2018-2028 STRATEGIC PLAN

UNIVERSITY OF NEVADA, RENO
ACADEMIC & OPPORTUNITY SUPPORT PROGRAMS
PRE-COLLEGE AND COLLEGE PROGRAMS

PRE-COLLEGE PROGRAMS:
GEAR UP programs
GEAR UP Math and Science
Upward Bound
Upward Bound Math Science

COLLEGE PROGRAMS:
First In The Pack
 Trio Scholars
McNair Scholars

(January 2018)
PRE-COLLEGE PROGRAMS

Where do you want your department to be in 10 years?
By the year 2028, Academic & Opportunity Support Programs (AOSP) will oversee a department serving 6,000 low-income, first generation (LIFG) pre-college student.* AOSP’s pre-college programs will be co-located to maximize resources, and have established a pipeline of academically prepared LIFG students who matriculate to the University with dual enrollment college credits and no need for remediation.

GEAR UP
A GEAR UP program will be funded by a state grant to NSHE and matched by the University serves 5,754 pre-college students annually.

Upward Bound Programs and Upward Bound Math and Science
Four federally funded TRIO programs will serve 246 high school students annually: three classic Upward Bound programs and one Upward Bound Math/Science program.

*GEAR UP cohort participant numbers determined by the Nevada Department of Education.

Five Measurable Goals
1. Access: By 2025, the AOSP Department will serve 6,000 pre-college students
2. Success: 58% of matriculating pre-college participants be university eligible annually
3. Closing the Gap: 50% of participants matriculating to the University will enroll in college level math and English first semester
4. Workforce: 40% of annual pre-college programming relates to career readiness and the needs associated with Nevada’s changing economy
5. Research: 55% of pre-college participants exposed to foundational research skills annually

Threats
• Controlled growth, rising admission standards, and vaccination costs, could reduce the number of in-state LIFG students at UNR
• Promise scholarship and state grants for low-income students attending community college
• Low test scores: 11% of Nevada graduates met all four ACT College Readiness Benchmarks in 2017
• Campus space constraints make it difficult to obtain adequate space for pre-college programs
• Working with minors on a university campus is getting harder and more expensive
• Rising cost of college and need for increasing amounts of need-based aid in tandem with support services addressing academic & non-cognitive challenges facing many LIFG students
• School district constraints on space and student data access make collaboration challenging
• Budgets cuts to TRIO and GEAR UP proposed by the PROSPER Act and current administration

Opportunities
• Co-location of pre-college programs allows for collaboration and maximization of resources
• Dual enrollment allows for credit accumulation and gateway course completion prior to college enrollment as a first-time, full-time freshman, and reduces time to degree completion
• LIFG pipeline programs provide an excellent pool for targeted recruitment efforts
• A high LIFG student population and low educational attainment provide rich grant writing data for Nevada pre-college programs and opportunities to expand with additional programs
• Collaboration with campus academic departments and faculty researchers/grant writers
• Seek additional Experimental Sites Initiatives, similar to the successful PESI Program
• Matriculating program participants help diversify the University student body population
• Nevada needs a more educated population, particularly in STEM fields, to meet the changing needs of the state’s workforce, which makes pre-college programs more important than ever
Plan to Achieve Goals and Benchmarks

**Goal 1: Access**
- All pre-college participants are offered college application and FAFSA workshops (2018)
- UB & UBMS participants receive application and early registration deferrals for UNR (2018)
- Pre-college programs are co-located and consolidated under one pre-college director (2020)
- All four TRIO pre-college programs retain and increase funding; explore adding a fifth program (2022)

**Goal 2: Success**
- Pre-college programs work with high school counselors to place participants in coursework necessary for University admission eligibility (2018)
- Pre-college programs provide academic advising to support participants in completing a rigorous/college readiness high school curriculum, as well as AP, Honors, DE & IB courses (2018)
- UB & UBMS provide tutoring services and literacy assistance to increase successful completion of rigorous/college readiness high school curriculum (2018)
- Pre-college programs provide study skills and test-taking strategies workshops (2018)
- Intensive SAT/ACT preparation services and test waivers offered to program participants (2018)
- Programs assist participants with scholarship applications and essays (2018)
- UB & UBMS programs continue to work with WCSD to obtain the Infinite Campus access necessary to provide timely, high-quality academic advising and accurate federal reporting (2019)

**Goal 3: Closing the Gap**
- Program participants accumulate college credits through dual enrollment in high school (2018)
- Intensive SAT/ACT preparation services and test waivers increase participant test scores (2018)
- Provide alternative remediation pathways for placement in college level math and English (2018)
- Fund alternative remediation pathways for college-level placement (UB 2018)
- Programs refer students to TRIO Scholars & First in the Pack during high school senior year (2018)

**Goal 4: Workforce**
- Provide intensive STEM exposure and preparation in programming and course offerings (2018)
- Align programming and advising with career fields experiencing rapid growth in Nevada (2018)
- Collaborate with local companies, community organizations, and campus departments to offer tours, book guest speakers, host Career Days, and place program participant interns (2018)
- Collaborate with community colleges, technical schools, and certificate programs (2019)

**Goal 5: Research**
- Provide skill building workshops centered on evidence based research methods for scholarships, college fit, and other college readiness activities (2018)
- Incorporate research methods into course offerings in Humanities and the sciences, as well as in literacy instruction (UB & UBMS 2018)
- Provide opportunities for program participants to tour University and Medical school research lab, shadow with researchers, and identify college research opportunities (2019)

**COLLEGE PROGRAMS**

Where do you want your program to be in 10 years?

**First in the Pack**
The First in the Pack program will continue to grow and serve first-generation freshmen beyond their first year of college, supporting students in their efforts to develop academically and professionally while completing college. The First in the Pack program intends to enhance its existing services starting January 2018. With a growth in staff, more students will be served along with stronger efforts in programming, resources provided, and collection
of data to measure existing practices.

TRiO Scholars:
The TRiO Scholars program will grow threefold and continue to lead the charge in assisting low-income, first-generation (LIFG) college students towards earning a bachelor’s degree. The TRiO Scholars program aims to grow its programs during the next funding cycle to add two more Student Support Services (SSS) grants (Disability and STEM), while increasing staff, resources, and exposure on, and off, campus. This will allow the TRiO Scholars program to continue to implement best practices (which have been emulated by other programs), while increasing its already impressive graduation rates of LIFG students it currently serves.

McNair Scholars:
The McNair Scholars Program will be the premier undergraduate research and graduate school preparation program for low-income, first-generation, and underrepresented students. The program will expand beyond its core grant functions to serve additional students through a first and second-year student pipeline program while further integrating with existing programs offered by the Office of Undergraduate Research and Graduate School. In doing so, the McNair Program will become the campus leader in graduate school preparation programming while supporting student success through undergraduate research for a greater number of students.

Five Measurable Goals
1. **Access:** By 2028, AOSP college programs will serve nearly 780 LIFG and underrepresented students at the University Of Nevada, Reno
2. **Success:** 90% of our student population will be retained from fall to fall, while 100% will maintain good academic standing, with an overall average of 2.75 GPA
3. **Close the Achievement Gap:** 40% of undergraduate participants will graduate from UNR within four years, while an additional 40% will graduate within six years, for a total graduation rate of 80% within six years
4. **Workforce:** AOSP programs will establish new, and foster existing, relationships amongst career entities that can support our various student populations.
5. **Research:** AOSP will contribute to NSHE research goals by developing and expanding research, publication, and scholarship opportunities for low-income, first-generation, and underrepresented students

Threats
- Rising cost of college, demand for financial aid, and need of support services addressing cultural capital, as well as academic and social challenges facing many low income and first generation students.
- Potential changes to Department of Education funding due to the PROSPER Act may affect overall efforts of grant-funded programs.
- State grants aimed at low-income students attending community college (using the Nevada Promise Grant) promote the perception that community college is the best option for low-income students, regardless of academic ability.
- Rigorous standards for attending UNR could affect overall enrollment of our student population, especially if standardized tests are ever used to determine ‘good fit’ in an effort to control growth, which may not reflect the overall academic landscape of this state.
- Failure of low-income students to consider graduate school once they have earned a bachelor’s degree.
- Participant projections and overall growth do not mirror the physical space available for all programs.

Opportunities
- Incorporate best practices from successful programs such as TRiO Scholars to provide support to a much larger population of low-income, first-generation students.
- Scale up First in the Pack to serve more freshman and sophomores.
- Target recruiting efforts at pipeline programs serving low income and first generation students including TRiO and Gear Up programs in northern and southern Nevada.
- Increase the ability to foster overall success for our student population through our programs’ pipeline, providing services from middle school to graduate school and career readiness.
Plan to Achieve Goals and Benchmarks

**Goal 1: Access**
- The First in the Pack program will increase the amount of students in the program to over 200 and hire the appropriate staff to meet student service needs.
- By increasing the number of SSS programs, the TRiO Scholars programs will serve close to 555 students between three grants.
- With an innovative recruitment plan, the McNair Scholars program will continue to serve over 25 students per year.

**Goal 2: Success**
- Through academic coaching, First In the Pack students will maintain an average GPA of 2.75 and an 80% fall to fall retention rate.
- By providing a variety of services and resources to program participants, TRiO scholars will maintain an average GPA above 2.75 and a 90% fall to fall retention rate.
- Through McNair Program activities, McNair participants will maintain an average GPA above 3.25 and a 100% fall to fall retention rate.

**Goal 3: Close the Achievement Gap**
- First in the Pack will follow up with former students who show academic need based on GPA to ensure they are on track to stay enrolled and graduate.
- The TRiO Scholars Program, with the addition of two other SSS grants, will increase its effort in providing services that will help retain and graduate our program participants. Our goal is to surpass our current federal graduation goals by at least 15%.
- The McNair Program will implement programming for low-income, first-generation, or underrepresented participants that will ensure an 80% 4-year graduation rate and a 100% 6-year graduation rate. Additionally, 85 percent of graduates will enroll in graduate school.

**Goal 4: Workforce**
- The First in the Pack program will refine a job shadow program with organizations in the community that connects students to careers and professionals of their interest, while exposing the community to the high-quality potential students have to offer.
- The TRiO Scholars Program will increase its already strong collaborative arrangements made with existing campus support services, as well as entities off campus. These relationships will provide our participants with jobs, internships, and social capital to excel in their desired field of study.
- 85 Percent of McNair participants will enroll in graduate school with 80 percent of those participants being employed in research or teaching roles while in graduate school.

**Goal 5: Research**
- 100 percent of McNair participants will complete a research internship with academic faculty that leads to scholarly presentation or publication.
- Junior and senior TRiO scholars will be eligible to participate in a new “grad track” program, which will identify their specific needs – including research – as far as graduate and professional schools, and monitor their progress.
- AOSP will coordinate an annual McNair Scholars Research Symposium, while encouraging other AOSP participants to attend and serve as volunteers for this event.
- 100 additional diverse students will be involved with research through the development of a first/second-year McNair pipeline Program.