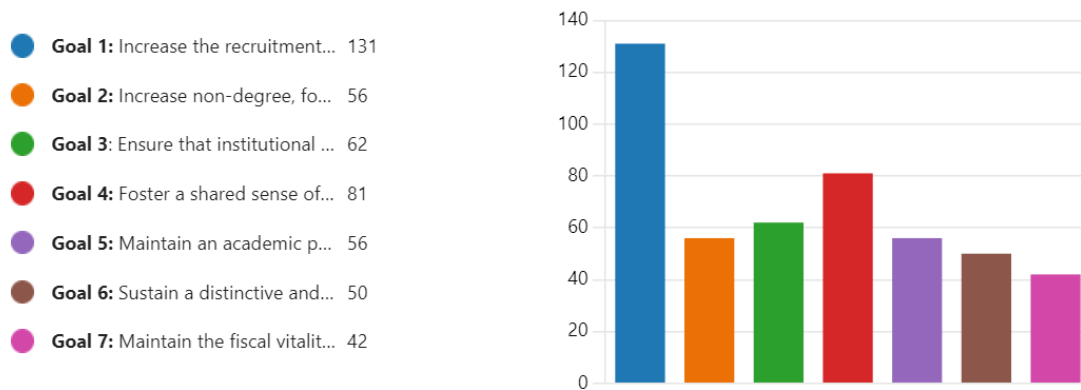


Strategic Enrollment Management

Phase III: Tactic Development Status Report

Overview:

- The SEM plan consists of 7 Goals, with 3 to 5 strategies per goal.
- As of Oct. 3, we’ve collected 478 tactics.
- Most notably, 131 tactics for Goal 1 and 81 for Goal 4.
- 347 tactics are in the process of implementation.
- 131 tactics are new and have yet to be implemented.
- Departments and units will continue to submit tactics through the Fall Semester



Predominate themes for each SEM goal:

Goal 1: Increase the recruitment and retention of degree-seeking undergraduate (UG) and graduate (GR) students to align with UNC’s strategic vision for a diverse and vibrant community.

The themes for SEM Goal 1 suggest a holistic approach to recruitment and retention through targeted outreach, faculty collaboration, data usage, and tech integration.

1. Data-Driven Strategies and Technology Integration: A predominant theme among the tactics for SEM Goal 1 is leveraging institutional data to guide decision-making processes and strategies at the unit and institutional level. Examples include using PowerBI /university dashboards and course success data to inform recruitment, retention, and scheduling strategies. This includes tracking retention rates, equity gaps, DFW outcomes, and course fill rates to make unit-specific improvements. There are also tactics to improve communication through tools like Slate, leveraging applicant data, enhancing marketing strategies, and using digital tools like text messaging for engagement. There are also efforts to enhance tech-driven data literacy among staff and faculty for better decision-making.

2. Personalized Student Outreach: There is an emphasis on personalized outreach to prospective and current students, including contacting those eligible but not yet enrolled, students identified through academic alerts, and new admits. This also includes note-writing and email campaigns targeted to prospective and admitted students.

3. Inclusivity and Equity Initiatives: Supporting HSI activities, promoting inclusivity in college programs, offering bilingual recruitment events, and increasing awareness of servingness are key elements. There are specific efforts to include Spanish-language materials and targeted outreach to Latine and diverse student populations. Central to these tactics is attention to addressing equity, reducing opportunity gaps, and improving outcomes for marginalized or underrepresented student groups.

4. Faculty involvement in Cross-Unit Collaborations: Engaging faculty in recruitment and retention strategies, analyzing DFW rates with faculty, and providing resources to support course improvement show collaboration across units. Faculty involvement in admission events and personalized note campaigns also highlights this theme.

5. Student-Centered Support: These tactics focus on ongoing student performance and engagement evaluation to enhance academic outcomes and students' sense of belonging through targeted interventions, such as personalized feedback and mentoring. These tactics also emphasize reinforcing student support systems, including academic advising, peer mentoring, and high-impact teaching strategies, to improve retention and student success rates.

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

The tactics developed for Goal 2 reflect the importance of community partnerships, professional development, and streamlining processes.

1. Non-Degree Seeking and Certificate Programs: Several tactics focus on expanding offerings to non-degree-seeking students, including simplifying the application process, creating micro-credentials and stackable certificates, and promoting certificates to specific populations such as educators and professionals. There's also an emphasis on offering graduate-level courses for dual enrollment and professional development.

2. Partnerships with Local Schools and Districts: There is a clear focus on strengthening partnerships with regional high schools, Weld County, and District 6 to expand dual enrollment opportunities, reskilling/upskilling programs, and direct admissions initiatives. The goal is to engage local students and educators, especially through education content-based coursework and professional development offerings.

3. Streamlining Processes for Student Enrollment and Experience: A key theme is simplifying admissions, registration, and application processes for both degree and non-degree students. Tactics include reviewing and improving operational processes, leveraging technology (e.g., Slate) for smoother communication, and reducing barriers for UNC students applying to accelerated programs.

4. Professional Development for Educators: A significant portion of the tactics involves providing professional development opportunities for K-12 teachers, school administrators, and other professionals. This includes upskill training, educator preparation programs, and offering certificates or credits for professional development through collaborations with the Graduate School and Extended Campus.

5. Career Readiness and Community Outreach: Tactics emphasize preparing students for the workforce by linking educational offerings to career readiness. This includes providing test prep materials, engaging in community outreach with local partners (e.g., The Weld Trust), and using badges to acknowledge micro-achievements. Professional development and internship opportunities for educators and students are also highlighted as part of career preparation efforts.

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

The tactics developed for Goal 3 highlight UNC's commitment to fostering inclusivity through hiring, faculty development, and student support while also reducing students' financial and procedural barriers.

1. Diversity, Equity, and Inclusion (DEI) in Faculty Evaluations and Hiring: Prioritizing hiring faculty and staff who reflect student diversity (e.g., first-generation and BIPOC students) is a key focus. Additionally, there is an emphasis on incorporating DEI efforts into faculty evaluations, streamlining faculty workload policies with attention to fairness and DEI, and recognizing inclusive pedagogy in faculty evaluation criteria.

2. Open Educational Resources (OER) and Low-Cost Materials: Several tactics highlight increasing OER and other free-to-students resources, particularly in equity-minded teaching and retention efforts. The aim is to create pathways through LAC with alternatives to high-cost textbooks and to ensure that OER is recognized in faculty evaluation criteria.

3. Removing Barriers to Student Access and Success: There is a strong emphasis on removing unnecessary barriers for students, such as revising academic standing holds and transfer policies while ensuring equitable access to courses and materials.

4. Professional Development for Inclusive Pedagogy: These tactics call for expanding professional development opportunities focused on inclusive pedagogy, such as encouraging faculty to attend workshops focused on high-impact teaching practices and recognizing faculty who excel in inclusive teaching through awards and evaluation systems. DEI training for staff is also a priority to ensure a welcoming and inclusive environment for all students.

5. Supporting First-Generation and Underrepresented Students: Focusing on supporting first-generation students includes mentorship programs and addressing their unique needs. Additionally, tactics include ensuring policies and programming reflect a commitment to promoting equity and belonging, such as conducting DEIB surveys and providing scaffolded interventions.

SEM Goal 4: Foster a shared sense of responsibility for students' success.

These tactics highlight a comprehensive focus on communication, collaboration, and data-driven practices to enhance student engagement, success, and retention.

1. Enhanced Communication and Coordination: A common theme as a part of these tactics is increasing communication among instructors, advisors, and administrative staff and creating a comprehensive communication plan. Early intervention is critical; with intentionality around sharing information and insights, identifying challenges sooner and implementing measures to help students overcome obstacles.

2. Student Success and Retention Initiatives: Prioritize the use of Power BI data to track student success, allowing us to gain valuable insights into their academic performance. These tactics focus on various campus groups, that can effectively identify at-risk students and provide the necessary support to ensure they register on time. This proactive approach aims to enhance student outcomes and foster a more supportive academic environment.

3. Faculty and Staff Support for Student Success: These tactics look to enhance support for faculty and staff in navigating grant applications to improve student success initiatives. Additionally, they emphasize the importance of timely progress reports and introduce new course evaluations to promote equity in grading practices. This dual approach aims to empower educators while ensuring fair assessment for all students.

4. Student Engagement and Experiential Learning: Tactics aim to promote high-impact practices, such as Supplemental Instruction, while expanding experiential learning opportunities for students. An additional commonality amongst tactic submissions is to encourage participation in co-curricular events, including career development activities, peer mentoring, and student-faculty mixers. These initiatives are designed to enrich the student experience and foster meaningful connections within the academic community.

5. Mentorship and Personal Connections: Tactics focused on our need to expand mentorship programs to include peer mentoring and strengthen faculty-student connections. By fostering one-on-one interactions and providing opportunities for students to engage with faculty in both formal and informal settings, these tactics are focused on creating meaningful relationships in support of connection to community.

SEM Goal 5: Maintain an academic portfolio that reflects our high-quality standards and commitment to career readiness and lifelong learning.

Goal 5 tactics highlight a desire to embed career readiness across curricula, enhance professional development for faculty, and create impactful internship and employment opportunities for students.

1. Career Readiness Integration in Curriculum: Tactics encourage faculty to integrate career readiness competencies into their curriculum, ensuring that assignments are aligned with professional growth. Also speak to a shared interest to launch the Career Readiness Faculty Fellows cohort and promote certificates, concentrations, and micro-credentials to further enhance student skill sets and career preparedness.

2. Professional Development for Faculty and Staff: Consistent theme of providing professional development opportunities centered on high-leverage teaching practices, pedagogy, and career readiness. Regular training and workshops for faculty will be facilitated to enhance their strategies for promoting student success and preparedness for the workforce.

3. Internship and Employment Opportunities: Distinct focus of these tactics is to streamline and formalize internship policies to improve the overall student experience in internships. By partnering with employers to create both paid and unpaid opportunities these tactics will expand programs and assistantships that offer valuable hands-on and educational experiences.

4. Student-Focused Career Development: A common focus across tactics is to provide a range of career development opportunities, including resume reviews, mock interviews, networking nights, and LinkedIn workshops. As well as a shared interest to promote participation in career fairs and professional experience workshops through the Office of Career Readiness to further support students in their career preparation.

5. Collaboration with External Partners: Focused efforts on a need to collaborate with advisory boards and employers to ensure that program outcomes align with industry demands and enhance career readiness. Pivotal to this work is the ability to partner with Advancement to secure funding for career development initiatives, including support for unpaid internships.

SEM 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.

Tactics submitted for Goal 6 highlight UNC's desire to focus on communication, partnerships, program visibility, community involvement, and data-driven marketing strategies.

1. Enhanced Communication and Branding: A central focus of the tactics is improving communication efforts across multiple platforms. By increasing the presence of programs and achievements through enhanced social media campaigns, newsletters, and institutional-level promotion, the goal is to strengthen UNC's visibility. Updating recruitment materials, such as flyers, brochures, and presentations, with consistent branding ensures that potential students and their families receive clear, cohesive messaging. Additionally, multilingual updates, such as admissions materials and the PVA Viewbook in both English and Spanish, will help reach a broader audience, ensuring that UNC's brand resonates with diverse student populations.

2. Strategic Partnerships: The plan emphasizes the importance of strategic collaborations to enhance program offerings and recruitment. Partnerships with local school districts, like those established with the Weld Trust and the Colorado Department of Education, are crucial for expanding educator preparation pathways. Similarly, maintaining solid relationships with institutions such as Aims Community College and Capital Normal University bolsters domestic and international student opportunities. Advisory councils and other external partners also provide valuable feedback to help align programs with regional needs, ensuring that UNC remains a leader in educational development and workforce readiness.

3. Promotion of Program Success: Celebrating the achievements of UNC students and alumni is essential to highlighting the value of its programs. The tactics address increased promotion of successes, such as UNC alumni recognized as Colorado Teachers of the Year or students who present at national conferences through Honors and McNair Scholars programs. These success stories are integral to recruitment, as they demonstrate the impact of UNC's academic programs and their capacity to cultivate high achievers. By leveraging these accomplishments in recruitment efforts, UNC can present compelling narratives to prospective students, reinforcing its commitment to excellence.

4. Community and Industry Engagement: Community and industry partnerships are vital in enhancing student opportunities and increasing UNC's visibility. Events like Concerts Under the Stars and collaborations with organizations such as the Better Business Bureau foster relationships between the university and the wider community, creating mutually beneficial opportunities for students, faculty, and external stakeholders. Involvement in high school activities like FBLA and DECA competitions also opens doors for recruitment and offers students a chance to connect with local businesses, bridging the gap between academic programs and real-world experiences.

5. Data-Driven Promotion and Marketing: Some tactics prioritize using data to inform and drive promotional efforts. By incorporating institutional data and program-specific insights into marketing strategies, UNC can create targeted narratives that resonate with prospective students and stakeholders. Developing program learning outcomes dashboards and disseminating data on program services increases transparency and helps showcase the effectiveness of UNC's offerings.

SEM Goal 7: Maintain the fiscal vitality of UNC while ensuring attendance is financially manageable.

Tactics submitted for Goal 7 range from removing financial barriers for students to expanding grant writing and philanthropy efforts.

1. Financial Support and Affordability: Many of the tactics focus on reducing financial barriers and providing support to students. Initiatives such as establishing a student travel fund, creating a fee system for services like collaborative pianists (to integrate costs into financial aid packages), and leveraging grants and scholarships aim to ensure students can access financial resources that help them succeed. Programs like iGrad financial literacy tools and advisor training on financial aid discussions further contribute to this effort, ensuring students can navigate financial challenges effectively.

2. Open Educational Resources (OER) and Affordable Course Materials: Expanding the use of Open Educational Resources (OER) and improving the timely adoption of affordable course materials are key strategies to support student success. By partnering with faculty and the University Libraries to create and promote OER materials, the tactics submitted aim to reduce course material costs, particularly for Liberal Arts Curriculum (LAC) courses. Clear identification of no-cost and low-cost courses and better coordination between the Bookstore and IT services ensures students can easily access affordable resources.

3. Career Readiness and Internship Support: A focus on career readiness is evident in efforts to secure paid internships, provide internship scholarships, and update resources like the professional experience closet for students needing professional attire. These initiatives help students gain practical experience without financial strain. The emphasis on creating more student employment opportunities and paid internships directly supports students in building career skills while still in school.

4. Philanthropy and Fundraising: Philanthropic efforts, such as the annual "Bears Give Back" day and Advancement's fundraising initiatives, are central to securing financial resources for student scholarships and special projects. Efforts to align philanthropy with student needs, including financial barriers in educator preparation programs, are crucial in reducing burdens and amplifying student support through donor contributions.

5. Grant Writing and Faculty Support: Another theme is Faculty support in grant-seeking activities. Some tactics focus on incentives like course reassignments and mentorship to encourage grant writing, particularly in areas aligned with institutional priorities. Programs like the HSS and NHS Grant Writing Incentive Programs are designed to provide the financial support and encouragement necessary for faculty to pursue external funding. This support not only aids faculty development but also brings more financial resources to the institution to benefit students and programs.

SEM Committee's Next Steps

The SEM Steering Committee is reviewing all tactics and will identify 'Signature Tactics' for each goal and its corresponding strategies. These Signature Tactics will represent the most impactful and high-priority efforts to drive measurable progress toward our strategic objectives. The aim is to develop approximately 3-5 Signature Tactics per strategy, reflecting the initiatives that will most influence achieving the SEM goals.

SEM Timeline

August 2024-December 2024: Review tactic submissions for alignment across all strategies and SEM goals. Identify areas of duplication, misalignment, or gaps. Communicate with divisional leadership before finalizing SEM Plan.

January 2025-April 2025: Engage in follow-up discussions and maintain clear communication with campus partners and divisional leaders to collaboratively refine and finalize the Strategic Enrollment Management (SEM) Plan, ensuring that all relevant feedback and insights are integrated. This process should be completed prior to submitting the finalized plan to Cabinet for their review and approval.