

Enrollment Planning
Provost's Enrollment Management Committee
December 6, 2006

Members of the Provost's Enrollment Management Committee:

Rita Cheng, Provost and Vice Chancellor, Academic Affairs

Pam Clark, Executive Director of TRIO and Precollege Programs

Jan Ford, Executive Director, Recruitment and Outreach

Jennifer Gruenewald, Director, International Student and Scholar Services

Jim Hill, Interim Vice Chancellor for Student Affairs

Jane Hojan-Clark, Executive Director of Financial Aid

Linda Huang, Acting Director, Multicultural Student Center

Gwat Lie, Acting Dean of the Graduate School

Ruth Russell, Director, Academic Opportunity Center

Beth Weckmueller, Executive Director, Enrollment Services

Ruth Williams, Associate Vice Chancellor, Academic Affairs

The Provost's Enrollment Management Committee presents in the attached pages its goals and operational plans. The purpose of this document is two-fold:

1. To serve as a guide for coordinating actions within the enrollment management units to achieve common goals; and
2. To communicate these overall strategies to the campus community in order to gain assistance in these initiatives and to improve campus-wide coordination.

The primary themes reflected in the goals and action steps outlined in the following pages are to recruit and enroll an increasingly diverse, academically prepared group of new undergraduates and graduate students, and to increase retention. The emphasis in the current phase is on the freshman class. However, the plan will evolve to include greater clarity on steps to enhance diversity and achievement in new transfer undergraduates and in new graduate student candidates.

We freely acknowledge UWM has not yet, despite the best efforts of many departments and individuals, been successful in making the progress we all are striving for in our diversity goals. While we have in fact intensified our recruitment and outreach efforts targeting students of color in particular (including, this past year, increased visits to MPS high schools, greater participation in on-campus programs, enhanced and more individualized follow through with all applicants of color, etc.) we have not yet seen the results we are hoping for. Therefore, we are proposing a number of new or refined strategies as we continue to modify and add to our efforts in hopes of more positive results.

For the sake of clarity, this report separates out individual goals and strategies, and concentrates on those that are either new or significant enhancements to what has been done in the past. It does not attempt to enumerate all of the usual strategies and activities routinely employed by the enrollment management units, nor does it capture all of the additional strategies and activities which are, or might in future, be employed by other campus units working in partnership with campus enrollment management units. But we do in fact recognize that our overall enrollment goals will be accomplished only when we approach our strategies holistically, and understand the impact of *all* of our practices on attaining these goals.

For example, as more students apply to UWM and our programs, we must ensure that our admission policies and practices strategically support increasing diversity and student achievement. At the campus level, we have already committed to a holistic review and decision process for the freshman class of 2008. As we implement this process, we will also recommend that individual academic units and programs evaluate whether additional criteria in place for freshman admissions, and/or the criteria used for admission to the major, also strategically support increased student diversity and achievement. As another example, our practices in awarding scholarships may not be the most strategic in attracting students that bring us both greater diversity and higher achievement. We are now using the limited dollars we have to allocate at the campus level in a more aggressive and strategic manner to recruit new freshmen, but we also need to reexamine whether we are employing similar strategies in awarding scholarship funds held at the programmatic levels.

UWM's enrollment management units also recognize that recruitment strategies that have been effective in the past may no longer be as appropriate or effective in achieving our goals. A prime example is access to high school students in Milwaukee schools, once gained fairly equally and consistently across a limited number of large high schools, in each of which we had well-established relations with guidance counselors. That landscape has changed significantly. As the Milwaukee Public School district has evolved into a system of increasingly smaller schools (some without any guidance counselors) and as an increasing number of Milwaukee students attend private or charter schools, our methods of connecting with prospective students have also changed. We are now relying on a far broader system of potential contacts and welcome all with such contacts to be part of our recruitment efforts.

Finally, while there are several strategies outlined in this plan, the most important resource we'll need to be more effective in recruiting and retaining a diverse and achieving student body is private scholarship funds. We present a proposal for funding 200 new scholarships that will require \$1.42 million available for annual allocation of new freshman scholarships starting in 2007-08. Students targeted will include those identified through recruitment and outreach, pre-college programs, and students graduating in the top 10% of Milwaukee Public Schools.

By combining available financial aid with privately raised dollars, UWM can increase by 200 the number of new freshmen (within a total freshman class of approximately 4300) who will contribute to the improved academic standing and diversity of the freshman class. When fully funded, the private dollars allocated to these funding packages will be \$700,000 per year in tuition assistance and \$720,000 per year in residence hall fee assistance.

New scholarships to use in combination with financial aid:

Number	Need status	Tuition scholarship funding	Residence hall scholarship funding	Assumptions
50	No need	350,000	120,000	Provide full tuition award (7,000) to all 50 and additional residence hall fee award (6,000) to 20 of these
100	midrange	350,000	300,000	Provide full tuition awards and full residence hall awards to the equivalent of 50 assuming that aid and student/parent contributions will fill the full cost
50	Fully eligible for grants	0	300,000	Financial aid grants will cover tuition but not enough incentive for students to opt to stay in the residence halls, so provide full residence hall scholarship to all 50
200		\$700,000	\$720,000	

UWM Enrollment Management Goals:

Within a student body of approximately 30,000 by Fall, 2008:

1. Enroll a freshman class that:
 - Remains about 4300 students
 - Rationale: Limiting growth of student population
 - Is made up of 860 students of color (200 additional over current)
 - Rationale: Meeting chancellor's goal to attain an undergraduate population comprised of 20% minority students
 - Is made up of a higher percentage of students in the top 10% of their high school class and continues the trend of increasing average ACT scores and other markers of preparation for college
 - Rationale: Meeting campus goals to increase high-achieving student enrollment

2. Increase the diversity and achievements of new transfer students.
 - Rationale: Offering access to adult and returning students continues to be a high priority for UWM

3. Increase new master's students by 5% per year for five years and increase new doctoral students by 10% per year for five years
 - Rationale: Linking enrollments with research goals

4. Increase undergraduate retention
 - By Fall, 2008, the continuing undergraduate population will grow by approximately 900 students assuming a minimum of a 1% increase in retention rates overall
 - Access to Success goals:
 - Increase overall retention of new freshmen
 - Eliminate gaps in retention between students of color and white students
 - Eliminate gaps in retention between students who enter UWM ready for placement in college level courses and those who do not.
 - Rationale: Increase success for all students

Enrollment Management Plan:

Enroll a freshman class that remains about 4300 students

Key enhancements of ongoing strategies	New strategies
<p>Expedite admissions decisions, both standard and discretionary, in order to better manage overall size of freshman class.</p> <p>Expand and enhance UWM/MATC PantherTrack program, adding a dual enrollment component in fall 2007.</p>	<p>Monitor and publicize impending admissions cutoff as application limit is approached; admit only selectively (targeted students) beyond this date.</p> <p>Implement holistic admission review process for fall, 2008 freshman class.</p>

Enroll a freshman class that is made up of 860 students of color (200 additional over current)

Key enhancements of ongoing strategies	New strategies
<p>Involve precollege advisors/staff in recruitment efforts, e.g. helping students in completing application and financial aid processes.</p> <p>Enhance TRIO and Pre-College marketing/outreach budget for additional TRIO and Pre-college brochures and other outreach materials for distribution at local community events and activities.</p> <p>Expand “ACT Preparation” classes; provide institutional scholarships to participants not qualifying for the DPI scholarship. Aggressively recruit ACT Prep participants from UWM’s and PIC’s programs</p> <p>Expand and enhance Future Leaders Program (FLP).</p> <p>Provide additional MPS and other Milwaukee high schools with follow-up data on applicants.</p> <p>Hire Director of Minority Recruitment and additional recruiter focusing on students of color.</p> <p>Reserve and guarantee housing to 50 students of color.</p> <p>Provide MSC/Academic Support units with</p>	<p>Offer “UWM Admission” to precollege participants who meet specific criteria.</p> <p>Award scholarships for two graduating Future Leaders Program (FLP) seniors to attend UWM each year.</p> <p>Offer at no cost “ACT Preparation” classes to:</p> <ul style="list-style-type: none"> • freshman applicants without ACT scores (for April test) • high school juniors and seniors <p>Facilitate completion of on-line applications on site in MPS schools.</p> <p>Implement new process and secure funding to support up to 50 application fee waivers for students of color, regardless of need – include qualified FLP graduates.</p> <p>Award scholarships earlier utilizing student-reported and ACT data.</p> <p>Provide information about availability of federal/state aid funds more strategically, and combine if necessary with housing</p>

<p>additional, timely information on admitted students of color to support enhanced follow-up.</p> <p>Enhance programming efforts to bring more students of color to campus for participation in visit programs.</p> <p>Refine and augment community outreach efforts to include increased recruitment contact with area agencies and churches.</p> <p>Expand current outreach efforts in Illinois and Minnesota, with focus on urban areas.</p>	<p>guarantee, to enroll additional high need/low EFC students of color.</p> <p>Award full tuition scholarships for up to 50 additional qualified students of color, regardless of need (build on current Minority Achievement Award Scholarships)</p> <p>Secure new funding to support housing scholarships for up to 50 additional qualified students of color, regardless of need.</p>
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Enroll a freshman class that is made up of a higher percentage of students in the top 10% of their high school class and that continues the trend of increasing average ACT scores and other markers of preparation for college

Key enhancements of ongoing strategies	New strategies
<p>Expedite admission decisions and intensify follow-up with top 10% students upon admission.</p> <p>Use ACT data to identify and contact new potential candidates. (And AP data; HS Rank data)</p> <p>Reserve and guarantee housing to 50 high achieving students.</p> <p>Provide DRO and Schools/Colleges with additional timely information on high achieving admits to facilitate enhanced follow-up and improve yield.</p> <p>Establish enhanced tracking in OASIS of students fitting target group, enabling more timely and directed follow-up efforts.</p> <p>“Beef up” marketing messages of institutional quality in campus advertising, promotional print pieces and radio.</p> <p>Target specific visit/educational programs to high achieving students.</p>	<p>Offer scholarships (the old Milwaukee Guarantee?) to the top 10% of MPS graduating seniors.</p> <p>Implement new process and secure funding to support up to 50 application waivers for high achieving students, regardless of need.</p> <p>Package available federal/state aid funds more strategically, and combine if necessary with housing guarantee, to enroll additional high achieving students who are also high need/low EFC.</p> <p>Use ACT data to award scholarships earlier</p> <p>Secure new funding to support full tuition scholarships for up to 50 additional high achieving students, regardless of need.</p> <p>Secure new funding to support housing scholarships for up to 50 additional high achieving students, regardless of need.</p>

	<p>Establish new recruitment processes targeting selected talented/high achieving students including new mailing schemes, telephone campaigns, scholarship/incentive packaging, tracking and analysis.</p> <p>Establish DRO territory management scheme including auto-assignment of contacts, territory targets, extensive tracking, follow up and analysis.</p> <p>Invite and facilitate participation of top administrators in selected follow-up activities with top prospects.</p>
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Increase new master’s students by 5% per year for five years while also increasing diversity

Key enhancements of ongoing strategies	New strategies
<p>McNair programs at UWM and at other institutions around the country continue to be an important recruitment source for academically talented students.</p> <ol style="list-style-type: none"> 1. Enhance McNair programming - Provide 12 additional CIC summer research opportunities 2. Bring prospective students to UWM; meet faculty and other students 3. Host McNair Research Conference <p>Enhance international connections.</p> <ul style="list-style-type: none"> - Increase assistantships, fellowships, grants, etc. - Work closely with CIE and program representatives re: recruitment of international students - Monitor pilot program re: Bologna proposal (applicants from three year college programs) <p>Work with graduate program representatives to increase enrollment through:</p> <ol style="list-style-type: none"> 1. Enhanced marketing and recruitment strategies 2. Improved responsiveness to inquiries from 	<p>Identify Mc Nair scholars from around the country for recruitment by graduate program representatives at UWM</p> <ul style="list-style-type: none"> - Attend McNair and CIC conferences, and recruitment fairs at Research Universities Feeder Schools <p>Apply for increased funding – to support an additional 33 (over current 100) more students</p> <p>Work with directors of new programs to facilitate recruitment and enrollment of students in new programs (e.g., women’s studies, nonprofit management and leadership, Spanish, public health, etc.)</p>

<p>prospective students</p> <p>3. Timely admission decisions</p> <p>4. Prompt follow-ups to help translate admits into enrollments</p> <p>Assist in the development of new Masters and graduate certificate programs</p> <p>Develop more retention and enrichment events/activities</p> <p>Conduct satisfaction and “climate” surveys</p>	
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Increase new doctoral students by 10% per year for five years while also increasing diversity

Key enhancements of ongoing strategies	New strategies
<p>Enhance international connections. Increase assistantships, fellowships, grants, etc.</p> <p>Work with graduate program representatives to increase enrollment through:</p> <ul style="list-style-type: none"> - Enhanced marketing and recruitment strategies - Improved responsiveness to inquiries from prospective students - Timely admission decisions - Prompt follow-ups to help translate admits into enrollments <p>Assist in the development of new doctoral programs</p> <ul style="list-style-type: none"> - Coordinate and facilitate on-campus discussion, approval and support in the case of multidisciplinary/multi-institutional programs - Streamline on-campus faculty governance and administrative review and approval process <p>Develop more retention and enrichment events/activities (e.g., workshops on preparing an IRB protocol; preparing for the professoriate)</p> <p>Conduct satisfaction and “climate” surveys</p>	<p>Work with directors of new doctoral programs (e.g., social work, physical therapy, communication, community and public health, africanology) to facilitate recruitment, enrollment, timely progress to degree and graduation</p> <p>Work with Foundation to increase funding for scholarships and assistantships</p> <p>Make financial support packages for graduate assistants more competitive</p> <p>Explore inclusion of non-financial support essentials, e.g., housing, child care</p> <p>Assist in the long range planning & development of new doctoral programs</p> <ul style="list-style-type: none"> - Initiate on-campus strategic planning re: new doctoral program design & development - Develop timeline - Implement plans

Increase undergraduate retention by a minimum of 1%

Key enhancements of ongoing strategies	New strategies
<p>Expand Access to Success initiatives</p> <p>Residence hall expansion</p> <p>Build infrastructure support in A2S</p> <p>Improve classroom climate, e.g., hire more faculty of color, and faculty who are innovative and sensitive to student needs.</p> <p>Continue to assess satisfaction and respond with appropriate modifications to enhance the STAR/Orientation program.</p>	<p>Learning communities developed for RiverView residence hall as pilot for campus-wide implementation.</p> <p>Student Affairs and the Multicultural Student Center will develop and partner on programs that improve campus climate, enrich the quality of student life and strengthen the student community.</p> <p>Award Access to Success sophomore-year scholarships to freshmen completing their first year with GPAs exceeding 3.0 and who win scholarship competition</p>