

ENROLLMENT MANAGEMENT DRAFT 12.15.06

GOAL	OBJECTIVES	STRATEGIES	METRICS
<p>Develop and implement enrollment policies and programs that will help qualified students gain access to a quality education, to persist, to succeed, and to graduate.</p>	<p>Set enrollment targets for fall 2016 by student level.</p>	<p>Increase UTSA undergraduate enrollment to 28,000 by the year 2016.</p> <p>Increase UTSA graduate enrollment to 7,000 by the year 2016.</p>	<p>Undergraduate enrollment for 2006 = 24,578</p> <p>Undergraduate enrollment for 2008 = 25,263</p> <p>Undergraduate enrollment for 2010 = 25,984</p> <p>Undergraduate enrollment for 2012 = 26,663</p> <p>Undergraduate enrollment for 2014 = 27,318</p> <p>Undergraduate enrollment for 2016 = 28,000</p> <p>Graduate enrollment for 2006 = 3,801</p> <p>Graduate enrollment for 2008 = 4,441</p> <p>Graduate enrollment for 2010 = 5,081</p> <p>Graduate enrollment for 2012 = 5,721</p> <p>Graduate enrollment for 2014 = 6,361</p> <p>Graduate enrollment for 2016 = 7,000</p>

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	<p>Set enrollment targets for fall 2016 by college, and by student level within college.</p>	<p>Increase College of Architecture undergraduate enrollment to 1,122 by the year 2016.</p> <p>Increase College of Architecture graduate enrollment to 280 by the year 2016.</p>	<p>Architecture undergrad enrollment for 2006 = 940.</p> <p>Architecture undergrad enrollment for 2008 = 975.</p> <p>Architecture undergrad enrollment for 2010 = 1010.</p> <p>Architecture undergrad enrollment for 2012 = 1045.</p> <p>Architecture undergrad enrollment for 2014 = 1080.</p> <p>Architecture undergrad enrollment for 2016 = 1122.</p> <p>Architecture graduate enrollment for 2006 = 68.</p> <p>Architecture graduate enrollment for 2008 = 111.</p> <p>Architecture graduate enrollment for 2010 = 154.</p> <p>Architecture graduate enrollment for 2012 = 197.</p> <p>Architecture graduate enrollment for 2014 = 240.</p> <p>Architecture graduate enrollment for 2016 = 280.</p>
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		<p>Reduce College of Business undergraduate enrollment to 4,985 by the year 2016.</p> <p>Increase College of Business graduate enrollment to 1,246 by the year 2016.</p>	<p>College of Business undergraduate enrollment for 2006 = 5,387.</p> <p>College of Business undergraduate enrollment for 2008 = 5,306</p> <p>College of Business undergraduate enrollment for 2010 = 5,225</p> <p>College of Business undergraduate enrollment for 2012 = 5,144</p> <p>College of Business undergraduate enrollment for 2014 = 5,063</p> <p>College of Business undergraduate enrollment for 2016 = 4,985</p> <p>College of Business graduate enrollment for 2006 = 770</p> <p>College of Business graduate enrollment for 2008 = 864</p> <p>College of Business graduate enrollment for 2010 = 958</p> <p>College of Business graduate enrollment for 2012 = 1,052</p> <p>College of Business graduate enrollment for 2014 = 1,146</p> <p>College of Business graduate</p>
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		<p>Increase College of Education and Human Development undergraduate enrollment to 3,500 by the year 2016.</p> <p>Increase College of Education and Human Development graduate enrollment to 2,030 by the year 2016.</p>	<p>enrollment for 2016 = 1,246</p> <p>College of Education and Human Development undergraduate enrollment for 2006 = 3,019</p> <p>College of Education and Human Development undergraduate enrollment for 2008 = 3,115</p> <p>College of Education and Human Development undergraduate enrollment for 2010 = 3,211</p> <p>College of Education and Human Development undergraduate enrollment for 2012 = 3,307</p> <p>College of Education and Human Development undergraduate enrollment for 2014 = 3,403</p> <p>College of Education and Human Development undergraduate enrollment for 2016 = 3,500</p> <p>College of Education and Human Development graduate enrollment for 2006 = 1,454</p> <p>College of Education and Human Development graduate enrollment for 2008 = 1,569</p>
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		<p>Increase College of Engineering undergraduate enrollment to 2,886 by the year 2016.</p>	<p>College of Education and Human Development graduate enrollment for 2010 = 1,684</p> <p>College of Education and Human Development graduate enrollment for 2012 = 1,779</p> <p>College of Education and Human Development graduate enrollment for 2014 = 1,914</p> <p>College of Education and Human Development graduate enrollment for 2016 = 2,030</p> <p>College of Engineering undergraduate enrollment for 2006 = 1,687.</p> <p>College of Engineering undergraduate enrollment for 2008 = 1,927.</p> <p>College of Engineering undergraduate enrollment for 2010 = 2,167.</p> <p>College of Engineering undergraduate enrollment for 2012 = 2,407.</p> <p>College of Engineering undergraduate enrollment for 2014</p>
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		<p>Increase College of Engineering graduate enrollment to 722 by the year 2016.</p> <p>Increase College of Liberal and Fine Arts undergraduate enrollment to 5,982 by the year 2016.</p>	<p>= 2,647.</p> <p>College of Engineering undergraduate enrollment for 2016 = 2,886.</p> <p>College of Engineering graduate enrollment for 2006 = 224.</p> <p>College of Engineering graduate enrollment for 2008 = 324.</p> <p>College of Engineering graduate enrollment for 2010 = 424.</p> <p>College of Engineering graduate enrollment for 2012 = 524.</p> <p>College of Engineering graduate enrollment for 2014 = 624.</p> <p>College of Engineering graduate enrollment for 2016 = 722.</p> <p>COLFA undergraduate enrollment for 2006 = 5,349.</p> <p>COLFA undergraduate enrollment for 2008 = 5,476.</p> <p>COLFA undergraduate enrollment for 2010 = 5,603.</p> <p>COLFA undergraduate enrollment</p>
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		<p>Increase College of Liberal and Fine Arts graduate enrollment to 1496 by the year 2016.</p> <p>Increase College of Public Policy undergraduate enrollment to 1,074 by the year 2016.</p>	<p>for 2012 = 5,730.</p> <p>COLFA undergraduate enrollment for 2014 = 5,857.</p> <p>COLFA undergraduate enrollment for 2016 = 5,982.</p> <p>COLFA graduate enrollment for 2006 = 470.</p> <p>COLFA graduate enrollment for 2008 = 675.</p> <p>COLFA graduate enrollment for 2010 = 880.</p> <p>COLFA graduate enrollment for 2012 = 1,085.</p> <p>COLFA graduate enrollment for 2014 = 1,290.</p> <p>COLFA graduate enrollment for 2016 = 1,496.</p> <p>COPP undergraduate enrollment for 2006 = 824.</p> <p>COPP undergraduate enrollment for 2008 = 874.</p> <p>COPP undergraduate enrollment for 2010 = 924.</p>
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		<p>Increase College of Public Policy graduate enrollment to 393 by the year 2016.</p> <p>Increase College of Science undergraduate enrollment to 5234 by the year 2016.</p>	<p>COPP undergraduate enrollment for 2012 = 974.</p> <p>COPP undergraduate enrollment for 2014 = 1,024.</p> <p>COPP undergraduate enrollment for 2016 = 1,074.</p> <p>COPP graduate enrollment for 2006 = 268.</p> <p>COPP graduate enrollment for 2008 = 293.</p> <p>COPP graduate enrollment for 2010 = 318.</p> <p>COPP graduate enrollment for 2012 = 343.</p> <p>COPP graduate enrollment for 2014 = 368</p> <p>COPP graduate enrollment for 2016 = 393.</p> <p>COS undergraduate enrollment for 2006 = 4,739.</p> <p>COS undergraduate enrollment for 2008 = 4,838.</p>
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		<p>Increase College of Science graduate enrollment to 1309 by the year 2016.</p> <p>Increase Downtown Campus undergraduate enrollment to 6,222 by the year 2016.</p>	<p>COS undergraduate enrollment for 2010 = 4,937.</p> <p>COS undergraduate enrollment for 2012 = 5,036.</p> <p>COS undergraduate enrollment for 2014 = 5,135.</p> <p>COS undergraduate enrollment for 2016 = 5,234.</p> <p>COS graduate enrollment for 2006 = 550.</p> <p>COS graduate enrollment for 2008 = 702.</p> <p>COS graduate enrollment for 2010 = 854.</p> <p>COS graduate enrollment for 2012 = 1,006.</p> <p>COS graduate enrollment for 2014 = 1,158.</p> <p>COS graduate enrollment for 2016 = 1,309.</p> <p>Downtown Campus undergraduate enrollment for 2006 = 5,079.</p> <p>Downtown Campus undergraduate enrollment for 2008 = 5,308.</p>
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		<p>Increase Downtown Campus graduate enrollment to 1,653 by the year 2016.</p> <p>Increase Honors College enrollment to 1,260 by the year 2016.</p>	<p>Downtown Campus undergraduate enrollment for 2010 = 5,537.</p> <p>Downtown Campus undergraduate enrollment for 2012 = 5,766.</p> <p>Downtown Campus undergraduate enrollment for 2014 = 5,995.</p> <p>Downtown Campus undergraduate enrollment for 2016 = 6,222.</p> <p>Downtown Campus graduate enrollment for 2006 = 1,313.</p> <p>Downtown Campus graduate enrollment for 2008 = 1,381.</p> <p>Downtown Campus graduate enrollment for 2010 = 1,449.</p> <p>Downtown Campus graduate enrollment for 2012 = 1,517.</p> <p>Downtown Campus graduate enrollment for 2014 = 1,585.</p> <p>Downtown Campus graduate enrollment for 2016 = 1,653.</p> <p>Honors College enrollment for 2006 = 702.</p>
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	<p>Implement undergraduate freshman admission criteria to achieve a student population that will persist, succeed, and graduate.</p> <p>Develop an understanding of the</p>	<p>Use the Enrollment Management Matrix to study alternate sets of freshman admission criteria to measure the impact of changed criteria on access, persistence and graduation.</p> <p>Track success of undergraduate students admitted on provisional basis. Provide data on the success of these students and evaluate to determine the criteria to be used for admission of provisionally admitted students.</p> <p>Track success of enrolled transfer</p>	<p>Honors College enrollment for 2008 = 814.</p> <p>Honors College enrollment for 2010 = 926.</p> <p>Honors College enrollment for 2012 = 1,038.</p> <p>Honors College enrollment for 2014 = 1,150.</p> <p>Honors College enrollment for 2016 = 1,260.</p> <p>Increase freshman first-to-second-year retention rates from 65% to 78% by 2016.</p> <p>Increase freshman six-year graduation rates from 30% to 53% by 2016.</p> <p>Increase the first-to-second-year Provisionally Admitted student retention rate from 64% to 69.5% by 2016.</p> <p>Increase the six-year Provisionally Admitted graduation rate from 27% to 32.5% by 2016.</p> <p>A model for transfer cohort tracking</p>
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	<p>transfer population that can inform planning for admission criteria, improved persistence, success and graduation rates.</p>	<p>students to identify and implement transfer admission criteria that will improve persistence and graduation rates. This will require development of a model for transfer cohort tracking. The UT Regents have asked UT System to develop such a method.</p>	<p>is established.</p> <p>A baseline transfer student graduation rate is established.</p> <p>The baseline transfer graduation rate is used to inform graduation rate target setting.</p> <p>Transfer admission criteria are set based on transfer graduation rate targets.</p>
	<p>Develop an understanding of the graduate population that can inform planning for admission criteria, improved persistence, success and graduation rates.</p>	<p>Track success of enrolled graduate students to identify and implement graduate admission criteria that will improve persistence and graduation rates. This will require development of a model for graduate cohort tracking. The UT Regents have asked UT System to develop such a method.</p>	<p>A model for graduate student cohort tracking is established</p> <p>A baseline graduate student graduation rate is established.</p> <p>The baseline graduate student graduation rate is used to inform graduation rate target setting.</p> <p>Graduate admission criteria are set based on transfer graduation rate targets.</p>
	<p>Implement undergraduate student recruitment strategy that is</p>	<p>Use data from the National Clearinghouse to track applicants to</p>	<p>Increased yield rate of freshman accepted applicants who enroll from</p>

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	<p>coordinated with the recommended admission criteria.</p> <p>Create pathways of future access for first time freshman applicants initially denied admission.</p>	<p>UTSA who do not matriculate to learn more about our enrollment patterns and inform recruitment strategy.</p> <p>Ensure diversity of the incoming freshman classes by targeting diverse high schools in the student recruitment plan.</p> <p>Recruit for an enhanced academic profile of incoming freshman students by targeting high schools and students who match and exceed the criteria found among successful UTSA students.</p> <p>Increase the number of transfer articulation agreements.</p> <p>Adopt the common course numbering system used in the community colleges to become the UTSA course numbers for equivalent courses.</p> <p>Joint Undergraduate Matriculation Program (JUMP) rolled out to all ACCD schools and beyond.</p>	<p>47.17% to 55% by 2016.</p> <p>Improved diversity among incoming classes as follows by 2016: Increase Hispanic from 43.9% to 47%. Increase African American from 7.15% to 10%</p> <p>Increase the proportion of Top 10% class-ranked incoming freshmen from 8.17% to 20% by 2016.</p> <p>Increase the mean SAT of incoming freshmen from 1,016 to 1,100 by 2016.</p> <p>Increase the mean ACT of incoming freshmen from 21 to 23 by 2016.</p> <p>Increase the number of Texas Community College articulation agreements from 11 to 25 by 2016.</p> <p>Increased enrollment of qualified transfer students from 1,886 to 2,500 by 2016.</p> <p>Enroll 400 fall JUMP program completers per year by 2016.</p>
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	<p>Implement graduate student recruitment strategy that is coordinated with the institutional enrollment targets.</p>	<p>Enhance referral networks with current graduate students.</p> <p>Enhance college supported recruitment programs for each graduate program that are coordinated with the graduate admissions recruitment teams' activities.</p> <p>Enhance promotion of UTSA Graduate programs to undergraduates from other colleges and to UTSA undergraduates</p> <p>Implement/enhance admissions counseling and other pipeline strategies for prospective graduate students and graduate applicants.</p> <p>.</p> <p>.</p>	<p>Increase the fall semester graduate prospect pool from 3,129 to 5,000 by 2016.</p> <p>Increase the fall semester graduate prospect pool from 3,129 to 5,000 by 2016.</p> <p>Increased graduate prospect pool. from 3,129 to 5,000 by 2016.</p> <p>Maintain graduate yield rate from prospect to applicant at 90%.</p> <p>Improve graduate yield rate from applicant to admit from 62% to 70% by 2016.</p> <p>Improve graduate yield rate from admit to enrollee from 60% to 70% by 2016.</p> <p>Increased enrollment in UTSA graduate programs from 3,641 to 7,000 by 2016.</p> <p>Increase freshman scholarship recipients from _____ to _____ by 2016.*</p>
	<p>Create targeted scholarship opportunities for new students.</p>	<p>Increased level of scholarship funding for new students.</p>	

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	<p>Implement financial aid packaging to attract and support an undergraduate and graduate student population that is academically diverse, and that will persist, succeed, and graduate.</p> <p>Implement financial incentives as a tool to support undergraduate and graduate student success.</p>	<p>Develop scholarships specifically targeted at National Merit students.</p> <p>Develop scholarships specifically target at the Top 5% for incoming freshmen.</p> <p>Develop scholarships specifically targeted at Transfer Students.</p> <p>Develop grant/scholarship packages that fully cover tuition and fees for needy/low-income undergraduate students.</p> <p>Improve grant/scholarship packages for graduate population.</p> <p>Require 30 hours per year to students with tuition and fee guarantee.</p> <p>Provide four-year scholarships (need and non-need) to incoming freshmen.</p> <p>Provide tuition flexibility for students including flat rate tuition to encourage full-time enrollment and on-time graduation.</p>	<p>Create 20 scholarships by 2016.</p> <p>Create 100 scholarships by 2016.</p> <p>Create 100 scholarships by 2016.</p> <p>Increase number of financial aid recipients from the needy/low income category from _____ to _____ by 2016. *</p> <p>Increase the average value of graduate financial aid packages from _____ to _____ by 2016.*</p> <p>Increase number of students on financial aid completing degree program in 4 years from _____ to _____ by 2016.*</p> <p>Increase number of scholarship recipients from _____ to _____ by 2016.*</p> <p>Increase number of students completing 15 hours per semester from _____ to _____ by 2016.*</p>
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	<p>Improve new undergraduate prospective and admitted student's introduction and admittance process to UTSA</p> <p>Upgrade Orientation</p>	<p>Create junior/senior year scholarship program for students who enrolled as first-time freshmen at UTSA, who also completed 30 hours per academic year during their freshman and sophomore years.</p> <p>Visitor's Guide publication tells visitors about the campus and many businesses/stores/banks/apartments in the vicinity of the campus that students do business with.</p> <p>Create the ability to select "undecided" as a major on the Texas Common Application.</p> <p>On line Admitted Student Guide puts all the information in one delivered publication for new admits to take care of the business required to facilitate their enrollment.</p> <p>Develop On-Line Orientation for Transfer Students, and require transfer students to participate in Orientation.</p> <p>Conceptual re-design of undergraduate Orientation.</p> <p>Enhancement of Family Orientation.</p>	<p>Improve 4-year graduation rate of 26% (UT System Average) for recipients of the scholarship.</p> <p>Increased yield rate of freshman accepted applicants who enroll from 47.17% to 55% by 2016.</p> <p>Increase freshman first-to-second-year retention rates from 65% to 78% by 2016.</p> <p>Increased yield rate of freshman accepted applicants who enroll from 47.17% to 55% by 2016.</p> <p>Improved yield rate of admitted transfer students from 67% to 75% by 2016.</p> <p>Increase freshman first-to-second-year retention rates from 65% to 78% by 2016.</p> <p>Increase annual participation in Family Orientation from 1,556 to 2,500 by 2016.</p>
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	<p>Improve the contribution of policy and student success programming to student success.</p>	<p>Enhancement and expansion of Orientation programs for graduate students.</p> <p>Improve publicity of dropout prevention programs for students at risk.</p> <p>Address the problem of students repeating classes multiple times.</p>	<p>Improved participation of graduate students in Orientation from <10% to 25% by 2016.</p> <p>Increased number of students taking part in Success and Retention programming as defined in the Uniform Recruitment & Retention Strategy report from 17,298, to 20,000 by 2016.</p> <p>Implementation of a policy that gives incentive for students to take their repeat courses seriously....see Univ. of North Texas Policy as an example.</p>
<p>Create an internal and external environment conducive to meeting the stated goals of the Enrollment Management Plan.</p>	<p>Enhance perception of UTSA to increase effectiveness of Enrollment Management strategies related to freshman, transfer, and graduate student recruitment.</p>	<p>Develop a branding/marketing plan to attract the caliber and racial/ethnic mix of freshman, transfer, and graduate students that put UTSA in the position to satisfy the metrics stated in the Enrollment Management Plan.</p>	<p>A comprehensive marketing plan is in place for UTSA by January 2008.</p>
<p>Continually refine the Enrollment Management plan.</p>	<p>Incorporate assessment of progress made on the stated metrics into subsequent Enrollment Management planning cycles.</p>	<p>Enhance the data infrastructure to support an ongoing Enrollment Management Initiative.</p>	<p>Available Freshman Cohort student success tracking that incorporates high school attended, developmental coursework taken, college program of study, gender, ethnicity, course</p>

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		<p>Compare measurements on stated strategies to their corresponding metrics.</p>	<p>load, participation in at-risk student programming, and financial aid/scholarships awarded.</p> <p>Available Transfer Cohort student success tracking that incorporates college attended, transfer GPA, core curriculum completion status, college program of study, gender, ethnicity, course load, participation in at-risk student programming, and financial aid/scholarships awarded.</p> <p>Available CAP cohort student success tracking.</p> <p>Available Graduate Cohort student success tracking reports that incorporates undergrad GPA information, undergrad degree-granting institution, entrance exam scores, ethnicity, course load, and financial aid/scholarships awarded.</p> <p>Available student success reports track students who return from probation and are reinstated from dismissal.</p> <p>Measure the trend and gap status of the stated metrics at consistent intervals.</p> <p>Comparisons point out trends and gaps in progress toward stated strategies, goals, and objectives.</p>
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		<p>Develop or adjust goals, strategies, and metrics to improve results from trend and gap analysis and incorporate to future planning cycles for Enrollment Management.</p>	<p>Improved progress toward metrics, strategies, goals and objectives.</p>
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