

STRATEGIC PLANNING TEMPLATE

Roadways Mission:

Roadways promotes student persistence, retention and graduation by working with campus partners to provide comprehensive, individualized support services designed to guide students along the path from admissions to alumni.

University Strategic Plan Pillars:

1. Student and Academic Success
2. Community Engagement and Regional Stewardship
3. University Culture
4. University Resources
5. Telling the MSU Denver Story

Enrollment Management Mission/Vision:

The Enrollment Services division collaborates to empower its diverse community by providing access to a high quality and relevant education in support of the role and mission of the University. We strive to provide seamless, customer-friendly services in support of each student's educational journey.

Our team is committed to becoming the preeminent public university in the nation by embracing the core values of "community, access, diversity, respect, and entrepreneurship."

Enrollment Management Goals (June 1, 2017 through May 31, 2018):

- **Enhance and sustain high quality customer service throughout enrollment services.**
 - Engage in Process Improvement.
 - Analyze each departmental and cross departmental processes to ensure efficiency and that each process meets the needs of students or the University.
 - Improved communication to students and staff/faculty within the university.
 - Ensure all communications are proactive, consistent, timely, accurate, and intentional to MSU Denver students and community.
 - Evaluate all communication to ensure student sense of belonging is incorporated.
 - **Establish and meet MSU Denver enrollment goals.**
 - Each enrollment services department will participate in enrollment goal setting and achievement.
 - Monitor enrollment goals via strategic enrollment management dashboard.
 - Establish departmental culture of active participation in student recruitment and retention.
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Enrollment Management Student Success Priority Areas:

1. New Student Recruitment
2. Retention/Persistence
3. Student Engagement
4. Compliance/Safety
5. Wellness
6. Career Preparation
7. Efficiency/Reducing the Roadrunner Runaround
8. Campus Culture and Climate (for students)
9. Academic Partnerships

Roadways Area Strategic Plans:

1. Roadways—general
2. Roadways—Events and Communication
3. Orientation, Transition, and Retention
 - a. New Student Orientation
 - b. Peer Mentoring
 - c. Transfer Student Success
 - d. International Student Support
4. Student Support and Retention
 - a. Tutoring
 - b. Supplemental Instruction
 - c. Roadways Advising
 - d. Scholarship and Retention

Roadways: general

MISSION: TBD on 04/27/2018

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	ASSESSMENT METRIC	ASSESSMENT STRATEGY
#1 Create a strategic plan for Roadways.	-University Resources -University Culture -Student and Academic Success	-Retention/Persistence -Student engagement. -Compliance/safety. -Wellness. -Career Preparation.	Completed plan.	Finish the plan.

		<ul style="list-style-type: none"> -Efficiency/reducing the Roadrunner Runaround. -Campus culture and climate. -Academic partnerships. 		
#2 Leverage all available campus technologies to increase communication, student success, and retention.	<ul style="list-style-type: none"> -University Culture -Student and Academic Success -University Resources 	<ul style="list-style-type: none"> -Retention/Persistence -Student engagement. -Career Preparation. -Efficiency/reducing the Roadrunner Runaround. -Campus culture and climate. -Academic partnerships. 		<ul style="list-style-type: none"> -Collaborate with Advising Systems. -Collaborate with IT and the data warehouse. -Align Roadways and Enrollment Management data research and reporting.
#3 Develop a plan for collaboration with faculty, staff and administrators in order to best infuse multiple perspectives into all Roadways activities.	<ul style="list-style-type: none"> -University Culture -Student and Academic Success -University Resources -Telling the MSU Denver story 	<ul style="list-style-type: none"> -Retention/Persistence -Student engagement. -Compliance/safety. -Wellness. -Career Preparation. -Efficiency/reducing the Roadrunner Runaround. -Campus culture and climate. -Academic partnerships. 		<ul style="list-style-type: none"> -Establish an advisory council for Roadways to receive multi-perspectival input. -Engage faculty partners such as faculty senate and council of chairs in steering and decision making. -Collaborate with staff and administrative partners to perform needs assessment and to plan accordingly. -Include voices from constituent groups at every step.

<p>#4 Design and implement specific strategies aimed at eliminating equity gaps in student achievement at MSU Denver.</p>	<ul style="list-style-type: none"> -University Culture -Student and Academic Success -University Resources 	<ul style="list-style-type: none"> -Retention/Persistence -Student engagement. -Wellness. -Career Preparation. -Campus culture and climate. -Academic partnerships. 		<ul style="list-style-type: none"> -Approach all projects/programs with an equity-minded lens. -Make sure that all data collected is disaggregated in order to highlight equity differences. -Collaborate with the Office of Diversity and other institutional projects such as HSI to ensure an equity-minded approach and to align efforts.
<p>#5 Develop and implement a communication plan for internal and external constituents that promotes information sharing and the telling of the Roadways story.</p>	<ul style="list-style-type: none"> -University Culture -Student and Academic Success -University Resources -Telling the MSU Denver story - 	<ul style="list-style-type: none"> -Retention/Persistence -Student engagement. -Efficiency/reducing the Roadrunner Runaround. -Campus culture and climate. 		<ul style="list-style-type: none"> -Maintain consistent internal policies and procedures on marketing and advertising. -Collaborate with Marketing and Communications to ensure alignment with institutional marketing measures. -Use internal avenues of communication such as the Early Bird to consistently inform the MSU Denver community of Roadways events, programming, missions/values, etc.

CHALLENGES:

Roadways: Events and Communications

MISSION: To provide engaging events for students and clear, concise, and creative communications with faculty, staff, and students.

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	Campus and Community Partners	ASSESSMENT METRIC/STRATEGY	Strategy
#1 Plan and execute inclusive events for Roadways to increase student engagement and retention.	-Student and Academic Success -Community Engagement and Regional Stewardship -University Resources	-Retention/Persistence -Student Engagement -Wellness -Campus Culture and Climate (for students) -Career Preparation -Academic Partnerships	-Enrollment Management (Financial Aid and Registrar) -Academic Advisors -Athletics -Career Services -Applied Learning Center -CESA -Student Engagement and Wellness (Student Activities, Food Bank, Health Center, Counseling Center) -Marketing and Communications	-Student attendance to event(s) -Student satisfaction survey results	-Create planning committee with other campus partners -Create dynamic marketing materials. -Create timelines and tasks -Work with MarCom to get communications out about event to staff and faculty
#2 Develop a plan to ensure transparent communication in regards to Roadways with faculty and staff. Reduction of miscommunication	-University Resources -University Culture -Student and Academic Success -University Resources -Telling the MSU Denver story	-New Student Recruitment -Retention/Persistence -Student Engagement -Efficiency/Reducing the Roadrunner Runaround -Campus Culture and Climate (for students) -Academic Partnerships	-Coordinator of Community Engagement and Outreach (Enrollment Management) -Marketing and Communications	-Active use of the Roadways webpages and each subpage (Counting webpage hits, create a baseline)	- Create a dynamic website is easy to use and utilized by faculty, staff, and students -Student referrals to Roadways -Increased collaboration between offices/departments -Reduction to phones/emails from student inquiring about information

between Roadways and other departments/offices					
#3 Stay in communication with students by utilizing texting and social media.	-Student and Academic Success -University Culture -University Resources -Telling the MSU Denver Story	-Retention/Persistence -Student Engagement -Efficiency/Reducing the Roadrunner Runaround -Campus Culture and Climate (for students)	-Coordinator of Community Engagement and Outreach (Enrollment Management) -Marketing and Communications	-Increase in student clicks on bitly links within texts (baseline year to collect) November 2018 Update: bitly links are no longer/texts are no longer used for events. New metric: increase texts to students (create baseline) -Accumulate more followers on Social Media.	Being followed on social media (SnapChat, Twitter, Instagram and FaceBook) by 65% of new incoming students

CHALLENGES:

- Time
- Funding

TESTING

MISSION: The mission and goal of the Office of Testing Services is to offer placement testing services to the Metropolitan State University of Denver student body.

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	Campus and Community Partners	ASSESSMENT METRIC/STRATEGY	Strategy
GOAL #1: Eliminate make up exam service (take away one service before adding another).	University Resources, University Culture	Academic Partnerships, Career Preparation	Roadways	Elimination of make-up exam service. Re-purpose existing budget and staff resources to offer a variety of additional standardized tests for campus community.	Communicate with campus community during spring 2019 semester and eliminate the make-up exam service effective August 2019. Elimination of the unfunded make-up exam service will allow Testing Services to re-direct existing resources to implementation of other critical services: implement plans to expand standardized test offerings, add exams that help move students from graduation to employment, and improve communication with incoming students regarding placement testing and pursue NCTA certification.
GOAL #2: Support models for placing students in Math and English courses using State of Colorado approved High	Student and Academic Success	Compliance, Academic Partnerships	Roadways, English and Math Departments, Registrar	Students able to place in English and Math courses using High School Equivalency exam sub scores.	(following elimination of make-up exam service and ACT-National testing) Offer proctoring services for one of the High School Equivalency exams at MSU Denver Testing Services. Encourage English and Math departments to allow placement based on High School Equivalency exam sub-scores.

School Equivalency exam sub scores (HiSET, GED, TASC).					Monitor data trends in utilization of HSE exam sub-scores for placement; monitor associated pass rates for students that place with HSE scores.
GOAL #3: Rebuild communication process to provide placement testing “testing prescriptions” for incoming students.	Student and Academic Success	Efficiency, Student Engagement	NSO, Admissions, Academic Advising	Track success via VZ system to monitor yield of students that test prior to attending New Student Orientation.	Collaborate with NSO, Advising and Admissions. Utilize existing resources and communication structures. Create student outreach to inform students of Placement Testing requirements early and often.
GOAL #4: Pilot use of virtual proctoring services (e.g. ProctorU) for Mostly Online courses. Create and maintain campus partnerships to monitor and address ongoing campus-wide changes for proctoring services for all course listings. Collaborate to ensure	Student and Academic Success, University Resources	Academic Partnerships	Faculty, IT, Director of Online Learning & OSSEMS committee	Increase appropriate utilization of Virtual Proctoring services. Monitor traffic patterns related to implementation and utilization of virtual proctoring services.	<ul style="list-style-type: none"> • Continue working with Online Student Services & Enrollment Management Subcommittee (OSSEMS) committee for improved portable access to proctoring services via a “virtual” proctoring service. • Advocate for expanded faculty support of Virtual Proctoring services in collaboration with Center for Teaching, Learning and Design (CTLD) related to online and place-based classroom assessments.

appropriate resource utilization of virtual proctoring services (not all exams require a proctoring service).					
GOAL #5: Expand use of Mostly Online Testing and Reservation System (TARS) by flattening traffic patterns and offering the service for additional classroom roster-based exams.	University Resources	Academic Partnerships	Faculty and Department Chairs	Increased utilization of TARS service – without increase in labor cost.	<ul style="list-style-type: none"> • Develop a system to flatten TARS traffic patterns by limiting number of exams that end on a calendar date (pending elimination of Make-up exam service). • Expand TARS to further support standardized tests – MFT, ISA, General Chem. tests, etc. (pending elimination of Make-up exam service).

CHALLENGES: Time and funding. Expect resistance to elimination of make-up exam service and resistance to changes in mostly online exam service.

ORIENTATION

MISSION: The mission is to support students in transition through high-quality orientation programs preparing them for academic, personal, and professional success at MSU Denver. We do this by facilitating intentional and purposeful programs to meet a variety of

student and family needs, integrating students and families into the University community, developing and empowering student leaders and collaborating with key internal and external partners. We serve all students including; first-time freshman, transfer students, non-traditional students (23 and older), student veterans, parents/families and student leaders.

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	ASSESSMENT METRIC/STRATEGY	
<p>#1: Expand Orientation programs to support transition beyond a one-time experience through delivery of important resources and information in an intentional and timely manner.</p>	Student & Academic Success	Retention/Persistence	Incorporate technology to produce pre and post online modules.	
	University Culture	Student Engagement	<p>Measure completion of post online modules & students' retention.</p> <ul style="list-style-type: none"> • Focus on completers vs. Non-completers • Who? • Monthly tracking within Comevo • End of year –detailed analyses of who completes vs. Non-completers <p>Year two:</p> <ul style="list-style-type: none"> • Develop student surveys and utilize institutional data as it pertains to semester-to-semester retention, credit hour completion, etc. to track student success reviewing for completers and non-orientation module completers. 	
	Telling the MSU Denver Story	Efficiency/Reduce Roadrunner Run Around		
		Campus Culture/Climate		
<p>#2: Assess all Orientation programs to identify opportunities to strengthen</p>	Student & Academic Success	Retention/Persistence		Collaborate with campus partners identified as ‘experts’ related to

programs, ensuring we are catering to various student identities (i.e. first-generation, low-income, international, transfer, adult, etc.).	University Culture	Student Engagement	specific student identities to complete a review/assessment of Orientation programs. Utilize student surveys for feedback of Orientation programs to assess for opportunities to serve specific student populations. <ul style="list-style-type: none"> • Need to incorporate questions that allow us to assess this metric. • Utilize Transfer Student Orientation data from 2018 survey.
	Telling the MSU Denver Story	Campus Culture/Climate	
#3: Collaborate with academic units to increase faculty – student engagement opportunities throughout Orientation programs.	Student & Academic Success	Retention/Persistence	Create opportunities for partnerships and programming focused on academic success. Assess the student/guest feedback of the Academic Welcome for SOAR programs. (Assess in August) Faculty feedback – send a survey (4 – 5 questions) to assess their participation. Send this in August.
	University Culture	Student Engagement	
	Telling the MSU Denver Story	Campus Culture/Climate	

CHALLENGES:

Incorporating faculty can be a challenge. Specifically during summer months while many faculty are not on campus.

PEER MENTORING

MISSION: Our mission is to help all MSU Denver students become successful college students and community members by assisting them in developing strong academic skills, and attaining a sense of community and belonging, from admissions to alumni.

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	CAMPUS AND COMMUNITY PARTNERS	ASSESSMENT METRIC	ASSESSMENT STRATEGY
#1					
Engage with 50% of the incoming 2018 first-time-to-college class by: <ul style="list-style-type: none"> peer mentoring event attendance one-to-one peer mentoring appointments, communication with their assigned peer mentor 	Community Engagement and Regional Stewardship University Culture University Resources	Student Engagement Campus Climate/Culture Retention/Persistence	<ul style="list-style-type: none"> Orientation Academic Advising Faculty Student Activities 	<p>Tracking student engagement with peer mentor;</p> <ul style="list-style-type: none"> Utilizing Banner/SSC guide to monitor How are we counting engagement? Track both all points of contact & one time/peer mentor to find the 50%. Track at semester and annually be able to run a larger report – looking at retention/student populations. Are we tracking fall to fall? Credit hours? Level? <p>Developing a post-meeting survey to evaluate the effectiveness of engagement with their peer mentor.</p> <ul style="list-style-type: none"> Effectiveness survey (not satisfaction) Questions at end to include satisfaction (5 star) Monthly/semesterly/annually overview of the events 	<ul style="list-style-type: none"> peer mentoring event attendance one-to-one peer mentoring appointments, communication with their assigned peer mentor

#2					
Partner with Academic Units <ul style="list-style-type: none"> Identify four faculty liaisons- one from each academic school or college. Produce a minimum of three events/programs each semester (2018-2019) in collaboration with academic units. 	Student and Academic Success University Culture University Resources	Retention/Persistence Student Engagement Career Preparation Efficiency/Reducing the Roadrunner Runaround Academic Partnerships	<ul style="list-style-type: none"> Faculty Deans Academic Advising 	Post-program survey to faculty and advisors to assess the effectiveness of program. Tracking student engagement with programming. Numbers/quality from above? <ul style="list-style-type: none"> How many students who attend events declare a major/minor within academic department in the next year? Of students who attend and are already majoring/minoring, visit with their academic advisor? (Semester) Track events in SSC for participation. 	<ul style="list-style-type: none"> Identify five faculty liaisons- one from each academic department. Produce a minimum of three events/programs each semester (2018-2019) in collaboration with academic units.
#3					
Build 5 internal and external partnerships, at least one of which is a high school, in partnership with Admissions, Student Government, and external community service organizations.	Community Engagement and Regional Stewardship University Culture University Resources Telling the MSU Denver Story	New Student Recruitment Student Engagement Campus Culture and Climate (for students) Wellness	<ul style="list-style-type: none"> Admissions Student Activities Metro Denver service organizations 	Develop pre and post assessments (high schools) to determine needs and if they were met through the information given. <ul style="list-style-type: none"> Collaborate with Admissions on selecting high schools Innovative & Life-long Learning (extended campus) (concurrent enrollment) Community partnerships – Center for Faculty Excellence – Jeff Loats 	Work closely with other MSU Denver departments to understand which partnerships exist, and how peer mentors can be involved.

				<p>Track enrollment of participants (high school partnerships) and if they become MSU Denver by Fall 2019.</p> <p>Track the # of services referred, and the # of visits made to the referred resource</p> <ul style="list-style-type: none"> Name & Birthdate to pull national data. 	
#4					
Scale the Peer Mentor program to be able to meet the needs of <u>all</u> MSU Denver students.	<p>Student and Academic Success</p> <p>University Culture</p> <p>University Resources</p>	<p>Retention/Persistence</p> <p>Student Engagement</p> <p>Efficiency/Reducing the Roadrunner Runaround</p> <p>Campus Culture and Climate (for students)</p> <p>Academic Partnerships</p>	<ul style="list-style-type: none"> Orientation Admissions Registrar Faculty Academic Advisors 	<p>Assess the applicant pool for the 2019-2020 academic year to evaluate the number of students who want to impact the greater MSU Denver community.</p> <p>Evaluate the increase of student participation in organizations with whom we partner.</p>	
#5					
<p>Develop Roadways Student Success Teams:</p> <ul style="list-style-type: none"> Faculty Academic Advisor Career Advisor Tutor Peer Mentors 	<p>Student and Academic Success</p> <p>University Culture</p> <p>University Resources</p>	<p>Student Engagement</p> <p>Efficiency/Reducing the Roadrunner Runaround</p> <p>Campus Culture and Climate (for students)</p>	<ul style="list-style-type: none"> Faculty Academic Advisor Career Center Transfer Student Success Tutoring Center 	<ul style="list-style-type: none"> Identify partners Develop and implement teams Begin to identify metrics <p>Develop pre assessment to determine the needs and interests of the success team participants</p>	Through discussion and evaluation of student needs, assess whether we need to include additional services on the teams

		Academic Partnerships		Post Assessment at end of each semester to track effectiveness of teams	
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CHALLENGES:

Providing structure and space for the new Peer Mentoring Program.

Creating a structure behind the development of the Student Success Teams

Creating a diverse communication plan to suit the needs of all MSU Denver students and community interest

TRANSFER STUDENT SUPPORT

VISION: To be a national leader in transfer student support and retention

MISSION: To increase transfer student retention and persistence by providing academic and social support from admission through graduation

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	CAMPUS AND COMMUNITY PARTNERS	ASSESSMENT METRIC	STRATEGY
#1: Identify and utilize data to inform decision making and assess program effectiveness	Student & Academic Success University Culture	Retention/Persistence Efficiency/Reduce Roadrunner Run Around Academic partnerships	<ul style="list-style-type: none"> • Business Intelligence • Admissions • Registrar 	<ul style="list-style-type: none"> • Request and receive at least 2 reports on relevant data • Utilize data from H.S.I. transfer team and transfer profile to develop these key assessment points. 	<ul style="list-style-type: none"> • Generate a list of relevant data • How often? • Use Survey to identify specific population of transfer students to gear services.
#2: Increase professional knowledge pertaining to transfer student support and retention best practices	Student & Academic Success University Culture	Retention/Persistence Student Engagement Efficiency/Reduce Roadrunner Run Around Campus Culture/Climate	<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Professional staff will attend at least one national conference each year pertaining to transfer support and retention • Present knowledge and educate OTR/Roadways team on what they learned. 	
#3: Represent transfer students on	Student & Academic Success	Retention/Persistence Student Engagement	<ul style="list-style-type: none"> • Admissions • Registrar • HSI • Faculty 	<ul style="list-style-type: none"> • Professional staff will sit on at least 1 relevant committee that relates to transfer students 	

University committees and advocate for transfer friendly policies and practices	University Culture Telling the MSU story	Efficiency/Reduce Roadrunner Run Around Campus Culture/Climate	<ul style="list-style-type: none"> President's Office 		
#4: Facilitate the integration of transfer students into the University culture and community	Student & Academic Success University Culture Telling the MSU story	Retention/Persistence Student Engagement Efficiency/Reduce Roadrunner Run Around Campus Culture/Climate	<ul style="list-style-type: none"> IWSS Curriculum Review Committee Faculty Peer Mentoring Program 	<ul style="list-style-type: none"> Partner with Peer Mentoring to incorporate training on transfer students. Measure extended module completion rates to develop baseline <p>Incorporate transfer-specific events (problem-specific or connectedness)</p> <ul style="list-style-type: none"> Developing a post-event survey to evaluate the effectiveness of engagement with their peer mentor. Effectiveness survey (not satisfaction) Questions at end to include satisfaction (5 star) Monthly/semesterly/annually overview of the events 	<ul style="list-style-type: none"> Design and launch 4-5 extended orientation modules for transfer students Grow transfer program via peer mentoring
#5: Engage and educate the campus community on transfer student support and retention best practices	Student & Academic Success University Culture Telling the MSU story	Retention/Persistence Student Engagement Efficiency/Reduce Roadrunner Run Around Campus Culture/Climate Academic Partnerships	<ul style="list-style-type: none"> Faculty Human Resources Center for Faculty Excellence 	<ul style="list-style-type: none"> Post- training surveys will assess participant knowledge Survey – consider the goals of the trainings when making the survey. 	<ul style="list-style-type: none"> Develop and implement 2-3 trainings for staff, faculty and student workers

CHALLENGES: Determining the scope and purpose of the program; finding a balance between addressing transfer specific needs and helping transfer students feel connected to the University (vs. Being considered a transfer).

INTERNATIONAL STUDENT SUPPORT

VISION: Our vision is to instill tolerance, appreciation, and respect of different cultures on our campus, embracing education and diversity in an effort to improve global relations through peace and understanding.

MISSION: It is our mission to create a meaningful experience for international students through cultural exchange, retention-based programming, and holistic support for students' educational and cultural needs. ISS provides advising on regulations to maintain status, internships, employment options, academics, and personal matters to help international students reach their personal, academic, and professional objectives. In engaging our international community, we also strive to give our domestic population of students the opportunity to develop their own interpersonal cultural competencies by exposing them to other worldviews in an effort to break down barriers and inherent prejudices. Ultimately, the objective is to increase respect and awareness between cultures, providing tools for both domestic and international students to compete in our global society.

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	CAMPUS AND COMMUNITY PARTNERS	ASSESSMENT METRIC	STRATEGY
#1: Educate the campus community about how best to engage and support international students	Student & Academic Success	Retention/Persistence	Office of International Studies, Office of Admissions, Student Government, Students of Auraria, other Faculty & Staff	Develop and implement trainings for faculty, staff, and students <ul style="list-style-type: none"> ▪ Tracking success of the trainings (Post Survey – remember to consider the goal of the training) ▪ Roadrunner Runaround – what are students saying? List offices they were sent – with the question. Able to resolve question? Was the student misinformed and therefore directed incorrectly(roadrunner runaround) 	Campus community can identify an international student, know their restrictions and knows where to locate basic tools to support them
	University Culture	Student Engagement			
	Telling the MSU Denver Story	Efficiency/Reduce Roadrunner Run Around			
		Campus Culture/Climate			
#2: Increase involvement and engagement of international students with the MSU Denver community	Student & Academic Success	Retention/Persistence	Department of Athletes, Applied Learning Center, Office of Student Activities, Student	Provide programming and peer mentorship to instill a sense of belonging <ul style="list-style-type: none"> ▪ Partner with Peer Mentoring for training ▪ Partner with Student Activities 	International students are interning and working on-campus, are active members of established student clubs and in attendance at University events
	University Culture	Student Engagement			
	Telling the MSU Denver Story	Campus Culture/Climate			

		Efficiency/ Reduce Roadrunner Run Around	Government, Students of Auraria, other Faculty & Staff	Develop student survey to measure students' sense of belonging as a result of attendance in programs	
#3: Collaborate with Auraria Campus DSO's to build a professional community for staff to learn, share resources/ideas, and plan programs to support international students	Student & Academic Success	Retention/ Persistence	Office of Admissions, CU Denver, CCD	Develop a committee and meet semesterly to obtain campus-specific knowledge and trends <ul style="list-style-type: none"> Set a date to have a clear purpose and scope for the committee What are the expectations of participation with this committee <p>Lead international support staff at all institutions to create an International Education Week calendar of events that are open to all students</p>	Effective communication and shared best practices within the international support community on Auraria and a successful IEW
	University Culture	Student Engagement			
	Telling the MSU Denver Story	Campus Culture/ Climate			
#4: Ensure institution complies with the federal government	Student & Academic Success	Compliance/ Safety	Office of Registrar, Office of Admissions, SEVP	Identify & utilize appropriate student information systems to track communications and important documentation to ensure institutional and national compliance <ul style="list-style-type: none"> Partner with Ellen Boswell 	SEVIS and all institutional systems that track international student admissions and academics contain appropriate and like data for accurate reporting
#5: Increase access and availability to DSO	Student & Academic Success	Retention/ Persistence	Office of Admissions	In addition to appointment availability, provide standard, daily walk-in hours during academic sessions <ul style="list-style-type: none"> Create online FAQ for some of the daily questions/appointments/walk-in's 	International students have access to meet regularly with DSO and maintaining status
		Compliance/ Safety			
		Student Engagement			
		Efficiency/ Reduce Roadrunner Run Around			

#6: Guide senior international students on their next steps and collaborate with appropriate community partners for a successful plan	Student & Academic Success	Retention/Persistence	Applied Learning Center, Human Resources, other Faculty & Staff, other community members	Develop a general ‘ <i>What’s Next</i> ’ planner that includes 1:1 regular meetings to discuss opportunity for work/internship, master’s degree options and/or returning home <ul style="list-style-type: none"> ▪ Semester programming – training – when workshops happen, etc. ▪ Partnership with advisors so they are well educated on resources for intl students ▪ Develop strategy on how to track success in next year 	International students are provided a written plan 3-months prior to graduation and have taken necessary actions to ensure smooth transition
	University Culture	Student Engagement			
	Telling the MSU Denver Story				

CHALLENGES:

1. Offering enough training opportunities to fit everyone’s schedule
2. Getting referral and encouragement from domestic students
3. Obtaining interest and buy-in from other institutions & funding
4. Limited tracking ability (lack of attribute or student type)
5. Departmental meetings and/or requested time-off & need for back-up or student employees
6. Time requirement and regulations surrounding international students & availability for on-campus opportunities

Supplemental Instruction (SI)

MISSION: Provide academic support to students in historically difficult courses, through the facilitation of collaborative active-learning study sessions.

OUTCOME	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	CAMPUS AND COMMUNITY PARTNERS	ASSESSMENT METRIC	STRATEGY
#1: At least 25% SI session student participation in Supplemental Instruction-supported courses in Spring 2019 semester.	-Student & Academic Success -University Culture -University Resources	-Retention & Persistence -Student Engagement -Academic Partnerships	-Faculty in SI supported courses -Academic Colleges/Schools & Departments -Tutoring Center -Peer Mentoring -Business Intelligence -Academic Advising	-Tracking number of students attending 1+ SI sessions compared to course enrollment for sections supported by Supplemental Instruction.	-Create streamlined tracking system to collect all attendance data in one place and analyze for areas needing extra support -Provide SI Leaders with trainings and strategies to increase attendance -Analyze all datapoints to identify areas of improvement and innovation to increase accessibility for students -Collaborate with academic units to increase visibility of SI and increase staff/faculty promotion of students attending SI sessions
#2: For sections in SI-supported courses, students participating in SI will have a 25% lower DFW rate than non-participants in Spring 2019.	-Student & Academic Success -University Culture -University Resources	-Retention & Persistence -Student Engagement -Academic Partnerships	-Faculty in SI supported courses -Academic Colleges/Schools & Departments -Business Intelligence	-Comparing the % of DFWs for students participating in 1+ SI sessions and non-participants within SI-supported sections.	-Create streamlined tracking system to collect all attendance data in one place -Analyze student attendance of SI sessions for trends and identify areas for extra support -Provide SI Leaders with trainings and strategies related to building relationships and creating a welcoming environment in addition to pedagogy -Work with Business Intelligence to analyze DFW rate after the Spring 2019 semester
#3: Increase partnerships across MSU Denver by: -Meeting with at least 1 Dean from each college and	-Student & Academic Success -University Resources -University Culture	-Academic Partnerships -Student & Academic Success -Retention & Persistence	-Colleges -Academic Departments -Tutoring Center -Peer Mentoring -CTLD -Center for Applied Learning	-Track number of meetings with Deans and Department Chairs. -Track additional meetings with	-Create list of meetings and relevant partners across MSU Denver -Join faculty and department meetings and events to help create awareness of SI -Participate in faculty professional development to build relationships and gain faculty perspective

<p>Department Chairs for SI-supported departments.</p> <p>-Increasing collaborative events.</p> <p>-Establishing baseline list of partners.</p>			<p>-Learning Assistants</p> <p>-Dean's Office</p> <p>-Online Programs</p> <p>-Access Center</p> <p>-CESA</p> <p>-Immigrant Services Program</p> <p>-TRIO</p>	<p>other partners across MSU Denver to establish baseline list.</p>	<p>-Hold/co-host collaborative events and trainings with other MSU Denver entities</p>
<p>#4: Establish baseline measures of effectiveness for Supplemental Instruction Leaders.</p>	<p>-Student & Academic Success</p> <p>-University Resources</p>	<p>-Retention & Persistence</p> <p>-Student & Academic Success</p> <p>-Career Preparation</p>	<p>-International Center for SI</p> <p>-Tutoring Center</p> <p>-Faculty teaching SI supported courses</p> <p>-Human Resources</p> <p>-Applied Learning Center</p>	<p>-Tracking quantifiable evaluations of SI Leaders on competencies.</p> <p>-Tracking course grades and retention rates of students participating in SI vs. non-participants.</p>	<p>-Create aligned SI Leader competencies/rubric, observation and evaluation tools, and tracking structures to measure effectiveness</p> <p>-Complete 1 complete evaluation for each SI Leader</p> <p>-Develop trainings that strengthen skills, abilities, and performance of SI Leaders leading to enhance student learning and academic success,</p> <p>-Measure/compare GPA and semester-to-semester persistence rate of students in SI supported courses who attended SI sessions vs. those students who did not</p>

CHALLENGES:

- Cost of staffing
- Identifying historically difficult/high DFW courses
- Finding leaders for upper division courses
- Training days/times
- Scheduling of SI sessions and observations of those sessions
- Faculty understanding/support of SI
- Extremely large amount of data tracking and administrative projects each semester
- Students' schedules

Tutoring

MISSION: To increase student persistence by offering free and student-centered academic support across various disciplines.

OUTCOME	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	CAMPUS AND COMMUNITY PARTNERS	ASSESSMENT METRIC	STRATEGY
#1: Increase availability of tutoring outside of normal business hours by offering 24/7 Online Tutoring	<ul style="list-style-type: none"> -Student & Academic Success -Campus Culture/Climate -University Resources 	<ul style="list-style-type: none"> -New Student Recruitment -Retention/Persistence -Student Engagement -Career Preparation -Efficiency/Reducing the Roadrunner Runaround -Academic Partnerships 	<ul style="list-style-type: none"> -Academic Colleges/Schools & Departments -Online Education Programs 	<ul style="list-style-type: none"> -Number of students using tutoring services -Student satisfaction -Student access 	<ul style="list-style-type: none"> -Analyze and assess relevant data -Research and analyze challenges and opportunities of Online Tutoring -Student surveys
#2: Increase and expand tutoring services throughout campus with more satellite locations	<ul style="list-style-type: none"> -Student & Academic Success -Community Engagement -University Resources -Telling the MSU Denver Story 	<ul style="list-style-type: none"> -New Student Recruitment -Retention/Persistence -Student Engagement -Career Preparation -Efficiency/Reducing the Roadrunner Runaround -Campus Culture and Climate -Academic Partnerships 	<ul style="list-style-type: none"> -Academic Colleges/Schools & Departments -Writing Center 	<ul style="list-style-type: none"> -Number of students using tutoring services -Student satisfaction -Student access 	<ul style="list-style-type: none"> -Participate in departmental meetings -Conduct orientations and/or info sessions for faculty each semester -Classroom visits by both tutors and professional staff -Student surveys
#3: Expand reading support to help students through the Beyond Words service	<ul style="list-style-type: none"> -Student & Academic Success -University Resources 	<ul style="list-style-type: none"> -Retention/Persistence -Efficiency/Reducing the Roadrunner Runaround -Academic Partnerships 	<ul style="list-style-type: none"> -Academic Colleges/Schools & Departments -English Department 	<ul style="list-style-type: none"> -Number of students using tutoring services -Student satisfaction -Student access 	<ul style="list-style-type: none"> -Analyze and assess relevant data -Student surveys

CHALLENGES:

Data Extraction and Analysis

Staffing

Budget

Space

Roadways Advising

MISSION: Provide comprehensive advising support to undeclared/exploratory students, re-admits, and college completion candidates.

GOAL	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	Campus and Community Partners	ASSESSMENT METRIC	STRATEGY
Goal: Improve Roadways Advising functions with Orientation to develop a collaborative systematic process that enhances both new and transfer students' integration into MSU Denver.	Student and Academic Success	Retention/Persistence, Efficiency, Reducing Roadrunner Runaround	OTR, Advising Systems, Academic Departments	Create baseline assessment of students' transition to MSU Denver. Include retention and major declaration data.	Ensure that students are connected to campus resources including their academic departments and provide exploratory/undeclared support when needed
Goal: Support Undeclared students through the integration of Career Services tools and assessments in Advising processes	Student and Academic Success	Efficiency/Reducing Roadrunner Runaround, Retention/Persistence, Student Engagement	Career Services	Create baseline assessments of career and aptitude awareness.	Collaborate with Career Services on connecting students to assessments and career exploration options in conjunction with major interests
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<p>Create a collaborative process that better utilize Roadways Advising functions with Departmental Advisors, Individualize Degree Program (IDP), Registrar, and Transfer Services, to assess and support College Completion Students.</p>	<p>Student and Academic Success</p>	<p>Efficiency/Reducing Roadrunner Runaround, Retention/Persistence,</p>	<p>Transfer Student Success and Persistence, Transfer Services, Individualized Learning, Registrar</p>	<p>Establish baseline metrics on college completion including numbers served, persistence, and graduation. Create assessment of student understanding of grad plan.</p>	<p>Outreach to all areas that intersect with College Completion and create consistent processes and contacts for serving common completion problems</p>
<p>Develop a collaborative process involving Admissions, Departmental Advisor, Registrar's Office, and Financial Aid to ensure a seamless path for Re-Admit students into MSU Denver and proactively re-engage students who</p>	<p>Student and Academic Success</p>	<p>Efficiency/Reducing Roadrunner Runaround, Retention/Persistence,</p>	<p>Admissions, Advising Systems, Academic Departments, Registrar, Financial Aid</p>	<p>Create baseline metrics including admissions, retention and persistence for this population.</p>	<p>Identify and outreach to readmitted undeclared students to identify an appropriate major that aligns with their career goals.</p>

have left the institution					
In partnership with the Registrar and Advising Systems, create a strategy to address student stop-outs.	Student and Academic Success	Efficiency/Reducing Roadrunner Runaround Retention/Persistence,	Advising Systems, Registrar	Create baseline metrics of numbers served, students persisting, and track future re-engagement.	Meet with students prior to full withdrawal to explore persistence, completion, and re-engagement options

CHALLENGES:

of staff to scale these ratios up

Identifying time of specific outreach initiatives.

University policies on transfer students and declaration of major.

Student advising requirements/expectations

Scholarship Support and Retention

MISSION: Provide wrap-around support for select scholarship and leadership opportunities at MSU Denver.

OUTCOME	UNIVERSITY STRATEGIC PLAN	EM PRIORITY AREA	Campus and Community Partners	ASSESSMENT METRIC	STRATEGY
#1 Students (Scholars and non) will complete the FAFSA and General Scholarship Application	University Resources, Student and Academic Success	Retention/Persistence, Efficiency/Reducing the Roadrunner Runaround	Financial Aid, Denver Scholarship Foundation	Establish baseline data. Measure % increase of FAFSA or DAIA Completion for all students by 10% by March 1 st priority deadline. Increase % of General Scholarship applications all students by 10%. Measure for individual scholarship student completion rates will be >70%	Collaborative workshops with financial aid and DSF advisors. Calling campaign. Verification assistance based on equity gaps.
#2 Increase the # DSF Students recruited into the DSF Leadership Program	Community Engagement and Regional Stewardship,	Student Engagement, Retention/Persistence	Denver Scholarship Foundation	25 students (new & returning) complete contract/participated in Leadership event by end of Fall, and 50 by end of Spring.	Collaborative events with DSF and Future Center.
#3 Scholars will retain at MSU Denver at a higher rate than then general population	Student and Academic Success	Retention/Persistence	Roadways Advising, Peer Mentoring, University Advancement	Establish baseline data. Fall to fall retention rates >85%	Collaborative efforts with Peer Mentoring program, Advising

					teams, advisors, professors, and Student Retention team.
#4 Peer mentors and DSF Leaders will understand the appropriate steps involved in programming management, leadership development, and case management/mentoring.	Student and Academic Success	Student Engagement, Career Preparation	Denver Scholarship Foundation, Student Activities	Establish baseline data. Pre and post Likert scale on leadership development	Leadership program workshops with pre & post surveys. Collaborative training efforts through Dreamers training, peer mentoring program, student retention team, Break Away, and Counseling center.

CHALLENGES:

- # of scholarships requiring support continues to increase
- Space for programming, peer mentoring to occur
- DSF Leadership is not incentivized beyond intrinsic value

Summer Bridge Programming

Mission: Assist students with transition time over the summer, both from high school to college when starting out and from year to year when at MSU Denver.

Academic & Career Excellence (A.C.E.) Summer Scholarship

Goal	University Strategic Plan	EM priority Area	Campus & Community Partners	Assessment Metric	Strategy
Develop and implement a freshman to sophomore summer scholarship program.	Student and Academic Success	Retention/ Persistence Student and Academic Success Career Preparation	Financial Aid, Academic Departments, Roadways, Career Services, Alumni	Number of applications/ awards. Student enrollment and retention rates. Students gain desired learning outcomes.	Work with Financial aid to secure funding. Work with other departments to create programming that will enhance participant college skills.

College Works

Goal	University Strategic Plan	EM priority Area	Campus & Community Partners	Assessment Metric	Strategy
Increase number of employers and students who participate.	Student and Academic Success Community Engagement University Resources	New Student Recruitment Retention/ Persistence Student and Academic Success Career Preparation	Various departments across campus, Denver and Adams county Workforce offices, DPS and Adams county school staff, DEAN, Adams County Post-secondary CAN	Number of students who participate. Student enrollment and retention rates. Number of employers participating.	Reach out to departments on campus to encourage participation by showing outcomes. Work with community partners, counselors, and send out recruitment emails to increase enrollment.

College Works students will continue student employment at MSU Denver from summer through their first year.	Student and Academic Success, Community Engagement and Regional Partnerships	Student Engagement, Career Preparation, Retention/Persistence	Academic Departments, Roadways Advising, Peer Mentoring	Establish baseline data. 75% of students will continue working on campus during their first two semesters at MSU Denver.	Collaborative efforts through regular meetings with students and contact with their employers.
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High School Outreach Peer Mentors

Goal	University Strategic Plan	EM priority Area	Campus & Community Partners	Assessment Metric	Strategy
Peer mentors help facilitate the transition to college for incoming MSU Denver students from 30 area high schools.	Student and Academic Success Community Engagement University Resources	New Student Recruitment Retention/ Persistence Student and Academic Success	Admissions Financial Aid Orientation Area High Schools Community Partners – for promotion	Track contacts with high school students.	Send caseload students email communication about resources on campus and tasks the student needs to complete. Offer mentors as a resource for any questions the incoming students may have. Visit schools to provide “office hours” for incoming students to meet mentors. Host events on campus to get incoming students here and connected with MSU Denver.
Increase yield from selected high schools.	Student and Academic Success	New Student Recruitment Retention/ Persistence Student and Academic Success	Admissions	Yield numbers.	Through proactive outreach, help students navigate some of the obstacles that prevent students from matriculating.

CHALLENGES:

Recruiting participants for program

Engaging high school students- there are limited opportunities for face to face interaction and email is not always very effective.

Limited space and funding for programs.

Data