STUDENT ENROLLMENT MANAGEMENT TASK FORCE:
5-YEAR SEM PLAN

January 25, 2017
AGENDA

1. Project Overview
   - Progress to Date

2. 5-Year SEM Plan
   - Purpose
   - Enrollment Growth Projections

3. Initiatives & Opportunities
   - Short-Term
   - Mid-Term
   - Long-Term

4. Ongoing Work
PROJECT OVERVIEW
PROGRESS TO DATE
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.

- 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

Current State Assessment

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
5-YEAR SEM PLAN
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 its educational mission, aligns the student educational experience with market demands, and differentiates itself from in-state partners as well as out-of-state competitors.
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.
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*

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

* Enrollment projections reflect undergraduate students at the Laramie Campus only.
INITIATIVES & OPPORTUNITIES: SHORT-TERM
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
INITIATIVES & OPPORTUNITIES
SHORT-TERM: ORGANIZATION & STRUCTURE

Short-Term
January 2017-December 2018

- 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

Mid-Term
January 2019-December 2020

- 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

Long-Term
January 2021-December 2022

OPPORTUNITY KEY:
Retention & Student Success
- Transfer
- Freshmen

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INITIATIVES & OPPORTUNITIES
SHORT-TERM: DATA & TECHNOLOGY

**Short-Term**
January 2017-December 2018

- 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

**Mid-Term**
January 2019-December 2020

- 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

**Long-Term**
January 2021-December 2022

- 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
INITIATIVES & OPPORTUNITIES
SHORT-TERM: INTERACTIONS & EVENTS

Short-Term
January 2017-December 2018

- 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

Mid-Term
January 2019-December 2020

- Make Transfer orientation mandatory; reserve seats in courses for transfer registration
- Host accepted Transfer student programming, both on campus and regionally

Long-Term
January 2021-December 2022

- 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

OPPORTUNITY KEY:
Retention & Student Success
- Transfer
- Freshmen

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## INITIATIVES & OPPORTUNITIES

### SHORT-TERM: IMPLEMENTATION PLAN

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<th>Mid-Term</th>
<th>Long-Term</th>
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### 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*
INITIATIVES & OPPORTUNITIES:
MID-TERM
INITIATIVES & OPPORTUNITIES
MID-TERM: DATA & TECHNOLOGY

**Short-Term**
January 2017-December 2018

- 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

**Mid-Term**
January 2019-December 2020

- Enhance WyoWeb Portal; Aggregate resources to promote self-service
- Automate credit evaluation process to best extent possible (Link TreQ to Banner)
- Consider membership with the Common Application to increase awareness
- Enhance WyoWeb Portal (Admitted Student Portal); Link to important resources

**Long-Term**
January 2021-December 2022

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

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INITIATIVES & OPPORTUNITIES
MID-TERM: INTERACTIONS & EVENTS

Short-Term
January 2017-December 2018

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

Mid-Term
January 2019-December 2020

- 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

Long-Term
January 2021-December 2022

- 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)

OPPORTUNITY KEY:
Retention & Student Success
- Transfer
- Freshmen

* Additional details on each of the initiatives and opportunities can be found in the UW SEM Phase 2 Presentation from 1/11/2017
## INITIATIVES & OPPORTUNITIES
### MID-TERM: IMPLEMENTATION PLAN

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### Mid-Term Implementation Considerations

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<th>Resources Required</th>
<th>Mid-Term Implementation Considerations</th>
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</thead>
<tbody>
<tr>
<td>• Staff time and resources:</td>
<td>• 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</td>
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<td></td>
<td>• Develop and administer summer placement exams</td>
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<td>• Invite WYCC grads to campus for advising appointments and on-campus programming</td>
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<tr>
<td>• Funding:</td>
<td>• Conduct study to examine price elasticity, scholarship allocation, and block tuition models</td>
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<td></td>
<td>• Support the adoption of the Common Application</td>
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<td>• Support fly-in programs for highly desirable prospective students</td>
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</table>

| 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
INITIATIVES & OPPORTUNITIES: LONG-TERM
INITIATIVES & OPPORTUNITIES

LONG-TERM

Short-Term
January 2017-December 2018

- Engage prospective students earlier (host summer honors programs, PSAT, etc.)
- Partner with the Legislature to promote a college-going culture within Wyoming

Mid-Term
January 2019-December 2020

- Identify and cultivate new recruiting territories
- Use Transfer agreements already in place to allow online pre-registration
- Bring advising staff from WYCCs to campus for summer advising workshops

Long-Term
January 2021-December 2022

- Create a dual admission program with WYCCs
- 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

OPPORTUNITY KEY:

Retention & Student Success
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- Freshmen

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## INITIATIVES & OPPORTUNITIES

### LONG-TERM: IMPLEMENTATION PLAN

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

## Long-Term Implementation Considerations

### Resources Required

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

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<th>Student Success &amp; Retention Initiatives</th>
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<th>Mid Term</th>
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<td>Create a faculty development program</td>
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<td>Develop student engagement monitoring system; One card swipe system</td>
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<tr>
<td>Establish “Living Learning” Communities and Faculty Fellows Programs (ResLife)</td>
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</tbody>
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<table>
<thead>
<tr>
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<tr>
<td>Hire AVP for Enrollment to enhance Recruiting, Admission, and Onboarding operations</td>
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5-YEAR SEM PLAN
SUMMARY TIMELINE

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<td>Identify and collect key data points for data warehouse; Share with Student Support staff</td>
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<td>Examine the frequency, content, and recipients of College-level recruiting reports</td>
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<td>Optimize current recruitment territories</td>
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<td>Create distinct calls to action in recruiting materials; Establish expectations and deadlines</td>
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<td>Enforce 7/1 application deadline; Provide a single admission decision to students</td>
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<td>Implement pre-registration prior to Orientation; Consider block scheduling</td>
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<td>Consider membership with the Common Application to increase awareness</td>
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<td>Enhance WyoWeb Portal (Admitted Student Portal); Link to important resources</td>
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<td>Develop admitted student engagement and yield plans by College</td>
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<td>Create targeted high school student fly-in programs (resident and non-resident)</td>
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<td>Consider admission deferral option; Admitted to UW upon completion at a WYCC</td>
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<td>Identify and cultivate new recruiting territories</td>
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<td>Engage prospective students earlier (host summer honors programs, PSAT, etc.)</td>
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<td>Partner with the Legislature to promote a college-going culture within Wyoming</td>
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ONGOING WORK
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**
QUESTIONS?