

UW-Stout Plan for meeting Growth Agenda Goals

UW-Stout's overall strategy for reaching the goals envisioned for each of the three milestone years, 2015, 2020 and 2025, include a number of targeted initiatives designed to increase overall enrollments, retention and graduation rates. The strategy also includes specific actions to increase the enrollments, retention and graduation rates of selected populations of opportunity.

These goals include:

- Increasing enrollment and graduation rates of **underrepresented minority students** through implementation of UW-Stout's Inclusive Excellence plan, including recommendations included in the Equity Scorecard Project.
- Increasing enrollment of **transfer students** through articulation agreements, degree completion programs and other outreach efforts with two-year colleges in Wisconsin and Minnesota, particularly those with significant minority student populations.
- Increasing enrollment of **international students** through expanded recruitment efforts and degree completion programs with international universities. UW-Stout currently enrolls the third largest number of international students in the UW Comprehensives and UW-Stout's career-oriented program array is very attractive to this population.
- Increasing enrollments and graduation rates of **adult students**, including **veterans**, through alternative pathways including online courses and programs, accelerated degree programs and expansion of credit for prior learning efforts and support services.
- Increasing enrollments and graduation rates of **graduate students** through the addition of new master's degree programs, adding capacity to high demand programs and increased marketing and recruitment activities.
- Increasing first to second-year retention rates and producing additional graduates through the offering of an **associate degree**.
- Increasing **three and four-year graduation rates** for undergraduates by offering additional course sections during fall, winter, intercession and summer session terms.
- Increasing retention and graduation rates through the introduction and expansion of nationally-recognized **high impact educational practices**, including freshmen seminars, learning communities, writing-intensive courses, undergraduate research, service learning, honors program, study abroad and experiential learning.

Specific activities and estimated resource needs to accomplish these goals in the upcoming biennium, 2011-2013, that will lead to UW-Stout reaching the first milestone at 2015.

During 2009-2010, UW-Stout assigned teams to review UW-Stout data, UW System data, national studies and best practices relative to each population of opportunity. Each team developed a three-year recruitment plan for a specific population, and a campus-wide retention plan was also developed. These plans will be integrated into UW-Stout's participative strategic planning process and will be implemented beginning in fall 2010.

A summary of each plan is presented below:

1) Enrollment and retention of underrepresented minority students. These activities were identified as having a significant impact on the enrollment and retention of minority students through the equity scorecard process and UW-Stout retention studies. Expansion of pre-college activities and bridge programs through the 1) hiring of a coordinator (1FTE and \$50,000 salary plus fringes – base funding; \$80,000 for additional programs), 2) conduct community capacity assessments for Hispanic and Hmong students (\$27,500), 3) increase minority scholarships (\$50,000 – base funding), 4) increased marketing and outreach to minority students (\$15,000 - funded through existing resources), 5) follow-up on incomplete applications and assistance with financial aid forms (funded through existing resources).

Total request for new resources: 1 FTE and \$180,000 plus fringe (base), \$27,500 (one-time)

Projected increase in minority student enrollments: By 2015-16, UW-Stout projects an increased enrollment of 870 minority students, or 9.4 percent of the total student population.

2) Enrollment of transfer students. These activities were identified as having a significant impact on the enrollment of transfer students through the equity scorecard process and surveys of prospective and admitted students. Additional outreach to transfer students through 1) hiring of two transfer recruiters to focus on two-year schools with large minority student enrollments and programs that complement UW-Stout's program array (2 FTE @ \$40,000 salary plus fringe – base funding); \$10,000 travel – base funding), 2) expanded outreach to admissions staff and advisors at two-year colleges in Wisconsin and Minnesota (\$5,000 base funding), 3) hosting "transfer student" days at the UW-Stout campus (\$1,200 funded through existing resources), 4) statewide radio advertising (\$25,000 funded through existing resources), 5) develop additional 2+2 and 2+2+2 programs through mini-grant programs (\$25,000 base funding), 6) including UW College and WTCS faculty on UW-Stout program advisory committees.

Total request for new resources: 2 FTE and \$120,000 plus fringe (base)

Projected increase in transfer student enrollments: By 2015-16, UW-Stout projects an enrollment of 675 transfer students.

3) Enrollment of international students. These activities were identified as having a significant impact on the enrollment of international students through national research studies and surveys of current UW-Stout international students 1) increased participation in international recruitment fairs in targeted countries (\$20,000 base funding), 2) expand partnerships with organizations that provide ESL programs and explore possibility of offering ESL program on UW-Stout campus (\$75,000 one-time “start-up” funding), expanded use of online recruitment tools (\$20,000 base funding), 4) maximize use of tuition remissions and secure additional private scholarships to increase affordability, 5) develop contracts with agents to recruit student in specific countries.
Total request for new resources: \$40,000 (base) and \$75,000 (one-time)

Projected increase in international student enrollments: By 2015-2016, UW-Stout projects an increased enrollment of 200 international students.

4) Enrollment and retention of non-traditional students, including veterans. These activities were identified through UW-Stout surveys of distance learners, a veteran’s needs assessment and review of best practices and include 1) comprehensive review of student policies to ensure policies are “customer-friendly” to adult and distance learners, 2) expanded marketing of current online programs (funded through existing resources), 3) development of additional online programs, particularly collaborative programs (funded through existing resources), 4) hiring of a veteran’s advocate/liaison (1 FTE @ \$50,000 plus fringe - base funding) and establishment of a campus veteran’s center (\$50,000 for minor remodeling and furniture), 6) expansion of credit for prior learning (funded through existing resources).

Total request for new resources: 1 FTE and \$50,000 plus fringe (base) and \$50,000 (one time).

Projected increase in adult students: By 2015-16, UW-Stout projects an increased enrollment of 2,585 non-traditional (adult) students or 28 percent of the total student population.

5) Enrollment and retention rates of graduate students. These activities and resource needs were identified through review of applications for UW-Stout graduate programs, enrollment trends in graduate programs, and analysis of the effectiveness of current marketing tools. Resources needed include 1) hiring a graduate student recruiter (1 FTE @ \$45,000 plus fringe – base funding), 2) funding to develop new graduate programs (funded through existing resources), 4) additional graduate assistants for new programs (1.5 FTE @ \$60,000 plus fringe – base funding), 5) additional faculty members to add capacity to high demand programs (8 @ \$65,000 plus fringe – base funding), 6) increased online marketing (funded through existing resources). Hiring 8 full-time graduate faculty members would allow UW-Stout to meet its 2015 enrollment goals and maintain its 12:1 student ratio for graduate programs.

Total request for new resources: 10.5 FTE and \$625,000 plus fringe (base)

Projected increase in graduate students. By 2015-16, UW-Stout projects an increased enrollment of 1,216 graduate students with 330 students receiving graduate degrees.

6) Increased retention and graduates through an associate degree. The addition of an associate degree would allow UW-Stout to improve retention rates and grant additional degrees with minimal additional resources. The only additional resources required would be 1) hiring a program advisor (.25 FTE @ \$15,000 plus fringe – base funding), and 2) print/web materials to inform students of this new degree (\$5,000 – funded from existing resources). The entitlement to plan an Associate Degree at UW-Stout is currently undergoing Faculty Senate review.

Total request for new resources: .25 FTE and \$15,000 plus fringe (base)

Projected increase in Associate Degrees. By 2015-16, UW-Stout project that 40 students will be receiving associates degrees each year, for a cumulative total of 150 associate degrees awarded from 2010-11 through 2015-16.

7) Increase graduation rates through additional course offerings. UW-Stout has grown enrollment significantly from 2005 to 2010 and will continue to increase enrollment through 2015. To ensure that this growing student population has access to required courses and are able to complete their degrees in a timely manner, the following resources are required 1) additional faculty members to teach required course sections (15 FTE @ \$65,000 plus fringe – base funding), 2) additional funding to expand summer session and intercession offerings (\$200,000 – base funding), 3) marketing to promote 3-year degrees and 4-year degree contracts (\$5,000 – funded through existing resources). Hiring 15 full-time undergraduate faculty members would allow UW-Stout to meet its 2015 enrollment goals and maintain its 20:1 student ratio.

Total request for new resources: 15 FTE and \$1,175,000 plus fringe (base)

Projected increase in graduation rates: By 2015-16, UW-Stout projects an increased six-year graduation rate of 56.0 percent and a projected four-year graduation rate of 20.5 percent.

8) Increasing retention and graduation rates high impact practices: A campus-wide retention team reviewed retention studies conducted at UW-Stout, data from UW-Stout faculty focus groups and nationally recognized high-impact practices (from the Association of American Colleges and Universities). Based on their recommendations, the following activities and resources have been identified: 1) delivering a pilot program for freshmen seminars (\$50,000), 2) hiring additional faculty to reduce English composition courses to 18 students (6 FTE @ \$45,000 plus fringe – base funding), 3) hiring of a writing coordinator to coordinate writing across the curriculum (1 FTE @ \$50,000 plus fringe – base funding), 4) hiring of a learning communities coordinator (1 FTE @ \$50,000 plus fringe – base funding), 5) hiring of a service learning coordinator (1 FTE @ \$50,000 plus fringe – base funding), 6) hiring of an additional study abroad advisor (1 FTE @ \$50,000 plus fringe –base funding), 7) hiring of an undergraduate research coordinator (1 FTE @ \$50,000 plus fringe – base funding); 8) providing

additional faculty release time for honors program coordination (.50 FTE @ \$30,000 plus fringe – base funding), 9) providing an additional experiential learning coordinator to increase undergraduate participation in experiential learning to 100 percent (1 FTE and \$50,000 plus fringe – base funding), 10) faculty/staff/student travel and supplies all high impact practices (\$175,000 – base funding) and 11) stipends to compensate faculty for participation in all high impact practices (\$175,000 – base funding).

Total request for new resources: 12.5 FTE and \$950,000 plus fringe (base), \$50,000 (one time)

Projected increase in student retention: By 2015-2016, UW-Stout projects an increased first to second year retention rate of 72.5 percent.

Resources needed to sustain UW-Stout student population at 9,496 students by 2025

As UW-Stout leadership shared enrollment growth plans with departments, college councils and campus governance groups, a central theme emerged: faculty and staff clearly believe that additional resources are essential if UW-Stout is to increase student enrollment. UW-Stout has increased its enrollment from 7,547 students in 2004-2005 to 9,016 in 2009-2010. These additional students were added with few new instructional or support staff positions and workload has increased for all employees.

UW-Stout would require 23 additional faculty positions by 2015 and another 10 faculty positions by 2020 to serve 9,496 students by 2025 and maintain current faculty/staff ratios. Excluding the new academic staff positions associated with specific initiatives (described in the previous section), UW-Stout would require an additional 20 academic and classified staff members to provide administrative and student support in the Academic and Student Affairs Division. This would include additional staffing in areas such as academic departments, enrollment services, the library, research services, the graduate school, and all areas of student services.

In the Administrative and Student Life Services Division it is projected that UW-Stout would require an additional 8.35 staff positions to accommodate the increased faculty, staff and student population. Additional positions would be required in areas such as health and safety, physical plant, business and financial services, human resources and budget, planning and analysis. These positions would be funded through a combination of GPR and program revenue.

It is projected that UW-Stout would require an additional eight projected staff members in the Learning and Information Technology units to support the increased numbers of students, faculty and staff. UW-Stout is a laptop campus that provides a technology-enriched learning and working environment. Additional support staff would be needed in the areas of instructional technology, help desk, course management, programming, network security, network management and overall technical support for classrooms and offices.

UW-Stout would also require computer technology, office furniture, supplies and professional development funding for each additional faculty and staff member.

System level actions or strategies needed.

There are several areas where a system-level action, strategy or policy would support UW-Stout's efforts to enroll additional students and improve retention and graduation rates across the UW System, including:

- Flexible tuition models at the undergraduate and graduate levels. Models that allow campuses to charge a single tuition rate for resident and non-resident student would be particularly beneficial in recruiting non-resident and international students.
- Further streamlining the process and timeline for new degree program development
- Implementing a common general education core with common course numbers across all UW System campuses
- Implementing a limit of 120 credits on all undergraduate programs
- Allowing each UW System campus to offer an associate degree
- Adopting a common calendar across all UW System campuses
- Implementing uniform processes for transfer credit across all UW System campuses
- Implementing uniform processes for credit for prior learning across all UW System campuses