

**Strategic Action Planning Committee
March 30, 2021**

Reflections from the survey and committee meetings

- What we do
 - Transform lives
 - Improve economic opportunity
 - Graduate exceptional students

- Who we are
 - An economic and cultural center for the region
 - An employer of choice. How do we become an employer of choice regionally?

- What differentiates Southeast
 - Certain academic programs
 - Comprehensive and diverse academic offerings at an affordable cost
 - Close connection to the region
 - Teaching-focused university. Emphasize the teacher-scholar model

- Opportunities
 - Alignment with regional and state priorities
 - Identify and act on our strengths
 - Strengthen our brand

Theme: Student Success

Considerations

- Assess student success rates in general education courses
- Define actions to continue to strengthen student persistence, and increase 4- and 6-year graduation rates
- Reduce or eliminate achievement gap for diverse populations
- Academic advising and T&P guidelines
- Academic coaching and peer advising
- Complete implementation of Will to Do Award and Copper Dome Scholarship programs
- Career development
- Essential skills
- Improve communication with students
- Eliminate (or reduce?) obstacles for students
- First generation college students
- Organize in order of the student journey (start to finish) (applies to all themes)
- Communication with faculty and staff
- Student Mental Health and wellness

Common topics addressed in a strategic plan

- First Year Retention
- Time to Degree
- Graduation Rate
- Advising Structure
- Administrative Process That Get in the Way of Student Success
- Redesigning Gateway Courses
- Addressing Equity Gaps Between Different Demographic Groups
- Curriculum Design
- Career Outcomes
- Student Journey Mapping (Analyzing Where Students Leave from Enrollment to Graduation)
- Student Mental Health
- Addressing Food and Housing Insecurity
- Role of Residential Life, Student Activities in Student Success

“Considerations” reflect steering committee contributions suggested through the survey and committee meetings, to-date. Considerations were initially shared and discussed at the March 16 committee meeting.

EAB provided the “common topics” on 3/30/21 to support development of goals and actions.

Theme: Financial Sustainability

Considerations

- Allocate resources to University priorities
- Enhance financial accountability
- Operate within financial means
- Evaluate the use of facility square footage use across campus
- Eliminate duplications and activities that do not add value
- Enhance financial flexibility and preparedness to adjust to market changes without major disruption
- Optimize (prioritize use of) foundation assets
- Identify revenue growth and resource growth opportunities (investments that we believe will generate revenue, grants, partnerships)
- Financial accountability + financial control

Common topics addressed in a strategic plan

- Trends in Cost per Student Credit Hour
- Ratio of Administrative Costs to Instructional Costs
- Tuition Pricing and Financial Aid Optimization
- Administrative Efficiency
- Academic Efficiency
- Budget Models
- Alternative Revenue Generation
- Administrative Process Improvement
- Information Technology
- Physical Facilities and Campus Master Planning

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Theme: Academic Strategy and Program Mix

Considerations

(current bullet points point toward different goals – there are three or four sets of goals in this theme, some of which could be handed off to other subcommittees)

- Transformation or Enhancement of programs
- Workforce needs/demands
- Experiential Learning (early and often)
 - Add this to the degree maps?
- Review the curriculum on degree maps with planned semester schedules (are courses offered in the semesters noted on degree maps?)
- Define and increase number of destination/signature programs (growth, enrollment theme)
 - Which programs in the future have the potential to help us in this area?
- Expand certificate programs
- PLA – need to measure/expand
- Expand articulations with top feeder programs

Common topics addressed in a strategic plan

- Projected Areas of Growth and Decline
- Online Program Strategy
- New Program Launch Process
- Program Review
- Model for Allocating Resources Across Programs
- Institutional Support Mechanisms for Faculty Scholarship
- Faculty Rewards and Recognition
- Differentiated Faculty Roles (Teaching Focused vs Research Focused)
- Curricular Complexity and Its Impact on Student Success
- Redesigning Programs to Better Attract Students
- Redesigning Program to Better Prepare Students for Careers

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Theme: Equity and Inclusive Excellence

Considerations

- Cultural competencies
- Braid throughout the curriculum
- Commitment to demonstrated actions
- Attract/Retain Faculty and Staff
- Expand upon the current Affinity Groups and consider additional resource groups
- Community and Alumni Engagement, including affinity groups and international alumni
- Campus climate survey
- Salary equity study implementation
- Expand faculty connection to urban areas to support communities and expand the college pipeline

Common topics addressed in a strategic plan

- Recruiting Underrepresented Students
- Addressing Equity Gaps in Student Outcomes
- Improving Campus Climate
- Support Services for Specific Student Populations
- Introducing More Faculty to Inclusive Pedagogy
- Attracting and Retaining Diverse Faculty and Staff
- Equitable Recognition and Compensation Practices
- Engaging with Surrounding Community on DEI Issues
- Supporting Students' Engagement with DEI Issues

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Theme: Strategic Enrollment Management

Considerations

- Dual Enrollment/Early College Programs plan
- Strengthen the college pipeline
- Graduate enrollment
- International enrollment
- Optimize the Adult and Transfer experience
 - Flexibility
 - Identify and remove obstacles
 - Leverage Fast Track
- Recruit Back; full implementation of Degrees When Due strategies
- Strengthen brand identity
- Seek community and employer partnerships
- Increase FAFSA completion rates

Common topics addressed in a strategic plan

- Growing Market Share with Traditional Undergraduates
- Recruiting Underrepresented Students
- Tuition Pricing and Financial Aid Optimization
- Access and Affordability
- Improving Transfer
- Recruiting International Students
- Increasing Yield (Admitted Students Who Enroll)
- Institutional Marketing and Branding
- Growing Fully Online Programs
- Increasing Masters and Professional Students
- Microcredentials
- Changing Student Preferences Post COVID

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