University of Nevada, Reno
Division of Student Services Six-Year Plan 2014-2020

The work of Student Services focuses on the recruitment, retention and graduation of an increasing number of students through a variety of services, programs and partnerships that contribute to student development and learning which leads to student success. Our vision is that Student Services aspires to make Nevada the best experience for students on their way to graduating from the University and contributing to their community.

In short, we want more students who are academically prepared and motivated and who will persist, learn and graduate as a result of their UNR experience. The work of each department in Student Services should add value to that experience in a way that increases the possibility of a student’s success.

Five themes characterize the Student Services strategic plan. In addition to recruiting and retaining graduates, they are to foster innovation, build community, provide high-quality customer service and use the transactional and transformational power of technology to move our plan ahead.

Recruitment, Retention, and Graduation
The Division of Student Services is committed to the recruitment, retention, and timely graduation of students. The Division works diligently to identify the diverse needs of incoming and current students, in order to provide the resources necessary for their success. Students recruited to the University will have an excellent educational experience that produces well-prepared global citizens who graduate on time. Faculty and staff within the Division encourage prospective and current Nevada students to become leaders in their field and continue to pursue economic, social, and personal success.

Customer Service
The Division of Student Services maintains its focus on providing the highest level of customer service to a diverse community. Professionals within the Division will foster collaborative relationships with academic colleagues and other departments within the Division to ensure students have access to resources. Each department is committed to providing a quality experience to those they serve including students, faculty, staff, and other community members. Students will receive optimal services from a Division of Student Services that models the best of customer service practices. Shared resources and convenient business hours will assist the division in this effort.

Innovation
The Division of Student Services stays on the cutting edge of innovation in order to provide the most effective services to students. The members of the Division are life-long learners who stay apprised of our students’ changing needs. Innovation propels new ways of solving recurrent problems and addressing new challenges. Innovative ideas and practices are implemented and
shared. The Division of Student Services embraces change as a conduit to new and better ways of providing services and as a spring board for rejuvenating tried and true techniques.

Community
Students will receive optimal services from a well-integrated community of Student Services professionals. The Division cultivates a culture of trust, collegiality and familiarity amongst the diverse skills and disciplines of professionals within the Division. In order to provide best practices to our students, all members of the Student Services community will be familiar with the support and opportunities available to students. Every professional will be able to make appropriate student referrals quickly and accurately.

Technology
The Division of Student Services stays abreast of technological advances that provide the most effective services to students. The use of technology is ever-evolving and the Division of Student Services will remain current, constantly looking for new ways to reach students. Students will receive optimal services from a Division of Student Services that embraces the use of the latest technology.

President Johnson has set a goal to have 22,000 students enrolled at the University by 2020. This timeline expects 2% enrollment growth each year.

Specific Goals and Metrics for Success:

**Grow Student Enrollment**
*Increase undergraduate enrollment from 15,310 to *18,000 by 2020. *18,000 could be lowered if graduate student enrollment increases to 6,000.*
*Increase diversity of undergraduates from 30% in fall 2014 to 40% by fall 2020.*
*Increase transfer student enrollment from 1,151 in fall 2014 to 1,401 by 2020.*
*Increase the number of National Merit Scholars, National Hispanic Recognition and National Achievement Scholars enrolled from 47 in 2013-14 to 68 by 2020.*
*Increase international student enrollment from 550 in 2013-14 and to 700 by 2020.*

**Improve Retention Rates**
*Increase first year persistence from 79.5% to 85% by fall 2020.*

**Foster a Culture of Completion**
*Increase fall 2014 freshmen 6-year graduation rate from 51% to 60% by 2020.*
(Current rate of 51% is based on 2007 cohort.)

**Enrollment Growth**
Increasing the number of qualified students enrolled at the University with statewide and regional recruitment efforts is an ongoing goal. The following selected new initiatives will ensure strategic growth by attracting motivated, high achieving and underrepresented students directly from high school and as transfers from the community colleges.

1. Partner with other Divisions in the aggressive recruitment of 17 National Merit finalists each year and increase enrollment of other “26ers” through impressive scholarship
offerings as well as active phone calling, home visits by academic faculty and targeted
campus visit programs.
2. Increase the number of Pell Grant students from 29% of the total student body to 35%
through assertive marketing of the Pack Advantage program launched in September,
2008. In fall 2013, 4,537 Pell students were enrolled. They were 29% of the freshmen
class.
3. Build on co-admission programs with TMCC and other Nevada community colleges to
ensure more students complete their AA/AS degree and make a smooth transition to
UNR.
4. Actively pursue transfer student recruitment and work cooperatively to insure timely
course evaluation, articulation and advisement of new transfer students.
5. Increase the number of students of color in the entering freshmen class from 40% to 45%
by 2018.
6. Analyze the best strategies to recruit and retain full-pay non-residents.
7. Maximize enrollment growth from Nevada through student information MOU’s with
Washoe County, Clark County and other school districts.
8. Develop a long-term fundraising strategy for scholarships making it a priority for the
Capital Campaign.
9. Expand current efforts to enroll more returning veterans and provide the necessary
services to help them succeed.
10. Increase the number of international students by 2% each year.

Increase Retention
A number of effective retention programs for small cohorts of students exist within Student
Services and the University. Increasing the retention of all students in the next six years will
only be accomplished in partnership with every other area of the institution. Our work must be
to create the conditions that are common to effective educational practices. These include
campus engagement, advice and intervention, integrated curricular and co-curricular experiences
and clearly marked pathways to student success.

Program Development
1. Align and integrate curricular and co-curricular programs and services into a series of
retention initiatives throughout a student’s first year to be coordinated by the Assistant
Dean, New Student Initiatives.
2. Assess current new student orientation programs to evaluate the focus on student success
and look for resulting increased retention.
3. Continue to analyze, redesign and implement a successful transfer student orientation.
4. Identify a staff member or new position to create an intensive set of year-long success
initiatives for sophomores with a focus on persistence to the junior year.
5. Complete the designs and construction of three new residence halls to keep pace with
demand, replace aging facilities and complement the nearby Pennington Student
Achievement Center.
6. Collaborate with ASUN to develop a campus-wide civic engagement program for all
students and organizations.
7. Successfully transition student services functions into the new Pennington Student
Achievement Center in spring 2016.
8. Provide the infrastructure for the expansion of academic boot camps across all majors.
**Intervention**

9. Continue to encourage faculty to share mid-semester grades with students using web campus and PeopleSoft.
10. Continue the use of MapWorks (a personalized retention tool) and increase intervention by faculty and staff.
11. Secure enough student access dollars each year to continue to increase financial aid to students proportionate to the increases in tuition and fees for both undergraduate and graduate students. Per Regents directive (Title 4, Chapter 17, Page 3, Section 1.3)…at least 15 percent of the total registration fee will be dedicated to student financial assistance. This must be achieved by 2020.
12. Identify and assess innovative intervention strategies that effectively retain freshmen through the senior year. These will be showcased at the division’s summer Professional Development Day.
13. Design, implement and assess effective retention strategies for new freshmen from underrepresented groups particularly those ethnicities which experienced a decline from the prior year.
14. Develop, implement and assess strategies to accommodate the increasing number of students with all disabilities and secure more resources for the Disability Resource Center.
15. Expand the Degree Audit Reports to include critical milestones to ensure timely completion of degrees.

**Increase Graduation**

1. Encourage students to use the academic planner and academic advisement report in developing a clear pathway to graduation. Create an annual report for each student with a percent completion report to graduation, for example, a positive statement, “you have completed 40% of your degree requirements.”
2. Create activities in collaboration with ASUN that distinguish class identification/traditions to establish pride in college completion.
3. Set an expectation of students that they will make satisfactory academic progress (15 credits a semester/30 credits a year) to graduate in a timely manner from UNR. This can be accomplished by advising sessions, speeches, individual conversations, publications and every other opportunity when among students and their families.
4. Assess the recently established leave of absence policy for students who “stop out” to determine its effectiveness at graduating students from Nevada.
5. Create incentives for our student employees to stay on track to graduate in four years.