Enrollment Management Plan - *Destination 2025*

Year One Review

The Strategic Enrollment Management Plan was devised in 2018. The implementation of that plan was branded *Destination 2025* and kicked-off in October of 2019. The plan has three objectives that span 2019 thru 2025. They are:

**Objective 1:** Increase new undergraduate student enrollment from 3504 in Fall 2018 to 4532 in Fall 2025

**Objective 2:** Increase the enrolled percentage of traditionally under-represented student groups (TUSG) from 37% in Fall 2018 to 44% by Fall 2025.

**Objective 3:** Increase the retention rate of first year full-time (FYFT) students to 80% and new transfer student persistence to 85% while decreasing the average time-to-degree from 17.6 to 16 terms for FYFT students and from 10 to 8.7 terms for new transfer students.

The year one implementation plan launched with a strong start before facing significant external challenges. The team had to pivot early in 2020 due to the COVID-19 pandemic: 30 activities were added or altered to address the uncertainty of the virus and prepare for an all-online spring quarter. Here are some highlights:

- Increased outreach to personally contact every student registered for classes
- Reforming the Student Success Center to provide online tutoring
- Changing policies that enabled students to continue their academic progress and success
- Providing equipment and technology to students who lacked online access
- Setup virtual tours, meetings and collaborations

In addition to the COVID response activities that were added, progress continued to be made on the original plan. The charts below represent the progress that was made between Oct 2019 and Oct 2020.
Key figures:

- 63% of all activities defined in the plan were completed.
- 13% were paused due to COVID.
- The remaining 24% is a mixed bag of initiatives that either made solid progress towards completion or never got any traction.
- Most of the paused and solid progress activities were carried forward into the Year Two plan.

Some of the key activities that were accomplished in the first year include:

- 500+ virtual tours, transfer sessions and admission presentations
- Established a transfer center that served 500+ students
- Established and admissions diversity recruitment advisory council
- Increased communications to CWU centers
- Increased DEC online presence, communications, and location
• Developed DEC resource guides for LGBTQ+ and undocumented students
• Developed the English Leap Program
• Shifted academic success services online
• Updated 87 TAPP sheets

**Year One Summary**

Apart from Objective 1, significant progress was made on *Destination 2025* objectives. The table below documents the progress and provides the remaining progress needed to reach our 2025 goals.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Start</th>
<th>5 Year Goal</th>
<th>Delta</th>
<th>Year 1 Results</th>
<th>Change</th>
<th>Remaining to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase new undergraduate student enrollment from 3504 in Fall 2018 to 4532 in Fall 2025</td>
<td>3504</td>
<td>4532</td>
<td>1028</td>
<td>3009</td>
<td>-495</td>
<td>1523</td>
</tr>
<tr>
<td>Increase the enrolled percentage of traditionally under-represented student groups (TUSG) from 37% in Fall 2018 to 44% by Fall 2025.</td>
<td>37%</td>
<td>41%</td>
<td>4%</td>
<td>40%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Increase the full-time first-year retention rate to 80% by Fall 2025 (2024 cohort)</td>
<td>69%</td>
<td>80%</td>
<td>11%</td>
<td>72%</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Increase new transfer one-year persistence rate to 85% in Fall 2025 (Fall 2024 cohort)</td>
<td>81%</td>
<td>85%</td>
<td>4%</td>
<td>83%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Decrease the average time-to-degree for first time full time students from 17.6 to 16 terms</td>
<td>17.60</td>
<td>16.00</td>
<td>-1.60</td>
<td>15.20</td>
<td>-2.40</td>
<td>0.80</td>
</tr>
<tr>
<td>Decrease the average time-to-degree for transfer students from 10 to 8.7 terms</td>
<td>10.00</td>
<td>8.70</td>
<td>-1.30</td>
<td>9.90</td>
<td>-0.10</td>
<td>-1.20</td>
</tr>
</tbody>
</table>

In addition to the achievements made towards the plan objectives, there were several other benefits to the Year One execution of *Destination 2025*, which include:

• A standard process was used for planning, reporting progress and tracking of efforts. This allowed for improved cross-divisional collaboration, communications and coordination.
• The actions and update accountabilities were defined and regularly discussed leading to an increased level of transparency.
• Measurements were defined at all levels and progress was updated monthly. This provided opportunities for adjustments to be made
• Links from effort to objective to mission fulfillment
Year Two Overview

The planning for Year two began in July 2020 using the same three objectives. New initiatives were constructed to adjust for the current landscape. There is an increased focus on online services, CWU Centers and transfer students that will be a significant avenue for enrollment recovery.

The Year Two plan contains a 24% increase over Year One plan. This is largely due to an increase in the initiatives and projects with multiple measures. Some of the key activities that are planned for Year Two include:

- Expand online experience, communications, and presentations
- Build stronger partnerships with community colleges
- Increase outreach to prospective students and applicants
- Diversify recruitment channels
• Create an environment for students to feel welcome and included
• Develop relationships with community leaders
• Connect students with existing resources
• Develop a comprehensive student communications plan
• Continue development of the Transfer Center
• Implement a new advising model

This year, the project planning team for Year Two included over 30 individuals across the university. With many projects and activities already begun, we are on our way to another successful year with this project that will lead us closer to achieving our Destination 2025 goals.