

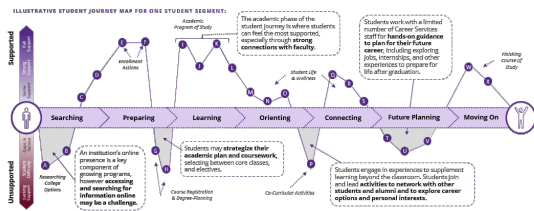
Whitewater Priority Opportunity Areas

Through review of the qualitative information and insights gathered through interviews and analysis of the quantitative data provided by both Whitewater and the Universities of Wisconsin System Office, the following priority opportunity areas have been identified.

#1 Improve Retention by Enhancing the Student Journey

As retention has declined over the last 5 years by nearly 8% for first-year full-time freshmen, it is critical that Whitewater builds on its strategic actions targeted at student success. By aligning specific strategies to target student market segments, Whitewater has an opportunity to strengthen revenues.

- Identifying Whitewater Student Segments, Developing Student Journey Maps, **Identifying Student Pain/Exit Points**, and **Leveraging Councils to Target Intervention** can enable the institution to better target intervention efforts and deliver more impactful student experiences.



#2 Diversify Enrollment Strategy

With waning public perceptions of the value of higher education, declining high school graduates and shifting segments within the target student market, Whitewater must continue to diversify its enrollment strategy to serve all Wisconsinites; however, the university cannot serve all segments, so strategic choices and tradeoffs will be necessary.

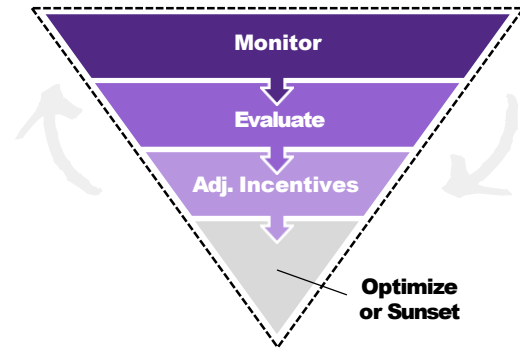
- Whitewater can improve its enrollment by **taking a focused look at its student segments, their needs**, and how to best engage with each segment.



#3 Develop a Policy-Based Approach to Academic Portfolio

Declines in student credit hours and degree conferrals, declines and variability in course sizes, and variability in teaching loads suggest there is a need and opportunity for Whitewater to develop a more agile and predictive process for maintaining the right mix of academic programs to serve students' evolving needs while ensuring fiscal sustainability.

- Developing a nimble, policy-based approach** with greater accountability allows for investment in priority areas.



#4 Leverage Rock County to Achieve WTW's Strategic Vision

Rock County has lost over half of its student population from Fall 2012 to Fall 2022, with headcount falling from 1,305 to 593. There is an opportunity to shift thinking of Rock as a satellite campus to promote it as an asset to help meet Whitewater's strategic goals, through three opportunity areas:

- Integration of Academics:** Can WTW's academic offerings be leveraged to optimize faculty needed at Rock?
- New Partnerships, Pathways, or Programs:** Are there opportunities for Rock County to create/expand on partnerships or to simplify and expand pathways between Whitewater Campus and Rock County?
- Integration of Administrative Services:** Are there opportunities to create a more seamless continuum of administrative services across Rock County and the Whitewater campus?

Enabling success of the above change initiatives and opportunities to reduce WTW's structural deficit ultimately requires creating a culture of urgency and accountability, including leveraging data informed decision making and rigorous performance management.