UNCG Strategic Enrollment Management Plan: A Summary

UNCG has embarked upon its current enrollment planning initiative at an especially challenging and possibly unique point in the history of higher education statewide and nationally. Buffeted by substantive changes internally and externally, UNCG has also encountered a high level of uncertainty regarding financial resource availability, creating significant difficulty for leaders seeking to chart the University’s future course. Financial uncertainty is also faced by a number of the students UNCG serves.

This summary document provides student headcount projections from the present through Fall 2017, based upon the actions identified in UNCG’s Strategic Enrollment Management Plan. It identifies the primary enrollment drivers and expected enrollment outcomes each year. As shown in the table below, implementation of these actions are projected to restore UNCG’s enrollment to more than 18,000 headcount students, a level last observed in Fall 2010.

These outcomes rely upon sufficient resource availability, primarily through internal redistribution of existing funds, to support the actions described herein. They are also dependent upon the commitment of UNCG faculty and administrative staff to engage in a focused and comprehensive enrollment management effort designed to maintain the freshman class, enhance the success of entering and continuing students, attract transfers and college stop-outs from throughout the Triad, enroll larger numbers of graduate and professional students (including international and distance learners), and maintain the academic quality and diversity for which UNCG is rightly known. This is a bold call to action.

**Student Headcount Projections, 2013-17**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>14,200</td>
<td>14,285</td>
<td>14,270</td>
<td>14,380</td>
<td>14,430</td>
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<tr>
<td>Graduate</td>
<td>3,358</td>
<td>3,392</td>
<td>3,494</td>
<td>3,617</td>
<td>3,721</td>
</tr>
<tr>
<td>Total</td>
<td>17,558</td>
<td>17,667</td>
<td>17,764</td>
<td>17,997</td>
<td>18,151</td>
</tr>
<tr>
<td>Consortium, etc.</td>
<td>295</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

**Commentary on Projected Enrollment Change by Year**

**Year 1: Fall 2014** – Growth of 119 students (85 UG/34 Grad) generated as follows:

- 85 new and continuing undergraduates:
  North Carolina High School graduations are projected to fall by 2,925 or 3.1% in 2014. Nonetheless, we project new student admission to hold steady at 2,500. The goal for Transfer students will increase. Undergraduates who have stopped-
out will be enrolled through the Degrees Matter! Initiative, supported through a three-year Lumina Foundation grant. New "Spartan Retention Grants" will help retain additional students whose registration is canceled for non-payment. A new system of financial aid awards will also impact recruitment and retention. Finally, an effort undertaken in 2013-14 to strengthen and streamline student success programs will result in resource redistribution that permits expansion of those student support programs with proven high-return on investment, further bolstering retention and persistence.

- 34 graduate enrollments are estimated, based on the following:
  - 82 Deans Grants awarded to students completing their final year of study
  - 40 Deans Grants awarded to incoming master’s and doctoral students
  - Start-up of Doctor of Nurse Practice (DNP) program

**Year 2: Fall 2015** – Growth of 87 students (-15 net UG/+102 Grad) generated as follows:

- Loss of 45 freshman undergraduate students:
  
  North Carolina high school graduations are projected to be flat, and the socioeconomic profile of these graduates will continue to become more diverse and at-risk financially (with lower college-going rates). This will also be the first Fall semester following a full cycle of advising the most financially needy applicants to consider beginning their college careers in their local community colleges instead of UNCG, further depressing the size of the entering class.

- 30 additional stop-out students and retained undergraduates enrolled:
  
  The Degrees Matter program will continue to bring new transfers and returning students. Others will be retained as a result of the new "Spartan Start" program, targeted at academically at-risk freshman. The Faculty Teaching and Learning Commons will work with faculty to improve success in high failure-rate courses and instill more High Impact Practices throughout the curriculum.

- 102 graduate enrollments are estimated, based on the following:
  
  - 122 Deans Grants awarded to incoming master’s and continuing students
  - 50 Social Work students added
  - 10 Ed.D. Kinesiology online students added
  - 20 assistantships over-awarded to increase yield
  - 9 additional international students recruited
  - Expansion of the Doctor of Nurse Practice (DNP) program

**Year 3: Fall 2016** – Growth of 253 students (130 UG/123 Grad) generated as follows:

- 130 undergraduate students:
  
  North Carolina High School graduations are projected to increase by 2,200 over 2015-16, with 41 percent projected to be racial or ethnic minorities. Students who first deferred enrollment in 2014 to start at their local community colleges are
expected to transfer to UNCG this fall. The Degrees Matter program will continue to build the transfer and returning student population. Starting in Fall 2016, the Dual Enrollment Program with GTCC should recruit an additional 30 transfers, with the probability of larger numbers in future years.

- 123 graduate enrollments are estimated, based on the following:
  - 122 Deans Grants awarded to incoming and continuing master’s and doctoral students, with over-awarding of assistantships to increase yield
  - 61 additional doctoral and 41 additional master’s students retained
  - 85 Doctor of Nurse Practice (DNP) students added
  - 15 Ed.D. Kinesiology online students added
  - 20 new master’s students added in other programs
  - 10 additional international students recruited
  - Stop-outs and improved graduation rates will erode some 2016-17 gains

**Year 4: Fall 2017 – Growth of 184 students (80 UG/104 Grad) generated as follows:**

- 80 new and transfer undergraduate students:
  North Carolina High School graduations are projected to increase by 1,766 over 2015-16. Forty-two percent are projected to be ethnic minorities. Continued efforts by the Faculty Teaching and Learning Commons to improve student success in high failure-rate courses will continue to improve overall persistence.

- 104 graduate enrollments are estimated, based on the following:
  - 122 Deans Grants awarded to incoming and continuing master’s and doctoral students, and over-awarding assistantships to increase yield
  - 85 DNP students and 20 Ed.D. Kinesiology online students added
  - 20 doctoral and 41 master’s students added in other programs
  - 12 additional international students recruited