an exciting time in YukonU's evolution. Five years into its new status as a university, this plan encompasses a period of deliberate growth in academic programming at YukonU.

In response to Yukon University's Reconciliation Framework, *Breaking the Dawn: Reimagining Reconciliation through Re-education*, Yukon University's SEM Plan confirms our commitment to Yukon First Nations students while recognizing our responsibility to support the well-being of all Yukon University students.

Developed collaboratively with students, faculty, and staff across our Yukon University community, our SEM plan is designed to create strong

connections across our northern communities, recognize our students' needs, and support their pathways to learning. Achieving the goals in this SEM plan will contribute toward the creation of a supportive, positive student experience at Yukon University that emphasizes student belonging, promotes academic success, and ensures sustainable enrolment growth.

The scope of Yukon University's inaugural Strategic Enrolment Management Plan includes credit programming offered by YukonU across all campuses. The enrolment goals established within this plan support the University's long-term sustainability during our next stage of growth. Together, the goals and strategies within this plan promote a deliberate approach to enrolling, supporting, and retaining our learners. In doing so, Yukon University will provide a student experience that fosters community, instills a strong sense of belonging, and promotes academic success.



← Figure 1: Yukon University's Strategic Enrolment Management goals are designed to support, domestic Indigenous, domestic non-Indigenous and International students in alignment with the vision, guiding principles, and priorities established within YukonU's Strategic and Academic Plans and Reconciliation Framework.

Strategic Plan: Becoming

Goals

- Build our identity and nurture our culture as a university
- Take our place in advancing Reconciliation
- Continue to develop our northern expertise
- Develop bold thinkers and confident change leaders
- Be leaders for the common good

Academic Plan

Goals

- Ensure relevance to the North
- Amplify Indigenous ways of knowing, being, and doing
- Enable interdisciplinary learning
- Advance access and inclusion
- Embed experiential learning

Reconciliation Framework: Breaking the Dawn

Guiding Principles

- Learning and unlearning
- Ethical space
- Collaboration and interdependence
- Disrupting patterns of harm

SEM Plan

Goals and Implementation

- Champion access
- Prioritize student well-being and belonging
- Implement a high-touch cross campus service model
- Improve student retention
- Establish a sustainable SEM infrastructure

Yukon Population

Yukon University's Strategic Plan: *Becoming* identifies the University's values of integrity, quality, a just society, and relationships. To uphold each of these values and to advance our commitment to Reconciliation, we must acknowledge the forces that have imposed educational attainment gaps and inequities onto Yukon First Nation citizens. The *Truth & Reconciliation Commission of Canada: Calls to Action* report confirm the failures of Canada's education systems toward Indigenous peoples (Government of Canada, 2015). Such inequities in educational attainment are reflected in Yukon's education system (Yukon University, 2024). For instance, 90% of Yukon's non-Indigenous learners will graduate from high school, while 66% of First Nation learners will graduate from high school (Yukon Government, 2023). Undergraduate degree attainment rates are three times higher among non-Indigenous Yukon residents than Indigenous citizens in the territory (Statistics Canada, 2021).

The work of Yukon's First Nation School Board and the Yukon First Nation Education Directorate is well-positioned to reduce education gaps among Yukon First Nations learners. Simultaneously, Yukon University has an opportunity and a responsibility to address those same disparities for post-secondary students across the territory. Yukon University must work to promote access and improve retention for Indigenous students. The goals and strategies defined in this plan outline how Yukon University will work to achieve this. Implementation of our SEM Plan goals will foster success for all students while ensuring that institutional resources will be appropriately allocated to support long-term, post-secondary academic success for Indigenous learners.

The Yukon is one of the fastest-growing regions in Canada (Statistics Canada, 2022), having experienced a 12.1% population increase between 2016 (35,874) and 2021 (40,232). As of May 2024, Yukon's population had grown to 46,259 (Yukon Bureau of Statistics, 2024). Yukon Bureau of Statistics forecasts an annual growth rate of 1.7% to over 52,000 residents by 2030, and that the

traditional student-aged population (15 to 24) will increase by 15% over the same period (Yukon Bureau of Statistics, 2024). Yukon University also recognizes that the dynamic economic backdrop of the territory may impact population projections in unanticipated ways. For example, at the time this SEM plan was being drafted, the sudden closure of an operating mine in the territory introduced uncertainty to growth models, both in population and in future economic development.

Between 2016 and 2021, Yukon's Indigenous population grew by 7%, totaling 8,810 citizens and representing 22% of the Yukon's total population. However, this growth was lower than overall territorial population growth, resulting in a contraction of the percentage of the total population since 2016 (Yukon Government, 2023).

The Yukon's immigrant population increased by 22% between 2016 and 2021, representing 13% of the total population (Yukon Bureau of Statistics, 2023). Yukon University must consider the educational interests and needs of the Yukon's growing immigrant population. Our SEM plan's strategic goals are also intended to offer successful pathways for international students to access Yukon University programs and services.

Further, the University acknowledges that across Canada, approximately one-quarter to one-third of international post-secondary students transition to permanent residency after completing a Canadian post-secondary program.

Like jurisdictions across the country, the Yukon is experiencing a challenging affordable housing shortage. Although YukonU has 108 spots in campus housing, the spots are quickly filled leaving many students to find private accommodation. The vacancy rate in rental accommodation is at 1% while rental rates are at an all-time high (Government of Yukon, 2024). A lack of housing in Whitehorse continues to pose a significant barrier, discouraging prospective students from choosing Ayamdigut Campus-based programs, as they are unable to locate an affordable place to live.

Enrolment growth

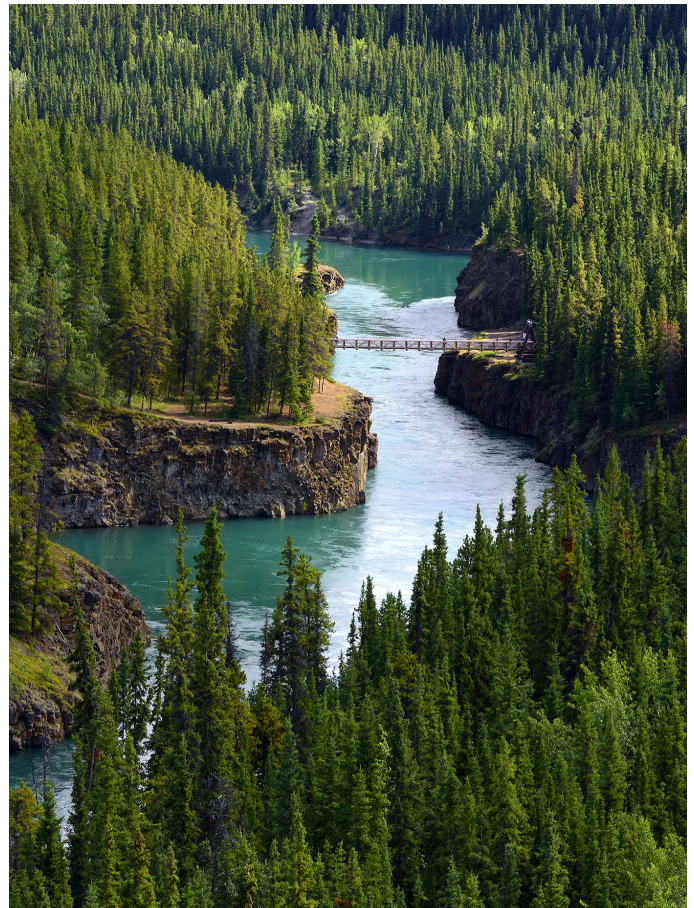
To meet the needs of the Yukon's growing population, we aim for measured enrolment growth over the lifespan of this plan. Measured growth will enable the University to withstand the economic implications of a recent mine closure and provide time to develop approaches to YukonU student housing challenges. Our enrolment goals align with our growth trajectory as a new, northern university.

Specifically, over the lifespan of this SEM Plan, Yukon University will grow enrolment in health, education, social work, and science degree programs. In the Academic Plan, the University committed to transition degrees currently offered in partnership with other institutions to YukonU degrees, and to launch new degrees in nursing and liberal arts. In addition, Yukon University has committed to strengthening its existing Indigenous Governance and Business Administration degrees, and to expanding skilled trades offerings.

Importantly, our enrolment goals reflect requests by Yukon First Nations officials to support capacity-building within their governments, and reflect territorial challenges, including Yukon's critical shortage of health and social service workers (Government of Yukon, 2023), teachers and education professionals, and the need to develop capacity to navigate increasingly complex environmental challenges stemming from climate change and resource development. Further, the University anticipates growth in skilled trades stemming from existing and projected national and territorial shortages in skilled trades workers (Government of Canada, 2022). Yukon University experienced an enrolment increase across newly available online offerings during 2021–22. Observed post-pandemic declines in enrolment are consistent with national trends, as institutions have continued to recover from several challenges amidst the post-COVID context. However, continued declines in enrolment may reflect context specific to Yukon. For example, during and after the pandemic, Yukon experienced one of Canada's highest rates of toxic drug death (Canadian Broadcasting Corporation, 2023). This ongoing tragedy

continues to have a profound effect on individuals, families, and communities throughout Yukon.

Yukon University recognizes that other dynamics outside of its control also impact its enrolment. For example, changing federal immigration regulations that affect international students studying in Canada, shifting labour market needs, and the rise of AI technology (Statistics Canada, 2021) all impact enrolment. The goals and strategies in this SEM Plan acknowledge these challenges while supporting the University's goal of steady enrolment growth.



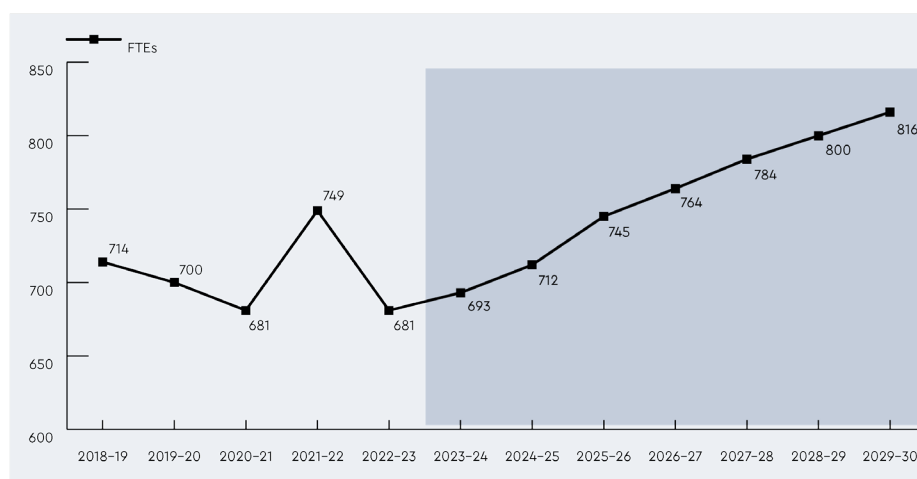
Yukon University's 2025–2030 optimal enrolment¹

In addition to introducing new academic programming, the goals of this plan support focused recruitment and retention planning as well as community-based initiatives to ensure we are growing enrolment in an equitable and sustainable way, across the University. Our overall enrolment composition pays attention to specific target learner groups (domestic Indigenous, domestic non-Indigenous, and International) in relation to their admission, retention, course completion, and credential completion.

Yukon University intends to register 712 Full-Time Enrolments (FTEs²) in 2024–25, reflecting pre-pandemic enrolment levels. Table 1 and Figure 2 illustrate Yukon University's target FTE enrolment growth³ (beyond next year's anticipated enrolment) of 20% by 2030. FTE enrolment increases reflect the upcoming launch of new academic programs and expansion of existing programs as identified in the Academic Plan.

Table 1. Enrolment goals

Academic year	Full-time equivalents	Growth
2024–25	712	5% (increase from 2022–23 enrolment of 681 FTEs)
2025–26	745	5%
2026–27	764	3%
2027–28	784	3%
2028–29	800	2%
2029–30	816	2%



← Figure 2. Annual FTE goals. Yukon University enrolled 681 FTEs throughout 2022–23. Increasing from 712 FTEs in 2024–25 to 816 FTEs in 2029–30 represents a 20% target for growth. The grey shading highlights the SEM plan period.

¹ 'Optimal Enrolment' is a SEM-specific term. 'Optimal' is defined by the institution based on their academic mission, current enrolment, and resources. Setting 'Optimal Enrolment' targets help the institution to achieve student success and fulfill the academic mission while operating in a sustainable manner.

² Per section 2.18 of Yukon University's Academic Regulations, one Full-Time Enrolment (FTE) is equal to 30 credits in a credit-based program. FTEs are calculated by dividing the total number of Yukon University credit students by 30. In addition, students enrolled in Pre-apprenticeship trades, Apprenticeship Trades or Culinary Arts are each counted as one 'FTE'.

³ SEM planning practices involve setting enrolment goals versus enrolment projections. Enrolment goals are aspirational, connected to the vision and strategies of the SEM plan and are ultimately meant to provide institutional direction and motivation. Enrolment projections are typically forecasts based on historical trends and are useful for planning but do not drive strategic change.

Optimal enrolment composition

Yukon University's optimal enrolment composition (Figure 3) will consist of 25% domestic Indigenous learners with a focus on recruiting Yukon First Nations learners, 15% International learners and 60% domestic non-Indigenous learners, with a focus on recruiting Yukon residents.

→ Figure 3. Optimal enrolment composition for Yukon University targets 25% domestic Indigenous learners, 60% domestic non-Indigenous learners, and 15% International learners. Yukon residents are a focus for domestic non-Indigenous and domestic Indigenous student recruitment.



Domestic, Indigenous learners

We will achieve 25 percent FTE domestic Indigenous enrolment across programs by placing emphasis on recruiting Yukon First Nations citizens. This goal reflects the University's desire for the student population to reflect territorial demographics.

Domestic, non-Indigenous learners

Domestic learner enrolment will primarily drive Yukon University's growth over 2025–2030. Increasing overall domestic enrolment over a five-year period in tandem with the development of new academic programs and credentials will support the territory to locally address labour market shortages.

International learners

Our International enrolment target will remain at 15% FTEs during 2025–2030. Fifteen percent FTE International enrolment will support a diverse, balanced, and academically prepared International student population positioned for long-term success within the Yukon labour market.

All Learners

Application, admission, retention, and completion goals

Across all programs of study, we will aim to ensure equitable application, admission, retention, and completion rates for each of the learner groups established within Yukon University's optimum enrolment targets.

This will include monitoring and measuring year over year improvements to the following rates, by learner group:

- new student enrolment
- overall institutional retention
- overall institutional completion

Goals and strategies

YukonU SEM Plan goals

The YukonU SEM Plan (2025–2030) supports our Academic Plan in its focus on eliminating barriers to enrolment and supporting our students to have the best possible experience. Our goals are intended to uphold the aspirations of our Reconciliation Framework, which outline our responsibility to ensure a strong sense of belonging for all Indigenous Yukon University learners. Informed by our values and in response to our enrolment targets, four goals have been identified that confirm where we must prioritize change.

To achieve our SEM Plan, the following goals have been developed. Rather than identify a singular, standalone goal pertaining to domestic Indigenous student enrolment, retention, and the student experience, the University's commitment to Reconciliation has been embedded throughout each of our five SEM Goals and our subsequent strategies.



Goal 1: Champion access

Increase enrolment by enhancing outreach and advancing equitable access.

Strategies

- Identify and mitigate barriers to prospective student recruitment, application, and admissions for each of our established target learner groups.
- Design prospective student policies, procedures, timelines, and internal business processes that support the needs of our prioritized learner groups.
- Increase the number of learners admitted directly from Yukon high schools.
- Ensure affirming, easily navigable, applicant-centered communications throughout all stages of the recruitment funnel.
- Grow enrolment and participation rates across all communities by increasing engagement and supports for new academic programming and course offerings.

Goal 2: Prioritize student well-being and belonging

Support holistic student wellness through our spaces, services, policies, and supports.

Strategies

- Develop and implement a post-secondary well-being framework and action plan that promotes student health, community-building, and academic success within a northern context.
- Animate each YukonU campus with student life events and opportunities designed to be accessible and culturally relevant to our learners.
- Review and align non-academic Yukon University policies and protocols to reflect best practices, cultural relevance, and trauma-informed approaches while ensuring alignment with the University's Reconciliation and well-being frameworks.
- Ensure consistency and accessibility of student success services across all campuses (First Nation Student Navigator supports, counselling, accessibility, writing, learning strategies, and student engagement).
- Formalize external partnerships ensuring students have ongoing access to culturally relevant counselling approaches, including access to harm reduction strategies.

Goal 3: Design an integrated cross-community student services model

Ensure personalized, proactive, and empathetic student service provision across all stages of the student journey.

Strategies

- Develop a student-centred advising record that ensures personalized student referrals, provision of advising summaries, and seamless coordination across campuses, academic programs, Campus Housing, Cashier's Office, Office of the Registrar, and Student Success.
- Determine the core competencies of effective post-secondary academic advising services and conduct a comprehensive review of Yukon University's existing advising pathways.
- Invest in cross-institutional professional development by providing ongoing post-secondary service excellence training and service evaluation.
- Establish an annual student communications cycle including engaging social media strategies to provide relevant, student-centred content, and just-in-time information.

Goal 4: Improve student retention

Foster academic success through comprehensive support systems, engagement strategies, and tailored interventions designed to ensure that YukonU students can thrive.

Strategies

- Identify and mitigate barriers affecting course and program completion rates among each of the established target learner groups.
- Implement the required components of a student-centred timetable that supports timely progression toward program completion.
- Develop and evaluate a suite of co-curricular academic skill-building programs that respond to the needs of each prioritized learner group.
- Research, design, and implement an approach toward peer mentorship program development, training, supervision, and assessment informed by established best practices.
- Configure systems and student advising ecosystems to quickly identify learners at-risk of academic probation or suspension.
- Pilot academic recovery programming for students placed on academic suspension, provide opportunities to progress academically, remain connected to University supports, and maintain access to funding sources.

Implementation

Yukon University will create a sustainable SEM governance⁴ structure to ensure successful implementation and meaningful ongoing assessment of our progress.

YukonU's approach to implementing these strategies will be rooted in Yukon University's values of integrity, quality, a just society, and relationships, and guided by the directions set out in the Reconciliation Framework. Key to this work, Yukon University will create a sustainable Yukon University Strategic Enrolment Management governance structure to ensure successful implementation and meaningful ongoing assessment of our progress towards our goals.

To achieve effective implementation, Yukon University commits to the following:

- Strike a SEM Implementation Committee to determine implementation tactics, develop realistic timelines for tactic implementation, monitor the success of tactics towards achieving our plan's goals, and recommend adjustments to the plan as conditions change.
- Ensure continual integration with other institutional strategic plans while developing SEM strategy-informed tactics.
- Develop an institutional data dictionary to be referenced consistently during institutional enrolment reporting and analysis.
- Establish benchmarks for each program of study and ensure accurate ongoing assessment of our progress in tandem with data management best practices.
- Institute a culture of assessment across all student services, initiatives, and co-curricular programming, to measure whether learner outcomes support the strategies defined within this plan.
- Establish routine mid-cycle collection,

analysis, and reporting of application, admission, enrolment, retention, and completion data points required to measure and adjust ongoing SEM planning.

- Implement varied mechanisms to facilitate and encourage ongoing student feedback regarding the YukonU student experience.
- Align SEM implementation planning with pre-established YukonU budget-planning processes.



⁴ The primary distinction between SEM governance and institutional governance concerns scope. SEM governance is specifically focused on optimizing the University's enrolment strategies while aligning with the strategic and academic goals of the institution. SEM governance typically includes cross-functional committees comprised of operational staff who are responsible for student enrolment functions (e.g. In the recruitment, enrolment, engagement, support and retention of students). Institutional governance focuses more broadly on the entire University's operation and includes managing the institution as a whole.

Plan Development

Under the leadership of YukonU's Registrar & Associate Vice President, Student Life, SEM planning involved establishing a SEM committee and incorporating feedback from numerous stakeholders across the community. Key milestones in the SEM Plan development process are outlined in Table 2. Members of the SEM Plan committee are named following Table 2.

Table 2. Key milestones and activities in the development of Yukon University's SEM Plan.

Activities	Dates	Involvement
SEM planning process development	September 2023 to March 2024	Provost & VP Academic Registrar & AVP, Student Life Academica Group
SEM workshop	November 01, 2023	SEM Committee
SEM-focused consultations with campus community members and review of relevant institutional documents	March to April 2024	Registrar & AVP, Student Life Academica Group
SEM committee retreat preparation	April 11, 2024	SEM Committee
SEM committee retreat	April 24 – 25, 2024	SEM Committee
Plan drafting and revisions	May to August, 2024	Registrar & AVP, Student Life
SEM committee vision statement workshop	June 5, 2024	SEM Committee
Enrolment goal establishment	June 13, 2024	Provost's Council
SEM Plan framework review	July 25, 2024	SEM Committee
1:1 consultations with university stakeholders	December 2023 to August 2024	Registrar & AVP, Student Life
Draft plan goals and strategies consultation	August 16, 2024	Provost's Council
Motion carried	August 28, 2024	Academic & Research Planning and Priorities Committee
Motion carried	September 18, 2024	Senate
Motion carried	September 25, 2024	Board of Governors

Yukon University SEM Plan Development Committee

Dr. Shelagh Rowles, Provost & Vice-President Academic

Erin McMichael, Registrar & Associate Vice-President, Student Life

Dr. Bronwyn Hancock, Vice Provost, Academic & Research

Gà gala-łiłatko **Nadia Joe**, Associate Vice-President, Reconciliation

Dr. Andrew Richardson, Dean, Applied Arts

Dr. Fiona Schmiegelow, Dean, Applied Science & Management

Dan Anton, Executive Director, Continuing Studies & the Centre for Northern Innovation in Mining

Wendy Sokolon, University Librarian

Dr. Ernest Prokopchuk, Senate Co-Chair / Faculty Member, School of Science

Aisha Montgomery, Associate Vice-President, External Relations

Brent Langbakk, Director, Admissions & Enrolment Management / Chair, School of Academic & Skill Development

Dr. Ninad Dhawle, Interim Chair, Business & Leadership

Amanda Graham, Chair, School of Liberal Arts

Jeanelle Julien, Chair, School of Health, Education & Human Services

Dr. Aubyn O'Grady, Program Director & Chair, Yukon School of Visual Arts

Dr. Tara Stehelin, Chair, School of Science

Hillary Zimmerman, Chair, Business & Leadership / Interim Chair, Indigenous Governance

Lindsay Moore, Director, First Nations Initiatives

Misha Warbanski, Director, Marketing & Communications

Dawn MacDonald, Institutional Research & Planning Officer

Eric Hoogstraten, Department Head, Community Education and Development, Southern Campuses

Spa'qwi'e **John Reid**, Department Head, Community Education and Development, Northern Campuses

Jeff Wolosewich, Department Head, School of Trades Technology and Mining

SEM Consultant

Bonnie Crocker, Senior Consultant, Academica Group

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