Here are the four key areas where we made progress this year:

1. **Advance a culture of shared governance built on trust and integrity.**

2. **Support Strategic Enrollment initiatives that lead to a foundation of success for our students.**

3. **Innovate academic offerings for students seeking new degree options or alternative credentials.**

4. **Evaluate new reward structures for faculty in teaching, research and service in light of the changing higher education landscape.**
Advance a culture of shared governance built on trust and integrity:

- Launched a activation of the university’s strategic plan
  - Held numerous sessions to engage the university and community around its future direction
    - Three (3) interactive Town Halls averaging 160 participants
    - 35 Individual AcTivation Teams meeting (each of seven teams met 5 times) 195 unduplicated participants
    - Two (2) Lunch and Learns featuring Place Making Update and S: Curves in Higher Education 34 duplicated participants
    - Eight(8) leadership development workshops for steering committee and AcT Team leaders

Support Strategic Enrollment initiatives leading to:

- Year over year enrollment growth (fall 17 to fall 18):
  - Overall university enrollment – 15,784 (4.6% increase)
    - First time in college (FTIC) underserved students (13.7% increase)
    - I-35 corridor students (36.1% increase)
    - All underserved UG and GR students (4.1% increase)
    - Retention
      - FTIC 72.5% (16-17 cohort) > 72.8% (17-18 cohort)
      - Underserved 69.8% (16-17 cohort) > 70.1% (17-18 cohort)
  - Non-degree enrollments (30.1% increase)
  - Online program enrollments (149% increase)
  - Transfer (6.5% increase)

Academic excellence supported by a vibrant liberal arts and sciences education
- Approved first-year seminar requirement for the general education program

Increases in applied, accessible learning and research experiences leading to career success
- 60% of our academic programs have identified an applied learning experience for their majors
- 34% of conferred degrees went to students who had an applied learning experience
- 149 students participated in Graduate Research Showcases (GRASP or 3MT) an increase of over 40%
- 84 students participated in Undergraduate Research Showcases (URCAF, McNair Research Symposium) an increase of 55%

Innovate academic offerings for students seeking new degree options or alternative credentials:

- Increase new degree offerings and/or concentrations within degrees
  - 3 new degrees launched (Masters of Health Admin and HR Mgmt and a Bachelor of Applied Computing)

Develop stackable credentials using badges and certificates
- 19 new certificates
- 29 new badges

Increase life-long learning options
- 75% increase in For-Credit Lifelong Learning students to 1,174 students (unduplicated)
- 23% increase in Non-Credit Community Education and For-Credit students to 4,015 students

Evaluate new reward structures for faculty in teaching, research and service in light of the changing higher education landscape:

- Completed Faculty Senate Workload Report and Recommendations
- Piloted leadership development opportunities for persons involved in leading strategic planning efforts
- Implemented a faculty salary market/compression adjustment to 148 faculty totaling $453,464