Strategic Enrollment Plan

2019-2020
Process – Best practice

Simple, focused, easy to understand
Collaborative
Student-focused
Realistic and sustainable
Measurable

“The process will jump-start enthusiasm. ‘We’re doing something!’ Get all the stuff on the table and address it. Someone will raise an issue but not know the root cause. Everyone gets an opportunity to participate. Resolve barriers.

Once people become involved they are jumping on board.”

- Dr Jim Borsig
Process – Best practices

Steering committee: Kelly, Gilbert, Gloria, Mark, Tim B, Tim J, Ryan, Grace

Note: time of perhaps unprecedented change in leadership with concurrent planning in colleges, units, General Education
Process = consulting

- Blue Icon Advisors - Financial Aid
- Render Experiences – Campus tour
- Ruffalo Noel Levitz – Search, marketing, messaging, influences, recruitment, website, academic program demand
- Paul Thayer – First Generation
- Dr. Jim Borsig – university president/consultant
Process = sources/expertise

- EAB
- NACUBO
- AACRAO
- Inside Higher Education reports/whitepapers
- NU Online
- NASFAA
- Journal of Student Success and Retention
- Bontrager/Hossler
Process = Internal analysis

- Communication and marketing audit – Undergraduate recruitment/admissions + Communications and Marketing
- Self-evaluation and goal-setting in EMM units, examining high school yields (UGAdmissions)
- Tracking stakeholder engagement, web traffic and behavior, digital ad and social media response – C/M
- Data analysis
Process = listening

Aug. 5 open forum – 125 faculty/staff
Sept. 6 open forum – 50 (mostly faculty)
Sept. 5-Nov. 18 – 6 meetings of Recruitment Council = 40
Aug. 16-Nov. 13 – 3 meetings of Retention Council = 44
7 meetings SEP steering committee
9 forms of feedback
10 drafts of recruitment plan with 3 action matrices
Initial draft of retention plan with action matrix
Process = listening & drafting

Recruitment action items = 100+

Focus areas:
- Recruitment and conversion
- Academics
- Graduate recruitment + completion
- International recruitment + completion
- Communication and EMM
- Retention
Process = drafting

Do
immediate/now – critical ROI item with little budget impact

Plan
Belief in some merit/ROI – need to identify resources and “ramp up”
Await critical work on Gen Ed, experiential learning planning

Study
Will this work for us? – need more data and thought
Primary strategies DO NOW

**Recruitment**
- Increase touchpoints with UG prospects = “everyone wants to feel recruited” – develop focused plans and goals
- Increase contacts with HS admin, counselors, faculty, esp alumni educators
- Deploy Omaha/metro plan

**Marketing**
- Develop additional ‘quality’ and ‘experiential’ content (web, digital, print)
- Map comm flow and continually improve pieces (message and design) – continue additional customization
- RNL Demand Builder aka “Search” – invest and continue
- Audit ALL recruitment comm materials, develop comm flow charts, tweak

**First-gen & diverse**
- Continue First-Gen Lopers committee to develop plan (recruitment & retention)
- Increase D/I training campuswide
- Develop D/I recruit/retain committee + collaboration
### Scholarships
- To maximize yield, analyze and consider adjustment re ‘murky middle’
- Study/consider existing housing discounts – analyze and set budget; adjust target prospects?
- Work to identify funding opps for new scholarships

### Tour/visit
- Consultant: Tell stories, train, start experience at Union
- Improve branding
- Plan/schedule/budget for large group visits + coordinate, staff
- Develop/increase college-or dept-based student-led tours and interactions

### Influencers
- Develop alumni and faculty/staff recruitment network and deploy to areas of influence
- Establish network of UNK student influencers and deploy to recruit and share “UNK experience”
- Identify and develop opps for stronger HS partnerships (GISH etc)
Primary strategies DO NOW

**Transfer**
- Increase scholarship offer/opps for transfers
- Identify ‘pathway’ opps and increase relationships/co-marketing with CCs

**Non-trads**
- Increase marketing/messaging to non-trads
- Identify and promote alt (8-week) and continuing ed opps to specific targets
- Establish process and accountability for stop-out contacts

**Out-of-state**
- Develop alumni/FS recruiter network, train and deploy
- Increase ad/promotion to KS, COLO.
Primary strategies DO NOW

Grad studies
- Initiate promotion plan to current UNK undergrads
- Continue examine programs for increased capacity/under-performing
- Identify ways and utilize CRM, text-messaging to full potential
- Increase marketing for face-to-face programs

Distance
- Enhance training and opps to support plan and actions for eCampus recruitment + messaging
- Develop plan to promote/market 8-week opps and certificates – identify budget
- Identify any immediate unfilled demand for full courses, follow-up

International
- Develop comprehensive marketing plan with CRM, digital marketing
- Continue relationship-development strategies esp. Latin America
- Identify funding and establish international scholarship plan
- Finalize agent network program
Primary strategies: Retention

**‘Completion imperative’**
- Identify stretch goals for 4, 6 yr graduation rates (40%, 60% by 2026) and develop plan to support efforts
- Study and plan to reduce graduation gaps between groups of students
- Identify and remove barriers to completion; increase student-first focus
- Assure course offerings meet students’ diverse demands/needs (including online)

**Transition Year & Advising**
- Increase emphasis from First Year to “Transition,” to include First-Gen, non-traditional and transfer transitions
- Develop comprehensive academic advising plan, with continual evaluation opps for students and faculty; create awards for advising excellence

**Experiential learning**
- Work with EL program development to assure student experiences motivate to complete and develop career (internships, part-time work); enable documentation of work-ready skills
- Increase opps for job/career fairs, grad placement opps etc.
- Raise profile of undergraduate research through marketing/promotion
Primary strategies: Retention

**Belonging**
- Develop FG network; support needs of international, mil/vet, LGBTQA+
- Evaluate and address D/I climate continually, increase D/I training
- Develop comprehensive wellness support model: mental health, food security & peer mentors
- Continue evaluating opps for adding LLCs

**Affordability**
- Increase scholarships/discounts through creative fundraising and state support to fill gaps and needs to complete
- Develop financial literacy curriculum, class or offering to support student financial-decisionmaking
- Continue to develop programs that help students with books, food, clothing, health and other needs

**Data-informed decisions**
- Work to increase predictive analytics capability to better identify at-risk students and develop focused, preemptive interventions
- Provide stakeholders easy access to dashboards and data
**Primary strategies PLAN**

### Non-trads
- Increase planning and work to coordinate transfer pathways
- Further develop and carry out plan for stop-outs, when/how/whom to contact
- Plan and promote opps for working adults, (UG & G), (8-week, certs, stackable credentials etc.) + business partnerships

### All students
- Complete update of GS/Gen Ed, work to implement and promote changes throughout recruitment, marketing materials
- Develop improved-advising plan
- Fully develop and implement experiential learning program campuswide, promote/market

### Marketing
- Continually update marketing plans and increase collaboration
- Develop opps for new technologies, sharing tech resources (CRM, chatbot)
- Plan for continuing SEM: Review/eval, update and reporting
Primary strategies **STUDY**

**Research**
- Continually survey tour/event experiences, analyze and adjust
- Influencer impacts – focus groups and survey/assess
- Continually survey and evaluate campus climate for D/I

**Assess**
- Continually evaluate RNL Search, identify opps for own modeling
- Experiential learning – continually assess impact/outcomes
- Advising and student success – continually evaluate

**Calculate**
- Study new opportunities for program demand and feasibility
- Study approach to “One Stop” units/building – research/consult
- HACU – develop committee and study feasibility/timing of HSI
- Analyze “One Tuition” model, expanding Advantage to continuous or all states
Projects and emphases

Recruitment – particularly metro
Visits/tours/groups
Influencers & ‘UNK experience’ recruiting
First-Gen
Transfer
Support cont. growth of online grad, online undergrad
GS & experiential learning
Budget and timeline

**December** – finishing reports, planning

**January** – meet-up with Recruitment, Retention Councils

Campuswide presentation of report/plan

Identify funding options, finalize priorities

**February** – finish plans for influencers, tours, FG

Conversations/meetings with CCs on Transfer

Continue plan development and data-tracking, make adjustments