



UNIVERSITY OF  
**NORTHERN COLORADO**



# **SEM Plan for 2022-2030**

Summary of Phase I and Preparation for  
Phase II: January 23<sup>rd</sup>, 2023

## SEM Plan Process Updated Timeline & Phase Summaries

### PHASE I Summary: Completed work & updated timeline

The first phase for our SEM Plan was to develop 6-8 broad statements or enrollment goals that will frame the data-informed issues to drive change in our enrollment and student success, while allowing UNC to meet the vision and strategic plan of the university.

- September 8, 2022: Initial meeting with Student First Framework
- September 2022: Data Team prepared data for SEM Planning Group/SEM Committee
- October 1, 2022: Identified Key Enrollment Indicators (KEIs), the primary SEM Plan enrollment markers that UNC will track
- October 15, 2022: **Confirmed** KEIs with President Feinstein and Cabinet
- November 1, 2022: Shared KEIs with the campus through Town Halls & SEM Roadshows
- October 2022 – November 2022: Continued to Review institutional data to support the development of initial SEM Enrollment Goals.
- November 2022 - December 2022: **Presented** Planning Assumptions and SEM Enrollment Goals to Cabinet, Board of Trustees, Dean’s Councils, Provost’s Council, Faculty Council, Student Senate, and Staff Advisory Councils.
- November 2022-December 2022: **Hosted** 10-12 SEM Roadshows across various campus departments and keys stakeholders on SEM Planning Assumptions and Enrollment Goals
- December 8<sup>th</sup> and 9<sup>th</sup> 2022: **Hosted** two virtual Town Halls for UNC campus community to share SEM Planning Assumptions and Enrollment Goals.
- December 2022 – January 2023: **Finalized (7) Enrollment Goals** through feedback from Town Halls and SEM Roadshows with campus stakeholders.
- January 2023: Solicited and finalized membership for Student Recruitment and Student Success/Retention sub-committees
- January 2023: **Finalized and launched** SEM website to provide continued SEM updates and documentation ([unco.edu/campus-sem/](https://unco.edu/campus-sem/))

## Phase I Summary by the Numbers:



# 22+

Hours

The Steering Committee convened weekly for 2-hours from September to December.



# 12

SEM Roadshows

Co-chairs and steering committee members met with various governing bodies, departments, and divisions across campus.



# 2

Virtual Town Halls

Co-chairs held two Town Halls and shared SEM planning assumptions and enrollment goals.

## Phase I Summary Continued: Finalized SEM Enrollment Goals

The SEM Steering Committee finalized the following Enrollment Goals through institutional enrollment data analysis and feedback received through campus stakeholders:

**Goal 1. Increase enrollment of degree-seeking undergraduate and graduate students to support a diverse and vibrant community.**

**Goal 2. Increase non-degree, for-credit enrollment across undergraduate and graduate programs to support our communities' educational needs and professional growth.**

**Goal 3. Advance equitable access, opportunity, and success for undergraduate and graduate students from diverse backgrounds to align with local, state, and national demographics.**

**Goal 4. Invest in initiatives and activities for and by faculty, staff, undergraduate and graduate students, and alums that promote a positive experience and create a supportive culture that fosters a growth mindset.**

**Goal 5. Advance academic quality and career readiness to foster civic engagement, lifelong learning, and success.**

**Goal 6. Sustain a distinctive and inclusive identity that reflects UNC's strengths, attracts, and retains undergraduate and graduate students, faculty, and staff, and enhances philanthropic opportunities.**

**Goal 7. Keep UNC financially manageable for students through multiple mechanisms, while maintaining the fiscal vitality of the institution.**

## Phase I Summary Continued: Key Enrollment Indicators

*(annual reporting measures for campus)*

The SEM Steering Committee also finalized a general set of Key Enrollment Indicators. The key enrollment indicators below are based on projections through the completion of Rowing Not Drifting 2030 (2029 – 2030 academic year). Monitoring of key enrollment indicators will include disaggregated data to assist in identifying systemic equity gaps and opportunities for action. Additional KEI's to be included at the department and/or unit level.

Key Enrollment Indicators:

1. Yield of Admitted Students (Undergraduate & Graduate)
2. Melt of Admitted Students (Undergraduate & Graduate)
3. FTFT & Continuing Enrollment (FTE)
4. Graduate & Undergraduate Applications In-State, Out of State, WUE, & WICHE
5. Cohort Persistence and Progress Rates
6. 2-, 4- and 6-year Graduation Rates (Undergraduate and Transfer Students)
7. Reduce Gaps in Educational Outcomes
8. Time to Degree Completion (Undergraduate & Graduate)
9. Degrees Awarded by Level
10. Career Placement Rate
11. Percent of Full-time Faculty teaching FTFT and UG students
12. Diversity of Instructional FTE relative to Student FTE
13. Extended Campus Enrollment (Lowry, Loveland, Greeley Campuses)
14. National Survey of Student Engagement (NSSE) Quality of Educational Experience
15. HERI (Higher Education Research Institute) Climate surveys
16. Percent of students who have completed gateway Math and English prior to earning 30 hours

## **PHASE II: Student Recruitment and Student Retention Subcommittees & Updated Timelines**

### **Strategy Development—Updated Timeline**

Phase II of the SEM Plan will focus on developing multiple strategies across all the enrollment goals. This work will be led by two sub-committees—the Student Retention Subcommittee and the Student Recruitment Subcommittee. Strategies will be 3-4 focused, but still relatively broad statements for each goal to identify the direction of the work supporting the goal.

- January 2023: Subcommittee work with campus stakeholders to develop strategies for each SEM enrollment goal.
- January 2023 – March 2023: Student Recruitment and Student Retention Subcommittee in collaboration with the SEM Planning Group on strategy development work.
- January-March 2023: Student Recruitment and Student Retention Subcommittees to meet with SEM Steering Committee to share work, review strategies, identify common direction towards development of tactics and action plans at program/department/unit levels.
- March 2023 – May 2023: Tactics development at program/department/unit levels.

## Student Retention Subcommittee Membership:

- Co-Chair, Dr. Colleen Sonnentag, Dean of Student Development
- Co-Chair, Dr. Jared Stallones, Dean for College of Education & Behavioral Sciences
- Jayne Blodgett, Interim Dean of Libraries
- Matt Goetzel, Director of Data Engineering & Solutions Delivery, BIDE
- Dr. John Hancock, Assistant Vice President of Wellness & Support
- Michelle Heiny, Associate Registrar
- Dr. Melissa Henry, Professor and Director-School of Nursing
- Paige Johnsen, Director, Student Success Resource Center, Humanities & Social Sciences
- Stephen Loveless, Director, Gender & Sexuality Resource Center
- Jennifer Major, Assistant Director of Financial Aid & Scholarships
- Chris Perkins, Associate Director for Residential Education
- Flora Powells, Coordinator of CHE Advising Services
- Rudy Vargas, Director, César Chávez Cultural Center
- Dr. Angela Vaughan, Associate Professor and Director-University 101
- Dr. Linda Vogel, Professor of ELPS, Leadership Policy & Development
- Evan Welch, Executive Director of Student Life
- Dr. Cindy Wesley, Associate Dean, Graduate School

## PHASE II: Student Recruitment and Student Retention Subcommittees Continued

### Student Recruitment Subcommittee Membership:

- Co-Chair, Dr. Jeri Lyons, Associate Vice President of Research & Dean of the Graduate School
- Co-Chair, Erika Pepmeyer, Director of Admissions
- Bryson Kelly, Associate Director of Recruitment
- Amanda Graham, CRM Program Manager-Admissions
- Patrick Johnson, Digital Communications and Marketing Specialist, Graduate School
- Dawn Miller, Graduate Student
- Rourke Bailey, Assistant Director of Business Analysis & Application Support
- Dr. Eryka Charley, Director, Asian Pacific American Student Services & Native American Student Services
- Debbie Farris, Assistant Vice President for Marketing & Communications
- William Sledge, Assistant Director of Enrollment—Extended Campus
- Marty Somero, Director of Financial Aid
- Olga Baron, Executive Director for the Office of Global Engagement
- Dr. Amanda Rutter, Assistant Professor of Early Childhood Education

\*The Student Recruitment subcommittee is currently still finalizing membership. New members will be added soon.

## **PHASE III: Integration of SEM Plan into UNC Strategic Plan, Rowing Not Drifting 2030**

Phase III of the SEM plan includes work at the unit/academic program level to create tactics and action plans. Tactics are 3-4 specific statements for each strategy with supporting steps, timelines, personnel, and other resources, as well as metrics to operationalize each strategy. Phase III provides the road map for how to achieve each strategy and support the enrollment goals.

- June 2023 – August 2023: UNC Leadership will work to consolidate planning efforts from the SEM Plan into the goals and key action items of RND 2030, phase two (laying groundwork for phase three beginning Summer 2024)
- June 2023 – August 2023: Action Plan Development – Student Recruitment and Student Success Subcommittees, SEM Planning Group serve as campus resources
- September 2023 – December 2023: Subcommittees and Planning group begin the action planning process, bringing in additional campus constituents when applicable



# Looking Ahead

## SEM Strategies, Tactics, and Action Plans

As part of Phase II, the subcommittees will develop 3-4 strategies for each SEM goal. Phase III will build upon the work of the subcommittees and require full campus participation. The template presented below is an example of the tools that will be available to help guide campus-wide conversations and department/unit development of tactics for each of the strategies.

### SEM PLAN – TACTICS/ACTION PLAN TEMPLATE

DATE

Unit Name: \_\_\_\_\_

#### FACULTY/STAFF WORKING ON TACTIC/ACTION PLAN


#### SEM GOAL AND STRATEGY


#### TACTIC/ACTION PLAN


STRATEGIC ACTION DESCRIPTION	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	<u>RESOURCES REQUIRED</u>	DESIRED OUTCOME	EVALUATION PLAN