STUDENT ENROLLMENT MANAGEMENT TASK FORCE:

5-YEAR SEM PLAN

HURON

UNIVERSITY of WYOMING

AGENDA

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- Progress to Date

2 **5-Year SEM Plan**
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- Enrollment Growth Projections

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- Mid-Term
- Long-Term

4 **Ongoing Work**

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PROJECT OVERVIEW
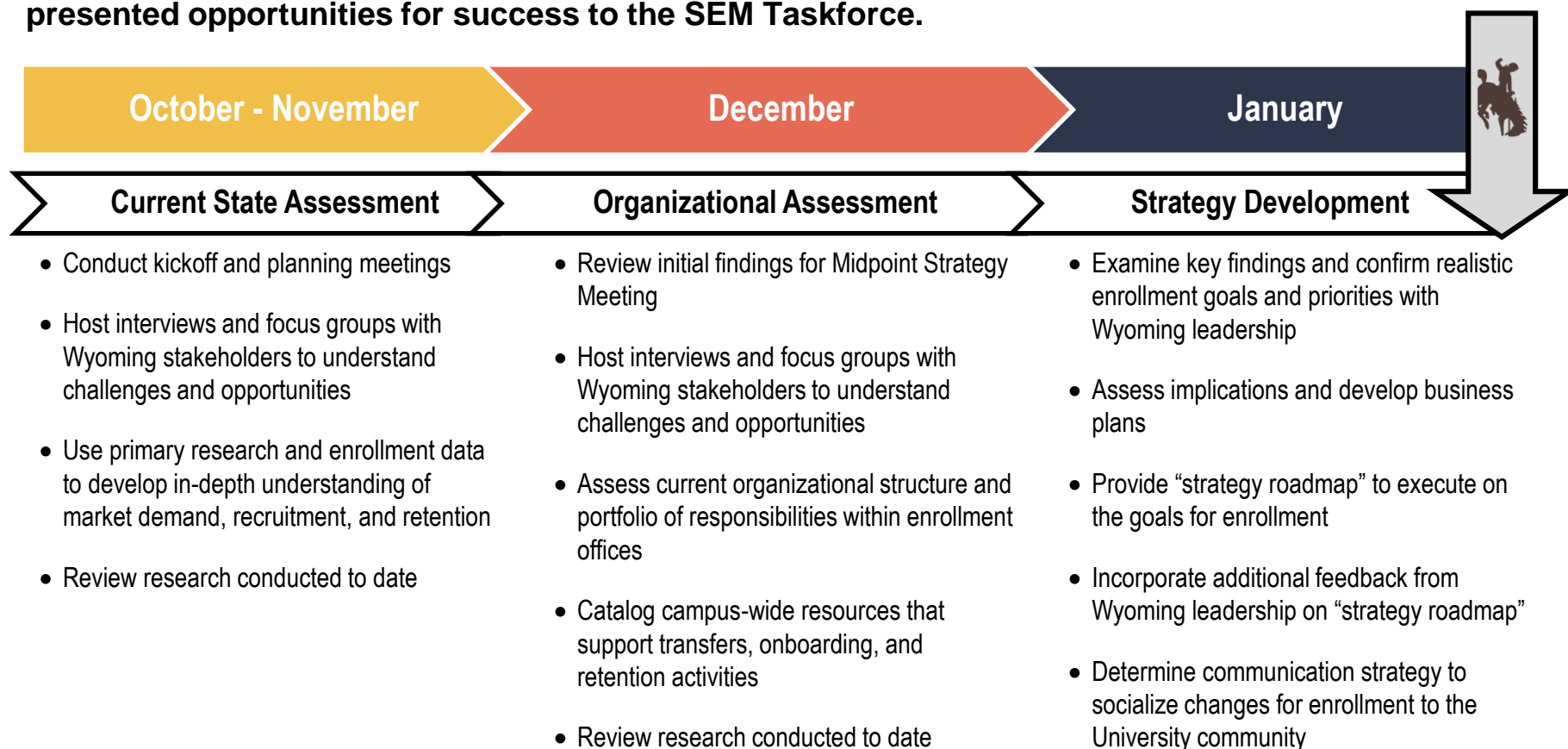### PROGRESS TO DATE

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PROJECT OVERVIEW
PROJECT PROGRESSION

Over the past 12 weeks, Huron conducted 125+ interviews with key stakeholders, analyzed data to understand undergraduate enrollment strategies and key factors predicting student success, and presented opportunities for success to the SEM Taskforce.

October - November	December	January
Current State Assessment	**Organizational Assessment**	**Strategy Development**

Current State Assessment
- Conduct kickoff and planning meetings
- Host interviews and focus groups with Wyoming stakeholders to understand challenges and opportunities
- Use primary research and enrollment data to develop in-depth understanding of market demand, recruitment, and retention
- Review research conducted to date

Organizational Assessment
- Review initial findings for Midpoint Strategy Meeting
- Host interviews and focus groups with Wyoming stakeholders to understand challenges and opportunities
- Assess current organizational structure and portfolio of responsibilities within enrollment offices
- Catalog campus-wide resources that support transfers, onboarding, and retention activities
- Review research conducted to date

Strategy Development
- Examine key findings and confirm realistic enrollment goals and priorities with Wyoming leadership
- Assess implications and develop business plans
- Provide "strategy roadmap" to execute on the goals for enrollment
- Incorporate additional feedback from Wyoming leadership on "strategy roadmap"
- Determine communication strategy to socialize changes for enrollment to the University community

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5-YEAR SEM PLAN

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5-YEAR SEM PLAN
PURPOSE

Purpose:

+ To provide the University of Wyoming with an action plan to guide the sequence of steps over the next 5 years to increase undergraduate enrollment.

Assumptions

+ The following assumptions were made in the creation of this plan based on our understanding of the market and the University's feasibility for growth:

1. The greatest potential to increase headcount in the short-term is in the areas of student success and transfer student enrollment.

2. First-time, full-time enrollment is seen as a long-term growth opportunity that reflects the multi-year prospect development timeline for traditional age students.

3. UW will finalize and operationalize a university-wide strategic plan that defines it educational mission, aligns the student educational experience with market demands, and differentiates itself from in-state partners as well as out-of-state competitors.

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5-YEAR SEM PLAN
ENROLLMENT GROWTH PROJECTIONS

Growth Considerations

+ The University of Wyoming will need to effectively support the needs of students currently enrolled prior to any major growth to avoid exacerbating current retention issues that could harm the UW brand.

+ To successfully grow the UW student body in a stepwise fashion that ensures success, UW should execute its strategic enrollment plan intentionally, monitor progression metrics regularly, and adjust the plan as needed.

+ Effective growth requires an investment in new (or repurposing of existing) resources, so appropriate ratios of student support (faculty, student support staff, etc. to student) are maintained.

+ UW should assess it's true capacity with regards to course availability by school (particularly key gateway courses), and absolute physical constraints (classroom space, housing) to ensure a reasonable, sustainable growth rate.

+ For the purpose of this plan, we conservatively anticipate a 2% annual growth rate for all freshmen, a 5% annual growth rate among transfer students, and an annual 0.5% gain in cohort retention rates.

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5-YEAR SEM PLAN
ENROLLMENT GROWTH PROJECTIONS

A sequenced growth plan, with goals for headcount and geographic diversity at each step, will provide UW with a strong foundation to invest in shaping its future class*

Demographic	Student Type	Baseline	2017	2018	2019	2020	2021
In-State Wyoming	Freshmen	824	10	20	30	40	50
	Transfer	487	30	60	75	85	100
Out-Of-State Colorado	Freshmen	362	10	30	45	55	60
	Transfer	60	40	55	65	75	90
Out-Of-State Other	Freshmen	330	0	10	15	25	30
	Transfer	200	30	50	70	80	100
0.5 % Annual Retention Lift	Freshmen	0	7	15	23	31	40
0.5% Transfer Retention Lift	Transfer	0	4	8	12	17	22
Total New Headcount			0	131	248	335	408	492
Total Enrollment	Undergraduate	8,480	8,611	8,728	8,815	8,888	8,972

* Enrollment projections reflect undergraduate students at the Laramie Campus only.

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INITIATIVES & OPPORTUNITIES:
SHORT-TERM

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5-YEAR SEM PLAN
INITIATIVE SUMMARY

+ Huron identified **63 different initiatives and opportunities** for the UW to consider:

- 33 of the opportunities are categorized as "Short-Term" *(January 2017-December 2018)*
  - 11 opportunities relate to Retention and Student Success
  - 11 opportunities relate to Transfer Operations
  - 11 opportunities relate to Freshmen Operations

- 19 of the opportunities are categorized as "Mid-Term" *(January 2019-December 2020)*
  - 9 opportunities relate to Retention and Student Success
  - 5 opportunities relate to Transfer Operations
  - 5 opportunities relate to Freshmen Operations

- 11 of the opportunities are categorized as "Long-Term" *(January 2021-December 2022)*
  - 4 opportunities relate to Retention and Student Success
  - 3 opportunities relate to Transfer Operations
  - 4 opportunities relate to Freshmen Operations

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
SHORT-TERM: ORGANIZATION & STRUCTURE

OPPORTUNITY KEY:

| Retention & Student Success |
| Transfer |
| Freshmen |

Short-Term	Mid-Term	Long-Term
January 2017-December 2018	January 2019-December 2020	January 2021-December 2022

Establish a Student Success Governance Committee

Establish UW Student Success Action Sub-Committee (Monitors At Risk Students)

Establish an Orientation / Onboarding Team; Link Cowboy Connect to Orientation

Implement Peer-to-Peer Advising Model within the Colleges

Hire AVP for Enrollment to enhance Recruiting, Admission, and Onboarding operations

Establish Transfer Center support and structure

Leverage existing Outreach Coordinators and personnel on WYCC campuses

Work with existing Wyoming Transfer Council to create WYCC Advisory Board

Establish Transfer Student Peer-Mentor Program

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
SHORT-TERM: DATA & TECHNOLOGY

OPPORTUNITY KEY:
- Retention & Student Success
- Transfer
- Freshmen

Short-Term
January 2017-December 2018

Mid-Term
January 2019-December 2020

Long-Term
January 2021-December 2022

Connect data collected during enrollment to SIS for advising and student support

Determine an enrollment cap for "Admitted with Support" (Resident only?)

Leverage historical course enrollment data to inform future needs and planning

Enhance Transfer student website; Aggregate important resources in a central place

Utilize WYCC Clearinghouse data to build Transfer pipeline

Utilize WYCC graduation lists for advising invitations

Link to Transfer evaluations on WYCC websites; Post articulations and 2+2 agreements

Enhance brand platform, prospective student website, and social media presence

Use clearinghouse data to inform recruitment and yield strategies

Identify and collect key data points for data warehouse; Share with Student Support staff

Examine the frequency, content, and recipients of College-level recruiting reports

Examine effectiveness of current prospect development campaigns

Create a prospective student score and academic preparedness index

Optimize current recruitment territories

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
SHORT-TERM: INTERACTIONS & EVENTS

OPPORTUNITY KEY:

Retention & Student Success
Transfer
Freshmen

Short-Term
January 2017-December 2018

Mid-Term
January 2019-December 2020

Long-Term
January 2021-December 2022

Develop and administer a Student Success Instrument at Cowboy Connect & Orientation

Roll-out an advisor communication plan to promote consistency in approach

Enhance financial aid communications and promote financial literacy

Centralize the withdrawal process; Understand *why* students leave to re-engage

Make Transfer orientation mandatory; reserve seats in courses for transfer registration

Host accepted Transfer student programming, both on campus and regionally

Rethink admission application user experience and content; Remove major declaration

Create distinct calls to action in recruiting materials; Establish expectations and deadlines

Enforce 7/1 application deadline; Provide a single admission decision to students

Develop a "summer melt" strategy; maintain touchpoints to build excitement

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
SHORT-TERM: IMPLEMENTATION PLAN

Short-Term	Mid-Term	Long-Term
January 2017-December 2018	January 2019-December 2020	January 2021-December 2022

	Short-Term Implementation Considerations

Resources Required	• Staff time and resources:
	  ○ Hire AVP for Enrollment, appoint director of Transfer Success Center, shift a dedicated marketing person to Enrollment
	  ○ Establish and appoint a Student Success Governance Committee, an Onboarding Working Group, and reinvigorate the existing WY Transfer Council
	  ○ Develop peer-mentor programs; Nominate, select, and train students
	  ○ Support mandatory orientation and enhanced on-campus student programming
	  ○ Develop, administer, and analyze student success instrument
	  ○ With support from IR, provide data and establish regular reports to inform decision making
	• Investments:
	  ○ Support the enhancement of Freshmen and Transfer websites and application redesign; link program articulations into UW's SIS; Partner with an outside web design firm with specific expertise

Metrics	• Define student success metrics and establish key milestones; Create and disseminate reports as needed • Determine appropriate goals to measure progress against and continually assess program effectiveness • Collect and store data critical to strategic student success planning and decision making ○ Admission data, Course Enrollment data, Clearinghouse data, Withdrawal data, etc.
Change Management	• Develop and execute a holistic communications plan to create buy-in on the importance of a University-wide approach to student success • Develop and distribute enhanced financial aid, financial literacy, and advising communications • Empower key change makers with the decision authority to enact resolutions

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES:
MID-TERM

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INITIATIVES & OPPORTUNITIES
MID-TERM: DATA & TECHNOLOGY

Short-Term	Mid-Term	Long-Term
January 2017-December 2018	January 2019-December 2020	January 2021-December 2022

Retention & Student Success

Enhance WyoWeb Portal; Turn on degree planning tools

Leverage CRM to customize emails, target communications, and reduce noise

Expanded adoption of CRM to support retention efforts (Case Management Tool)

Create block tuition rates to incentivize students to take higher course loads

Develop a comprehensive pricing strategy for non-residents

Leverage retention diagnostic to inform scholarship awarding strategy

Expand course offerings outside of current clustering (10am-2pm)

Create centralized oversight of each College's course offerings

Transfer

Enhance WyoWeb Portal; Aggregate resources to promote self-service

Automate credit evaluation process to best extent possible (Link TreQ to Banner)

Freshmen

Consider membership with the Common Application to increase awareness

Enhance WyoWeb Portal (Admitted Student Portal); Link to important resources

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
MID-TERM: INTERACTIONS & EVENTS

OPPORTUNITY KEY:

Retention & Student Success
Transfer
Freshmen

Short-Term
January 2017-December 2018

Mid-Term
January 2019-December 2020

Long-Term
January 2021-December 2022

Shift the administration of placement exams to online and over the summer

Establish a transfer liaison within each college

Identify and cultivate out-of-state CC relationships with coordinators (CO & NE)

Establish Transfer Advising Days in collaboration with UWC/WYCC

Develop admitted student engagement and yield plans by College

Implement pre-registration prior to Orientation; Consider block scheduling

Create targeted high school student fly-in programs (resident and non-resident)

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
MID-TERM: IMPLEMENTATION PLAN

Short-Term	Mid-Term	Long-Term
January 2017-December 2018	January 2019-December 2020	January 2021-December 2022

	Mid-Term Implementation Considerations

Resources Required	• Staff time and resources:
	  ○ Gain additional support from IT to customize email communications, enhance WyoWeb portal and student developmental tools to encourage self service, address opportunities in Banner (SIS) to automate transfer evaluations, expand adoption of CRM to promote case management and retention efforts, and enhance existing course and degree planning tools
	  ○ Develop and administer summer placement exams
	  ○ Invite WYCC grads to campus for advising appointments and on-campus programming
	• Funding:
	  ○ Conduct study to examine price elasticity, scholarship allocation, and block tuition models
	  ○ Support the adoption of the Common Application
	  ○ Support fly-in programs for highly desirable prospective students

Metrics	• Capture and store financial aid and scholarship data as it relates to yield to inform future strategies • Capture and store course enrollment data to inform course scheduling and degree planning • Capture and store metrics and yield rates by College to inform outreach and communication strategies
Change Management	• Identify a single point of contact within each school / college to manage student success initiatives ○ Recruitment, admission, onboarding, yield, student support, and academic management • Identify key personnel at WYCC's to enhance collaboration

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES:
LONG-TERM

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INITIATIVES & OPPORTUNITIES
LONG-TERM

Short-Term	Mid-Term	Long-Term
January 2017-December 2018	January 2019-December 2020	January 2021-December 2022

Expand the objectives and successes of FYS's into a larger 1st Year Experience

Create a faculty development program

Develop student engagement monitoring system; One card swipe system

Establish "Living Learning" Communities and Faculty Fellows Programs (ResLife)

Create a dual admission program with WYCCs

Use Transfer agreements already in place to allow online pre-registration

Bring advising staff from WYCCs to campus for summer advising workshops

Consider admission deferral option; Admitted to UW upon completion at a WYCC

Identify and cultivate new recruiting territories

Engage prospective students earlier (host summer honors programs, PSAT, etc.)

Partner with the Legislature to promote a college-going culture within Wyoming

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017

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INITIATIVES & OPPORTUNITIES
LONG-TERM: IMPLEMENTATION PLAN

Short-Term	Mid-Term	Long-Term
January 2017-December 2018	January 2019-December 2020	January 2021-December 2022

	Long-Term Implementation Considerations

Resources Required	• Staff time and resources:
	   o Assess out-of-state recruitment markets
	   o Confirm enrollment expectations based on demographic projections
	   o Identify new catchment areas that contain "best-fit" students and expand recruitment operations
	   o Create and administer faculty professional development
	   o Expand FYS programs into more robust First Year Experience Program
	   o Invite WYCC partners to campus for workshops
	• Funding:
	   o Investment in swipe-card technology functionality
	   o Support enhanced Residential Life programming
	   o Bolster pipeline development; Enhanced recruitment and visit programming

Metrics	• Consistently collect and store key metrics within data warehouse for use in BI tool
Change Management	• Coordinate with UW, UWC, Outreach, WYCC, and community programs to support a college-bound culture in Wyoming • Develop and implement a dual admit program with WYCC / admission deferral option

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5-YEAR SEM PLAN
SUMMARY TIMELINE

+ This timeline provides guidance to UW on the process of implementing the opportunities presented in the Strategic Enrollment Management plan

Student Success & Retention Initiatives	Short Term	Mid Term	Long Term
Establish a Governance Committee	■	■	■
Establish UW Student Success Action Sub-Committee (Monitors At Risk Students)	■	■	■
Establish an Orientation / Onboarding Team; Link Cowboy Connect to Orientation	■		
Implement Peer-to-Peer Advising Model within the Colleges	■		
Connect data collected during enrollment to SIS for advising and student support	■		
Determine an enrollment cap for "Admitted with Support" (Resident only?)	■		
Leverage historical course enrollment data to inform future needs and planning	■		
Develop and administer a Student Success Instrument at Cowboy Connect & Orientation	■		
Roll-out an advisor communication plan to promote consistency in approach	■		
Enhance financial aid communications and promote financial literacy	■		
Centralize the withdrawal process; Understand why students leave to re-engage	■		
Enhance WyoWeb Portal; Turn on degree planning tools		■	
Leverage CRM to customize emails, target communications, and reduce noise		■	
Expanded adoption of CRM to support retention efforts (Case Management Tool)	■		
Create block tuition rates to incentivize students to take higher course loads		■	
Develop a comprehensive pricing strategy for non-residents	■	■	
Leverage retention diagnostic to inform scholarship awarding strategy		■	
Expand course offerings outside of current clustering (10am-2pm)		■	
Create centralized oversight of each College's course offerings		■	■
Shift the administration of placement exams to online and over the summer		■	
Expand the objectives and successes of FYS's into a larger 1st Year Experience		■	■
Create a faculty development program		■	■
Develop student engagement monitoring system; One card swipe system			■
Establish "Living Learning" Communities and Faculty Fellows Programs (ResLife)			■

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5-YEAR SEM PLAN
SUMMARY TIMELINE

+ This timeline provides guidance to UW on the process of implementing the opportunities presented in the Strategic Enrollment Management plan

| Transfer Recruitment Initiatives	Short Term	Mid Term	Long Term
Hire AVP for Enrollment to enhance Recruiting, Admission, and Onboarding operations	■		
Establish Transfer Center support and structure	■	■	■
Leverage existing Outreach Coordinators and personnel on WYCC campuses	■	■	■
Work with existing Wyoming Transfer Council to create WYCC Advisory Board	■	■	■
Make Transfer orientation mandatory; reserve seats in courses for transfer registration	■		
Establish Transfer Student Peer-Mentor Program	■		
Utilize WYCC Clearinghouse data to build Transfer pipeline	■		
Enhance Transfer student website; Aggregate important resources in a central place	■		
Utilize WYCC graduation lists for advising invitations		■	
Link to Transfer evaluations on WYCC websites; Post articulations and 2+2 agreements		■	
Make Transfer orientation mandatory; reserve seats in courses for transfer registration		■	
Host accepted Transfer student programming, both on campus and regionally		■	
Enhance WyoWeb Portal; Aggregate resources to promote self-service		■	■
Automate credit evaluation process to best extent possible (Link TreQ to Banner)		■	
Establish a transfer liaison within each college		■	■
Identify and cultivate out-of-state CC relationships with coordinators (CO & NE)			■
Establish Transfer Advising Days in collaboration with UWC/WYCC			■
Create a dual admission program with WYCCs			■
Bring advising staff from WYCCs to campus for summer advising workshops			■
Use transfer agreements already in place to allow online pre-registration			■

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5-YEAR SEM PLAN
SUMMARY TIMELINE

+ This timeline provides guidance to UW on the process of implementing the opportunities presented in the Strategic Enrollment Management plan

Freshmen Recruitment Initiatives	Short Term	Mid Term	Long Term
Enhance brand platform, prospective student website, and social media presence	▓	▓	▓
Use clearinghouse data to inform recruitment and yield strategies	▓		
Examine effectiveness of current prospect development campaigns	▓		
Rethink admission application user experience and content; Remove major declaration	▓		
Create a prospective student score and academic preparedness index	▓		
Develop a "summer melt" strategy; maintain touchpoints to build excitement	▓		
Identify and collect key data points for data warehouse; Share with Student Support staff	▓		
Examine the frequency, content, and recipients of College-level recruiting reports	▓	▓	
Optimize current recruitment territories	▓	▓	
Create distinct calls to action in recruiting materials; Establish expectations and deadlines	▓		
Enforce 7/1 application deadline; Provide a single admission decision to students	▓		
Implement pre-registration prior to Orientation; Consider block scheduling	▓	▓	
Consider membership with the Common Application to increase awareness		▓	
Enhance WyoWeb Portal (Admitted Student Portal); Link to important resources		▓	▓
Develop admitted student engagement and yield plans by College		▓	
Create targeted high school student fly-in programs (resident and non-resident)		▓	
Consider admission deferral option; Admitted to UW upon completion at a WYCC		▓	▓
Identify and cultivate new recruiting territories		▓	▓
Engage prospective students earlier (host summer honors programs, PSAT, etc.)		▓	▓
Partner with the Legislature to promote a college-going culture within Wyoming		▓	

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ONGOING WORK

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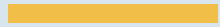
ONGOING WORK
UNIVERSITY CONSIDERATIONS

1. **Price and Aid Strategy**
   - Changes to the University's pricing and aid strategy will have ramifications on the proposed SEM Plan / Proposal.
   - UW should carefully consider its non-resident pricing and discount strategy to balance headcount and NTR needs as it considers increasing the proportion of resident to non-resident.
   - Limiting non-resident students admitted with support can negatively impact headcount and NTR.

2. **Academic Management**
   - The University of Wyoming needs to effectively support the needs of students currently enrolled prior to any major growth to avoid exacerbating current retention issues that could harm the UW brand.
   - UW should assess it's true capacity with regards to course availability by school (particularly key gateway courses), and absolute physical constraints (classroom space, housing) to ensure a reasonable, sustainable growth rate.

3. **Graduate School and Outreach**
   - Studying the effects of how the Graduate School and Outreach School would integrate and interrelate with Enrollment Management goals and the rest of the university (impact enrollments in terms of increasing headcounts).

4. **Budget Redesign**

5. **Business Intelligence (BI) Tool Development**

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QUESTIONS?

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THANK YOU