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## CAMPUS BLUEPRINT ENROLLMENT MANAGEMENT COUNCIL'S STRATEGIC ENROLLMENT MANAGEMENT PLAN 2012-2017

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# **CAMPUS BLUEPRINT**

**ENROLLMENT MANAGEMENT COUNCIL'S  
STRATEGIC ENROLLMENT MANAGEMENT PLAN  
2012-2017**



**The University of Nebraska–Lincoln**  
March 2012



# Campus Blueprint

UNL'S ENROLLMENT MANAGEMENT COUNCIL'S  
STRATEGIC ENROLLMENT MANAGEMENT PLAN  
2012-2017

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The Case for Enrollment Growth

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UNL's Strategic Enrollment Management Plan:

## Campus Blueprint

### Building a Big Ten University

On July 1, 2011, the University of Nebraska–Lincoln (UNL) became the newest member of the Big Ten Conference, which includes membership in the Committee on Institutional Cooperation (CIC). This change represents a validation of our ambitious accomplishments over the last decade, and creates the potential for an even steeper academic trajectory. The Big Ten is a prestigious community of scholars and students, highly regarded in academic circles. It is one of the most recognized and respected brand names in all of higher education.

As our national visibility and stature continue to be expanded and enhanced, so must our aspirations. Currently, Nebraska has the smallest enrollment of the public universities in the Big Ten, and our student graduation rates are lower than our peers. To begin UNL's transformation into a Big Ten University in more than just name, Chancellor Harvey Perlman announced new goals in his 2011 State of the University Address. By 2017, we seek to:

- Increase the size of the University to 30,000 students.
- Increase to 1,300 tenure-track faculty positions.
- Increase the University's six-year undergraduate graduation rate to 70 percent.
- Increase the total research expenditures to \$300 million.
- Double the number of faculty receiving national recognition and awards for research and creative activity.

To begin addressing the enrollment and retention-related goals, Ellen Weissinger, the Senior Vice Chancellor for Academic Affairs, charged the University's Enrollment Management Council (EMC) with developing a Strategic Enrollment Management (SEM) Plan for the campus. The Council's membership includes the associate deans of the colleges, the enrollment services directors, and representatives from Business and Finance, Student Affairs, and University Communications.

Developing an operational plan to address the Chancellor's enrollment growth goals is an important and necessary step in the process. However, accomplishing our transformative goals will require *a shared vision* and *a united effort*. Every

faculty member and staff member on campus will play an integral role in the success of any plan.

The *Campus Blueprint* is intended to involve you in the planning process by sharing with you our preliminary thoughts and recommendations. Like a starter's pistol signaling the beginning of a race, it is intended to trigger a campus dialogue on the implications of enrollment growth on campus. The Enrollment Management Council seeks to engage members of the UNL community in a larger conversation on the University of Nebraska–Lincoln's future at this defining moment in our institutional history.

## The Case for Enrollment Growth

*Why is increasing the size of the University so important?* Chancellor Perlman addressed this question in his 2011 State of the University Address:

*Why should we so aspire? First, and foremost, the world economy has become a race for the attraction of talent. The future of this state depends on its ability to attract young talent to its communities, and the university has an important role to play in this effort. Second, scale is not an insignificant factor in our ability to compete with our colleagues in the Big Ten or in this region. I am convinced that our opportunities will grow exponentially with a growth in enrollment. Third, of course, is our recognition that enrollment growth, if properly managed, can increase our resources.*

– Chancellor Harvey Perlman

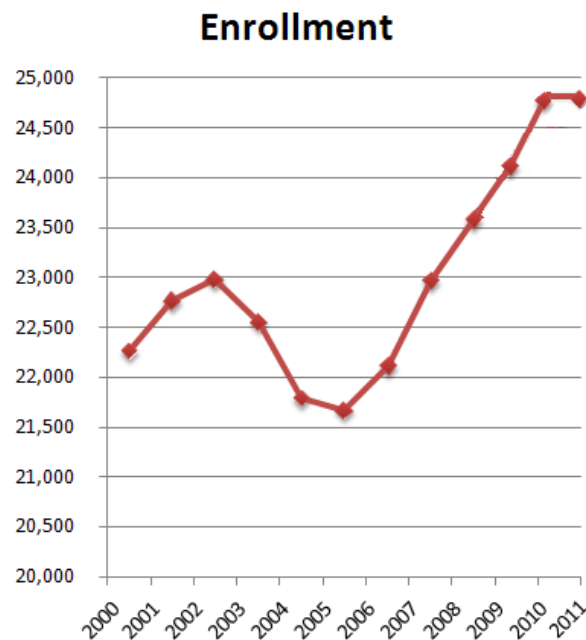
The University's well-established path to increase academic quality and reputation will drive our enrollment growth—the aim is not simply to have more students. The real goal is to have a larger, better prepared, more diverse and more accomplished student body. The juxtaposition of the enrollment and six-year graduation rate goals is intentional. As we grow the size of our student body, we will also enhance the rigor, effectiveness and success of our academic programs. In addition to our primary focus on the quality and success of our students, there is a functional reason to increase enrollments. The tuition from increased enrollment growth will provide a significant portion of the resources necessary to reach another critical goal – to increase the number of tenure-track faculty on campus. By strategically allocating these new faculty resources, the University seeks to maintain and create nationally and internationally prominent programs of creative activity, scholarship and research that will benefit our students and the citizens of Nebraska and the world beyond.

## Student Recruitment Outlook

*Is increasing the University's enrollment achievable?* While the demographics for Nebraska and surrounding Midwestern states are not encouraging, there are compelling reasons that faculty, staff, and students should consider an enrollment of 30,000 an achievable goal.

### A Decade of Recruiting Success

The University's recent history of recruiting success is one reason for optimism. In 2002, the University of Nebraska–Lincoln established the ambitious goal of increasing enrollment to 24,000 in ten years. In light of the shrinking pool of traditional-age applicants in the state, some observers were skeptical. Not only did we achieve this goal, we did so three years ahead of schedule.



This goal was accomplished as a result of an increase in the number of Nebraska students attending UNL. While the state's demographics would indicate that a further expansion of enrollment will require more students from outside of the state's borders, UNL's first priority will always be the recruitment of Nebraska freshmen and transfer students. We want them to know, in many different ways, how much their home state university wants them.

### Power of the Big Ten Brand

Our membership in the Big Ten Conference and the Committee on Institutional Cooperation (CIC) is another reason for optimism. UNL's new status as a Big Ten University has given the campus a unique opportunity to capitalize on the national and international prominence and public attention that the Big Ten brand generates. Penn State University, the last institution to join the Big Ten Conference in 1991, used its new membership to significantly grow in size and academic stature during the 1990s.

Since the Big Ten announcement in the summer of 2010, UNL has witnessed a significant jump in prospective student interest from across the nation. This growing interest is particularly noticeable in key metropolitan markets in the Midwest and other areas in the Big Ten footprint. In these markets, UNL's nonresident cost of education compared to other Big Ten schools is competitive. Despite the University's departure from the Big XII Conference, the Kansas City and Denver metropolitan areas continue to show promising signs of growth. For students living in these markets, Nebraska now has the added distinction of being the closest Big Ten University.

## **The Case for Student Retention**

Recruitment and retention activities are interdependent in the achievement of our enrollment growth goals. Retaining a higher percentage of students through to graduation will, in and of itself, contribute to higher enrollment figures. But efforts to improve retention and graduation rates are not motivated by goals to increase enrollment. Rather, we seek to improve student retention because the primary focus of our institution is providing students a quality academic experience, fostering their intellectual development, and facilitating the completion of their degree program. Enhancing the caliber and success of our students underlies all of our recruitment and retention activities.

## **Enrollment Growth Initiatives**

### **Part One: Student Recruitment Initiatives**

#### **Sharing Our Story of Quality**

Outside of Nebraska, UNL is often known primarily for its football team. Even out-of-state high school counselors who know UNL describe us as a "well-kept secret." Our success in developing a recruiting program will depend upon effectively communicating who we are and what we have to offer to both a national and an international audience.

UNL shares its special qualities with the public in a variety of ways. These include personal interactions with recruiters, University websites, formal presentations, campus visits, special events, publications, videos, correspondence, web ads, theatre ads, magazine ads, and TV and radio commercials.

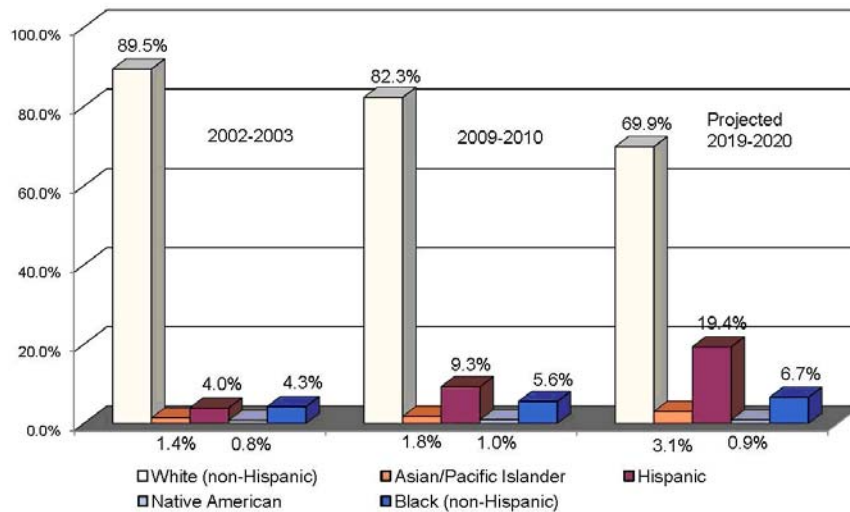
Our marketing messages focus on three key themes: opportunities, academics, and success. For opportunities, we describe UNL as a national, Carnegie-designated Research-Intensive university with a "small school" community spirit and a vibrant and diverse student body. We also emphasize the opportunities that come from our status as the newest member of the Big Ten and CIC. Under

academics, we highlight UNL’s dedication to undergraduate education, our outstanding faculty, the quality of our academic programs, many of which are ranked among the top in the country, our state-of-the art facilities, outstanding University Honors programs and the ever-improving profile of our students. Under success, we emphasize the success of our alumni and the professional support and career guidance provided by the Office of Career Services.

**Improving the Academic Profile and Student Diversity**

Attracting more high-achieving student scholars and increasing UNL’s student diversity is an important part of this blueprint. Over the past decade UNL has increased its enrollment while improving the academic profile and diversity of the student body at the same time, setting institutional record highs for the average ACT score of its entering freshman classes.

Given the changing demographics of the state (see the chart below), our ability to maintain or increase the number of Nebraska students will increasingly depend upon our success in attracting a higher percentage of students of color to campus.



**Priority One: Nebraska**

While the University’s new status as a Big Ten school is important for us to promote, it has been perceived in some parts of the state as a sign UNL will be deemphasizing Nebraska student recruitment. Nothing could be further from the truth. Nebraska students are our top priority. Given the state’s demographics, however, our ability to grow will require the University to attract more nonresidents to campus as well. Nonresident tuition revenue will help us to keep tuition for Nebraska families affordable. We also hope that our talented nonresident students will have the kind of experiences at UNL that will turn them into future Nebraskans who will contribute to our economy and way of life.



### **Expanding the University's Outreach**

In order to increase the public's awareness of UNL academics, we will have to expand our outreach efforts. Strategies include:

- Increasing out-of-state travel and the number of recruiters.
- Improving UNL's web presence and online services for prospective students.
- Expanding the University's pool of qualified applicants.
- Maintaining the number of individual student contacts.
- Expanding the University's campus visit program to handle an increasing number of campus visitors.
- Building a strong international student recruitment program.
- Increasing access to a broader range of students by expanding the number of online and distance programs.
- Developing best practices in graduate student recruiting.

**Expanding National Recruitment Travel and Outreach.** The University plans to expand its recruiting in targeted national markets while continuing to serve students in Nebraska. Actions include:

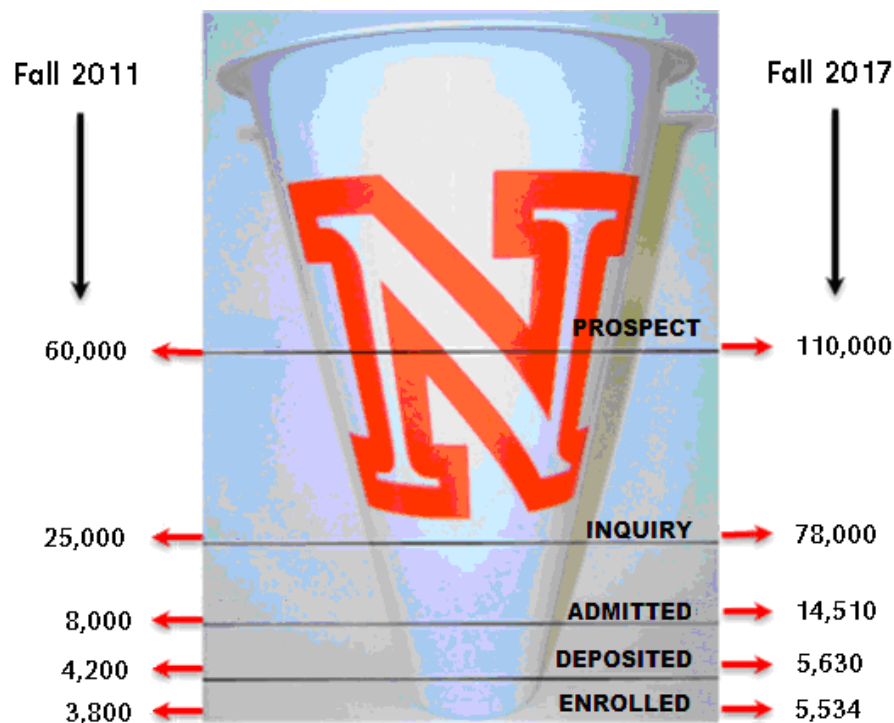
- Increasing the number of high school visits and college fairs in neighboring states, states represented in the Big Ten, and states exporting high numbers of prospective students.
- Increasing the training and participation of Nebraska alumni to assist with recruitment activities.
- Involving emeriti faculty in recruiting.
- Aligning outreach efforts with the University's existing connections to national and international schools and learning organizations (e.g. Independent Study High School, the Office of Research).
- Increasing diversity recruitment and activities.
- Conducting high school guidance counselor fly-in programs and luncheons throughout the country. Having influential counselors visit campus and meet with Deans and faculty has significantly increased the number of prospective students from the high schools involved.

**Enhancing Marketing and Web Services.** Website improvements are imperative to grow our out-of-state and international markets. Actions include:

- Creating a dynamic virtual campus tour that will give the public a better appreciation of what students can find at UNL and in the City of Lincoln.
- Providing more online service and support by designing the website to serve as a Digital Admissions Counselor.
- Building an application that will personalize the website based upon each student's academic and extracurricular interests.
- Continuing to increase our visibility on the web through increased search engine optimization.

**Increasing the Prospective Student Pool.** There is a high correlation between the number of new students enrolling each year and the number of prospective students in the University’s “enrollment funnel.” UNL begins with an average of 60,000 prospects. Through a series of activities, the University qualifies this number by determining which prospects are more likely to apply and enroll. Typically, this number is then reduced to 25,000 inquiries. Of the inquiry number, we would expect 8,000 to be admitted, 4,200 to submit enrollment deposits, and 3,800 to enroll.

Assuming current trends continue, we can work the funnel data in reverse to predict how many students might need to be in the prospect pool in order to arrive at the desired class size at enrollment. To support the enrollment of 5,534 new freshmen in 2017, the University will need an enrollment funnel that starts with a prospective student pool of 110,000. From this pool, 78,000 will need to become inquiries and 14,510 admits; 5,630 students will submit enrollment deposits (see Figure 2).



**UNL Enrollment Funnel 2011 vs. 2017**

To create this enrollment funnel, we plan to expand the purchase of the names of prospective students who match the University’s search criteria from out-of-state markets. (Note: UNL already purchases the names of all students in Nebraska with test scores that would make them eligible for admission.) While the purchase of additional names is important, how well we manage this expanded list of prospects is equally critical to our ultimate success.

**Expanding Capacity for Campus Visits and On-Campus Events.** One of the consequences of aggressive national recruiting will be the increasing demand for campus visits. Providing a high-quality campus visit experience for a growing number of visitors will be critical to UNL's future enrollment success. Action plans include:

#### **Daily Campus Visits (Husker Weekdays) Program**

- Increasing conference room space for meeting with campus visitors for both Admissions staff and College representatives.
- Increasing the capacity for the University's daily campus visit days from 150 to 250 visitors per day without decreasing the quality of the experience.
- Hiring, training, and deploying more campus visit tour guides for Husker Weekdays.
- Providing seamless service and support to visitors through the collaborative efforts of the Office of Admissions and the College's faculty and recruiting staff.

#### **On-Campus Events**

- Expanding the number of Red Letter Day programs from 12 to 17 and making them "All Majors" Days (plus a Pre-Health Day).
- Capping the capacity of all Red Letter Days at 300 people (students and their families).
- Increasing capacity of "Junior Wednesday" programs (for high school juniors and parents) from 150 to 250 visitors.
- Providing customized information and services for students (out-of-state, honors, and diversity) attending on-campus events.
- Increasing the University's capacity to serve college access days and other large groups traveling by bus from K-12 schools across the state.

**Building UNL's International Student Recruiting Program.** The University's plan to develop an undergraduate recruiting program targeting international students will be a new initiative. There has not been an effort to invest in a comprehensive set of international recruiting activities since a funding cut in 2003. With the infusion of new resources, the University expects to be well positioned to use its new stature as a Big Ten university to attract more international students. Besides being more aggressive in UNL's traditional markets, the university has targeted new countries based upon residents' English proficiency, economic stability, academic preparation, and existing faculty relationships. Plans include:

- Informing students of our admissions decisions earlier by shortening the processing time of international applications.
- Increasing international student recruiting travel.
- Creating an inquiry pool of qualified international students from target countries.
- Strengthening UNL's relationship with education agencies and counselors in target countries as well as in countries that UNL will not be visiting.

- Collaborating with the Nebraska Alumni Association to increase alumni outreach abroad.
- Building relationships with Nebraska community colleges and other colleges in the United States for international students to transfer to UNL.
- Increasing the number of the University's Intensive English Program (IEP) students who enroll as degree-seeking students.

**Developing and Promulgating Best Practices in Graduate Recruiting.** Many individual initiatives are planned and conducted at the department level for the University's graduate programs. However, centralized graduate recruitment support also is provided through the Office of Graduate Studies. Actions include:

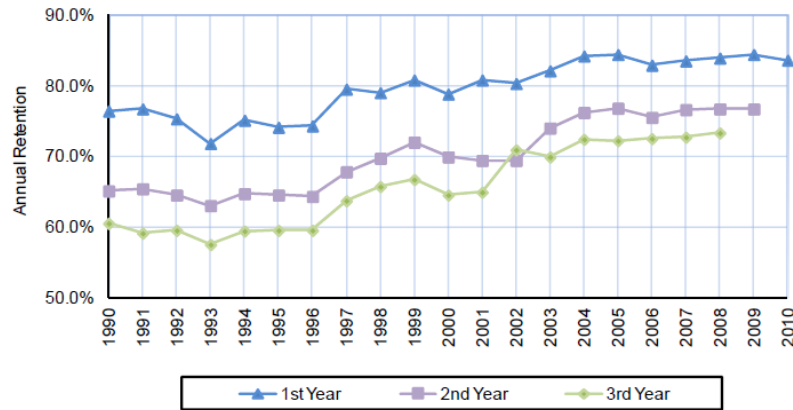
- Developing strong recruitment publications.
- Providing web services and support.
- Implementing social media-based strategies.
- Data-mining.
- Expanding e-mail contacts.
- Graduate admission counseling by phone or chat.

## **Part Two: Student Retention Initiatives**

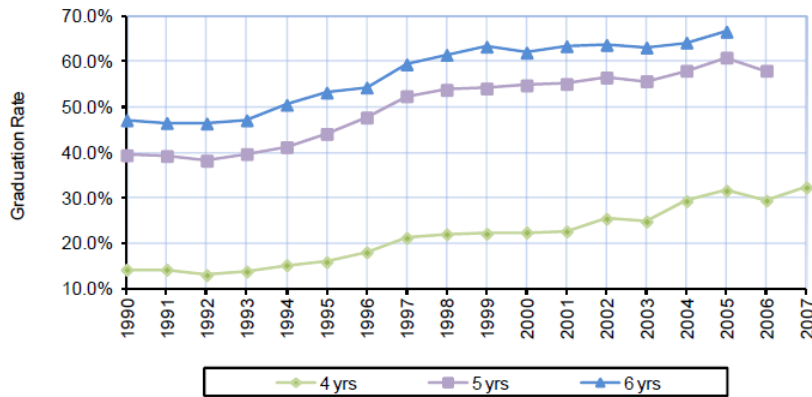
Based on a recent study (*2010-2011 Annual Report: Indicators of Institutional Quality*), the first-to-second-year student retention rate at UNL is 83.9 percent. Retention of students from the second to third year is 76.7 percent. Historical data suggests that once UNL students reach their third year of study, they are at little risk of dropping out. (In the report, only 3 percent of students were not retained from their third to fourth year). Thus, improving the retention of first- and second-year undergraduates will have the most impact in helping UNL achieve our goal to enhance the number of students who successfully complete a degree.

In the fall of 2011 UNL enrolled 4,093 first-year students. If the 83.9 percent retention rate remains the same, ***UNL will lose 655 students*** from this first-year class by the fall of 2012. To reach a six-year graduation rate of 70 percent for this class, 2,865 students need to be retained through graduation. This number represents 245 more students than the current graduation rates project.

University of Nebraska - Lincoln  
 Year-to-Year Retention of First-time, Full-time Students  
 Tracking Entering Cohort



University of Nebraska - Lincoln  
 4 to 6 Year Graduation Rates of First-time, Full-time, Degree-seeking Freshmen



As highlighted earlier in the recruitment section, UNL’s student body will be changing as the numbers of first-generation and nonresident students (domestic and international) will continue to grow. Both of these groups, for a variety of complex reasons, have lower than average six-year graduation rates.

There are many factors that shape students’ decisions to return for their second year. Research has identified several key actions that institutions can implement to improve students’ retention and graduation rates. Recommended actions include:

1. Connecting and engaging first-year students through high impact practices.
2. Supporting quality undergraduate learning and teaching through faculty interaction.
3. Creating intentional and coordinated advising systems.
4. Aggressively promoting academic and advising support services.
5. Streamlining institutional processes and systems (such as course scheduling) that can impede students’ success.

## **Enhancing the First- and Second-Year Experience**

A proven strategy for increasing student engagement, retention, and rate of graduation is integrating the American Association of Colleges and Universities' (AAC&U) "high-impact practices" within the curriculum. These practices include learning communities, honors programs, study abroad, service learning, internships, undergraduate research, first-year seminars, and capstone courses. The data show that UNL students who participate in high-impact practices have higher retention and six-year graduation rates than those who do not.

The 2010 National Survey of Student Engagement (NSSE) report data reported that only 53% percent of UNL first-year students responded "yes" to the statement that they expect to complete a bachelor's degree at UNL in a total of four years or less, compared to 74% of their AAUDE (Association of American Universities Data Exchange) institutional peers. Recently, the Board of Regents set 120 credit hours as the standard for a Bachelor's degree in most of the University's undergraduate programs. Thus, it is important we communicate to our students that they can graduate in four years.

Some activities to enhance students' first-year and second-year experiences include the following:

- Doubling the capacity of existing and new first-year learning communities.
- Creating automated messaging focused on institutional processes (e.g. dropping/adding courses, pass/no pass options, etc.).
- Developing "Next Steps" programs for first-year students to prepare for second year.
- Targeting more programs for second-year students that promote continued engagement and more focused academic and career planning.
- Strongly encouraging the use of four-year academic and co-curricular plans.
- Developing a more systematic program to help undecided students find a major before the end of their first year. (Note: UNL data show that undecided students who have not declared a major by the end of their first year have lower retention and graduation rates.)
- Developing a "Student Success Campaign" to promote the importance of high-impact practices and ongoing academic advising.

## **Increasing Faculty and Staff Engagement with First- and Second-Year Students**

Faculty and staff interaction with students has been identified as a significant retention factor, particularly for first-year students. UNL faculty members have a strong reputation for interacting with students, both inside and outside the classroom through participation in programs such as Undergraduate Creative Activities and Research Experiences (UCARE), the McNair Scholars, Research for Undergraduates in Theoretical Ecology (RUTE), the Honors Program, and academic learning communities. But we need more faculty and staff to become engaged in these efforts. Steps faculty and staff can take include:

- Providing department or college-based orientation programs for first-year students.
- Using the University's new advising system (described later in this report) to identify and refer struggling students for special advising and support.
- Becoming involved in ongoing University programs (participating in New Student Enrollment, meeting with campus visitors, teaching Honors classes, mentoring a learning community, etc.).
- Helping to develop programs to promote interaction with students (e.g. take a professor to lunch).
- Developing "research exploration" opportunities for students.

### **Creating Intentional and Coordinated Academic Advising Systems**

The enrollment management consulting firm, Noel-Levitz, indicated in a 2011 report that UNL's current advising system does not connect students to the university in a meaningful way. It recommended that a new "academic advising culture" be created across the campus. To address this need, the University recently implemented a new advising system on campus called MyPLAN (My Personal Learning and Advising Network.) The goal of MyPLAN is to develop an integrated and transparent advising system that connects students to advising and support systems throughout their academic careers. Next steps in MyPLAN's development include:

- Targeting particular student populations with special academic advice and programming through New Student Enrollment's (NSE's) content and processes.
- Proactively contacting students who might be at risk (outreach campaigns) or who are on probation with required advising/registration holds, etc.
- Developing major exploration and career shadowing programs for undeclared students in the Division of General Studies.
- Encouraging students and advisors to develop four-year academic plans.
- Creating a set of four-year student "milestones" to be integrated into the system.

### **Increasing the Visibility of Academic Support Services**

UNL offers a range of academic support and career services for undergraduates. Some are targeted to specific student populations (e.g. Gaughan Multicultural Center, TRiO), while others are for students enrolled in specific colleges (e.g. CBA Career Services, CASNR support class). Still other services are open to all undergraduates (e.g. Writing Center, Math Center, Career Services). Actions to increase the visibility and use of these support services include:

- Developing the MyPLAN success network to promote all available student services and encouraging service staff to edit profiles and use MyPLAN's online scheduling features.
- Exploring the feasibility of a "one-stop" academic support center (e.g. in the unions or the libraries).

- Creating a “Student Success Advisory Committee” to provide campus-wide leadership in developing and implementing practices to facilitate retention.

### **Maximizing Academic Scheduling and Planning**

The University recently underwent an administrative restructuring in an effort to strengthen the communication and collaboration between the undergraduate colleges and many of the University’s primary enrollment services offices. The Office of Registration and Records, Undergraduate Admissions, and the Office of Scholarships and Financial Aid were moved from Student Affairs to Academic Affairs. These units, along with Extended Education and Outreach, are part of a new unit called Academic Services and Enrollment Management (ASEM), reporting to the Senior Vice Chancellor of Academic Affairs through a Dean of Academic Services and Enrollment Management.

Through this new organization, the University seeks to identify and address current registration, financial aid, and scheduling issues that adversely impact students’ time to degree. Collaborating with the colleges, the ASEM offices will work to better optimize academic scheduling and planning for instructional resources.

Other plans include:

- Exploring hybrid/blended course and program models to maximize the available classrooms and instructional times during the day.
- Conducting inventories of department-controlled classrooms as a first step in developing a more comprehensive and coordinated scheduling model.
- Reviewing current barriers to class scheduling (e.g. finals week policies).
- Developing new scheduling models (e.g. block scheduling courses that are commonly taken together).
- Exploring the viability of building a new classroom with at least 500-seat capacity.

## **Part Three: Impact of Enrollment Growth Initiatives**

### **An Emphasis on Quality**

The Enrollment Management Council is committed to ensuring that students at UNL continue to receive a high quality education. The impact of enrollment growth will be assessed throughout the campus. But we want to emphasize that the following areas are an important part of our plan:

**Academic Programs and Related Services.** The Colleges, IANR, and the University Libraries are all in the process of reevaluating their strategic plans in light of the Chancellor’s new enrollment goals. Ensuring that there will be no adverse impact on the quality of our academic programs is of critical importance as we move forward. To adequately address increasing student course demand, the number of sections and seats available in high-demand courses will be monitored in every College. Attention will be given to academic advising, academic



support services, and the speed and capacity of our wireless Internet network. We also seek to provide students with more academic options each semester by creating more flexibility in our class scheduling system and by exploring multi-instructional course formats (i.e. hybrid/blended, online, distance) to maximize classroom use.

**Maintaining High Academic Standards.** As the state's land-grant university, UNL is committed to providing access for all qualified Nebraska students. But the University's admission standards *will not be lowered* in an effort to attract new students. Over the past decade, UNL has demonstrated the ability to increase enrollment *while simultaneously improving the academic profile* of the student body. As the recruitment of top student scholars intensifies, plans are being made for the University Honors Program to expand the number of students accepted into the program while maintaining the ACT average of its participants.

**Housing, Dining Services, and Parking.** As we grow, we will ensure that students continue to have good options available to them for convenient on-campus and off-campus living. Special attention also will be given to the number of dining facilities and other healthy food choices available on campus. Providing sufficient parking is a key issue on the UNL campus, as it is with most large universities. The addition of 5,000 more students and 500 faculty/staff associated with the enrollment and research initiatives will require additional parking spaces and a review of UNL's parking, transportation and bus policies to ensure an efficient use of available campus resources.

**Health, Safety, and Security.** Plans are under way for an expansion of the University Health Center, in part to address our planned enrollment growth. UNL was one of only 45 universities in the country (and one of two in the Midwest) to be awarded an "A" grade by *Reader's Digest* for attention to campus safety and security. We will work to ensure that our high standard for safety and security continues.

**Campus Life.** A unique characteristic of Nebraska is our Midwestern friendliness not found at similar research universities and the strong sense of community that exists among students, faculty, and staff. While recognizing that growth will change our campus, we want to do everything we can to maintain many of the qualities that have defined who we are such as offering ball fields and recreation centers within easy walking distance of our residence halls. We will continue to expand our campus recreation center spaces, intramural sports, and extracurricular opportunities as our student population grows.

**Customized Support Services.** Attention will be given to distinct populations within the student body. This includes services for graduate students, international students, military veterans, students with disabilities, students of color, first generation students, honors students, transfer students, and nontraditional students.

## Part Four: Developing an Enrollment Management Culture on Campus

The wisdom of the University's enrollment decisions depends upon the quality of the research data behind them. One of the cornerstones of the University's student recruiting success over the past decade was the implementation of a data-driven decision model using student prospect data collected through UNL's customer relations management (CRM) system, Talisma. It proved to be an effective, cost-efficient approach to managing the University's student recruitment information. We now hope to use our MyPLAN software to develop a similar data-driven decision model for our student retention efforts. Data-driven research plays a critical role in executing an SEM plan. It enables the University to:

- Stay focused on meeting institutional goals.
- Identify whom to recruit and how.
- Identify current students who are at risk of dropping out of school and how best to help them.
- Deploy limited resources in the most cost-efficient and effective way possible.
- Maintain a solid financial future.
- Respond quickly to changing conditions and student retention challenges.

After the University's Strategic Enrollment Management Plan has been approved, it should be considered an evolutionary set of actions and strategies that is continually reviewed, assessed and revised based on the analysis of key performance indicators. Over time, the plan will become more sophisticated, and decision-making will become more focused and strategic through this process of ongoing assessment, evaluation, and adjustment. As the plans evolve, the Enrollment Management Council will make a concerted effort to keep the UNL community informed of our plans and our progress.

### A Call to Action

Today we are presented with a unique moment in the history of higher education: *the opportunity to become the architects of the America's newest Big Ten University. What will UNL look like as we grow? What will be its defining characteristics?* Becoming a "Big Ten University" in fact, as well as in name, depends upon all of us "rolling up our sleeves" and getting involved. It requires a relentless focus on providing quality academic programs and support services for our current students as well as aggressive efforts to attract new ones. It means embracing diversity in all its forms as we bring more students with different backgrounds, cultures, native languages, and religions from across the United States and around the world into our campus community. *How can you participate?* There are countless ways.

***Recruitment.*** One way you can help is by supporting our campus visit program for prospective students. Campus visits play a critical role in a student's choice of college. Students and their parents form lasting impressions based on their experiences on campus. From meeting with a prospective student to simply offering a friendly “hello” to visitors you pass on the sidewalk, your actions matter.

You and your colleagues also can partner with the Office of Admissions to share specific information about your program with interested students. Prospective students want to feel special during the recruitment process and personal contact from a faculty member is one of the ways UNL can achieve this. The involvement of faculty within a department often is reflected in more majors and in the improving academic profile of its new students.

There may be talented prospective students who are not yet on the University’s radar screen. So another way you can help with student recruitment is by sharing the names of possible prospects (particularly your own children, grandchildren, family friends, or relatives) with the Office of Admissions.

***Student Retention.*** Every student counts. There are hundreds of UNL students who graduate each year thanks to the actions of an engaged faculty or staff member who observed a student in need and took the time to offer a helping hand or a listening ear. But 655 UNL freshmen didn’t return for their second year. Could a helping hand or a listening ear have kept them in college? *You can make a difference in a student’s life.*

***Preparing for Enrollment Growth.*** The Enrollment Management Council has highlighted some of the areas that will require special focus as the institution grows. But such growth *will* impact *all* of our academic programs and student services. So we challenge you and your colleagues to begin a conversation about how the University’s planned enrollment growth will impact your College, department, program, or office.

**We need your feedback.** The *Campus Blueprint* was designed to provide you and other members of our UNL community with an understanding of our enrollment growth strategies. The members of the Enrollment Management Council ask that you share your reactions to our tentative plans with us. *What are your ideas, thoughts, questions, or concerns as we move forward?* The Council will use the feedback we receive from you and your colleagues across the campus and the state to revise and improve upon our strategic enrollment management plan.

*Your involvement and support are valued and appreciated.*

## The 2011-2012 Enrollment Management Council

Kate Adams, Libraries  
Mark Askren, Chancellor's Office  
Marie Barber, Extended Education and Outreach  
Charlyne Berens, College of Journalism and Mass Communications  
Patrice Berger, University Honors  
Alan Cerveny, Academic Services and Enrollment Management  
Bob Clark, Student Accounts  
Pat Dussault, Graduate Studies  
Kathleen Farrell, College of Business Administration  
Juan Franco, Student Affairs  
Betsy Gabb, College of Architecture  
Sue Gildersleeve, Housing  
Amy Goodburn, Academic Affairs  
Earl Hawkey, Registration and Records  
Amber Hunter, Admissions

Dann Husmann, CASNR  
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Pat McBride, New Student Enrollment  
Deb Minter, College of Arts and Sciences  
Nancy Mitchell, General Education  
Deb Mullen, College of Education and Human Sciences  
Craig Munier, Scholarships and Financial Aid  
Glenn Nierman, College of Fine and Performing Arts  
Bill Nunez, Chancellor's Office  
Kim Phelps, Business and Finance  
Vanessa Roof, Institutional Research and Planning  
Andy Schadwinkel, University Communications  
Kim Schellpeper, Department of Athletics  
Mary Werner, Institutional Research and Planning



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