

Strategic Enrollment Planning

Planning for the Future



Over the course of the next 80 minutes, we will provide:

1

An overview of the Strategic Enrollment Planning (SEP) process that UMBC is embarking on and how campus stakeholders will be involved throughout the process. (10-15 min)

2

An opportunity to provide critical input to the SEP process by considering how students' needs and preferences are evolving *throughout the student lifecycle*, and discussing how we – as individuals, partners, and UMBC as a whole – can better meet the current and future needs of its students. (60 min)

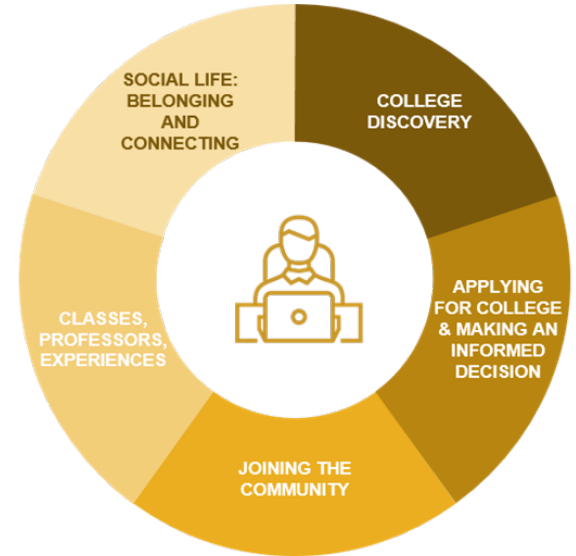
Strategic Enrollment Planning *spans the entire student lifecycle* and requires a student-centered approach to setting institutional enrollment and student success goals and priorities.



INSTITUTIONAL PERSPECTIVE



STUDENT SUCCESS PILLARS



STUDENT PERSPECTIVE

A successful plan requires prioritization and balancing enrollment growth, compositional factors (“who we serve”), and net tuition revenue.



ENROLLMENT GROWTH

Headcount growth across programs, by student type, retention and graduation improvements, etc.



ENROLLMENT COMPOSITION

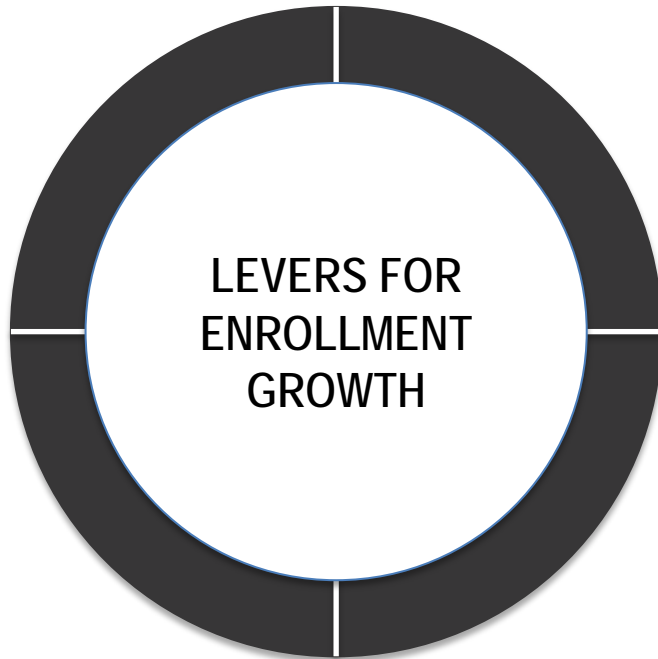
Demographic diversity, academic quality, diversity of interest, etc.



NET TUITION REVENUE (NTR)

Tuition less the sources of institutional aid provided to enrolled students.

UMBC will need to prioritize and balance various “levers” as it defines its goals for enrollment growth.



HEADCOUNT

- New Freshmen
- International Undergraduates
- Transfer Undergraduates
- Graduate Students
- Non – Degree Students

STUDENT SUCCESS & SUPPORT

- Retention
- Progression

ENROLLMENT & PROGRAM MIX

- Program Demand & Capacity
- Program Innovation

The Strategic Enrollment Planning process will take place in three phases, facilitated by Huron, and owned and managed by a Steering Committee of UMBC leaders¹:

PHASE 1 (NOW – DEC)

ASSESSMENT OF CURRENT APPROACH

Conduct analysis and stakeholder engagement to understand UMBC's current approach to enrollment and student success.

PHASE 2 (DEC – JAN)

FRAMEWORK DEVELOPMENT & OPTIONS GENERATION

Develop a strategy for student success at UMBC to include:

- Vision & Priorities
- Options Creation & Evaluation
- Financial Impact Model

PHASE 3 (JAN – FEB)

PLAN DEVELOPMENT

Work with UMBC leadership and community to develop the strategic enrollment plan with an implementation roadmap.

UMBC SEP Steering Committee Involvement & Campus Communications/Updates

1. See page 9 for a list of Steering Committee members

UMBC SEP Steering Committee

Philip Rous, Provost (Co-Sponsor)

David Di Maria, AVP, International Education Services

Lynne Schaefer, CFO (Co-Sponsor)

Janet Rutledge, VP and Dean, Graduate School

Yvette Mozie-Ross, VP, Enrollment Management & Planning (Primary Contact)

Charles Nicholas, Professor and Academic Planning and Budget Committee Chair

Lisa Akchin, AVP, Engagement

Chris Steele, VP, Professional Studies

Keith Bowman, Dean, COEIT

Karl Steiner, VP, Research

Bill LaCourse, Dean, CNMS

Nancy Young, VP, Student Affairs

Dana Bradley, Dean, ESAS

Jack Suess, VP, IT

Scott Casper, Dean, CAHSS

Connie Pierson, AVP, IRADS

Katharine Cole, VP and Dean, Undergraduate Academic Affairs

Gregory Simmons, VP, Institutional Advancement

We will utilize various data sources to understand potential enrollment opportunities for UMBC to pursue – including feedback from leaders and stakeholders across campus.

Student Types

First-Time, Full-Time (Undergraduate)	Graduate & Professional Students
Transfer – UMBC & UMBC Shady Grove (Undergraduate)	ELI, Training Center, and other Non-Degree Students
International (Undergraduate and Graduate)	Non-Traditional Students

Internal Data

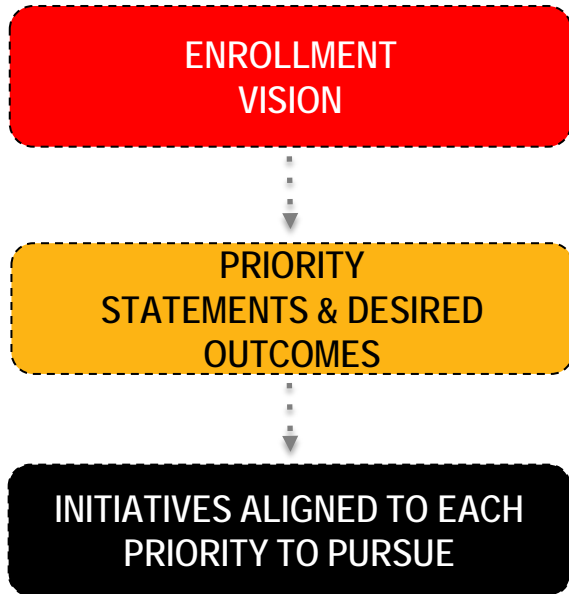
UMBC Enrollment Funnel Data	Financial Aid Strategy Data
Previous Studies / Surveys	Student Focus Groups
Strategic Plan / Operations / Organization Documents	Community Survey (Faculty and Staff)
Faculty Leadership Interviews & Focus Groups	Staff & Leadership Interviews

External Data

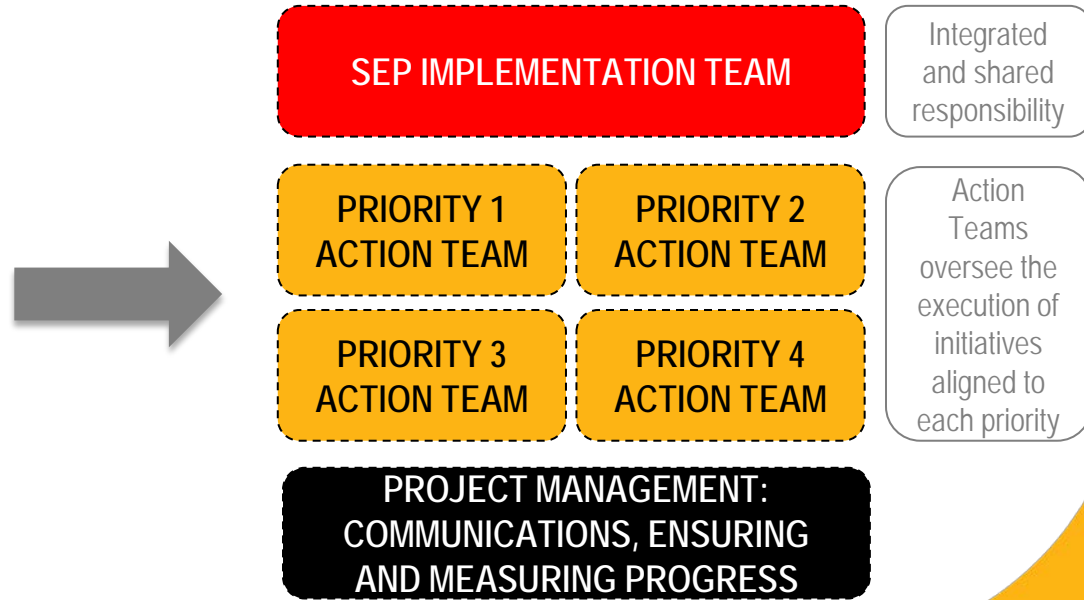
Labor Market / Demand Data
NSC Student Data (non-enrolling admits, transfer-outs)
Enrollment Peer Data

The final Strategic Enrollment Plan will include a unified enrollment vision connected to a concise set of enrollment priorities. Each priority will then include an inventory of potential initiatives to pursue in the short-, mid-, and long-term to realize the goals associated with each priority.

Final Plan Elements



Implementation



We will now transition into the breakout portion of this session:

1

An overview of the Strategic Enrollment Planning (SEP) process that UMBC is embarking on and how campus stakeholders will be involved throughout the process. (10-15 min)

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An opportunity to provide critical input to the SEP process by considering how students' needs and preferences are evolving *throughout the student lifecycle*, and discussing how we – as individuals, partners, and UMBC as a whole – can better meet the current and future needs of its students. (60 min)

Please spend the next 45-50 minutes addressing the following questions in your breakout groups

**Min
0-15**

Reflecting on your current role: Recall the various stages of the student lifecycle (recruitment, yield, retention, degree progression and persistence, student experience, etc.) – How does your work currently impact student outcomes throughout the lifecycle?

Discuss your table's assigned persona:

15-30

- Persona A: New / Current Freshman (First-Time Full-Time)
- Persona B: New / Current Undergraduate Transfer
- Persona C: New / Current International Student (Undergraduate or Graduate)
- Persona D: Graduate Student (Masters or Doctoral)
 - i. How have you seen this students' needs and preferences evolve at various stages *throughout the student lifecycle*? How will their needs be different in 10 years?
 - ii. What changes / opportunities do you see to better meet the needs of this student today and in the future?

30-45

Collaborating to enhance outcomes: What partnerships – with other units, individuals, tools, plans / initiatives – would you like to see strengthened or formed that would help UMBC better meet the current and future needs of students?

Breakout Session Locations

Check your ticket for detailed information on your assigned breakout group and location.

Group 1	Music Box (room 151)
Group 2	Dance Cube (room 337)
Group 3	Acting/Directing Studio (room 105)
Group 4	Theatre Rehearsal Studio (room 102)