DIVISION OF ENROLLMENT MANAGEMENT

INCLUSIVE EXCELLENCE ACTION PLAN 2022-2027

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Introduction

The Division of Enrollment Management is responsible for developing enrollment strategy, implementing and assessing strategic and operational programs to recruit, admit, retain, and graduate undergraduate students consistent with UVM's traditions, values, mission, vision, and evolving strategic goals.

Unit(s) within the Division of Enrollment Management (DEM)

- Office of Undergraduate Admissions (UG Admissions)
- Office of Student Financial Services (SFS)
- Office of the Registrar, including Transfer Affairs and Student Veteran Services (RO)
- New Student Orientation
- Undergraduate Strategic Retention and Re-enrollment
- Office of the Vice Provost for Enrollment Management (VPEM)

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Inclusive Excellence Plan - Implementation Team Members

Name	Title	Department
Jay Jacobs	Vice Provost for Enrollment Management	Office of the Vice Provost for Enrollment Management
UDC Member: Joey Catania	Assistant Director Compliance & Audit	Office of Student Financial Services
UDC Member & DEM DEI: Jennifer Fath	Associate Registrar	Office of the Registrar
DEM DEI Chair & Senior Leadership: Marie Johnson	Director of Student Financial Services	Office of Student Financial Services
DEM DEI: Brian Gomez	Assistant Director of Admissions & Diversity Initiatives	Office of Undergraduate Admissions
DEM DEI: Janet Hinnes	Student Financial Services Counselor	Office Student Financial Services
DEM DEI: Christopher Perlongo	Associate Director of Strategic Recruitment & Diversity Initiatives	Office of Undergraduate Admissions
DEM DEI: Sophia Quinn	Administrative Assistant	Office of Student Financial Services
DEM DEI: RJ Sweeney	Sr. Assistant Registrar-Records & Registration	Office of the Registrar
DEM Senior Leadership: Sarah Braun	Orientation Program Manager	New Student Orientation
DEM Senior Leadership: Veronika Carter	University Registrar	Office of the Registrar
DEM Senior Leadership: Jessie Donavan	Strategic Enrollment Management Initiatives Director	Office of the Vice Provost for Enrollment Management
DEM Senior Leadership: Stephanie Metruk	Executive Assistant to the Vice Provost for Enrollment Management	Office of the Vice Provost for Enrollment Management
DEM Senior Leadership: Moses Murphy	Director of Undergraduate Admissions	Office of Undergraduate Admissions

*UDC: University Diversity Council

*DEM DEI: Division of Enrollment Management Diversity Equity and Inclusion Committee

Division of Enrollment Management (DEM) Strategic Enrollment Plan

The Division of Enrollment Management released its Strategic Enrollment Plan in 2022 in which Diversity, Equity, and Inclusion (DEI) is not a stand-alone initiative, but rather woven into each pillar of the Strategic Enrollment Framework. The pillars include but are not limited to the following DEI themes.

- Pillar: Pricing & Affordability
  - Address the barriers of cost and affordability while maintaining the University's competitive advantage.
  - Be affordable and accessible to first-generation college students and students of color who demonstrate financial need.
  - Be affordable and accessible to low-, middle-, and limited income families.

- Pillar: Marketing & Communications
  - Ensure that the identity and image of the institution is authentic, resonates with audiences, and captures the unique and distinctive aspects of a UVM education and experience, with respect to enrollment-influenced initiatives.

- Pillar: Recruitment & Admissions
  - Attract, enroll, and retain domestic racial/ethnic diversity.
  - Lean into our public flagship mission by being access-oriented in each step of the admissions and enrollment processes.
  - Recruit and support transfer students through internal and external pathway programs and articulation agreements.
  - Rebuild and increase international student undergraduate enrollment; support collaborative efforts across the University to increase international graduate student enrollment.

- Pillar: Student Success
  - Ensure that the Divisions of Enrollment Management, Student Affairs, Academic Affairs & Student Success, and the academic units are all in alignment on retention and graduation efforts, with specific and targeted initiatives to support underrepresented students.
  - Support early learning success and community building through New Student Orientation; emphasizing a thoughtful and strategic transition process to the University.

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S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound

Part 1 – Integrated Learning: Academic Success Goals and/or Co-Curricular Learning

Academic Success Goals

S.M.A.R.T. Goal(s)

Goal	Responsible Group	Time Frame
Integrate Catamount Core into catalogue, degree audit, schedule of courses.	Office of the Registrar in connection with Vice Provost of Academic Affairs & Student Success and Academic Units	2022-2023 with a Fall 2023 roll-out
Market Catamount Core to prospective students through marketing collateral (of all mediums) via on and off campus presentations.	Undergraduate Admissions and Strategic Communications	2022-2023 and beyond
Integrate of Catamount Core into a New Student Orientation Signature Program.	New Student Orientation and Academic Units	2022-2023 and beyond
Introduce and foster discussion of student identities at New Student Orientation.	New Student Orientation in collaboration with the Office of the Vice Provost for Diversity, Equity, & Inclusion	2022-2023 and beyond (New Student Orientation: August and January of each year)
Create a common DEM Email Signature for support and referrals.	DEM DEI to lead	Spring 2023
Reduce student indebtedness: to 50% of all graduates with debt and debt levels to below $30,000 upon graduation.	VPEM, Undergraduate Admissions and Student Financials Services	Spring 2027

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S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound

Part 2 – Recruitment and Retention

S.M.A.R.T. Goal(s)

Goal	Responsible Group	Time Frame
Continue to research and assess the test-optional policy with respect to inclusion of underrepresented students. Review admissions and student success data, and assess barriers from schools that were test optional well before COVID-19 (Bowdoin, DePaul). UVM has extended its test optional policy through Fall 2026.	Office of Undergraduate Admissions in collaboration with the Office of the Vice Provost for Enrollment Management, the Office of Institutional Research and Assessment and the Faculty Senate.	Test optional through Academic Year 2026 – 2027 *Permanent policy needs to be announced in Fall 2026 term
Review Change of Student Status data for trends. Develop and implement a response plan, including common reasons for attrition of underrepresented students.	Division of Enrollment Management in connection with Vice Provost of Academic Affairs and Academic Units.	Ongoing – to be reviewed as part of the Strategic Retention Plan
Attract and retain undergraduate students based on socioeconomic , ethnic , and geographic diversity. • Focus on distinct high schools, community organizations, and fly-in programs. Leverage the digital space.	DEM Senior Leadership & Supervisors Undergraduate Admissions Student Financial Services Office of the Registrar New Student Orientation	Ongoing

- Provide awareness and support to Refugee and New American communities. - Catamount Commitment and First-Gen programming moved to CFAS. DEM to provide recruitment and marketing initiatives, financial resources, and student onboarding support. - Continued collaboration with CCV and VSAC Outreach Counselors. - Redirect funds to students who demonstrate financial need, ensuring that regardless of means anyone who wishes to obtain a UVM degree will have the opportunity.		
Expand access programming and support for low-income and first-generation Vermonters 2+2 CCV Pathways - Collaborate with Vermont State University - Collaborate with VSAC Outreach	Division of Enrollment Management Undergraduate Admissions Student Financial Services Office of the Registrar	Ongoing

• Enhancement of LIVED name and utilization of pronouns Implement and market the UVM Promise initiative.		
Develop transfer articulation agreements to ensure student success, in addition to providing access to VT students and OOS students attending community colleges.	Office of the Registrar and the Office of Undergraduate Admissions in collaboration with Academic Units.	Complete one-two agreements per year over the next five years.
Recruitment & Retention of Staff: • Provide opportunities for Advancement • Provide mentoring opportunities. • Create space for staff to speak freely about workplace issues. • Identify opportunities to support recruitment of underrepresented staff and staff who show a commitment to diversity. Expand geographic outreach. Network with professional organizations. • Add language to position descriptions around desired qualifications emphasizing fluency in a second language, specifically	DEM Senior Leadership in collaboration with supervisors, DEM DEI, and Human Resources.	Ongoing

Spanish or Mandarin. This applies to both campus-based and regional counselors on the UG Admissions Recruitment Team. This allows us to diversify our staff and meet students where they are.		

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S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound

Part 3 – Professional and Faculty Development

S.M.A.R.T. Goal(s)

Goal	Responsible Group	Time Frame
Expand DEM DEI group to provide professional staff with opportunities for professional development and personal growth. Establish subcommittees to get more people involved – no separate dpt. groups, consolidate efforts – communication, technical, programming, steering group. Representation from each area in DEM is recommended.	DEM DEI DEM Senior Leadership	Fall 2022-Spring 2023
Create a calendar of events, initiatives, and educational outlets for professional staff to engage in related to Diversity, Equity & Inclusion.	DEM DEI DEM Senior Leadership DEM Supervisors – to encourage participation and volunteer opportunities* in relation to DEM Performance Goals *Per HR Reasonable Release policy	Complete by August 15 for the fall semester and January 15 for spring semester and summer term.

Goal	Responsible Group	Time Frame
Create a central repository (DEM Teams Channel) of all Live trainings, Newsletters, Ted Talks, and Articles for returning staff to revisit and for new staff to review.	DEM DEI DEM Senior Leadership DEM Supervisors – to encourage participation in relation to DEM Performance Goals	To be completed by December 1 each year for the academic year.
Develop new inclusive language approach to all new job listings. Actively recruit candidates who demonstrate experience and commitment to DEI. Require diversity statement from all candidates applying into a staff position in DEM. Prioritize at least one interview question related to DEI. Integrate DEI training as a part of new employee orientation process. Emphasize with prospective candidates and new employees the integration of division-wide DEI goal in annual performance evaluation process. Build our expectations of supervisors to work with staff on that division-wide DEI goal.	DEM Supervisors and Search Committees Consult with LER & ABSC on the recruitment process for new positions.	To be completed by September 1 each year for the academic year.

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S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound

Part 4 –Accessibility

"Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. An environment (or any building, product, or service in that environment) should be designed to meet the needs of all people who wish to use it. This is not a special requirement, for the benefit of only a minority of the population. It is a fundamental condition of good design. If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits. By considering the diverse needs and abilities of all throughout the design process, universal design creates products, services and environments that meet peoples' needs. Simply put, universal design is good design" *(What is Universal Design, 2020).*

Physical Accessibility: S.M.A.R.T. Goal(s)

Goal	Responsible Group	Time Frame
Assess campus tour routes and options for prospective students and their families to ensure accessibility. Modify as needed.	UG Admissions	Ongoing
Assess classroom assignments with respect to ADA guidelines in collaboration with University Event Services and Human Resources.	Office of the Registrar	Ongoing

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Digital Accessibility: S.M.A.R.T. Goal(s)

Goal	Responsible Group	Time Frame
Review DEM controlled website pages and form accessibility to determine if they maximize digital accessibility/closed captioning for all constituents (prospective & admitted students, current students, parents & families, alumni, community members, educators, etc.). Assess the strategies used by external vendors to determine alignment of DEM DEI goals with respect to Digital Accessibility. Collaborate with Student Accessibility Services from application review to admitted student referrals and New Student Orientation in effort to support student success, college transition, and retention.	Undergraduate Admissions New Student Orientation Office of the Registrar Student Financial Services Work with Strategic Communications for review and guidance. Consult with SAS and ETS as applicable. (Spring 2023) Make recommendations of changes to DEM Senior Leadership	Ongoing

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Cognitive Accessibility: S.M.A.R.T. Goal(s)

"The term "cognitive accessibility" refers to inclusive practices that remove barriers for people whose disabilities affect how they process information."

Goal	Responsible Group	Time Frame
Audit DEM communications and reduce jargon to ensure connection to all constituents.	DEM Directors, DEM copywriters	Ongoing
Collaborate with Student Accessibility Services from application review to admitted student referrals and New Student Orientation in effort to support student success, college transition, and retention.	Division of Enrollment Management Undergraduate Admissions New Student Orientation Office of the Registrar Student Financial Services	Ongoing
Evaluate language in all units and provide multiple options for disseminating information (e.g. presentations, digital space, handouts)	Undergraduate Admissions New Student Orientation Office of the Registrar	

Sustainability:

Goal	Responsible Group	Time Frame
Reduce food waste at events by ensuring we are ordering the appropriate amount. When there is an excess, ensure any food waste is composted.	Undergraduate Admissions New Student Orientation Student Financial Services	Ongoing

S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound

Part 5 – International Inclusion and Global Education

Academic Success Goals

Rebuild and increase international student undergraduate enrollment; support collaborative efforts across the University to increase international graduate student enrollment. Currently, approximately 2/3 of international Undergraduate students are coming to UVM as part of the University's D1 Athletic Program.

Goal	Responsible Group	Time Frame
Create a more robust recruitment network of international regional representatives, international education consultants, and UVM faculty and alumni to attract and recruit international students.	UG Admissions	Ongoing
Create an international student recruitment committee in order to streamline communications and manage resources with respect to international student recruitment.	UG Admissions	Ongoing
Create, facilitate, and execute programming geared towards expanding admissions reach in international markets (e.g. Passport to UVM, international counselor fly-in, international fly-in agencies that are currently being on-boarded).	UG Admissions	Ongoing

Goal	Responsible Group	Time Frame
Collaborate with the Provost's Office to support and promote a Global Trek program and UVM Study Abroad/Travel Abroad experiences. Office of the Registrar/Transfer Affairs to engage in partnership with the Office of International Education to support UVM Study Abroad/Travel Abroad experiences.	Division of Enrollment Management Undergraduate Admissions New Student Orientation Office of the Registrar Student Financial Services	Ongoing
Collaborate with the Office of International Education to provide an enhanced and intentional orientation experience for newly matriculated international students and exchange students.	New Student Orientation	Ongoing
Assess merit-based scholarships and discounting for international students.	Division of Enrollment Management Student Financial Services	Ongoing

Analysis of Systems

How do your systems, policies, and procedures support or inhibit the presence of foreign nationals at UVM?

- Systems impacting Students
- Systems impacting Employees
- Systems impacting other Visitors

S.M.A.R.T. Goal(s)

Goal	Responsible Group	Time Frame
Incorporate feedback into recruitment and retention efforts of international students from OIE and other campus partners.	DEM Senior Leadership & Directors	Ongoing

Analysis of Support

How does your unit support inclusion of internationally identifying individuals who are in your unit or are served by your unit?

- Linguistic Access and Inclusion (ex: using Plain English/Universal Language)
- Cultural Access and Inclusion (ex: using narrow US-specific cultural references in courses, programs, etc.)
- Intentional solicitation and incorporation of international perspectives (ex: in data collection, in leadership roles, etc.)

Part 6 – Review Schedule

Goal is to review plan on a quarterly schedule. During the review process, DEM celebrate accomplishments, review progress on each goal, identify completed goals, and add/edit goals as new information and directives are gathered. This is a report card review, similar to the assessment of the annual performance review process.

Fall 2023
- Evaluate, review, and refine plan
- Create a report card mechanism according to UDC template (once released) – Quarterly check-in
- Review and implement DICE Inventory
- Assess how the DEM DEI plan influences the Strategic Enrollment Management Plan

Spring 2024
- Evaluate, review, refine, and assess plan
- Report card review – Quarterly check-in

Spring 2025
- Evaluate, review, refine, and assess plan
- Report card review – Quarterly check-in

Spring 2026
- Evaluate, review, refine, and assess plan
- Report card review – Quarterly check-in

Spring 2027
- Evaluate, review, refine, and assess plan
- Report card review – Quarterly check-in

Part 7 – Process, Timeline and References

<u>Timeline</u>

- May-August 2022
  - Gather data, review data, and establish "rough" draft of plan

- August 2022
  - DEM DEI Raw Draft of Inclusive Excellence Plan
  - DEM DEI feedback
  - DEM DEI Draft to VP of Enrollment Management for initial review

- September 2022
  - DEM DEI meeting with Jay
  - DEM discussion and final review of preliminary plan to pass to senior leadership
  - Send to VPEM and Senior Leadership for review in advance of October meeting

- October 2022
  - UDC meeting with Senior Leaders
  - DEM Senior Leadership Review

- November 2022
  - DEM Senior Leadership Review
  - DEM DEI final review

- December 2022
  - Final review by Jay and DEM Senior Leaders
  - December 20: Submission deadline to VP DEI

- January-December 2023
  - Evaluate, review and refine plan
  - Create a report card mechanism
  - Assess how the DEM DEI plan influences the Strategic Enrollment Management Plan

References

- DEM Strategic Enrollment Plan: Division of Enrollment Management (DEM) Strategic Enrollment Plan
- Campus Climate Survey: [Diversity | UVM Office of Institutional Research and Assessment | The University of Vermont](#)
- VPEM Faculty/Staff Demographics: data provided by Office of Institutional Research and Assessment (OIRA)
- International Data Points: data provided by Office of Institutional Research and Assessment (OIRA)
- 2018-2019 DEM Inclusive Excellence Action Plan
- 2021-2022 Work of DEM DEI group: May Newsletter Summary
- CESS: College of Education & Social Services: Diversity, Equity, and Inclusion Action Plan (2020 – 2023) (uvm.edu)
- Consultation Paul Suk-Hyun Yoon, Senior Advisor for Inclusive Excellence, Division of Diversity, Equity, and Inclusion.

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