

Impact Report

2022-2023

Division of Student Affairs
and Enrollment Services



UNIVERSITY OF
NORTHERN
COLORADO

Welcome Letter



Welcome to the Division of Student Affairs and Enrollment Services!

I am pleased to present the Student Affairs and Enrollment Services (SAES) Annual Impact Report for the 2022-23 academic year – the division's inaugural year. This report emphasizes our commitment to the mission of Student Affairs and Enrollment Services: to engage the University of Northern Colorado community through outreach, programs, services and activities that make learning possible. This commitment has never been more vital to the success of our students. This report reflects our efforts to provide a University of Northern Colorado (UNC) student experience in which every student is supported by the campus environment, connected to the institution and prepared for today's and tomorrow's challenges.

This annual impact report aims to provide a year of review of SAES. The first section provides readers insight into what guides our work. This section contains the SAES mission and vision statements and divisional values. The newly revised learning domains for Student Affairs and Enrollment Services also are included.

The following section features highlights and accomplishments from each of our departments and demonstrates our continued commitment to student learning. I am proud of the work we have accomplished over the past academic year in SAES, which would not be possible without the tireless work of countless student workers, graduate assistants, administrative staff and professional staff.

The division takes pride in having nationally recognized experts leading and working in these service fields. Members of SAES value and intentionally build upon diversity, respect, integrity, innovation, excellence, transparency, strategic action and service. We invite you to see some examples of our work and services on the following pages.

I hope this year's SAES Annual Impact Report provides you with a sense of who we are, how we contribute to the academic mission of the University of Northern Colorado and our unwavering commitment to student success.

Go Bears!

A handwritten signature in black ink that reads "Cedric B. Howard". The signature is written in a cursive, flowing style.

Dr. Cedric B. Howard, Vice President
Division of Student Affairs and Enrollment Services
Pronouns: He|Him|His

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Student Engagement/ Participation/Usage

840

Total events submitted to BearCave, the platform for student organizations to promote their activities and facilitate recruitment of new members

4,621

Total number of appointments – both individual and group sessions – through the Counseling Center

Financial Support to Students

\$119,149,000

Distributed in overall financial aid from all sources



122,341

Visits to Campus Recreation



7,468

Total students registered on the Handshake platform to connect employers and internship providers

\$716,607

Distributed in scholarships through Reisher and Daniels Foundation

Administration

\$31 million

Division of Student Affairs and Enrollment Services
2022-23 budget

220 FTE employees in **30** locations



Processed/ Transactions

10,241

Processed financial aid offers

9,934

Received admissions applications, which is a 10% increase over fall 2022



Divisional Goals



- 1.** Develop and implement a comprehensive Strategic Enrollment Management Plan.
- 2.** Enroll 1,600 new undergraduate students.
- 3.** Create a 24-month admissions planning calendar to guide campus recruitment efforts.
- 4.** Develop campus dashboard and other visual representations with performance matrix to track enrollment efforts (academic major, college, program level).
- 5.** Create a standardized enrollment reporting protocol.
- 6.** Establish, coordinate and build on existing partnership with schools, school districts, community colleges and non-profit organizations to create and promote UNC's brand recognition.
- 7.** Create a Student Success Plan to coordinate retention, persistence and graduation efforts.
- 8.** Develop a program evaluation process to measure each administrative unit's effectness on the student experience and student learning outcomes.
- 9.** Develop a divisional assessment plan to measure and evaluate effectiveness of programs and services.
- 10.** Complete a Campus Life Facility Master Plan in partnership with UNC's Facility Master Plan process (a collaboration with Campus Facilities Planning and Budget Offices of Finance and Administration).
- 11.** Increase food service options for students.
- 12.** Develop an inventory and annual calendar of co-curricular programming, including the target audience of various activities.
- 13.** Re-evaluate existing organizational structures to align with a unified, integrated student success approach to service.
- 14.** Acquire and retain a high-quality, diverse staff, including but not limited to recruiting, onboarding, training, professional development, coaching, mentoring, performance management and career development for levels of employees

Points of Pride



Office of the Vice President



Prepared a strategic plan draft that can be presented for discussion and revision by Cabinet and leadership groups within the SAES division. The plan includes narrative about each initiative, along with specific goals, tasks and measures.



Expanded the culture of planning by integrating a 24-month recruitment planning calendar across divisions, departments and units.



Review and adopt division monthly themes to coordinate messaging and reduce the proliferation of email communications.

Department of Student Affairs



In partnership with Sodexo, UNC added six new food concepts to serve students:



Developed the Center for Student Well-Being to expand services that support students' basic needs, including providing case management.



UNC was selected as 1 of 54 institutions across the country to participate in the Curriculum-to-Career Innovations Institute, which focused on strengthening connections between college learning and workforce preparation.



The Assault Survivors Advocacy Program (ASAP) offered more than 50 engagement hiatus. UPC also obtained a significant sponsorship from Pepsi for event.



The Student Senate wrote a new constitution and bylaws to become a Student Government Association.



The University Program Council (UPC) brought back the UNC Spring Concert after a 4-year opportunities for the UNC community, including a prevention education workshop every month of the spring semester, a Take Back the Night T-shirt design contest and the biannual Clothesline Project campaign. Additionally, ASAP had more than 80 attendees at the annual Take Back the Night March. This was the largest number of attendees for this event since before the COVID-19 pandemic's impact on such events. ASAP also implemented drop-in hours for three cultural centers on campus to increase student access to services.



Campus Recreation bolstered its commitment to inclusive recreation through a partnership with Special Olympics and Unified Sports that allowed for collaborative programming. Campus Recreation also partnered with the Disability Resource Center to put on an adaptable recreation event and invested in adaptable equipment that can be utilized through programming in each Campus Recreation area.



Club Sports experienced a high degree of success, including having six Club Sports teams qualify for national tournaments: disc golf, quad-ball, women's soccer, swimming, men's volleyball and women's volleyball. Club Hockey attended its regional tournament in Utah. Finally, Club Sports was the host for the



Mountain West Volleyball Conference, where 38 men's and women's volleyball teams from across the region competed.



The Counseling Center received re-accreditation through the International Accreditation of Counseling Services (IACS) and the American Psychological Association (APA).



The Bear Pantry partnered with the Weld Food Bank to acquire food items to stock the pantry and bring the Mobile Food Pantry to campus to provide fresh produce and meat to students, faculty and staff.



The Reisher Scholars Program surpassed its 20% growth goal for the next academic year, which will welcome the largest cohorts to date with a total of 88 Reisher scholars.



The Office of Health Promotion secured partnerships with the Weld County Health Department and the Naloxone bulk Fund to provide harm-reduction resources (fentanyl test strips and naloxone) to the UNC community.



The UNC Housing and Residential Education team was IACURH (Intermountain Affiliate of College and University Residence Halls) regional

recipient of the Commitment to Diversity, Equity and Inclusion Award.

Department of Enrollment Services



Admissions launched the Colorado First-Year Admissions Guarantee, a first-of-its-kind guaranteed admission program for resident students.



Admissions created a new Assistant Director of Diversity and Access position, as well as a Diversity and Access team.

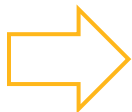




Developed divisional training and workshops on emerging topics affecting students and staff, such as dealing with microaggressions, providing exceptional customer service and collaborating with diverse communities.



Developed and delivered high-impact and multi-layered pre-college programs to regional school districts that promote career and college readiness.



Based on student surveys and feedback from internal stakeholders at Aims Community College and UNC, Enrollment Services updated its MOU and agreement terms for AIMS2UNC participants, who have an 85% persistence rate.



Enrollment Services reorganized all four of its units allowing for teams to better recognize and elevate individual talent, create greater collaboration and more effectively address gaps in workflows.



The Office of Financial Aid through its new financial awarding model was able to better address student needs for low-income, undergraduate students seeking enrollment for fall 2023.



Office of the Registrar staff successfully launched new service tools for students and advisors, including FERPA Proxy, DegreeWorks training videos and enhanced curriculum workflow forms.

Appendices



Cross-Divisional Teams

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Cross-Divisional Team: Budget



Section 1: Purpose and Membership

Purpose

The purpose of the Budget Cross Division Team within the Division of Student Affairs and Enrollment Services is to ensure effective and efficient allocation of financial resources to support the division's strategic initiatives and the university's *Rowing, Not Drifting 2030* Strategic Plan to enhance the overall student experience. Through collaborative efforts and data-driven decision-making, our team strives to maximize the impact of available resources and promote fiscal responsibility.

Vision

Our vision is to be recognized as a leading model of excellence in budget management within the university. By fostering a culture of transparency, accountability, and innovation, we aim to optimize financial operations, drive sustainable growth, and contribute to the holistic development and success of all students.

Goals

1. This is a foundational year to establish benchmarks and training for unit leaders on fiscal management.
2. Identification of training topics and levels.

Membership

- Jenna Finley, Associate Vice President Student Affairs, Chair
- Jed Cummins, Executive Director Housing and Residence Life
- John Hancock, Assistant Vice President for Wellness and Support
- Geri Landwehr, Bursar
- Kirsten Ranalli, Business Operations Manager and Accounting Specialist
- Christopher Cobb, Director Campus Recreation
- Evan Welch, Executive Director Student Life
- Tammie Etl, Senior Business Manager, Student Affairs
- Christy McDonald, Senior Business Manager, Student Affairs
- Marcie Tucker, Director of Student Administration and Communication

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

Action Item 1: Compilation of training topics and resources

During the fall 2022 and spring 2023 semester, we gathered information budget training resources and brainstormed the various levels of budget knowledge that should be incorporated into onboarding of new staff and on-going training.

We conducted a foundational training session for all unit directors on Thursday 1/5/23 focused on the upcoming budget process.

Action Item 2: Recommendation for next steps:

1. Create, implement and evaluate the basic budget sessions within the on-boarding of all new division of student affairs and enrollment services team members.
2. Create, implement and evaluate the intermediate, advanced and advance+ training sessions with appropriate unit staff and directors.



Training Topics and Campus Resources

Basic

- What is an FOAP?
- Functions of each office (i.e. General Accounting, Accounts Payable, etc.)
- How/when can I spend money
- Spending on p-cards/accurate reallocation
- Source of funds (i.e. 10,000 fund, students fees, auxiliaries, etc.)
- Define fiscal year
- Budget 101 (what is/when to use a journal entry, check request, etc.)
- Stewardship/fiscal responsibility
- Travel – process for approval
- Tax exempt status
- Approved vendors
- What can't I do?
- Contracts – overview of process and who can sign
- What signature authority means and who to ask
- Appropriate use of funds
- Collaborations with other departments – sharing expenses
- Define UNC Goods vs. Services
- Cash handling process/best practice
- The basics of higher ed finance – i.e. enrollment increases/decreases and that impact on budget
- How to find answers – who to ask (ASC, supervisor, etc.), website self-help

Intermediate

- Bid/RFP process (know)
- Purchasing/contracts
- Pull Insight reports/monitor budget, influence, create back-up schedules
- Identify savings
- Identify budget trends
- Fundraising/Foundation
- Internal charges/structure
- Payroll – hourly vs. work-Study, PSA, salary analysis /funding

Advanced

- Bid/RFP process
- Pull Insight reports, interpret budget, conduct trend analysis, forecasting
- Strategic Planning/connect resources
- How to analyze trends in budget data
- 'Finding money' – what funds can be reallocated and what cannot
- Budget realignment
- Maximize revenue
- Multi-year planning
- Discounting/setting rates
- Sources of revenue
- Admin overhead
- What funds roll forward (UNC rolling budget model)

Advanced +

- Bonds
- Capital planning
- Debt service
- Fund roll-up
- Credit opinion (Moody's)

Sources

- Who You Gonna Call document on Budget website
- ASC Manual
- UNC Fiscal Rules
- ASC Personnel List on HR website if updated

Cross-Divisional Team: Assessment & Data Governance



Section 1: Purpose and Membership

Purpose

The purpose of the Cross Division Team Assessment and Data Governance for the Division Student Affairs and Enrollment Services is to promote a culture of data-driven decision-making, collaboration and continuous improvement across all divisions. We will ensure units within the division have the framework, tools and training to effectively measure our success as identified in the university's strategic plan "Rowing, Not Drifting 2030".

Vision

Our vision is to establish a unified, transparent, and efficient data ecosystem within the Division of Student Affairs and Enrollment Services. Through comprehensive assessments and robust data governance, we aim to empower divisional leaders and staff with accurate, timely and actionable insights. By leveraging data-driven strategies, we aspire to create a student-centered environment that fosters holistic growth, promotes equity and delivers exceptional experiences to every student.

Goals

1. This is a foundational year to establish benchmarks and training for unit leaders on this topic.
2. To develop and adopt a divisional assessment philosophy.

Membership

- Marcie Tucker, Director of Student Administration and Communication, Co-Chair
- Christopher Perkins, Associate Director Residential Education, HRE, Co-Chair
- Lisa Schuller, Associate Director, Office of Financial Aid
- Michelle Heiny, Associate Registrar, Office of the Registrar
- Grace Turner, Director, Office of Health Promotion
- Stephanie Stephens, Assistant Dean of Student Development
- Kelly Goya, Human Resources Manager, Sodexo Dining Services
- Vincent Carter, Associate Director, Campus Recreation
- Katelyn Spooner, Coordinator for Curriculum, Assessment and Communications, HRE

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

Action Item 1: Adoption of division assessment philosophy – May 2023

During the spring 2023 semester, we gathered information about assessment philosophies from our benchmark universities as well as other institutions. These examples assisted us in our process where we reviewed, discussed and converged on the final assessment philosophy, which was adopted in May 2023. Below the adopted division assessment philosophy:

- In alignment with the University strategic plan of Rowing Not Drifting, every member of the Division of Student Affairs and Enrollment Services at the University of Northern Colorado is committed to assessing and transforming our programs, services and facilities to ensure we are meeting students' developmental needs and support their whole well-being.
- Our focus is on helping students with personal development, practical problem solving, interpersonal competence, civic engagement and intercultural and global understanding.
- Our emphasis is on using assessment results to improve and/or change our programs and services to better serve students and to improve student development, learning and success. This is achieved by utilizing a student-centered approach, obtaining just-in-time and annual feedback, making data driven decisions and making iterative improvements.

Action Item 2: Conducted survey of unit leadership to identify their understanding of assessment and data governance

Survey Results:

1. Overall individual respondents express a low degree of confidence on the topic of assessment.
2. Over half of respondents indicated having a position within the unit with responsibility for assessment.
3. When asked about the frequency of assessment, it is typically completed on an annual basis.
4. Overall assessment information is internal to office/unit and does not seem to have interconnectedness on impact to other office/units.

Action Item 3: Recommendation for next steps

1. Converge cross-division teams for strategic planning and program review with assessment and data governance. These teams inform each other's work and training topics.
2. Craft an assessment training program to build the knowledge and skills of the division members.
3. Goal for 2023-24 to have each unit create and adopt a formal assessment plan.

Cross-Divisional Team: Communications



Section 1: Purpose and Membership

Purpose

The Cross-Division Communications Team is dedicated to fostering effective and inclusive communication across units, promoting collaboration and enhancing the overall student experience. Our mission is to empower individuals, foster a sense of belonging, and support the institution's strategic plan of Rowing, Not Drifting 2030.

Vision

Our vision is to establish a seamless and interconnected community where effective cross-division communication serves as a catalyst for collaboration, innovation and student success while cultivating a culture of inclusivity and belonging. Through our strategic communication initiatives, we aspire to transform the way stakeholders engage, collaborate and contribute to the collective growth and advancement of the university.

Goals

1. This is a foundational year to establish benchmarks and training for unit leaders on this topic.
2. Determine how we will communicate on social media platforms and which platforms we'll use and who will have access to those platforms.
3. Review and adopt division monthly themes to coordinate messaging and reduce proliferation of email communications.

Membership

- Marcie Tucker, Director of Student Administration and Communication, Chair
- Shanna Suhr, Associate Director of Enrollment Marketing & Communications, Admissions
- Malik Osborne, Assistant Director of Competitive Sports, Campus Recreation
- Sheridan Snapp, Student Support Specialist, Student Affairs
- Lynne Huff, Executive Assistant, Office of the Vice President, SAES
- Bryson Kelly, Associate Director of Recruitment, Admissions
- Casey Sperry, Communications Strategist, SAES
- Katelyn Spooner, Coordinator for Curriculum, Assessment and Communications, HRE

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

Action Item 1: Adoption of Division of Student Affairs and Enrollments Services social media policy.

A. See Section 3: Policy

Action Item 2: Identification and adoption of Division of Student Affairs and Enrollment Services monthly themes.

A. See Section 4: Monthly Themes

Section 3: Social Media Policy, Procedures and Practices

Effective Date: June 1, 2023

Policy Statement

This policy establishes guidelines for the appropriate use of social media by units at the University of Northern Colorado's Division of Student Affairs and Enrollment Services. It aims to foster responsible digital citizenship, protect individual privacy rights, maintain professional integrity, and uphold the institution's reputation. This policy applies to all students and staff engaged in their respective program and/or service on social media activities.

Scope

This policy applies to all social media platforms, including but not limited to Facebook, Twitter, Instagram, LinkedIn, YouTube, Snapchat, TikTok, and any other current or future social media platforms.

Responsible use of social media

- A. **Respect for Others:** Students and staff are expected to be respectful in their interactions on university official social media platforms and refrain from engaging in any form of harassment, discrimination, or cyberbullying.
- B. **Confidentiality and Privacy:** Students and staff must maintain the confidentiality and privacy of sensitive information related to the college or university, its students, faculty, and staff. Do not disclose confidential or personally identifiable information through social media channels. Ensure compliance with FERPA regulations.
- C. **Role:** When posting on official university social media channels, staff and students are representing their respective unit/office/department/division and should avoid posting content that could negatively impact the university's reputation or that contradicts the values and policies of UNC. Content not created specifically for the unit/office/department/division should remain separate from official university channels.

- D. **Authenticity and Accountability:** The social media administrator should use the handle name posting on social media related to their unit/office/department/division activities. If individuals are sharing content from other channels, they are responsible for vetting content to ensure the content and content creators are legitimate and aligned with the university's values. New social media channels must meet the university standard for naming conventions.
- E. **Copyright and Intellectual Property:** Respect intellectual property rights by obtaining proper permission before using or sharing copyrighted material. Give credit to the original creators when applicable.
- F. **Compliance with Laws and Policies:** Students and staff must comply with all applicable laws, regulations, and university policies while using social media. This includes but is not limited to copyright laws, data protection laws, and the institution's code of conduct.
- G. **Content moderation:** Unit/Office managers of social media channels are responsible for ensuring social media channels are monitored for both content and comment moderation.
- H. **University Brand and Accessibility:** The social media icon and/or profile image must comply with any applicable university branding standards and content should be accessible to all users.

Compliance with university and divisional social media policies

- A. All accounts must comply with the UNC and division social media policies. If the two policies ever conflict, the policy with the stricter requirement is to be met.
- B. University of Northern Colorado social media policy
- C. Social media channels that do not comply with this policy, procedures, or practices may result in the suspension of ownership of the social media channels.

Managers of social media channels

- A. Primary administrative rights for official university social media sites will be assigned only to university employees.
- B. Official social media sites should have a minimum of two managers to ensure that the site is consistently managed. Should one manager be unavailable, the second assigned manager will manage the site.
- C. At least one of the two managers should be a full-time permanent university employee.

Best practices

Please review the University of Northern Colorado's social media policy for best practices on naming conventions, posting frequency, etc. Also, it is highly encouraged to engage in cross-posting of content among units/offices and with the main university social media channels.

Creation of social media channels

Existing Accounts: Units with social media accounts created before June 1, 2023, should review them within 30 days of the adoption of this policy with the divisional communications team and meet the following criteria:

- Does the account have content posted within the past six months?
- Who has access to the account?
- How does the social media account support the unit objectives for marketing and engagement with students?
- What are the metrics for the account (how many followers; what is the engagement with the account?)
- Should this account continue or be folded into another account?

New Accounts: The SAES Communications Office must first approve all division social media accounts. New social media accounts must meet the following criteria and comply with the university guidelines for new social media channels. New social media channels must meet the university standard for naming conventions.

- Provide a content calendar connected with unit objectives/marketing outcomes and measures for 6 months.
- Who will have access to the account?
- Who will be monitoring this account to ensure compliance with this policy?
- How does the social media account support the unit objectives for marketing and engagement with students?

Once approved by the SAES Communications Office, the policy will be submitted for approval to the university per the social media policy. If accounts are deemed to be inactive or need to be folded into another account, unit social media managers will work with the division and central communications team to shut down or deactivate the account(s).



Section 4: Monthly Themes

| | January | February | March |
|-------------------|--|--|--|
| Topic | <ul style="list-style-type: none"> • Leadership Opportunities • Recognition of fall semester achievements | <ul style="list-style-type: none"> • Financial Support - Financial Aid; Scholarships and Grants • Financial Literacy | <ul style="list-style-type: none"> • Health, Wellness, and Safety |
| Unit/Dept. | <ul style="list-style-type: none"> • Office of Student Life • Depts. Student Affairs & Enrollment Services | <ul style="list-style-type: none"> • Office of Financial Aid • Office of Bursar • Scholarships (Reisher) | <ul style="list-style-type: none"> • Campus Recreation • Dining Services • Health Promotion |
| | April | May | June |
| Topic | <ul style="list-style-type: none"> • Celebration • Transitions • Recognition | <ul style="list-style-type: none"> • Graduation • Leveling Up (First year to Second year, etc.) | <ul style="list-style-type: none"> • "Blueprint for Your Campus Experience" |
| Unit/Dept. | <ul style="list-style-type: none"> • Counseling Center • Center for Career Readiness • Depts. Student Affairs & Enrollment Services | <ul style="list-style-type: none"> • Office of Registrar • Student Development | <ul style="list-style-type: none"> • Dept. Student Affairs |

Section 4: Monthly Themes

| | July | August | September |
|-------------------|---|---|---|
| Topic | <ul style="list-style-type: none"> • Preparing for return to campus • Move-in residential students | <ul style="list-style-type: none"> • Community Welcome • BIG Bear Welcome • Community Values | <ul style="list-style-type: none"> • Adjustment issues (homesickness, roommate conflict, accessing services, etc.) • Self-care/Health Support |
| Unit/Dept. | <ul style="list-style-type: none"> • Housing & Residential Education • Dept. Student Affairs & Enrollment Services | <ul style="list-style-type: none"> • Campus Recreation • Office of Student Life • Dept. of Student Affairs | <ul style="list-style-type: none"> • Counseling Center • Student Development • Conduct/Accountability |
| | October | November | December |
| Topic | <ul style="list-style-type: none"> • The co-curricular experience - highlighting student stories | <ul style="list-style-type: none"> • It's Not too Late - Getting academic support and preparing for exams • Financial Aid - FAFSA/CASFA/Scholarship | <ul style="list-style-type: none"> • Stress coping skills • Graduation & Life - connection with alumni • Going home - what to expect |
| Unit/Dept. | <ul style="list-style-type: none"> • Campus Recreation • Center for Career Readiness • Office of Student Life • Housing & Residential Education | <ul style="list-style-type: none"> • Disability Resource Center • Office of Financial Aid • Scholarships | <ul style="list-style-type: none"> • Wellness • Health Promotion • Office of the Registrar |

Cross-Divisional Team: Strategic Planning



Section 1: Purpose and Membership

Purpose

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

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 and 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

Goal 1: 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 2: 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 3: 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 4: 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 an 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 | | |
| Office of Admissions | | X | | | |
| Bear Central | | | X | | |

Contact Us

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