University of Northern Colorado

SEM Plan for 2022-2030

Summary of Phase II Goal & Strategy
Work in Progress Updates

SEM Goal & Strategy Updates

Goal 1: Increase the enrollment and retention of degree-seeking undergraduate and graduate students to align with UNC's strategic vision for a diverse and vibrant community.

Strategies:

1. Improve and leverage student data across university systems to support student enrollment efforts and enhance the student experience across all stages of the student life cycle.

2. Create and maintain a simplified and accessible application and enrollment experience for all degree seeking students.

3. Develop annual strategic recruitment plans which are data-informed and include specific and measurable goals at all stages of the enrollment cycle (prospect, inquiry, applicant, admit, and enrolled).

4. Develop a multiyear undergraduate and graduate strategic communication plan focused on increasing the number and diversity of domestic and international inquires, applicants, admits and enrolled students.

5. Investigate and develop processes to increase 1st year to 2nd year retention rates and overall retention rates.

6. Explore and expand external relationships in support of increasing student recruitment. For example, community-based organizations, K-12 counselors, international agencies, and federal support programs across the state of Colorado to increase access, opportunity, and success.

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

Strategies:

1. Create and maintain a simplified and accessible application, enrollment experience, and financial options for certificate, micro-credential, and non-degree seeking students.

2. Increase dual and concurrent enrollment and engagement.

3. Identify programs and courses unique to UNC that would appeal to non-UNC, non-degree seeking populations.

4. Implement communication and marketing infrastructure to promote certificate, micro-credential, and non-degree seeking students.

5. Investigate and implement academic offerings to support workforce needs and professional development.

Goal 3: Ensure that institutional policies and practices promote equitable access and opportunity for ALL students to succeed.

Strategies:

1. Incorporate DEI priorities with enrollment goals in alignment with the comprehensive university-wide diversity, equity, and inclusion strategic plan.

2. Conduct systematic policy analysis to address inequities and roadblocks, including reviewing institutional and unit level policies and practices.

3. Expand use of effective and inclusive recruitment practices and policies.

4. Understand and meet the needs and resources unique to campus populations.

5. Increase recruitment, representation, and infrastructure to support a community of diverse faculty and staff.

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 culture that fosters a growth mindset.

Strategies:

1. Make UNC a destination of choice for students, faculty, and staff.

2. Elevate the UNC brand and boost campus pride.

3. Promote and develop co-curricular programming across the student lifecycle that are timely and relevant.

4. Develop an infrastructure to regularly promote and celebrate our milestones and accomplishments.

5. Enhance and standardize on-boarding of students, faculty, and staff to UNC.

Goal 5: Advance academic quality and career readiness to foster educated citizens and lifelong learning and success.

Strategies:

1. Revitalize curriculum for today's learners.

2. Enhance student employment experience and access for career readiness opportunities.

3. Invest in intentional programming for community members and prospective students to experience UNC academics, scholarship, and research (i.e., summer programs, campus events, etc.).

4. Investigate and identify barriers and opportunities for timely degree completion.

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.

Strategies:

1. Build and sustain local, regional, and international partnerships.

2. Use findings from the recent brand audit to build and promote UNC's brand identity that appeals to, and is inclusive of, all students across colleges, program offerings and campus locations.

3. Develop an understanding of philanthropy across campus.

4. Investigate, identify, and promote institutional data and university stories that promote the value of UNC and it's learning outcomes.

Goal 7: Keep UNC financially manageable for students while maintaining the fiscal vitality of the institution.

Strategies:

1. Increase campus's understanding, awareness and transparency of the relative cost, quality of education, positive investment, and lifetime value of attending UNC.

2. Identify barriers and investigate institutional policies and philanthropic priorities to support new and continuing undergraduate and graduate enrollment. (i.e., housing requirements, textbooks, fees, etc.).

3. Establish and document deliberate, intentional and transparent connection between enrollment, data informed decision making, and fiscal sustainability/responsibility.

4. Investigate opportunities to increase pursuit of advanced degrees and certificates among currently enrolled students (i.e., 4+1 programs).

5. Enhance grantmaking and bolster philanthropy to align with university priorities.

Example of Shared Recruitment & Retention Goal

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GOAL 1: Increase the enrollment and retention of degree-seeking undergraduate and graduate students to align with UNC's strategic vision for a diverse and vibrant community.

STRATEGY 1.1: Improve and leverage student data across university systems to support student enrollment efforts and enhance the student experience across all stages of the student life cycle.

TACTICS:

- 1.1.a: Provide coaching, resources, and training to improve the quality of the communications UNC is having with prospective and returning students specific to individual student populations (i.e., 1st generation, marginalized communities, low-income, etc.).
- 1.1.b: Determine the ways UNC reaches prospective students and increase the role of Slate, chatbots and other mediums in prospective student outreach and the student journey.
- Develop and launch parent and support people communications, website, and resources.
- 1.1.c: Incorporate high touch proactive outreach to continuing students who are at risk of not persisting based on institutional data.
- 1.1.d: Create a financial aid and scholarship program to D6/Evans school district students that cover the cost of tuition based on student/family need.
- 1.1.e: Launch a summer bridge program for 1st generation and/or marginalized groups to build community and support and reduce inequities.
- 1.1.f: Utilize University's resources, faculty, coaches, and staff to contact unregistered students who need assistance.
- 1.1.g: Create a data-sharing plan and policy to educate and inform all campus stakeholders on recruitment and retention initiatives and support.

KEI:

- Increase to cohort persistence and progress rates by 1% (annual increase)
- Increase institutional yield rates (admitted to enrolled) by 1% (annual increase)
- Decrease institutional melt (number of students confirmed who do not enroll) across 1st generation and underrepresented communities by 1% (annual decrease)