GOAL 3

UCCS will actively seek responsible enrollment growth that enhances both the achievement of our mission and values and our financial viability.

a. **UCCS will become a first-tier choice for well-qualified freshmen who reflect the cultural, economic and geographic diversity of Colorado.**

b. **First-time freshmen from all backgrounds will graduate from UCCS at high rates.**

c. **UCCS will become the school of choice for degree completion in southern Colorado, to include:**
   - Two-year and four-year college transfers
   - Adults returning to complete their schooling
   - Members of the military and their families
   - Veterans and their families
   
   *And beyond southern Colorado, we will pursue:*  
   - Selected 2+2 degree completion transfers
   - Online students in 2+2 programs

d. **UCCS will become the preferred graduate education option for southern Colorado residents and employers.**

e. **UCCS will become a more diverse and financially-viable institution by attracting specific populations of out-of-state and international students.**

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<th>Actions</th>
<th>Measurable Outcomes</th>
<th>Responsible Area</th>
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| 1. Create a welcoming and supportive campus culture in which all faculty, staff, and students contribute to helping interested prospective students evaluate and select the right academic program to fulfill their potential | • Have a total enrollment of 13,000 degree- or certificate-seeking students  
• Enroll 2,400 new first-time freshmen annually  
• Enroll 3,000 new transfers annually | • SS |
<p>| 2. Leverage technology and innovation to attract and engage well-qualified and diverse prospective students | | | |
| 3. Remove procedural barriers to admission and enrollment | | • SS |
| 4. Develop a tuition strategy that is more transparent to students and that optimizes our ability to attract and serve the student populations we have identified as our priorities | | • AF |
| 5. Expand our use of graduate | • Enroll 600 new graduate | • AF |</p>
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<tr>
<th><strong>student funding opportunities to grow graduate enrollment</strong></th>
<th><strong>students annually</strong></th>
<th><strong>Have between 2,000 and 2,600 graduate students</strong></th>
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<td>6. Identify and develop academic programs that attract out-of-state and international students</td>
<td><strong>Have 2,600 students who pay non-resident tuition</strong></td>
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<td>7. Develop the capacity to recruit, enroll and support selected international students in an exemplary manner</td>
<td><strong>Have 750 international students on campus.</strong></td>
<td><strong>SS</strong></td>
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<td>8. Ensure that recruitment and outreach efforts are culturally responsive and effective in building educational access for diverse populations</td>
<td><strong>Increase the diversity of the undergraduate and graduate population to reflect the emerging demographics of the state</strong></td>
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<td>9. Expand our engagement with P-12 organizations at earlier points in students’ educational careers to effectively engage diverse students, families and communities</td>
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<td>10. Develop and employ methods of delivering coursework that optimize the appropriateness of our pedagogy, our use of resources, and how well we serve our students</td>
<td><strong>Have 2,000 online-only students, and 7,000 students taking courses online</strong></td>
<td><strong>AA</strong></td>
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<td>11. Develop a robust and supportive environment for veterans, active-duty military members and their families</td>
<td><strong>Have the largest student population of veterans, active duty military members and their families among Colorado four-year institutions</strong></td>
<td><strong>AA</strong></td>
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<td>12. Continue to expand the use of practices proven to enhance student success and persistence</td>
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<td>13. Deliberately recruit and admit students in such a way as to positively impact their persistence and graduation</td>
<td><strong>Retain first-time freshmen from fall-to-fall at 75%</strong></td>
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<td><strong>Graduate 60% of first-time freshmen with a UCCS degree within six years</strong></td>
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<td><strong>Graduate 60% of transfers with a UCCS degree within four years</strong></td>
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<td><strong>Retain and graduate diverse, first-generation and low income students at rates comparable to</strong></td>
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14. Improve the rates at which well-qualified admitted prospective students enroll at UCCS
- Enroll 50% of admitted first-time freshman applicants
- Enroll 60% of admitted transfer applicants

15. Grow our extended studies offerings in ways that serve our community and the colleges
- Achieve $5M in extended studies revenue from degree-seeking out-of-state online students
- Achieve $5M in extended studies revenues beyond those generated by degree-seeking out-of-state students taking online courses

**Goal 3 Comments**

- Extremely important to help and identify students who have issues or struggle. Better mentoring, watching over students, and “walking” them through the college process
- I agree with this goal, but am concerned – are these “qualified” or “academically ready” for college. It’s hard to retain students who aren’t qualified
- Can’t have competing mission – needs to be selective or open. Pick one and focus on it
- I really think this goal is achievable. The Memorial Hospital relationship could really help to past these current goals
- Great
- I like a lot of these. Make sure a variety of factors are considered in determining who is “well qualified’
- Suggest journalism program to help find and support opportunities for co-curricular media opportunities
- This is aggressive and amazing!
- These goals are essential to continued growth
- The middle demographic and veteran populations are important
- Extended studies is a great opportunity to grow the university
- Access is important but we must admit students who are qualified
- Continue to include family development center
- You want to improve graduate enrollment, but are these students going to have opportunities for graduate assistantships that can provide them experience, specifically Student Affairs in Higher Education
• The FDC will need to expand with the larger college student enrollment. More room for students’ children. Also scholarships for those non-traditional students so they can afford childcare
• What about growing the online programs through synchronous instruction? Some students won’t come here due to asynchronous course work
• Question the effectiveness of the online courses. Suggest rather classes supported by online materials: notes, study guides, sample tests…
• “actively seeking responsible growth” will be to make sure the infrastructure is there. It is irresponsible to actively seek growth = higher & higher enrollment mean even less than the dismal parking we have. Dismal that staff pay $500 for. Offensive.
• Worthy goal
• Need to provide current student merit scholarships
• We should consider raising our index score gradually over the next 8 years. With the demand we’re seeing this should not affect our overall growth goal, but only enhance it with responsible growth
• I really like goal 3 and all the measures. However, in order for this goal to be done well and with quality, we need to focus more on making sure our resources are deployed more efficiently and communication among faculty & staff improves!
• Very important
• Extended studies – revamp review program with more important programs and off-campus offerings
• Online registration a nightmare for some students. Not everyone fits in the existing categories. Have an “other” category online for registration for students to select
• Admissions is critical and needs more support
• Enrollment growth but keeping a small campus environment is good
• Online programs important
• I support this goal. This is quite ambitions -- & worth going for
• International and out-of-state students are very important
• Need to still keep a focus on southern Colorado
• Coordinate online degrees with financial aid
• Military student growth and support is awesome! Support/staff vet affairs office properly
• Enrollment growth and support to the new students is essential!! Keep hiring infrastructure (staff & faculty) strategically!!
• There does not seem to be an explicit link between enrollment growth and a corresponding increase in resources (implemented in a timely fashion) of the resources needed to support that growth – faculty, staff, facilities and other infrastructure
• How do you plan to make faculty more responsive to online courses?
- I think TOEFL preparation and ESL program for international (prospective) students will help bring more people to UCCS campus (not limited to Korean students as we currently have).
- We need large spaces on campus to support our growth and enhance our student experience.
- Actions 12-13 of measurable outcomes should include orientation program for freshman, transfer and possibly online students.
- Action 14 could also include info on what percentage of students will enroll in mandatory orientation program.
- Good goal (aren’t we doing this already? If so, how does this differ from our current strategy?) I like the emphasis on deliberate focus on recruiting & admitting students in terms of impacting graduation. More students = less parking, though! Hope there is a plan for this!
- Outstanding goals!
- Easier payment structure/flat tuition & a less confusing residency/sections issues must be resolved to attract more online learners.
- Current procedures/structures are a barrier to growth online.
- Also, more online courses as GE classes – not all will be degree-seeking/transfers at first. LAS needs a web designer to offer more online courses.
- Summer session needs to be third term => revenue sharing.
- Faculty/student carpool/public transportation incentives.
- Parking growth models in conjunction with campus enrollment growth.
- I think goal number 3 should address retention as well as enrollment within the wording of the goal itself.
- Registration needs to be more controlled (more supply-side control to streamline class delivery) to facilitate some of these goals. Need courses to be limited by pre-reqs for example or instructor permission. Would like to see departments able to drop no-shows after a certain date.
- Healthy enrollments are much needed at UCCS but we also need to provide more classrooms and parking.
- Since we plan on continuing with our enrollment goals, has anyone thought of the new regulations concerning financial aid eligibility? What about Pres. Obama’s threat (assuming he is re-elected) to cut funds from schools who keep hiking tuition costs?
- The goals are terrific for enrollment, but I am concerned about having staff to support the students through admissions, orientation, enrollment, and continuation. It’s hard to create a welcoming atmosphere when employees are constantly overloaded. And where will they park?
- **Deal with parking.** Supply and demand. More student growth = more demand.
Having written many recommendation letters for students transferring out of UCCS, it has become clear that students don't think of UCCS as a school that provides them with a reputation of having attended a credible university. This is a “starter” school. My suggestion is that you look to acquire and keep quality faculty (including promoting NTTF). Students know the reputations of faculty improve their own. Let’s become a school known for quality innovative faculty.

- More “welcoming” and supportive culture when dealing with graduate school
- Where will the new students park?
- This is a good goal, and I think it is attainable to increase all numbers illustrated. You emphasized “southern Colorado” in the statement, but to be competitive UCCS needs to compete with CU, DU, CSU as to really increase these numbers