Oregon First: Redefining Rural Serving Strategic Enrollment and Retention Plan

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Vision Statement

Eastern Oregon University is focused on providing accessible, high-quality education to Oregon's rural students, particularly those from historically underrepresented groups. As the state's official rural university, we are committed to recruiting Oregon residents into degree programs leading to successful careers and contributing to the growth of our region and its industries.

Our vision includes equipping BIPOC, Pell-eligible, veteran, and rural students with the education and skills needed in critical fields like STEM, health, and bilingual education. This directly supports Oregon's economic needs and cultural diversity. By placing an "Oregon First" priority in our strategic planning, we align with the state's Student Success and Completion Model and prioritize the needs of our students and community.

We plan to achieve this by streamlining our recruitment processes, focusing our marketing on strategic demographics, and providing continuous support through our advising systems. These steps will establish EOU as a key player in the educational and economic prosperity of rural areas. We are dedicated to leveraging every student's potential, helping them make significant contributions to Oregon.

EOU aims to be a leader in innovation and educational support, ensuring our students are prepared to meet the challenges of today and tomorrow. Our collective efforts are geared towards enhancing community well-being, driving industry growth, and embracing Oregon's diversity. EOU's vision is to not only d share knowledge and build critical-thinking, but also to foster leadership that endures and excels throughout the state.

Executive Summary

Eastern Oregon University (EOU) stands at a critical juncture where financial challenges and opportunities for strategic growth align. Our steadfast commitment to rural Oregon and the personalized education we provide positions us to leverage state funding mechanisms and optimize our enrollment and retention strategies. We present a multi-faceted plan that redefines what it means to be a rural-serving institution, aligning with the state's Student Success and Completion Model (SSCM) to maximize funding.

Understanding the nuances of the Student Success and Completion Model (SSCM) used by the Higher Education Coordinating Commission and the Oregon Legislature to provide appropriations to Oregon state universities, EOU will adjust our approach to optimize this funding line. Our plan leverages Activities Based Funding (ABF) and Outcomes Based Funding (OBF) by enhancing programs that align with state priorities, such as STEM, health, and bilingual education, particularly for underrepresented communities especially rural, BIPOC, Pell-eligible, and veteran students.

This document proposes the following strategic actions to align EOU resources and efforts:

1. **Reintegration of EOU Online and On-campus enrollment management systems:** A consolidated enrollment process will streamline student entry points and build on each department's core competencies.
2. **Oregon-first online recruitment:** Work to become the go to in-state provider for online programming
3. **Closure of Regional Offices Outside of Rural Areas:** Concentrating our presence in rural areas will strengthen our mission as a rural university.
4. **Integration of Academic Advising with Online Advising:** A unified advising system will provide consistent support to all students.
5. **Revise advising roles:** Creation of matriculation and retention specialists will focus efforts to bolster key points of failure in the student funnel
6. **Focus athletic recruitment:** Focus efforts to bring more Oregon students to EOU.
7. **Reduce Faculty Advising Load:** Reduce faculty advising responsibilities while increasing professional advising responsibilities focused on student graduation
8. **Creation of Faculty Advisor Hubs:** Cross-trained faculty will enhance advising efficiency and effectiveness.
9. **Increase Program Offerings:** Utilize increased faculty capacity to build out course offerings
10. **Develop Consortium Agreements:** Allow EOU students to fill in program gaps through courses at other TRUs
11. **Institute Meta-Majors:** Create meta-majors to allow students to be placed in high-return program lines
12. **Focus Funding:** Focus funding on matriculating and retaining students from targeted groups and program areas.
13. **Explore new funding sources:** Devote labor resources to developing new funding lines such as grants, GPT development, and service opportunities.

Strategic Alignment with EOU’s Goals

The "Oregon First: Redefining Rural Serving Strategic Enrollment and Retention Strategic Plan" is designed to significantly contribute to achieving the goals set out in Eastern Oregon University's (EOU) Strategic Plan, "THE ASCENT 2029" by focusing on EOU’s mission differentiation. Here's how the "Oregon First" plan aligns with and supports the key goals of "THE ASCENT 2029":

Goal 1: Student Success – Graduate Students with Competence and Confidence

Oregon First Initiatives:

- Focus on student success by ensuring every student receives necessary support to graduate.
- Implement strategies targeting Pell-eligible, rural students, veterans, and students of color.
- Provide ongoing support and financial incentives for students in STEM, health, and bilingual education.

Goal 2: Transformational Education – Enhance Academic Quality and Intellectual Vitality

Oregon First Initiatives:

- Expansion of program offerings in high-demand fields like STEM, health, and bilingual education.
- Marketing efforts intensify focus on rural Oregon communities to address state needs and optimize funding.

Goal 3: Grow the Number of Lives Impacted – Expand Student Access, Opportunity, and Completion

Oregon First Initiatives:

- Realignment for efficiency by integrating online and on-campus enrollment systems.
- Focus on rural-first online recruitment and targeted marketing to increase access for rural students.
- Redefine advising roles to bolster student retention and matriculation.

Goal 4: Thriving University Community

Oregon First Initiatives:

- Enhance recruitment strategies, focusing on "Oregon First", specifically targeting rural students and underrepresented groups.
- Develop partnerships with local high schools and community organizations for increased engagement and growth.

Goal 5: Relevance and Interconnection – Serve as Educational, Economic, and Cultural Engine

Oregon First Initiatives:

- Align program development with state priorities (STEM, health, bilingual education).
- Emphasize Oregon's role as a rural university and cultivate educational partnerships.

Goal 6: Financial Sustainability

Oregon First Initiatives:

- Funding optimization by leveraging the Student Success and Completion Model (SSCM).
- Strategic investment in grant writing and fundraising focused on high-demand fields.

Monitoring and Evaluation

Oregon First Initiatives:

- Regular review and adaptation of the strategic plan with a dashboard to track key performance indicators.
- Transparent communication and engagement with stakeholders, ensuring alignment with strategic goals.

By focusing on targeted demographics, program expansion in key areas, and alignment with state priorities, the "Oregon First" plan effectively supports EOU's overarching strategic objectives, particularly in enhancing student success, educational quality, access, community engagement, and financial sustainability. The detailed implementation, monitoring, and stakeholder engagement strategies outlined in the "Oregon First" plan ensure that these goals are pursued actively and adaptively, contributing significantly to the realization of EOU's strategic vision.

Strategic Goals and Funding:

Increase Activities based share of the 40% of non-Mission Differentiation funding from the Public University Support Fund from 2.5% to 5% or $3.5 M to $6.8 M

- Increase SCH for Oregon resident non-transfer undergraduates in STEM, health and bilingual education

Increase Outcomes based share of the 60% of non-Mission Differentiation funding from the Public University Support Fund from 2.7% to 5% or $5.5 M to $10.2 M.

- Increase degrees awarded to Oregon resident non-transfer undergraduates in STEM, health and bilingual education
- Increase degrees awarded to Oregon resident non-transfer undergraduates from BIPOC, Pell-eligible, Veteran, or Rural populations

Targeted Marketing and Recruitment

Our marketing efforts will intensify focus on:

1. Rural Oregon communities: Amplifying our presence in these areas more strongly aligns with EOU's mission.
2. Heavy market STEM, health, and (new) bilingual education: Addresses state needs and optimizes funding.
3. Oregon Latino Populations: Aim for demographic inclusivity and state funding for underrepresented groups.

Enhanced Recruitment Strategies

We will recruit with the message of "Oregon First," specifically targeting:

- Pell-eligible students
- Rural students
- Veterans
- Students of color
- Athletics: prospective Oregon resident students

Allow recruiters to access and award discretionary funds (Fee dollars or Foundation funds) to Oregon resident undergraduate prospective students from underrepresented groups and/or STEM, health or bilingual education groups.

Focused Admissions Process

An admissions focus on undecided students will include:

- Automatically declaring undecided students as STEM or health meat-majors
- Financial incentives to declare majors in STEM, health, and bilingual education, aligning with state funding priorities.

Matriculation and Retention

- Provide financial support to students targeted student types to address Oregon needs and align with state funding opportunities.
- Provide ongoing (retention) financial support to incentivize students to stay in STEM and health programs
- Realign current advisor positions to create:
    - Dedicated Matriculation Specialists: To provide targeted support from admission to enrollment.
    - Retention Specialists: To monitor and support student progress, with a focus on key underrepresented groups.
    - Develop faculty advising hubs to reduce the advising workload and build capacity to add more courses.

Program Development

- Expansion of Program Offerings: Use increased faculty capacity to build out program offerings with a focus on high-demand fields such as STEM, health and bilingual education.
- Institute meta-majors to allow advisors to place undecided students into a STEM, health or Education program line.
- Explore a consortium agreement with the TRUs to provide course flexibility and increase student access to course offerings required by their programs.

Funding

- Strategic investment: Utilize cost savings from vacant positions and invest in a grant writing coordinator and specialist and incentivise them with commissions from successful grants to help fill the funding gap.

Development Initiatives

- Fundraising efforts that concentrate on securing resources for high-demand fields, ensuring that EOU remains a leader in these critical areas.
- Target fundraising efforts on creating discretionary funds for Oregon-first recruitment.

The proposed strategic plan, “Oregon First: Redefining Rural Serving,” is a roadmap for EOU to solidify its role as a pivotal educational institution for rural Oregon. By reimagining our approach to recruitment, retention, and funding optimization, we can guarantee our financial sustainability and enhance the quality of education for our students.

Action Plans and Timelines

Targeted Marketing and Recruitment

Action Item: Launch marketing campaigns in rural Oregon communities and heavily market STEM, health, and bilingual education programs.
Responsible Party: Director of Marketing.
Timeline: Initial campaigns to launch within 3 months, with ongoing evaluation and adjustment every quarter.
Metrics for Success: Increased applications from targeted demographics, growth in enrollment for specific programs.

Enhanced Recruitment Strategies

Action Item: Develop recruitment programs specifically for Pell-eligible, rural students, veterans, and students of color.

Responsible Party: Recruitment Team Leads.
Timeline: Program development within 6 months, implementation in the following enrollment cycle.
Metrics for Success: Increase in enrollment rates, reduction in administrative processing time.

Focused Admissions Process

Action Item: Overhaul the admissions process to automatically identify and declare meta-majors for undecided students, particularly in targeted disciplines.
Responsible Party: Director of Admissions.
Timeline: New processes to be piloted in 6 months, fully implemented by the next academic year.
Metrics for Success: Increased enrollment in these programs, higher rate of undecided students declaring a major.

Matriculation and Retention

Action Item: Allocate financial support for targeted student types and establish retention programs.
Responsible Party: VP of Student Affairs.
Timeline: Funding allocation within the current fiscal year, retention programs to begin by the start of the next academic year.
Metrics for Success: Improved student satisfaction scores, reduction in dropout rates.

Program Development

Action Item: Expand program offerings in STEM, health, and bilingual education; develop meta-majors; explore consortium agreements for course flexibility.
Responsible Party: Academic Deans and Program Directors.
Timeline: Program and meta-major development to begin immediately, with the aim to offer new programs within 1-2 years.
Metrics for Success: Enrollment growth in these programs, positive student and employer feedback.

Funding

Action Item: Utilize savings from vacant positions for strategic investments and hire grant writing staff.
Responsible Party: VP of Finance
Timeline: Grant writing staff to be hired within 6 months, strategic investments identified within the current budget cycle.
Metrics for Success: Increased funding from state and grant sources, enhanced financial stability.

Development Initiatives

Action Item: Intensify fundraising efforts for strategic priorities in high-demand fields.
Responsible Party: VP of University Advancement.
Timeline: New fundraising campaigns to be initiated within 3 months, with progress reviews each semester.
Metrics for Success: Increase financial resources to devote to retention efforts and scholarships for in demand fields

Checkpoints:

Short-term: At 6 months, assess initial marketing campaign success, recruitment program development, and admissions process revisions.

Mid-term: At 12 months, review enrollment figures post-marketing and recruitment initiatives, and assess the progress of program development and fundraising efforts.

Long-term: At 2 years, evaluate the impact on enrollment demographics, retention rates, and financial stability.

Review Intervals:

Quarterly: Review marketing effectiveness, recruitment program uptake, and admissions processes.

Annually: Assess retention programs' success, program development progress, and financial stability metrics.

By setting these detailed action items, EOU can ensure that each strategic goal is pursued methodically with clear ownership and deadlines, allowing for regular evaluation and adaptation of the strategy.

Obstacles and Mitigation

Implementing the executive summary's strategic plan involves several complex and interrelated tasks that present potential obstacles. Here are the challenges to consider:

Understanding and Leveraging SSCM:

Obstacle: EOU must deeply understand the metrics and methodology behind the SSCM to effectively realign strategies and priorities.
Mitigation: Invest in training and workshops for key staff to fully grasp SSCM and establish a task force dedicated to optimizing these opportunities.

Goals for Funding and Enrollment:

Obstacle: Doubling certain funding percentages is ambitious and requires significant changes in operations and strategy.
Mitigation: Gradual, measurable steps with regular assessments can help ensure EOU is on the right track without overextending resources.

Realignment for Efficiency and Impact:

Obstacle: Structural changes, such as the integration of enrollment systems and closing regional offices, can lead to resistance from stakeholders and potential service gaps.
Mitigation: Engage in transparent communication with all affected parties, explaining the benefits and support available during the transition.

Targeted Marketing and Recruitment:

Obstacle: Shifting focus to specific demographics and programs might alienate potential students outside these groups.
Mitigation: Develop inclusive marketing campaigns to highlight the benefits of EOU's offerings to all prospective students while still targeting the strategic priorities.

Focused Admissions and Matriculation Processes:

Obstacle: Overhauling the admissions process to favor certain majors or demographics could be complex and requires careful planning.
Mitigation: Pilot the new processes with a small group before scaling, allowing for adjustments based on feedback and outcomes.

Advising Realignment:

Obstacle: Revising advising roles might meet with resistance from faculty accustomed to their roles and from students familiar with existing advising relationships.
Mitigation: Provide training and clear communication about the changes, and actively seek feedback from both faculty and students to refine the approach.

Program Development:

Obstacle: Expanding program offerings and developing meta-majors requires investment, curriculum development, and potentially new hires.
Mitigation: Start with incremental program expansions based on existing strengths and market research to ensure alignment with demand.

Funding for Initiatives:

Obstacle: Securing ongoing funding for the new strategic initiatives may be challenging in a competitive funding environment.
Mitigation: Develop a comprehensive grant strategy that aligns with state and federal funding opportunities, and leverage community partnerships for support.

Stakeholder Buy-In:

Obstacle: Changes might be met with skepticism or resistance from internal stakeholders (faculty, staff, students) and external partners.
Mitigation: Engage stakeholders early in the process, solicit input, and build consensus around the strategic vision and its benefits.

Measuring Success and Adaptability:

Obstacle: The success of the new strategic plan must be measurable, and the institution must be able to adapt if strategies are not working as intended.
Mitigation: Establish clear metrics for success and regular review intervals to assess progress, making adjustments as needed.

Addressing these obstacles requires a carefully managed change process with the flexibility to adapt strategies based on feedback and performance against goals. Continuous communication, stakeholder engagement, and a willingness to refine approaches are critical to overcoming these challenges.

Implementation Plan

1. Project Management and Oversight:
    a. Reboot the Strategic Enrollment Leadership Team (SELT) to ensure cross-functional collaboration and accountability.
        i. Provost
        ii. VP of University Advancement
        iii. VP of Student Success
    b. Appoint project leads for each strategic action area with clear responsibilities and timelines.

2. Student Success and Financial Stability:
    a. Conduct a needs assessment to identify student support gaps.
    b. Reallocate or secure budget for additional student success resources.
    c. Develop a tracking system to monitor financial health against educational delivery.

    d. Cross-institutional hubs (coordinated care) for students including regular touchpoints throughout each academic year and optimize integration of experiential opportunities (i.e., internships, mentorships, etc.)

3. Enrollment Pipeline Development:
    a. Implement a data-driven approach to identify and target rural, Pell-eligible, and underrepresented demographics.
    b. Build partnerships with local high schools and community organizations.
    c. Refine admissions processes to attract targeted student groups.

4. Funding Optimization Strategy:
    a. Align program development with SSCM priorities for ABF and OBF.

5. Realignment for Efficiency and Impact:
    a. Develop a detailed action plan for the integration of online and on-campus enrollment systems.
    b. Initiate the closure of regional offices outside rural areas with a plan to repurpose resources.
    c. Create a unified academic advising framework.
    d. Redefine advising roles to include matriculation and retention specialists.
    e. Design Faculty Advisor Hubs to improve advising efficiency.

6. Targeted Marketing and Recruitment Initiatives:
    a. Develop a marketing campaign focused on rural Oregon communities, STEM, health, and bilingual education.
    b. Enhance recruitment strategies for Oregon Latino populations and other underrepresented groups.
    c. Coordinate with the athletics department to align with the “Oregon First” recruitment message.

7. Focused Admissions Process:
    a. Review and revise admissions procedures to prioritize undecided students.
    b. Implement financial incentives for declaring majors aligned with state funding priorities.

8. Matriculation and Retention Enhancement:
    a. Allocate funding to support targeted student groups.
    b. Establish a system for monitoring student retention, particularly in STEM and health programs.
    c. Realign advising roles to focus on matriculation and ongoing student support.

9. Program Development:
    a. Collaborate with academic departments to develop and promote programs in high-demand fields.

b. Align new program development with the SSCM Outcomes category to optimize funding.

10. Development Initiatives:
    a. Launch fundraising campaigns to support strategic priorities, focusing on high-demand fields.

Monitoring and Evaluation:

- Set up a system for ongoing review and adaptation of the strategic plan.
- Use a dashboard to track key performance indicators related to enrollment, retention, program development, and funding optimization.

Suggested Milestones, Timelines, and Checkpoints:

1. Short-term (0-6 months)
   - Finalize and communicate the detailed plan to all stakeholders.
   - Establish baseline metrics for current Strategic Enrollment and Retention rates.
   - Begin the needs assessment for student support gaps.
   - Pilot revised advising roles in a controlled environment.

2. Mid-term (6-12 months)
   - Complete the integration of EOU Online and On-campus enrollment management systems.
   - Launch targeted marketing campaigns for rural and underrepresented communities.
   - Implement the new admissions processes for undecided students.
   - Secure initial funding for targeted student support and program development.

3. Long-term (1-3 years)
   - Achieve a 10% increase in enrollment for targeted demographics.
   - Realize a 25% improvement in retention rates through enhanced advising and support.
   - Reach interim funding goals (e.g., a 2% increase in activities-based funding).
   - Expand program offerings in high-demand fields.

4. Ongoing
   - Monthly review of enrollment and retention data against targets.
   - Quarterly stakeholder meetings to discuss progress and gather feedback.
   - Annual evaluation of strategic plan effectiveness and necessary adjustments.

Stakeholder Involvement Plan

Stakeholder Identification and Categorization

Timeline: Immediate (First Month)
Action: Identify all relevant stakeholders, including internal staff, students, community members, local businesses, and educational partners. Categorize them based on their influence and interest in the strategic plan.

Initial Communication and Engagement

Timeline: 1-2 Months
Action: Initiate communication with stakeholders through emails, newsletters, and town hall meetings to introduce the strategic plan. This phase aims to inform stakeholders about the plan and its objectives.

Stakeholder Consultation Rounds

First Round: 3-4 Months
Action: Organize focused group discussions and one-on-one meetings with key stakeholders to gather initial feedback and suggestions.

Second Round: 5-6 Months
Action: After incorporating the initial feedback, present the revised plan to stakeholders for a second round of consultations.

Online Surveys and Feedback Forms

Timeline: 4-7 Months
Action: Distribute online surveys and feedback forms to gather wider input from the stakeholder community, ensuring inclusivity and broader perspectives.

Incorporating Feedback into the Strategic Plan

Timeline: 8-9 Months
Action: Analyze all feedback received and incorporate relevant suggestions into the strategic plan. This may involve revising goals, strategies, or implementation methods.

Final Review with Key Stakeholders

Timeline: 10 Months
Action: Present the updated strategic plan to key stakeholders for final review and approval.

This step ensures that major concerns are addressed and stakeholders feel their input has been valued.

Communication of the Final Plan

Timeline: 11 Months
Action: Disseminate the final version of the strategic plan to all stakeholders through various channels like email, social media, and community meetings.

Implementation and Ongoing Engagement

Timeline: 12 Months and Beyond
Action: Begin the implementation of the plan while continuing to engage stakeholders. Set up a regular schedule (e.g., quarterly or bi-annually) for updating stakeholders on progress and gathering ongoing feedback.

Evaluation and Adaptation

Timeline: Ongoing
Action: Regularly evaluate the impact of the strategic plan and remain open to making adjustments based on stakeholder feedback and changing circumstances.

Mechanisms for Feedback Incorporation:

Feedback Integration Team: Establish a dedicated team responsible for analyzing stakeholder feedback and integrating it into the strategic plan.

Transparent Communication: Keep stakeholders informed about how their feedback is being used and the reasons for adopting or not adopting certain suggestions.

Feedback Dashboard: Create an online dashboard where stakeholders can see a summary of the feedback received, actions taken, and the status of their suggestions.

This plan ensures a structured and inclusive approach to stakeholder engagement, allowing for a comprehensive and responsive strategy development process.

Funding Targets with Interim Goals

Baseline Assessment and Goal Setting

Immediate Action (First Month)

Task: Assess current funding levels, sources, and constraints. Set an overarching funding target for the strategic plan that aligns with its objectives and overall vision.

Interim Funding Goals

Goal 1: Short-Term (1-6 Months)
Target: Secure initial funding commitments and tap into existing funding sources. This could involve re-allocating current budgets or accessing unutilized funds.

Goal 2: Mid-Term (7-12 Months)
Target: Identify and apply for grants, scholarships, or sponsorships that align with specific elements of the strategic plan.

Goal 3: Long-Term (1-3 Years)
Target: Develop sustainable funding sources, such as partnerships with local businesses, community initiatives, or long-term educational grants.

Diversification of Funding Sources

Timeline: 1-12 Months and Ongoing
Action: Explore a mix of funding sources, including government grants, private donations, corporate sponsorships, and community fundraising events. Diversification reduces dependency on a single source and mitigates risks.

Continuous Monitoring and Adjustment

Timeline: Ongoing
Action: Regularly review funding progress against targets. Be ready to adjust targets and strategies based on actual funding achievements and changes in the financial landscape.

Stakeholder Engagement in Funding

Timeline: 1-12 Months and Ongoing
Action: Engage stakeholders in funding efforts. This could involve fundraising campaigns, donor events, or collaborative grant applications.

Reporting and Transparency

Timeline: Quarterly/Bi-Annually
Action: Provide regular updates to stakeholders about funding progress, challenges faced, and adjustments made. Transparency builds trust and may encourage further investment from stakeholders.

Leveraging Success for Future Funding

Timeline: After Each Milestone
Action: Use the success of reaching interim goals as leverage to attract additional funding. Success stories can be powerful tools in grant applications and donor meetings.

Communication Plan

This communication plan is designed to ensure that all stakeholders are informed, engaged, and supportive of the "Oregon First" Strategic Enrollment Plan. Regular updates, active engagement, and transparent communication will be key to the success of this initiative. The plan will be subject to continuous evaluation and adjustment to meet the evolving needs of EOU and its community.

Objectives:

1. To inform stakeholders about the goals and strategies of the "Oregon First" plan.
2. To engage and solicit feedback from various groups, including students, faculty, staff, and community partners.
3. To build awareness and support for the plan within and outside Eastern Oregon University (EOU).

Key Messages:

1. Emphasis on EOU's commitment to rural and underrepresented student populations.
2. Overview of strategic initiatives like enhanced recruitment, targeted marketing, and program development.
3. Focus on aligning with Oregon's Student Success and Completion Model (SSCM).

Target Audiences:

Internal Audiences: EOU students, faculty, staff, and administration.
External Audiences: Prospective students, parents, community partners, local businesses, and educational institutions.

Communication Channels:

Digital Media: University website, social media platforms (Facebook, Twitter, LinkedIn), email newsletters.
Traditional Media: Press releases, local newspapers, radio, and community bulletins.
Personal Communication: Town hall meetings, webinars, one-on-one meetings, focus group discussions.
Printed Materials: Brochures, flyers, and posters around campus and in community centers.

Timeline:

Initial Launch (Month 1): A formal announcement of the plan via press release, website update, and email blast
Ongoing Communication (Monthly): Regular updates through newsletters, social media, and meetings.
Feedback Collection (End of each term): Conduct surveys and focus groups at key milestones.
Major Updates (As they occur): Announce significant developments or achievements.

Responsibilities:

Communication Team: Develop and execute the overall communication strategy.
Department Heads: Disseminate information within departments and collect feedback.
Student Representatives: Facilitate communication with the student body.

Evaluation Methods:

Feedback Surveys: To gauge the effectiveness of communication and gather suggestions.
Engagement Metrics: Analysis of website traffic, social media engagement, and attendance at events.
Stakeholder Feedback: Direct input from town halls, meetings, and focus groups.

Crisis Communication Plan:

Develop a crisis communication strategy to address any potential challenges or negative feedback effectively.

Documentation and Reporting:

Keep detailed records of all communications and feedback for future reference and improvement.

Budget:

Allocate funds for the necessary resources, materials, and events associated with the communication plan.

Conclusion

The "Oregon First" strategic plan represents a comprehensive roadmap for EOU to strengthen its position as a pivotal educational institution in rural Oregon. By focusing on mission differentiation, enhancing strategic enrollment and retention strategies, optimizing funding, and developing key programs, the plan aims to increase enrollment, particularly among

underrepresented demographics, and improve financial stability. The structured approach towards implementation, stakeholder engagement, and continuous evaluation underscores EOU's commitment to adaptability and responsiveness to the evolving educational landscape. This plan positions EOU not only as a leader in rural education but also as a dynamic and inclusive institution that is attuned to the needs of its community and the state of Oregon.

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Attachments

STUDENT SUCCESS AND COMPLETION MODEL REVIEW AND RECOMMENDATIONS

HECC FINANCIAL REPORT 2022

EOU FINANCIAL REPORT 2022

SAMPLE MATRIX FOR ACTIVITIES AND OUTCOMES

HOW META-MAJORS GUIDE STUDENTS TO ON-TIME GRADUATION

ALIGNING ENROLLMENT MANAGEMENT

OPM ALTERNATIVE PLAN

OREGON FIRST PLAN ANALYSIS

Appendix

Current Enrollment Management Structure

EOU Enrollment Management Current alignment of internal human resources devoted to recruiting, admitting, matriculating and retaining new students					
Marketing Enrollment marketing and brand awareness (Lead to prospect to applied)	**Admissions On-campus Recruitment and Admissions (Lead to prospect to applied to admit)**	**Off Campus Recruitment Recruitment and Advising (Lead to prospect to applied)**	**ROI Online Advising and Retention (Admitted to matriculated to graduation)**	**Registrar Student Records and Registrartion**	**Academic Advising Matriculating On-campus freshman and transfer students and retaining students through second year (Admitted to matriculated to freshman to sophmore)**
President					
Vice President of University Advancement	**Provost**				
	AVP of Enrollment Management/Institutional Effectiveness (Vacant)				
Director of Marketing	**Director of Admissions**	**Director of Off Campus Recruitment**	**Director of ROI Advising and Operations**	**Registrar**	**Director of Academic Advising**
Website Administrator	Assitant Director of Admissions Operations	Regional Advisor	Military Veteran Coordinator & Center Director	Analyst Programmer 1	Advisor/Healthcare Program Coordinator
Graphic Designer	Associate Director of Early College Initiatives	Administrative Program Assistant	Salem Center Director	Program Representative 2	Advisor
Public Information Representative	Admissions Counselor	Enrollment Counselor (Vacant)	Center Director	Administrative Program Assistant	Advisor
CRM Communications Specialist Recruitment and Admissions	Admissions Counselor		Center Director	Administrative Program Assistant	Advisor
	Admissions Counselor		Center Director	Administrative Program Assistant	Advisor (Title III)
	Admissions Counselor		Center Director	Administrative Program Assistant	
	Admissions Counselor		Regional Advisor	Assistant Registrar (Vacant)	

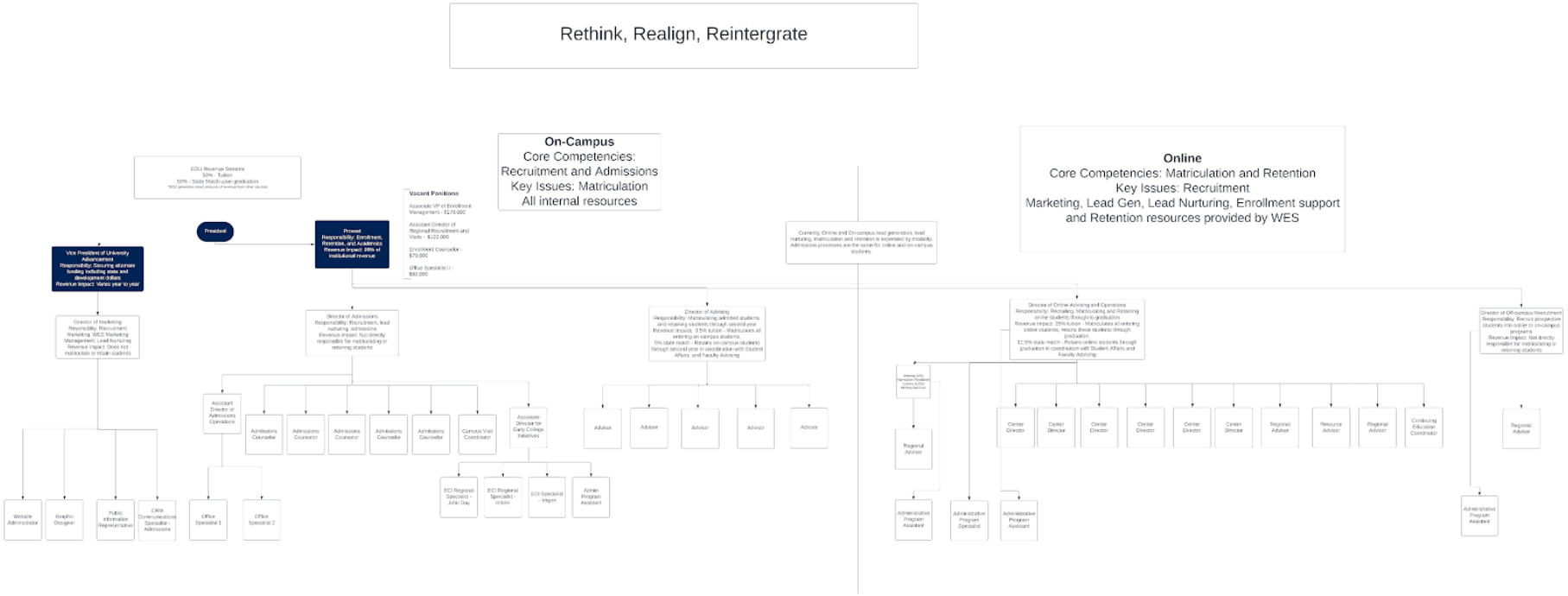
	Admissions Counselor		EOU Resource Advisor		
	Campus Visit Coordinator		Regional Advisor		
	Administrative Program Assistant		Administrative Program Assistant		
	Early College Regional Specialist		Administrative Program Specialist		
	Early College Regional Specialist		Continuing Education Coordinator		
	Early College Regional Specialist		Administrative Program Assistant		
	Office Specialist 2		FSA/EMS Regional Advisor		
	Office Specialist 1				
	Office Specialist 2 (Vacant)				
	Assitant Director of Regional Recruitment and Visits (Vacant)				

Proposed Enrollment Management Structure

EOU Enrollment Management Lean Possible realignment of internal human resources devoted to recruiting, admitting, matriculating and retaining new students				
Marketing Enrollment marketing and brand awareness (Lead to prospect to applied)	**Recruitment and Admissions On-campus Recruitment and Admissions (Lead to prospect to applied to admit)**	**Advising and Retention (Admitted to matriculated to graduation)**	**Registrar Student Records and Registrartion**	**Vacant Positions**
President				
Vice President of University Advancement	**AVP of Enrollment Management/Institutional Effectiveness (Vacant)**		**Provost**	
Associate VP of Marketing and Communications	**Director of Recruitment and Admissions**	**Executive Director of Advising and Retention**	**Registrar**	Director of Academic Advising $129,000 Director of Off-Campus Recruitment $129,000

Assistant Director of Enrollment and Retention Communications	Assitant Director of Admissions Operations	Director of Military and Veteran Services	Analyst Programmer 1	
Website Administrator	Associate Director of Recruitment	Military Recruiter	Program Representative 2	
Graphic Designer	Recruiter	Veteran Recruiter	Administrative Program Assistant	
Public Information Representative	Recruiter	Advisor/Matriculation Specialist	Administrative Program Assistant	
CRM Communications Specialist Recruitment and Admissions	Recruiter	Advisor/Matriculation Specialist	Administrative Program Assistant	
CRM Communications Specialist Retention and Advising	Recruiter	Advisor	Administrative Program Assistant	
Grant writing Coornidator	ECI Regional Specialist	Advisor	Assistant Registrar (Vacant)	
Grant writing specialist	ECI Regional Specialist	Advisor		
	ECI Regional Specialist	Advisor		
	Campus Visit Coordinator	Advisor		
	Admissions Counselor	Advisor		
	Admissions Counselor	Advisor/Retention Specialist		
	Campus Visit Coordinator	Advisor/Retention Specialist		
	Administrative Program Assistant	Advisor/Retention Specialist		
	Office Specialist 1	Continuing Education Coordinator		
	Office Specialist 2	Administrative Program Assistant		
		Administrative Program Specialist		
		Admin Program Specialist		

Current EOU Enrollment Management Organizational Chart



Possible Enrollment Management Realignment Structure: Lean

