SEM Plan Development 2022 – 2030

Board of Trustees Meeting

November 11, 2002

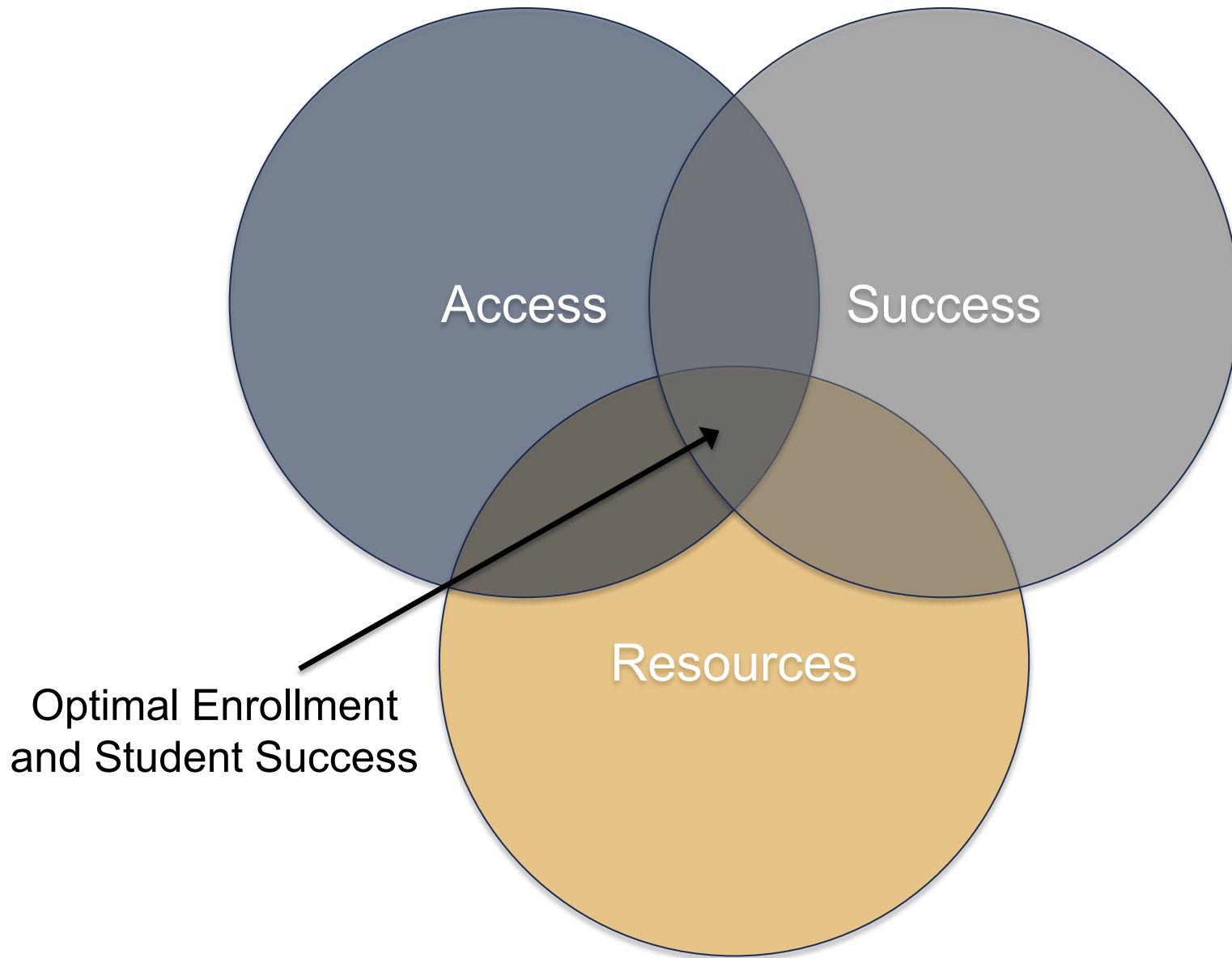UNIVERSITY OF
NORTHERN
COLORADO

SEM is…

Strategic Enrollment Management is a comprehensive process that helps institutions to determine, achieve, and maintain their optimal recruitment, retention, persistence, and graduation rates, where "optimal" is defined in the academic context of the institution.

SEM Planning Framework

- Consistently meeting goals over the long term

- **Enabling more effective campus-wide planning**
  - Revisions to the institutional strategic plan
  - Academic planning: curriculum, faculty needs
  - Facility planning
  - Financial planning

- *Achieving the institution's desired future*

Sustainable Enrollment Outcomes

Assessment

Tactics

Strategies

Key Performance Indicators

Strategic Enrollment Goals

Data Collection and Analysis/Scan

Vision, Mission, Institutional Strategic Plan

Competing Enrollment Goals

Three Primary Stages of SEM Planning

Goals, Strategies, Tactics: There IS a Difference

- <u>Phase 1 – Goals (Fall 2022)</u>: The first phase of developing campus planning for SEM will occur in early Fall 2022. UNC will develop 6-8 broad statements that will frame ***data-informed issues*** to drive change in our enrollment and student success and allow UNC to meet the vision and strategic plan of the college.

- <u>Phase 2 - Strategies</u>: The second phase of developing strategies will commence in late October 2022. Strategies are 3-4 more focused, but still relatively broad, statements for each goal to ***identify a direction*** that will support that goal.

- <u>Phase 3 - Tactics and action plans</u>: The third stage of SEM plan development 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 metrics to operationalize that strategy--the road map for ***how to achieve*** each strategy and support the goals.

Phase One Timeline

<u>Fall 2022</u>

- **September 2022**: Data Team prepares data for SEM Planning Group/SEM Committee

- **October 2022** – November 2022: Review of data to identify Key Enrollment Indicators (KEIs) and develop draft SEM goals

- **November 2022 - December 2022**: Cabinet, Board of Trustees, Dean's Councils, Provost's Council, Faculty Council, Student Senate, and Staff Advisory Councils review draft SEM goals

- **December 2022**: Town Hall to share draft goals and get feedback from the campus community

- **December 2022 – January 2023**: Finalize enrollment goals and assign goals to Student Recruitment and Student Success/Retention sub-committees

SEM Plan Development
(Planning Assumptions)

After much consideration and deliberation, the SEM Steering Committee has determined that through the implementation of the proposed SEM plan, UNC's enrollment will rebound to 12,000 residential and online students by 2029-2030.

- The goal of the SEM plan is an optimal campus size of **12,000 students** by the 2029-2030 academic year.

- Fall 2023's objective is to **stabilize enrollment** and then begin enrollment growth from Fall 2024 through Fall 2029 admission cycles.

- **NFT (New First Time) UG enrollment targets**: 1,300 students for Fall 2023, 1,500 students for Fall 2025, 1,700 students for Fall 2027, and 1,800 students for Fall 2029.

- **Total Graduate enrollment targets** for Greeley and extended campuses: 2,650 for Fall 2023, 2,750 for Fall 2025, 2,900 for Fall 2027, and 3,000 for Fall 2029.

- **Housing Occupancy** will increase to 72% by Fall 2029.

- **Campus UG Retention targets**: 75% for Fall 2023, 77% for Fall 2025, 79% for Fall 2027, and 80% for Fall 2029.

SEM Goals for 2022 - 2030

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 educated citizens and 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.

SEM Plan 2022 – 2030
(Key Enrollment Indicators – KEIs)

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 - Quality of Educational Experience
15. HERI (Higher Education Research Institute) Climate Survey
16. Percent of students who have completed gateway Math and English prior to earning 30 hours

Student Recruitment

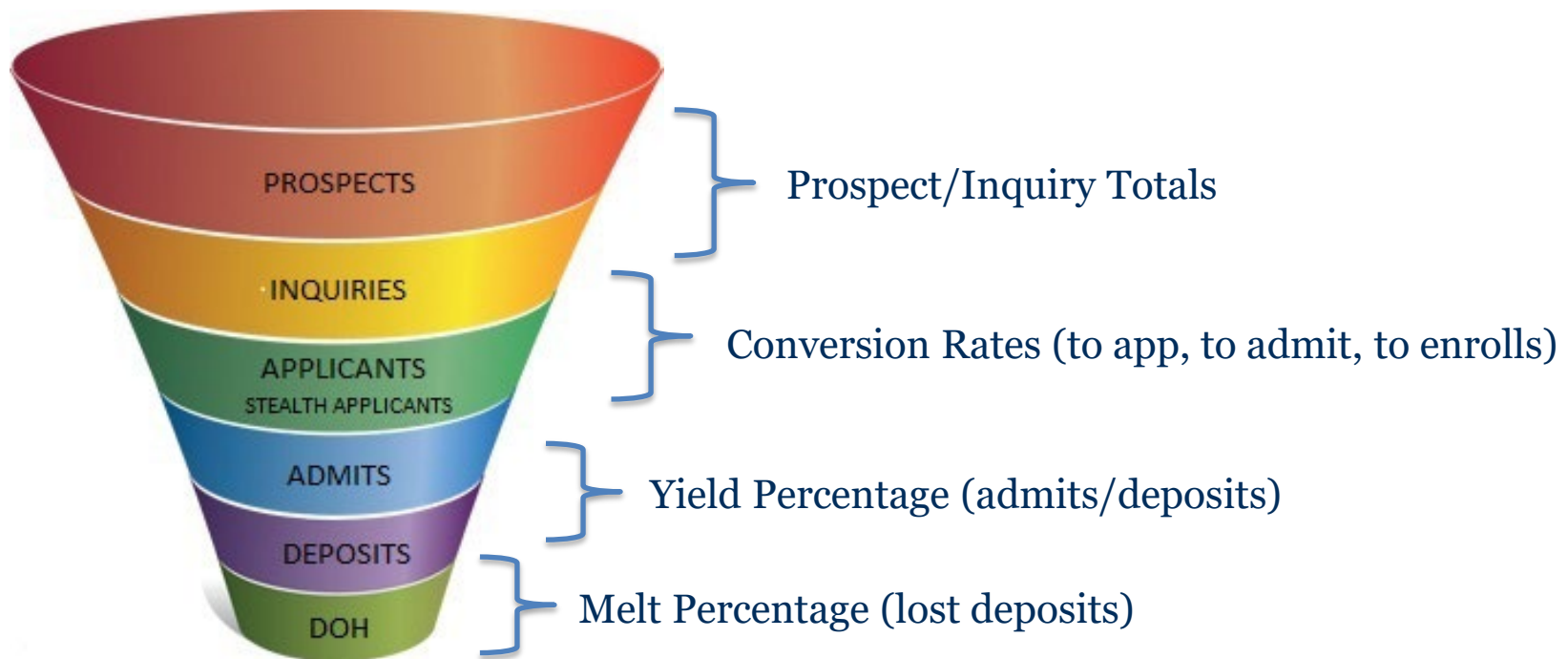# Traditional Enrollment Efforts
"The Admissions Funnel"

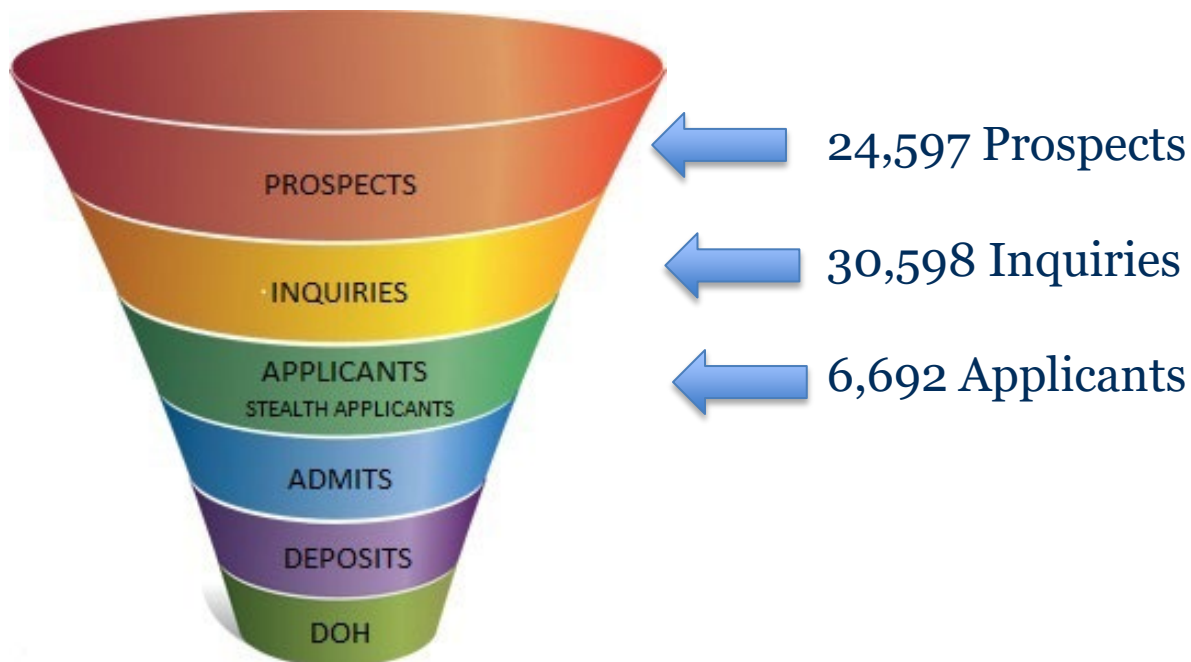# Traditional Enrollment Efforts
"The Admissions Funnel"

Track in Power BI Measures

What Admissions Measures

Funnel labels (top to bottom): PROSPECTS, INQUIRIES, APPLICANTS, STEALTH APPLICANTS, ADMITS, DEPOSITS, DOH

- Prospect/Inquiry Totals
- Conversion Rates (to app, to admit, to enrolls)
- Yield Percentage (admits/deposits)
- Melt Percentage (lost deposits)

Admissions Funnel

Fall 2023
(10/30/22)

24,597 Prospects

30,598 Inquiries

6,692 Applicants

Admissions Funnel Comparison

UNC's Conversion Rates
(2020 - 2022)

Conversion Rates

Click to analyze source and state	2020 Students as of 11/1/2022			2021 Students as of 11/1/2022			2022 Students as of 11/1/2022	
	Count	Conversion		Count	Conversion		Count	Conversion
Inquiries	11,538		7% ▲	12,360		508% ▲	75,139	
Applicants	11,538	100.0%	7% ▲	12,360	100.00%	-23% ▼	9,490	12.6%
Accepts/Admits	3,572	31.0%	-18% ▼	2,994	24.22%	157% ▲	7,702	81.2%
Deposits/Confirms	1,716	48.0%	-13% ▼	1,493	49.87%	-11% ▼	1,338	17.3%
Enrolled	1,429	83.3%	-10% ▼	1,293	86.60%	-15% ▼	1,096	82.0%

Admissions Funnel

This is not the student experience...
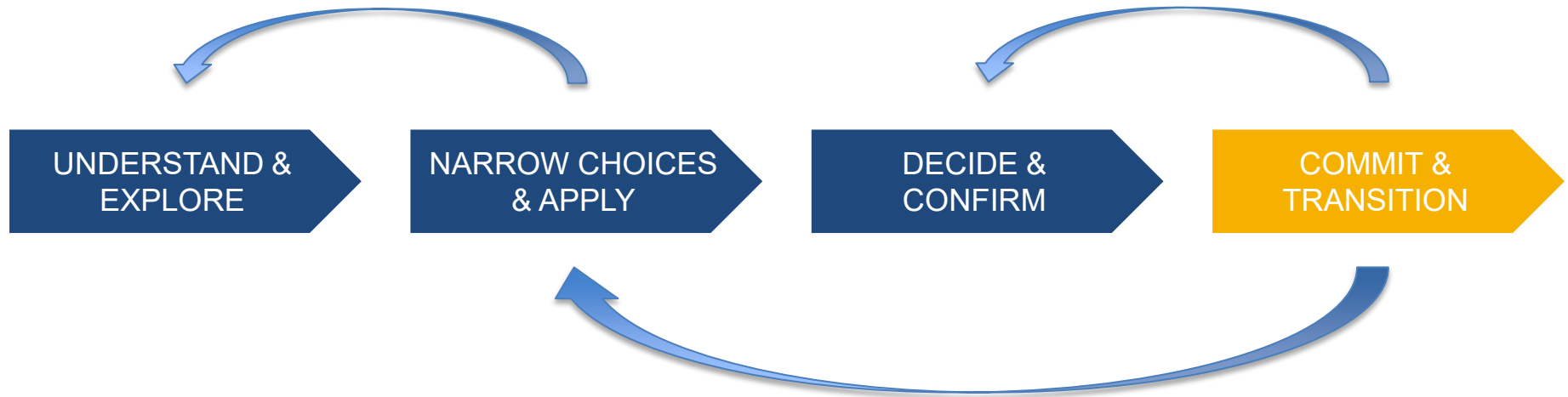
SEM Admissions Funnel
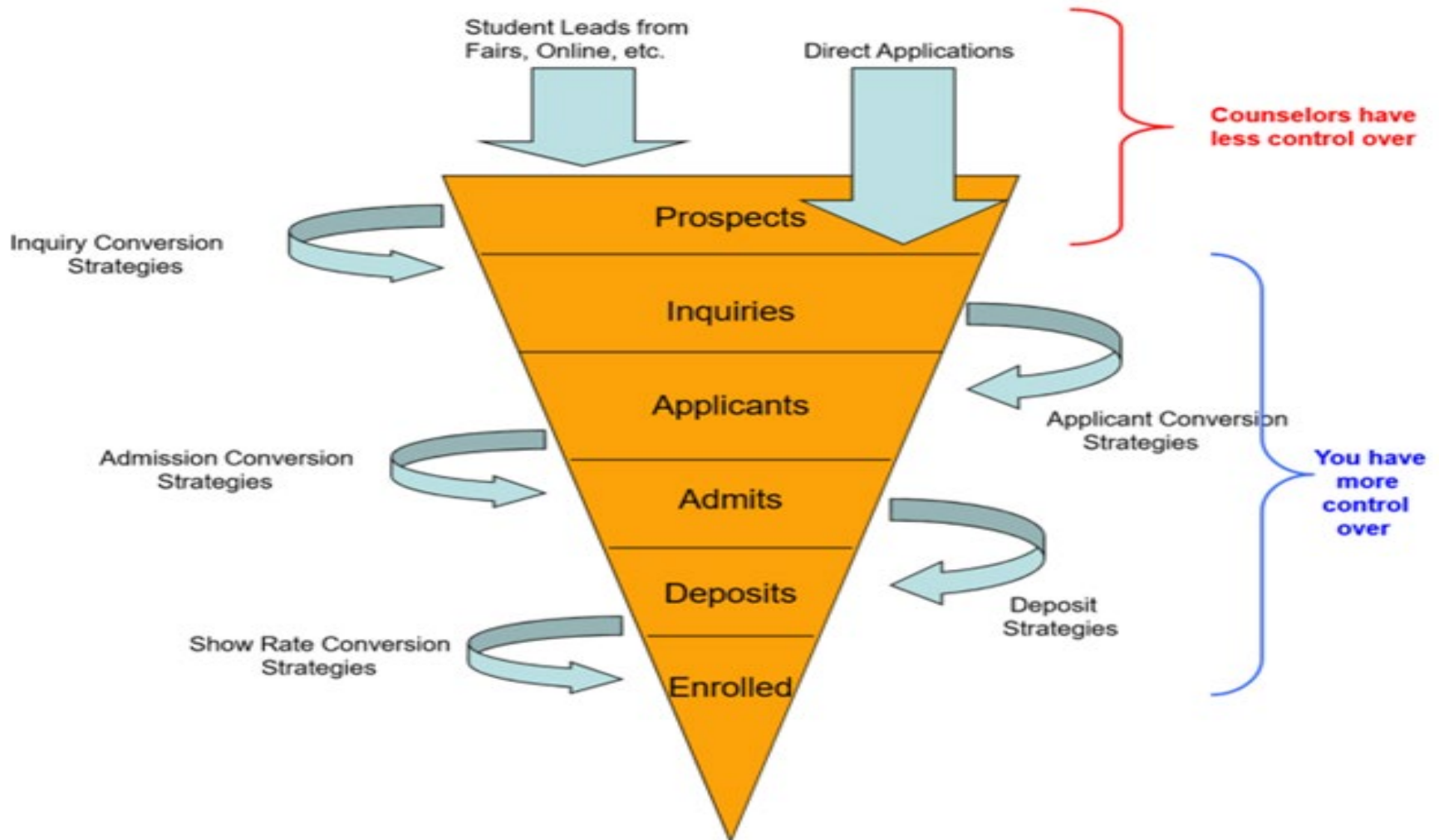
Student Retention

Retention Dashboards

Data Resources

Institutional Data

- **Student Profile (2017-2021)**
- **Common Data Set**
- **Fact Book**
- **Enrollment Statistics**
- **IPEDS Feedback Reports**
- **Peer Information**
- **Student Consumer Information**

Public Dashboards

- Admissions Trends and Demographics
- Enrollment Trends and Demographics
- Student Credit Hour Trends
- Degree Completion
- **Graduation and Retention**
- Faculty and Staff
- Course Information
- **Human Resources**
- **Financial Aid**
- **Aims2UNC**

Internal Dashboards

- **Power BI**
  - **Instructions (pdf)**
- **Graduation and Equity Action Dashboards**

Retention Dashboards

PowerBI Student Success Dashboards

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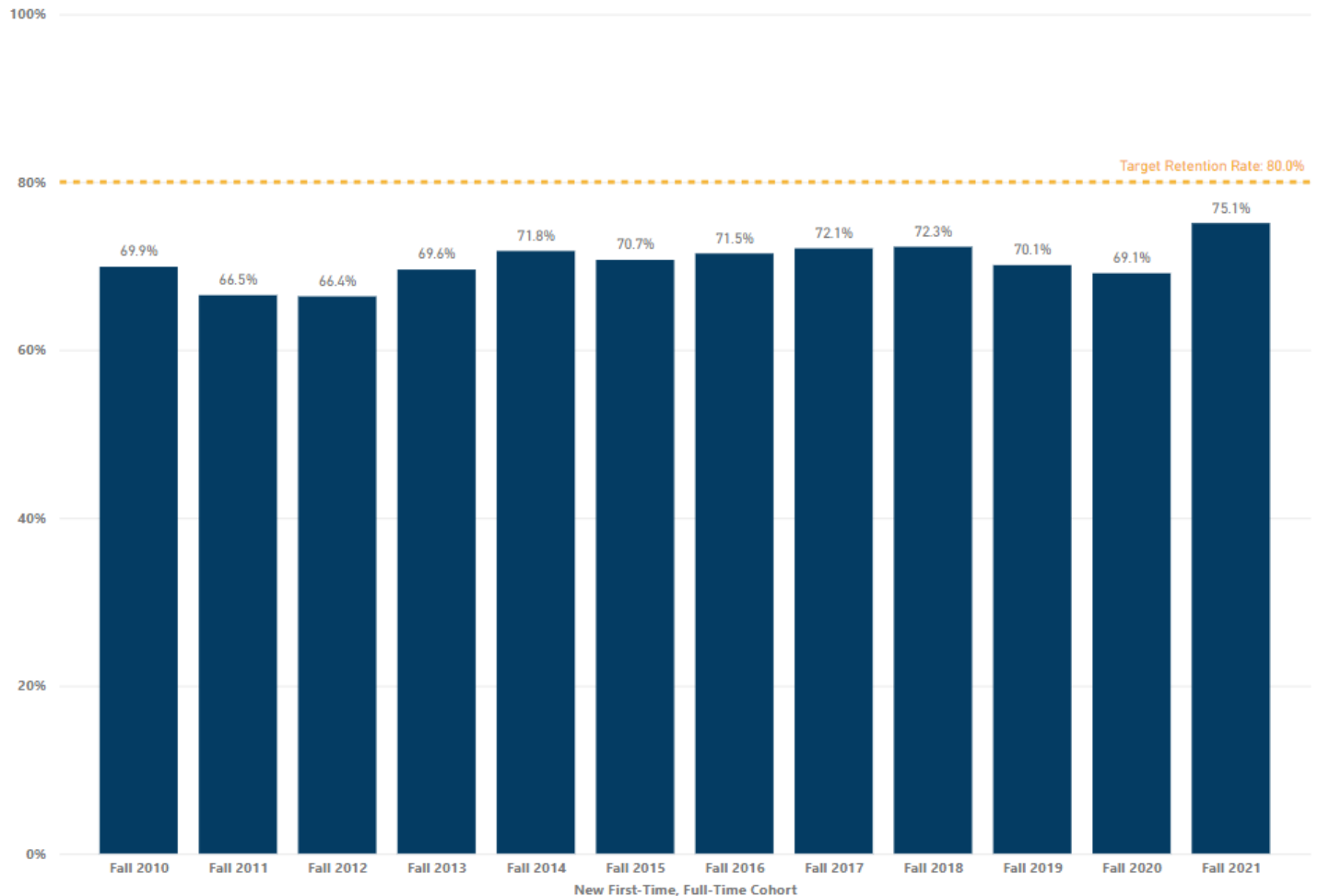**Retention Rates for New First-Time, Full-Time Undergraduate Students**

Institutional Retention Rates and Target

Fall 2021 FTFT Cohort
Fall-to-Fall Retention Rate
75%

ⓘ **Overview of Retention Rates**

Fall-to-Fall Retention Rate, Cohort Size and Cohort Type by New First-Time, Full-Time Cohort

Target Retention Rate: 80.0%

Cohort	Rate
Fall 2010	69.9%
Fall 2011	66.5%
Fall 2012	66.4%
Fall 2013	69.6%
Fall 2014	71.8%
Fall 2015	70.7%
Fall 2016	71.5%
Fall 2017	72.1%
Fall 2018	72.3%
Fall 2019	70.1%
Fall 2020	69.1%
Fall 2021	75.1%

New First-Time, Full-Time Cohort

Retention Dashboards

Graduation and Equity Action Dashboards

| All UNC Campuses ⌄ | New First-Time ⌄ | First Gen ⌄ | 6-Year Graduation ⌄ | 2013 ⌄ |

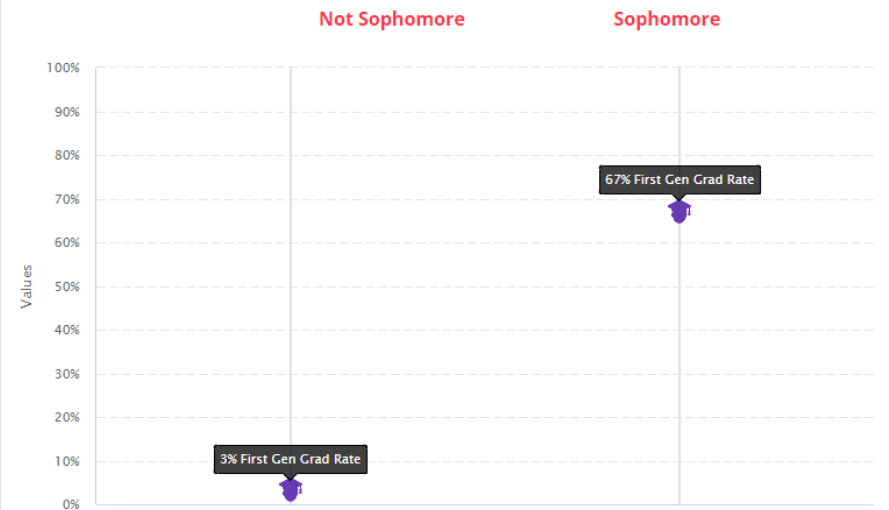**Overview Chart** | Trends | Data Table | Chart FAQ | Methods | ⬇ Download Data

Increasing the percent of First Gen students reaching Sophomore status within 1.5 years would be the most helpful with closing this graduation gap.

First Gen students were less likely to reach Sophomore status within 1.5 years...

- 10 Percentage Point Gap
- First Gen: 67%
- Not First Gen: 77%
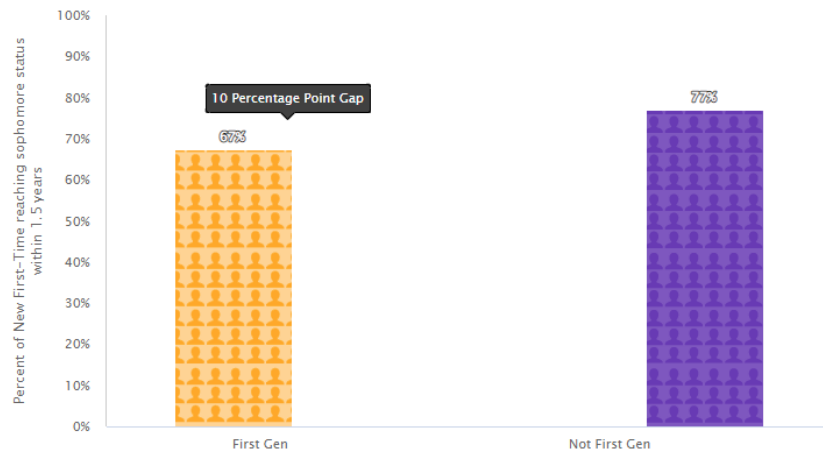
...but those that did graduated at a much higher rate.

- Not Sophomore — 3% First Gen Grad Rate
- Sophomore — 67% First Gen Grad Rate

[Sophomore status by year 1.5 ⌄] would be the most helpful with closing the graduation rate gap for these students.*

*After accounting for demographic factors

Example of KEI (Data-Driven Decisions)

First-year Performance NFT UG (FT & PT)

Momentum Year

Metric	Fall 2018 Entering NFT UG	
	All	**Those Retained in Fall 2019**
Completed 30 CH, Math, and English*	51%	63%

Math Pathways

Metric	Fall 2018 Entering NFT UG	
	All	**Those Retained in Fall 2019**
Completed College-Level Math*	79%	88%
Completed Math (LAC Area 2) or exempt (based on SAT/ACT)		

Saved to this PC

Corequisite Support

Metric	Fall 2018 Entering NFT UG	
	Remedial in Math	
	All	**Those Retained in Fall 2019**
Completed College-Level Math*	59%	73%
	Remedial in English	
Metric	**All**	**Those Retained in Fall 2019**
Completed College-Level English**	80%	94%
Completed Math (LAC Area 2) or exempt (based on SAT/ACT)		
**Completed English (LAC Area 1a) or exempt (based on SAT/ACT)*		

NOTE: Completion of Math or English courses may have occurred at UNC, prior to UNC (e.g., AP, IB, concurrent enrollment, etc.), or may have been completed elsewhere during the first year and transferred in.

Metrics Based on Credits Earned Before Fall 2019
* 2nd Fall Retention is Based on Fall 2019 Census Enrollment * (10/25/19, IRAS)

Next Steps

SEM Organizational Structure

Kirsten Fleming & Cedric Howard

Executive Team
Institutional strategic plan, approval and champions of strategic enrollment goals and initiatives

Pete Lien & Stephanie Torrez

SEM (or Student Success) Steering Committee
Long-term enrollment goals; secure approval of strategies and tactics; maintain project timeline; communicate with Executive Team and Campus

Erica Pepmeyer & Jeri Lyons

Jared Stallones & Colleen Sonnentag

Integrate – overlap with other strategic enrollment initiatives

Recruitment Committee
Strategies/tactics to support recruitment goals; action plans to operationalize SEM Plan; recommend to SEM Steering Committee

Retention Committee
Strategies/tactics to support retention/completion goals; action plans to operationalize SEM Plan; recommend to SEM Steering Committee

Integrate – overlap with other strategic enrollment initiatives

Possible 3-4 Sub-Committees
Action plans, timelines and metrics for strategies and tactics

Possible 3-4 Sub-Committees
Action plans, timelines and metrics for strategies and tactics

Sub-Committee

Sub-Committee
- UG
- Graduate
- Transfer
- Pipeline

- Faculty/Students Relations
- Students of Color/DEI
- Academic Progress
- Student Engagement

Data Team
Environment scanning, student enrollment behavior research, enrollment models, provide data to councils as needed

Matt Goetzel and Sonia Schaible Brandon

THANK YOU!

Any Questions

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