



UNIVERSITY OF
NORTHERN
COLORADO

Cross Division Team: Strategic Planning and Program Review Annual Report 2022-23



Division of Student Affairs and Enrollment Services

University of Northern Colorado



Section 1 – Purpose and Membership

Purpose

Overview

A cross-divisional task force was appointed by the VP for SAES to develop a set of divisional guiding principles in a mission, vision, core values and strategic plan goals for the next five years. This annual report is a summary of our recommendations to the Vice President of Student Affairs and Enrollment Services for approval and adoption.

Charge of Strategic Planning Committee

1. Review current planning initiatives underway at UNC to discover what operational planning is being done (Strategic Enrollment Management Plan; Diversity, Equity, and Inclusion Plan; International Plan; Facilities Master Plan; Applied Learning Plan).
2. Analyze submissions to identify 3-5 strategic directions for the campus in the next five years. These directions should be broad enough to include some of the work that is being done in the operational plans.
3. Prepare a strategic plan draft that can be presented for discussion and revision by Cabinet and leadership groups within the SAES division. The plan should include some narrative about each initiative, along with specific goals, tasks, and measures.

Membership

- Charlie Couch, University Registrar, Co-Chair
- Chris Cobb, Executive Director of Campus Recreation, Co-Chair
- John Hancock, Assistant Vice President for Wellness and Support
- Jenna Finley, Associate Vice President of Student Affairs
- Colleen Sonnentag, Dean of Students
- Jed Cummins, Executive Director of Housing & Auxiliary Services
- Erika Pepmeyer, Director of Admissions
- Marty Somero, Director of Financial Aid
- Meagan Johnson, Director of Dining
- Marcie Tucker, Director of Student Administration and Communication



Section 2 – Summary of Action for the 2022-23 Year

Strategic Plan Goals for 2023 - 2028

Goal One

The division will provide strategic leadership in facilitating efforts to recruit, enroll and retain talented students who are accomplished in extracurricular endeavors and broadly diverse.

Performance Indicators:

- A. Increase first-year, transfer, and graduate student enrollment to accommodate an overall headcount of 12,000 students by 2030. Establish programs and services that foster an inclusive campus culture that contributes to university retention and completion goals following the SEM Plan.
- B. Establish and achieve measurable new student recruitment and enrollment goals for both fall, spring, and summer recruitment efforts.
- C. Expand the culture of planning by integrating a 24-month recruitment planning calendar across divisions, departments, and units.
- D. Expand the social narrative of student success through online, social media marketing, and print publications.
- E. Develop and deliver high-impact and multi-layered pre-college programs to regional school districts that promote career and college readiness.
- F. Create and encourage opportunities for staff to participate in activities that support student success.

Goal Two

The division will meet the needs and interests of UNC students and staff promoting a sense of community, engagement, responsibility, and co-curricular development; while supporting personal health, safety and wellness.

Performance Indicators

- A. Develop intentional programs and services that facilitate student learning and competency development to prepare students for a successful college experience and post-graduation success.
- B. Create a culture of ownership tied to the “student experience” and understanding of all staff members’ roles in student development to better serve students.
- C. Promote and enhance campus pride by fostering responsible commitment to citizenship, community, and civility through collaborations and partnerships both internally and externally that contribute to the growth and development of being Students First.
- D. Provide experiences that connect students to the University of Northern Colorado campus community as alumni for a lifetime.
- E. Create and implement health and wellness programs that establish a campus climate for responsible decision-making and a life-long commitment to wellness.
- F. Encourage and provide financial support for staff professional development activities by increasing opportunities to participate in national, regional, and statewide conferences.
- G. Identify best practices for student engagement and support for all staff to obtain a higher understanding and sensitivity of the diverse populations we serve while providing cross-divisional sustainable programming, training, and interactive collaboration.



Goal Three

The division will foster a campus climate of acceptance and accountability by striving to prepare all members of the division and the communities that we serve to thrive in an intercultural society.

Performance Indicators

- A. Develop divisional training and workshops on emerging topics affecting students and staff such as dealing with micro-aggressions, providing exceptional customer service, and working with diverse communities.
- B. Foster an environment where all campus members are empowered to share responsibility for the health, safety, and well-being of the campus community.
- C. Identify and improve processes, services, and resources to meet the unique needs of underserved and underrepresented student and staff populations.
- D. Provide training, networking, and information-sharing opportunities for support staff to develop skills and a fundamental understanding of student development theory to assist students in becoming self-reliant, resilient, and engaged in self-discovery both in and out of the classroom.
- E. Continually evaluating and improving practices in order to hold professionals accountable through the collection and use of assessment evidence.

Goal Four

The division will develop "Methods of Evidence" that define and demonstrate the effectiveness of SAES programs and facilities on student success.

Performance Indicators

- A. Monitor and assess student usage (participation rates) in/of division programs, services, and facilities.
- B. Assess student satisfaction with the student experience.
- C. Establish learning objectives and educational outcomes associated with student success.
- D. Share assessment data across the division.
- E. Identify and utilize appropriate assessment tools to measure desired outcomes.



Mission, Vision, Core Values and Guiding Principles

Adopted March 15, 2023

Mission

In support of the University of Northern Colorado's strategic plan - Rowing not Drifting 2030, the Division of Student Affairs and Enrollment Services (SAES) is committed to the holistic development of students by providing a seamless and supportive experience focused on student learning, co-curricular events, engagement programs and support services.

Vision

SAES will strive to provide transformative programs, services and experiences where students are empowered to develop as leaders while embracing diverse perspectives and becoming life-long contributors in a global society.

Core Values

Student Success. Creating pathways to transformative learning environments for students and those who serve them.

Excellence, Collegiality, and Professionalism. Modeling professionalism through collaborative, ethical leadership, integrity, credibility, respect, consistency, customer service and effectiveness.

Respect for Diversity, Inclusion, and Individual Perspective. Standing for a sense of community where all individuals are valued.

Assessment and Accountability. Continually evaluating and improving practices to hold professionals accountable through collecting and using assessment evidence.

SAES Divisional Guiding Principles

Principle One. The division will provide strategic leadership in facilitating efforts to recruit, enroll and retain talented students who are accomplished in extracurricular endeavors and broadly diverse.

Principle Two. The division will meet the needs and interests of UNC students and staff promoting a sense of community, engagement, responsibility and co-curricular development while supporting personal health, safety and wellness.

Principle Three. The division will foster a campus climate of acceptance and accountability by striving to prepare all members of the division and the communities we serve to thrive in an intercultural society.

Principle Four. The division will develop "Methods of Evidence" that define and demonstrate the effectiveness of SAES programs and facilities on student success.



Divisional Student Learning Domains and Outcomes (SLOs)

The Division of Student Affairs and Enrollment Services (SAES) at the University of Northern Colorado outlines students' learning expectations in programs, activities, and services. Each learning domain and outcome was developed to support the university's *Rowing, Not Drifting 2030* strategic plan, and the five institutional learning outcomes of mastering foundational skills, strengthening interactions with others, connecting ideas and experiences, developing professional competence, and engaging in healthy behaviors.

In support of the university's mission, SAES empowers students to be engaged citizens by fostering their development of lifelong skills by creating and supporting a rich learning environment in a community of care and mutual respect.

Learning Domains	Learning Outcomes
Personal Development (P.D.)	Students who engage in SAES programs, activities and services will develop a better sense of identity and self-awareness.
Practical Problem Solving (P.S.)	Students who engage in SAES programs, activities and services will acquire practical skills that will enable them to provide solutions to problems they will encounter.
Interpersonal Competence (I.C.)	Students who engage in SAES programs, activities and services will develop effective skills to have productive, meaningful relationships with others.
Intercultural and Global Understanding (I.G.)	Students who engage in SAES programs, activities and services will acquire the skills and knowledge necessary to work in a diverse, global environment.



Student Affairs Program Review Schedule FY24 – FY28

The Department of Student Affairs at UNC is committed to supporting the Rowing Not Drifting 2030 plan to create meaningful opportunities for student learning and development. We are responsive to emerging student needs while continuing to invest in staff so they can create a safe, engaged, holistically well, and innovative campus community. To achieve our mission and goals, we must be accountable and committed to continuous improvement to enhance learning, optimize operations, and align resources with priorities. Every five years (unless guided differently by compliance recommendations) each unit will use CAS Standards or other applicable professional standards to complete a program review.

Steps of the program review will be:

1. Appoint a chair and committee for the review.
2. Select either CAS standards or professional association standards.
3. Determine outcomes for the review and write a charge to the committee.
4. Train the committee in the standards review process (training materials are available on the CAS website).
5. Recruit and external reviewer if applicable.
6. Collect evidence, including review of unit materials and interview / survey data from stakeholders.
7. Each committee member should score the unit independently using the standard criterion measures.
8. The final rating for the unit should be determined through a consensus. Narrative should be written to support the final rating.
9. The chair is responsible for an executive summary and recommendations. The committee should be given the opportunity to edit the final report.
10. The findings will be presented to the SAES Leadership Team with an opportunity to discuss next steps in implementing improvements, securing resources needed, and identifying barriers to implementations.
11. Findings should be used to inform unit-level strategic planning.



Five-Year Schedule

This schedule begins with FY24 and takes into consideration the date of the last review of the unit and when the unit was formed.

Unit	FY24	FY25	FY26	FY27	FY28
Student Conduct and Accountability	X				
Care Team				X	
Student Outreach and Support/ Center for Student Wellbeing					X
Housing and Residential Education		X			
Student Engagement <ul style="list-style-type: none"> • Student Government • Student Leadership • Fraternity and Sorority Life • Student Programming 			X	X	
Dining Services			X		
Counseling Center		X			
Career Services		X			
Advocacy Services	X				
Health Promotion			X		
Campus Recreation <ul style="list-style-type: none"> • Outdoor Pursuits • Competitive Sports • Intramural Programs 		X			
Disability Resource Center			X		



Program Review Schedule

The Department of Enrollment Services is comprised of two units: the Office of Admissions and Bear Central. Bear Central is comprised of three offices: Office of the Bursar, Office of Financial Aid and Office of the Registrar.

- Office of Admissions Program Review will occur FY25 and recur every 5 years.
- Bear Central Program Review will occur FY26 and recur every 5 years.