

# WT 125 Generational Plan

## Colleges and Responsibility Areas

### **Date**

March 26, 2018

### **Area of Responsibility Name**

Student Enrollment, Engagement and Success

### **Introduction**

This report was compiled after soliciting participation from every member of the Division of Student Enrollment, Engagement and Success. A series of meetings on each topic was hosted by different members of the SEES leadership team to host conversations around each theme group. The result was a series of conversations that were forward looking, aspirational, but grounded within the unique environment and culture of West Texas.

The leadership team was instructed to push the theme of innovation within the context of each theme group conversation. In our context, innovation requires a keen understanding of the changing nature of students in today's higher education context, with particular attention paid to student needs in the Texas Panhandle. The long range, measurable impacts of this plan will be a larger, higher quality student body; greater measured impact of experiences provided through career services, internships, and student support services across the division; and most importantly, improved metrics on student success. The vast majority of the resources required to achieve the plan outlined below can be made available through reallocation of time and current resources, with one notable exception. A campus visitor center appeared in two theme group reports in the first draft, and was included in the "Panhandle and Its Heart: The I-27 Corridor" theme in the final draft. Such a center has the potential to impact every prospective student, as well as help WT tell its story to the greater Panhandle Community and could have strategic benefit to the entire health of the university community. Such a center would require a greater and special resource allocation through a larger budget or funding process than is feasible within the SEES division.

### **Theme Group Name**

The Panhandle and Its Heart-The I-27 Corridor

### **Key Idea (1)**

#### **Key Idea (1)**

Centralize and better utilize campus resources for outreach and visits to campus.

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### **Goal 1:**

Create a centralized contact office (Community and Visitor Center) for all outreach activities or requests to be funneled through and to serve as the central visitor center when prospective students and others come to campus. Currently individual offices across campus get these types of requests and are "doing their own thing" and may not think globally about others that could be great partners for events. The university and the community could benefit from a centralized, streamlined resource to service these types of activities. Offices could be located in a welcome center that serve a critical role for special groups of incoming students; transfer students, veterans, first generation students, for example.

### **Action(s) 1.1:**

Identify a location on campus for a Community and Visitor Center along with funding and reporting structure.

### **Action(s) 1.2:**

Educate and train campus to funnel all request through this unit and/or to communicate their activities to that unit in order to get larger campus involvement.

### **Action(s) 1.3:**

Provide a weekly "story" via electronic media about the various outreach activities taking place (Peer2Peer program, CAMP, Step Up 2 Success, Fairs, etc.) along with promoting visits to campus by various groups and individuals.

### **Measurable Outcome(s) 1.1.1:**

Better service to the community in supporting various events and more awareness across campus of the many opportunities to be involved in outreach and supporting guests on campus.

## **Key Idea (2)**

### **Key Idea (2)**

Increase the number of students who have a career focused opportunity such as internships and research.

### **Goal 1:**

Provide every student with an opportunity to complete some type of career focused opportunity

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through internships, research, service learning, etc.

### **Action(s) 1.1:**

Expand current internship programs offered through Career Services by increasing the number of staff members dedicated to developing relationships with all types of business partners for internship positions.

### **Action(s) 1.2:**

Provide workshops or informational sessions to businesses that may not be sure how to host an internship. This could include development of a handbook for internship providers.

### **Action(s) 1.3:**

Investigate other areas where internships may already be established and the university could piggyback on those opportunities. An example of this is the National Orientation Directors Association (NODA) Internship Program.

### **Measurable Outcome(s) 1.1.1:**

By 2025, every WTAMU graduate will have experienced some type of career related opportunity.

## **Key Idea (3)**

### **Key Idea (3)**

Utilize our Alumni Network to promote the university.

### **Goal 1:**

Create a sustainable Educator Ambassador Program.

### **Action(s) 1.1:**

Identify Educators – mainly in the Texas Panhandle – who have a degree from WTAMU and encourage them to sign up for the Educator Ambassador Program.

### **Action(s) 1.2:**

Identify funding to provide an Educator Ambassador “Goodie Box” each year that contains WTAMU Promotional items for their classroom (pennants, pens, pencils,

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stickers, t-shirt, cups, mugs, foam finger, hats, pompoms, etc.)

### **Action(s) 1.3:**

Provide consistent communication with the ambassadors about events of interest, recruiter visits to their campuses, etc. in order to maintain engagement with the University.

### **Measurable Outcome(s) 1.1.1:**

75% of Texas Panhandle Educators signed up and participating in the program to promote the university.

### **Theme Group Name**

Our Relationship to Community Colleges

### **Key Idea (1)**

#### **Key Idea (1)**

Insure that Prospective and New Transfer Students obtain a sense of belonging and connectedness to the campus community.

#### **Goal 1:**

Make Prospective Transfer students feel like a "Buff" and increase participation in campus life and support resources both before and after transfer.

#### **Action(s) 1.1:**

Intentionally identify events and market them to students at the local community colleges and to those who have newly transferred. Specific Actions to take include: survey prospective transfers about areas of interest; separate various segments of transfer students (on-line, face to face, traditional, non-traditional) and identify specific events appropriate for each group and send targeted messages inviting participation; provide lunch meetings at area community colleges to talk about opportunities for involvement; develop a "transfer" track for Buff Branding and utilize current WTAMU students who were transfers as buff leaders for those groups; include student activity areas in Transfer Fairs that are currently held at area community colleges; streamline efforts for visits to area community colleges (currently various groups going for different things but no central place where these efforts are coordinated).

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### **Measurable Outcome(s) 1.1.1:**

Increase transfer graduation rates by 10%.

### **Theme Group Name**

Undergraduate Academics

### **Key Idea (1)**

#### **Key Idea (1)**

All co-curricular experiences should provide an identifiable set of beneficial outcomes for students. Staff within the SEES division should help students reflect on their experiences so that they can be translated into marketable skills.

#### **Goal 1:**

Identify innovative co-curricular opportunities that focus on experiences a student can translate into marketable skills.

#### **Action(s) 1.1:**

Increase information and availability on programs offered within The Division of Student Enrollment, Engagement and Success that will help students translate experiences into marketable skills.

### **Measurable Outcome(s) 1.1.1:**

BuffLink will be utilized to track marketable skills. All students will produce a resume that includes marketable skills obtained as a result of experiential and co-curricular experiences obtained on and off campus.

### **Key Idea (2)**

#### **Key Idea (2)**

Recruit and retain the top students from the top 26 counties.

#### **Goal 1:**

Identify, develop, and market a comprehensive plan to attract top students from the top 26

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counties in the Texas Panhandle.

### **Action(s) 1.1:**

Develop a recruiting and marketing strategy that tells 'our' story, sells the culture of WT, Canyon, and the Panhandle, that spotlights the uniqueness experience of WT, and highlights the WT school spirit. It will be important for staff to know 'our' story and to hire and retain staff who embrace the spirit of WT.

### **Measurable Outcome(s) 1.1.1:**

The Division will measure the outcome through the number of freshman on the 12th class day and track retention through their time at WT. Relationships and partnerships will be increased between SEES and the community. Staff retention and engagement will also be tracked and notated in annual evaluations.

### **Theme Group Name**

Graduate Academics

### **Key Idea (1)**

#### **Key Idea (1)**

Prepare future professionals.

#### **Goal 1:**

Encourage the development of creativity and entrepreneurship in conjunction with core disciplinary attributes.

### **Action(s) 1.1:**

Increase information and availability for leadership opportunities, internships, and marketable skills. Identify areas and external partnerships for research/internship opportunities.

### **Measurable Outcome(s) 1.1.1:**

Within the Division of Student Enrollment, Engagement and Success we will work to grow and expand the internship program and our leadership programs. Relationships will be developed with external constituents and agencies to increase opportunities for leadership, internships, and marketable skill

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development.

### **Key Idea (2)**

#### **Key Idea (2)**

Establish and expand programs to identify talented undergraduate students.

#### **Goal 1:**

Identify and market programs that set students apart.

#### **Action(s) 1.1:**

Create a pathway for students to be involved in programs that will highlight and identify ways to set them apart from other graduate school candidates. [Examples of programs may be; Rogers LeadWT, Peer Leaders, Resident Advisors, Buff Leaders, Graduate School Fair, and Student Organizations. Examples of systems that can be utilized; BuffLink to track activities and marketable skills, and StrengthsQuest]

#### **Measurable Outcome(s) 1.1.1:**

These outcomes will be measured by reporting on the number of students involved in each program listed above and persistence to graduate school.

### **Theme Group Name**

Residential Education Experience

### **Key Idea (1)**

#### **Key Idea (1)**

Residential Living Foundation - Following the example from Western Kentucky University (see attached articles), create an independent, non-profit foundation with the goal of raising funding to renovate and maintain the residence halls. The conditions faced by WKU at the time they created the foundation are very similar to the conditions currently facing WT – aging building infrastructure and years of deferred maintenance without a ready stream of revenue to provide the renovation upgrades necessary.

#### **Goal 1:**

Creation of Foundation

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### **Action(s) 1.1:**

Gain support on campus from the President and VP of Business and Finance to explore the creation of a WT residential living foundation.

### **Action(s) 1.2:**

Gain support/approval from the TAMUS Regents and/or Texas Legislature

### **Goal 2:**

Determine value of the residence halls for preparation for sale to the foundation.

### **Goal 3:**

Determine complete scope of work necessary to remedy deferred maintenance and/or renovate the residence halls.

### **Action(s) 1.1:**

Coordinate activities with the Master Plan for any residence halls that may not be eligible for sale to the foundation for other repurposing and/or demolition.

### **Action(s) 1.2:**

Develop comprehensive renovation plan for all residence halls.

### **Measurable Outcome(s) 1.1.1:**

Much needed renovation and upgrades to existing facilities will occur; deferred maintenance issues will be addressed on a more timely basis; occupancy and retention within the halls will increase and; overall student satisfaction will be enhanced.

## **Theme Group Name**

Financial Resources

## **Key Idea (1)**

### **Key Idea (1)**

Increase revenue and reduce costs for students.



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### **Goal 1:**

Explore ways to support our programs and services while minimizing the financial impact to students.

### **Action(s) 1.1:**

Collaborate with Institutional Advancement, community partners, agencies, foundations, etc.

### **Measurable Outcome(s) 1.1.1:**

Additional support will be available for existing and new programs to serve students; Relationships will be developed with external constituents, agencies, etc.; Students will receive higher levels of service without additional cost; Dependence on student fees will be reduced.

## **Key Idea (2)**

### **Key Idea (2)**

Create more awareness and education related to aid, debt, money management and student employment.

### **Goal 1:**

Create more awareness among students about the opportunities available and ways to manage their particular financial situation.

### **Action(s) 1.1:**

Increase informational material about scholarship requirements and availability; Utilize Buff\$mart to educate students about money management topics and create incentives for participation in these programs (money management boot camp, required/expected loan counseling for students, etc.); Pursue funding from external sources to support the growing demand for Buff\$mart services; Encourage departments to be good stewards of scholarship accounts and to expend as much available funds as possible each year; Encourage the development of additional student employment and paid internship opportunities.

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### **Measurable Outcome(s) 1.1.1:**

Students will be more aware of opportunities as well as the support services available for them; More students will be awarded scholarships; Student Employment and paid internship numbers will increase; Student debt will be minimized; Students will be able to establish priorities related to working, academics, and personal life; Expansion of Buff\$mart program. These outcomes will be measured by reporting on the number of scholarships awarded and retained/renewed as well as the impact made on students (lower debt, higher GPAs, number of students served, etc.).

### **Theme Group Name**

Intellectual Resources

### **Key Idea (1)**

#### **Key Idea (1)**

Continued use and expansion of Smartthinking to provide tutoring support to online students.

#### **Goal 1:**

All online students will be made aware of Smartthinking as a resource, and the proportion of online students utilizing it will increase 10% per year until they match the utilization of in person students.

#### **Action(s) 1.1:**

Develop a marketing plan via multiple outlets to inform students.

#### **Action(s) 1.2:**

Have all faculty of online classes include Smartthinking information on the course syllabus.

#### **Measurable Outcome(s) 1.1.1:**

All syllabi will contain Smartthinking information.

#### **Measurable Outcome(s) 1.1.2:**

Survey students to determine percentage that are aware of Smartthinking.

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### **Measurable Outcome(s) 1.1.3:**

Survey students to determine percentage that are using Smarthinking.

### **Key Idea (2)**

#### **Key Idea (2)**

Create virtual tours of key student centers on campus for use by Admissions and specific units.

#### **Goal 1:**

Virtual 3-D Tours of WT campus, all Residence Halls, Virgil Henson Activities Center, and Jack B. Kelley Student Center

#### **Action(s) 1.1:**

Partner across units and with Communications and Marketing and Information Technology to create tours and post to websites.

#### **Action(s) 1.2:**

Establish a virtual smart classroom that enables anywhere anytime learning.

#### **Measurable Outcome(s) 1.1.1:**

Creation of tours

#### **Measurable Outcome(s) 1.1.2:**

Track unique users for each tour

### **Key Idea (3)**

#### **Key Idea (3)**

Establish a digital success center that builds competencies and quality around new methods of online teaching and learning with technology.

#### **Goal 1:**

Faculty and students will have a dedicated facility and superior resources needed to engage and learn with next-generation digital platforms, pedagogies, and video technologies.

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### **Action(s) 1.1:**

Allocate available space within the Hastings Electronic Learning Center to establish a digital success center.

### **Action(s) 1.2:**

Construct a digital teaching and learning facility within the space that emulates next-generation smart classrooms to facilitate training and pilot new technologies for faculty and students.

### **Action(s) 1.3:**

Construct a digital recording studio within the space to enable the creation of professional video content to support online learning methods and programs. As Dr. James McQuivey with Forrester Research discovered, one minute of video is worth 1.8 million words to a student.

### **Action(s) 1.4:**

Consult with academic programs within each college and collaborate with academic leadership, instructional technology services, the teaching excellence center, and the Texas A&M University System Council for Academic Technology and Innovative Education.

### **Measurable Outcome(s) 1.1.1:**

The University's digital architecture and next-generation digital platforms will enable continuous growth at the undergraduate and graduate levels as well as support and stimulate research for a prominent regional research University.

## **Theme Group Name**

Human Capital

## **Key Idea (1)**

### **Key Idea (1)**

Create an environment which attracts and retains a diverse, highly qualified workforce and fosters personal and professional development.

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### **Goal 1:**

Provide opportunities for staff to grow and develop personally, professionally, and academically.

#### **Action(s) 1.1:**

Create Incentives/pathways/opportunities for educational/academic advancement as it relates to personal and professional roles within the University. [Examples include participating/auditing an academic course of interest; Targeted professional development opportunities; Pursuit of degree programs; Recognition/incentives for extra hours worked on projects; Strategic planning for future staffing needs]

#### **Measurable Outcome(s) 1.1.1:**

Best Practices will be utilized throughout the division; The division will be leaders/innovators within the field; Staff will serve as resources/consultants throughout the state, region and nation; Employee engagement will increase; Employee attrition will be minimized.

The division will measure these outcomes by incorporating accountability into the performance evaluation process; Data (#'s) regarding impact/participation will be reported annually.

### **Key Idea (2)**

#### **Key Idea (2)**

Create a culture of support for employees to be involved in and partner with the community.

### **Goal 1:**

Foster a variety of opportunities for employees to pursue their personal or community interests and service learning.

#### **Action(s) 1.1:**

Highlight/Identify opportunities for community engagement (division newsletter, meetings, etc.); Renew the focus on initiatives like SECC and I AM WT; Maintain clearinghouse of opportunities for service; Create incentives for staff and students to participate in service opportunities; Develop departmental projects (Day of Service, Adopt an agency, etc.).

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### **Action(s) 1.2:**

Establish a virtual smart classroom that enables anywhere anytime learning.

### **Measurable Outcome(s) 1.1.1:**

Community visibility will be enhanced. Sense of "community" will be enhanced among all staff and student employees; Partnerships/Relationships will be developed and enhanced with internal and external community; Reciprocity will occur as the community will be drawn to the University.

Outcomes will be measured through reporting of time/resources devoted throughout the year along with the number of partnerships/opportunities that were created or continued.

### **Theme Group Name**

Research and Infrastructure

### **Key Idea (1)**

#### **Key Idea (1)**

As a robust group of opportunities for undergraduate research and experiential education develops, recruiting will leverage it to attract highly sought after students from both high schools as well as community colleges, thereby increasing the quality of those classes.

#### **Goal 1:**

Improve the quality of new student classes who will engage in the research and experiential education experiences.

### **Action(s) 1.1:**

Collaborate with Career Services, Experiential Education, and academic departments to insure all students have research and experiential education opportunities. As those develop, weave the story of experiential education and its value into the recruiting materials, creating specially targeted items for the highest achieving students.

### **Measurable Outcome(s) 1.1.1:**

The average ACT and class rank of entering freshmen class, and average GPA of entering transfer classes, will increase annually.

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### **Key Idea (2)**

#### **Key Idea (2)**

WTAMU must have a well funded and competitive scholarship program that rewards students with research potential, as well as those who engage in research on campus.

#### **Goal 1:**

WTAMU will create a top tier scholarship program that will attract highly desired students through scholarship that cover the full cost of attendance for a select group of at least 25 students per year, who will engage in research and experiential education programs. WTAMU should commit to fully funding valedictorians from the Texas Panhandle.

#### **Action(s) 1.1:**

Scholarship services must review current scholarship levels and identify funding needed to achieve the goal of fully supporting all valedictorians and salutatorians who choose to attend WT.

#### **Measurable Outcome(s) 1.1.1:**

WTAMU will recruit and retain a greater percentage of valedictorians and salutatorians from the Texas Pahandle.

### **Theme Group Name**

Leadership Governance and Organization

### **Key Idea (1)**

#### **Key Idea (1)**

SEES must make innovation a hallmark of its operation in order to solve longstanding problems such as improving retention, helping students avoid debt, and creating internship and experiential education opportunities for every student.

#### **Goal 1:**

SEES will be seen as a hub for innovation within the state of Texas.

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### **Action(s) 1.1:**

SEES will create an intentional structure through the creation of “innovation teams” with dedicated time within a dedicated structure to think creatively on big problems at the university. The best ideas will be developed by implementation teams. Funding will be set aside during the Student Service Fee allocation process to provide funding for innovations that require new money.

### **Measurable Outcome(s) 1.1.1:**

Innovation teams will create at least one new innovative program or intervention each semester.

### **Appendices and Additional Facts and Analysis**

See attached articles re: Western Kentucky residential hall financing

Virtual Campus Tour of Indiana State University <https://www.youvisit.com/tour/indstate?pl=v>

### **References**

No Information Submitted