Executive Committee

Charge: Approve policy and procedural recommendations related to UCCS undergraduate enrollment management.

Membership:
- Chancellor’s Leadership Team
- Strategic Enrollment Steering Committee
  Voting members are the Chancellor’s Leadership Team

Frequency of Meetings: Five times per year or as determined by the Leadership Team.

Deans’ Council: Additionally, the Provost and the Vice Chancellor Administration and Finance (VCAF) will consult regularly with the Deans’ Council on issues related to enrollment strategy. Such consultation will take place at least quarterly or more often as may be needed. Input of the Deans on broad policy changes will be considered prior to any final decision. As determined by the Provost and the VCAF, the Associate Vice Chancellors for Strategic Enrollment and for Undergraduate Education may be included in Deans’ Council discussions.

Graduate enrollment strategy: Graduate enrollment strategy shall be considered as it may influence undergraduate enrollment strategy or as graduate enrollment may be affected by undergraduate enrollment strategy.

Strategic Enrollment Steering Committee:

Charge: Serving as a clearinghouse for recommendations to Leadership Team, the Strategic Enrollment Steering Committee is an umbrella committee for the following four subcommittees:

- Retention & Graduation
- Admissions Policy
- Course Scheduling and Capacity
- Enrollment Marketing

Membership:
- Convener: Vice Chancellor of Administration and Finance
- Co-Convener: Associate Vice Chancellor for Undergraduate Education (VCAA)
- Sr. Executive Director – Enrollment Management
- Sr. Executive Director – Financial Aid, Student Employment, & Scholarships
- Sr. Executive Director – Student Support and Retention
- Director – Institutional Research
- Executive Director – Community Learning and Assessment (VCSS)
- Assistant Vice Chancellor for IT and Chief Information Officer
University of Colorado Colorado Springs  
Undergraduate Enrollment Strategy

**Governance**

Frequency of Meetings: Every other Week. Additionally, the AVC for Strategic Enrollment and the AVC for Undergraduate Education will meet with the Associate Deans’ Council, to include the Graduate Dean, on issues related to enrollment strategy.

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**Retention and Graduation:**

*Charge:* The Retention and Graduation subcommittee identifies key aspects of the academic and co-curricular first-year experience at UCCS and evaluates their impact on student persistence in order to make recommendations for improving retention.

**Key Questions to Answer:**

- What are the current retention strategies on our campus impacting persistence?
  - Which specific factors have the biggest impact on retention and persistence?
  - How do we use that information to guide admissions and programming?
  - Which strategies can change or be discarded?
  - Should any strategies be added?
- How can co-curricular activities better align with academic programs?
- How can faculty, particularly tenure/tenure track faculty, be further integrated in the first-year experience?
- What is the impact to the financial viability of the institution of any recommended changes?

**Membership:**

- All members of the Steering Committee
  - Co-Convener: Associate VC for Undergraduate Education
  - Sr. Executive Director – Enrollment Management
  - Sr. Executive Director – Financial Aid, Student Employment, & Scholarships
  - Sr. Executive Director – Student Support and Retention
  - Director – Institutional Research
  - Executive Director – Community Learning and Assessment
  - Assistant VC for IT and Chief Information Officer
- Associate VC for Inclusiveness, Diversity
- Dean (appointed by the Provost)
- Faculty Director, GPS
- Faculty Director, First-Year Writing Program
- Excel Center representation (appointed by the Associate VC for Undergraduate Education)
- One faculty member who teaches first-year students in math (appointed by LAS Dean)
- One faculty member who teaches first-year students in chemistry, biology, or psychology (appointed by LAS Dean)
- Sr. Executive Director, Student Life and Leadership (or appointee)
- Director, Budget
- Director, Academic Advising

Frequency of Meetings: Every other week
Admissions Policy

Charge: The Admissions Policy subcommittee will draft a formal admissions policy and advises on appropriate student applicant academic factors to inform admission decisions in support of a balanced approach to new student enrollment, which must include:

- Student success
- Retention
- Enrollment
- Academic excellence
- Financial viability
- Mission of access

Key Questions to Answer:
- What are the most important academic factors?
- What are the appropriate criteria for UCCS admissions?
- What are the implications of any change to admissions?
- What is the impact of any changes to the UCCS mission of access?
- How does advising support the Admission Policy charge?

Membership:
- Convener: Sr. Executive Director of Enrollment Management
- Co-convener: Sr. Executive Director – Student Support and Retention
- Associate Director, Financial Aid
- Director, MOSAIC
- LAS Admissions Committee Chair
- Assistant Director, Academic Advising
- Associate Dean from a professional college (appointed by Deans’ Council)
- Bursar or Associate Bursar

Frequency of Meetings: Initially, every other week. May reduce meetings in future

Course Scheduling and Capacity

Charge: The Course Scheduling and Capacity subcommittee analyzes course enrollments and faculty workloads to develop guidelines and recommend a realignment of resources to meet course enrollment patterns.

Key Questions to Answer:
- What are appropriate class section sizes?
  - What is the pedagogical impact of increasing the average class?
  - What is the minimum class size?
• Section Consolidation
  o When should sections be consolidated?
  o How can course bottlenecks be reduced?
• What is the method to predict student demand for courses?
  o What are overflow strategies for high-demand courses, including the evaluation of wait-listing and priority registration?
  o What is the feasibility of allowing course registration for more than one term at a time?
  o Which capacity/workload criteria would trigger reallocation of resources?
  o Effective sequencing of courses?
• What is each college’s capacity for student credit hour delivery?
• Can standard course and credit hour loads per faculty type per department be identified, including factors for instruction mode and composition type?
• What are the credit hours delivered per faculty member, per academic year, on load, by department and college?
• Can current instructional modes and composition types be revised to make the data useful for these analyses?

Membership:
• Convener, Associate Vice Chancellor for Undergraduate Education
• Co-convener, Director, Institutional Research
• Registrar
• Director, Academic Advising
• Dean, Graduate School
• Faculty representative, Compass Curriculum (appointed by Associate Vice Chancellor for Undergraduate Education)
• Director, Campus Writing Across the Curriculum
• Chair, Math Department
• Faculty representative appointed by Faculty Assembly
• Director, Budget

Frequency of Meetings: Monthly at first; then every other month or as needed

Enrollment Marketing

Charge: The Enrollment Marketing subcommittee develops and recommends marketing and outreach strategies as they relate specifically to executing the strategic enrollment plan. Coordinate with the Marketing Integration Team to ensure consistency of effort and messaging.

Key Questions to Answer:
• What are the most effective marketing strategies and tactics?
• What are the key messages and/or populations to target?
University of Colorado Colorado Springs
Undergraduate Enrollment Strategy

Governance

- Which focused UCCS programs and initiatives should be highlighted and when?

Membership:
  - Convener-- Executive Director – Community Learning and Assessment
  - Co-Convener Sr. Executive Director – Enrollment Management
  - Director, University Marketing
  - Director, Auxiliary Marketing
  - Representative, Graduate School (appointed by the Dean of the Graduate School)
  - Director, Admissions
  - Faculty representative (appointed by Faculty Assembly)
  - Representative, Online and Academic Outreach (appointed by the Provost)

Frequency of Meetings: Quarterly or as needed

Process

Drafting
August 29, 2017: VCAF Strategic Enrollment Team Retreat (S. Szpyrka, J. Rogers, M. Cox, R. Marschke, M. Bell, B. Gaddis)
September 5, 2017: VCAF Strategic Enrollment Team
September 12, 2017: VCAF Strategic Enrollment Team
September 18, 2017: VCAF Strategic Enrollment Team

Reviews
9/28/17: Chancellor’s Enrollment Management Committee review, edits, acceptance
10/2/17: Chancellor’s Leadership Team, edits
10/3/17: Undergraduate Enrollment Governance Steering Committee edits
10/4/17: Dean’s Council, edits received 10/20/17
10/31/17: Chancellor’s Enrollment Management Committee review
11/1/17: Deans/Academic Council review & discussion. Interim AVC Susan Taylor convened. Presentation by SVCAF Susan Szpyrka; Deans recommend adoption

Final Approval
11/7/17: Leadership Team Acceptance
11/7/17: Chancellor Approval

Update
January 2019