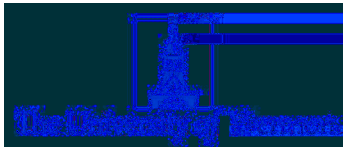

# DIVISION OF ENROLLMENT MANAGEMENT

## INCLUSIVE EXCELLENCE ACTION PLAN 2022-2027

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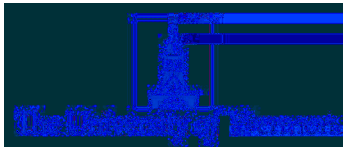
## Introduction

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.

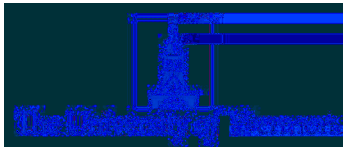
## Unit(s) within the Division of Enrollment Management (DEM)

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



## Inclusive Excellence Plan Implementation Team Members

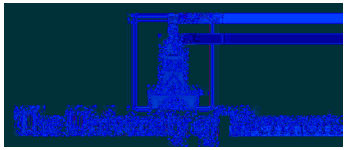
| Name | Title | Department |
|---|---|---|
| Jay Jacobs | Vice Provost for Enrollment Management | Office of the Vice Provost for Enrollment Management |
| UDC Member: Joey Catania | Assistant Director Compliance & Audit | Office of Student Financial Services |
| UDC Member & DEM DEI: Jennifer Fath | 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 |



## 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 LVM education and experience, with respect to enrollment-influenced initiatives.
- Pillar: Recruitment & Admissions
  - Attract, enroll, and retain domestic racial/ethnic diversity.



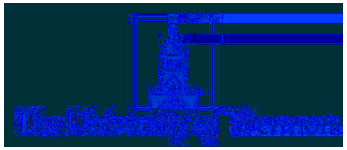
*S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound*

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

### Academic Success Goals

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

Goal



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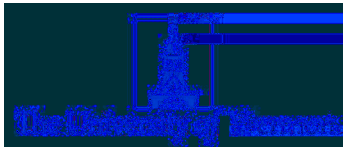
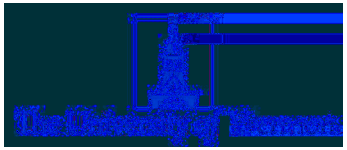
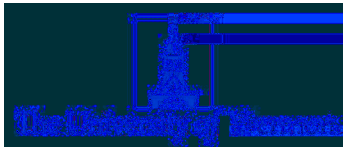
## Part 2–



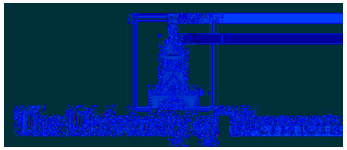
| | | |
|---|---|---|
| • Provide awareness and support to Refugee and New American communities.<br>• Catamount Commitment and First Gen programming moved to CF. AS DEM to provide recruitment and marketing initiatives, financial resources, and student onboarding support.<br>• Continued collaboration with CCV and VSAC Outreach Counselors.<br>• 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<br>• 2+2 CCV Pathways<br>• Collaborate with Vermont State University<br>• Collaborate with VSAC Outreach | Division of Enrollment Management<br><br>Undergraduate Admissions<br><br>Student Financial Services<br><br>Office of the Registrar | Ongoing |



| | | |
|---|---|---|
| • Enhancement of LIVED name and utilization of pronouns<br><br>Implement and market the UVM Promise initiative.<br><br>Develop | | |



Spanish or Mandarin. This applies to both campus-based and regional counselors on the UG Admissions

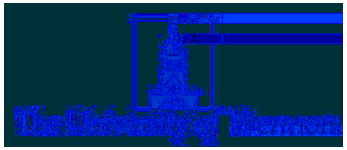


*S.M.A.R.T. Goal: Specific, Measurable, Achievable, Relevant, and Time-Bound*

## 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.<br><br>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<br><br>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<br><br>DEM Senior Leadership<br><br>DEM Supervisors to encourage participation and volunteer opportunities* in relation to DEM Performance Goals<br><br>*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.<br><br>Develop new inclusive language approach to all new job listings.<br><br>Actively recruit candidates who demonstrate experience and commitment to DEI.<br><br>Require diversity statement from all candidates applying into a staff position in DEM. Prioritize at least one interview question related to DEI.<br><br>Integrate DEI training as a part of new employee orientation process.<br><br>Emphasize with prospective candidates and new employees the integration of division-wide DEI goal in annual performance evaluations. | DEM DEI<br><br>DEM Senior Leadership<br><br>DEM Supervisors to encourage participation in relation to DEI Performance Goals | To be completed by December 1 each year for the academic year. |

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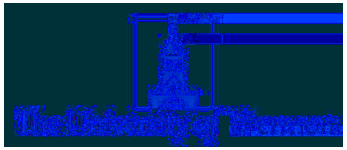

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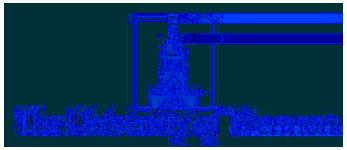
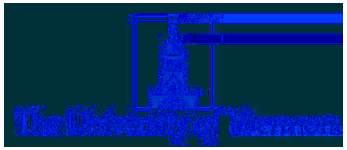


## Digital Accessibility S.M.A.R.T. Goal(s)

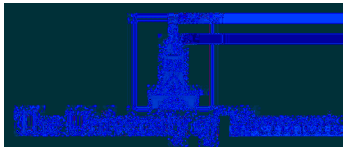
| Goal | Responsible Group | Time Frame |
|---|---|---|
| Review DEM controlled website pages and form accessibility to determine if they maximize digital accessibility/closed captioning for all constituents (prospective & admitted students, current students, parents & families, alumni, community members, educators, etc.).<br><br>Assess the strategies used by external vendors to determine alignment of DEM DEI goals with respect to Digital Accessibility.<br><br>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<br><br>New Student Orientation<br><br>Office of the Registrar<br><br>Student Financial Services<br><br>Work with Strategic Communications for review and guidance. Consult with SAS and ETS as applicable (Spring 2023)<br><br>Make recommendations of change to DEM Senior Leadership | Ongoing |



## 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 |



## Sustainability

| Goal | Responsible Group | Time Frame |
| --- | --- | --- |
| Reduce food waste at events by ensuring we are ordering the appropriate amount of food. When there is an excess, ensure any food waste is composted. | Undergraduate Admissions | |

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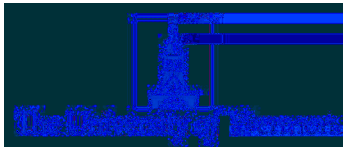
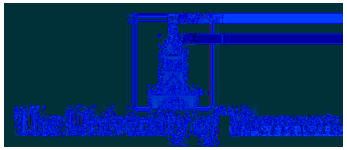


# Part 5– International Inclusion and Global Education

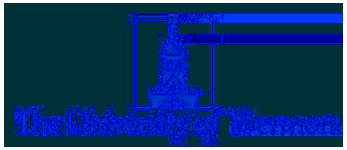
## Academic Success Goals

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 networ 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 ent (e)5 (a)2 (7.24(t )10 (c)-4Tw T* 9m)2 (e)5 (1)5 ors and manat7.2MCID 19 >>1oua7.24(t )G.0 0 12 na.721 73.2 re V | | |



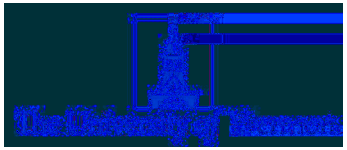
| Goal | Responsible Group | Time Frame |
|---|---|---|
| | Division of Enrollment Management | |
| Collaborate with the Provost's Office to support and promote a Global Trek program and UVM Study Abroad/Travel Abroad experiences. | Undergraduate Admissions | |
| | New Student Orientation | |
| Office of the Registrar/Transfer Affairs to engage in partnership with the Office of International Education to support UVM Study Abroad/Travel Abroad experiences | Office of the Registrar | |

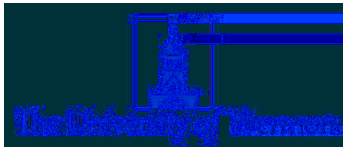


## Analysis of Systems

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

- Systems impacting Students
- Systems impacting Employees

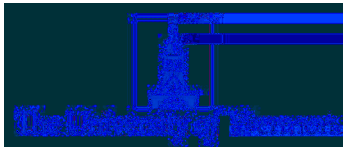




## Part 7 – Process, Timeline and References

### Timeline

- 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 VP of Enrollment Management to review Draft of Inclusive Excellence 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 (2020-21) (uvm.edu)
- Consultation Paul Suh-Hyun Yoon, Senior Advisor for Inclusive Excellence, Division of Diversity, Equity, and Inclusion.


*Last updated: November 20, 2023*