



UVU's

Strategic Enrollment Management Plan

Fall 2022 - Fall 2025

Dated September 2022



Table of Contents

1: Executive Summary	7
1.1 2023-2025 Enrollment Projections	8
2: Introduction	9
3: Enrollment History and Profiles	10
3.1 Changes in Demographics	11
3.2 Student Retention.....	15
3.3 Student Completion	17
4: Enrollment Challenges and Opportunities	19
5: Process and Methodology	21
6: Strategic Enrollment Management Framework	22
6.1 Strategy and Goals	23
7: Recruitment Strategies and Goals	23
7.1 Population Specific Strategies and Goals	24
8: Completion Plan	30
8.1 Strategies	30
9: Enrollment Projections and Targets	31
9.1 Growth Funding.....	32
9.3 Performance Funding	33
9.4 Access Metric.....	33
9.5 Timely Completion Metric	33
9.6 High-Yield Graduates Metric	33
10: Call to Action	34
Appendix A: SEM Organizational Chart	35
Appendix B: SEM Committees	36
Appendix C: Environmental Scan	38
1: UVU History, Mission, and Programs	38
1.1 UVU History	38
1.2 UVU Mission & Values	38
1.3 Programs	38

2: State and Service Region Profile	39
2.1 <i>State and County Population Profiles</i>	39
2.2.2 Utah Population Migration Patterns	40
2.2.3 Shifting Racial Demographics	41
2.2.4 Projected State and County Population Changes	41
2.2 <i>Utah School District Enrollments</i>	42
2.3.1 Top Feeder High Schools	42
2.3.2 District Enrollments.....	42
2.3 <i>State Partnerships and Programs</i>	42
2.3.1 K-16 Alliance.....	42
2.3.2 Utah College Application and Financial Aid Week.....	43
2.3.3 Utah Higher Education Day	44
2.3.4 Utah College Advising Corps.....	44
2.3.5 Keys to Success.....	45
2.4 <i>National Enrollment Trends</i>	45
2.4.1 National Higher Education Trends.....	45
2.4.2 Top Feeder States	46
2.5 <i>Transfer Enrollment Trends</i>	46
2.5.1 Student Transfer Report.....	46
2.5.2 Top Transfer Feeder Institutions	47
2.6 <i>Employment</i>	48
2.6.1 : Unemployment and Job Growth	48
2.6.2 Utah Industry Job Growth Projections	48
2.6.3 5-Star Jobs	49
2.7 <i>Online Programs</i>	49
2.7.1 100% Online Programs	49
3: Affordability	50
3.1 <i>State Higher Education Performance Metrics</i>	50
3.2 <i>Pell Grants</i>	51
3.3 <i>Scholarships</i>	52
3.4 <i>Student Loans</i>	52
3.5 <i>Average Net Price and Peer Comparison</i>	53
4: Enrollment Profile/Student Demographics	54
4.1 <i>Age</i>	54
4.2 <i>Gender</i>	54
4.3 <i>Socio-Economic Status</i>	55
4.4 <i>Ethnicity</i>	55
4.5 <i>First-Generation Status</i>	56

4.6	<i>College Preparation of Incoming Students</i>	56
5:	<i>Enrollment Behavior</i>	57
5.1	<i>Enrollment Growth</i>	57
5.1.1	New Student Enrollment	57
5.1.3	Leave of Absence	58
5.2	<i>Retention</i>	58
5.2.1	Not Returning Student Survey	59
5.2	<i>Completion</i>	59
6:	<i>Competitors</i>	59
6.1	<i>In-State Competition for New Enrollment</i>	59
6.1.1	Comparison of USHE Peer Financial Aid	60
6.1.2	Affordable Student Housing	61
6.2	<i>Increased Competition from Out-of-State</i>	61
6.3	<i>Transfer Out Students</i>	61
6.4	<i>Online Institutions</i>	62
6.5	<i>Workforce Development</i>	62
6.6	<i>Economic Opportunity Costs</i>	62
6.7	<i>Perception of Higher Education</i>	62
7:	<i>Recruitment, Retention, and Completion Strategies</i>	63
7.1	<i>Recruitment</i>	63
7.1.1	Open Houses	63
7.1.2	Campus Tours.....	63
7.1.3	Concurrent Enrollment Auto-Admission	63
7.1.4	Presidential Scholarship Banquet.....	63
7.1.5	Green Box.....	64
7.1.6	Utah Higher Ed Day	64
7.1.7	Utah College Application Week.....	64
7.1.8	Affinity Emails	64
7.1.9	Social Media	64
7.1.10	Diversity in Leadership Conference	65
7.1.11	Out-of-State College Fairs	65
7.1.12	Admissions Counselor Territories.....	65
7.2	<i>Concurrent Enrollment</i>	65
7.2.2	Future Concurrent Enrollment Recruitment Strategies.....	67
7.3	<i>Retention and Completion Strategies</i>	67
7.3.1	UVU Retention and Completion History	68
7.3.2	Student Success Strategy	68
8:	<i>Challenges and Opportunities</i>	69
8.1	<i>Challenges</i>	69

8.1.1	Size	69
8.1.2	Changing Demographics	69
8.1.3	Enrollment Cliff.....	69
8.1.4	Economy and Politics	69
8.1.5	Clarity of Mission and Priorities	69
8.1.6	COVID-19.....	70
8.2	Opportunities	70
8.2.1	Location.....	70
8.2.2	Cost	70
8.2.3	Program and Course Offerings	70
8.2.4	Concurrent Enrollment.....	70
8.2.5	Diversity	70
8.2.6	K-16 Alliance.....	71
8.2.7	Alumni	71
ES Appendix A.....		72
ES Appendix B.....		73
ES Appendix C.....		80
ES Appendix D.....		88
ES Appendix E.....		90
ES Appendix F.....		91
ES Appendix G.....		92
Appendix D: Completion Plan 3.0		94
Appendix E: UVU Online Strategic Plan.....		100
	<i>Strategic Enrollment Goals and Strategies Summary</i>	<i>100</i>
	<i>UVU Online High-Level Key Performance Indicators.....</i>	<i>101</i>
Appendix F: UVU Graduate Student Strategic Plan		105
	<i>Enrollment Goals for Master Programs</i>	<i>105</i>
	<i>Marketing and Recruitment Strategies for All Graduate Programs.....</i>	<i>106</i>
	<i>Marketing and Recruitment Strategies for Selected Graduate Programs</i>	<i>107</i>
	<i>Marketing and Recruitment Resource Strategies</i>	<i>108</i>
	<i>Marketing and Recruitment Strategies for Selected Graduate Programs</i>	<i>108</i>
 Figures		
	<i>Figure 1</i>	<i>10</i>
	<i>Figure 2</i>	<i>10</i>

<i>Figure 3</i>	<i>11</i>
<i>Figure 4</i>	<i>12</i>
<i>Figure 5</i>	<i>12</i>
<i>Figure 6</i>	<i>13</i>
<i>Figure 7</i>	<i>13</i>
<i>Figure 8</i>	<i>15</i>
<i>Figure 9</i>	<i>15</i>
<i>Figure 10</i>	<i>16</i>
<i>Figure 11</i>	<i>17</i>
<i>Figure 12</i>	<i>17</i>
<i>Figure 13</i>	<i>18</i>
<i>Figure 14</i>	<i>34</i>

1: Executive Summary

The following report provides the Strategic Enrollment Management (SEM) goals and strategies that will guide Utah Valley University's (UVU) recruitment, retention, and completion efforts for the next three years. As an open access, dual mission institution, the overarching strategic enrollment management plan goal is to provide for the higher educational needs of our service region, with a focus on reducing attainment gaps and promoting inclusion.

Enrollment Management is a comprehensive and coordinated process that enables a university to identify enrollment goals aligned with its mission, strategic plan, students, and resources, accomplished through the effective integration of administrative processes, student services, curricular planning, and market analysis. Recognizing recruitment and retention must work hand in hand to achieve enrollment goals, a focus on both will be included in the plan.

There are multiple external forces affecting enrollment in higher education nationally and locally. Changing demographics, low unemployment, political unrest, online/condensed/competency-based options, and a growing lack of confidence in the return on investment, to name a few, have created a highly competitive recruitment environment. Additionally, resources are not keeping pace with the cost of delivering a quality education and meaningful co-curricular experience.

Given the forecasted decline in the high school population, filling the enrollment pipeline will become more challenging. And as we improve completion rates, continuing students will naturally decrease. A focus on returning students (some college, no degree), online, and graduate enrollment will become increasingly important. Most importantly, ensuring every student who is admitted to UVU is provided exceptional care through the student life cycle, including carefully designed curriculum, quality services, and student-centric processes, is critical.

UVU has much to celebrate and leverage when it comes to enrollment including a beautiful campus, excellent facilities, convenient location, inclusive reputation, low cost, diverse program and course offerings, robust concurrent enrollment program, strong K16 Alliance, growing alumni base, and dedicated faculty, staff, and administration.

UVU's Strategic Enrollment Management Plan includes goals, strategies, and stewardship for recruiting new, continuing, returning, transfer, concurrent, international, online, and graduate students. UVU seeks to achieve *Emerging Hispanic Institution Status*, and a culturally and gender diverse student body. The SEM plan also includes completion goals, strategies, and stewardship to address attainment gaps and achieve completion priorities.

Implementation of the following SEM plan will result in a two-percentage point overall enrollment headcount increase annually and a 45% eight-year outcome measure completion rate by 2025. Achieving these goals will likely secure all available state growth and performance-based funding as presently calculated in addition to the \$15 million* in tuition and fees generated by this growth.

*Calculated using resident, undergraduate, full-time 2022 tuition and fees of \$3,005.