

Integrated Strategic Enrollment Plan Phase 2
Progress Tracking Table

Instructions:

Goal 1: New Undergraduate Enrollment

Objectives of Goal	Supporting Projects * YR1 **YR2	What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress status as of April 2023
1.1 Grow enrollment to 200 first-time, first-year international students and increase the proportion of international transfer students.	**1.1.1: Develop a comprehensive counselor relations programming suite through workshops, visits, fly-in programs, newsletter and other impactful engagements.	Suite creation, updated counselor db, increase in number of counselor contacts	April	First phase complete in March 2023; full completion by 2027 with interim annual progress reports after each recruitment cycle	Newsletter, workshops, and in-person counselor day launched. In planning phase/awaiting budget: Counselor Advisory Board, counselor db overhaul, fly-in program
	**1.1.2: Expand year-round outreach and recruitment to Indonesia, Vietnam, South Korea, East Africa, Tier II China, and Middle East to include Saudi Arabia, Kuwait, Oman, Qatar, and UAE.	Increased recruitment events/contacts in targeted countries; increase in applications	Nicole		New/expanded outreach established in Vietnam, India, Philippines, East Asia, Europe, Mexico, UAE, Oman
	**1.1.4: Develop partnerships with agents in foreign markets.		Nicole	Dec 2022/ongoing	Established new partnerships in China, India (Next Genius Foundation).
	*1.1.6: Expand domestic outreach to boarding schools, Jesuit and Catholic private schools,	Increased visits/touch points with targeted schools	Rebecca	2027 with interim annual progress reports after each recruitment cycle	We returned to a robust fall travel and outreach across 28 states and 15 countries,

Objectives of Goal	Supporting Projects * YR1 **YR2	What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress status as of April 2023
	all-boys high schools, and DoD schools with significant int'l populations				almost all of which included strategic outreach to priority schools: Jesuit & Catholic, all-boys, DoD and those with large international student populations.
	*1.1.7: Develop a comprehensive plan to increase engineering students across populations	Growth in applications, improved yield YoY	Rebecca	First phase complete by April 2023; full completion by 2027 with interim annual progress reports after each recruitment cycle	In-person visits, engagement w/ science & tech focused HS Sept-Nov; campus visit program w/ eng project showcases Dec & April; virtual information session for prospective students in September
1.2 Improve yield for first-year, transfer, and int'l students and ensure a seamless transition for students from the moment they discover USF to the time they arrive on campus.	*1.2.1: Implement a net price calculator for transfer students.	Creation of calculator and use by transfer prospects	Stephanie W.	Oct 2022	Up and running.
	*1.2.4: Improve and streamline the application evaluation process, accounting for needs in the Admission Committee and overhauling the reader form across	Improved reader form and clearer process for processing applicants	Rebecca	Aug 2022	Targeted improvements complete; Admission will continue to look for opportunities to streamline. Launch of USF Direct application

Objectives of Goal	Supporting Projects * YR1 **YR2	What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress status as of April 2023
	populations to ascertain key data.				this year was separate but related effort in continuous improvement here.
1.3 Increase local student enrollment through enhanced recruitment practices that focus on Bay Area transfer pipelines, first generation students, and students of color.	1.3.2: Improve USF's financial accessibility for our local, Bay Area student populations. Specific project: Leverage existing University scholarships (e.g., Kalmanovitz, Muscat, and Sobrato) in our local recruitment efforts and outreach to high school counselors.	Increase in yield from students awarded scholarships in F23	Angelika	June 2023	Progress in outreach, identification of recipient students based on Development fund criteria for the estimated fund balance. Also promoted Breed's Bridge to Excellence scholarship to local students this spring.
	*1.3.3: Expand recommitment to our local area to improve our visibility and sustain our enrollment of first-generation and students of color through enhanced outreach and on-campus programming.	Increase in applications/yield from targeted schools/Bay Area counties	Rebecca	Dec 2022	Increased to 150+ in local HS recruitment visits, returned to in-person TR visits; working on enabling on-campus housing for SF students who applied early.
1.4 Provide need-based aid, funding opportunities to int'l students to increase enrollment.	*1.4.1: Partner with EdUSA and foreign embassies to identify external funding opportunities.	Increased engagement by int'l recruitment team with targeted potential sources.	Nicole	Dec 2022	New AD of Int'l Admissions hired w/ focus on funding programs for students in MENA and other territories as assigned.

Goal 2: Recruitment and Engagement

Objectives of Goal	Supporting projects	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress/status as of April 2023
2. 1 Diversify lead generation.	*2.1.1: Implement/enhance promotion of new lead-capture platforms (Unibuddy, Transfer Credit Evaluator, in China website)	New platforms created and capturing new leads for F23 cycle	Zach	Aug 2022	Platforms live for F23 recruitment and feeding leads into Slate.
	*2.1.2: Launch persistent on-page widgets and integrated Slate forms on redesigned website to capture prospect info and reduce stealth applicants.	New forms launched and capturing new leads for F23 cycle	Amber	Aug 2022	Up and running.
	*2.1.3: Develop an implementation plan for a new subscription model with testing agencies that give access to pre-test/non-testing leads.	Additional leads generated from testing agencies that capture wider pool of non-test takers.	Katherine	Sept 2022	New multiyear subscription models in place with College Board, NRCCUA.
	**2.1.4: Enhance the impact of virtual tour lead-gathering by embedding individual stops in key sections of the USF website; create a mechanism to capture parent data entered and associate with their student record.	Increased traffic to virtual tour through new weblinks; increased parent contacts, higher engagement with Slate parent email flows	Katherine	June 2023	New embedded links in place on key webpages; parent name/email fields added to campus visit/RFI/virtual event forms
	**2.1.5: Expand communications with students and parents registered through college readiness platforms (Scoir,	Higher engagement with automated platform comms, increased leads from	Katherine	June 2023	Stronger parent flow in place on Scoir, updated automated comms

	Naviance) that provide qualified leads and/or in-platform matching.	targeted platform schools.			launched on Naviance.
2.2 Enhance digital strategy to build discoverability of USF.	*2.2.1: Conduct yearly SEO audit and optimize usfca.edu admissions and financial aid web pages to improve discoverability through search and structure content for effective zero-click and voice search results.	Improved page ranking and organic traffic YoY.	Amber	Fall 2022/ongoing through 2024	EAB under multi year contract to audit/optimize targeted FY/TR UG pages; sharing learnings with Web Services to leverage strategies across usfca.edu.
	*2.2.2: Develop proposals for targeted paid digital campaigns (paid search, lead-generation social ads, etc) to build prospect pools in key regions and reach targeted populations on the platforms where they are (men on YouTube, Latinx on niche.com, etc.) Pair with structured web landing pages that invite visitors to receive ongoing communications.	Launch of campaign, increase in leads from targeted markets, platforms	April/Katherine	Campaign launch targeted for F24 recruitment; media flight Aug/Sept 2023 through Apr/May 2024	Proposal complete. Mindpower under contract; campaign development underway
	*2.2.3: Launch content marketing strategies for SEM-owned social channels (IG, Tiktok) to build awareness and affinity by showcasing USF's unique community and voices.	Increased followers, engagement with admission social channels	Zach	Aug 2022 launch/ongoing	Robust content marketing underway; admission TikTok, IG now rank among most followed HE adm channels; strong engagement #s are growing.
	**2.2.6: Enhance segmentation and personalization of Slate	Stronger open/clickthrough rates	Katherine	June 2023/ongoing	New email flows launched/updated in tandem with our

	email/text campaigns, incorporating students' majors and extra curricular interests to build stronger connections along their journey.	with personalized emails			OMC partnership to gather new major content for the web. Top 14 majors complete; next 10 in line to launch this summer.
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Goal 3: Student Financial Services

Objectives of Goal	Supporting projects	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress/status as of June 2023
3.1 Provide accurate, timely information to students/parents throughout the student life cycle. Strengthen parent/family communication strategies to increase the transparency of payment policies and financial assistant programs.	*3.1.1: Craft SFS quarterly newsletter (student/parent/families)	Email launched, families are engaging with content	Erika	Fall 2022	Fall newsletter launched and running. Open rate above 76%.
	**3.1.4: Create additional digital channels for student communications (texting, student hub, chatbot).	Launch of new channels for engaging with FA and trackable growth in usage over time.	Angelika	Spring 2023	New chatbot went live in August on FA pages on myUSF.

<p>3.2 Improve financial aid processing times and timely payment collection measures while monitoring customer service responsiveness.</p>	<p>*3.2.1: Collaborate with data operations to enhance current reporting features and new comprehensive dashboards for SFS metrics and data visualization.</p>		<p>Erika</p>	<p>Dec 2022</p>	<p>First phase established new dashboard for FA and student accounts; ongoing work to assess requirements of other effective dashboards and what data to include.</p>
<p>3.3 Align institutional scholarship processing with USF's values to ensure aid is equitably distributed and awarded promptly.</p>	<p>*3.3.1: Strengthen relationship with graduate programs and the Office of Financial Aid to establish best practices.</p>		<p>Angelika</p>	<p>June 2023/ongoing</p>	<p>Created a timeline of info needed from grad programs to enable effective packaging; still under discussion. PsyD has adjusted its timeline to help.</p>
<p>3.4 Create physical and virtual spaces collaborating with campus partners to educate students on financial aid resources and improve student finance education.</p>	<p>*3.4.1: Increase virtual and physical presence/tabling and main and other campuses.</p>	<p>We will have a committed schedule of events to share with campus partners. In addition, we will have started plans to incorporate new SFS event opportunities.</p>	<p>Erika</p>	<p>March 2023</p>	<p>In first phase, compiled new and historic event requests to create a schedule for the academic year that accounted for staffing eligibility, consolidation opportunities, and the addition of SFS centered events.</p>
	<p>*3.4.3: Provide physical and virtual FAQs to admission [counselors and] prospects.</p>		<p>Lori</p>	<p>March 2023/ongoing</p>	<p>Provided FAQs to admission and callers to help families understand</p>

					FA offer letters. Incorporated student accounts, employment info into webinars.
	*3.4.5: Work with internal/external partners to create financial literacy programs.			Nov 2022/ongoing	Engage new financial literacy platform WhichWay in Nov, continuing to look for opportunities to promote, in classrooms and presentations

Goal 4: Service and Collaboration

Objectives of Goal	Supported projects	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress/status as of April 2023
4.1 Update two articulation agreements monthly over the course of the five-year plan and add previously unarticulated courses into Banner for preliminary evaluations via the Transfer Credit Evaluator.	*4.1.1: Publish two articulation agreements monthly.	Updated articulation agreements posted to web.	Jordan	June 2023	On track; 48 of 60 agreements in place
	*4.1.2: Download existing articulations in Banner using Tableau.		Jordan	June 2023	Completed.
4.2 Revamp the returning student process and enhance the returning students' webpage, forms, and communications.	*4.2.1: Create a new returning student web page and new returning student application in the Laserfiche, replacing the current Slate inquiry form. This will include revisions of current email correspondence to students regarding their application decision.		Aubrey	Phase 1: Oct 2022	First phase project planning complete; revisions to student correspondence, returning student webpage.
	*4.2.2: Implement the streamlining of the returning student application process from the students'		Aubrey	Phase 1: Oct 2022	First phase complete: business review, planning of improved process

	submission through the approval process and student's matriculation.				
4.3 Enhance current forms used in the Office of University Registrar, including digitizing all registration and graduation forms.	*4.3.1: Digitize registration and graduation forms into the Laserfiche system to streamline our processes and improve the service we provide to students, staff, and faculty.	Form creation in Laserfiche; decreased issues with ease of use	Will	Aug 2023	Forms targeted for completion to date are done; remaining forms on track for targeted conversion dates.

Goal 5: Retention and Persistence

Objectives of Goal	Supported projects	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Target date when project will be completed, including interim milestones	Progress/status as of April 2023
5.1 Using an equity lens, develop a comprehensive, collaborative, holistic and data-informed approach to student retention, academic success and postgraduate placement, including enrollment strategies, academic initiatives, advising	5.1.1: Make sure all Strategic Planning and other working groups have retention data and initiatives are shared with SSRE TF. Other groups working on retention and persistence: (1) Student Pathways Workgroup (2) Enrollment Optimization (3) Strategic Planning on providing a an excellent	The main measurable outcomes are the retention and graduation rates. The mini-metrics that assist us in making sure we are on track include: 1. new student enrollments, 2. continuing registration numbers for fall and spring semesters, and 3. student referrals for academic and mental health issues; and 4. student satisfaction survey	The co-chairs of the SSRE Task Force: Associate Vice President and Dean, Student Academic Services and the VP Student Success, Inclusive Excellence and Curricular	Retention and persistence is guided by a holistic approach: 1. Student Retention and Persistence. 2. Attainment of Educational Objectives. 3. Academic Achievement. 4. Student Advancement. 5. Holistic Development. Our	The task force has spent the year creating the team, collecting and reviewing information on current retention activities, and focusing immediate changes to help retain the current FY class. The TF is drafting the end of

and co-curricular programming that enhance belonging and wellness.	Jesuit Education and a radically inclusive, international, and welcoming campus (4) Latinx Success and Belonging (5) Next Steps ReDesign Project	results, especially the New Student Success Survey data.	Innovation	first goal was to assemble a team from multiple areas of the university and the three UG schools and having us rowing together around this model. We have met this goal. Our next goal is to complete a scorecard measuring success in these areas across the current initiatives. We plan to complete this task by end of summer 2023.	the year report that will summarize this work.
	5.1.2: Three working groups created within Student Success Retention and Equity Task Force : 1. Advising	Students will find information they need more easily through technology, and faculty will have more training in advising logistics and strategies to increase FTFY fall to fall student persistence.	VP Student Success, Inclusive Excellence and Curricular Innovation	First phase student survey completed spring 2023; ongoing	Student Survey completed spring 2023. #Ideclared campaign for Undeclared students to find a "major home".
	5.1.3: SSRE TF Working Group Campus Re-Engagement	Open rates of SSRE TF University-wide communications and increased student attendance at University sponsored events.	Assistant Vice President for Student Engagement	First phase campus wide email sent March 2, 2023 ; ongoing	First campus wide email sent March 2023, and other campus wide email being drafted to send early May. Emails to be posted on the SSRE TF

					website under the Provost area.
	5.1.4: SSRE TF Working Group Mapping Systems	Creation and adoption of a comprehensive scorecard of retention efforts in the Schools/College to use for ongoing assessment and resource alignment of HIPs supporting student success.	Working Group Members: Shona/Julie/Kiara/Sabrina/Stephanie/David	Spring 2023 and ongoing	First version of the scorecard is in process.
5.2 Identify data-informed improvements that can be implemented in the short term to make improvements in student support, information sharing, and policies and procedures.	School and Student Life initiatives; Student Pathways initiatives	Fall 2023 retention is higher than predicted based on Spring 2023 retention for 2022 cohort (~.80, which is a 5 year average).	VP Student Success, Inclusive Excellence and Curricular Innovation	Spring 2023 and ongoing	Retention Dashboard and survey data shared with Schools/College/Strategic Planning Working Groups. First phase inventory of retention activities in the Schools/College; #IDeclared campaign for Undeclared students; meetings with College Council and academic departments to review data trends.
5.3 Partner with deans and school/college	School-specific retention plans	Action plans for each UG school have been created with actionable goals.	Deans of the UG schools.	TF will work with schools during fall 2023 semester on	Retention data and goals discussed with UG deans and

<p>faculty leaders to set retention goals for majors and at the school/college level, and identify action plans to attain them.</p>				<p>school specific plans.</p>	<p>department chairs; Departments started mobilizing in fall. Inventory of current academic resources in the largest school, CAS, with high retention. Campaign to move students into an academic home, even if still exploring based on data showing lower retention for undeclared.</p> <p>AIF calls for retention initiatives in the schools; Funding First/Initial Year Experience revision by working group from multiple divisions.</p>
<p>5.4 Identify, recommend and implement an integrated strategy to return FTFY retention to 83% by fall 2024, increase retention to 85% by</p>	<p>TF retention and persistence plan.</p>	<p>Comprehensive action plan created by TF with actionable goals.</p>	<p>The co-chairs of the SSRE Task Force: Associate Vice President and Dean, Student Academic</p>	<p>TF will work on plan during summer and fall 2023 semester. Revisions are ongoing.</p>	<p>TF has identified three immediate changes: 1. Comprehensive advising information on website; 2. Peer</p>

fall 2026 and 87% by fall 2027, with a stretch goal of 90% by fall 2027.			Services and the VP Student Success, Inclusive Excellence and Curricular Innovation		mentoring pilot; and 3. Re-envisioned IYE.
5.5 Identify, recommend and implement an integrated strategy to increase four-year graduation to .78 in 2027. Identify realistic and stretch goals for 4 year graduation and develop strategies to achieve them.	see 5.4	see 5.4	see 5.4	see 5.4	see 5.4
5.6 Explore strategies to continue to manage Leave of Absences (LOA) and ensure that students have the support they need to graduate, including possible scholarships for students who want to return, scholarships to complete summer courses to keep from falling behind, and competence-	5.6.1: CASA outreach to students returning from a LOA prior to early registration	Increase return and persistence of LOA students from 10 year average of 53% to 58% by reducing barriers and creating incentives for LOA students to return, (e.g. scholarship support).	The co-chairs of the SSRE Task Force: Associate Vice President and Dean, Student Academic Services and the VP Student Success, Inclusive Excellence and Curricular Innovation	AY 2023-2024; ongoing	CASA outreached to students returning from LOA in April 2023 to check-in prior to early registration.

based credit for returning students.					
5.7 Identify student populations that would most benefit from coordinated pro-active, evidence-based academic and co-curricular programs, building on current surveys, early alert systems, and recommend new digital initiatives to enhance persistence and academic success of students.	5.7.1: New Student Success Survey Follow-up (CASA, OIRA, CIPE)	Fall 2023 retention is higher than predicted based on Spring 2023 retention for 2022 cohort (~.80, which is a 5 year average).	The co-chairs of the SSRE Task Force: Associate Vice President and Dean, Student Academic Services and the VP Student Success, Inclusive Excellence and Curricular Innovation	Spring 2023	CASA/CIPE conducted a follow-up to the NSSS and TF shared the results widely. CASA coaches reached out to all students who might or planned on transferring.
	5.7.2: CASA partnership with faculty on supporting students with Early Alerts and extra communication with students around the last day to withdraw deadline	Fall 2023 retention is higher than predicted based on Spring 2023 retention for 2022 cohort (~.80, which is a 5 year average).	The co-chairs of the SSRE Task Force: Associate Vice President and Dean, Student Academic Services and the VP Student Success, Inclusive Excellence and Curricular Innovation	Spring 2023	Message to campus about assisting with retention included information about immediate actions, including the Early Alert system.
	5.7.3: CASA unregistered	Fall 2023 retention is higher	The co-chairs of	Spring 2023	TF to discuss holds

	student outreach; SSRE TF to review hold data and deeper dives into registration barriers	than predicted based on Spring 2023 retention for 2022 cohort (~.80, which is a 5 year average).	the SSRE Task Force: Associate Vice President and Dean, Student Academic Services and the VP Student Success, Inclusive Excellence and Curricular Innovation		in depth during April and May registration.
5.8 Enhance collaboration, information sharing and joint planning between Student Life and Academic Affairs with regard to student academic success.	Increasing collaboration across campus.	Fall 2023 retention is higher than predicted based on Spring 2023 retention for 2022 cohort (~.80, which is a 5 year average).	The co-chairs of the SSRE Task Force: Associate Vice President and Dean, Student Academic Services and the VP Student Success, Inclusive Excellence and Curricular Innovation	AY 2022-2023; ongoing	TF co-chairs met with leadership in UG schools and TF messaged the community.

Goal 6: School of Education

Objectives of Goal	Actions of Goal Supported	Describe how you will know the effort is a	Person Responsible for Execution	Semester(s) and Year(s) this work will be conducted	Progress/status as of April 2023
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		success. What are measurable outcomes?			
Develop new programming to supplement and steady enrollment in teacher education and masters programs.					
Create and implement an outreach plan to City Year students and alumni to increase City Year prospect pool across all SOE programs.					
Leverage state funding, scholarships, and district partnerships to offset shortages in teacher education.					
Increase Bay Area school district prospects by 10% over the next five years by creating University partnerships with districts that leverage current state funding for residency and other programs.					

Goal 7 : School of Law

Objectives of Goal	Actions of Goal Supported	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Semester(s) and Year(s) this work will be conducted	Progress/status as of April 2023
7.1 JD Enrollment to 179 students per cohort	Upgrade marketing platforms to automate processes, integrate CRM and prospect/applicant/admit communications, and leverage real-time analytics to make data-driven decisions.				
	Increase scholarship support for new admits, particularly diversity admits, by coordinating with alumni/development teams.				
	Improve employment outcomes for students through continued improvement of a) career services, b) assessment of programmatic fit with law hiring opportunities, c) enhance at-graduation data and 10-month post-graduation data analysis, d) increased alumni mentoring, e) greater connection to the legal community through externships and pipeline				

	partnerships, f) strategies that encourage our graduates to seek employment outside the competitive Bay Area..				
7.2 Increase non-tax LLM enrollment to 19 students per cohort	Improve SOL ranking				
	Improve course offerings in Intellectual Property				
	Explore new/complementary certificate and degree programs.				
7.3 Increase graduate tax programs enrollment to 84 students per cohort	Strengthen internal marketing and brand awareness within Andersen				
	Develop complementary certificates and skills courses				
	Diversify enrollment pipelines and develop additional partnerships.				

Goal 8: College of Arts and Sciences

Objectives of Goal	Actions of Goal Supported	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Semester(s) and Year(s) this work will be conducted	Progress/status as of April 2023
8.1 Establish scholarship-raising	Establish four additional scholarship-raising boards				

boards to support graduate students	to support all programs by fall 2025				
8.2 Analyze and optimize discounting to stabilize enrollment and improve yield	Increase merit scholarships				
8.3 Develop internship programs and professional pathways to enhance enrollment	Create a jobs and internship database for each program				
	Establish alumni networks to maximize internship opportunities				
	Create an inter-USF network to advertise and offer graduate students as TAs to graduate and undergraduate classes. Incentives programs to use GO budget funds to support TAs				
	Work with Career Services to provide more targeted support for graduate students within their office.				
8.4 Reduce summer melt in CAS graduate programs	Improve messaging on housing for grad students, and create resources for housing office to better serve grad students				
	Launch CAS-wide mentor system				

8.5 Revamp marketing strategies for CAS graduate programs	Hire Organic Search Optimization consultant for a 6-8 month period				
	Create greater interaction and collaboration between OMC, OGA, and CAS GRAD				
	Initiate a 10% growth in social media target audiences for each program				

Goal 9 : School of Nursing and Health Professions

Objectives of Goal	Actions of Goal Supported	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Semester(s) and Year(s) this work will be conducted	Progress/status as of April 2023
9.1 Relaunch the Executive Leadership DNP program with an anticipated start in 2023-24, and the recruitment and enrollment of a cohort of 20 students					
9.2 Explore the SOPHAS common application in tandem with the Slate CRM to augment recruitment of the MPH program					

9.3 Launch new epidemiology track of the MPH program for enrollment at the Orange County campus					
9.4 Build international applications and enrollments					

Goal 10: School of Management

Objectives of Goal	Actions of Goal Supported	Describe how you will know the effort is a success. What are measurable outcomes?	Person Responsible for Execution	Semester(s) and Year(s) this work will be conducted	Progress/status as of April 2023
10.1 Stabilize and grow degree-seeking enrollments of existing programs while increasing enrollments via new programming	Expand prospective student population beyond the Bay Area to the Central Valley and beyond by offering selective programs via completely online or HyFlex modalities.	BAM (a fully-online program) is recruiting 25 students per semester (50 students per year). PT-MBA program is recruiting 50+ students a year.	AD-UG AD-GRAD	Ongoing Ongoing	BAM set to launch in Fall 2023. Discussions continue about offering PT-MBA in an online format.
	Link micro-credentials and certifications to existing programs to increase the attractiveness of our programs	Such credentials/ certifications are developed and revenue is being generated via our ExecEd Unit.	AD-Grad Director of ExecEd	Ongoing	Director of ExecEd has been named; discussions to start June 1.

	Partner with organizations to develop customized degree programs for employees.	Program launched June 1 with Andersen Global. The template has been established which can be delivered to additional organizations.	AD-GRAD		Ongoing
	Implement a redesigned working professional undergraduate program with a 3+2 option that allows students to complete an undergraduate degree and graduate degree.	The BAM creates a 1+2 option for students. In lieu of a 3+2 program, SOM is discussing the creation of 4+1 or 3.5+1 options.	AD-UG AD-GRAD	Ongoing	BAM set to launch in Fall 2023. Discussions have started regarding 4+1 and 3.5+1 options.
	Explore developing a Masters in Management (MM) or Master of Science in Management degree	Launching a one-year MM (or one-year MBA program) by fall 2024 that is offered as a +1 or stand alone program.	AD-GRAD		Discussions have begun.
10.2 Increase revenue from non-degree seeking students through certificate and executive education	Offer existing and new micro-credentials and certifications to USF alumni and non-USF individuals	Such credentials/ certifications are developed and revenue is being generated via our ExecEd Unit.	AD-Grad Director of ExecEd	Ongoing	Director of ExecEd has been named; discussions to start June 1.
	Partner with organizations to develop non-degree programming for employees from existing and newly created micro-credentials and certificates	Such credentials/ certifications are developed and revenue is being generated via our ExecEd Unit.	AD-Grad Director of ExecEd	Ongoing	Director of ExecEd has been named; discussions to start June 1.