

Division of Strategic Enrollment & Innovation

SHSU Strategy in Action
FY 2027 Planning and Budget Presentation

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Division of Strategic Enrollment & Innovation

Enrollment Management

- Admissions Processing
- Admissions Recruitment
- Enrollment Marketing & Communications
- Enrollment Services-COM
- Enrollment Technologies
- Financial Aid & Scholarships
- Registrar
- Student Account Services
- Testing Center
- Veterans Benefits Processing
- Visitor Services

Information Technology

- Academic & Research Technology
- Business Technology Solutions
- Endpoint Services
- Enterprise Solutions
- Information Security & Compliance
- Innovation
- IT Business Services
- IT Engagement
- IT Strategy
- IT Systems
- Networking

Data Analytics & Decision Support

(IR, state reporting, data analytics, decision support, data governance)

Part 1 – Execution Accountability

Part 1. Execution Accountability

FY25 Funded Initiatives

1. Central

- a. (IT) Network Infrastructure Support (Smartnet, ISE, Firewall Licensing) - \$668,216

1. HEF Items

- a. (IT) Computer and IT Infrastructure Replacement - \$1,000,000

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FY25 Funded Initiative Outcomes

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
<p>Network Infrastructure Support (Smartnet, ISE, Firewall Licensing \$668,216)</p>	<p>Operations and maintenance (O&M) funding helps keep the campus running smoothly. It pays for the network, internet, Wi-Fi, security systems, phones, and other technology services. This funding covers licenses, software, and technical support so equipment stays updated, secure, and working properly for classrooms, offices, and campus safety across the campus.</p>	<p>Ongoing / Fully Operational (Annual Renewal)</p>	<ul style="list-style-type: none"> • The network works at least 99% of the time, supporting classes, enrollment, and daily campus business. • Security updates are applied on time to protect campus systems. • Network issues are resolved faster with vendor support. • Students, faculty, staff, and partners have secure access to campus systems. • Campus systems perform reliably because the network remains stable. 	<ul style="list-style-type: none"> • Keep renewing and improving licenses and support each year to make sure campus technology stays covered and up to date. • Look for ways to improve network monitoring, automation, and security as campus needs grow and cyber risks increase. 	<ul style="list-style-type: none"> • Operational Continuity • Cybersecurity & Compliance • Institutional Agility • Student Success
<p>Computer & IT Infrastructure Replacement (Capital Refresh & Security Compliance \$1,000,000)</p>	<p>HEF and capital funding help replace old computers and update campus technology so everything stays current and works well. This includes updating systems like Windows 11 and macOS Ventura, fixing older equipment, and improving the campus network. This investment helps make sure devices are up to date, secure, and reliable for everyone.</p>	<p>Substantially Implemented / On Track</p>	<ul style="list-style-type: none"> • Old and unreliable devices are replaced on schedule, reducing failures. • Fewer technology problems and outages are reported across campus. • Campus devices stay secure with up-to-date software and fixes. • Network and system performance improves, supporting learning and daily work. 	<ul style="list-style-type: none"> • Keep replacing old computers and upgrading systems so campus technology stays current and reliable. • Plan future technology upgrades by tracking device age, performance, and security needs. 	<ul style="list-style-type: none"> • Operational Excellence • Cybersecurity & Compliance • Academic Support • Institutional Agility

FY25 Reallocation

Strategic Enrollment and Innovation

Information Technology

- FY25 Reallocated funds: Focused staffing on the most important IT roles, like cybersecurity, the service desk, and system connections
- FY25 Reallocated funds: Focused funding on the most important systems needed to keep campus operations running – licensing, networking, security, and vendor contract renewals
- FY25 Reallocated funds: Focused funding on the most important hardware replacements needed to keep campus operations running – data center, computer replacements, classrooms and labs upgrades.

Enrollment Management

- FY25 Reallocated funds: permanently self-funded money management advisors

Part 1. Execution Accountability

FY25 Keep–Stop–Start (KSS) Initiative Progress

Keeps:

- Advance Parts of Term, Polytechnic, and Graduate Admissions Alignment
- Enterprise CRM Consolidation (Salesforce)

Stops:

- Reliance on External Contractors for IT Delivery
- Software Duplication and Redundant Tools
- Decentralized IT Staffing for Technology Needs

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FY25 Keep–Stop–Start (KSS) Initiative Progress

Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
KEEP – Advance Parts of Term, Polytechnic, and Graduate Admissions Alignment	<ul style="list-style-type: none"> Expanded co-enrollment pathways (COJ + LEMIT) Built infrastructure for Polytechnic College Streamlined graduate admissions requirements across colleges 	In Progress / Ongoing	<ul style="list-style-type: none"> Successful enrollment of COJ cohorts with improved onboarding processes; Polytechnic courses launched and open for registration Improved coordination across Registrar, Academic Affairs, and Enrollment to reduce barriers to enrollment 	<ul style="list-style-type: none"> Enrollment Student Success Institutional Agility
KEEP – Enterprise CRM Consolidation (Salesforce)	<ul style="list-style-type: none"> Continued implementation of Salesforce across recruitment, admissions, student success, and advancement to consolidate systems and improve engagement 	In Progress	<ul style="list-style-type: none"> Salesforce for Applicants fully live across all colleges Reduced reliance on multiple CRMs Improved communication flow and data visibility Phase 2 (Student Success) and Phase 3 (Advancement) underway 	<ul style="list-style-type: none"> Institutional Agility Student Success Operational Excellence
STOP – Reliance on External Contractors for IT Delivery	<ul style="list-style-type: none"> Shifted from outsourced work to internal delivery model for smaller AV and IT projects, increasing efficiency and reducing cost 	In Progress / Ongoing	<ul style="list-style-type: none"> Delivered 32 classroom upgrades (exceeding projections); ~\$469K+ in cost avoidance Increased throughput of classroom and conference room upgrades while maintaining service levels 	<ul style="list-style-type: none"> Financial Stewardship Operational Efficiency Academic Excellence
STOP – Software Duplication and Redundant Tools	<ul style="list-style-type: none"> Established governance through TAP and IT Product Catalog to reduce duplication and guide campus toward enterprise-supported solutions 	In Progress / Ongoing	<ul style="list-style-type: none"> IT Product Catalog fully updated with self-service access Improved visibility into approved tools Ongoing inventory and analysis reducing overlap and improving software utilization 	<ul style="list-style-type: none"> Operational Efficiency Institutional Agility
STOP – Decentralized IT Staffing for Technology Needs	<ul style="list-style-type: none"> Began centralizing and standardizing IT roles and access governance in partnership with HR 	In Progress	<ul style="list-style-type: none"> Improved visibility into IT-related roles and access Ongoing alignment of technology staffing to enterprise needs and governance structures 	<ul style="list-style-type: none"> Operational Excellence Risk Management

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FY26 Funded Initiative Outcomes

1. HEF Items: (IT) Enterprise IT Sustainability & Capacity Increase (\$700,000)

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
Enterprise IT Sustainability & Capacity Increase (\$700,000)	Additional HEF funding helps cover rising costs for campus technology, including software, computer replacements, network services, security, classroom tools, and data systems. This funding lets IT keep systems running, stay secure, and meet growing campus needs.	In Progress	<ul style="list-style-type: none">• Key software, computers, and systems stay up to date and supported.• The campus network and systems run reliably with fewer disruptions.• Campus leaders have easier access to data and reports to support decisions.	<ul style="list-style-type: none">• Keep matching funding to real technology costs, like software, equipment, and security.• Improve planning for replacing old equipment, and increase automation and monitoring.• Focus future investments on saving money long term by improving efficiency and reducing ongoing costs.	<ul style="list-style-type: none">• Operational Continuity• Cybersecurity & Risk Management• Academic & Student Support• Institutional Agility

FY26 Reallocation

Strategic Enrollment and Innovation

Enrollment Management

- FY26 Reallocated funds to optimize enrollment growth and marketing optimization: continue Encoura and re-build core EMC
- FY26 Reallocated funds: Admission and recruitment capacity: Temporarily used savings from open leadership positions to support higher-priority staffing needs.

Information Technology

- FY26 Reallocated funds: Focused staffing on the most important IT roles, like cybersecurity, the service desk, and system connections
- FY26 Reallocated funds: Focused funding on the most important systems needed to keep campus operations running – licensing, networking, security, and vendor contract renewals
- FY26 Reallocated funds: Focused funding on the most important hardware replacements needed to keep campus operations running – data center, computer replacements, classrooms and labs upgrades.

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FY26 Strategic Reallocation Outcomes

Initiative	Reallocation Approach	Implementation Status	Measurable Outcomes / Early Indicators	Tradeoffs / Offsets	Strategic Alignment
Enrollment Growth & Marketing Optimization	<ul style="list-style-type: none"> Protected funding for Encoura and core EMC work to keep high-impact recruitment marketing running. Combined marketing budgets under EMC and used existing tools like Salesforce to reach more students and avoid duplicate spending. Focused outreach on students most likely to enroll while managing hiring in phases and sharing work within the EMC team. 	In Progress (campaign optimization and scaling)	<ul style="list-style-type: none"> More students move from interest to application in key recruitment groups. Recruitment messages reach the right students more effectively using Encoura data. Marketing efforts are better coordinated and more focused, reducing wasted outreach. 	<ul style="list-style-type: none"> Hiring was done in phases, focusing first on the areas with the biggest enrollment impact. Expansion into new recruitment markets happened more slowly, with priority given to core regions. Marketing focused on the students most likely to enroll, which meant less effort in lower-performing areas and a slower pace of growth using current staff and tools. 	<ul style="list-style-type: none"> Enrollment Growth Student Access Student Success
Admissions & Recruitment Capacity Optimization	<ul style="list-style-type: none"> Temporarily used savings from open leadership positions to support higher-priority staffing needs. Shifted staff and funding for a limited time to admissions and recruitment roles that work directly with students. Adjusted hiring and shared duties short term to support enrollment goals while plans are reviewed. 	In Progress (ongoing alignment)	<ul style="list-style-type: none"> Recruitment outreach and coverage continued without interruption, so prospective students stayed connected. Applications were processed on time, even during busy periods. Staffing stayed focused on enrollment needs, avoiding disruption to student engagement and enrollment results. 	<ul style="list-style-type: none"> Some leadership and administrative positions are temporarily left unfilled until funding or staffing stabilizes. Current leaders are carrying larger teams and heavier workloads for now as a short-term trade-off. Growth in non-critical areas is intentionally slower to protect admissions and recruitment until staffing levels recover. 	<ul style="list-style-type: none"> Enrollment Growth Student Access Operational Efficiency

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FY26 Strategic Reallocation Outcomes Continued

Initiative	Reallocation Approach	Implementation Status	Measurable Outcomes / Early Indicators	Tradeoffs / Offsets	Strategic Alignment
IT Workforce & Service Capacity Stabilization	<ul style="list-style-type: none"> • Focused staffing on the most important IT roles, like cybersecurity, the service desk, and system connections. • Delayed less critical hiring and promotions, and shifted current staff to cover key needs. • Shared work across IT teams to focus time and effort on high-risk and high-impact services. 	In Progress (capacity stabilization)	<ul style="list-style-type: none"> • Core IT services continued to operate at expected levels, supporting daily campus needs. • No major security or compliance gaps occurred, protecting systems and data. • Enrollment and academic systems remained supported and stable, including key integrations. 	<ul style="list-style-type: none"> • Leadership and IT team changes are happening in phases, based on what is most needed right now. • Current staff are carrying more responsibility, which means careful prioritization of requests. • New services and improvements are rolling out based on prioritization and capacity, with longer timelines for non-urgent work, to match available resources. 	<ul style="list-style-type: none"> • Operational Excellence • Institutional Agility • Risk Management
Enterprise Software Continuity & Renewal	<ul style="list-style-type: none"> • Focused funding on the most important systems needed to keep campus operations running. • Shifted money away from lower-priority software and tools, removed duplicate apps, and delayed new platforms. • Saved costs by consolidating licenses and renegotiating vendor contracts, while centralizing key software to maintain reliability. 	In Progress (ongoing optimization and contract alignment)	<ul style="list-style-type: none"> • Faculty, staff, and students kept uninterrupted access to critical systems, with no service gaps. • Key systems for enrollment, academics, and business stayed stable and reliable, including tools like Salesforce, Banner, and Blackboard. • Software licenses were used more efficiently, aligned to campus priorities, and no outages occurred due to missed renewals. 	<ul style="list-style-type: none"> • Deferred investment in emerging and department-specific tools deemed lower institutional priority • Delayed enhancements and expansion of non-core system capabilities • Limited departmental flexibility in adopting new technologies outside enterprise standards 	<ul style="list-style-type: none"> • Operational Continuity • Institutional Agility • Academic & Student Support • Financial Stewardship
IT Infrastructure Stability & Lifecycle Continuity	<ul style="list-style-type: none"> • Put funding toward the most important and high-risk technology needs, like security, network systems, and required licenses. • Shifted money from lower-priority projects and upgrades that could wait. • Used one-time funds and discretionary spending to fix urgent issues and keep operations moving forward. 	In Progress (multi-year lifecycle alignment)	<ul style="list-style-type: none"> • Campus devices now meet security and compliance standards, reducing risk. • The network and security systems are more stable, w/ fewer problems. • Emergency repairs have decreased, and a steady replacement plan is now in place. 	<ul style="list-style-type: none"> • Some non-academic and classroom technology upgrades were delayed to focus on more critical needs. • Lower-risk equipment is being used longer than planned, even though it is not ideal. • Upgrades in non-essential areas were intentionally slowed to protect key campus systems and operations. 	<ul style="list-style-type: none"> • Academic Excellence • Institutional Agility • Cybersecurity & Risk Management

Part 1. Execution Accountability

FY26 Keep–Stop–Start (KSS) Initiative Progress

Keeps:

- (EM) Refined application fee waiver strategy to targeted, need-based approach aligned to yield and enrollment
- (EM) Strengthened partnerships with College Board and Encoura
- (EM) Expanded collaboration with academic colleges for enrollment reporting, program-level engagement, and coordinated yield strategies
- (IT) Continued planning for unified campus communications to enhance capabilities
- (DADS) Expanded use of predictive analytics, including faculty-centered alert models and LMS-based risk identification

Stops:

- (IT) Decentralized funding model for administrative spaces
- (IT) Inefficient IT offices moves for computers and phones
- (IT) Redundant software purchases
- (EM) Course planning without full use of tools on campus

Starts:

- (IT) Enterprise AI planning
- (IT) Workforce Strategic planning
- (IT) Print management optimization
- (IT) Enterprise software catalog and acquisition review process
- (DADS) Outcome analytics for campus departments

Division of Strategic Enrollment & Innovation

FY26 Keep–Stop–Start (KSS) Initiative Progress

Initiative Area	Key Accomplishments	Status	Evidence of Impact	Strategic Plan Alignment
KEEP – Strategic, Data-Informed Enrollment & Fee Waiver Optimization	<ul style="list-style-type: none"> Refined application fee waiver strategy to targeted, need-based approach aligned to yield and enrollment 	In Progress / Ongoing	<ul style="list-style-type: none"> Shifted to targeted and state-mandated fee waivers, while preserving yield and enrollment quality Ongoing analysis is improving alignment between access, capacity, and outcomes 	<ul style="list-style-type: none"> Enrollment Student Success
KEEP – Strategic Enrollment Marketing & Vendor Partnerships	<ul style="list-style-type: none"> Strengthened partnerships with College Board and Encoura Implemented more targeted, data-driven campaigns aligned to key populations and markets 	In Progress / Ongoing	<ul style="list-style-type: none"> Improved targeting of local, transfer, and key demographic populations Enhanced campaign measurement and ROI Increased inquiry-to-application engagement across priority segments 	<ul style="list-style-type: none"> Enrollment Student Access Institutional Agility
KEEP – Academic & Enrollment Alignment for Yield and Capacity	<ul style="list-style-type: none"> Expanded collaboration with academic colleges through funnel reporting, program-level engagement, and coordinated yield strategies 	In Progress / Ongoing	<ul style="list-style-type: none"> Increased visibility into admitted student pipelines Improved alignment of course capacity with demand Stronger coordination between colleges and Enrollment Management driving yield outcomes 	<ul style="list-style-type: none"> Enrollment Retention Student Success
KEEP – Unified Communications & Engagement Strategy	<ul style="list-style-type: none"> Advanced planning and vendor evaluation for a unified campus communications platform, including E-911 integration and communication system modernization 	In Progress	<ul style="list-style-type: none"> Improved coordination of messaging across campus; Enhanced safety and operational reliability through E-911 implementation Anticipated gains in engagement, responsiveness, and user satisfaction 	<ul style="list-style-type: none"> Institutional Agility Operational Excellence
KEEP – Predictive Analytics for Student Success & Retention	<ul style="list-style-type: none"> Expanded use of predictive analytics, including faculty-centered alert models and LMS-based risk identification 	In Progress	<ul style="list-style-type: none"> Early identification of at-risk students through course-level risk modeling Improved targeting of academic support resources Pilot programs in English and Math informing broader rollout 	<ul style="list-style-type: none"> Retention Student Success Academic Excellence

Division of Strategic Enrollment & Innovation

FY26 Keep–Stop–Start (KSS) Initiative Progress Continued

Initiative Area

Key Accomplishments

Status

Evidence of Impact

Strategic Plan Alignment

STOP – Decentralized AV Funding Model

- Transitioned strategy toward centralized AV lifecycle management to improve consistency and equity (pending full funding)

In Progress / On Hold

- Increased standardization of AV planning and consultation; improved alignment of classroom and conference room technology needs; awaiting full implementation funding

- Operational Efficiency
- Institutional Agility

STOP – Inefficient IT Office Move Processes

- Consolidated IT office move support into a single coordinated team

Completed

- Reduced time and resources required for office moves
- Improved service efficiency and user experience for faculty and staff

- Operational Efficiency

STOP – Redundant Software Purchasing (Canva → Adobe Express, etc.)

- Implemented enterprise software governance through Product Catalog, TAP, and alternative product review process

In Progress / Ongoing

- Reduced duplicate software purchases
- Increased adoption of enterprise-supported tools
- Improved cost efficiency and system integration across campus

- Financial Stewardship
- Institutional Agility

STOP – Manual Course Scheduling & Enrollment Planning

- Expanded use of Ad Astra and data-driven scheduling practices in partnership with Academic Affairs

In Progress

- Improved course demand forecasting
- Reduced scheduling inefficiencies
- Increased alignment between course availability and student demand

- Enrollment
- Student Success

START – Enterprise AI & Workforce Modernization

- Continued advancement of AI frameworks, governance, and applied use cases across academic, research, and administrative functions

In Progress / Ongoing

- Active use of AI tools (e.g., Copilot) across IT
- Development of enterprise AI solutions (classroom, research, cloud)
- Improved productivity and institutional readiness for AI adoption

- Institutional Agility
- Workforce Development

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FY26 Keep–Stop–Start (KSS) Initiative Progress Continued

Initiative Area

Key Accomplishments

Status

Evidence of Impact

Strategic Plan Alignment

START – IT Workforce & Skills Alignment
(Gartner Framework)

- Initiated alignment of IT roles, competencies, and job structures with Gartner-informed best practices

In Progress

- Improve clarity in IT role definitions
- Progress toward modernized workforce structure
- Enhance alignment of skills to institutional needs

- Workforce Development
- Operational Excellence

START – Print Management Optimization
(Papercut)

- Implemented enterprise print management solution to reduce cost and improve sustainability

In Progress

- Establish baseline for campus printing behavior
- Expected future cost savings and reduction in paper/ink usage

- Financial Stewardship
- Institutional Agility

START – Enterprise Software
Standardization & Governance

- Developed and deployed standardized enterprise software catalog and acquisition review process

In Progress / Ongoing

- Increased utilization of enterprise agreements
- Reduced redundancy in software purchases
- Improved system integration and user experience

- Operational Efficiency
- Financial Stewardship

START – Outcomes Analytics Framework
for Support Units

- Developed standardized framework for assessing program effectiveness and student support outcomes

In Progress

- Improve consistency in reporting and evaluation
- Foundation for cross-unit benchmarking and data-driven decision-making

- Institutional Agility
- Student Success

Part 2 – Strategic Resource Alignment ***(Budget Requests)***

Part 2. Strategic Resource Alignment

FY27 Budget Requests: Strategic Enrollment and Innovation

Enrollment Management

1. Strategic Scholarship Funding - \$11,000,000

- Increasing competition from peer institutions and inconsistent funding limit our ability to attract and yield key student populations. A stable, strategic approach is needed to remain competitive for our undergraduate population.

2. Block Scheduling Support– Registrar FTE | Total - \$69,089 | Recurring - \$48,552 | Fringe Benefits - \$3,725)

- Block scheduling is launching in Fall 2026 for freshmen students and is currently being supported through redistributed staff effort, which is not sustainable as scale and complexity increase

3. Debt Management Solution – \$50,000

- SHSU is at risk of exceeding the 15% federal debt threshold, which could trigger Title IV restrictions and delay aid disbursement. Maintains eligibility for early financial aid disbursement

Part 2. Strategic Resource Alignment

FY27 Budget Requests: Strategic Enrollment and Innovation

Data Analytics and Decision Support

- 1. Data Analytics Staff Position** - (Total - \$84,840 | Recurring - \$62,000 | Fringe Benefits - \$19,840 | O&M Travel - \$3,000)
 - Demand for analytics has grown significantly with new leadership priorities and expanded institutional reliance on data-driven decision making. This position will help with the increase in data requests and decision support, to include bringing in-house several current 3rd party managed data sets.

Part 2. Strategic Resource Alignment

FY27 Budget Requests: Strategic Enrollment and Innovation

Information Technology

- 1. Salesforce Administrator** - (Total - \$101,500 | Recurring - \$75,000 | Fringe Benefits - \$24,000 | O&M Travel - \$2,500)
 - Dedicated expertise to manage Marketing Cloud, integrations, and campaign execution. Current model is consultant-heavy, and full-time SHSU staff member would bring consistency and quality.
- 2. Fischer Identity** - (IAM Platform | \$146,209)
 - Fischer Identity is software that automates who gets access to what, and when. It will help SHSU: Create user accounts, give the right permissions, remove access when it is no longer needed, and prove compliance to auditors. Current system is customized and inefficient.
- 3. Gearset for Salesforce DevOps** (\$90,000)
 - Streamlines and automates Salesforce development, testing, and deployment processes

Division of Strategic Enrollment & Innovation – Enrollment Management

FY27 Operational Enhancements

Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	Strategic Scholarship Funding (Local + Assured \$11,000,000)	Provides sustainable, targeted, and renewable scholarship funding to support both high-yield undergrad local students and high-achieving students.	Increasing competition from peer institutions and inconsistent funding limit our ability to attract and yield key student populations. A stable, strategic approach is needed to remain competitive.	<ul style="list-style-type: none"> • Improved yield and enrollment stability • Enhanced competitiveness in key markets • Increased retention and student success outcomes 	<ul style="list-style-type: none"> • Enrollment Growth • Student Success • Academic Excellence
2	Block Scheduling Support (Registrar FTE Total - \$69,089 Recurring - \$48,552 Fringe Benefits - \$3,725)	Dedicated ownership and operational support for block scheduling, including building, maintaining, and coordinating schedules across programs and student populations	Block scheduling is launching in Fall 2026 for freshmen students and is currently being supported through redistributed staff effort, which is not sustainable as scale and complexity increase	<ul style="list-style-type: none"> • Sustained and scalable block scheduling model • Improved student registration experience and reduced friction • Increased credit accumulation and on-time progression • Reduced registration errors and administrative burden • Strengthened retention through cohort-based scheduling 	<ul style="list-style-type: none"> • Student Success • Retention • Operational Efficiency • Enrollment Growth
3	Debt Management Solution (Inceptia \$50,000)	Ensures compliance with federal student debt thresholds and maintains eligibility for timely financial aid disbursement	SHSU is at risk of exceeding the 15% federal debt threshold, which could trigger Title IV restrictions and delay aid disbursement	<ul style="list-style-type: none"> • Maintains eligibility for early financial aid disbursement • Protects student access and enrollment timing • Prevents enrollment declines tied to financial barriers 	<ul style="list-style-type: none"> • Enrollment Growth • Student Access • Compliance & Risk Mitigation

Division of Strategic Enrollment & Innovation – Data Analytics & Decision Support

FY27 Operational Enhancements

Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	Data Analytics Staffing Expansion (Total - \$84,840 Recurring - \$62,000 Fringe Benefits - \$19,840 O&M Travel - \$3,000)	Adds analyst capacity to support enterprise dashboards, predictive modeling, and decision-support tools across the institution	Demand for analytics has grown significantly with new leadership priorities and expanded institutional reliance on data-driven decision making	<ul style="list-style-type: none">• Faster turnaround on analytics requests and reporting• Increased depth and sophistication of predictive and scenario-based analysis• Expanded proactive insights to support enrollment, retention, and student success strategies• Greater ability to operationalize data into actionable decisions across departments• Improved alignment of resources and initiatives through advanced analytics support	<ul style="list-style-type: none">• Student Success• Data-Informed Decision Making• Operational Excellence

Division of Strategic Enrollment & Innovation – Information Technology

FY27 Operational Enhancements

Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	Salesforce Administrator (Total - \$101,500 Recurring - \$75,000 Fringe Benefits - \$24,000 O&M Travel - \$2,500)	Dedicated expertise to manage Marketing Cloud, integrations, and campaign execution.	Hiring a permanent role is necessary because the current staff and consultant-heavy model is overstretched and costly, causing delays, accumulating technical debt, and increasing risk during critical enrollment cycles without providing sustainable accountable ownership	<ul style="list-style-type: none"> • Faster and more effective recruitment campaigns • Improved data quality and segmentation • Increased enrollment conversion rates • Reduced system risk during peak cycles 	<ul style="list-style-type: none"> • Enrollment Growth • Digital Transformation • Student Engagement
2	Fischer Identity (IAM Platform \$146,209)	Fischer Identity is software that automates who gets access to what, and when. It will help SHSU: Create user accounts, give the right permissions, remove access when it is no longer needed, and prove compliance to auditors	Current custom system is inefficient, difficult to scale, and creates delays and errors in account provisioning	<ul style="list-style-type: none"> • Faster account provisioning and onboarding • Improved user experience for students and staff • Reduced service desk workload • Increased scalability for online and polytechnic programs 	<ul style="list-style-type: none"> • Operational Efficiency • Student Access • Institutional Agility
3	Gearset for Salesforce DevOps (\$90,000)	Streamlines and automates Salesforce development, testing, and deployment processes	Current manual deployment processes are time-intensive, error-prone, and limit system enhancement delivery speed	<ul style="list-style-type: none"> • Reduced deployment errors and downtime • Faster delivery of system enhancements • Lower long-term labor costs • Improved system reliability and governance 	<ul style="list-style-type: none"> • Operational Excellence • Digital Infrastructure • Risk Reduction

Part 3 – Institutional
Listening ***(FY27 Ideawake KSS
Submissions)***

Division of Strategic Enrollment & Innovation – Information Technology

FY27 Operational Enhancements Category: Summary:

Ideas Submitted

- 33 ideas, including many that were cross-divisional

Key Themes

- Enrollment growth strategies
- Student success analytics
- Marketing and outreach
- AI for teaching, learning, and research; expand academic research capabilities

Actions Taken in Response

- Formalized Keep–Stop–Start priorities aligned to SEM plan and institutional strategy
- Advanced workforce planning initiative to align staffing, hiring, and strategic capacity (in progress FY26 completion)
- Expanded and prioritized Salesforce ecosystem improvements and AI/automation use cases
- Initiated transition away from legacy/custom systems toward enterprise, vendor-supported solutions
- Strengthened Enrollment and Academic Affairs coordination to align recruitment with capacity and demand
- Built the infrastructure and connections for the CSO and Alert tracking program.
- Develop a campus budget request for AI and Research.

Future Investment

Considerations

(of the Parking lot initiatives)

- Increased alignment and governance of initiatives to SEM and enterprise priorities
- Improved use of existing systems (Salesforce, analytics, IAM) through training and process discipline
- Enhanced coordination of outreach and recruitment planning cycles with the colleges

Part 3. Execution Accountability

FY27 Keep–Stop–Start (KSS) aligned to budget requests

Keeps:

- (IT) Complete a data-driven IT workforce plan by FY26 to align skills, staffing, and funding with university needs and prepare for growth, digital transformation, and AI.
- (EM) Advance coordinated recruitment by strengthening EM and academic partnerships to align capacity, demand and yield outcomes as part of the 2026-29 SEM plan. **(Scholarship request)**
- (EM) Build EMC to full operational capacity to enable coordinated, data-driven recruitment and engagement strategies that support institutional enrollment goals across student populations.
- (IT) Move forward with Fischer Identity to provide consistent, scalable access management across the university. **(Fischer Identity)**

Stops:

- (ALL) Prioritize initiatives that align with SEM goals, enterprise platforms, and unified outreach and analytics versus small initiatives. **(Block Scheduling position)**
- (IT) Maximize use of enterprise platforms by shifting away from fragmented processes and workarounds. **(Debt mgt software)**
- (IT) Reduce support burdens by moving from custom legacy systems (e.g. account creation) to vendor-supported solutions. **(Salesforce position and Gearset)**

Part 3. Execution Accountability

FY27 Keep–Stop–Start (KSS)

Starts:

- (EM) Automate transcript evaluation and credit transfer to reduce manual work, improve the student experience and speed to admit-to-enroll timelines.
- (EM) Partner with the Polytech College to grown the four pathways for Enrollment and Funding by: Expanding short-term credentials and workforce-aligned programs, building strong partnerships with industry and school districts, and creating clear pathways so high school students graduate with more than a high school diploma.
- (DADS) Strengthen decision making by expanding centralized analytics with a focus on AA reporting and tools. **(DADS position)**
- (IT) Launch a coordinated budget request each year to align campus and IT on full costs of infrastructure and costs for AI initiatives for teaching, learning, and research.

AI Update

In 2025-2026, completed:

- Established AI Framework to categorize AI activities and investments.
- Built and onboarded new AI-focused equipment: Google Gemini and NotebookLM, AI Research Server, Classroom AI Workstation, etc.
- Began an AI literacy program: DIR-approved AI awareness training, AI articles, instructor-led training, and more

In progress: Build a campus budget request to:

- Expand AI research server cluster,
- Expand AI workstation inventory,
- Provide seed funding for Agent development,
- Expand AI governance & compliance activities

AI Strategic Framework

Administrative Productivity

- Automating operational processes, enhancing decision-making, and increasing efficiency across business functions

Administration of Teaching & Learning

- Deploying AI for grading, attendance, learning assistants, and academic integrity

AI-Focused Instruction

- Transforming curriculum to integrate AI across disciplines and preparing students for an AI-enabled workforce

Research

- Accelerating research productivity, securing grants, and establishing AI research excellence

Employees as Outside Consultants

- Enabling faculty to provide AI consulting services to industry while generating revenue and strengthening industry partnerships

Research Computing Update

In 2025-2026, completed:

- Built and onboarded new AI-focused equipment: AI Research Server
- Conducted focus groups with multiple faculty groups to understand research computing needs.

In progress: Build a joint budget request and plan to:

- Establish Research Secure Data Enclave,
- Expand AI research server cluster,
- Expand usage of existing high-performance computing cluster.

Divisions of Academic Affairs & Strategic Enrollment & Innovation

Artificial Intelligence (AI) and Research Computing

Priority	Proposal	What the Investment Enables	Why Needed Now	Expected Outcomes / Institutional Impact	Strategic Alignment
1	Secure & Scalable AI Research Infrastructure (Data Enclave + Compute Expansion)	Establishes a Research Secure Data Enclave while expanding AI server capacity and optimizing existing HPC resources into a unified, scalable research environment.	Existing AI pilots, governance, and research computing capabilities are in place, but current infrastructure limits support for secure, grant-funded, and data-intensive research. Immediate scaling is needed to meet growing demand.	<ul style="list-style-type: none">• Ability to support regulated and sensitive research data• Increased competitiveness for external funding and grants• Improved utilization of existing HPC investments• Scalable foundation for interdisciplinary AI research growth	<ul style="list-style-type: none">• Research Excellence• Institutional Agility• Academic Excellence
2	Distributed AI Enablement (Workstations + Agent Development + Governance)	Expands AI workstation access, provides seed funding for AI agent/use-case development, and strengthens governance and compliance to support responsible, scalable adoption.	AI tools and governance frameworks are already established, but broader adoption requires targeted enablement at the user level and continued oversight to scale effectively and responsibly.	<ul style="list-style-type: none">• Increased faculty and staff productivity through applied AI tools• Expansion of practical AI use cases across academic and administrative units• Strong governance ensuring compliant and responsible AI usage• Accelerated translation of AI from pilot to operational impact	<ul style="list-style-type: none">• Operational Excellence• Workforce Development• Institutional Agility

Divisions of Academic Affairs & Strategic Enrollment & Innovation

Artificial Intelligence (AI) and Research Computing

Initiative Area	Key Focus	Status	Evidence of Impact	Strategic Plan Alignment
AI for Administrative Efficiency	Leveraging AI to automate workflows, improve decision-making, and increase operational efficiency across business functions.	Implemented / Scaling	<ul style="list-style-type: none"> Reduced manual processes Faster turnaround on administrative tasks Improved consistency in decision support and reporting 	<ul style="list-style-type: none"> Operational Excellence Institutional Agility
AI-Enabled Teaching & Academic Support	Applying AI to grading, attendance, learning assistants, and academic integrity to support faculty and enhance instruction.	In Progress	<ul style="list-style-type: none"> Improve instructional efficiency Increase faculty capacity Early adoption of AI tools supporting course delivery and student engagement 	<ul style="list-style-type: none"> Academic Excellence Student Success
AI-Integrated Curriculum & Workforce Readiness	Embedding AI into academic programs and developing new learning opportunities aligned with workforce demand.	In Progress	<ul style="list-style-type: none"> Expansion of AI-related coursework Increase student exposure to applied AI skills Stronger alignment with employer needs 	<ul style="list-style-type: none"> Workforce Development Academic Excellence
AI Strategy, Governance & Enablement	Establishing frameworks, policies, and governance structures to guide responsible and scalable AI adoption.	Implemented / Ongoing	<ul style="list-style-type: none"> Active AI governance committee Defined use cases and best practices Improved coordination and risk management across initiatives 	<ul style="list-style-type: none"> Institutional Agility Risk Management
Industry Engagement & Applied AI Services	Enabling faculty and staff to engage externally through AI consulting, partnerships, and applied solutions.	In Progress	<ul style="list-style-type: none"> Strengthen industry partnerships Emerging revenue opportunities Increase real-world application of institutional expertise 	<ul style="list-style-type: none"> Workforce Development Community Engagement
Research Computing & AI-Driven Research	Expanding computing infrastructure and AI capabilities to support faculty research, analytics, and grant activity.	Implemented / Ongoing	<ul style="list-style-type: none"> Increased capacity for data-intensive research Improved research productivity Enhanced competitiveness for external funding 	<ul style="list-style-type: none"> Research Excellence Institutional Agility