Schreiner 2023
Implementation Plan

We will be Known as a Uniquely Texan and Faith-Based Institution Whose Graduates Make a Difference

Schreiner University was born in an exceptional state. A land of stark contrasts, Texas is a borderland state that sits at the intersection of people, cultures, and ideas. It is a diverse state with a history of redeeming, restoring, and transforming ordinary individuals into people who achieve the extraordinary. In all these ways, Schreiner reflects the state out of which it grew. Using digital-first campaigns, Schreiner will promote its identity as a uniquely Texan institution, cultivating students who are resilient and graduating former students and alumni who have shaped the state in enduring ways. In doing so, Schreiner will differentiate itself in the crowded space of higher education. We will be known as the small college of Texas that believes in the classic Texas virtues of spirit, fortitude, and achievement and has produced alumni who embody these virtues.

Among these Texan virtues is the intention to stand for something. Because of our relationship to the Presbyterian Church (USA), we expect our students, faculty, and staff to articulate individual and shared values and identify where we are going. Our church-relatedness also means we will be engage in service to society and to practice whole-person development—including mind, body, and spirit. We also are called to live in community with a diverse set of perspectives, scholars, and faith traditions. To that end, we will create an ecumenical campus ministry experience so that all students find opportunities to celebrate their faith traditions and commitments to their communities.

Expectation/Intention/Implicit Promise:

We will be associated with the best of Texas.

Yee-haw.

We will be the church-related college of choice in the Southwest.

Yee-haw and amen.

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Objective 1: We will develop a campus-wide digital-first multichannel strategy that allows Schreiner to promote itself as a uniquely Texan institution that develops unique Texans.

The massive growth of social and digital media has created a market where most college-bound student conduct their first—and often their most significant—college choice explorations online. This increased reliance on digital media highlights the danger of an over-focus on print materials. While we do not intend to abandon print materials, a digital-first approach primarily utilizes our website, social media, and digital media resources more effectively. Multichannel marketing refers to the practice of interacting using a combination of indirect and direct communication channels—websites, campus experiences, direct mail, email, social, etc.—and enabling our audiences to take action in response using the channel of their choice.

In order to gain the attention of new students and friends of Schreiner, we will promote aggressively our identity as a uniquely Texan institution. Texans are shaped by the place they live. Generations of farmers, ranchers, wildcatters, and homesteaders will attest, Texas never felt like home to those who lacked fortitude. Texas can be—and has been—challenging, and it expects its people to be resilient. Texas has a nurturing side, too. It is—and will be—restorative, redemptive, and transformational. These experiences are the foundation of a student's experience at Schreiner University, a uniquely Texan institution.

Texas is a borderland, too. The people who inhabit borderland spaces resist the urge to be homogenized and contained; they appreciate and promote the ways in which they are different and unique. The Texas Hill Country is itself a borderland, between the expanse of West Texas, the Plains to the North, the Valley and coast to the South, and the metropolises of Central Texas to the East. The Hill Country has shaped indigenous people, German immigrants, farmers, ranchers, and industrial tycoons of every ethnicity, ability, nationality, class, religion, and orientation imaginable. It remains so today. The Hill Country is a snapshot of the people of Texas as it is and as it is becoming, and Schreiner intends to educate all these native Texans and those who got here as fast as they could.

Initiative 1: Employ a university communications strategy that utilizes innovative digital technology and prioritizes marketing and communication resources on the platforms that will deliver the biggest impact.

Responsible Party: Director of Marketing and Communications

Collaboration Partners: Director of Enterprise Technology; VP of Enrollment; University Relations Specialist

Impact / Benefit: With this strategy and investment in innovative marketing, media and communication resources, Schreiner University will have the opportunity to reach and intentionally deliver messages to larger and more strategic audiences more efficiently.

Tangible Outcome Measures
This initiative will affect how the university communicates and promotes, and the direct outcomes over the next 5 years will be measured per project/task:
- *Overall Social Media: 20% YOY increase in overall social media engagement rate (clicks, shares, comments); 10% increase in reach (# of audiences reached)*
- *Overall Website usage: increase website traffic by 20%*
- *Increase site visits on important web pages by 40% YOY (admissions, tuition, majors & programs pages)*
- *20% YOY increase in earned media dollar value*
- *8 articles/stories posted per month on web news center*
- *Decrease annual enrollment marketing material print production by 25% from the 2018 level*

Major Implementation Steps – *Initiative 1.1.1*

Description	Start	Complete
Creation of communications strategy;	June 2018	October 2018
Website Optimization (News Center, new templates) (short term fix before we implement 1.1.2)	August 2018	October 2018
Create Marketing and Communications training every semester for departments where they can learn digital-first best practices and be cognizant of digital efforts.	October 2018	February 2019
Develop creative multichannel digital advertising campaign around the idea of "Uniquely Texan"	February 2019	Summer 2020
Launch "Codename: Uniquely Texan" campaign	Fall 2020	Fall 2021 (ongoing)

Critical path dependency: The Communications Plan must be developed by Fall 2018 in order to begin content creation and measure outcomes successfully. Improvements to the website news center must be complete before we can begin efficiently housing articles.

Investment:

- **Capital Cost –**
  - **_Description_**
    - Professional equipment capable of producing high quality digital efforts. (professional camera, lighting, university drone, iPad, new Macbook Pros for MarCom staff allowing for versatile workflow.
  - **_Estimate of cost_**
    - Media Equipment - Camera, lenses, mics, lighting, tripod - **$6,000**;
    - MacBook Pro X3 @$2,500 = **$7,500**,
    - HD Monitor X3 @$600 = **$1,800**
    - iPad (for social streaming) – **$700**
  - **_Recommended Timing_** of Investment (by term and fiscal year) Media Equipment - Spring 2019; MacBooks - Summer 2019
  - **_Potential for repurposing_** in lieu of new construction or acquisition: Current computer equipment is manageable.
  - **_Potential source(s)_** of funding: Capital Budget

- **Operating Budget**
  - _Base_
    - New (or repurposed) position(s): none -- all current positions
    - Working titles, and concise job description: N/A
    - Unique position-related costs (specific development, certifications, travel, equipment, marketing): N/A
    - Operating costs (operating and maintenance, contract service or support, supplies, travel): Equipment, travel, Professional development and travel - **$2,000** annually.
  - _OTO_
    - Consultants -- NONE
    - Other one-time implementation costs -- NONE

Initiative 2: We will reimagine schreiner.edu *as an innovative website that can effectively house and communicate relevant, updated content to prospective, current, alumni, and community audiences. This website will be the primary resource for university information, news, events, and updates.*

Responsible Party: *Director of Marketing and Communications*

Collaboration Partners: *Director of Enterprise Technology; VP of Enrollment; University Relations Specialist;*

Impact / Benefit: *Schreiner University will have the opportunity to reach and intentionally deliver messages to larger and more strategic audiences more efficiently.*

Tangible Outcome Measures
This initiative will affect how the university communicates and promotes, and the direct outcomes over the next 5 years will be measured per project/task:

- *Overall Social Media: 20% YOY increase in overall social media engagement rate (clicks, shares, comments); 10% increase in reach (# of audiences reached)*
- *Overall Website usage: increase website traffic by 20%*
- *Increase site visits on important web pages by 40% YOY (admissions, tuition, majors & programs pages)*
- *20% YOY increase in earned media dollar value (publicity gained from promotion, rather than paid advertising)*
- *8 articles/stories posted per month on web news center*
- *Decrease annual enrollment marketing material print production by 25% from the 2018 level*

Major Implementation Steps *– Initiative 1.1.2*

Description	Start	Complete
Creation of communications strategy;	*August 2018*	*October 2018*
Website Optimization (News Center, new templates) (short term fix before we implement 1.1.2)	*August 2018*	*October 2018*
Create training for departments to learn digital-first best practices and be cognizant of digital efforts.	*October 2018*	*February 2018*
Develop creative multichannel digital advertising campaign around the idea of "Uniquely Texan"	*Spring 2020*	*Summer 2020*
Launch "Codename: Uniquely Texan" campaign	*Fall 2020*	*Fall 2021 (ongoing)*

Investment:
- **Capital Cost –**
  - ***Description***
    - *Professional equipment capable of producing high quality digital efforts. (professional camera, lighting, university drone, iPad, new Macbook Pros for MarCom staff allowing for versatile workflow.*
  - ***Estimate of cost***
    - *Media Equipment - Camera, lenses, mics, lighting, tripod – see 1.1.1;*
    - *MacBook Pro X3 @$2,500 – see 1.1.1,*
    - *HD Monitor X3 @$600 = – see 1.1.1,*
    - *iPad (for social streaming) – see 1.1.1.*
  - ***Recommended Timing*** *of Investment (by term and fiscal year) Media Equipment - Spring 2019; MacBooks - Summer 2019*
  - ***Potential for repurposing*** *in lieu of new construction or acquisition: Current computer equipment is manageable.*
  - ***Potential source(s)*** *of funding: Capital Budget*

- **Operating Budget**
  - *Base*
    - *New (or repurposed) position(s): none -- all current positions*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs (specific development, certifications, travel, equipment, marketing): N/A*
    - *Operating costs (operating and maintenance, contract service or support, supplies, travel): Equipment, travel, Professional development and travel – see 1.1.1.*
  - *OTO*
    - *Consultants -- NONE*
    - *Other one-time implementation costs -- NONE*

Initiative 3: We will launch a series of new human-interest stories *that showcase the uniqueness of Schreiner's campus life, faculty/student successes, and targeted selling points. In all these areas, we will highlight how the University is uniquely Texan and serving/producing unique Texans.*

Responsible Party: *Director of Marketing and Communications; University Relations Specialist*

Collaboration Partners: *Director of Alumni Services; Communication Coordinator*

Impact / Benefit: *Schreiner University will have the opportunity to highlight strategically chosen subjects and targeted selling points. Employing digital media, technology and communication tools, we can provide audiences a steady flow of content that can be use and repurposed for multiple channels.*

Tangible Outcome Measures *This initiative will affect how the university communicates and promotes, and the direct outcomes over the next 5 years will be measured per project/task:*

- *Release 1 human-interest story per week on our website.*
- *Create 1 human-interest video story per month.*
- *Pitch 5 features to local, regional and national media every semester*
- *2 local media feature per month*
- *3 regional features per semester*
- *2 national features per year*
- *Documentation and content creation through digital platforms allows us to monitor*
  - *Increase PR and earned media value by 20% YOY*
  - *Increased impressions, and reach by 10% YOY*

Major Implementation Steps – *Initiative 1.1.3*

Description	Start	Complete
University Relations specialist will meet with every department and content will be gathered from campus for planned dissemination by Marketing and Communications office	*August 2018*	*October 2019*
Develop content calendar. This is where we can plan per semester to release a specific amount of stories across mediums.	*September 2018*	*October 2018*
SCENE Magazine will be reimagined to be a more modern university-wide publication, both online and offline, to be distributed strategically across the state. (Has historically been alumni focused)	*Summer 2018*	*Fall 2018*
Establish Media Monitoring software that would allow us to measure our outcomes and media values of our efforts	*Fall 2018*	*Fall 2018*
Create an online form where story ideas can be uploaded, shared and then curated by Marketing and Communications team.	*August 2018*	*September 2018*

Critical path dependency: *Meetings must take place to allow for content curation.*

Investment:
- **Capital Cost** *– None*
  - **Description:** *N/A*
  - **Estimate of cost:** *N/A*
  - **Recommended Timing** *of Investment: N/A*
  - **Potential for repurposing** *in lieu of new construction or acquisition: N/A*
  - **Potential source(s)** *of funding: N/A*

- **Operating Budget**
  - *Base*
    - *New (or repurposed) position(s): additional writer*

- ▪ *Working titles, and concise job description: Media writer*
- ▪ *Unique position-related costs: N/A*
- ▪ *Operating costs: travel costs related to human-interest stories, **$5,000**;*
  - o *OTO*
    - ▪ *Consultants -- NONE*
    - ▪ *Other one-time implementation costs – potential travel per project*

Initiative 4: We will develop a platform through traditional, digital, and emerging technologies *that promotes Schreiner's capacity to document, represent, and talk about Texas identity and Texas uniqueness through stories of Texas life, history, and culture. This platform will include a reimagining of Founder's Day so that it offers programming related to Capt. Schreiner's Texan experience and a family reunion for Schreiner's heirs. Founder's Day will honor young alums who represent the spirit of Texas, and host activities and events that reflect our Texas heritage: Texas Heritage Music Day, the Kerrville cattle drive, and an annual cowboy breakfast.*

Responsible Party: *President; Director of Marketing and Communications*

Collaboration Partners: *University Relations Specialist; Deans; Campus Ministry*

Impact / Benefit: *This initiative will be critical to establishing and communicating Schreiner's brand and claim as uniquely Texan. It will help the public, and particularly prospective students and donors, understand and appreciate the attributes of Texas that we embrace and live by. This platform will be an ecosystem of thought and experiences around our Texas values and attributes.*

Tangible Outcome Measures*:*
- • *Active, continuously updated digital promotions of our Texan brand through creation of a blog, YouTube channel, or podcast;*
- • *10% of traditional, on campus students will participate in Founder's Day activities;*
- • *25% of Family Weekend programming will be related to Texas Heritage and Schreiner history;*
- • *At least one outstanding Schreiner alumnus will be recognized each year;*
- • *90% of marketing materials will have messaging related to our uniquely Texan identity;*
- • *We will host 2 Texas-themed experiential events per year (lectures, music series, artist's series, Founder's Day);*
- • *We will create 2 new digital communication content streams that are delivered 3 times a semester;*
- • *We will have special earned or paid media placements in 3 different state publications a year (Texas Monthly, TPR, Texas Music Scene); and*
- • *We will achieve 2 new strategic alignments a year with like-minded businesses (Ex: ICUT, HEB, Shiner).*

Major Implementation Steps *– Initiative 1.1.4*

Description	Start	Complete
Hire a Texas Institute Director to fundraise, organize and oversee Founders Family Weekend, including Texas Heritage Music Day, the Kerrville cattle drive and an annual cowboy breakfast.	*February 2019*	*August 2019*
Develop outreach plan with advancement and development to increase community involvement and visibility.	*Fall 2018*	*Fall 2018*
Wide public release of the manifesto	*Summer 2018*	*Fall 2018*
Host Founder Family Weekend as a coordinated event annually	*September 2019*	*Ongoing*
Develop a committee and criteria to select young alumni service award recipients (see Goal 1, Objective 2, Initiative 6)	*September 2018*	*October 2018*

Investment:
- ***Capital Cost** -- NONE*
    - ***Description:** N/A*
    - ***Estimate of cost:** N/A*
    - ***Recommended Timing** of Investment: N/A*
    - ***Potential for repurposing** in lieu of new construction or acquisition: N/A*
    - ***Potential source(s)** of funding: N/A*

- ***Operating Budget***
    - *Base*
        - *New (or repurposed) position(s): (**$51,228** per BDP for FY 19)*
        - *Working titles, and concise job description: Texas Institute Director*
        - *Unique position-related costs: N/A*
        - *Operating costs: **$10,000** for Founder's Day programming;*
    - *OTO*
        - *Consultants -- NONE*
        - *Other one-time implementation costs – **$5-10k***

Objective 2: Develop an assessment of the extent to which Schreiner alumni thrive.

Schreiner University, like too many other colleges and universities around the nation, has yet to develop effective metrics and instruments to determine the value of the educational experience on the individual. Schreiner will differentiate itself by developing a "thriving" assessment for graduates, administer this assessment among former students and alumni, disaggregate the results of this assessment, and – using these data – will articulate the unique value propositions of Schreiner on our website, in our recruitment materials, and in our 100th anniversary campaign. This assessment of Schreiner's impact will serve as the basis for 1) program improvement so that all Schreiner graduates thrive and 2) as "true north," reminding us what we have and what we can achieve in this educational environment.

Initiative 1: Implement Schreiner's alumni thriving assessment. *In 2014, Gallup partnered with Purdue University and the Lumina Foundation to quantify outcomes for bachelor's degree holders nationally and to identify the critical undergraduate experiences that are related to these positive outcomes. The research is designed to provide universities with a road map for continuous improvement, focusing on those outcomes prospective students expect to achieve as a result of obtaining a bachelor's degree, including a great job and a great life. We will augment and enhance our annual First Destination Survey of recent graduates. The First Destination Survey captures information regarding how recent graduates fare in their careers within six months of graduation, providing trends data on undergraduate degrees. Questions asked in the First Destination Survey related to NACE will be submitted and analyzed for benchmarking purposes. Results will be used/incorporated in annual strategic plan reporting.*

In summer 2018, SU will survey all graduates from 1984 - present using questions similar to those of the First Destination survey but adding questions from Alumni Relations and a few from the Gallup Poll. Most critically, beginning in Summer 2019, SU will partner with Gallup to survey alumni based on Gallup's definition of success as "well being." Gallup surveys will be conducted every 5 years to monitor the preparation SU provides its students.

Responsible Party: *Alumni Relations Director*

Collaboration Partners: *Director of Institutional Research Center and for Advising & Career Development*

Impact / Benefit: *The ultimate measure of an institution's success is whether its alumni succeed in work and life. Measuring and reporting outcomes are becoming expected responsibilities of colleges and universities to ensure they are living up to the ideals embodied in their mission statements. The success of this initiative will help Schreiner University to demonstrate its value proposition to prospective students and their families.*

SU will survey their graduates to understand:

- *whether alumni are engaged in their work;*
- *whether alumni are thriving in key aspects of their well-being; and*
- *how alumni rate their undergraduate experiences and their attachment to their college or university following graduation.*

Benchmarks against national data (National Association for Colleges and Employers (NACE) and Gallup-Purdue Index)) will allow us to compare our graduates against select cohorts.

Tangible Outcome Measures *The thriving of alumni will be measured in two ways:*

- *Success will be measured according to the* <u>*Gallup-Healthways Well-Being metric*</u> *including these elements -*
    - o <u>*Purpose Well-Being*</u>*: Liking what you do each day and being motivated to achieve your goals. By May 2023, demonstrate a thriving alumni by having SU alumni who are administered the Gallup-Survey show a Purpose Well-Being score will show 5.0 or greater.*
    - o <u>*Social Well-Being*</u>*: Having strong and supportive relationships in your life. By May 2023, demonstrate a thriving alumni by having SU alumni who are administered the Gallup-Survey show a Social Well-Being score will show 5.0 or greater.*
    - o <u>*Financial Well-Being*</u>*: Effectively managing your economic life to reduce stress and increase security. By May 2023, demonstrate a thriving alumni by having SU alumni who are administered the Gallup-Survey show a Financial Well-Being score will show 5.0 or greater.*
    - o <u>*Community Well-Being*</u>*: The sense of engagement you have with the areas where you live, liking where you live, and feeling safe and having pride in your community. By May 2023, demonstrate a thriving alumni by having SU alumni who are administered the Gallup-Survey show a Community Well-Being score will show 5.0 or greater.*
    - o <u>*Physical Well-Being*</u>*: Having good health and enough energy to get things done on a daily basis. By May 2023, demonstrate a thriving alumni by having SU alumni who are administered the Gallup-Survey show a Physical Well-Being score will show 5.0 or greater.*
- *Success will be measured according to the* <u>*Graduate Outcomes Survey*</u> *of recent graduates, using the First Destination Survey and the National Association for Colleges and Employers data as a benchmarking source. By May 2023, the alumni of Schreiner University will produce a higher percentage value of the Career Outcomes Rate when evaluated by Bachelor Degree students within the Southwest Region.*

Major Implementation Steps *– Initiative 1.2.1*

Description	Start	Complete
Continue annual administration of First Destination Survey to December and May graduates following established timelines.	*Fall, 2018*	*Ongoing*
Work with IR to analyze data and report to NACE.	*Summer 2018*	*Fall 2018*
In Spring 2019, convene working group (reps from IR, CACD, AR) to study passed results from Gallup-Purdue Indexes and to plan for SU's first partnership with Gallup for surveying our graduates.	*Spring, 2019*	*Spring, 2019*
Administer Gallup-Purdue survey.	*FY2020*	*Ongoing*

Investment:

- **Capital Cost** *-- NONE*
    - o **Description:** *N/A*
    - o **Estimate of cost:** *N/A*
    - o **Recommended Timing** *of Investment: N/A*
    - o **Potential for repurposing** *in lieu of new construction or acquisition: N/A*
    - o **Potential source(s)** *of funding: N/A*

- *Operating Budget*
  - <u>*Base*</u>
    - *New (or repurposed) position(s): NONE*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs: N/A*
    - *Operating costs: Starting FY 2020, **$100,000** for Gallup-Purdue Survey every 5 years*
  - <u>*OTO*</u>
    - *Consultants -- NONE*
    - *Other one-time implementation costs*

Objective 3: Launch a digital-first campaign around the impact of Schreiner's alumni for the 100th anniversary of the institution and include 100 alumni success stories leading up to the centennial anniversary.

Schreiner's former students and alumni have accomplished great things in the arts, athletics, industry, engineering, education, hospitality, finance, medicine, and motherhood and fatherhood. At Schreiner's 100th anniversary, the University will remind itself and the world beyond Schreiner that our graduates have been impacting our region, our state, and our global society since 1924. We are a small university that stretches far and wide.

Initiative 1: Utilizing technology, create a system to capture alumni success stories *from faculty staff student and other alumni. This system will allow us to manage our relationships with our alumni. We will identify the Schreiner former students and alumni to be featured in a 100 for 100 campaign. We will document the stories of Schreiner former students and alumni. Stories can be captured and documented through the use of our alumni-mobile and through alumni campus visits or submitted online. We will launch campaign on website and social media and other platforms and release 2 stories per week during centennial year, building to a crescendo final story.*

Responsible Party: *Director of Marketing and Communications; University Relations Specialist*

Collaboration Partners: *Director of Alumni Relations, Communication Coordinator, University Relations Specialist*

Impact / Benefit: *This initiative will enable Schreiner University to connect our brand to our roots – our marketing to our heritage – as we collect and publish the stories of our alumni, sharing their recollections of their time at Schreiner and showcasing their contributions in their lives after their Schreiner Experience. Through the use of digital media, technology and outreach efforts we will maximize our reach in a unique and innovative way, which would serve as a unique way to market our university across the state.*

Tangible Outcome Measures: *This initiative will affect how the university communicates and promotes, and the direct outcomes over the next 5 years will be measured per project/task:*
- *Collect <u>100 stories of alumni</u> and former student's success;*
- *Make contact with <u>75 new alumni</u> per year;*
- *Increase <u>alumni satisfaction</u> by 20% YOY with Schreiner;*
- *Increase alumni giving by 20% by 2023.*

Major Implementation Steps *– Initiative 1.3.1*

Description	Start	Complete
Purchase new software to collect alumni information and allows for user input of information.	*Fall 2019*	*Spring 2020*
Documented stories need to be housed on a dynamic website	*Summer 2018*	*Fall 2018*

Create Centennial committee and establish alumni/marketing sub-committee	*FY2019*	*FY2020*
Alumni vehicle will need to be identified and wrapped and equipped with media equipment.	*FY2021*	*FY2021*
Develop 100 Year Marketing campaign.	*Fall 2021*	*Summer 2022*

Investment:
- **Capital Cost**
  - **Description:** software purchase; vehicle
  - **Estimate of cost:** Software – **$5k**, vehicle purchase - **$35,000**, media equipment purchase - **$2,500**
  - **Recommended Timing** of Investment: FY 2020-21
  - **Potential for repurposing** in lieu of new construction or acquisition: Possible upgrades to current software
  - **Potential source(s)** of funding: Donors; reach out to local dealership for vehicle
- **Operating Budget**
  - **Base**
    - New (or repurposed) position(s): NONE
    - Working titles, and concise job description: N/A
    - Unique position-related costs: N/A
    - Operating costs: **$5k**
  - **OTO**
    - Consultants -- NONE
    - Other one-time implementation costs

Objective 4: Affirm our Presbyterian heritage and covenant relationship in the context of an inclusive community of scholars through our actions and ethos.
Schreiner's current covenant relationship with the Presbyterian Church (USA) through the Synod of the Sun reflects the institution's origin and its ongoing commitment to graduating ethical individuals who lead and serve in the diverse communities in which they will purposefully live and meaningfully work. This affirmation does not intend to indoctrinate students, faculty, or staff, but to place our enduring commitments into context. We must know Schreiner history, embrace the imperative for educating a pluralistic society, emphasize service to society, and value the promise and potential of each individual.

Initiative 1: Launch the Edington Society to recruit—on an annual basis—small cohorts of faculty and staff who will study the Presbyterian emphasis on education and its ideals. Participants will explore how Schreiner grew out of this context and how our current covenant relationship shapes an emphasis on service, vocational discernment, and mentorship. Participants will develop their capacity to promote these actions and ethos among their co-workers and students and to clarify their own sense of being called to their work.

Responsible Party: President, Chaplain, Rotating Cabinet Member

Collaboration Partners: Scotus Tours; Offices of Meaningful Work, Purposeful Lives, and Changing Global Society; former cohorts of the Edington Society

Impact / Benefit: Faculty and staff will have the opportunity to spend an extended time reflecting on the ways in which their professional employment at Schreiner is not just a job but a calling. This reflection will be translated into actionable steps over the course of the year so that, in their interactions with both professional peers and

students, they can help others work through the process of understanding what is important to them, where they are going, and how they are getting there.

Tangible Outcome Measures: *The short-term direct impact of this initiative should be apparent in the retention and improved performance evaluations of faculty and staff who have participated in the Edington Society. The long-term indirect impact of this initiative should be higher ratings on the "Best Colleges To Work For" survey that will be administered on a regular basis. An additional indirect impact of this initiative will be increased student retention and persistence.*

Major Implementation Steps *– Initiative 1.4.1*

Description	Start	Complete
Call for applications to the Edington Society.	Spring 2018	Spring 2018
Select Society members.	Spring 2018	Spring 2018
Organize the curriculum for the year-long program.	Spring 2018	Spring 2018
Organize logistics.	Spring 2018	Spring 2018
Develop assessment instruments.	Summer 2018	Summer 2018
Assign facilitation responsibilities to the Society leaders.	Summer 2018	Summer 2018
Launch experience, travel to Scotland, conduct service project.	Summer 2018	Spring 2019
Conclude 2018/19 program and issue call for second cohort of Edington Society members.	Spring 2019	Spring 2019

Investment:
- ***Capital Cost***
  - ***Description:*** *NONE*
  - ***Estimate of cost:*** *N/A*
  - ***Recommended Timing*** *of Investment: N/A*
  - ***Potential for repurposing*** *in lieu of new construction or acquisition: N/A*
  - ***Potential source(s)*** *of funding: N/A*
- ***Operating Budget***
  - *Base – beginning Summer, 2018.*
    - *New (or repurposed) position(s): NONE*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs: N/A*
    - *Operating costs:* ***$55k*** *($50k travel, $5k operating)*
  - *OTO*
    - *Consultants -- NONE*
    - *Other one-time implementation costs*

Initiative 2: Increase focus on service learning and social responsibility in the co-curricular learning opportunities of our students. *Participation in higher education is not only for the edification of each student, but also for the common good. To that end, we will involve our students in courses and experiences (curricular and co-curricular programs) that promote service to society, the Church and other faith communities. In doing so, students will have the opportunity to integrate and apply their learning in a variety of real-world and unscripted situations. The program will include a speaker series featuring relevant, motivational topics related to service – as well as presentations from and interactions with alumni role models.*

Responsible Party: *Campus Minister, Purposeful Lives Coordinator*

Collaboration Partners: *Community service providers such as Big Brothers, Big Sisters, Camp CAMP, San Antonio Food Bank, Rafael Clinic and more*

Impact / Benefit: *This initiative enhances our students' opportunities to grow into the ethical individuals we are committed to cultivating as graduates of Schreiner University. Our students will learn by living purposefully and lead by serving in the diverse communities in which they will spend their lives after graduation. The speaker series should result in increased participation in service work by the university community. Recognition of outstanding alumni should provide role models for current students on how success is related to service as well as increase alumni satisfaction. In addition, community members will perceive Schreiner University as more of a community resource and thus raise community awareness and raise the profile of the university as a community partner.*

Tangible Outcome Measures *In order for students to realize their service goals, we must provide authentic opportunities for that service to occur. This initiative creates a coordinated and predictable inventory of service opportunities:*

- *At least one <u>speaker presentation</u> will occur in conjunction with First Presbyterian Church of Kerrville each year;*
- *One <u>outstanding SU alumnus</u> will be recognized each year at Founder's Day;*
- *25% <u>more students will participate</u> in service activities over baseline values established in 2017-2018; and*
- *10% <u>more university employees will participate</u> in service activities over baseline values established in 2017-2018.*

Major Implementation Steps *– Initiative 1.4.2*

Description	Start	Complete
Initiate an institution-wide Purposeful Lives project	*August 2018*	*May, 2019*
Coordinate existing Christian Vocations Internship Program (CVIP), Community Internship Program (CIP), SEARCH sophomore learning community and other significant volunteer experiences so that service can be linked to the Resiliency Project planning document.	*Fall 2019*	*May, 2020*
Recruit and track volunteers.	*Fall 2019*	*Ongoing*
Develop a service speaker series that features diverse individuals from around Texas who will speak at campus and community-wide forums on the topics connected to contribution to the community.	*Fall 2020*	*Spring 2021*
Use Founder's Day to award annually a young SU alum who is making a significant contribution to her company, church or community.	*Fall 2020*	*Ongoing*

Investment:
- ***Capital Cost*** *-- NONE*
  - ***Description:*** *N/A*
  - ***Estimate of cost:*** *N/A*
  - ***Recommended Timing*** *of Investment: N/A*
  - ***Potential for repurposing*** *in lieu of new construction or acquisition: N/A*
  - ***Potential source(s)*** *of funding: N/A*
- ***Operating Budget***
  - <u>*Base*</u>
    - *New (or repurposed) position(s): NONE*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs: N/A*
    - *Operating costs: Travel for speakers - $5,000 annually beginning in FY 21; annual award $1000 beginning in FY 21*
  - <u>*OTO*</u>
    - *Consultants -- NONE*
    - *Other one-time implementation costs -- NONE*

Initiative 3: Promote Ecumenical and Interfaith Partnerships *for the common good of our students, our institution and the community.*

Responsible Party: *Campus Minister*

Collaboration Partners: *Local churches and faith groups*

Impact / Benefit: *This initiative affirms our Presbyterian heritage of cooperation among people of different faith groups and marks Schreiner as a leader in this effort with our students and in our community. Community members will perceive Schreiner University as more of a community resource and thus raise community awareness and raise the profile of the university as a community partner.*

Tangible Outcome Measures *Success of this initiative will be measured by:*
- *Presence of the Presbyterian faith included in Founder's Day established by speaker's series in partnership with First Presbyterian Church of Kerrville .*
- *Increased retention of Catholic students by 10% over baseline values established in 2017-2018.*
- *Increased participation Campus Ministry-sponsored events by 10% over baseline values established in 2017-2018.*

Major Implementation Steps *– Initiative 1.4.3*

Description	Start	Complete
Campus Ministry will help provide direct connections between our local churches and faith communities and our students through the Global Leadership Summit, Calling and Career Lunches, volunteer and internship opportunities, and worship experiences to create stronger connections between SU and the area.	*Fall, 2018*	*Ongoing*
Invite congregations that wish to partner with SU for intentional opportunities and support to consider entering into a Mission Partnership Agreement for greater collaboration and relationship development	*Fall, 2018*	*Ongoing*
Hire a PT person to provide faith formation, conduct mass, serve as a liaison to the diocese, and connect to local Catholic parishes to offer care and support to our Catholic population.	*Fall, 2020*	*Fall, 2020*

Investment:
- ***Capital Cost** -- NONE*
  - ○ ***Description:** N/A*
  - ○ ***Estimate of cost:** N/A*
  - ○ ***Recommended Timing** of Investment: N/A*
  - ○ ***Potential for repurposing** in lieu of new construction or acquisition: N/A*
  - ○ ***Potential source(s)** of funding: N/A*
- ***Operating Budget***
  - ○ *Base*
    - ▪ *New (or repurposed) position(s): $21,086, part-time, new hire rate*
    - ▪ *Working titles, and concise job description: Part-time Assistant Campus Minister*
    - ▪ *Unique position-related costs: N/A*
    - ▪ *Operating costs: $1000 annually for increased Campus Ministry programming beginning in fall 2019*
  - ○ *OTO*
    - ▪ *Consultants -- NONE*

- *Other one-time implementation costs -- NONE*

Initiative 4: Recreate Founder's Day, *and shape it so that it offers programming related to the University's Presbyterian heritage.*

We will partner with First Presbyterian Church in Kerrville to offer a lecture/performance series featuring premier speakers from around the country who will educate the Hill Country community and our students. This series, built around the Currie Lecture Series at FPC Kerrville, will recognize outstanding alums who have contributed to their communities and their churches, and will help students understand how to engage in meaningful work and live a purposeful life.

Responsible Party: *Dean of Students, Campus Minister, Purposeful Lives Coordinator*

Collaboration Partners: *First Presbyterian Church Kerrville*

Impact / Benefit: *This initiative reinforces our Presbyterian affiliation from our beginnings, and reminds the university community and the Presbyterian community of our continued relationship since our beginning. It strengthens our relationship with the local Presbyterian church.*

Tangible Outcome Measures *Success of this initiative will be measured by:*
- *At least 10% of traditional, on-campus students will participate in Founder's Day activities.*

Major Implementation Steps *– Initiative 1.4.4*

Description	Start	Complete
Develop a service speaker series in coordination with the Currie Lecture series at FPC Kerrville that features diverse individuals from around Texas who will speak at campus and community-wide forums on the topics connected to contribution to the community.	*Fall, 2020*	*Spring, 2021*
Use this avenue to annually award a young SU alum who is making a significant contribution to his company, church or community. (See also Goal1, Objective 2, Initiative 3)	*Fall 2020*	*Ongoing*

Investment: *See Initiative 1.2.2*

We will Recruit, Retain, and Graduate Students with the Capacity to Thrive

Schreiner University greets guests with these words: Enter with Hope. They indicate that while conventional metrics inviting students into a campus community—metrics such as high school GPAs and SAT scores—are not irrelevant they are absolutely insufficient. Students are more than their scores. We will seek out students with the capacity to thrive and cultivate this potential within them. In doing so, we will achieve excellence not simply by recruiting excellent students but by designing an educational environment that leads students to excellence. Using all the tools and knowledge available to us, we will provide those students we invite to enroll every opportunity to graduate from Schreiner University.

Having selected students who are the best "fit" at Schreiner, we will work with them and their families to provide an affordable education by deploying financial aid so that Schreiner becomes more affordable—not less affordable—from year to year. At the same time, the University will invest in the curricular and co-curricular experiences of students to heighten our value proposition.

Expectation/Intention/Implicit Promise:

> *We will choose the students who will attend Schreiner.*

>> *No longer will we accept as many students as possible in the hopes of achieving our enrollment goals.*

> *Our financial aid will make college less expensive rather than more expensive as a student progresses towards graduation.*

>> *We will break the tyranny of the financial aid juggernaut that got us into this trouble in the first place.*

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Objective 1: Recruit students who have the best chance to succeed at Schreiner University by identifying those who do or who can embody the Texas Spirit of resilience and grit.
Enrollment growth at Schreiner is critical for several reasons. First, the University should grow into its capacity. The enrollment must reach a critical mass in order to achieve greater operating efficiencies but – more importantly – to provide financial resources necessary to continue to grow the quality and value of a Schreiner education. At the same time, the culture of the campus community – and the quality of the student experience – will be enhanced by the addition of several hundred students.
Schreiner University's enrollment growth has been hampered by poor persistence of the students we have recruited. While the student success strategies associated with Objective 2

are aimed at improving outcomes for students who have enrolled at Schreiner University, attracting and selecting students who are a better fit will make those efforts more successful.

***Initiative 1: Develop and implement new models of admissions selectivity that are informed by grit and resilience metrics**. Traditionally, students have been selected based on models that focused almost exclusively on standardized test scores and high school GPA. These measures have not served Schreiner well in identifying students who have the inherent characteristics of tenacity, determination, motivation, and a focused will to succeed. Schreiner University will create a much more comprehensive set of criteria for incoming students, which might utilize a student essay or a video, and a detailed analysis of the student's high school transcript and extracurricular achievement – not just her cumulative GPA. We will identify and explore methodologies for evaluating a potential student's current and potential capacity for resilience in the face of challenges, and develop and implement an admissions process that disrupts current practices – not only at Schreiner University, but – in undergraduate education. By transforming the way students are admitted, we will become more selective – simultaneously differentiating Schreiner from competing institutions and reshaping our entering cohorts to become students who are poised to take advantage of the opportunities Schreiner will afford them.*

*As we will state in the Resiliency Initiative -- creating an innovative and relevant educational environment is not sufficient for students to persist, and to thrive after graduation. In this initiative, we respond to the recognition that we must **select** students **who have the capacity** to find value in what they are learning and why they are learning. Toward these ends, we will develop a single matched set of tools for student success: the Schreiner admissions process; the Resiliency Initiative; and the Schreiner Financial Aid initiative.*

Admissions staff will be thoroughly trained as both ambassadors and practitioners of these transformative tools. No longer will we lead a recruiting discussion with references to prices and discounts, attempting to entice students who possess neither the resources to afford nor the personal traits to succeed at Schreiner; instead, we will choose those students who best exhibit those attributes we identify as keys to success. This initiative, fully integrated with the Resiliency Project and the new Financial Aid process, will enable Schreiner to select students who can achieve the Resiliency Project, on which their incremental financial aid is earned – and which will be the foundation of the successful completion of their degree program, and of their achievements as graduates of Schreiner University.

***Responsible Party:** VPES; VPAA*

***Collaboration Partners:** Dean of Student Success; Financial Aid; VPAF; IR; Marketing*

***Impact / Benefit:** This initiative will allow the university to identify and select students to who have the capacity to demonstrate and to build resilience: to challenge academic and other obstacles with passion and grit. By purposely shaping the incoming cohorts, we will fundamentally change the student success equation, growing enrollment, improving persistence and graduation rates, and the achievements of our alumni -- in professional licensure, graduate school and career placement, and as contributors to our regional, State, and global communities. In this way, we will alter Schreiner's value proposition, earning the recognition as the small college in the Hill Country that recruits and educates students who succeed.*

***Tangible Outcome Measures** Success of this initiative will be measured utilizing a combination of data points:*
- *Leading Indicators*
    - *Correlation of <u>new student profiles</u> with new selection criteria,*
    - *<u>Engagement</u> of 2nd and 3rd year students in plan building,*
    - *Number of <u>students completing checkpoint</u> reviews; and*
- *Lagging Indicators*
    - *Improvement in <u>student satisfaction</u> scores,*
    - *Incremental <u>participation</u> (above established baseline) in Schreiner Experience co-curricular activities,*
    - *Improvement in <u>Freshman retention</u>,*
    - *Improvement in <u>persistence and progression</u>, and*
    - *Improvement in 4 and 6 year <u>graduation rates</u>.*

***Major Implementation Steps** – Initiative 2.1.1*

Description	Start	Complete

Work with Resiliency Project task force to collaboratively develop Admissions Criteria structure	*Fall 2018*	*Spring 2019*
Develop and deliver model, including complete integration with Resiliency Project and Financial Aid	*Fall 2019*	*Spring 2023*
Vet the draft model with collaborative partners.	*Spring 2019*	*Fall 2019*
Assign responsibilities and accountability mechanisms for all delivery points within the program structure.	*Fall 2018*	*Spring 2023*
Train and/or reassign staff, as indicated.	*Spring 2019*	*Spring 2023*
Launch the program.	*Spring 2019*	*Fall 2019*
Execute early testing of efficacy.	*Fall 2020*	*Spring 2021*
Implement program adjustments, as indicated.	*Spring 2019*	*Spring 2023*
Continuously monitor program participation and effectiveness.	*Spring 2019*	*Spring 2023*

Investment:
- *Capital Cost – None*
  - *Description*
    - *N/A*
  - *Estimate of cost*
    - *N/A*
  - *Recommended Timing of Investment N/A*
  - *Potential for repurposing in lieu of new construction or acquisition: N/A*
  - *Potential source(s) of funding: N/A*

- *Operating Budget*
  - *Base*
    - *New (or repurposed) position(s): None*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs (specific development, certifications, travel, equipment, marketing): Enhanced training and professional development for admissions counselors. $2k per counselor.*
    - *Operating costs: Enhanced marketing materials, $25k*
  - *OTO*
    - *Consultants – Facilitator/Trainer (See Resiliency Project)*
    - *Other one-time implementation costs – Training materials, marketing materials -- $50k*

Initiative 2: Create matched pipelines and programming to enhance students' connections to the university.

M*any universities look at academic reputation as the primary attraction in recruiting, Schreiner University will differentiate itself by marketing and recruiting to a special interest that a student wants to continue in college. Research will be key in supporting the development of new pipelines at Schreiner University. For instance, adding new Varsity Programs and NCAA Division III Athletic sports will lead to enrollment growth in those interests. To help recruit and draw student to our athletics programs we will need to renovate/enhance the athletics and varsity spaces to be more strategically competitive with peer institutions.*

This strategy utilizes and expands on successful elements of current pipelines – such as athletics and varsity programs – and develops new recruitment pipelines aimed at existing and potential new niche academic and co-curricular programs, including new processes and programs for recruiting transfer, graduate, and non-residential students. Pipelines currently under consideration include: becoming the school of choice in the Southwest for Presbyterian students; becoming the school of choice throughout the region for students with dyslexia, attention

deficit disorder, or a specific learning disability in reading, mathematics or written expression; becoming the school of choice for students from the Rio Grande Valley who have completed an early college program; and becoming the school of choice for students who want a "Greystone"-like experience without the pursuit of a military appointment. Academically, Schreiner University can enhance current pipelines, including current Learning Communities (Honors, Vesalius, Exodus, Performing Arts, Design Thinking, STEM, ACE, Global Scholars, and Mountaineer Leadership). In addition, we will conduct research to evaluate new opportunities to implement niche programs that have the potential to increase enrollment, because of market demand, with little local or regional competition. We will identify those programs ideally suited to Schreiner whether because of geographic location existing strengths in related disciplines.

We will make each of these programs more connected with recruitment, and better aligned with the programs offered in high schools across the state (e.g., STEM programs, honors programs, pre-health programs, drama clubs, international clubs, graphic designs, and leadership programs). This will give recruiters the ability to have a focused strategy in targeting prospective students that fit Schreiner's learning communities.

Responsible Party: *VPES, Dean of Students, VPAA*

Collaboration Partners: *Director of Learning Communities, LSS Director, Campus Minister, Cabinet*

Impact / Benefit: *Developing new pipelines will bring to our campus a new surge of students that can pursue their passions. In so doing, we will not only grow the size of the freshman cohort, we will enhance undergraduate engagement -- thereby improving persistence and graduation rates.*

Tangible Outcome Measures -- Success of this initiative will be measured utilizing a combination of data points:
- *New pipelines We will introduce at least 5 new and enhance 5 underdeveloped pipelines between 2019 and 2023;*
- *Number of Inquiries should increase by at least 10% per year;*
- *Inquiry to Applicant Conversion Rate If we are successful in this initiative, we will see enhanced conversion – at least 5% above those for the overall funnel – since the prospective student has a stronger connection because of his or her program interest;*
- *Freshman Cohort The freshman cohort should continue increase modestly with the introduction or growth of each new pipeline. Each pipeline should add at least 10 students to the cohort.*
- *Undergraduate FTE Enrollment Total undergraduate enrollment should grow, as a result of steadily larger fall Freshman cohorts and higher numbers of transfers. Beginning with a growth of over 100 new freshmen in Fall 2018, we should target continued growth in the total enrollment of Full time undergraduates to at least 2000 by 2023.*

Major Implementation Steps *– Initiative 2.1.2*

Description	Start	Complete
Identify, research, and evaluate feasibility of potential Pipeline programs, determining probable ROI on the basis of: alignment with the university's mission; ability and opportunity to recruit complete and competitive roster; ability to be competitive on state, regional and/or national level; and, start-up and operating costs.	*June, 2018*	*May, 2019*
Develop a plan for acquisition of capital required for infrastructure and other necessary OTO investments for pipeline programs – particularly Athletics.	*June, 2019*	*August, 2019*
Select pipelines for implementation, sequencing based on implementation costs and return on investment.	*July, 2019*	*Annually*
Launch new pipelines, as indicated.	*July, 2019*	*Annually*
Construction / Renovation of Athletics facilities and other required infrastructure improvements	*May, 2021*	*Depending on availability of capital*

Investment:

- **Capital Cost**
    - o <u>Description</u>: Specific programs (particularly sports) will require facilities or other infrastructure.
    - o <u>Estimate of cost</u>: Lights -- **$3-400k**; Field house - **$2.5 -3 million** (very rough estimates)
    - o <u>Recommended Timing </u>of Investment: For planning purposes, we should target **$1 million** in FY2021, **$2 million** in FY2022, and **$5 million** in FY2023.
    - o <u>Potential for repurposing</u> in lieu of new construction or acquisition: TBD
    - o <u>Potential source(s)</u> of funding: Donors; EIC; Capital Budgets
- **Operating Budget**
    - o <u>Base </u> -- Since specific budget requirements will be dependent upon which programs are selected -- ***** for planning, we should allocate an additional **$100k** in base budget each year beginning in FY2020.
        - ▪ New (or repurposed) position(s): TBD *****
        - ▪ Working titles, and concise job description: Additional staff person in LSS, Full Time Presbyterian Community Relations, Part-time Catholic priest, Coordinator of Honors Program, Coordinator/coaches of new pipeline programs, as needed.
        - ▪ Unique position-related costs: TBD *****
        - ▪ Operating costs: TBD *****;
    - o <u>OTO</u>
        - ▪ Consultants – TBD *****
        - ▪ Other one-time implementation costs – For planning, we should assume **$100k** OTO in each year that a new pipeline is launched, beginning in FY2020

Initiative 3: **We will enhance direct marketing and enrollment processes** to improve conversion from inquiries to applicants to commits. This strategy will create collaborative enrollment-related marketing processes to improve conversion from inquiries to applicants to matriculants. Improving conversion efforts across Schreiner University will have a significant impact on enrollment growth. Success will be achieved through a strong partnership between Marketing, Admissions, and Enterprise Technology teams in order to improve conversion-focused activities throughout the admissions pipeline, including improved technology, better and more integrated processes, greatly enhanced digital presence, implementation of student-centered modifications that maximize efficiency and enhance the experience of prospective students, and conversion-focused communication.

Communication improvement will be focused on better, more relevant, and more consistent messaging throughout the process, in every utilized medium and in spoken word. Then, in order to leverage a better conversion rate, the staffs of Enrollment Services and Enterprise Technology Services will work together to create a more efficient, more integrated, and less manual processing system that expedites and enhances our recruitment efforts. Reviewing current practices and addressing the barriers, obstacles, and weaknesses that hinder our conversion rates as students go through the funnel. Better coordination and integration of marketing and recruitment efforts, consistent, relevant, and effective messaging throughout the process -- from electronic and print media, to both formal and informal oral presentations -- will improve results. Timeliness must be improved throughout the process. Responding to inquiries with an accurate, relevant message within hours, rather than days or weeks will also improve results.

The enhancement of direct marketing will employ sophisticated methods of social media -- as well as timely response by staff throughout the process -- to push through the enrollment funnel quickly, improving conversion rates through the process. In addition, we will create a balanced campaign that is branded, to launch the various communication efforts in a more intentional and consistent manner-- snail mail, electronic emails, social media, recruitment tables, handouts, and the messages spoken by admission counselors and staff throughout the process. Schreiner's message will be relevant, in one voice and it will be timely.

Responsible Party: *VPES, Director of Marketing*

Collaboration Partners: *Student Focus groups across the state, Collegis (or external Marketing company)*

Impact / Benefit: *Enrollment of new students -- converting them from inquiries to admits to matriculants -- is critical to the survival of Schreiner University, and it is a process that has much room for improvement. Conversion rates have eroded over time, and the process has become more complex, more labor intensive, and less responsive. At the same time, messaging has been confusing and inconsistent. While investments have been made, results have not followed the investment. Notwithstanding increases that are tied to recently including new categories of students who largely do not contribute to net revenue or graduations, the numbers of new freshmen and transfers have been flat, at best. Reversing these trends will transform the net revenue and enrollment results of Schreiner University -- ultimately providing necessary resources for investment in the quality and array of academic programs and in the richness of the student experience.*

Tangible Outcome Measures -- Success of this initiative will be measured utilizing a combination of data points:

- *Inquiry to Applicant Conversion Rate   If we are successful in this initiative, we will see increases of at least 2% points per year;*
- *Admit to Enrolled Conversion Rate   If we are successful in this initiative, we will see increases of at least 2% points per year;*
- *Total undergraduate enrollment should grow, as a result of steadily larger fall Freshman cohorts and higher numbers of transfers.   Cumulative result should be growth of at least 25 students per year; and*
- *Net Tuition Revenue   This growth in full time undergraduate enrollment translates directly to the bottom line -- net tuition revenue. Success will be indicated by steady growth of at least 2% per year.*

Major Implementation Steps *– Initiative 2.1.3*

Description	Start	Complete
Conduct review and discussion sessions with staff in Enrollment Services, Enterprise Technology, Marketing, and University Relations -- along with University leadership to ensure that the fundamental messaging is understood and can be effectively communicated by all parties.	*June, 2018*	*June, 2018*
Conduct meetings with Collegis, and any other 3rd party participants in marketing and recruitment efforts, and ensure that they, too, understand and can replicate the message in all media.	*June, 2018*	*July, 2018*
Conduct audits of each step of the enrollment process -- from the prospective student's perspective -- to identify weak points, barriers, delays, and inconsistent or ineffective messaging.	*June, 2018*	*August, 2018*
Based on the above, implement process improvements.	*September 2018*	*August, 2019*

Investment:
- **Capital Cost** *-- NONE*
  - *Description: N/A*
  - *Estimate of cost: N/A*
  - *Recommended Timing of Investment: N/A*
  - *Potential for repurposing in lieu of new construction or acquisition: N/A*
  - *Potential source(s) of funding: N/A*

- **Operating Budget**
  - *Base*

- New (or repurposed) position(s): None
- Working titles, and concise job description: N/A
- Unique position-related costs: N/A
- Operating costs: N/A;
  o *OTO*
    - Consultants -- facilitator to conduct and document review -- **$30k**
    - Other one-time implementation costs – NONE

Initiative 4: Lead a consortium of private, independent colleges and universities to collaborate and aggressively market the unique differentiators within our sector of higher education. *Schreiner University is similar to other higher education institutions our size in many ways, i.e. we all have individualized attention, low faculty to student ratio, small class sizes, holistic student development, and relational learning experiences. To remain competitive against rising competition (e.g., 4-year universities, for-profit, online universities), we must collaborate to shine a light on the premier education small universities offer throughout the state of Texas.*

Responsible Party: *Director of Marketing and Communications, University President*

Collaboration Partners: *Independent Colleges and Universities of Texas (ICUT), other similar sized Universities*

Impact / Benefit: *Teaming up with other universities our size, particularly those in ICUT, will allow us to achieve a common goal of competing with the other sectors of Higher Ed in Texas while also promoting and elevating the brand of private colleges and universities in Texas.*

Tangible Outcome Measures
- *Work with similar sized institutions to develop measures on "Small Texas Private Education"*
  o *Increase brand demand by 5% across the state;*
- *Create a consortium website that describes the unique differentiators of our sector of higher education.*
  o *Measure website visits and increase by 25% YOY,*
  o *Surveys year over year measuring satisfaction and perception;*
- *Increase satisfaction with small Texas private institutions by 10% YOY; and*
- *Increase freshman applications to small Texas private institutions by 5%.*

Major Implementation Steps – *Initiative 2.1.4*

Description	Start	Complete
Identify other universities who would be interested in this opportunity and how they would like to get involved.	*June, 2018*	*January, 2019*
Host 3 collegiate meetings at host colleges per year to collaborate and discuss marketing opportunities	*Spring, 2019*	*Ongoing*
Introduce an annual group Marketing and Communications 3-day summer seminar hosted by Schreiner University.	*Summer, 2019*	*Ongoing*
Launch ongoing campaign	*Fall 2020*	*Ongoing*

Investment
- **Capital Cost –**
  o *Description: Marketing special campaign budget; Website*
  o *Estimate of cost: Marketing, **$25,000** Website, **$5,000***
  o *Recommended Timing of Investment (by term and fiscal year): FY 2019-20*

- o *Potential for repurposing in lieu of new construction or acquisition:* Marketing budget can be a joint venture with several universities allocating **$5,000** each.
        - o *Potential source(s) of funding:* Capital Budget

- **Operating Budget**
    - o *Base*
        - New (or repurposed) position(s): None
        - Working titles, and concise job description: N/A
        - Unique position-related costs: N/A
        - Operating costs: annual travel costs - **$4,000**; marketing contribution: **$10,000**;
    - o *OTO*
        - Consultants -- NONE
        - Other one-time implementation costs – NONE

Objective 2: Improve the success outcomes for students enrolled at Schreiner.

Currently, we lose nearly one-third of new first-year students during or at the end of the first year, and fewer than half of any first-year class will ultimately graduate from Schreiner. This situation not only hurts our enrollment levels and our financial resources, it reflects a poor value for the investment of students and their families in the cost of attending Schreiner University. To achieve our vision of being recognized as the premier small university in Texas, we must significantly improve our performance in retaining and graduating the students we have recruited.

Initiative 1: Develop and implement a new model of financial aid that makes Schreiner more affordable—rather than less affordable—as a student progresses towards graduation.   Research related to reward systems suggests that systems actually rewarding desired behaviors are more effective in producing those behaviors. A cross-functional team of faculty and staff will develop and implement a uniquely Schreiner selection rubric for admission and financial aid. Note that this is not a strategy designed primarily to reduce the discount rate. Instead, it is a strategy to increase net revenue by retaining to graduation many students who are currently being lost to attrition. Beginning with the fall of 2019 (for the 2023 graduating class), we will implement a grid that utilizes the completion of the building blocks to success to systematically increase a student's financial aid package each of the next 3 years. Rather than diminishing his or her ability to pay the cost of attendance over time, the Schreiner financial aid model will provide a student the opportunity to earn increasing financial aid rewards for accomplishment of key components of a Schreiner education. Faculty advisors, student success coaches and financial aid counselors will guide the student through a process that begins with establishing a comprehensive plan documenting curricular, co-curricular, and financial objectives, followed by a series of semester-by-semester checkpoints and the annual adjustment of the financial aid package. By the senior year, the financial aid package can be substantially larger, and net COA might actually be lower than the freshman year.

We will develop and implement a completely new financial aid model designed to motivate and reward students who can and do demonstrate the attributes and behaviors that lead to success, and achieve the objectives that will help them to succeed and persist to graduation. This will in turn increase net revenue by retaining to graduation many students who are currently being lost to attrition. The model will begin with a "baseline award" for incoming students, determined by a more robust set of criteria designed to reward success attributes beyond just test scores and GPA. It will then utilize the student's completion of the building blocks to success to increase systematically his or her financial aid package each of the next 3 years. Rather than diminishing his or her ability to pay the cost of attendance over time, the Schreiner financial aid model will provide a student the opportunity to earn increasing financial aid rewards for accomplishment of key components of a Schreiner education. Faculty advisors, student

success coaches and financial aid counselors will guide the student through a process that begins with establishing a comprehensive plan documenting curricular, co-curricular, and financial objectives, followed by a series of semester-by-semester checkpoints and the annual adjustment of the financial aid package.

Responsible Party: *Director of Financial Aid*

Collaboration Partners: *VPAF; VPES; Provost; Director of IR*

Impact / Benefit: *Currently, Schreiner's financial aid structure induces enrollment of students who are unlikely to succeed at Schreiner, and wastes precious resources that could be utilized to bring more students who better fit, and to better assist and enable them to succeed. We will disrupt the current practice, introducing a model that will change the profile of the students enrolling at Schreiner, increasing the proportion of students who have the resilience and ability to succeed, and can pursue a degree without being forced to take on excessive debt.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*

- *Net tuition revenue The lifeblood of the financial wellbeing of the university is net tuition, measured both in total and per student. For this initiative to be successful, in the long run, it should maintain net tuition revenue per student at close to the current level, and it must increase net tuition revenue in total. It is critical that the financial aid policy is integrated with the pricing policy, and other student success strategies -- to ensure that net tuition revenue grows, creating additional resources to invest in enhancements of the value proposition. Target outcome should be 5% growth annually, beginning by Fall 2020.*

- *Enrollment If we are successful in optimizing and integrating these strategies, we will remain competitive, and enrollment will grow. Although our tuition rates will increase, the richness and effectiveness of our financial aid will increase as well -- maintaining and actually improving the value proposition. Further, we will reshape the profile of the students who will apply and enroll, allowing us to recruit a cohort who are academically and financially prepared to succeed at Schreiner. Therefore, over time, total undergraduate enrollment should grow, both as a result of better persistence, and steadily larger fall Freshman cohorts.*

- *First year retention should grow. This is a lagging indicator, and results should be manifest by Fall 2020.*

- *Second and third year persistence should grow. These are lagging indicators, and results should be manifest by Fall 2021.*

- *4-year graduation rates should increase. This is a lagging indicator, and results will probably be apparent by Fall 2022.*

- *Operating Budget allocations to academic programs and student experience should increase.*

Major Implementation Steps *– Initiative 2.2.1*

Description	Start	Complete
Model required net revenue per student.	June 2018	June 2019
Analyze current FA structure and results.	June 2018	June 2018
Develop draft structure, including baseline and incremental award parameters, and model net revenue and enrollment under a range of outcome assumptions.	June 2018	July 2018
Engage a qualified consulting firm to perform econometric forecasting and optimization to test assumptions.	July 2018	July 2018
Identify and map award criteria, and develop efficient mechanisms for scoring.	June 2018	July 2018
Implement mechanisms for advising students in developing achievement plans for incremental awards.	June 2018	July 2018

Implement procedures and assign responsibilities for determining and communicating awards	June 2018	July 2018
Engage a qualified marketing consulting firm to assist in developing effective strategies to disrupt market.	June 2018	July 2018
Develop effective messaging to communicate and market the new model.	July 2018	August 2018
Launch new model.	Sept, 2018	Sept, 2018

Investment:
- **Capital Cost** – *None*
  - <u>Description</u>
    - *N/A*
  - <u>Estimate of cost</u>
    - *N/A*
  - <u>Recommended Timing</u> *of Investment N/A*
  - <u>Potential for repurposing</u> *in lieu of new construction or acquisition: N/A*
  - <u>Potential source(s)</u> *of funding: N/A*
- **Operating Budget**
  - <u>Base</u>
    - *New (or repurposed) position(s): none -- all current positions*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs (specific development, certifications, travel, equipment, marketing): N/A*
    - *Operating costs (operating and maintenance, contract service or support, supplies, travel): N/A*
  - <u>OTO</u>
    - *Consultants – Econometric Modeling -- **$50k**; Marketing -- **$25k***
    - *Other one-time implementation costs – Marketing materials -- **$25k***

Initiative 2: Develop and implement enhanced retention and persistence experiences. *This strategy begins with the student's first days on campus, as we revise orientation programming to include innovative ways to onboard new students, including special populations. Then, we must enhance and expand First Year Experiences and High Impact Practices, and extend these successful interventions to all first time Schreiner students, including transfer students, commuters, and veterans. Although the students who articulate from the First Year Campuses will arrive as sophomores, students in this cohort will still be new to the Schreiner campus, and will likely benefit from their own form of multi-disciplinary and co-curricular programming aimed at helping facilitate their transition. Then, as students progress in their academic curriculum, the Resiliency Project will equip the university to address each undergraduate student's career and vocational planning and development through expanded counseling, aimed at facilitating student success after graduation. The Resiliency Project will also build on the success and unique draw of the Schreiner experience program by making it universally accessible to all students. Advisors will work with every undergraduate student to establish by the end of his first year on campus a comprehensive student success plan in which the following are promises (and expectations): at least one study-away experience; at least one internship or research experience; and at least one service learning or community engagement experience. To accomplish this initiative, we must enhance the funding of the Schreiner Experience program so that study away becomes not quite free, but very affordable, for all students. We will also increase the number of available internships, research assistantships, and service learning opportunities to accommodate the entire undergraduate population. In addition, we will enhance, improve, and replicate existing beneficial student success tools, making them more effective and more broadly available:*
- *A First Year Experience (FYE) that encourages development of academic, social, and professional skills among all first-year students (traditional, transfer, veterans, and other target populations) will build on existing effective programming and will seek innovative ways to coordinate classroom experiences with co-curricular experiences and with a variety of campus support programming.*

- *Building on the academic, social, and professional skills development started in the FYE, a Sophomore Year Experience (SYE) Task Force will research best practices for supporting success into and beyond students' third semesters and will establish appropriate programming and experiences that assist students in connecting with appropriate career paths.*
- *We will implement an early alert system that either builds upon the in-house model devised several years ago but now needs to connect the JRM or identify another tool. Coordinate early alert information with advisors/mentors/Resiliency Project to support timely, early interventions.*
- *A team will be established to build on the work of the current advising task force, to audit current advising/mentoring efforts across campus, and to align efforts across the university to create and institutionalize a cadre of academic advisors, faculty/staff mentors/coaches, peer mentors, community volunteer mentors, and other faculty/staff opportunities (see Resiliency Project.) Such advising/mentoring will create intentional activities beyond the FYE and will work to align mentoring/coaching to programs of study by students' 6th semesters.*
- *The advising team will also create three communities of practice that aim to increase advising effectiveness and student retention: an assessment community to inform and improve advising and student retention (as described in the Resiliency Project); a professional development community that encourages academic advisors to engage in cutting-edge and research-based academic mentoring (coordinated in collaboration with CTL and CACD); and an internal communications community of practice that cooperatively examines and shares academic program and policies to add value to the student academic advising experience. The advising team will also consider establishing a new "timely graduation policy" (and other policies/processes that keep students on track) that requires all students earning 90hrs to file for graduation; meeting this requirement will be one of the criteria for incremental financial aid. (See Resiliency Project)*
- *We will redesign the services currently offered by the CTL to offer services beyond traditional peer tutoring so that peer tutors become learning consultants to help students better implement learning and study strategies related to skill, will, and self-regulation components of strategic learning. Collaborate with faculty and staff to expand offerings of the Writing Center and to align all CTL services seamlessly with opportunities afforded by the HSI-STEM grant.*
- *We must create a sophomore residence hall experience designed at retaining 2nd year students in the residence halls and create appropriate programing that aligns with goals for advising and student success.*
- *We will consider the development of special interest housing communities targeted at sophomore students who have not yet declared majors and other upper class students to contribute positively to persistence and graduation rates.*

Because access does not guarantee opportunity, Schreiner University must ensure that all students are able to embrace the opportunities offered at SU without unintended barriers. In 2018-19, we will conduct an internal audit of all policies, processes, and procedures spanning the student experience from admission to registration to successful completion of each semester. Processes will be simplified, barriers will be removed and technology will be integrated where beneficial to make student interactions with academic support mechanisms and administrative processes more intuitive, streamlined, and efficient.

Responsible Party: *Dean of Student Success, Dean of Students*

Collaboration Partners: *Student Success staff, Student Services staff, Faculty*

Impact / Benefit: *Schreiner University will improve retention, persistence, and graduation rates by helping students to:*
- *Gain knowledge of their strengths and abilities as they apply to their academic and career choices, and*
- *Develop goals using realistic self-appraisal and understanding how the limitations and opportunities impact the achievement of personal, academic, and career goals;*

And by allowing the institution to
- *Introduce first-year students to the importance of academic advising,*
- *Identify students who are not making timely progress-to-degree,*
- *Proactively reach out to students who are in need of assistance, and*
- *Ensure that rising seniors have realistic graduation and post-graduation plans.*

Tangible Outcome Measures -- *Success of this initiative will be measured utilizing a combination of data points:*
- *Retention rates this initiative will contribute to an increase of 10% points by 2023; and*
- *Graduation rates this initiative will contribute to an increase of 8% points by 2023.*

Major Implementation Steps – *Initiative 2.2.2*

Description	Start	Complete

Internal audit of processes, FYE, SYE, CTL revisions, and residence hall programming will happen independent of each other.	*Fall 2018*	*January 2019*
Process changes implemented.	*ASAP*	*Fall 2019*
Advising Team formed	*Fall 2018*	*Fall 2018*
SYE task force will be established.	*Fall 2018*	*Fall 2018*
Begin review of mentoring and advising currently in place and implement revisions to processes and roles, as needed.	*Spring 2019*	*Spring 2020*
First round of recommendations in place.	*Fall 2019*	*Fall 2019*
Sophomore residence hall programming will be developed and implemented	*Fall 2019*	*Fall 2019*
FYE revisions and enhanced programming in place.	*Fall 2019*	*Fall 2019*
Adjustments continue.	*AY 2019*	*AY 2020*
New programming established and institutionalized.	*Fall, 2020*	*Fall, 2020*

Investment:

- **Capital Cost –** *None*
  - *Description* -- *Office space for advising team*
  - *Estimate of cost* -- **$75k** *(based on remodeling 1,000 sq ft @ $50 / sq ft, plus $25k FFE)*
  - *Recommended Timing of Investment – Summer, 2019*
  - *Potential for repurposing in lieu of new construction or acquisition: likely; evaluate alternatives, identify space by Spring, 2019.*
  - *Potential source(s) of funding: Capital budget*

- **Operating Budget**
  - *Base*
    - *New (or repurposed) position(s): May be able to use CACD and CTL staff to help with Advising Team. See Resiliency Project for proposed new hires for advisors /coaches /mentors; fulltime Residence Hall director for sophomore housing. Hire Transfer Advisor to work with Advising Team and focus on transfer students' unique needs, tracking, and general advising.*
    - *Working titles and concise job description: See Resiliency Project; Residence Hall Director. Working title: Transfer Advisor (reports through CACD to Student Success). Brief job description: The Transfer Advisor provides academic advice to transfer students and prospective transfer students. The Transfer Advisor maintains knowledge of transfer articulation agreements and transfer requirements and regulations and collaborates with other University departments involved with transfer students and transfer student issues. Maintains relationship with transfer students as they progress toward achievement of academic goals. Tracks progress of all transfer cohorts. Master's degree required. $75-80k, w/ benefits.*
    - *Unique position-related costs (specific development, certifications, travel, equipment, marketing): N/A*
    - *Operating costs (operating and maintenance, contract service or support, supplies, travel): N/A*
  - *OTO*
    - *Consultants – College Forward to provide 2 near-peer mentors, training, and programming for one year -- $96,000*
    - *Other one-time implementation costs – public-facing online degree mapping tool for transfer advising/recruiting -- $10k*

Initiative 3: Develop a pricing philosophy and implement a pricing policy that allows Schreiner to make strategic investments that enhance its value proposition. The university must ensure that the price (tuition, fees, room & board, required course materials) we set for a Schreiner student is competitively optimal. We often talk about the importance of affordability, but even more critical is the importance of competitiveness. We often talk about the importance of price, but even more critical is the importance of cost. Cost is what the University spends on delivering the educational experience, while price is what the student pays for that educational experience. The two actually are juxtaposed: the more we spend, the more opportunity we have to improve the educational experience for students – even though that does not improve the price for students. At the same time, if Schreiner spends substantially less than its competitors do, we are at a distinct disadvantage in the effort to compete on quality. The key, then, to optimal pricing is to ensure that tuition yields enough to pay for the quality we need to deliver – and our students expect us to deliver, without forcing a price that is not competitive. Enrollment success is correlated with an institution's value proposition – the investment the university makes in its students, and the demonstrated quality achieved as a result of that investment. While we would not propose to close the gap in one year, it is important to understand the impact that "right pricing" would have on Schreiner's revenue stream – and therefore, its investment. These new resources will be invested in enhancing the value of a Schreiner education. This strategy will also include intentionally packaging affordability into both the pricing structure and the delivery of programs. Wrapping summer semesters' tuition into fall/spring tuition, expanding online offerings to encourage timely progress to degree completion, and creating additional 5th year Master's options are examples of affordability packaging.

Responsible Party: *VPAF*

Collaboration Partners: *Controller; Director of IR; President; Provost; Director of Marketing*

Impact / Benefit: *Enrollment success is correlated with an institution's value proposition – the investment the university makes in its students, and the demonstrated quality achieved as a result of that investment. While we would not propose to close the gap in one year, it is important to understand the impact that "right pricing" would have on Schreiner's revenue stream – and therefore, its investment. These new resources will be invested in enhancing the value of a Schreiner education.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*
- *Growth in Total net tuition revenue Growth in Total net tuition revenue It is important that the pricing policy is integrated with efficient and effective discount strategy, to ensure that net tuition revenue grows, creating additional resources to invest in enhancements of the value proposition. Target outcome should be 5% growth by Fall 2020.*
- *Competitive position of Schreiner's undergraduate tuition rate -- migrate to and maintain in the second quartile of peer comparators. Target outcome should be reducing the gap to the median by one-third in Fall 2019, close the gap by Fall 2021.*
- *Enrollment If we are successful in optimizing, we will remain competitive. Although our tuition rates will increase, our quality will increase as well -- maintaining and actually improving the value proposition. Quality enhancements should improve engagement and academic performance. Therefore, over time, we should not lose in the competition for new students, and total undergraduate enrollment should grow, both as a result of better persistence, and by the introduction of new pipelines that will allow modest growth in Freshman cohorts simultaneous with increased selectivity. Initially, the rates likely will increase faster than the improvement in persistence, so it will be important to maintain the size of the freshman cohort in the Fall of 2019, allowing time for responses in market perception and recognition of quality enhancements.*
- *First year retention should grow. A lagging indicator, results should be manifest by Fall 2020.*
- *4 year graduation rates should increase. This is a lagging indicator, and results will probably be apparent by Fall 2021.*
- *Operating Budget allocations to academic programs and student experience should increase.*

Major Implementation Steps *– Initiative 2.2.3*

Description	Start	Complete
Pricing policy development	June 2018	Sept 2019

Data compilation, vetting, and analysis	*June 2018*	*July 2018*
Development of Multi-year plan for adjusting price position, including mechanisms for monitoring and annual benchmarking.	*July 2018*	*Sept 2018*
Proposal to BOT, seek approval	*Sept 2018*	*October 2018*
Implement new pricing policy (for following year)	*Sept 2018*	*Sept 2018*

Critical path dependency*: Policy and initial rate must be approved by Trustees in September, 2018 in order to implement by Fall 2019 (FY2020)*

Investment:
- **Capital Cost** *– None*
  - <u>*Description*</u>
    - *N/A*
  - <u>*Estimate of cost*</u>
    - *N/A*
  - <u>*Recommended Timing*</u> *of Investment N/A*
  - <u>*Potential for repurposing*</u> *in lieu of new construction or acquisition: N/A*
  - <u>*Potential source(s)*</u> *of funding: N/A*
- **Operating Budget**
  - <u>*Base*</u>
    - *New (or repurposed) position(s): none -- all current positions*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs (specific development, certifications, travel, equipment, marketing): N/A*
    - *Operating costs (operating and maintenance, contract service or support, supplies, travel): N/A*
  - <u>*OTO*</u>
    - *Consultants – **$25k***
    - *Other one-time implementation costs – Marketing materials -- **$25k***

We will Provide Our Students the Experiences, Resiliency, and Wisdom to Lead in Texas and the World

We will design an educational environment that enables students to grow into the people, professionals, and citizens they want to be and we need them to be. In designing this environment, we will utilize the best thinking in higher education about what matters and transform our learning environments to reflect these practices. As importantly, we will invest in our own research and design laboratory, understanding what matters to our students, in our learning environments, and at each stage of our students' development.

We also will enable and expect students to be the architects of their learning experiences so that they can manage—in creative and intentional ways—the unscripted world they will face when they graduate. We will do this by launching the Resiliency Project, a program that utilizes mentors who walk alongside students and helps them make strategic educational decisions, manage set-backs, course correct as necessary, and articulate where they are going and why they want to go there. We will incentivize participation in this project by allowing students to earn more financial aid as they progress through their college career through their active participation in the project.

Expectation/Intention/Implicit Promise:

> *Our graduates will compete with graduates from any other college in the nation.*

> *And they will win.*

> *We will reclaim the idea of relational learning in higher education.*

> *And we will win.*

<div align="center">*****</div>

Objective 1: Develop effective, innovative, and relevant practices, pedagogies, and programs that prepare students for personal and professional development

The heart of the university lies in student learning. Every aspect of Schreiner's success depends on the quality of our academic and co-curricular programs, the effectiveness of our instruction, our students' achievement of learning outcomes, and the ability of students to articulate the value of their educational experience. As the university evolves and as higher education changes, we will serve our students' changing preparedness and interests. Meeting them where they are and moving them beyond where they think they can go, Schreiner faculty and staff will develop throughout all areas of the learning environment curricular and co-curricular experiences that are tested, adaptive, and innovative. Students also will understand and

experience the ways in which what they are learning on campus has relevance and application to their lives off campus and beyond Schreiner.

Initiative 1: Create a Research Center for Student Learning, Engagement, and Thriving at Schreiner University.
Almost every industry except, ironically enough, higher education continually invests in ongoing research and development to understand what works, what does not work, and what comes next. Schreiner University will invest in a research center that affords us the opportunity to understand what works best for our students, in our environments, and at the various stages of their educational development in terms of learning, engaging, and thriving. This research center will serve as a catalyst for achieving learning and thriving gains among the entire student body by conducting original research and disseminating the results.

Responsible Party: *VPAA*

Collaboration Partners: *The Center for Teaching and Learning, Faculty, and Staff*

Impact / Benefit: *The Center studies, researches, and disseminates the work of academic change to promote Schreiner's goal of preparing students for meaningful work and purposeful lives in a changing global society. The impact of this department is that it will identify new pedagogies to improve student learning, and interventions to improve the academic and psychological health of our students, and will create opportunities for faculty development. Specifically, the Center will undertake projects designed to identify characteristics of students that persist in their education and demonstrate greater success, that make them more resilient to the challenges of transitioning to college and identify interventions that will improve resilience and thriving of our students. The projects will increase the retention of our current students and lead to better selection of students that are more likely to persist in their education. Increased retention of Schreiner students will have an immediate financial benefit for the University.*

Tangible Outcome Measures *-- While the projects undertaken by the Center will yield indirect results related to enrollment and revenue for Schreiner, the direct outcomes will be measured by the retention rate of enrolled students:*

- *A retention rate of 75% for all of the First-Year Campus students who begin in the fall of 2019;*
- *Improve the retention rate among the first intervention group to 80% for all students who begin in the fall of 2020;*
- *Identify the factors that predict thriving amongst the first-year students by the spring of 2020;*
- *Long-term outcome measures will be to scale up intervention projects and improve the retention rate to 80% for all intervention group students.*

Major Implementation Steps *– Initiative 3.1.1*

Description	Start	Complete
Establish office: Identify space, coordinate activities with Center for Teaching and Learning, and promote activities of the Center.	June 2018	June 2018
Hire director of the Center for Academic Innovation	August 2018	May 2018
Launch collaborative (with the CTL and the FYCampuses) and independent research project.	July 2018	Sept 2018
Expand the research capabilities by adding staff in subsequent years as per the developing needs of the Center.	Sept 2019	Ongoing

Investment:
- **Capital Cost**
  - *Description* – *Office and conference space*
  - *Estimate of cost* -- **$40k** – *based on remodeling cost of $50 / sq ft, and $15k FFE*

- - - *Recommended Timing* of Investment – furnish Director office Summer, 2018; remodel office and conference space -- FY2020
  - - *Potential for repurposing* in lieu of new construction or acquisition: likely
  - - *Potential source(s)* of funding: Capital Budget

- **Operating Budget**
  - *Base*
    - New (or repurposed) position(s): Director
    - Working titles, and concise job description: Director of Learning and Thriving Initiative; Staff Research Associates
    - Unique position-related costs (specific development, certifications, travel, equipment, marketing): travel related to FY Campuses **($2,000)**
    - Operating costs: Professional development for new position **($2,000)**, O&M -- $**500**
  - *OTO*
    - Consultants – None
    - Other one-time implementation costs – Year 1: travel related to FYCampuses ($2,000), Marketing **($5,000)**, Professional Development **($3,000)**

Initiative 2: Utilize existing campus resources and develop new processes for achieving innovation and improvements throughout student living and learning environments.

Some processes and campus resources are already in place to facilitate innovation and improvement (e.g., Faculty Development Grants and the Center for Teaching and Learning). We will fund up these existing opportunities and create new professional development opportunities for all employees to explore and implement best practices throughout the student experience. Although some of these development opportunities will prove unsuccessful, we will reward successful innovations on the individual, department, and division level by investing additional resources into the successful innovation. This investment will include a commitment to scaling up and scaling out the successful innovation by identifying the people and processes that are accountable for achieving scale.

Learning environments must adapt to new strategies and experiences, thus it is important that we monitor the physical classroom needs, the extracurricular learning needs, and the casual learning spaces needs of students, faculty, and staff. Upgrades of basic classroom tools will be incorporated into an annual capital budget cycle. Reconfiguring library, classroom, residential, and meeting spaces to facilitate new learning strategies will be assessed and completed on an annual cycle with provisions for professionals to request specific physical improvements that align with learning outcomes and teaching/learning environments.

Responsible Party: *VPAA, Dean of Students, Dean of Student Success*

Collaboration Partners: *Faculty, staff, and department leaders*

Impact / Benefit: *Innovation and Improvement grants will allow faculty and staff to propose and test ideas for student success. These are not limited to academic programs, and should be student-focused (not generally institution-wide programing, although institutional change may result). This initiative provides a pool of ideas that will be corroborated by the Research Center described in Initiative 1. Successful grants will be institutionalized. This initiative facilitates innovative thinking and practices, which ultimately result in better student satisfaction. Dissemination of research findings raises the profile of the university as well. Enhanced physical teaching/learning spaces will contribute to improved student learning and will help recruit students, faculty, and staff.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*
- *Contribute to steady improvement in <u>freshman retention</u> (up 10% points by 2023); and*
- *Contribute to improvement in <u>4 and 6 year graduation rates</u> (up 10% points by 2023).*
- *Contribute to <u>alumni satisfaction</u> scores that are improved by 5% points by 2023 over baseline data collected in 2017-2018.*

Major Implementation Steps – *Initiative 3.1.2*

Description	Start	Complete
Develop Innovation and Improvement grant funding capacity.	*Fall 2020*	*Fall 2021 and ongoing*
Expand capacity to institutionalize successful projects	*Fall 2021*	*Fall 2021*
Establish annual physical needs assessment cycles and provide capital funds to support regular upgrades and improvements to learning environments.	*Fall 2021*	*Ongoing*

Critical path dependency: *Although Center for Teaching and Learning grants exist currently, the Research Center needs to be up and running in order to effectively analyze the effects of Innovation and Improvement grants.*

Investment:
- **Capital Cost**
  - <u>Description</u> *-- upgrading of 4 teaching/learning spaces per year*
  - <u>Estimate of cost</u> *– variable ($50/ sq ft, plus FFE) -- Earmark **$100k /year***
  - <u>Recommended Timing</u> *of Investment – Begin Summer, 2021*
  - <u>Potential for repurposing</u> *in lieu of new construction or acquisition: likely*
  - <u>Potential source(s)</u> *of funding: Capital Budget*
- **Operating Budget**
  - <u>Base</u>
    - *New (or repurposed) position(s): None*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs (specific development, certifications, travel, equipment, marketing): N/A*
    - *Operating costs: **$15,000** for Innovation and Improvement grant funding in FY 2021 Additional **$10,000** for institutionalization of successful projects in FY 2022; Additional **$10,000** ($35,000 total) for successful projects in FY 2023.*
  - <u>OTO</u>
    - *Consultants – None*
    - *Other one-time implementation costs – None*

Objective 2: Enable and expect students to be the architects of their learning experiences.

Creating an innovative and relevant educational environment is not sufficient to develop students who will persist, and who will thrive after graduation. Students should find value in what they are learning and why they are learning. We will purposefully place the students as the key drivers of their academic experiences, while utilizing faculty, staff, and even fellow students as mentors and guides along the way. In doing so, students will have an experientially modeled pathway for life-long learning, continued agency, and personal development. In addition to the academic plan, students—from their first semester—will develop plans that map the educational experiences that support their educational journey (e.g. their plans to finance their educational experience and their achievement of the student learning outcomes.)

Fundamental to this planning process will be attention to building resilience through goal setting and addressing adverse outcomes as they arise. We will design experiences that allow students to build confidence in their abilities. Students will develop these plans alongside a cross-functional team of faculty and staff, coaches and advisors, and mentors and counselors. As students progress through their plans, they will encounter check-in points where plans are evaluated and re-worked – with appropriate help – as needed. A wide-range of mentors will be utilized at the appropriate moment including faculty and staff and also including alumni, peers, and community members. Departments will be staffed and trained to provide this relational and personalized approach: developing students who know where they are going, why they want to go there, and how they are going to get there—even when setbacks occur.

As a Hispanic-serving institution, we will develop and implement strategies that recruit and hire faculty and staff that reflect Schreiner's student population and the emergent leadership of Texas. As an institution that has long believed that students "enter with hope," we will train our new and existing mentors to embody and convey the relational, redemptive, restorative, and transformational heritage of Schreiner's educational experience.

Finally, this initiative will be fully integrated with the new Admissions Criteria and the new Financial Aid process, so that the building blocks that are the desired achievements of the Resiliency Project will be companion pieces with the criteria on which Schreiner students are selected, and on which their incremental financial aid is earned. The correlation of these elements must be universally understood by prospective students, matriculants, current students, and all of the faculty, staff, and volunteers who will mentor them, and who will process the transactions that impact their success at Schreiner.

Initiative 1: Develop and implement the Resiliency Project: *a project that enables students to intentionally map-out, check-in, and course-correct both their academic plans and those plans that support and facilitate their educational journey. Although degree plans currently exist to provide a pathway to degree completion, these degree plans do not offer the student and mentor a method to consider carefully appropriate electives, opportunities to complete a minor degree, and other types of academic and personal growth opportunities related to the student's life and career path. Schreiner will integrate high impact practices, including: time on task projects; intentional experiences with diversity; experiential opportunities to apply learning in unscripted situations; and providing opportunities to learn how to think critically, inquire freely, lead wisely, serve generously, and live with integrity.*

We will create a new process that incorporates all of the curricular and co-curricular facets of an education, including the students' experiential learning around meaningful work, purposeful lives, and a changing global society. Further, we will invest in these programs so that the Schreiner Experience programs are enriched and affordable. It will be our commitment and our expectation that all students can participate in these experiential opportunities, so that as Schreiner graduates, they are prepared to meet their social and political responsibilities, and live out their passions in the world. More than a plan, the program will be integrated with the student's experience from matriculation to graduation, with continuous monitoring, mentoring, and intervention to teach students through their own experience and growing ability to utilize their own passion, curiosity, and grit to take charge and manage their college experience.

Consistent with our commitment as a Hispanic Serving Institution, we will incorporate in this initiative a strategy aimed at recruiting and hiring faculty and staff that reflect Schreiner's student population and the emergent leadership of Texas.

Responsible Party: VPAA; Dean of Student Success

Collaboration Partners: VPES; Admissions; Financial Aid; VPAF; IR; Marketing; Alumni Affairs

Impact / Benefit: *This initiative allows students to build resilience by developing and executing a plan for their success, periodically checking on their progress through the plan with the help of mentors, and course-correcting when they encounter hurdles. Through this process, students will build resilience that will facilitate degree completion at Schreiner. This initiative will enable Schreiner University to change fundamentally its value proposition, while significantly impacting student success.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*
- *Leading Indicators*
    - *% of new students completing plans,*
    - *Engagement of 2nd and 3rd year students in plan building,*
    - *Number of students completing checkpoint reviews; and*
- *Lagging Indicators*
    - *Improvement in student satisfaction scores,*
    - *Incremental participation (above established baseline) in Schreiner Experience co-curricular activities,*
    - *Improvement in Freshman retention, and*
    - *Improvement in 4 year graduation rates.*

Major Implementation Steps *– Initiative 3.2.1*

Description	Start	Complete
Organize task force to develop Resiliency Project structure		
Develop and deliver program model, including complete integration with Admissions Selection and Financial Aid		
Develop draft structure, including baseline and incremental award parameters, and model net revenue and enrollment under a range of outcome assumptions.		
Vet the draft plan with focus groups of faculty, students, and other stakeholders.		
Assign responsibilities and accountability mechanisms for all delivery points within the program structure.		
Hire additional, and/or reassign staff, as indicated. (mentors, success coaches, financial aid counselors)		
Launch the program.		
Execute early testing of efficacy.		
Implement program adjustments, as indicated.		
Continuously monitor program participation and effectiveness.		

Investment:
- ***Capital Cost*** *– None*
    - *Description*
        - *N/A*
    - *Estimate of cost*
        - *N/A*
    - *Recommended Timing of Investment N/A*
    - *Potential for repurposing in lieu of new construction or acquisition: N/A*
    - *Potential source(s) of funding: N/A*
- ***Operating Budget***
    - *Base*
        - *New (or repurposed) position(s):*
        - *Working titles, and concise job description:*
        - *Unique position-related costs (specific development, certifications, travel, equipment, marketing):*
        - *Operating costs:*
    - *OTO*
        - *Consultants –*
        - *Other one-time implementation costs –*

We will Invest in the Delight of the Campus Community and the Growth and Vibrancy of the Hill Country Community.

Our students, faculty, staff, and alumni will connect to each other as a community and constantly re-connect to Schreiner. The Mountaineer family will take shape through the construction of spaces on campus where community-building takes place, and it will take shape through our creation of campus spirit and pride initiatives.

We will work shoulder-to-shoulder with our neighbors to build a sustainable future for the Texas Hill Country. The Hill Country will benefit from participating in the life of the University, and we will invite our neighbors to campus by serving as the primary intellectual and cultural resource in this region. We will accelerate the economic and cultural growth of the Hill Country by helping new endeavors launch and existing endeavors grow and expand. We also will bring Schreiner to the Hill Country communities that surround us and by sharing with students all the resources and opportunities that exist in this region.

Expectation/Intention/Implicit Promise:

We will be proud to be Mountaineers.

Get ready for face-paint Fridays.

The Hill Country will be the most vibrant destination in Texas.

And Schreiner University will be the crown jewel—no longer the hidden jewel—of that destination.

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Objective 1: Invite the Community to Participate in the Life of the University.
Schreiner University's community relationships are critical to enrollment, constituency engagement and support, and financial sustainability. A significant part of realizing our vision as the premier small university in Texas is the shouldering of our responsibility to be the primary intellectual and cultural resource for our neighbors. Over the coming years, Schreiner University increasingly will become a key resource and collaborative partner to local government, businesses, non-profit organizations, and individuals in Kerrville and Kerr and surrounding counties.

Initiative 1: Create gateways that invite the community to campus. *Schreiner will continue the good work of the past decade in enhancing the beauty and the value of the campus infrastructure as a learning environment. To better connect this environment to the community, we will create additional safe, effective, and attractive access points for walkers, joggers, and bicyclists, as well as motorists, which invite the community onto campus. These campus gateways will include improved entrances from Park Street and East Main, as well as*

efforts to install a traffic light at the Memorial Boulevard entrance. We would also seek concurrence and collaboration with the City of Kerrville to extend and connect the Rivertrail to the Schreiner campus.

Once on campus, new wayfinding, parking, and paths will allow guests to easily maneuver through the campus and arrive at their destination in a way that does not complicate travel through campus by students, staff, and faculty. We will also reconfigure the egress to the Weston campus, with a new grant-funded project to replace the old, narrow entrance at the west end of the property with a wider, more convenient entrance that will provide much more direct access to the conference facility, the field station, and the observatory. Finally, we will create virtual (website, marketing, multimedia) gateways that invite the community to campus, as well.

Responsible Party: *VPAF*

Collaboration Partners: *Director of Campus Operations; President; City Manager and designees; TXDOT*

Impact / Benefit: *By continuing to improve the aesthetic of the campus, and the effectiveness and safety of its access points and connections to the Kerrville community, Schreiner will attract more visitors, more enthusiastic support and more participants in campus events, and more public sentiment in favor of community partnership efforts. The impact on the campus and its students, faculty, and staff will be to increase satisfaction and engagement.   Schreiner University will feel like an oasis of pleasant walks, safe bicycle and pedestrian paths, attractive buildings and green spaces -- hopefully connecting directly with the Rivertrail, providing a continuous path from the campus to Kerrville Schreiner Park and downtown.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*

- *Number of campus visitors -- making the campus more accessible and more aesthetically appealing (in combination with programmatic enrichment) will result in more campus visitors. A good target for this improvement would be a 10% increase per year over the next 3-5 years.*

- *Enrollment   -- While these changes will improve conversion of prospects, and improved engagement and student satisfaction will have a positive impact on enrollment, it will be difficult to correlate with these specific improvements -- separate from a myriad of other more direct initiatives*

- *First year retention should grow. This is a lagging indicator, and results should be manifest by Fall 2020. Note, however, that -- as stated above -- it will be difficult to correlate those results with these actions.*

- *4-year graduation rates should increase. This is a lagging indicator, and results will probably be apparent by Fall 2022. Note, however, that -- as stated above -- it will be difficult to correlate those results with these actions.*

- *Employee Satisfaction Research data indicate that a pleasant and effective work environment has a positive impact on employee satisfaction. We would establish a baseline with a specific question on employee satisfaction survey, and target continuous improvement over the life of this Strategic Plan.*

Major Implementation Steps *– Initiative 4.1.1*

Description	Start	Complete
Develop conceptual designs for improved campus gateways and trails..	*September, 2018*	*December, 2018*
Seek concurrence from Schreiner campus community, and Kerrville civic leaders	*June, 2018*	*May, 2019*
Develop construction designs, and identify capital (institutional and extramural) funding	*June, 2019*	*May, 2020*
Construct priority 1 projects	*June, 2020*	*August, 2020*
Construct priority 2 projects	*June, 2021*	*August, 2021*
Construct priority 3 projects	*June, 2022*	*August, 2022*

Investment:
- **Capital Cost** *-- TBD as projects are identified and sequenced.*
  - *Description: See above.*
  - *Estimate of cost: N/A*

- o *Recommended Timing of Investment: For Planning, we should target **$250K** in FY2020, **$500k** in FY2021, and **$1 million** in FY2022 and FY2023.*
- o *Potential for repurposing in lieu of new construction or acquisition: N/A*
- o *Potential source(s) of funding: Capital budget, grant funding, community partnership, capital fund raising campaign.*
- **Operating Budget**
  - o *Base*
    - *New (or repurposed) position(s): None*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs: N/A*
    - *Operating costs: N/A;*
  - o *OTO*
    - *Consultants -- Architects and Engineers, included in Capital Cost above*
    - *Other one-time implementation costs – legal representation for traffic signal, **$2,500***

Initiative 2: Host Community-based events on campus.

Schreiner University must become a visible and gracious host to our neighbors in the Hill Country, taking advantage of the investments and accomplishments we have made and will continue to make in creating a beautiful and inviting campus. By hosting highly visible community events, we showcase the campus and its importance to Kerrville and the Hill Country.

Responsible Party: *President*

Collaboration Partners: *Provost, VPAF, Director of Marketing, Director of Campus Operations, Director of Auxiliary Services, President of Kerrville Area Chamber, President of Kerrville CVB, City of Kerrville Director of Parks & Rec*

Impact / Benefit: *Schreiner will attract more visitors, more enthusiastic support and more participants in campus events, and public sentiment in favor of community partnership efforts, and hopefully more philanthropic support.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*

- *Number of campus visitors -- making the campus more accessible and more aesthetically appealing (in combination with programmatic enrichment) will result in more campus visitors. A good target for this improvement would be a 10% increase per year over the next 3-5 years.*

- *Number of Community-based events -- we must establish a baseline, and then target continual growth -- perhaps by 3 events per year -- over the next 5 years.*

Major Implementation Steps *– Initiative 4.1.2*

Description	Start	Complete
Establish a joint task force of campus and community leaders.	September, 2018	December, 2018
Identify potential events, schedule for initial implementation.	June, 2018	May, 2019

Investment:
- **Capital Cost**
  - o *Description: Investment in equipment and infrastructure improvement to facilitate events.*
  - o *Estimate of cost: **$25k** annually*
  - o *Recommended Timing of Investment: Begin FY2020.*
  - o *Potential for repurposing in lieu of new construction or acquisition: N/A*
  - o *Potential source(s) of funding: Capital budget, grant funding, community partnership, capital fund raising campaign.*

- ***Operating Budget***
  - o *Base*
    - ▪ *New (or repurposed) position(s):* ███ *w/ benefits*
    - ▪ *Working titles, and concise job description: 1 Event coordinator to work under the supervision of the Director of Auxiliary Services*
    - ▪ *Unique position-related costs: N/A*
    - ▪ *Operating costs: **$25k** per year for event-related expenses*
  - o *OTO*
    - ▪ *Consultants -- NONE*
    - ▪ *Other one-time implementation costs – NONE*

Initiative 3: Launch a new Life-Long Learning Institute/Platform. *Because of our continued belief in the value of life-long learning and the development of thoughtful, productive, and ethical citizens, Schreiner University will continue to work collaboratively with community partners to create on the Schreiner campus a resource for youth and adults interested in continuous education to enrich their lives, rather than simply for degree attainment. Not only will these resources be available to those for whom this is their first connection with Schreiner, but it also will be available to Schreiner employees, alumni, and former students.*

Responsible Party: *VPAA*

Collaboration Partners: *Dynamic Learning Institute*

Impact / Benefit: *Community members will perceive Schreiner as more of a community resource. To the extent that these activities increase community awareness and prestige of the university, local students will be more likely to consider Schreiner as their postsecondary education choice, and donors will be more likely to contribute to an institution they find valuable. Continually enhancing the brand of Schreiner University and its intellectual capital will build and maintain greater interest for Schreiner and the Hill Country community.*

Tangible Outcome Measures *Success of this initiative will be measured utilizing a combination of data points:*
- *We will offer 3-4 courses through the Dynamic Learning Institute each semester, with at least 15 participants at each session. All sessions will be rated as "Good" or better on course evaluations.*
- *Indirectly -- because of the goodwill and visibility -- this initiative will generate (Dynamic Learning Institute, increased senior auditors, increased awareness of the Western Art Academy, addition of the Great Debate) will ultimately yield positive indirect results in terms of revenues and enrollment, increased participation in Schreiner events by community members, and increased contributions by donors.*
- *We will also add 1-3 more youth camps each summer, likely associated with the Varsity and Athletic programs. Each camp should generate $ in new revenue.*

Major Implementation Steps *– Initiative 4.1.3*

Description	Start	Complete
Identify 6-8 SU faculty and/or staff who will serve as speakers each year.	*May, 2018*	*Ongoing*
Coordinate with the Dynamic Learning Institute to schedule speakers and university spaces for presentations.	*May, 2018*	*Ongoing*
Coordinate with the Dynamic Learning Institute to market the program to various constituencies with an eye towards recruiting participants not yet connected to Schreiner, and with an eye towards recruiting senior auditors into existing university courses.	*May, 2018*	*Ongoing*

Identify 1 new summer camp to implement each year, connected to Varsity and Athletic programs.	*May, 2019*	*Ongoing*
Become a host site for the National Hispanic Institute's Great Debate.	*May, 2018*	*FY2019*
Promote the Western Art Academy to media outlets across the state, particularly in Houston, in order to raise awareness of the program.	*May, 2019*	*Ongoing*
Tie as many of these initiatives as possible to our Texan heritage and culture.	*May, 2018*	*Ongoing*

Investment:
- ***Capital Cost*** *-- NONE*
  - *Description: N/A*
  - *Estimate of cost: N/A*
  - *Recommended Timing of Investment: N/A*
  - *Potential for repurposing in lieu of new construction or acquisition: N/A*
  - *Potential source(s) of funding: N/A*

- ***Operating Budget***
  - *Base*
    - *New (or repurposed) position(s): NONE*
    - *Working titles, and concise job description: N/A*
    - *Unique position-related costs: N/A*
    - *Operating costs: Provide honorarium of $200/speaker x 6 speakers, or **$1200***
  - *OTO*
    - *Consultants -- NONE*
    - *Other one-time implementation costs – NONE*

Objective 2: Accelerate the Cultural and Economic Growth of the Hill Country Community.

Both the generosity and tenacious spirit of Schreiner's origins are characteristics that define the Texas Hill Country, as well as those who have planted their dreams in its granite and limestone soil. They have helped to sustain and evolve that creation – now Schreiner University – through the challenges and opportunities of its first century. As we approach and enter the second century of this endeavor, we renew and increase our commitment to contributing to the intellectual and spiritual life and the cultural and economic growth of the region. From the interdependence and reciprocity of all of these relationships come students, donor support, business and government partnership opportunities, and a foundation and context for our core values.

Initiative 1: Launch programs and create resources that develop Hill Country economic opportunities. Schreiner will implement and promote a new program that makes Schreiner faculty, staff, alumni, and students much more widely and visibly available as consulting resources to local government, businesses, and non-profit organizations. Building on that commitment, Schreiner University will form a partnership with the City of Kerrville, Kerrville Economic Development Corporation, and the Kerrville Area Chamber of Commerce to create a new business incubator on the Schreiner campus. Schreiner will provide faculty resources and recruit local retirees to advise entrepreneurs on testing, feasibility, and development of new business ideas. We will work with these partners to recruit a pool of venture capitalists for potential investment in promising ideas. We would encourage the City and

County to consider tax incentive programs for new incubator-launched businesses, and we would ask the Chamber to help launch and promote the new businesses.

Schreiner would look for unique opportunities to assist new businesses. For example, if the craft brewing industry continues to develop, Schreiner could provide quality testing to which local start-ups would not otherwise have access. We would launch Schreiner student and/or Schreiner alumni businesses, and we would place a special focus on business development within several blocks of the university.

Responsible Party: *VPAA; VPAF*

Collaboration Partners: *City Manager, City of Kerrville; Executive Director, Kerrville Economic Development Corporation; Executive Director, Kerrville Area Chamber of Commerce*

Impact / Benefit: *Community members will perceive Schreiner as much more of a community resource. To the extent that these activities increase community awareness and prestige of the university, local students will be more likely to consider Schreiner as their postsecondary education choice. Continually enhancing the brand of Schreiner University and its intellectual capital will build and maintain greater interest for Schreiner and the Hill Country community.*

Tangible Outcome Measures *Although this effort will ultimately yield positive indirect results in terms of revenues and enrollment -- the direct outcomes over the next 5 years will be measured on contributions, such as:*

- *The number of consulting projects completed by our faculty and students (target 2 in 2018/19, and increase by at least 1 per year over the next 5 years);*
- *The numbers of clients (local businesses and non-profit entities) served (target at least 1 in 2018/19, and increase by at least 1 per year over the next 5 years);*
- *The level of satisfaction of clients, as measured by survey at the completion of each engagement (at least 90% of clients report "very good" or "excellent" for quality of service and results); and*
- *The number of new business startups and businesses relocated to Kerrville or Kerr County, and -- ultimately -- the success of those businesses. The timing of the last set of outcomes depends on the time required to get consensus with external partners and to launch. Launching by 2020 would seem a reasonable goal, and we would aim to have at least one incubator client in the first six months, and three within a year of launch. Ultimate success in launching startups would depend on the quality of ideas brought, and the availability of venture capital. A good goal would be to create a capital pool of $1 million by 2023.*

Major Implementation Steps – *Initiative 4.2.1*

Description	Start	Complete
Convene community partners and gain consensus to develop a new business incubator.	*September, 2018*	*December, 2018*
Launch and market Schreiner consulting practice.	*January, 2019*	*December, 2019*
Create and appoint a Board for the new Incubator.	*January, 2019*	*December, 2019*
Collaboratively develop a business plan for the Incubator.	*January, 2020*	*May, 2020*
Recruit volunteers to serve as consultants.	*January, 2020*	*December, 2020*
Negotiate tax incentives with the City of Kerrville and Kerr County.	*January, 2020*	*December, 2020*
Recruit entrepreneurs and venture capitalists as a pool of potential investors	*January, 2020*	*December, 2020*
Begin marketing the Incubator	*January, 2020*	*December, 2020*
Launch the Incubator	*January, 2021*	*December, 2021*

Investment:
- **Capital Cost**
  - *Description: Repurpose space on campus for the Incubator.*
  - *Estimate of cost: A/E -- **$10k**; Remodeling, and FFE -- **$50k***

- o *Recommended Timing* of Investment: To be completed by December, 2020.
- o *Potential for repurposing* in lieu of new construction or acquisition: Probable; select site.
- o *Potential source(s)* of funding: EIC Grant.

- **Operating Budget**
  - o *Base*
    - ▪ New (or repurposed) position(s): When Incubator is launched, ▓▓▓ w/ benefits
    - ▪ Working titles, and concise job description: Admin assistant
    - ▪ Unique position-related costs: N/A
    - ▪ Operating costs: Once Incubator is launched, **$35k** total operating.
  - o *OTO*
    - ▪ Consultants -- **$100k**
    - ▪ Other one-time implementation costs – marketing, **$35k**

Initiative 2: Launch programs and create resources that develop Hill Country cultural opportunities. *The Texas Hill Country has a rich performing arts heritage, and that history continues today. From Jimmie Rogers to the Kerrville Folk Festival, from the Point Theatre to the Cailloux Theater, from Robert Earl Keen to the Symphony of the Hills – we live in a place where performing artists and venues abound. For many years, Schreiner University has played an active role in this magic, and the campus continues to be a place where artistic performance is celebrated and where performing artists are nurtured.*

We intend to build on this tradition and strength by launching several new programs, including a Kerrville Area Performing Arts Council. This would afford community theater leaders, venue operators, and program coordinators the opportunity to work collaboratively to coordinate and promote performing arts events for community venues. Serving a role that is analogous to a business incubator, Schreiner will function as a cultural incubator. Schreiner students, faculty, staff, and visitors will work with community partners to spawn, nurture, and grow opportunities for artists and writers to create – and for our Hill Country neighbors to appreciate – fine arts and culture.

Schreiner will also create new on-campus cultural and arts events that are specifically geared toward – and marketed to – local community audiences.

The campus will host an increasing array of visiting authors, poets, playwrights, and musicians, as well as concert and theater productions, including a new summer performance series. The new instruction, rehearsal, and recording venues in the Tim Summerlin Music Hall, along with the recital hall and chapel in the Junkin Campus Ministry Center have greatly enhanced our opportunities to grow programs that bring community together with students and faculty for cultural and spiritual enrichment – and we intend to create programming and spaces that capitalize on those opportunities.

Responsible Party: *Dean of Liberal Arts; VPAF*

Collaboration Partners: *Executive Director, Kerrville Folk Festival Foundation; Executive Director, Cailloux Theater; Executive Director, Hill Country Arts Foundation; Executive Director Kerrville CVB; City of Kerrville Parks and Recreation Director*

Impact / Benefit: *Community members will perceive Schreiner as more of a community resource. To the extent that these activities increase community awareness and prestige of the university, local students will be more likely to consider Schreiner as their postsecondary education choice. The collaborative planning and decision making for performing arts events will reduce the competition for audiences, and increase the ability to engage in cross-marketing -- increasing the viability of all of the local venues. Continually enhancing the brand of Schreiner University and Kerrville as important centers of activity for performing arts will build and maintain greater interest for Schreiner and the Hill Country community.*

Tangible Outcome Measures *Although this effort will ultimately yield positive indirect results in terms of revenues and enrollment, the direct outcomes over the next 5 years will be measured in:*
- *Numbers of performances and events -- initially, we should target 10 new performing arts events per year, with a goal of doubling this number by 2023;*
- *Numbers of audience / attendees -- we will target 300 attendees in the first year; and*

- *Numbers of <u>visiting artists and presenters</u> -- we will target 3 visiting writers or artists in the first year, doubling that by 2023.*

Major Implementation Steps – Initiative 4.2.2

Description	Start	Complete
Launch the Performing Arts Council.	*September, 2018*	*February, 2019*
Launch a new performing artist series in 2019.	*September, 2018*	*Ongoing*
Continue to grow the visiting artist program.	*January, 2019*	*Ongoing*
Expand "Novel, Texas" series and visiting songwriter series in collaboration between Schreiner Outfitters, the Performing Arts Learning Community, and Liberal Arts faculty.	*August, 2018*	*Ongoing*

Investment:
- **Capital Cost**
  - <u>Description</u>: *Enhance black box theatre.*
  - <u>Estimate of cost</u>: *A/E -- **$10k**; Remodeling, and FFE -- TBD -- will obtain rough estimate, based on square footage. Earmark for Planning -- **$250k***
  - <u>Recommended Timing</u> *of Investment: Fall, 2021.*
  - <u>Potential for repurposing</u> *in lieu of new construction or acquisition: Remodel Hanszen, Utilize existing site.*
  - <u>Potential source(s)</u> *of funding: EIC Grant.*

- **Operating Budget**
  - <u>Base</u>
    - *New (or repurposed) position(s): When Incubator is launched,* ▇ *w/ benefits*
    - *Working titles, and concise job description: Admin assistant*
    - *Unique position-related costs: Professional development and travel - **$2,000** annually*
    - *Operating costs: Performing Artist fees -- **$5,000** annually; Marketing -- **$1,000**.*
  - <u>OTO</u>
    - *Consultants -- NONE*
    - *Other one-time implementation costs – NONE*

Objective 3: Raise awareness of Schreiner through participation in community activities.
In order to fully embrace – and to be embraced by – our neighbors in the Texas Hill Country, we must become more visible and more present in the consciousness of the people in the region. We will achieve this objective both by participating more fully in the community life of Kerrville and surrounding counties, and by bringing our neighbors onto our campus – delighting them with the experience.

Initiative 1: Identify spaces around the community to promote Schreiner and Schreiner students. *While we want the community to come to campus and not just see, but experience all we have to offer, there is value and opportunity in bringing the campus to the community. To achieve this initiative, Schreiner would identify a space with in the community that would make Schreiner more visible and constant in the day to day lives and activities of the citizens as they move around Kerrville. We would identify spaces where Schreiner banners, posters, flags, and even prints of student art could be displayed. These display spaces could even include spaces on buildings that are currently vacant or unused, as well as store windows of active businesses around town.*

Responsible Party: University Relations, Dean of Students, Dean of Professional Studies

Collaboration Partners: Executive Director, Kerrville CVB; Chamber President, City of Kerrville; Downton Business Association

Impact / Benefit: Through a physical and highly visible presence in the community, Schreiner will foster deeper connections to our community. Much like Tivy High School, Schreiner University might become thought of as Kerrville's hometown school.

Tangible Outcome Measures Although this effort will ultimately yield positive indirect results in terms of donor support, attendance at campus events, and finally in revenues and enrollment, the direct outcomes over the next 5 years will be measured in:
- number of _Schreiner items placed in display_ around town; and
- number of _locations of displays_.

Initially, we should target 5 distinct new items each year and 25 locations.

Major Implementation Steps – Initiative 4.3.1

Description	Start	Complete
Explore options for spaces in the community.	September, 2018	December, 2018
Identify, gather purchased Schreiner Logo-ware that could be utilized.	September, 2018	December, 2018
Recruit students to create original items, such as posters and banners.	August, 2018	December, 2018
Obtain permission from property owners, City officials, and civic organizations.	August, 2018	December, 2018
Work with the City of Kerrville to hang banners on light standards downtown to welcome students back and promote sporting and other events on campus.	August, 2018	December, 2018
Create and distribute window stickers for local businesses to display that read "Welcome Schreiner Students".	June, 2018	August, 2018
Distribute and display Schreiner logo-ware materials, banners, and posters.	January, 2019	Ongoing

Investment:
- **Capital Cost** NONE
  - o _Description_: N/A
  - o _Estimate of cost_: N/A
  - o _Recommended Timing_ of Investment: N/A
  - o _Potential for repurposing_ in lieu of new construction or acquisition: N/A
  - o _Potential source(s)_ of funding: N/A

- **Operating Budget**
  - o _Base_
    - New (or repurposed) position(s): None
    - Working titles, and concise job description: N/A
    - Unique position-related costs: N/A
    - Operating costs: Purchased goods, **$10,000**; materials and production costs for original materials, **$15,000**.
  - o _OTO_
    - Consultants -- NONE
    - Other one-time implementation costs – NONE

Initiative 2: Increase participation by the university as a whole in Hill Country Events. *Schreiner often asks the community to support our mission through donations, volunteer help, and financial investment through EIC funding and resolutions from city and county government. The partnership with our community has allowed us to grow significantly and at the same time contributes to our local community by the return of economic impact. A true partnership requires that Schreiner also give back to the community. This can be done through community service activities by our students and employees; sponsorship of activities by other groups in town (Chambers, economic development organizations, schools, non-profits, service organizations, foundations, and government organizations); partnerships in educational, political, and community forums such as the Texas Water Symposium, Dynamic Learning Institute, and hosting candidate forums; and having faculty and staff serve in leadership positions on community organization boards and participate in community forums such as the city strategic planning process. Our participation in any activity should have a strategic purpose such as support recruitment, align with our educational mission, improve relationships with donors, potential donors or funding sources, improve relationships with existing or desired community partners.*

Responsible Party: *VPA, University Relations coordinator, Purposeful Lives Coordinator*

Collaboration Partners: *SU Cabinet, Executive Director Kerrville CVB; Chamber President, Kerrville city administration; Downtown Business Association; non-profit service and business/economic development organizations; KISD; and Kerr County Commissioners.*

Impact/Benefit: *Through a physical and highly visible presence in the community, Schreiner will foster deeper connections to our community. Schreiner's role in improving the quality of life for people in the area will be visible and appreciated, we will see higher numbers of students from Kerr County attend Schreiner, and we will see an increase in the number of donors and volunteers to the university.*

Tangible Outcome Measures: *Although this effort will ultimately yield positive indirect results in terms of donor support, attendance at campus events, and finally in revenues and enrollment, the direct outcomes over the next 5 years will be measured in our verifiable efforts in community development:*
- *Total student and employee participation in community service projects and organizations will increase by at least 10% each year through 2023;*
- *5 students and employees per semester will participate in community service projects like Food Bank distribution on campus and CSI;*
- *Schreiner will sponsor 10 community events per year;*
- *Offer future Schreiner scholarships to 5th graders who receive the Rotary Citizen of the Year awards; and*
- *Schreiner will host a float for local/regional Christmas parades.*

Major Implementation Steps *– Initiative 4.3.2*

Description	Start	Complete
Audit current participation to establish a baseline.	June, 2018	August, 2018
Identify current opportunities for involvement, and establish a process for maintaining and growing the inventory and our awareness of it.	June, 2018	August, 2018
Establish data capture process for tacking participation.	June, 2018	August, 2018
Identify and award sponsorships.	June, 2018	May, 2019
Create Christmas Parade float.	August, 2018	December, 2018
Market opportunities to the Schreiner Community.	August, 2018	May, 2019
Produce annual report of Community service participation.	June, 2019	June, 2019

Investment:
- ***Capital Cost*** *NONE*
  - ○ *Description: N/A*
  - ○ *Estimate of cost: N/A*
  - ○ *Recommended Timing of Investment: N/A*
  - ○ *Potential for repurposing in lieu of new construction or acquisition: N/A*

- - Potential source(s) of funding: N/A
- **Operating Budget**
    - *Base*
      New (or repurposed) position(s): *Expand community volunteer coordinator to full time.* █████ *to increase Community Volunteer Coordinator from .5 FTE to 1 FTE.*
        - *Working titles, and concise job description: community volunteer coordinator*
        - *Unique position-related costs: N/A*
        - *Operating costs: $20,000 increase in community sponsorship, development of a holiday float, and for banner and other promotional material purchases*
    - *OTO*
        - *Consultants -- NONE*
        - *Other one-time implementation costs – NONE*

Objective 4: Strengthen the Schreiner Campus Community.

We must increase the sense of community with the campus, among faculty, staff, and students. To fully engage for 4 years at Schreiner, we need students to view the campus as their home. Similarly, employee retention, satisfaction, and passion for excellence in performance will be enhanced if Schreiner faculty and staff feel a strong sense of community.

Initiative 1: Develop informal space(s) on campus for students to congregate. At Schreiner, a primarily residential campus, students spend a majority of their time outside of the classroom.   They have expressed a need for spaces that can serve to create social opportunities and connect students outside of their residence halls. To achieve this, we will examine the feasibility of expanding/renovating the CCAC to better serve our students and our community, and we will identify other opportunities on campus to create satellite lounges.
Responsible Party: Dean of Students, VPAF

Collaboration Partners: Director of Student Activities, Director of Auxiliary Services

Impact / Benefit: Students will be more satisfied with their college experience, and will be more encouraged to immerse in campus life and in fellowship.   As a result, we will see an increase in retention and persistence.

Tangible Outcome Measures Although this effort will ultimately yield positive indirect results in terms of revenues and enrollment, the direct outcomes over the next 5 years will be measured in:
- *Improved Student Satisfaction Scores Using annual surveys, we will establish a baseline for satisfaction with this aspect of campus life, and will expect continuous annual improvement from that baseline. It is reasonable to expect very significant improvement (50%) when the new space is brought online, followed by small incremental improvement (1 or 2%)*
- *Increased retention Although we will monitor and expect continuous growth in first-year retention (hopefully, at least 1 or 2 percentage points per year), it is impossible to correlate directly those results with this individual initiative. This is a lagging indicator.*

Major Implementation Steps – Initiative 4.4.1

Description	Start	Complete
Focus group meetings to determine desired characteristics and functions of spaces.	*Fall, 2018*	*Spring, 2019*
Audit spaces to determine degree and type of current use.	*Fall, 2018*	*Spring, 2019*
Feasibility analysis of alternative spaces.	*Fall, 2019*	*Fall, 2019*
Conceptual design and cost estimation of needed renovation, repurposing or construction -- including furniture, equipment, and décor.	*Spring, 2020*	*Spring, 2020*

| Construction, as necessary | Summer, 2020 | Summer, 2022 |

Investment:
- **Capital Cost**
  - <u>Description</u>: Construction and FF/E
  - <u>Estimate of cost</u>: Rough Estimate **$500k - 1 million** to expand and/or renovate CCAC. **$250k - 500k** for satellite space.
  - <u>Recommended Timing</u> of Investment: Summer 2020 for "satellite lounges", Summer 2021 or 2022 for CCAC
  - <u>Potential for repurposing</u> in lieu of new construction or acquisition: CCAC
  - <u>Potential source(s)</u> of funding: Donor funds

- **Operating Budget**
  - <u>Base</u>
    - New (or repurposed) position(s): NONE
    - Working titles, and concise job description: N/A
    - Unique position-related costs: -- NONE
    - Operating costs: -- NONE
  - <u>OTO</u>
    - Consultants -- Architects, engineers for feasibility, design, and estimating -- **$100k**
    - Other one-time implementation costs – NONE

Initiative 2: Enhance Mountaineer spirit and pride opportunities

To enhance spirit and pride we must intentionally focus on engagement and tradition, while keeping students and alumni involved in the creation of these initiatives. The purpose will be to guide and focus the students toward the creation of a culture that instills a sense of pride associated with becoming and being a Mountaineer. Two primary avenues will be utilized to address this objective: 1. The Ancient and Honorable Order of the Campus (AHOC) will serve as the primary student organization tasked to preserve, promote and support the traditions and school spirit of SU, 2. We will enhance our athletic/varsity programs, focusing on game day experiences, game attendance and involvement and support of students at large, and participation, success, and stature of student athletes.

Responsible Party: *Dean of Students, Asst. Dean of Students, Director of Athletics, Director of Varsity Programs*

Collaboration Partners: *Marketing, Director of Auxiliary Services*

Impact / Benefit: *Students will create meaningful connections to the university, which will result in increased retention, student satisfaction, book tore sales, and more long-term (alumni) involvement.*

Tangible Outcome Measures *Although this effort will ultimately yield positive indirect results in terms of revenues and enrollment, the direct outcomes over the next 5 years will be measured in:*
- *<u>Improved Student Satisfaction Scores</u> Using annual surveys, we will establish a baseline for satisfaction with this aspect of campus life, and will expect continuous annual improvement from that baseline. It is reasonable to expect incremental improvement (5%) per year through 2023;*
- *<u>Increased attendance and game revenue</u> We would target at least a 100% improvement in attendance at Athletic events by Spring 2020, and a growing generation of revenue -- beginning with a few hundred dollars, growing the $50k annual revenue for tickets and concessions by 2023;*
- *<u>Increased retention</u> Although we will monitor expect continuous growth in first-year retention (hopefully, at least 1 or 2 percentage points per year), it is impossible to correlate directly those results with this individual initiative; and*
- *<u>Increased success in new student recruitment</u> We believe that success with this initiative will have a positive impact on admission yield, although it will be impossible to correlate a specific amount of the improvement with this specific initiative.*

Major Implementation Steps *– Initiative 4.4.2*

Description	Start	Complete
Values assessment of students and alumni to create a Schreiner narrative.	Fall, 2018	Spring, 2019
Create athletics and varsity booster program to support the programs.	Spring, 2019	Summer, 2019
Reorganize AHOC to provide more prestige and a focused group of student leaders.	Fall, 2019	Fall, 2019
Facilities audit of athletics to determine what ways we can improve the game day experience.	Fall, 2019	Fall, 2019

Investment:

- **Capital Cost** *NONE*
    - o *Description*: N/A
    - o *Estimate of cost*: N/A
    - o *Recommended Timing* of Investment: N/A
    - o *Potential for repurposing* in lieu of new construction or acquisition: N/A
    - o *Potential source(s)* of funding: N/A

- **Operating Budget**
    - o *Base*
        - ▪ *New (or repurposed) position(s): NONE*
        - ▪ *Working titles, and concise job description: N/A*
        - ▪ *Unique position-related costs: Professional development and travel - **$2,000** annually*
        - ▪ *Operating costs: Scholarships for AHOC and operating budget (**$58,000**) $4,000*12, plus $10,000 operating.*
    - o *OTO*
        - ▪ *Consultants -- NONE*
        - ▪ *Other one-time implementation costs – NONE*