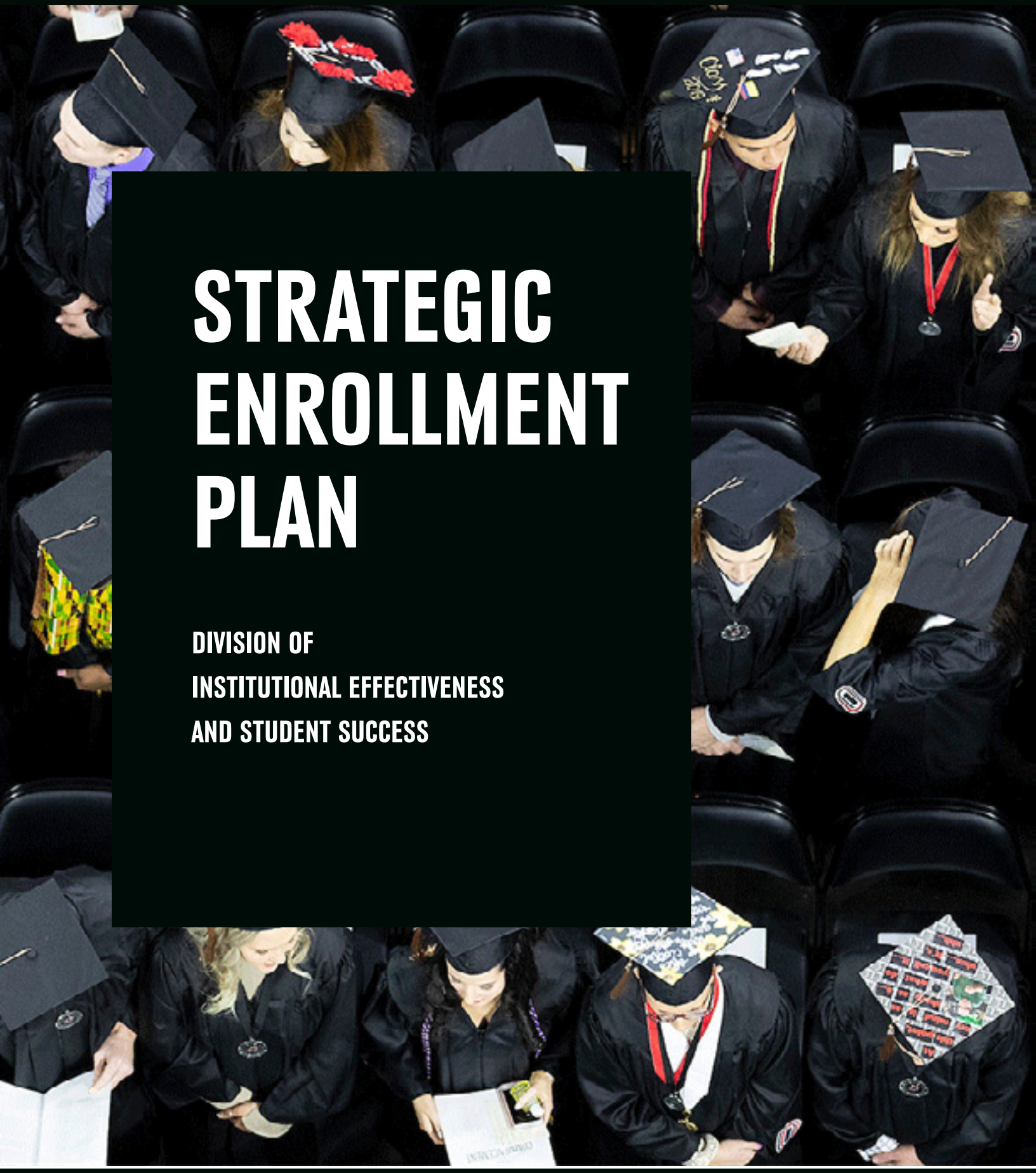
UNIVERSITY OF NEBRASKA AT OMAHA



STRATEGIC ENROLLMENT PLAN

DIVISION OF INSTITUTIONAL EFFECTIVENESS AND STUDENT SUCCESS

SPRING 2026 - SPRING 2029

TABLE OF CONTENTS

Introduction and Purpose 01

Current Landscape and Findings 02

Strategic Framework 05

Strategic Focus Areas and Initiatives 06

- Focus Area 1 07
- Focus Area 2 10
- Focus Area 3 13
- Focus Area 4 15

Conclusion 17

1. INTRODUCTION AND PURPOSE

The University of Nebraska at Omaha (UNO) Strategic Enrollment Plan ("Plan") provides a framework to promote the institution's long-term sustainability through intentional managed growth in recruitment, retention, and graduation. Developed under the leadership of the Division of Institutional Effectiveness and Student Success (IESS) and in close collaboration with academic affairs and other campus partners, the Plan promotes a student-centered approach, while emphasizing operational efficiencies and considering market dynamics.

The Division of IESS at UNO is charged with the development, management, and execution of effective student recruitment, retention, and completion strategies. Institutional data and analytics functions are also housed within the Division. The Division of IESS seeks to foster and support a culture of inquiry and data-informed decision making that supports many institutional efforts, with an overarching and continual emphasis on student success.

This institutional enrollment strategy is designed as – and must necessarily be – a living document. Although it endeavors to document areas of focus and strategies for enrollment optimization, both the document and institutional action must be responsive and flexible. UNO must be able to effectively respond to changes in student demographics, regional and national market trends, broader higher education industry trends, and the changing political and regulatory landscape. By aligning initiatives across divisions and leveraging data and analytics to guide strategy, the Plan positions UNO to strengthen enrollment pipelines, enhance the student experience, and ensure institutional vitality in a challenging environment.



2. CURRENT LANDSCAPE AND KEY FINDINGS

UNO Enrollment Overview

In fall 2025, student headcount remained relatively constant, with an enrollment of 14,954 students (11,810 undergraduates and 3,144 graduate students). In fall 2025, students enrolled in 171,425 credit hours. Total headcount reflects a flat to minimally decreasing trend in overall enrollment. While not dramatic, it signals stagnation in the current student population.

New freshmen enrollment increased by 3.9 percent, from 2,116 students in fall 2024 to 2,198 in fall 2025. Of those new freshmen, the number of first-generation students increased 7.3 percent, from 785 to 842 students. Undergraduate transfers decreased minimally, from 1,060 to 1,041 students. Metropolitan Community College remains the largest UNO transfer partner, although transfers from the institution are relatively flat from fall 2024 to fall 2025.

For enrollment behavior, undergraduate students carry an increasingly higher academic credit load and shift toward full-time status. For fall 2025, 84.2 percent of students are enrolled in 12 or more credit hours, representing an increase of 1.5 percent from fall 2024. Graduate students, meanwhile, continue to trend toward part-time loads. While full-time enrollment for graduate students declined by 8.1 percent, part-time enrollment increased by 0.6 percent.

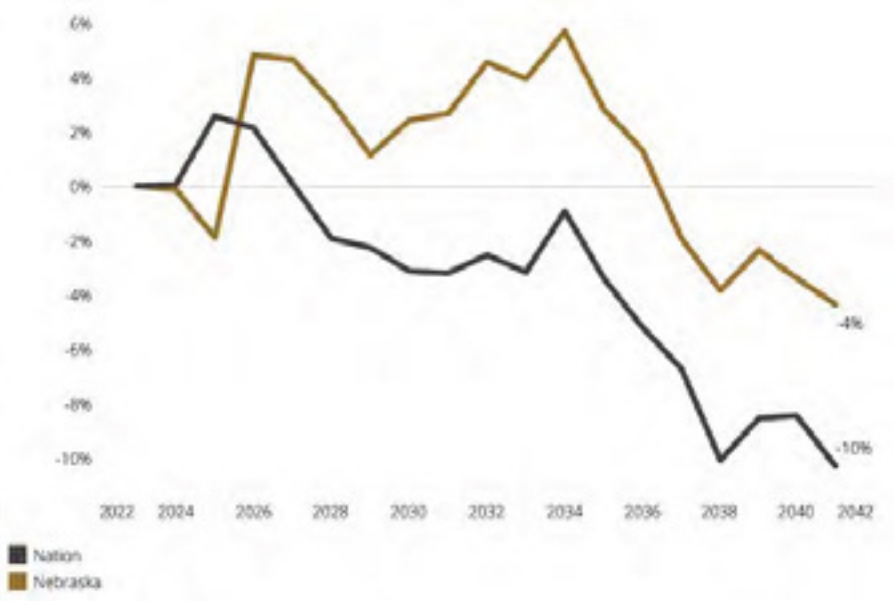
Retention has remained relatively stable over the past several years for first-time full-time students at UNO. The fall 2025 retention rate for students who started in fall 2024 was 77.3 percent, which is a slight decline from the fall 2024 retention rate of 77.9 percent. These rates, however, reflect an improvement over earlier campus performance. In fall 2023, the retention rate was 75.8 percent. In fall 2019 (the last fall semester prior to the COVID pandemic), retention hovered at 72.9 percent.

National and Regional Enrollment Trends

There is little disagreement among enrollment management professionals nationally that the country will face significant declines in both high school graduates and the number of high school graduates who will attend college (the "enrollment cliff"). With the exception of Texas and the sparsely populated states in the Rocky Mountain Region, the data paint a relatively bleak picture.

However, there are very few colleges that enroll students from the entire breadth of the country; most colleges have a regional or even a local attraction, as is the case at UNO. Therefore, to more accurately project the market for college-going students in UNO's recruitment pool, it is more relevant to closely consider regional and state-wide trends. At UNO, overall enrollment has remained relatively flat in recent years, signaling the need for coordinated strategies that both expand recruitment and improve student retention.

Projected percentage change in high school graduates (2023 to 2041)



Source: Western Interstate Commission for Higher Education. (2024). Knocking at the College Door. www.wiche.edu/knocking

College-bound students are more price sensitive and frequently seek out specific programs that are likely to lead to workforce opportunities. More than ever before, students attending public university are diverse, low-income, and the first in their families to attend college. They are pricesensitive and seek programs directly connected to workforce opportunities.

Recent research by the National Student Clearinghouse reinforces the commonly held assertion that academic outcomes in first- to second-year retention were a significant indicator of a student's likelihood of continued enrollment and eventual timely degree completion. Currently, UNO falls slightly below overall national performance statistics. Public four-year institutions exhibited an average retention rate of 82.0 percent for first-time full-time fall 2024 entering cohort returning in fall 2024, and 81.3 percent for the fall 2022 entering cohort returning in fall 2023.

International Enrollment Trends

The decline in international student enrollment at colleges and universities throughout the country has been widely reported and is likely to be exacerbated by the current geopolitical environment. The number of international students enrolled at U.S. colleges and universities has decreased across all academic levels according to the Institute for International Education's Open Doors report. For the period fall 2024 to fall 2025, new international student enrollment in the United States declined 17 percent.

UNO has been no stranger to this trend. Although there are a wide variety of reasons for the decline in demand for U.S. degree programming from international students, it is clear that the market to recruit and enroll international students will be characterized by greater competition in years to come. In addition, while populations are stable or increasing in some regions, the "enrollment cliff" is a global phenomenon. The overall international market will continue to experience contractionary demographic effects, as the number of college-going age population and overall youth decline.



KEY INSIGHTS

Both UNO-specific enrollment and broader market trends suggest:

- Flat or minimally declining enrollment signals stagnation in traditional pipelines.
- Transfer and dual-enrollment students represent growth opportunities.
- Graduate and international recruitment require strategic realignment and process centralization.

To address these challenges and position UNO for sustainable success, the Division of IESS has established four strategic focus areas that together serve as the foundation of the Plan.

3. STRATEGIC FRAMEWORK

The UNO Plan is guided by four interdependent focus areas that together strengthen institutional sustainability, student success, and market relevance. These focus areas provide a cohesive framework for aligning recruitment, retention, and graduation initiatives with UNO's mission and the evolving higher education landscape. Each focus area is a core priority through which UNO will enhance the student experience, respond to workforce and market demands, and ensure long-term enrollment stability.

The Plan is grounded in the following guiding principles:

- **Student-centered approach**: Decisions and strategies prioritize the experience, success, and progression of students.
- **Data-informed strategy**: Institutional data and analytics drive planning, implementation, and continuous improvement.
- **Operational efficiency**: Streamlined processes and coordinated efforts across divisions reduce barriers and optimize resources.
- **Market-aligned programs**: Recruitment and program offerings respond to regional and global workforce demand and higher education trends.
- **Continuous improvement**: Enrollment initiatives are monitored, evaluated, and adjusted to maximize impact and outcomes.

These principles ensure that all Plan initiatives advance UNO's mission while creating measurable, sustainable impact on enrollment and student success.

Metrics

This plan outlines activities and initiatives that will work together to support increased enrollment and retention. The achievement of enrollment objectives and fulfillment of plan goals are monitored through key performance indicators (KPIs). Due to the fluid nature of metrics and measures, identified KPIs will be outlined and reported on a periodic basis on the Institutional Effectiveness and Student Success website.



4. STRATEGIC FOCUS AREAS AND INITIATIVES

The Plan is built upon four strategic focus areas that are designed to provide direction to enrollment and retention activities at UNO:

I. STUDENT-CENTERED SERVICE AND EXPERIENCE

Deliver a seamless, supportive and efficient student journey from initial inquiry through graduation.

II. UNDERGRADUATE RECRUITMENT AND MARKET RESPONSIVENESS

Expand and diversify UNO's student population through targeted, regionally aligned strategies.

III. MARKET EXPANSION AND INNOVATION (GRADUATE AND GLOBAL)

Advance UNO's reach and reputation through graduate, professional, and international student growth.

IV. STUDENT RETENTION, SUCCESS, AND ACHIEVEMENT

Invest in current students to maximize persistence, graduation, and career preparedness.

IESS has conceptualized initiatives for execution that will help to fulfill the goal of each focus area. These initiatives are outlined and further discussed throughout the remainder of this document.



FOCUS AREA 1:
STUDENT-CENTERED SERVICE AND EXPERIENCE

Goal: Deliver a seamless, supportive, and efficient student journey from initial inquiry through graduation.

Key Initiatives:

a. Mav One Stop: Consolidate advising, admissions, financial aid, registration, orientation, and career services in one central hub. Cross-train staff to deliver consistent, student- focused support.

b. Enhanced Communication and Coordination: Align messaging across admissions, new student and family programming, and student financial support and scholarships, reducing both student confusion and communicative redundancies.

a. Mav One Stop

> *"One of the most powerful tools for increasing enrollment, retention, and progress to graduation is an efficient and effective one-stop shop for student services."*
>
> Maureen O'Mara Carver, American Association of Collegiate Registrars and Admissions Officers (AACRAO) Senior Consultant

UNO will establish a one-stop shop that consolidates all student services (admissions, campus visits, financial aid, advising, registration, and career services) into a single, accessible physical hub. This student-first approach prioritizes clear communication, responsive service, and operational efficiency. By reducing administrative barriers and fostering consistent messaging cross departments, UNO will strengthen satisfaction, engagement, and long-term student success.

There is an increasingly effective movement in higher education to consolidate all aspects of the student experience into a one-stop shop. A one-stop shop allows students to address all their questions and needs in one convenient location. Transitioning into a one-stop shop aims to streamline operations, eliminate unnecessary administrative overlap, and create a more seamless, positive experience for all involved. Consolidating all services in one place saves time and minimizes stress and frustration for staff and students alike. When students have a positive experience on campus, they feel supported and motivated to continue their education and succeed at the institution. This approach communicates to both students and staff that their needs are a priority and that they can expect thorough, personalized support across all areas of service.

A 2022 survey conducted by Inside Higher Ed and College Pulse with support from Kaplan found a student's satisfaction with course registration and financial aid office interactions was generally higher if their college had a one-stop shop for student services. Josh Sine, VP of higher education strategy at Qualtrics, explains that "as the environment [of higher education] becomes more competitive, education has had to sort of pivot and say, "It's no longer just about accountability, responsibility, and training. It's about service-oriented levels of engagement... Students need school services to be supportive, accessible, and easy to navigate." In fact, "students think of themselves as customers," says Melanie Gottlieb, deputy director of the AACRAO.

At the Mav One Stop, UNO students, both current and prospective, can visit one location to have all of their questions answered. They can meet with financial aid, advisors, admissions, career services, registration, and take a campus tour from one centralized location. Prospective students will know from their first moment on campus where they can go to get the help they need. Students (and their families) will be greeted by a front navigation desk, staffed by cross-trained employees who can answer basic questions and inquiries, and triage more complicated inquiries; for questions the frontline staff cannot answer, they can point in the right direction to the specialist just a few yards away, or help them set an appointment, as needed.

Just as with customers in business, enrollment management proves that keeping current students costs far less than recruiting new ones. Focused efforts to raise retention and graduation rates are key to hitting enrollment targets. Increasing retention remains the most efficient and cost-effective way to grow enrollment in a meaningful way. UNO must invest in the students it already has on campus and eliminating all potential obstacles to their success by providing resources as accessibly and easily as possible. This is what the one-stop shop will deliver.

b. Enhance Communication and Coordination

Realignment of New Student and Family Programs

- Because the information shared by the currently separate Admissions office and the New Student and Family Programs (NSFP) office is continually evolving, it is imperative that the information provided to students be synchronized across departments. Disjointed communication can lead to inconsistencies that diminish the student experience. Strengthening collaboration and creating shared communication frameworks between these areas will foster greater efficiencies, ensuring a cohesive and seamless experience across the entire enrollment spectrum.
- We will thus dissolve NSFP and incorporate its services into other existing departments within the Division of IESS. Campus visits will operate within the admissions office, with the campus visits function led by the Director of Campus Visits (previously the Associate Director of NSFP), who will report to the Executive Director of Admissions.

- Orientation events and programs will be led by the Director of Student Orientation (previously Director of NSFP), established within IESS, and will serve as a strategic transition point for admitted students as they begin their university journey.
- Family Programs will move to the Office of Spirit and Tradition as those programs are primarily concerned with enhancing student participation and on campus events.
- To enhance the overall experience of prospective and newly admitted students, this initiative seeks to improve the quality and effectiveness of services provided by UNO to their students. It will ensure clear and consistent communication and align the visit experience more closely with the broader admissions process.

Integrate campus visits into the overall recruitment cycle

- As detailed above, campus visits will shift to oversight from the office of admissions.
- Integrate campus visits fully into the greater admissions and recruitment process.
- Develop a comprehensive virtual tour of the university to better engage prospective students and families in digital environments.
- Use platform to drive conversions to in-person tours, inquiries and applications to enhance enrollment.

Promote service mentality in Student Financial Support and Scholarships

- As detailed in the above One Stop Shop discussion, the orientation of the current student financial supports and scholarships office must shift from a transactional service to a component of an effective enrollment management function.
- Provide customer service training to financial aid staff to equip them to better respond to student requests for assistance.
- Evaluate leadership structure and ensure that the structure and employees exist that will focus on the connectivity of financial aid to the student enrollment experience.
- Strategically deploy scholarship resources to increase enrollment yield.
- Ensure financial transparency and financial literacy related to cost of attendance.
- Develop a self-service software to provide a tuition estimator incorporating data based on degree of choice, financial aid, estimated earnings and loan repayment.
- Implement a full cycle financial advising program.
- Develop a better understanding of the effectiveness of scholarships and financial supports on enrollment.
- Test scholarship awarding models to understand how scholarship amounts influence different groups of students' likelihood to enroll.

FOCUS AREA 2:

UNDERGRADUATE RECRUITMENT AND MARKET RESPONSIVENESS

Goal: Expand and diversify UNO's student population through targeted, regionally aligned strategies.

Enrollment growth will be driven by a student-centered roadmap that leverages college-specific recruitment, region-specific recruitment, hyper-local outreach, and strategic partnerships with community colleges and K–12 systems. UNO will optimize tuition structures, enhance transfer and dual enrollment pipelines, and expand flexible learning modalities to meet the needs of traditional and post-traditional learners alike. These strategies ensure recruitment efforts remain relevant, efficient, and closely aligned with market demand.

Key Initiatives:

a. College-Specific Recruitment: Assign recruiters to each UNO college, leveraging Salesforce for lead management.
b. Hyperlocal Outreach: Increase engagement with Omaha metro schools and regional employers.
c. Region-Specific Recruitment: Place recruiters in high-potential regions.
d. Transfer and Dual Enrollment Pipelines: Strengthen articulation agreements, direct admissions programs, and tuition incentives.
e. Flexible Program Modalities: Expand 8-week courses, 3+2 dual degree, 4+1 bachelor/master pathways, post-traditional learner, and online course offerings.
f. Reassess Pricing Strategies: Assess current pricing strategies to ensure an effective balance between revenue generation, affordability, and recruitment incentivization (OUR, Military).

a. Initiate College-Specific Marketing and Recruitment Program

- A focused admissions specialist (recruiter) from the office of admissions will be physically located in each of the six UNO colleges. The recruiters will report directly to the Executive Director of Undergraduate Admissions but will have their office at their representative college to enhance the recruiter's awareness of faculty projects, program developments, and recruiter events happening at the college level that can be used to implement the overall enrollment management pipeline.
- Centralizing the recruiters under the larger Admissions umbrella will better coordinate recruitment efforts across all academic units through Enrollment Management and centralize admissions processes to provide efficiencies in processing and customer services.
- Importantly, the recruiters will have access to Salesforce to ensure more consistent outreach and communication from UNO and allow for more effective recruitment processing and prospective student management.
- The recruiter will promote university-wide strategies with college-specific engagement within a defined radius of the University. The college-specific recruiter manages local and on-campus recruitment activities, focusing on program awareness, yield efforts, and building strong connections between prospective students and college programs.
- In close partnership with the college-specific recruiter, UNO will increase core paid media investments to expand capacity for college and program-level advertising and deploy strategic marketing and communication/messaging to the admit-to-enroll phase of the admission funnel to increase enrollment yield in new students.

b. Hyper-local Outreach

- Maximize recruiting efforts in the greater Omaha metropolitan area. Over time, UNO's recruitment focus has broadened to the detriment of the significant number of potential students in our region. Our current average acquisition rate for Omaha metropolitan area high schools is a modest 13 percent, demonstrating both a need and an opportunity.
- Increase connectivity between prospective students and athletics.
- Actively engage with Athletics to support student-athletes in their personal, academic, and competitive pursuits and make the spectator experience exciting and compelling for our students and community.
- Focus on rebuilding and enhancing relationships between local high school counselors and UNO. Enhance relationships and connection with high school counselors.
- Investigate employer outreach and partnership opportunities. Collaborate with corporate partners to assess and identify educational and workforce needs.
- Engage in comprehensive outreach programming to regional K-12 school districts and private schools for grades 7-12 to support recruitment and college readiness.

c. Establish Region-Specific Recruitment

- Accompanying hyper-local recruiting efforts with targeted regional efforts is likely to lead to a direct increase in prospective students and enrollment yield.
- Regional efforts must be informed by economic and demographic data to ensure that resources are deployed effectively.
- For identified regions, hire place-based regional recruiters to build relationships at local high schools and community colleges. Develop and implement recruiting programs.
- Initial data suggests a heightened focus on the Twin Cities (Minneapolis-St. Paul), Minnesota; Des Moines, Iowa; and Chicago, Illinois areas.There is also a potentially fruitful applicant pool in the California and Oklahoma markets. Specific markets will be identified, refined, and adjusted as data indicate and funding permits.

d. Transfer and Dual Enrollment Pipelines

- Enhance transfer relationship with strategic partners
- Increase the transfer applicant pool and overall quality of the transfer student experience.
- Continue the Momentum grant-funded work to develop effective transfer pipelines and processes with Metropolitan Community College.
- Establish a formalized recruiting strategy and process with Northeast Community College and Iowa Western Community College. Arrange visits to each campus for the Vice Chancellor of IESS and Senior Vice Chancellor of Academic Affairs of UNO and the president and cabinet of each institution.
- Institutionalize, normalize, and promote credit for prior learning and other initiatives that promote achievement and completion for post-traditional learners.

Maximize dual enrollment as a recruitment pipeline

- Create a direct admissions program that facilitates easy transition for dual enrollment students to fully enrolled UNO students following their high school graduation without the need to complete an admission application.
- Foster a sense of belonging with dual enrollment student by proving materials, experiences, and incentives to engage with UNO (e.g. invitations and incentives to attend UNO campus activities, "Future Maverick" clothing and promotional merchandise).
- Incentivize dual enrollment students to study at UNO by offering a discounted tuition rate to students that have completed at least one course while dually enrolled.
- Collaborate with high schools to promote dual enrollment opportunities and increase engagement with junior and senior students.

e. Flexible Program Modalities

- Expand flexible course design and delivery options.
- Expand eight-week and other shorter-term offerings for targeted courses and programs.
- Create modular, stackable credentials and degree pathways.
- Design "3+2" dual-degree programs where a student can receive two bachelor's degrees from separate colleges (e.g. liberal arts degree and an engineering degree).
- Design "4+1" bachelor and master's degree programs that can be completed in five years to promote continued UNO enrollment.
- Integrate credit for prior learning and employer partnerships to support work-force aligned recruitment.
- Determine the appropriate role and presence of online education. It is unlikely that UNO will find itself as a significant national online education provider (such as Arizona State University or Southern New Hampshire University). It is nevertheless critical to conduct a detailed study of programs that can develop an online presence with an accompanying high potential for success. Simply increasing the number of programs overall may not have a positive return on investment; a careful analysis to determine where there is sufficient potential student demand and departmental capacity will help UNO allocate its resources in a maximal fashion.

f. Reassess Pricing Strategies

- Evaluate the current Omaha Urban Rate (OUR). OUR currently applies to a vast number of states; an analysis of OUR indicates a decline in tuition revenue with little to no commensurate increase in enrollment.Use payment and enrollment data to create a new preferred rate for a defined, data-informed region or regions to promote prospective activity.
- Develop preferred pricing for Offutt Air Force Base and other active-duty military. These individuals receive a $250/credit hour reimbursement from the government; the government does not reimburse fees. Local competitors, particularly Bellevue, have created matching tuition rates to expedite and promote enrollment. UNO's current tuition rates and byzantine fee structure result in a significantly higher financial obligation to active-duty military personnel. These pricesensitive students could be acquired through the develop of competitive and simplified pricing strategies; in addition, federal reimbursement is a guaranteed income stream to the university.

FOCUS AREA 3:

MARKET EXPANSION AND INNOVATION (GRADUATE AND GLOBAL)

Goal: Advance UNO's reach and reputation through graduate, professional, and international student growth.

UNO will strengthen its position in the regional and global education market by expanding graduate and professional enrollment through strong industry partnerships, targeted financial incentives, and program innovation. International recruitment will focus on leveraging existing global relationships and strategic markets, reinforcing UNO's identity as a globally engaged institution. Centralized admissions and process improvements will create consistent, high-quality experiences for all students (both domestic and international).

Key Initiatives:

a. Targeted Enrollment Incentives: Programs such as "First Class Free" for UNO seniors and "4+1" undergraduate-graduate programs.

b. Improve Professional Market Connectivity: Engage regional employers to align programs with workforce demand. Enhance career outcomes for undergraduate and graduate students and improve the preparedness for students entering the workforce or pursuing graduate and professional degrees.

c. International Recruitment Strategy: Focus on established partnerships and reduce reliance on agencies.

d. Evaluate Graduate and International Admissions: Streamline processing and improve applicant experience.

a. Targeted Enrollment Incentives

Implement "First Class Free" Incentive to UNO Graduating Seniors

- One free graduate-level course offered to all UNO graduating seniors in the following semester to encourage graduate enrollment.
- By removing key financial barrier, this incentive encourages students to continue their education at UNO, capitalizing on their existing connection to the institution.

Design and Develop "4+1" Joint Degree Programs

- Launch a "4+1" program offering where students receive a bachelor's and master's degree in five years.
- Five-year joint bachelor plus master's programs allows undergraduate students to begin a master's degree program during their fourth year in their undergraduate college. Successful students earn a bachelor's degree at the end of their fourth year and a master's degree at the end of their fifth year.

b. Improve Professional Market Connectivity

- Evaluate employer and workforce needs in the Omaha business community and region. Ensure that program offerings align with these needs and with overall market demand.
- Omaha has a significant and relatively robust business community. The MBA degree program at UNO represents a ripe growth opportunity in the professional market. Admissions will work with the College of Business Administration, the graduate school, and marketing and communications to increase enrollment in the MBA program.

c. International Recruitment Strategy

- The current macroeconomic and geopolitical climate makes recruitment and retention of international students particularly challenging; thus, the goals presented in the context of the current enrollment management plan are fluid.
- Evaluate existing agency and agent relationships and reduce reliance upon them.
- Focus on countries and markets where established relationships between UNO, faculty, or staff and the market already exist. Intentionally emphasize and maximize on those extant connections that are likely to provide a reliable and sustainable yield of a sufficient number of students.
- Evaluate the development of innovative programming that reduces the dependence on student visa process, such as short-term non-degree programs/courses and partnerships with institutions located abroad. Offshore degree programs and collaborative models expand UNO's global reach while creating revenue streams less vulnerable to visa restrictions and shifts in trade policy.

d. Evaluate Admissions Processes

- Assess current admissions processes for both graduate programs and international students.
- Determine areas for increased efficiency in the application or processing and evaluation.
- Consider centralization/consolidation of various admissions processes into the Office of Admissions in the Division of IESS.

FOCUS AREA 4: STUDENT RETENTION, SUCCESS, AND ACHIEVEMENT

Goal: Invest in current students to maximize persistence, graduation, and career preparedness.

Retention remains the most cost-effective pathway to enrollment stability. As discussed in Focus Area 1, enrollment management demonstrates that retaining existing students is more cost-effective than attracting new ones. Strengthening retention offers the most immediate and economical way to drive significant enrollment growth. UNO will enhance persistence and graduation through proactive advising, early alert systems, and the integration of analytics. Technology platforms (i.e. Salesforce, Stellic) will be leveraged to streamline academic planning and monitor student progress. Enhanced first-year initiatives, career readiness programming, and data-informed policy review will ensure students are supported from entry to graduation, strengthening both outcomes and institutional reputation.

Key Initiatives:

a. Early Alert Systems: Monitor academic performance and engagement to identify at-risk students.
b. First-Year Initiatives (FYE/FYI): Strengthen engagement, peer mentorship, and campus resource connections.
c. Technology Optimization: Expand use of Stellic, Salesforce, and predictive analytics to inform advising and policy.
d. Career Outcomes Enhancement: Increase experiential learning, employer partnerships, and data tracking of post-graduate success.
e. Reenrollment: Actively encourage enrolled students to enroll for the upcoming semester; market reenrollment opportunity to Stop Out populations.

a. Implement Early Alert Systems

- Develop reports to monitor student behaviors (e.g. unsatisfactory academic performance and inactivity on learning management systems).
- Develop processes for faculty to more easily raise academic concerns about individual students.
- Create a dashboard or tool within the student success platform identifying students who are potentially at-risk. Establish an evaluative indicator for students needing targeted assistance.

b. First-Year Initiatives

- Evaluate and refine a centralized orientation experience to foster an incoming student's sense of belonging with campus and the university.
- Connect centralized orientation to college-specific first-semester experience courses and other offerings.
- Leverage the first-semester experience course to increase student engagement with peer academic learners, student advisors, and campus resources.
- Evaluate the creation of an Office of First Year Initiatives to replicate and enhance current learning community experiences across the broader student population, and connect these experiences to existing orientation and onboarding activities.

c. Optimize Enrollment Technology Solutions

- Establish a position within the Division of IESS to provide consultative training and guidance on established technologies such as Salesforce and Stellic. This position will also identify and investigate opportunities to use existing technologies to enhance the student experiences and operational efficiencies.

d. Improve Career Outcomes and Improve Workplace Preparedness

- Increase data collection and use regarding career outcomes. Identify effective source data to
- provide quantitative outcomes for degree programs and academic offerings.
- Increase participation of key external constituents to improve career outcomes for students and
- support regional workforce development.
- Expand and enhance campus career services and high-impact learning opportunities for our
- students to prepare them for the global workforce.
- Integrate internship and experiential learning opportunities into degree programs as practicable.
- Promote career services as part of the initial onboarding of new students. Provide career
- counseling as an integral component of the Mav One Stop Shop (discussed in Focus Area 1).

e. Actively Promote Reenrollment

- Continue to enhance Enrollment Days marketing campaign to encourage active students to enroll
- early for the subsequent term.
- Increase targeted marketing to stopped-out populations. Develop a communication plan for
- students stopped out for less than one year and a communication plan for students stopped out
- for 1-10 years.

5. CONCLUSION

Implementation of the Plan will be led by the Vice Chancellor for the Division of IESS in close collaboration with the Senior Vice Chancellor for Academic Affairs. The Division of IESS and the Office of Academic Affairs will work closely with other university partners to achieve a cohesive vision, an organized and collaborative implementation, and ultimately a shared success.

Key priorities include:

- Aligning departmental plans with Plan goals and measurable outcomes.
- Leveraging institutional data to monitor progress and adapt to emerging trends.
- Reporting annually to senior leadership on enrollment metrics, retention rates, and student success outcomes.
- Sustaining cross-divisional collaboration to ensure a unified, student-centered approach.

Through these coordinated efforts, UNO will strengthen its capacity to recruit, retain, and graduate a diverse and talented student body, ensuring long-term institutional resilience and success.

UNO's Plan positions the university to meet the challenges of a changing higher education landscape while remaining student-centered, data-informed, and mission-aligned. By implementing the four focus areas and leveraging the leadership of IESS, UNO will:

- enhance student experience and outcomes;
- grow undergraduate, graduate, and international enrollment;
- strengthen retention and completion rates;
- and align programs and services with workforce and market demand.

This plan sets the stage for UNO to thrive as a regional and global leader in student success, innovation, and engagement.