Enrollment Review

Presented by Dr. Jim Black

SEM Works

Agenda

❖ Enrollment Context

❖ Strengths and Opportunities Analysis

❖ Strategic Opportunities

❖ Q & A

Enrollment Review

ENROLLMENT CONTEXT

UW Comprehensives: 10-Year Summary

❖ Significant drop in undergraduate enrollment

❖ Very small increase in graduate enrollment

❖ Significant drop in full-time enrollment

❖ Small increase in part-time enrollment

❖ Larger decrease in male than female students

❖ Significant drop in in-state students; increase in non-residents

❖ Significant decrease in white students; increase in students of color

COVID Impact

Eroding Perceptions of the Value of a PSE Credential

Decreased PSE Going Rate

Declining Enrollments (especially international and two-year college students)

International Travel Restrictions, Vaccine Requirements, Visa Delays, Safety Concerns, Geo-Political Issues

Heightened Student Financial and Mental Health Issues

A Disproportionate Impact on Underserved Populations

Struggles Shifting to Online Learning (including internet access)

Fall Total Enrollment

Significant graduate enrollment growth has offset UG declines somewhat.

New UG Student Fall Enrollment
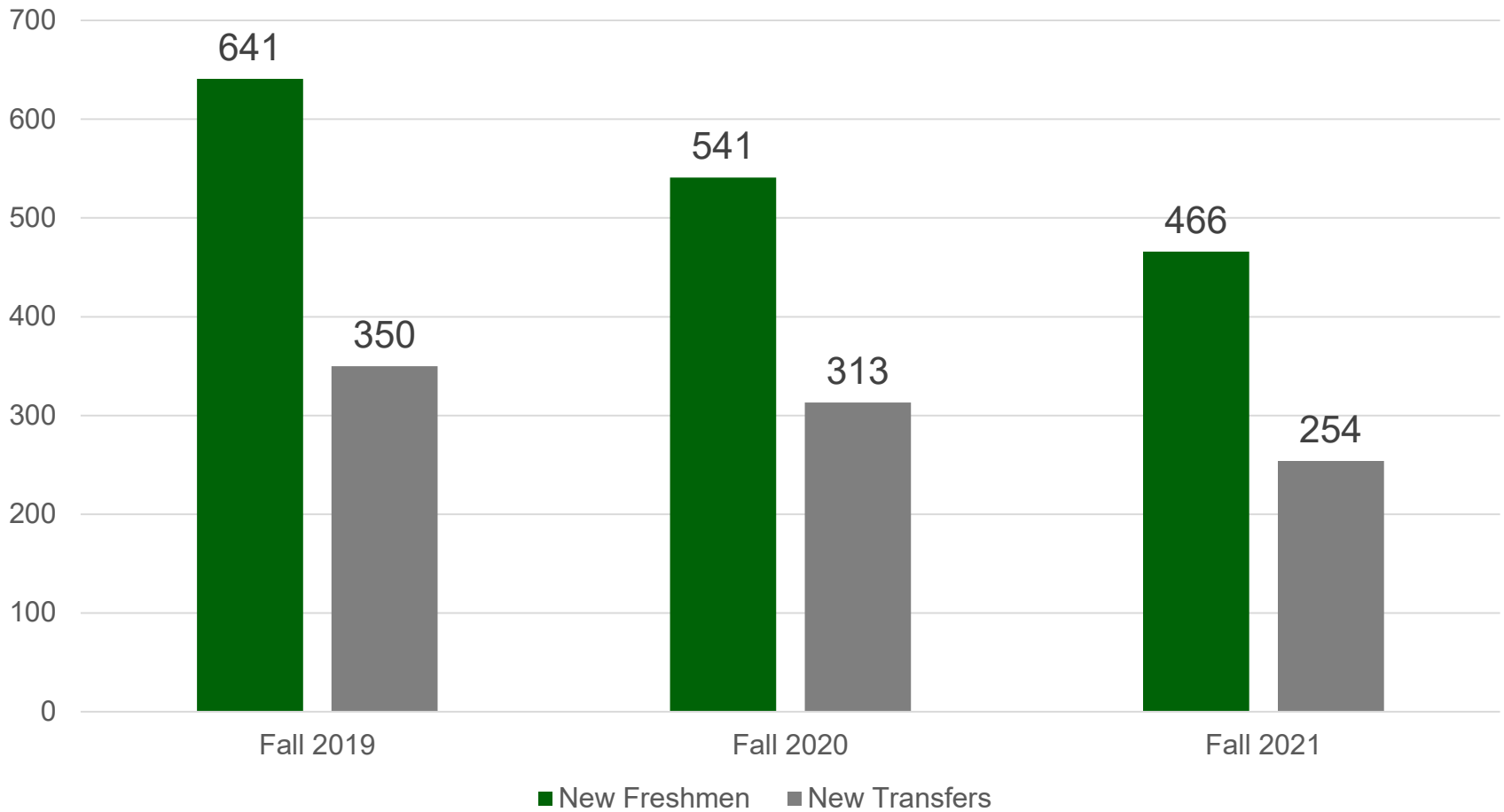
Admit-to-Enrolled Yield Rates
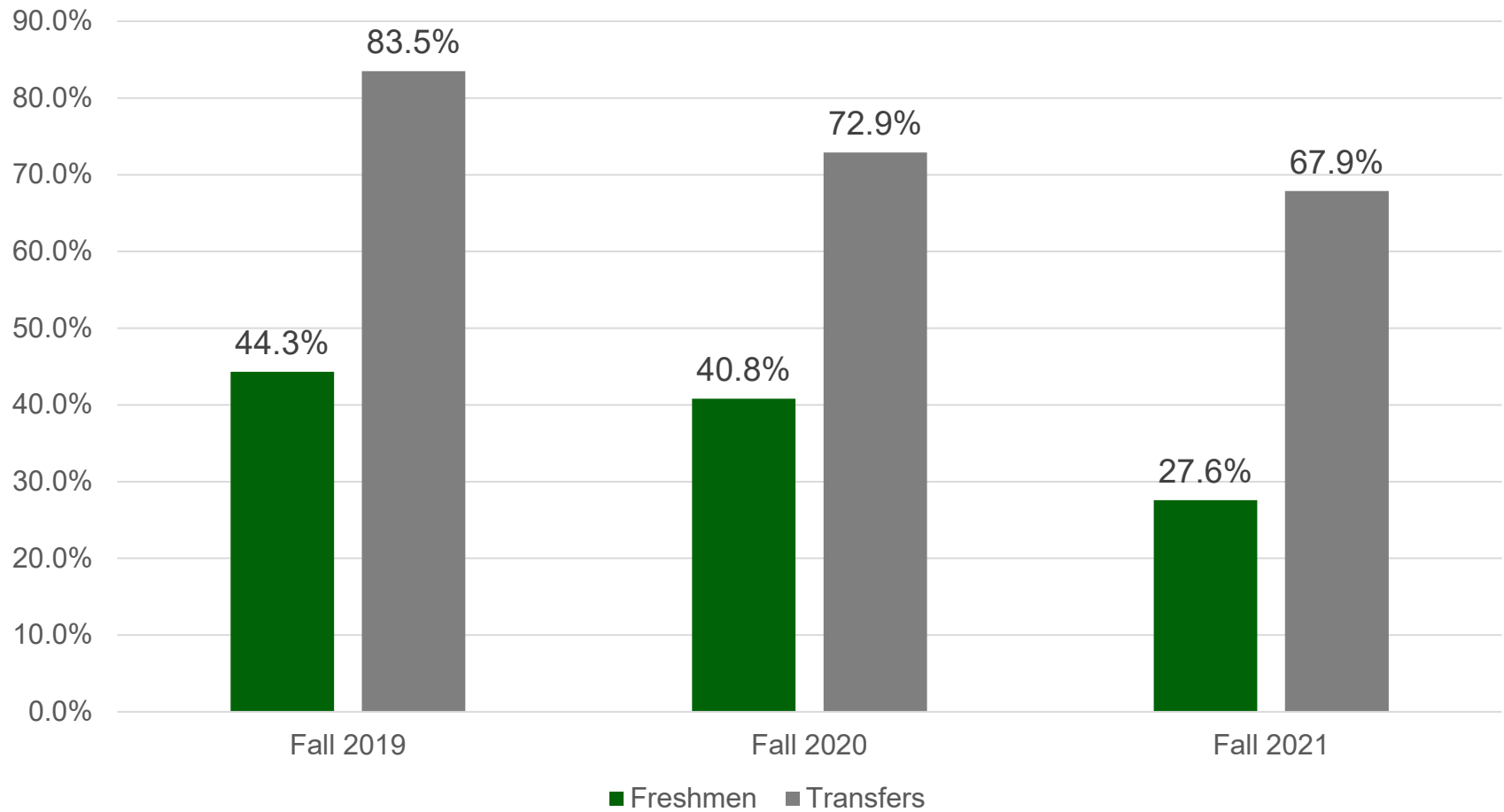
Parkside's Enrollment Challenge

Wisconsin HS Graduates

First Fully Projected Year, Class of 2020
- Grand Total, Public & Private
- Public Schools Total
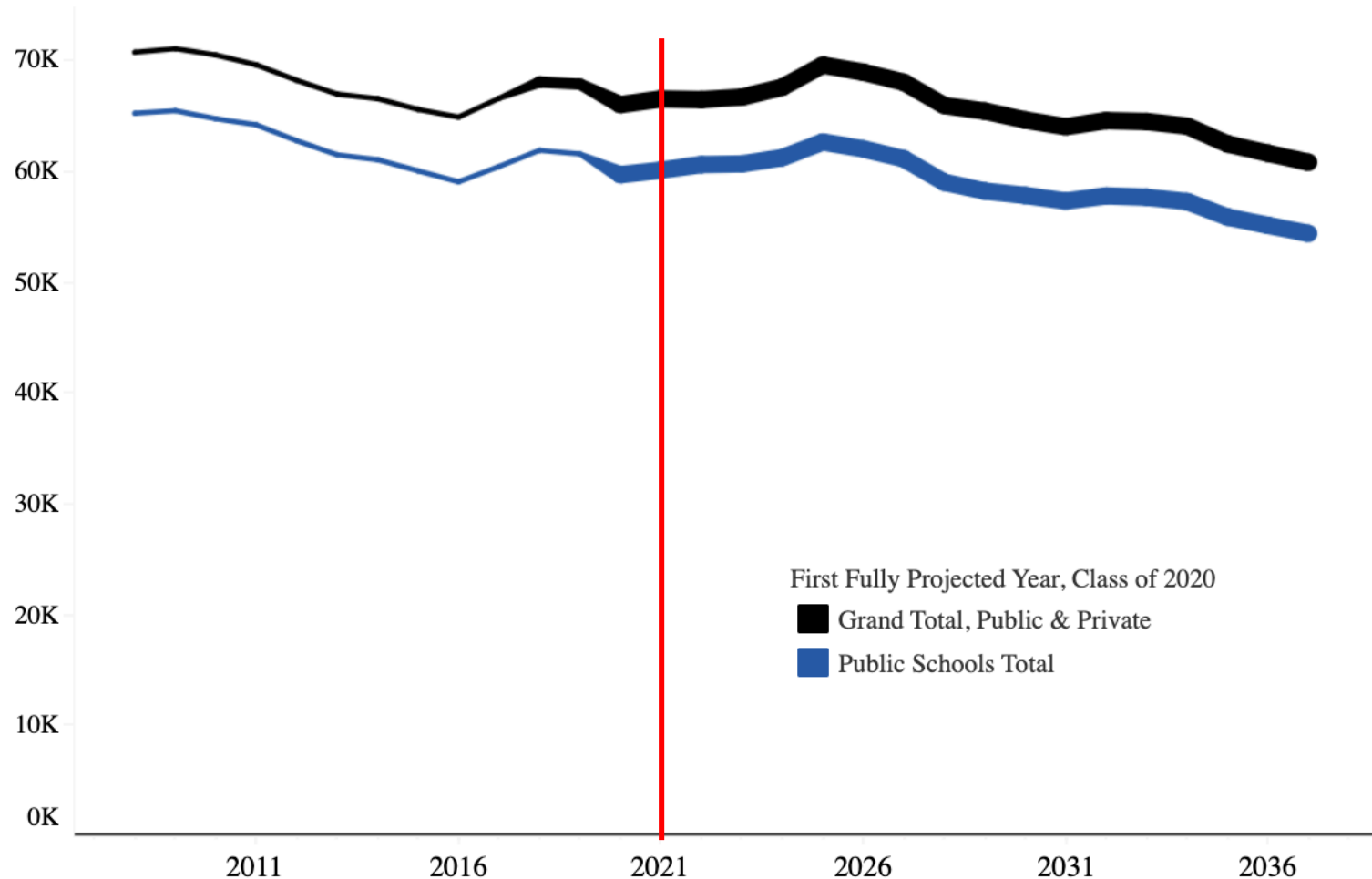
Wisconsin HS Graduates by Race/Ethnicity

Public High School Graduates by Race/Ethnicity

In Fall 2021, white students represented 63.46% of the total student body.
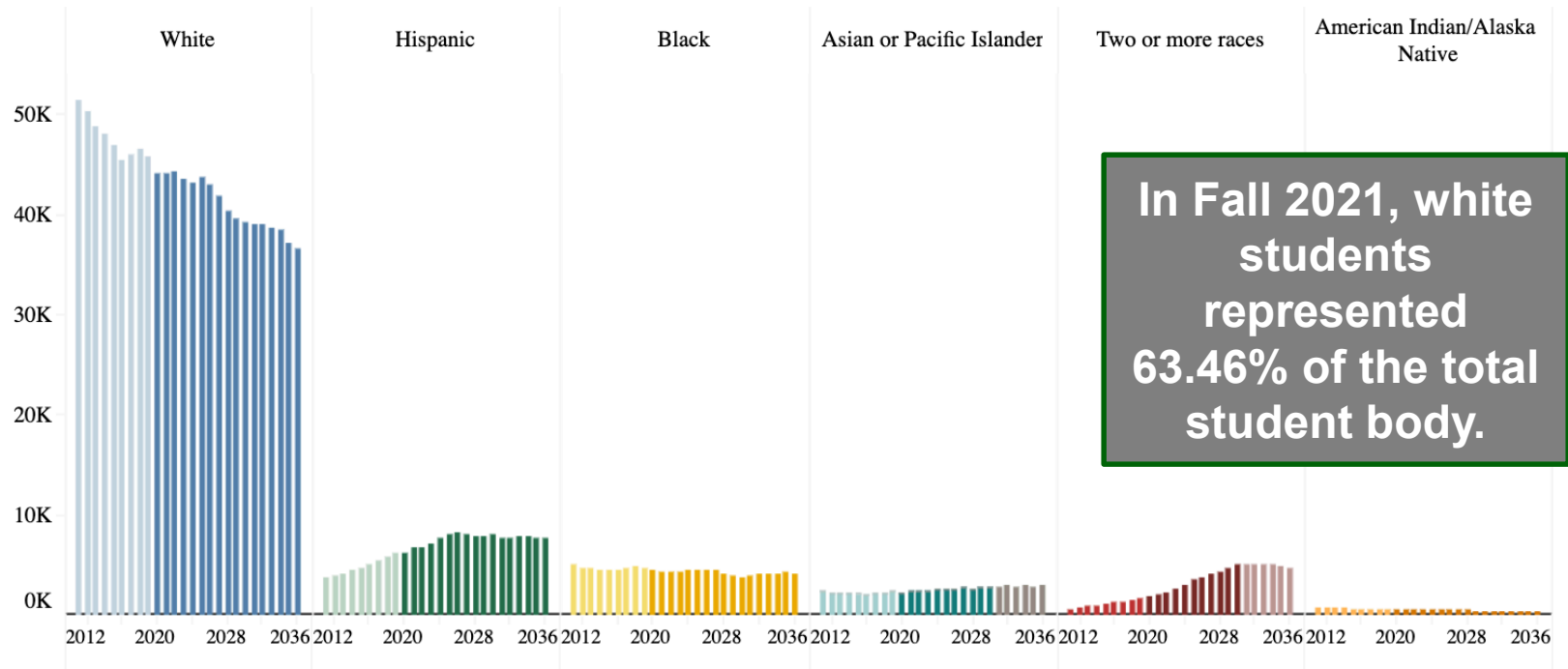
First Fully Projected Year, Class of 2020
Click on a population below to highlight trends in the chart above

White | Hispanic | Black | Asian & NH/OPI | Asian | NH/OPI | AI/AN | Two or More Races | Two or More Races Imputed

College Participation Rates of HS Completers
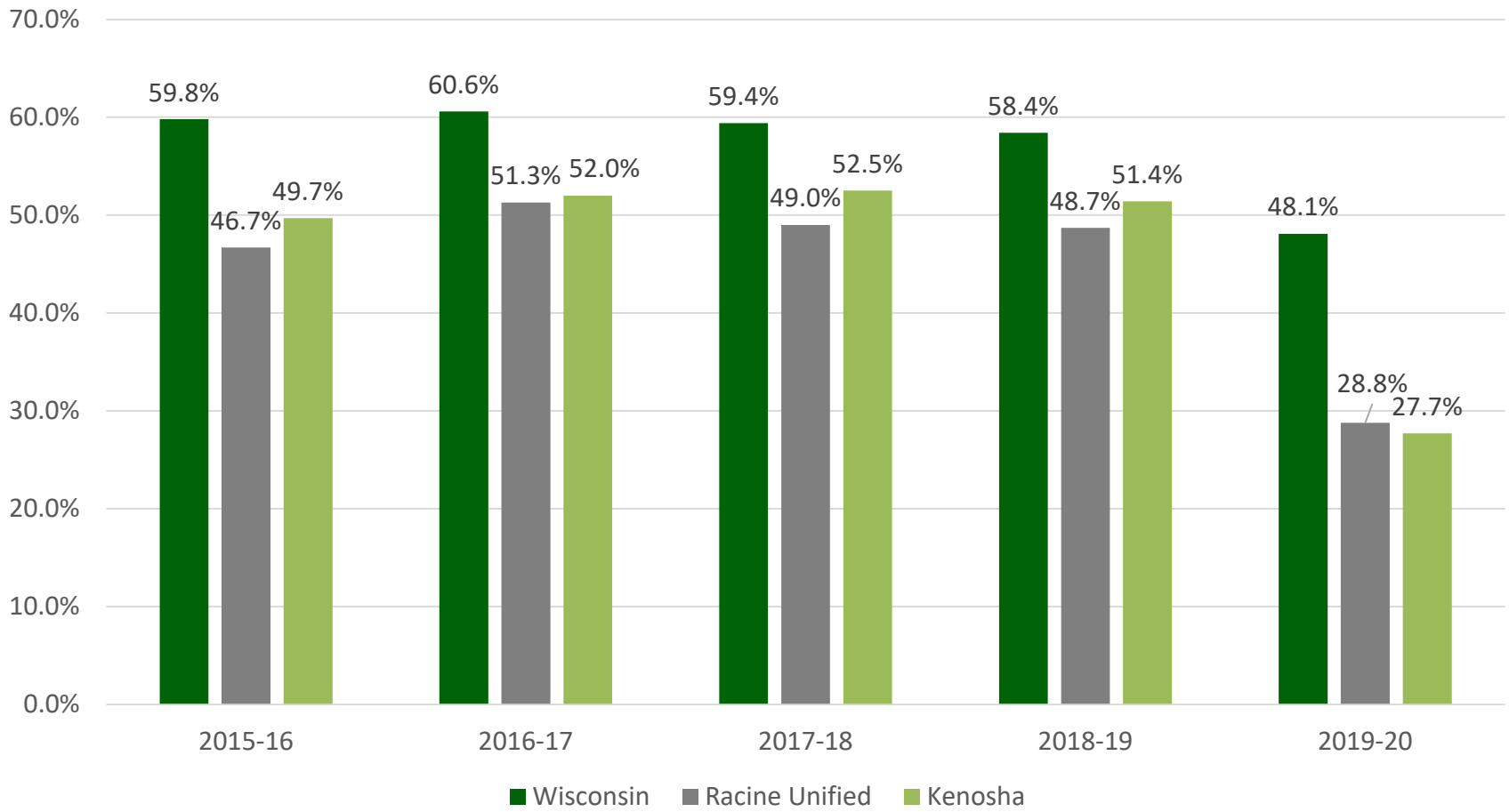
Enrollment Change: Fall 2019 – Fall 2021 at Public 2-Year Colleges in WI

Year:	**Fall 2019 - Fall 2021**
State:	**Wisconsin**
Award Level:	**Undergraduate**
Sector:	**Public 2yr**
Percent Change from 2019:	**-12.4%**
Enrollment Coverage:	**56.1%**

© 2021 Mapbox © OpenStreetMap

Source: National Student Clearinghouse
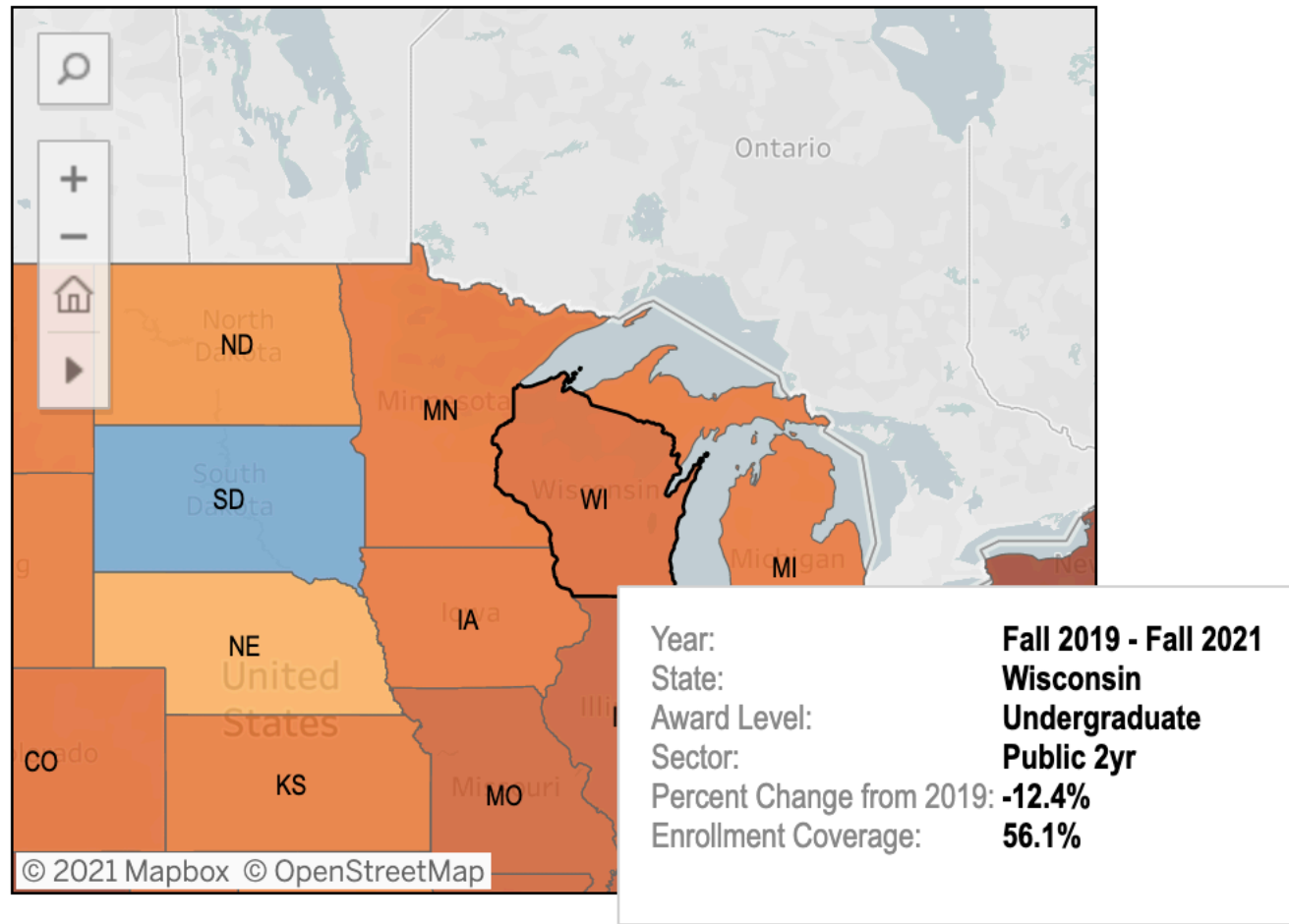
1st-to-2nd Year Retention Rates by Entering Cohort Year

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
New Full-time Freshmen	74.4%	70.5%	72.7%	71.0%	72.5%
New Transfers	66.0%	67.3%	70.2%	73.1%	68.2%
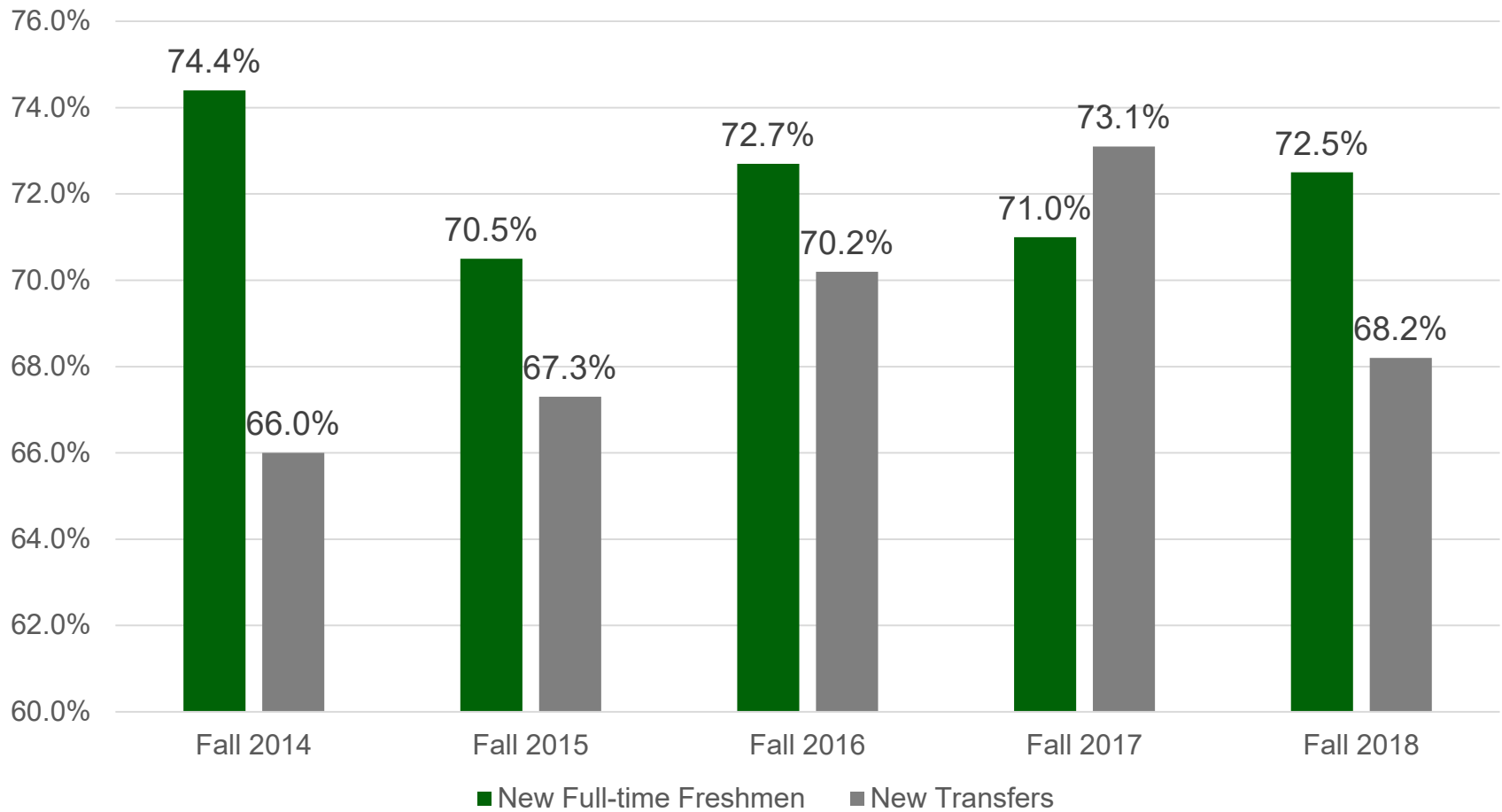
Opportunities to Stabilize and Then Grow Enrollments

❖ Increase the percentage of students enrolling at UW-Parkside in the context of a shrinking pool of potential students

❖ Improve college participation rates

❖ Increase admit-to-enrolled yield rates

❖ Improve student retention

❖ Continue to grow graduate and UG FLEX enrollments

❖ Diversify the enrollment mix

Enrollment Diversification Matrix

	Established Programs	**New Programs**
Established Market	1. Lowest Risk **Market Penetration**	2. Medium Risk **Program Expansion**
New Market	**Market Expansion** 3. Medium-to-High Risk	**Market Diversification** 4. Highest Risk

Enrollment Review

STRENGTHS & OPPORTUNITIES ANALYSIS

Strengths and Opportunities Analysis

Strengths ✚

Enrollment Management

❖ The Academic Plan includes multiple enrollment and retention initiatives as well as a comprehensive analysis of UW-Parkside's enrollment context

❖ Monthly meetings with enrollment leaders to coordinate initiatives but could have a more strategic focus

❖ Online graduate programs and UG FLEX programs have grown (Academic Partnership, UW Extended Campus)

❖ Enrollment funding model aligned with college SCH production

Opportunities ➖

Enrollment Management

❖ No SEM Plan

❖ Staff turnover, especially in Admissions

❖ Need to focus on staff retention (e.g., salaries, opportunities for advancement, work/life balance, mentoring)

❖ Could increase summer and winter term enrollments with the right offerings and promotion

❖ If winter term is eliminated, spring term must start sooner

❖ Lack of new UG programs in the last five years

Strengths and Opportunities Analysis

Strengths ✚

Marketing & Communications

- ❖ Well written and designed publications
- ❖ Good use of meta majors in promotions
- ❖ Good promotion of affordability and ROI
- ❖ A marketing-oriented web presence (content, design, video/photography/info graphics, information architecture, calls to action)
- ❖ Multichannel communications (email, mail, text, call, social media)
- ❖ Communications include audience segmentation
- ❖ Communications are appropriate given a student's enrollment stage

Opportunities ➖

Marketing & Communications

- ❖ Recent perception study shows low Parkside awareness
- ❖ Marketing budget cut by 35%
- ❖ Marketing focus is on events, deadlines, and some specific offerings—not on building the brand
- ❖ Minimal program-focused communications
- ❖ Did not see evidence of publications for transfers or parents
- ❖ Website audience channels under "Admissions" could be leveraged to tailor marketing messages to each population (e.g., Why Parkside, student testimonials, alumni outcomes)
- ❖ Need ongoing SEO

STAGE	COMM #	TIMING	TYPE	COMMUNICATION TITLE	FY	TRF	GRD	ADT	INT	ONL	NOTES
100	1	1	Print	Search Piece-visit	x						
100	2	1	Email	Major in you.	x	x			x	x	
100	3	1	Email	Major in you. - CARS			x	x			
100	4	4	Email	Flexibility			x	x			Add audience variables; snippet stacy
100	5	4	Email	Transferability		x					
100	6	8	Text	Social Media	x	x					Add audience variables
100	7	11	Email	Value and Options			x	x			Add stacy snippet; needs recipient list
100	8	11	Email	Major Email	x	x				x	Complicated	Snippet
100	9	15	Email	Social Media	x	x	x	x		x	In 300, Add audience variables
100	10	15	Email	Grad Programs and Contacts			x				in process of updating content. Gleason to review contact information. Snippet Stacy. Links need to be lt green
100	11	20	Email	Workplace Success				x			NEW EMAIL
100	12	22	Email	Counselor Email	x	x	x	x			Add audience variables	Snippet
200	1	1	Email	Major in you. - CARS			x	x		x	at stage 100
200	2	1	Email	Major in you.	x	x			x		at stage 100
200	3	1	Print	InquiryLetter	x						
200	4	1	Print	Viewbook	x	x					*Add transfer insert to the viewbook.
200	5	1	Text	Financing Your Education	x	x					
200	6	4	Email	Experience Parkside	x						edit for fall 2020
200	7	6	Email	New Chapter to Your Story			x				Laura
200	8	6	Email	Major Email	x	x					Complicated - Meta major for undecided
200	9	7	Email	Transferability		x			x		Please update this with new transfer system.
200	10	9	Text	Resources Available	x	x					
200	11	10	Email	Program Info and Contacts			x				Catherine (worked on biological sciences, snippets to come)
200	12	13	Email	Counselor Email	x	x	x	x			at stage 100	Snippet
200	13	13	Email	THEA	x	x					
200	14	14	Email	Find your Fit	x		x				
200	15	16	Email	Diversity and Inclusion	x	x					
200	16	23	Email	Social Media	x	x		x		x	In 300, Add audience variables
200	17	24	Email	View the Application Process	x	x	x				
200	18	28	Text	Meet Admissions Rep	x	x					
200	19	30	Email	Flexibility			x	x			copy ?
200	20		Email	Join Us					x		
300	1	1	Email	Counselor Email	x	x		x			Catherine (look at FY and ADT)
300	2	1	Email	Making A Decision			x				Laura
300	3	1	Email	HIMT				x		x	New header, Vector style, completion theme? - need snippet both HIMT SMGT (SOC?) and stacy, links not underlined in green
300	4	1	Email	SMGT Online						x	Catherine -General HIMT will work for both (snippet)
300	5	3	Email	Application Status	x	x		x	x		INT is different than the other emails - need snippet Kim?
300	6	4	Call	Applicant_Incomplete App	x	x		x		x	
300	7	4	Text	Incomplete App (daily)	x	x				x	
300	8	5	Email	Transcripts Forms and More			x				
300	9	8	Email	Veteran Military Checklist	x	x	x	x		x	
300	10	9	Email	Dignity and Respect	x	x					
300	11	9	Email	Missing Application Information			x		x		track list driven - repeat cycle

Strengths and Opportunities Analysis

Strengths ✚

Marketing & Communications

Opportunities ➖

Marketing & Communications
- ❖ Consider adding website audience channels for parents and high school counselors
- ❖ Need to assess the user experience on the website
- ❖ All communications should have a compelling call to action
- ❖ No sophomore and younger communications plan (e.g., awareness building, the value of a postsecondary degree, college planning)
- ❖ Program marketing is not strategic—based on who has money to invest
- ❖ Need regular meetings with Admissions
- ❖ No full-time content developer
- ❖ Additional performance assessment is needed

Strengths and Opportunities Analysis

Strengths ➕

Student Recruitment

- ❖ Even with changing leadership, the counselors work together as a cohesive team
- ❖ College Navigators working with high school juniors an seniors (workshops, parent presentations, tabling events)
- ❖ Practice territory and persona management with goals (e.g., outreach, communications, building networks)

Opportunities ➖

Student Recruitment

- ❖ Missing some inquiries (web chat, a referral form on the website, FAFSA senders, prospects who start in an area other than Admissions)
- ❖ May need a recruiter based in the Chicago area
- ❖ Would benefit from a formal alumni volunteer network
- ❖ Need more WOWs and emersion experiences during campus visits
- ❖ Difficult to ensure faculty participation in recruitment events, especially those held on a Saturday
- ❖ Reportedly, prospective students experience difficulty reaching FA and advisors
- ❖ Not using international agents

Strengths and Opportunities Analysis

Strengths ✚

Admissions

- ❖ Rapid turnaround of admissions decisions
- ❖ Admissions processes are sound

Opportunities ➖

Admissions

- ❖ UW System streamlined the application and eliminated the fee
- ❖ ACT/SAT suspended
- ❖ Increase in cross-applications
- ❖ Need to mail a MIL
- ❖ Emailing statement of credit to transfers
- ❖ College advisors should proactively reach out to transfer admits who have credit evaluations

Strengths and Opportunities Analysis

Strengths ➕

Financial Aid & Scholarships

- ❖ Multiple areas support students in completing the FAFSA
- ❖ A communications plan exists for FA
- ❖ The FA awarding process is largely automated, including out-of-state student scholarships
- ❖ The Future Focus fund is designed to get students through to graduation
- ❖ New student scholarship awards in Feb-March
- ❖ High percentage of SAP students appeal and most appeals are approved
- ❖ Have had federal dollars to support students struggling financially during COVID
- ❖ Refer students to area food banks

Opportunities ➖

Financial Aid & Scholarships

- ❖ Institutional dollars can only be awarded to out-of-state students
- ❖ Some international student grants exist
- ❖ Need to more effectively promote the Parkside Promise +
- ❖ Some departmental scholarships are awarded too late to influence student decisions
- ❖ SAP students are required to meet with an advisor and create a recovery plan but follow up/mentoring is needed (success coaches)

Strengths and Opportunities Analysis

Strengths ✚

Financial Aid & Scholarships

- ❖ Students can charge up to $750 for books on their account
- ❖ Students are not deregistered for non-payment, but if they owe more than $500, they cannot register for the next term
- ❖ 35% of students graduate debt-free
- ❖ Theater and music performance scholarships are competitive

Opportunities ━

Financial Aid & Scholarships

- ❖ Need to create how-to/information videos
- ❖ Would like to include financial literacy in a first-year class

Strengths and Opportunities Analysis

Strengths ✚

Student Onboarding

- ❖ Freshman orientations occur across the summer with learning outcomes
- ❖ Transfer orientation is online
- ❖ FYE class embedded in the colleges with learning outcomes
- ❖ Promise Program with learning outcomes and Kickstart early arrival
- ❖ Ranger Welcome Week
- ❖ Opening Convocation

Opportunities ➖

Student Onboarding

- ❖ Limited incentives for students to complete the enrollment process early
- ❖ Transfers must complete the orientation module before meeting with an advisor
- ❖ Post-orientation "melt" unknown

Strengths and Opportunities Analysis

Strengths ✚

Advising & Academic Support

- ❖ TRIO SSS providing advising and success coaching
- ❖ Faculty advise UGs in liberal studies and graduate students; other students are supported by professional advisors
- ❖ Welcome back campaigns
- ❖ Outreach to non-enrolled students
- ❖ Students receive a 4-year degree plan
- ❖ Degree audits are accessible
- ❖ Many common practices among advisors (e.g., campaigns, student outreach, online training module)

Opportunities ➖

Advising & Academic Support

- ❖ Need to improve follow up with progress reports (weeks 3-4)
- ❖ College advisor caseloads are high
- ❖ Last minute schedule changes, and classes are not posted in timely fashion
- ❖ Need a multiyear schedule
- ❖ Class schedules may not be flexible enough for adult learners and other working students
- ❖ Not using predictive analytics or assessing student preferences to guide scheduling
- ❖ Need clear advisor expectations
- ❖ Need to assess the impact of advising

Strengths and Opportunities Analysis

Strengths ➕

Student Retention & Graduation

- ❖ Success coaches support students from admission through the first year at Parkside
- ❖ Outreach to students who are close to degree completion but have unresolved issues
- ❖ Multiple adaptations to improve student success in math

Opportunities ➖

Student Retention & Graduation

- ❖ Students struggle with school/work/life balance, COVID issues, and finances
- ❖ Not fully optimizing EAB Navigate (e.g., predictive analytics, faculty engagement)
- ❖ Could focus on student goals using EAB Navigate (advising sessions, success coach mentoring, streams of communications)
- ❖ Increase the focus on first-year courses with high DFW rates
- ❖ Integrate degree plans with career maps and financial plans
- ❖ Need additional investments to close the equity gap

Strengths and Opportunities Analysis

Strengths +

Data & Research
- ❖ Enrollment dashboards (enrollment trends, data snapshots, retention, graduation)
- ❖ External data used to assess program industry demand

Opportunities −

Data & Research
- ❖ No enrollment analyst
- ❖ Limited assessment of strategy performance
- ❖ Student Search not assessed for ROI
- ❖ Limited market research (e.g., new markets, new program student demand, admit/decline study)
- ❖ No withdrawal or attrition causation studies
- ❖ No data governance group currently
- ❖ Need to build a culture of evidence

Strengths and Opportunities Analysis

Strengths ✚

Enabling Technologies

- ❖ Best of breed enrollment solutions are owned by Parkside (e.g., Slate CRM, EAB Navigate)
- ❖ Weekly Midnight Ranger newsletters have reduced the number of emails students receive
- ❖ One login credential required for all systems
- ❖ Interfaces built between Peoplesoft and Slate/EAB Navigate

Opportunities ▬

Enabling Technologies

- ❖ Too many technology implementations in progress and consequently, the University is not optimizing existing systems
- ❖ Reportedly, inaccurate information is disseminated through the web chat feature
- ❖ Students are inundated with emails
- ❖ No analysis of phone data

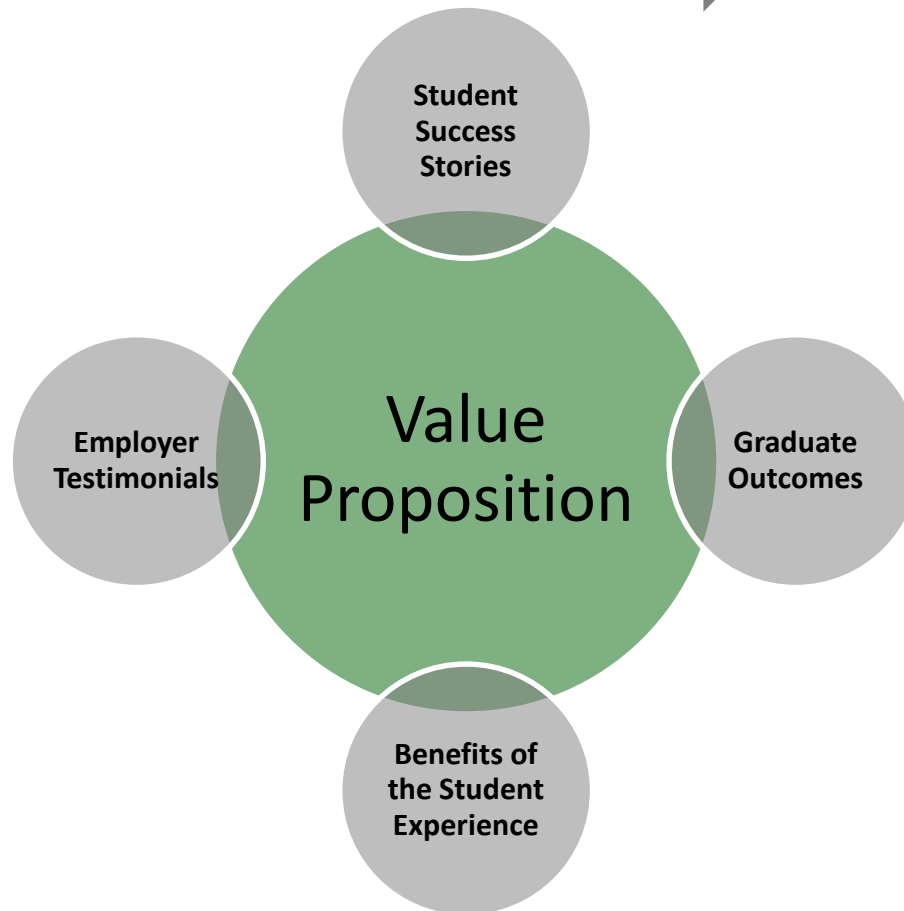Enrollment Review

STRATEGIC OPPORTUNITIES

SO 1: Build Brand Awareness

SO 2: Increase Admit-to-Enrolled Yield Rates

❖ Celebrate admission to Parkside
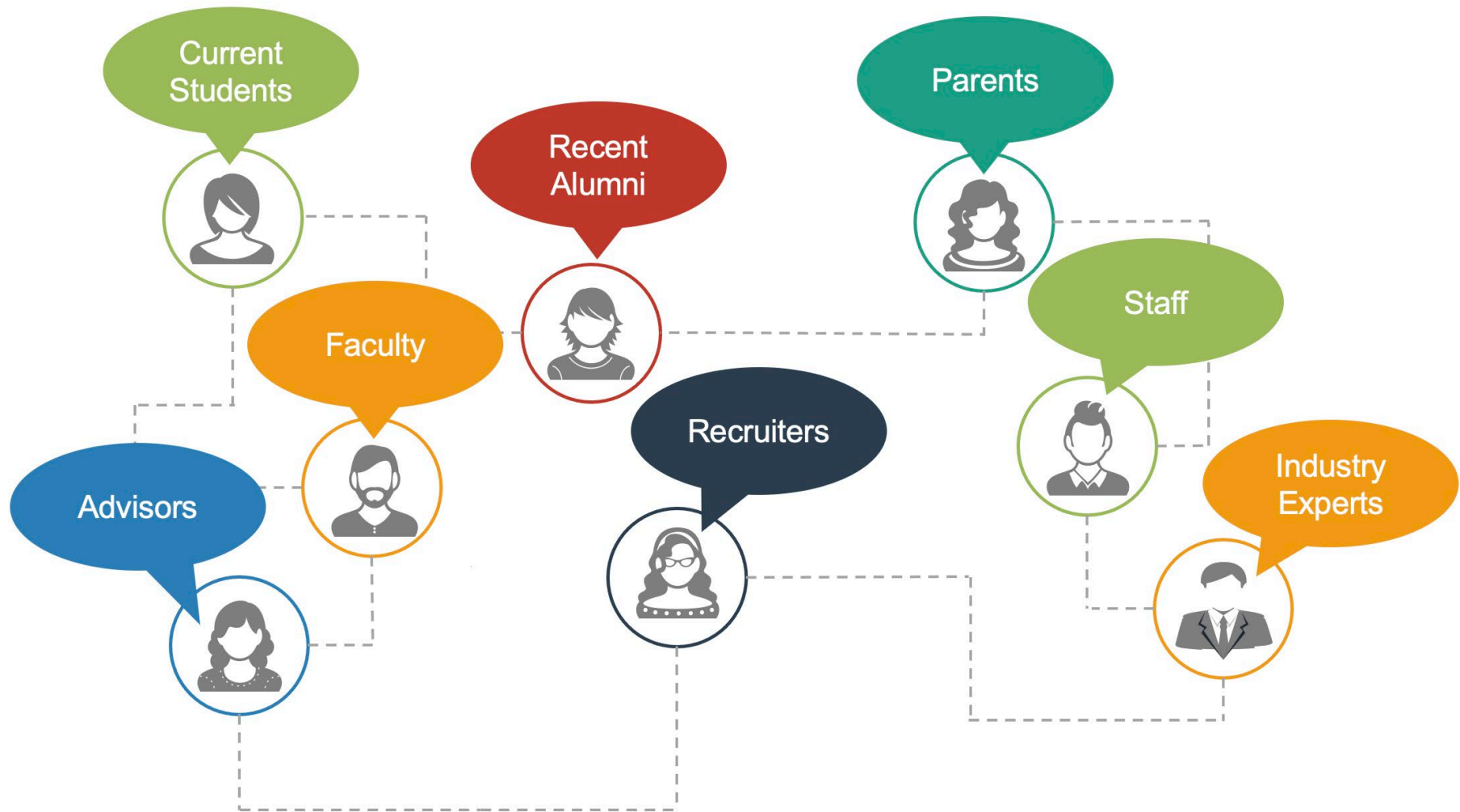
Admit Conversion Strategies

- ❖ WOW campus visit experiences
- ❖ Admitted student open houses (advising, registration, and student IDs)
- ❖ Transfer information sessions with on-the-spot credit evaluations
- ❖ Transfer rolling advising and registration
- ❖ Student ambassador contacts
- ❖ Faculty contacts
- ❖ Private social networks
- ❖ Follow up with no-shows and non-progressors

The Campus Visit Experience
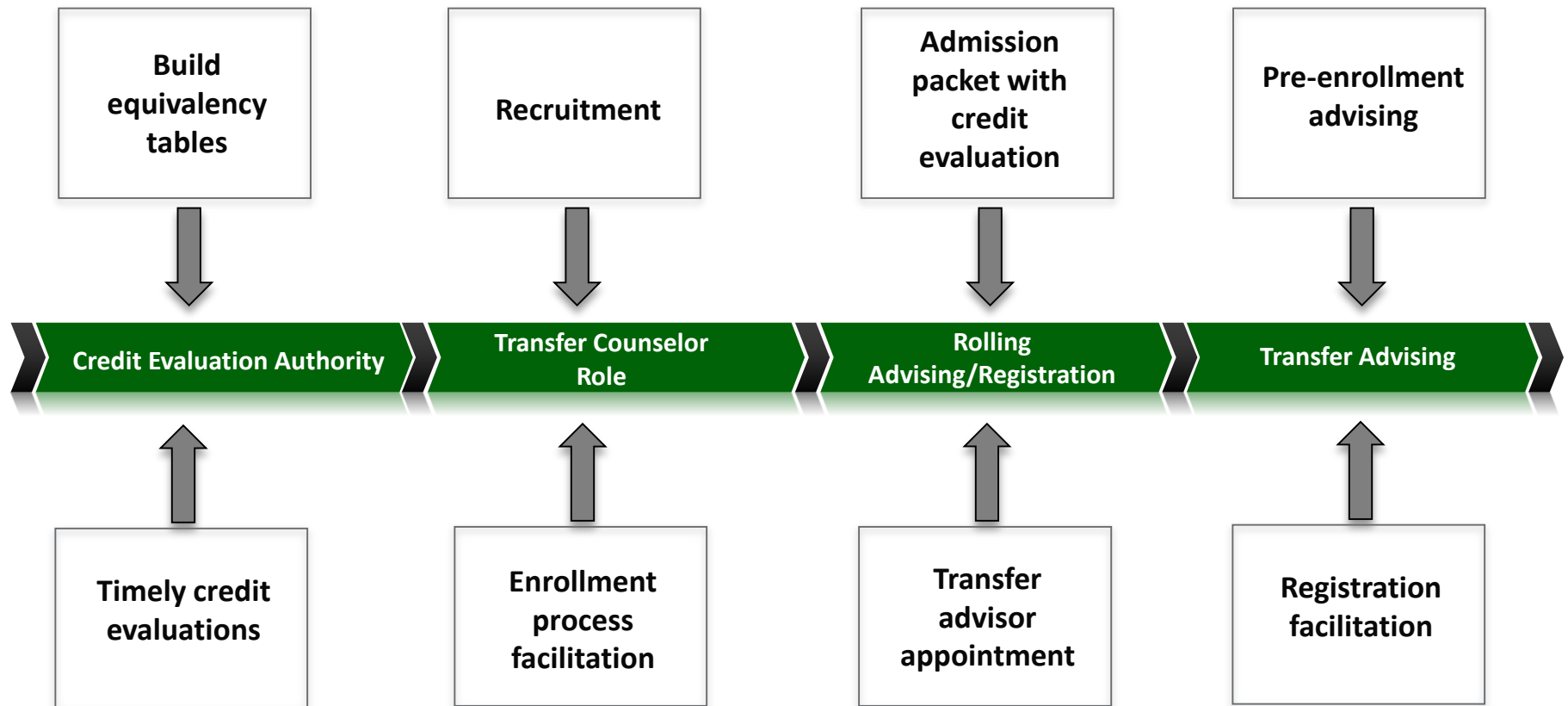
❖ Design first impressions

❖ Personalize the visit

❖ Tell your story

❖ Engender emotion

❖ Create a welcoming atmosphere

❖ Have visitors live your institution

❖ Surprise your visitors

❖ Ensure tour guides are stellar

❖ Follow up after the visit

Relationships with Prospects

SO 3: A Streamlined Transfer Pipeline

Build equivalency tables	Recruitment	Admission packet with credit evaluation	Pre-enrollment advising

Credit Evaluation Authority	Transfer Counselor Role	Rolling Advising/Registration	Transfer Advising

Timely credit evaluations	Enrollment process facilitation	Transfer advisor appointment	Registration facilitation

Ease of Transfer Credit

❖ Consider the following:
- ✓ Deliver a 48-hour turnaround time for 300+ level course credit evaluations approved by academic departments
- ✓ Ensure PLA/AP/IB/CLEP/Military credits, as much as possible, are applied toward degree requirements without sacrificing the integrity of the degree
- ✓ Make transfer course credit decisions that ensure that Parkside is competitive in the Transferology system
- ✓ Cease the practice of requiring orientation completion prior to advising and registration

PERSONALITY

- Self-reliant
- Crave approval from others
- Collaborative
- Energetic
- Fiscally conservative

DESCRIPTION

Transfers are individuals who have attended another postsecondary institution prior to enrolling at the College. First and foremost, they want to know what credit will transfer and what else will be needed to complete their degree. Some are lateral transfers (coming from another two-year college), and some are reverse transfers (coming from a four-year school). Some have attended multiple institutions.

> "I want to know how my credit will transfer."

ENROLLMENT BEHAVIORS

Must offer program of interest

Struggle with transfer processes

Make a decision after receiving a credit eval

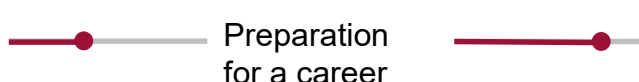Struggle transitioning to a new school

Seeking scholarships

MOTIVATIONS

Save money

Convenient location

Dissatisfied with their last school

Preparation for a career

BARRIERS

- May have used a significant portion of their financial aid eligibility
- Fitting in at a new school
- Credit received may delay time to degree completion and/or require some prior courses to be retaken
- College affordability

GOALS

- Earn a postsecondary credential
- Minimize time to credential completion
- Complete college debt-free
- Succeed in college
- Enhance their marketability

EDUCATIONAL CHALLENGES

- Adjusting to a new school
- Overcoming past academic failures
- Poor study/learning habits
- Academic and social integration

INFLUENCERS

- Parents
- Faculty
- Current students

SOCIAL MEDIA PREFERENCES

Twitter   Instagram   YouTube

In county, 87.5%

Out of county, 10.1%

Out of state, 2.2%

In county   Out of county   Out of state

59.9%   40.1%
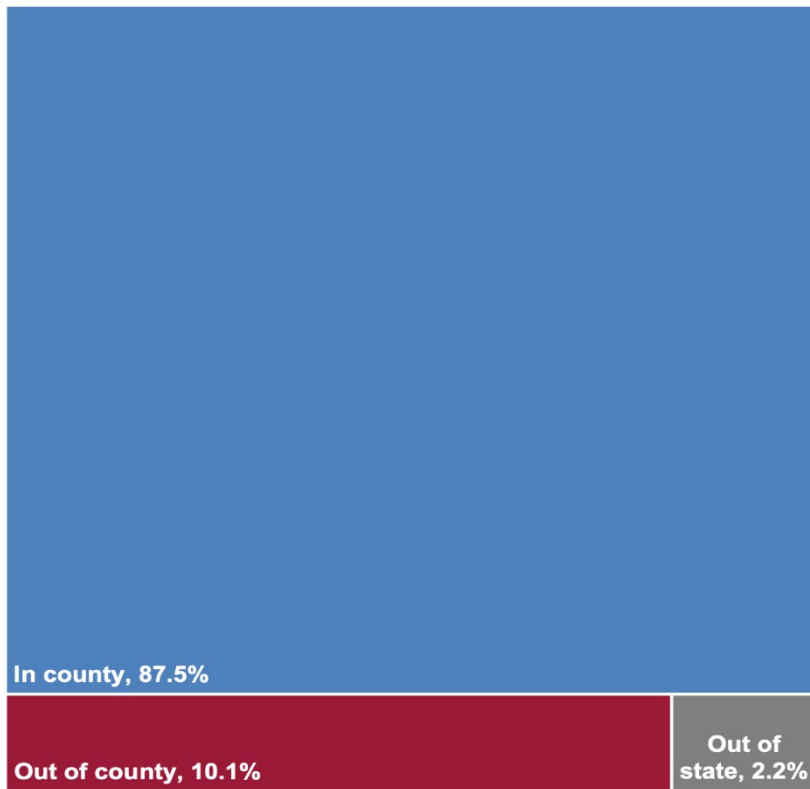
Black or African American   Hispanic/Latino

Two or More Races   Unknown

White

4%   3%   2%

9%

82%
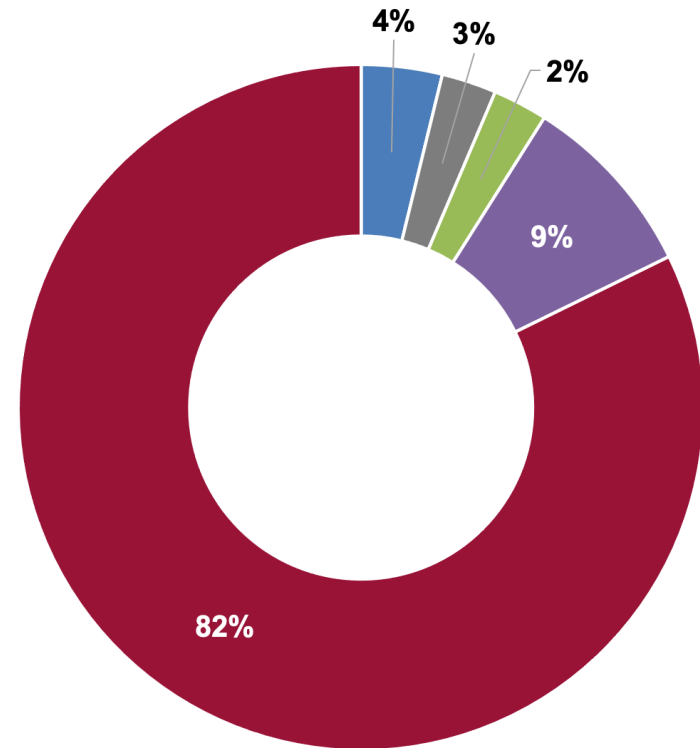
Fall 2020-to-Fall 2021 Retention

43.9%

6-Year Graduation Rate

4.9%

Top 10 Programs of Study		
Associate of Science	75.3%	544
Associate of Science - Undecided	10.1%	73
Liberal Arts	4.3%	31
Post Graduate Enrollment	4.3%	31
Guest Enrollment	2.4%	17
Associate of Science - Pre Education	1.4%	10
Associate of Science - Pre Engineering	1.0%	7
Associate of Arts	0.8%	6
Pre Physical Therapy	0.1%	1
Undecided	0.1%	1

Potential Needs

❖ Ease of transfer
❖ Credit awarding flexibility
❖ Prompt credit evaluation
❖ Individual transfer advising
❖ Social and academic connections
❖ Financial aid

SO 4: Strategic Program Marketing

UNIVERSITY OF WISCONSIN-PARKSIDE

Signature PROGRAMS

THEATRE ARTS
100% SPRING GRADS EMPLOYED IN INDUSTRY

COMPUTER SCIENCE
99% GRADS EMPLOYED IN FIELD

PRE-HEALTH
89% PROFESSIONAL SCHOOL ACCEPT. RATE

CRIMINAL JUSTICE
#1 CRIMINAL JUSTICE PROGRAM IN WISCONSIN

student/faculty ratio:

17:1

100% of classes taught by professors

	FACTOR WEIGHT	RAW SCORE	WEIGHTED SCORE
# of Web Page Visitors	0.5		
# of Inquiries	0.6		
# of Applications	0.8		
# of New Students	1.0		
# of Continuing Students	1.0		
Prospective Student Survey Results (Table 7.3)	0.5		
Program Fall-to-Fall Retention Rate	0.5		
Program 4-Year Graduation Rate	0.5		
Job Placement Rate (6 months after graduation)	0.5		
University Transfer Rate	0.5		
TOTAL Score			

Academic Program Marketing Approach

Website Presence

Tiered Program Marketing

New Program Marketing & Recruitment Plan

SO 5: Improve 1st-to-2nd Year Retention

- ❖ A comprehensive, holistic first-year program
- ❖ Reduce DWF rates in targeted first-year courses
- ❖ Expand high impact activities in Gen Ed courses
- ❖ Analysis of scheduling and course caps for first-year courses
- ❖ Elevate career exploration within the meta majors
- ❖ Student success coach initiative
- ❖ Refinement of proactive advising and early alert efforts
- ❖ Expand access to mentoring through the Promise Program
- ❖ Increase supports for Black, Hispanic, and low-income students to close equity gaps

Reduce DFW Rates

❖ Improve pedagogy in high DFW courses

❖ Adopt time-flexible, competency-based practices in appropriate DFW courses

❖ Provide early academic feedback (1st 3-4 weeks of class)

❖ Embed success coaches in DFW courses and adopt the FLEX coaching model

❖ Consider "protective scheduling" using EAB Navigate predictive analytics

Closing the Equity Gap

❖ Pre-college programs leveraging College Navigators and possibly others

❖ Create wraparound supports

  ✓Academic

  ✓Health and wellbeing

  ✓Cultural

  ✓Financial

Brooklyn College's SEEK program using EAB Navigate

SO 6: Strategic Allocation of Resources

Performance Management

60%

Current Performance Indicator

TOP PERFORMING

Strategy 1	105%
Strategy 2	100%
Strategy 3	96%

UNDERPERFORMING

Strategy 1	11%
Strategy 2	20%
Strategy 3	25%

ON-TIME DELIVERY
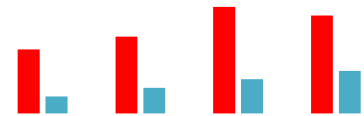
■ON-TIME   ■ DELAYED

SEM PLAN

- Enrollment Goals
- KPIs
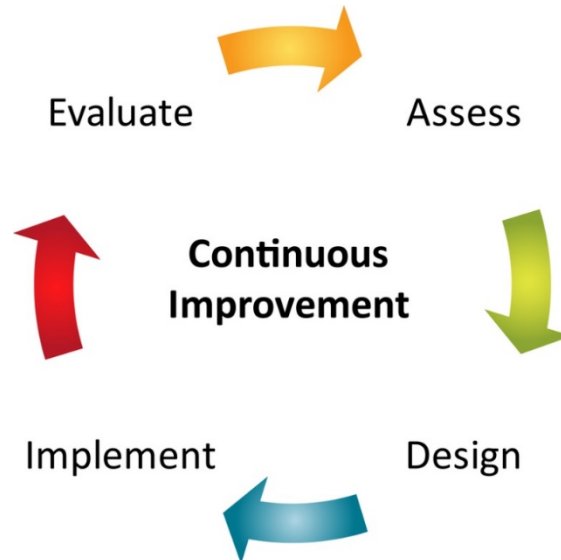- Enrollment Strategies
- ROI

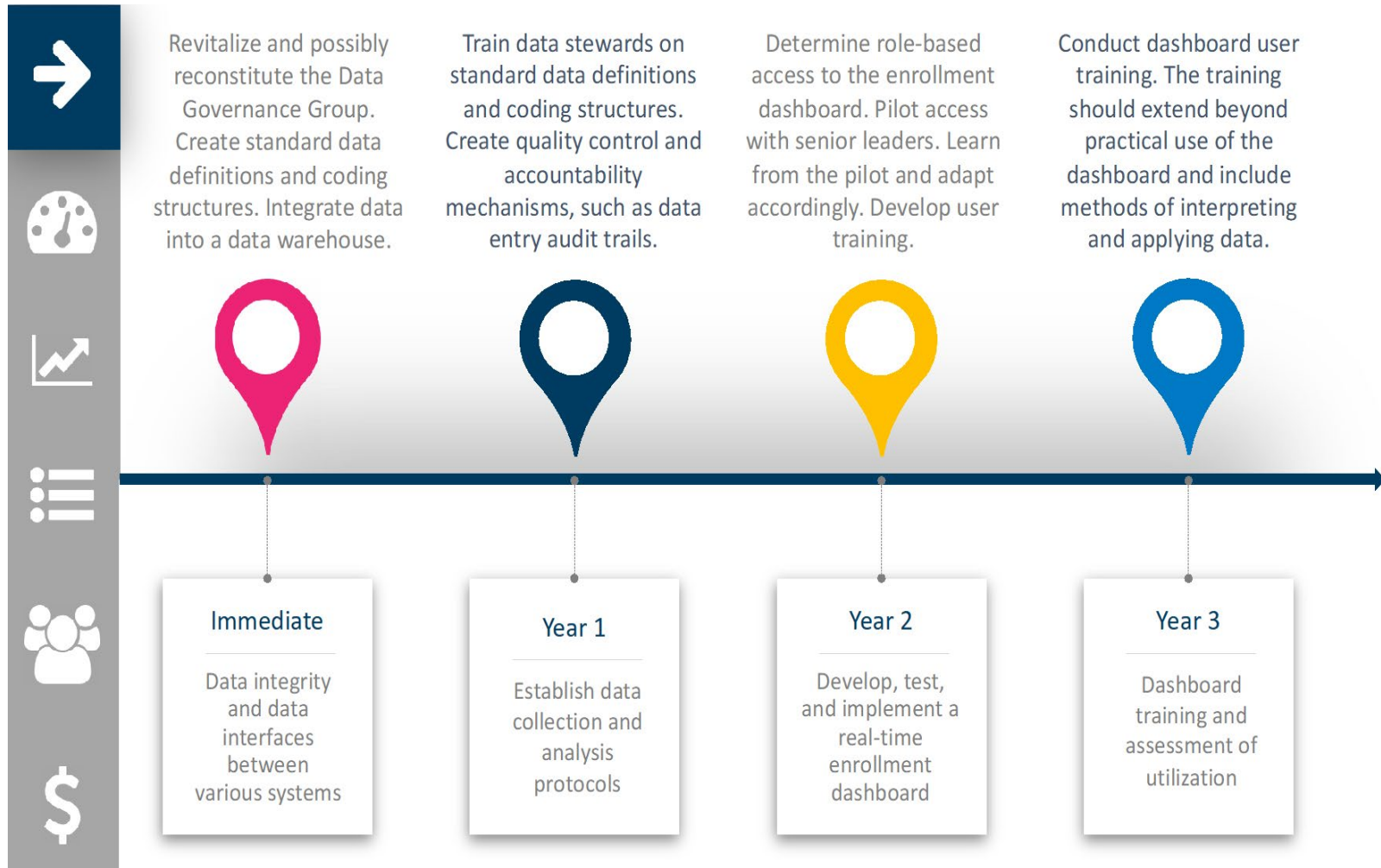**47** DAYS UNTIL CENSUS

Perfecting Strategy

To thrive in the future, Parkside must have the intelligence that allows the organization to FOCUS on the right strategic issues and the institutional WILL to act.

Evaluate → Assess

Continuous Improvement

Implement ← Design

Enrollment Indicators

Prospective Students	Data	Current Students	Data
Number of inquiries		Class attendance numbers	
Yield rate of inquiries to applications		Number of course drops	
Number of applications		Mid-term grades (% of D and F grades)	
Yield rate of applications to acceptances		Early registration completion numbers	
Number of acceptances		Number of transcript requests	
Yield rate of acceptances to enrollments		Number of students on academic probation or suspension	
Number of campus visitors/virtual session attendees		Number of delinquent student accounts	
Number of financial aid submissions		Attendance at advising sessions	
Number of orientation attendees		Utilization of student supports	

Strategic Intelligence Blueprint

Revitalize and possibly reconstitute the Data Governance Group. Create standard data definitions and coding structures. Integrate data into a data warehouse.

Train data stewards on standard data definitions and coding structures. Create quality control and accountability mechanisms, such as data entry audit trails.

Determine role-based access to the enrollment dashboard. Pilot access with senior leaders. Learn from the pilot and adapt accordingly. Develop user training.

Conduct dashboard user training. The training should extend beyond practical use of the dashboard and include methods of interpreting and applying data.

Immediate

Data integrity and data interfaces between various systems

Year 1

Establish data collection and analysis protocols

Year 2

Develop, test, and implement a real-time enrollment dashboard

Year 3

Dashboard training and assessment of utilization

SO 7: Parkside Career Promise

Guarantees

❖ Every student is guaranteed at least one of the following:
- ✓ Internship
- ✓ Co-op
- ✓ UG research experience
- ✓ Study abroad with an internship
- ✓ Service opportunity
- ✓ Design team

Career Services

- ❖ Interview preparation
- ❖ Creating resumes
- ❖ Social media etiquette
- ❖ Responding to job offers
- ❖ Career fairs
- ❖ Networking
- ❖ Help finding jobs domestically and internationally

Promise Promotion

- ❖ Media blitz
- ❖ Direct marketing to prospective students
- ❖ Promotion to guidance counselors and other influencers

Promise Design

- ❖ Competitive positioning
- ❖ Employed within 6 months following graduation or enroll in a S&T certificate program at no cost
- ❖ Guarantees regarding career preparation options
- ❖ Career services

Enhancing Marketability

- ❖ Students not employed within 6 months following graduation can enroll in S&T certificate programs at no cost
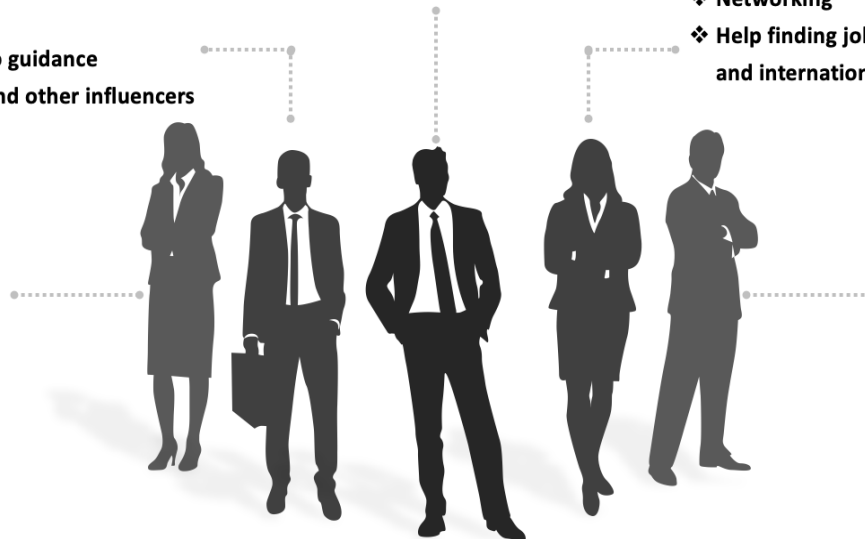
Strategic Opportunity Prioritization

Strategic Opportunity	Timeframe	Impact Level	Resource Level	Parkside Priority Rating
Build Brand Awareness	ST-LT	High	High	
Increase Admit-to-Enrolled Yield Rates	ST	High	Low	
A Streamlined Transfer Pipeline	ST-MT	High	Low	
Strategic Program Marketing	MT-LT	High	Medium	
Improve 1st-to-2nd Year Retention	ST-MT	High	Medium	
Strategic Allocation of Resources	ST-LT	High	Medium	
Parkside Career Promise	ST-LT	High	Medium - High	

LEGEND: ST = Short-term, MT = Mid-term, LT = Long-term

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