Deans Meeting – November 12, 2019

How UWG got here – KPI handout. We have 724 fewer UG this year than last year. The 3.6% drop in enrollment translated to a 4.7% drop in SCH. Retention rate remained low (69%), even after new efforts. Sophomore to Junior retention rate dropped and transfer out rates increased (IPEDS). This enrollment information was fluid, even though UWG knew there would be some budget cut.

Letters of non-renewal went out for 2nd year faculty and there was some miscommunication. Academic Affairs is working to improve the budget communication process going forward.

Handout – Fulfilling our Promises
What are the strategic priorities in Academic Affairs when working on budget cuts? See list on handout. List is not in priority order except retention, enrollment, and diversity & inclusion are at the top of the list of priorities.

There must be a comprehensive review of college budgets and what our strategic priorities are for determining any future reductions. Personnel issues were discussed. Recommendations on college budget priorities need to be given to Dr. Jenks by November 21st.

All divisions are working on budget reduction scenarios, just like Academic Affairs. Auxiliary Services has already taken cuts because of reduced revenues and student fees.

Transparency – all recommendations will be made in the minutes of our meetings.

Earning trust – an effective communication strategy must be created. Deans will send wording recommendations.

Academic Affairs enrollment and retention strategies (handout) to be considered. No Deadline for these simply continuous efforts.
## University of West Georgia Institutional Performance Indicators - Strategic Plan 2020

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</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>Fall Term</td>
<td>12,206</td>
<td>12,834</td>
<td>13,308</td>
<td>13,520</td>
<td>13,733</td>
<td>13,238</td>
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<tr>
<td>FTE Headcount</td>
<td>Fall Term</td>
<td>11,077</td>
<td>11,530</td>
<td>11,877</td>
<td>11,941</td>
<td>12,003</td>
<td>11,437</td>
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<tr>
<td>Undergraduate Headcount</td>
<td>Fall Term</td>
<td>10,249</td>
<td>10,753</td>
<td>11,155</td>
<td>11,229</td>
<td>11,135</td>
<td>10,411</td>
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<tr>
<td>First Year Retention Rate</td>
<td>Fall Term</td>
<td>74.11%</td>
<td>72.54%</td>
<td>72.34%</td>
<td>72.38%</td>
<td>68.84%</td>
<td>69.07%</td>
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<tr>
<td>Sophomore to Junior Retention</td>
<td>Fall Term</td>
<td>57.01%</td>
<td>59.14%</td>
<td>57.91%</td>
<td>54.12%</td>
<td>57.22%</td>
<td>55.33%</td>
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<tr>
<td>4 Year Graduation</td>
<td>FY</td>
<td>15.23%</td>
<td>19.48%</td>
<td>21.34%</td>
<td>22.10%</td>
<td>21.68%</td>
<td>August 2020</td>
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<tr>
<td>6 Year Graduation</td>
<td>FY</td>
<td>38.97%</td>
<td>41.21%</td>
<td>40.49%</td>
<td>42.25%</td>
<td>45.22%</td>
<td>August 2020</td>
<td>↑</td>
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<tr>
<td>Student Achievement Measure (SAM) Alternative 6 Year Graduation</td>
<td>FY</td>
<td>52%</td>
<td>57%</td>
<td>56%</td>
<td>59%</td>
<td>December 2019</td>
<td>December 2020</td>
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<tr>
<th>Degrees Conferred (does not include certificates)</th>
<th>AY</th>
<th>Total</th>
<th>2,275</th>
<th>2,425</th>
<th>2,595</th>
<th>2,659</th>
<th>2,675</th>
<th>April 2020</th>
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<tr>
<td></td>
<td></td>
<td>Undergraduate</td>
<td>1,587</td>
<td>1,685</td>
<td>1,789</td>
<td>1,737</td>
<td>1,809</td>
<td>April 2020</td>
<td>↑</td>
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<tr>
<td></td>
<td></td>
<td>Graduate</td>
<td>675</td>
<td>740</td>
<td>806</td>
<td>898</td>
<td>888</td>
<td>April 2020</td>
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**ARROW LEGEND:**
GREEN: Moving in intended direction.
RED: Not moving in intended direction.
Fulfilling our Promises

1. Engaging Faculty Staff and Students

   a. Deans will meet Tuesday Nov 12th to begin discussion
      i. Budget will be reviewed
      ii. Strategic Priorities outlined. For discussion:
          1. Retention
          2. Enrollment
          3. Diversity and Inclusion
          4. Nursing & Education
          5. Growth areas including new programming
          6. Mental health
          7. Student safety

   b. Deans will hold a meeting this week with their leadership (chairs, associate deans, directors, etc.) to create/meet with Advisory Committees this week consisting of:
      1. Faculty
      2. Staff
      3. Students

   c. Teams will complete a comprehensive review of each budget for possible reductions.
   d. Deans and their teams will prepare recommendations.
   e. Recommendations will be evaluated and any adjustments will be communicated to those affected.

2. Transparency

   a. All recommendations will be made in the minutes.
   b. Processes ensuring shared governance is considered noting that this circumstance must address the time lag between non-renewal notices due dates (6 months to end of contract) and recommending budget reductions due to enrollment declines (Jan-Feb).

3. Earning Trust

   a. Senior Leadership will work to ensure this cannot happen in the future by conducting a comprehensive review of current standard operating procedures and eliminating any barriers to shared governance.
   b. The President will conduct a comprehensive review of budgets to establish priorities university wide.
   c. The Provost will approach faculty senate to formalize the process outlined above in the circumstance that this occurs in the future to:
      i. Protect and respect faculty, staff, and student rights,
      ii. Ensure participation from all,
      iii. And provide assurances to future students, employees, community members, and other stakeholders that the University of West Georgia is a
good steward of the budget and committed to fulfilling our mission to enable students, faculty, and staff to realize their full potential through academic engagement, supportive services, professional development, and a caring, student-centered community.
Academic Affairs Enrollment and Retention Strategies

1. Linking faculty mentorship opportunities to student services in collaboration with Student Affairs and Enrollment Management.
2. Commitment to Diversity and Inclusion.
3. Full year scheduling to ease student planning.
4. Wait listing for all courses to track and meet student demand.
5. Eliminating programmatic barriers to student success.
6. Exploring new and innovative programs immediately.
7. Enhancing student support in key areas.
8. High Impact Practices
9. Comprehensive review of low producing programs.
10. Evaluation and consolidation of administrative areas to focus resources on faculty and student services.