

LOOK NORTH

UNT 2030

DEVELOP | DISCOVER | DRIVE



WHO WE ARE

The Division of Enrollment supports students with a caring spirit by providing access and clear pathways to educational opportunity. Guided by a vision of delivering a simplified, nurturing enrollment experience from recruitment to graduation, the division leads services that help students apply, gain admission, secure financial aid, pay tuition, register for classes, and engage with UNT through personalized communications and pathway programs. The division also manages core technologies and delivers data-informed insights that shape university-wide decisions and strengthen student success.

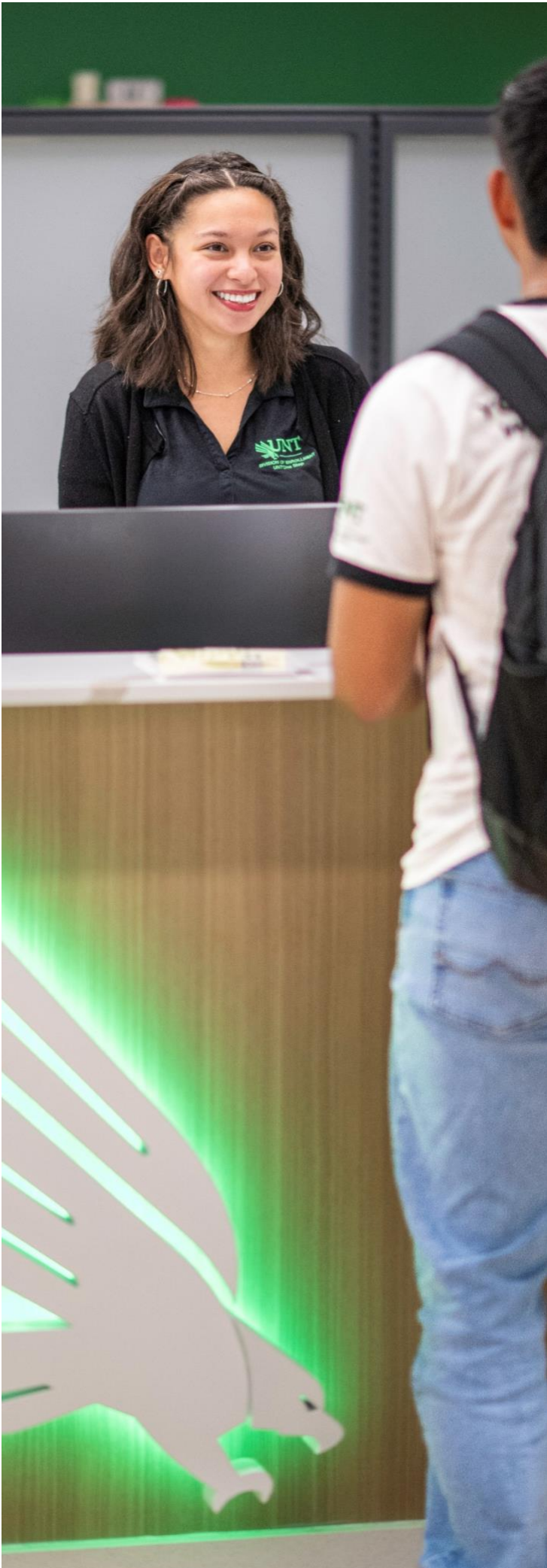


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Executive Summary

The Division of Enrollment at the University of North Texas is dedicated to providing excellent customer service with a caring spirit by creating a seamless, affordable, and personalized experience for every student. Spanning the entire student journey, from early outreach through degree completion, the division embodies UNT's commitment to guiding grit to greatness and creating enduring value for the public good.

Challenges We Aim to Solve

Higher education faces a confluence of challenges: a steep, prolonged decline in traditional aged college students beginning in 2026, rising competition among regional institutions, evolving workforce needs across industry sectors, and a growing population of adults with some college but no credential.

The Division of Enrollment will develop new pathways, implement modernized systems, and provide personalized support so that qualified students can succeed in earning credentials of value. The division will reduce procedural barriers that delay progression and ensure affordability remains a cornerstone of access.

Our Unique Solution

The Division of Enrollment differentiates itself through an integrated, data intelligent, student-centered approach. Its strengths begin with a caring ethos and a comprehensive service model that guides students through the UNT academic journey with clarity and confidence. By fostering a ubiquitous learning environment that meets students where they are — whether in modality, timing, or level of support — the division ensures that every learner can engage with UNT in ways that fit their individual pathways.

Robust use of predictive analytics and data intelligence, which inform university-wide decisions, personalize communications, identify risk factors early, and enable targeted interventions at scale, combined with modernized systems, reduces friction and improves the timeliness of every student milestone.

The Students We Serve

The division supports all admissible students, including:

- First time-in-college (FTIC) students seeking a clear and confident start.
- Transfer students who need seamless credit applicability and a clear pathway to complete a bachelor's degree.
- Graduate students, including those pursuing research and doctoral pathways.
- Adult learners and working professionals who require flexible pathways, alternative entry routes, and workforce-aligned credentials.
- Students from partnering ISDs and community colleges engaged through early outreach, co-enrollment, and pathway programs.

- International students seeking a quality education and unique UNT experience.
- Students seeking educational experiences in Frisco, Denton, online, or a combination of locations and modalities.
- Economically disadvantaged students who benefit from financial aid, affordability strategies, and financial literacy support.

Across all student types, the division aims to deliver proactive, holistic care and ensure that every student receives the right information, at the right time, through the right channel.

Expected Results and Impact

Through its strategic goals and innovations, the Division of Enrollment expects to achieve:

- Increased new student enrollment across first-year, transfer, graduate, and adult learner segments.
- Improved retention and graduation rates, powered by predictive analytics, targeted interventions, and financial aid strategies that reduce stop-outs.
- Reduced time to degree through optimized course scheduling, credit evaluation, and clear guided pathways.
- Stronger family engagement and increased utilization of self-service tools that reduce administrative barriers.
- Enhanced affordability, greater transparency in college costs, and reduced student debt upon graduation.
- Better alignment between UNT credentials and workforce needs, contributing to regional and statewide talent development.

Strategic Direction Through 2030

Over the next five years, the Division of Enrollment will create a seamless, affordable, and personalized enrollment-to-graduation experience for students. We will increase enrollment to strengthen Texas' educational pipeline through expanded early outreach efforts, partnerships, innovative pathways, and enhanced transfer engagement. We will deliver financial support and literacy tools to help remove barriers and improve retention and completion. Through targeted family engagement, One Stop services, and an improved mobile and web experience, we will ensure proactive, holistic care. We help students start strong and move through their degrees with clarity and confidence.

The Division of Enrollment is continuously modernizing systems and processes in preparation for and in response to demands for more innovative programs and student experiences. We troubleshoot and problem-solve to deliver solutions for our stakeholders. Data intelligence and predictive models developed by the Division of Enrollment in partnership with other divisions will power more accurate planning, personalized communications, and targeted interventions at scale. Together, these actions will inform UNT decisions, increase student success, accelerate time to degree, and strengthen the region with future-ready talent for the public good.

Unique Role, Contribution, and Strengths

The Division of Enrollment plays a critical role in advancing UNT's mission by delivering a seamless, student-centered enrollment-to-graduation experience that expands access, strengthens affordability, and supports student success at scale. The division's strengths begin with its caring spirit and commitment to providing clear pathways into higher education, helping students apply, gain admission, secure financial aid, register for classes, and engage meaningfully with the university. Through robust data intelligence and predictive analytics capabilities, the division equips campus partners with insights that shape university decisions and enable proactive, holistic care for students throughout their academic journey.

The division is uniquely positioned to strengthen Texas' educational pipeline through expanded early outreach, innovative pathway programs, and enhanced transfer engagement, ensuring more qualified students can access credentials of value at UNT. Its collaborative partnerships with ISDs, community colleges, and workforce-aligned programs further leverage UNT's role as a driver of regional and state talent development. Modernizing enrollment systems and implementing student-centered processes reduces barriers, improves time to degree, and reinforces UNT's commitment to affordability and timely progression. Together, these strengths ensure that the Division of Enrollment is a strategic catalyst for student success and a core contributor to UNT's mission and 2030 goals.

Navigating External Forces, Trends, and Contexts

Over the next five years, UNT's Division of Enrollment will navigate a rapidly shifting higher education landscape shaped by significant demographic, economic, and competitive forces. National projections show a steep and prolonged decline in traditional-aged college students beginning in 2026, with high school graduates expected to enter a 15-year downturn. This demographic shift increases the importance of identifying strategies to serve new student populations, including bachelor's-degreed professionals moving into the region. UNT must also be prepared with credit and non-credit programs to address North Texas' expanding workforce needs, as the DFW region continues to experience strong job growth across sectors such as technology, healthcare, logistics, AI and manufacturing, driving intense regional demand for top talent. At the same time, competition among regional universities will intensify as institutions expand their physical presence and open new instructional sites.

These dynamics will require UNT to differentiate through program relevance and marketability. The growing population of adults with some college but no credential — over 37 million nationally and increasing annually — represents a major opportunity for targeted reengagement strategies and flexible pathways back to completion. Workforce-aligned initiatives like the Texas Talent Accelerator will further strengthen program relevance by ensuring curricula match employer demand in North Texas' fast-growing labor market. Together, these trends will shape our enrollment strategy toward more flexible access, adult learner pathways and career-aligned programs that meet the evolving needs of students and the region.

Strategic Goals (2026-2030)

- **Expand opportunities to access workforce-aligned credentials to meet Texas' talent needs:**

This goal strengthens Texas' educational pipeline through early outreach, innovative pathway programs, transfer partnerships, and flexible entry options, ensuring more qualified students access credentials of value at UNT. These strategies respond to demographic declines in traditional-aged students beginning in 2026 and the growing need to serve adult learners, transfer populations, and workforce demands.

Success by 2030:

- Increase new student enrollment across first-time-in-college, transfer, graduate, and adult learner segments.
- Expand partnerships and early engagement programs with ISDs and community colleges.
- Improve application to enrollment conversion through proactive communication, seamless admissions, and credit mobility.
- Grow enrollment in programs aligned with high-demand regional workforce fields (technology, healthcare, logistics, AI, finance).

- **Modernize academic and enrollment systems to improve student progression and completion:**

This goal advances UNT's commitment to modern, student-centered academic design by implementing technology-enabled solutions such as AI-supported transcript evaluation, degree planning tools, and smart scheduling. These improvements reduce procedural barriers, accelerate time to enrollment, and increase student momentum toward degree completion.

Success by 2030:

- All new students registered in success-focused, smart schedules prior to orientation.
- Transcript evaluation and credit articulation processes automated and simplified.
- Increased average semester credit hours per student and improved course-fill efficiency.
- Flexible enrollment models (co-enrollment, alternative pathways, flexible schedules, course sharing) are fully supported by upgraded systems.

- **Embed data intelligence and predictive analytics into enrollment and student success strategies:**

Building on UNT's robust data infrastructure, this goal focuses on delivering predictive models that enable proactive, personalized interventions at scale. Data intelligence informs recruitment, financial support, course demand, and retention strategies, empowering the university to meet core 2030 targets.

Success by 2030:

- Validated predictive scores for first- and second-year success used to direct student advising and support.
- Predictive financial support model reduces stop-outs due to financial distress and increases retention of aid-eligible students.

- Improved enrollment forecasting and academic planning.
 - Course scheduling optimized through demand predictions generated from degree audits and historical enrollment behavior.
- **Deliver a coordinated, personalized enrollment-to-graduation student experience:** This goal advances UNT's commitment to holistic, student-centered support by creating a coordinated, technology-enabled experience from recruitment through graduation. By anticipating student needs, delivering timely interventions, and empowering students and families with intuitive self-service tools, the Division of Enrollment strengthens belonging and supports students' development of future-ready skills essential for success in an evolving world. A personalized enrollment-to-graduation journey ensures every student receives the right information, at the right time, through the right channel, improving clarity, confidence, and connection to UNT.

Success by 2030:

- Increased family engagement through active usage of the UNT Family Portal.
 - Increased student utilization of self-service tools for admission, financial aid status, and course planning to meet degree requirements for timely completion.
 - Reduced call volume and in-person traffic for routine administrative inquiries.
 - Increased on-time completion of key milestones, including FAFSA submission, orientation, and course enrollment.
- **Strengthen affordability and financial capability to improve persistence and completion:** This goal supports UNT's culture of financial resilience by expanding effective financial aid offers to low to middle income students, enhancing transparency in college costs, and delivering comprehensive financial literacy programming. These efforts align directly with statewide priorities to increase credential attainment and address the needs of the growing population of adults with some college but no credential.

Success by 2030:

- Increased percentage of Pell-eligible students in receipt of financial aid covering the full cost of tuition and fees.
- Reduced number of students stopping out due to financial barriers.
- Improved student loan repayment rate among UNT graduates.
- Expanded graduate tuition benefits supporting research, innovation, and time to degree improvement.
- Reduce the time to value of UNT degrees through the strategic use of tuition discounts and financial aid leveraging.

Key Outcomes & Metrics

First to Second-Year Retention

The Division of Enrollment strengthens retention by delivering proactive, targeted communications that guide students through key academic and financial milestones, reducing procedural barriers that commonly cause attrition. The division's predictive analytics identify early risk factors and enable timely outreach, personalized interventions, and coordinated support across enrollment, financial aid, and One Stop services. Improvements to course scheduling and credit evaluation ensure students can enroll in the classes they need for continued progression.

Four- and Six-Year Graduation Rates

The division supports completion by optimizing course availability, improving degree applicability of transfer credit, and developing clear guided pathways from entry to graduation. Strategic communications sustain student engagement across each transition point, while financial literacy programming and targeted aid reduce the likelihood of withdrawal due to financial pressures. Accelerated transcript evaluation impacts students' decisions to attend UNT.

Doctoral Degrees Awarded

Graduate enrollment strategies, including enhanced recruitment, targeted outreach, and expanded tuition benefit programs, strengthen the doctoral pipeline. The division supports graduate student persistence through coordinated communication and financial services that help doctoral students navigate enrollment, aid, and progression requirements.

Time to Value

By improving credit articulation, strengthening pathway partnerships, and optimizing course sequencing, the division ensures students progress efficiently toward degree completion. Enhanced degree planning and audit tools will also empower students to monitor their progress and make timely decisions. These tools will keep students progressing toward graduation, while targeted financial support offered to more students will help keep the cost of the UNT degree affordable, reducing overall time to value.

Core Metrics: Established Benchmarks that Define University Performance

1st to 2nd year retention

UNT Baseline (2024/25): **77%** | UNT Target (2030): **90%**

Unit contribution to achieving targets:

- **Delivers proactive, targeted student communications** that encourage continued enrollment and support students at key enrollment and academic milestones, improving follow-through and minimizing procedural barriers.
- **Uses data intelligence and predictive analytics** to identify retention risk factors early, enabling timely outreach and personalized interventions that keep students on track toward degree completion.
- **Leverages financial aid and institutional scholarships** to reduce affordability barriers, ensuring more students, especially Pell-eligible and underserved populations, are retained.
- **Expands financial literacy education and guidance**, helping students understand, manage, and plan for the financial aspects of their education, which supports long-term persistence.
- **Optimizes course offerings and scheduling practices** to ensure students can enroll in the classes they need, minimizing delays and enabling clear, efficient pathways to degree completion.

4-year graduation rate

UNT Baseline (2024/25): **42%** | UNT Target (2030): **65%**

Unit contribution to achieving targets:

- **Uses data intelligence and predictive analytics** to identify retention risk factors early, enabling timely outreach and personalized interventions that keep students on track toward degree completion.
- **Optimizes course offerings and scheduling practices** to ensure students can enroll in the classes they need, minimizing delays and enabling clear, efficient pathways to degree completion.
- **Develops and expands pathway partnerships** that give students a clear, visualized roadmap from entry to degree completion.
- **Implements new and maintains existing articulation agreements** to ensure students' earned credits apply efficiently toward degree requirements, reducing time to degree.
- **Leverages financial aid programs and institutional scholarships** to make a four-year degree more affordable and reduce financial barriers to graduation.
- **Delivers strategic, personalized communications** that guide students through key academic and financial milestones, keeping them on track toward graduation.
- **Uses student financial history data** to provide targeted outreach and individualized financial support that prevents stop-outs and withdrawal.
- **Provides financial literacy education and coaching** to help students manage money effectively throughout their academic journey and beyond.

- **Tracks indicators of students’ continued enrollment potential** to inform timely outreach and interventions that support persistence.
- **Ensures students have access to tools and systems** — such as degree audits and progress dashboards — that help them monitor their academic journey and stay aligned with graduation requirements.

6-year graduation rate

UNT Baseline (2024/25): **61%** | UNT Target (2030): **80%**

Unit contribution to achieving targets:

- **Uses data intelligence and predictive analytics** to identify retention risk factors early, enabling timely outreach and personalized interventions that keep students on track toward degree completion.
- **Optimizes course offerings and scheduling practices** to ensure students can enroll in the classes they need, minimizing delays and enabling clear, efficient pathways to degree completion.
- **Develops and expands pathway partnerships** that give students a clear, visualized roadmap from entry to degree completion.
- **Implements new and maintains existing articulation agreements** to ensure students’ earned credits apply efficiently toward degree requirements, reducing time to degree.
- **Leverages financial aid programs and institutional scholarships** to make a four-year degree more affordable and reduce financial barriers to graduation.
- **Delivers strategic, personalized communications** that guide students through key academic and financial milestones, keeping them on track toward graduation.
- **Uses student financial history data** to provide targeted outreach and individualized financial support that prevents stop-outs and withdrawal.
- **Provides financial literacy education and coaching** to help students manage money effectively throughout their academic journey and beyond.
- **Tracks indicators of students’ continued enrollment potential** to inform timely outreach and interventions that support persistence.
- **Ensures students have access to tools and systems** — such as degree audits and progress dashboards — that help them monitor their academic journey and stay aligned with graduation requirements.

Annual R&D expenditures

UNT Baseline (2024/25): **\$124M** | UNT Target (2030): **\$250M**

N/A

Doctoral degrees awarded

UNT Baseline (2024/25): **286** | UNT Target (2030): **300**

Unit contribution to achieving targets:

- **Implements targeted and strategic graduate recruitment strategies** to strengthen the pipeline of prospective doctoral students and increase enrollment in doctoral programs.
- **Expands and enhances graduate tuition benefit programs** to improve affordability, support graduate research, and increase the persistence and completion rates of doctoral students.
- **Delivers strategic, personalized communications** that can help guide students through their doctoral journey.

Time to value

UNT Baseline (2024/25): **6 years** | UNT Target (2030): **Decrease time for programs over median**

Unit contribution to achieving targets:

- **Develops and expands pathway partnerships** that give students a clear, visualized roadmap from entry to degree completion.
- **Implements new and maintains existing articulation agreements** to ensure students' earned credits apply efficiently toward degree requirements, reducing time to degree.
- **Ensures students have access to tools and systems** — such as degree audits and progress dashboards — that help them monitor their academic journey and stay aligned with graduation requirements.
- **Optimizes course offerings and scheduling practices** to ensure students can enroll in the classes they need, minimizing delays and enabling clear, efficient pathways to degree completion.
- **Distributes financial assistance** to students who exhausted their financial resources in their final semesters of degree completion.
- **Collects, analyzes, and visualizes** post-graduate outcomes data to measure time to value.

Emergent Metrics: Important Dimensions of Our Success that Require New Approaches

Post-graduation placement: Percentage of graduates placed in high-demand occupations or graduate and professional programs

The Division of Enrollment collaborates with academic departments and colleges across UNT and partners with the National Student Clearinghouse to collect post-graduation placement data for analysis and visualization used by UNT leaders and stakeholders.

Career-aligned learning: Percentage of academic programs that integrate internships, industry-sponsored projects, or other work-integrated learning experiences

The Division of Enrollment collaborates with academic departments and colleges across UNT to collect career-aligned learning data for analysis and visualization used by UNT leaders and stakeholders.

Awards and recognitions: Prestigious awards, exhibitions, and performances achieved by our students, faculty, staff, and alumni

The Division of Enrollment collaborates with the Provost's Office, Student Affairs, Human Resources, Advancement, and staff workgroups to capture awards and recognition data for analysis and visualization used by UNT leaders and stakeholders.

Innovation and entrepreneurship: New ventures, startups, and public impact projects launched by students, faculty, and alumni

The Division of Enrollment collaborates with innovation and entrepreneurship leads at UNT to capture data on new ventures, startups, and public impact for analysis and visualization used by UNT leaders and stakeholders.

Student and alumni engagement: Perceptions of how well UNT prepares graduates to pursue lives of meaning and purpose

The Division of Enrollment staff from various departments serve on UNT's student survey committee to ensure data of value are collected. Major student and alumni survey groups including the National Survey of Student Engagement (NSSE) and Student Experience in the Research University (SERU) are currently used to capture data on perceptions of preparedness to pursue a life with meaning and purpose. The data are used for analysis and visualization for UNT leaders and stakeholders.

Unit-Level Metrics: Other Important Priority Metrics Tracked at the Unit Level

- **Grow enrollment at a sustainable pace.** Maintaining steady, manageable enrollment growth supports the university's vision and ensures the university can scale without compromising academic quality, student support services, or infrastructure.
- **Increase student participation in partnership pathways.** Expanding participation in partnership pathways strengthens enrollment pipelines, broadens access, and aligns academic offerings with community, workforce, and transfer needs.
- **Increase Pell-eligible students' retention and graduation rates.** Improving retention and graduation rates for Pell-eligible students through targeted support services advances student success and economic mobility post-graduation.
- **Increase number of semester credit hours per student.** Encouraging higher average credit loads promotes academic momentum, shortens time to degree, and improves graduation rates.

Goals in Action

Over the next five years, the Division of Enrollment will implement strategies that support UNT's three core priorities: Develop, Discover, and Drive.

Develop the potential of UNT students, faculty, staff, and community members

The Division of Enrollment will improve student success, modernize curriculum, and support faculty and staff by

- Modernizing systems and tools to help students understand and navigate their academic requirements, reducing confusion and dropout risks.
- Leveraging financial aid and institutional scholarships to reduce affordability barriers, enabling students to persist to graduation.
- Expanding financial literacy education and guidance, equipping students with the skills to manage their financial responsibilities throughout their academic journey.
- Delivering proactive, targeted student communications that strengthen students' connection to the university community and encourage continued enrollment.
- Optimizing course offerings and smart scheduling practices to ensure students can access the classes they need, reducing delays and enabling timely progression.

Discover new knowledge and insights that bridge traditional academic disciplines

The Division of Enrollment will contribute to the advancement of research and discovery, expand student research opportunities, and utilize technology to accelerate progress by

- Using data intelligence, predictive analytics, and data models to identify early warning indicators and guide personalized interventions that prevent attrition.
- Streamlining credit articulation through AI transcript processing to ensure students experience easier transitions to UNT and faster credit applicability.
- Creating systems and pathways that provide academic departments opportunities to implement innovative programs and ubiquitous learning experiences.

Drive creative advances, partnerships, and new models of higher education

The Division of Enrollment will facilitate strategic partnerships, new ventures through innovation and entrepreneurship, and drive progress for our region and state by

- Designing student-centered pathways, including guided pathways, co-enrollment partnerships, and transfer articulation agreements, which reduce barriers, clarify academic pathways, and improve students' ability to navigate UNT degree plans effectively.
- Engaging parents, families, and stakeholders, building a broader ecosystem of support around students.

- Promoting outreach and engagement strategies that build confidence, belonging, and identification with UNT early in the student pipeline.
- Developing systems, models, and data intelligence to guide decision-making for advances, partnerships, and new models of higher education.