

Strategic Enrollment Plan

2019-2020

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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

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Process – Best practices

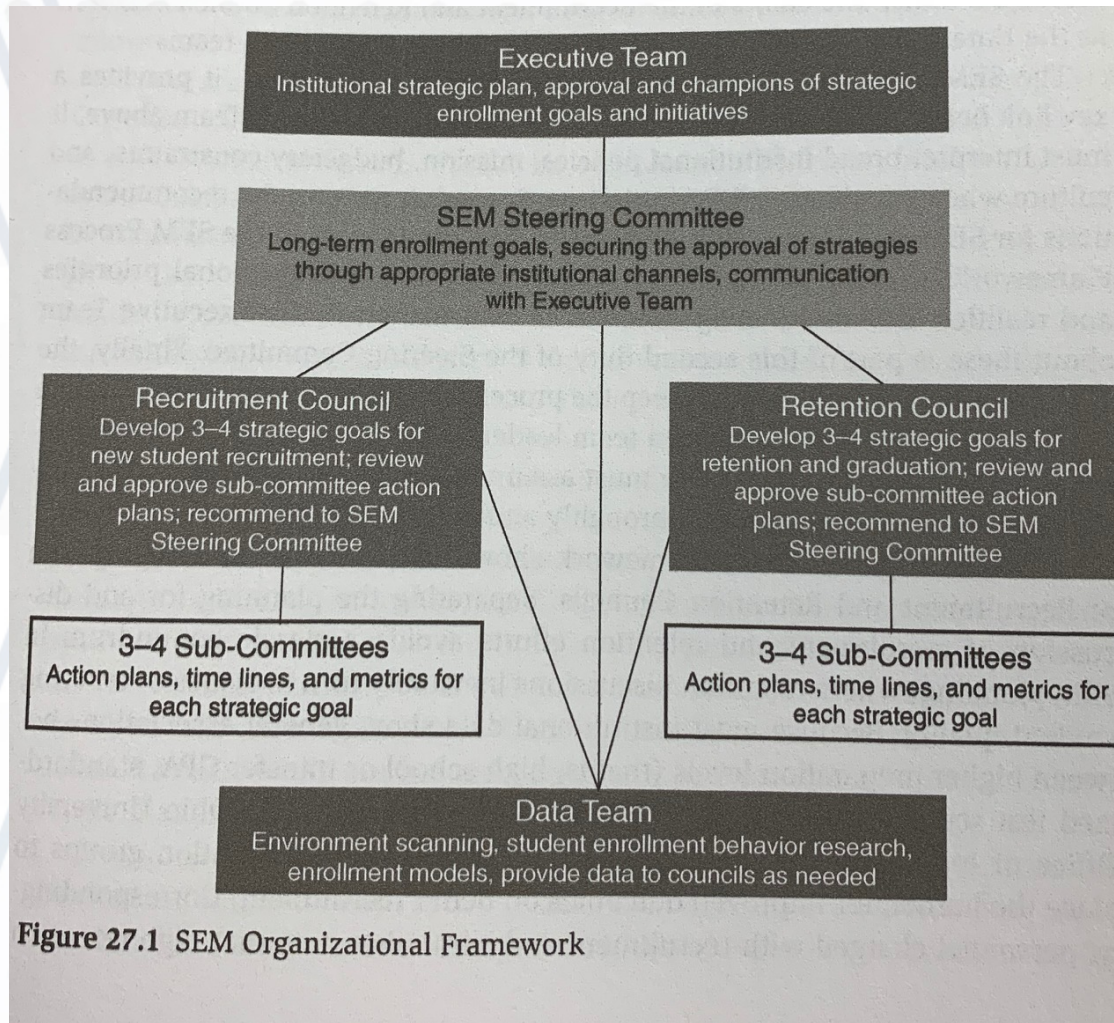


Figure 27.1 SEM Organizational Framework

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

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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**

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Process = sources/expertise



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

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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**

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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

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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

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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

Primary strategies DO NOW



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

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

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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

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