



EXECUTIVE SUMMARY: RECRUITMENT AND ENROLLMENT STRATEGIC PLAN

2024-2029

The University of Baltimore

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Draft Submitted: 12/30/2020
Draft Updated: 02/8/22024
Draft Updated: 01/27/2025

Executive Summary

This Strategic Recruitment and Enrollment Plan addresses how The University of Baltimore (UBalt) will increase enrollment to at least 3425 (3675 with dual enrollment) by Fall 2034 with 60% graduate (including Law) and 40% undergraduate enrollment. This will be accomplished by addressing recent enrollment declines, identifying, and growing academic programs which build on the academic strengths of UBalt and responding to market demands. UBalt will meet and maintain optimal undergraduate, graduate and law school* enrollment through strategic and data-driven recruitment, admission, and retention practices. In June 2020, the University System of Maryland's (USM) Board of Regents commissioned a task force to "review The University of Baltimore and provide recommendations about the future operations and mission of the institution". Significant portions of the report addressed UBalt's recent enrollment declines and the development of a strategic enrollment management model to reverse those declines. Marketing and enrollment are also included in the University's Strategic Plan Re-Imagining UBalt's imperative to "strategically grow enrollment."

Strategic Plan

- Goal 1: Reposition UB as the region's premier professional, career-focused university.
- Goal 2: Strengthen Student Success
- Goal 3: Solidify UBalt's Commitment to Community Engagement and Service
- Goal 4: Organize for long-term UB financial stability.
- Goal 5: Achieve Excellence in Research, Scholarship and Creative Activity
- Goal 6: Strengthen UBalt's Commitment to Diversity, Equity, and Inclusion

Task Force Report

- I. Identity
- II. Enrollment Management
- III. Lower Division/Upper Division
- IV. Academic Portfolio
- V. Student Experience
- VI. Marketing and Branding
- VII. Financial Responsibility and Alignment
- VIII. Physical Environment

The USM Task Force report and UBalt's strategic plan provide strategic direction for the University to stabilize and increase enrollment. The University of Baltimore must position itself in a crowded and competitive local marketplace, as *the* career advancement, adult, and graduate education institution through our branding and marketing efforts and address other factors that will affect enrollment. Examples include the impact of the COVID-19 pandemic on existing and emerging academic programs and delivery modality, declining community college enrollments, fewer high school graduates, higher rates of attrition for students of color and/or low-income students, and the encroachment of more traditional universities into the adult marketplace. UBalt has historically focused on the needs and education of adult students which gives us a competitive edge in this market. The University is poised to take advantage of its reputation as the institution of choice for Baltimore students to further their career and educational pursuits.

* The University of Baltimore's School of Law has independent authority to recruit and admit its students and is not covered in this plan. However, some of the strategies set forth in this plan, such as strengthening pre-law, could have a positive impact on law school enrollment.

To address these challenges and opportunities, this plan has identified 6 goals:

1. Demonstrated use of data collection and analysis for strategic recruitment and retention analysis, and predictive modeling.
2. Align the University's academic portfolio with results from market research and analysis of the competitive market and poised for growth programs and modalities.
3. In collaboration with the University's marketing department, enhance our branding, imaging, and marketing efforts.
4. Collectively meet the overall enrollment goals with targeted, strategic and data driven recruitment, retention, and tuition revenue strategies.
5. Increase affordability with the strategic use of financial aid and scholarships together with financial literacy programs.
6. Create an efficient and effective infrastructure with the development and refinement of a strategic enrollment management model.

Objectives and strategies have been identified for each goal. A dynamic action plan, which continues to be revised and updated, outlines outcomes, assessment measures and resources needed to implement the broader objectives and underlying strategies.

Finally, full, or even partial implementation of this plan, UBalt can expect positive incremental changes in enrollment. First, UBalt must stabilize enrollment by reversing historic declines, and rebuild enrollment with graduate, transfer, and first-time undergraduate students. It will take time to meet the challenges the University faces and fully realize many of the changes that need to take place to increase enrollment. This effort will require meticulous attention to detail, evaluation of shifting market trends, adaptation to changing environmental impacts and adjustments of strategies as needed to yield optimal results.

Objectives Per Goals *

DEMONSTRATED USE OF DATA COLLECTION AND ANALYSIS FOR STRATEGIC RECRUITMENT AND RETENTION ANALYSIS, PREDICTIVE MODELING, AND RETENTION EFFORTS

- Collect prospective, admitted, enrolling and non-enrolling student data for analysis and predictive modeling.
- Develop a projection model, that includes key data points (graduation rate, number of students who attrite, fall to fall enrollment etc.)
- Develop annual admitted student surveys for relevant and current data on why students choose to attend and/or leave the University to develop effective new student recruitment, retention, and attrition strategies.
- Develop a multi-year projections model tied to the impacts on net tuition revenue.
- Continued discussions and actions to right size the University based on realistic budget predictions.

ALIGN THE UNIVERSITY'S ACADEMIC PORTFOLIO AND PROGRAM MARKETING WITH RESULTS FROM MARKET RESEARCH AND ANALYSIS OF THE COMPETITIVE AND POISED FOR GROWTH PROGRAMS AND MODALITIES

- Develop programs with best potential for growth within UBalt's market.
- Develop certificate programs to meet market employment demands.
- Review academic programs to make, if necessary, changes to enhance marketability and enrollment
- Create and deploy program marketing campaigns in partnership with EAB.
- Develop enrollment pipelines with community colleges, government, and private industries for specific growth programs to drive enrollment

IN COLLABORATION WITH THE UNIVERSITY'S MARKETING DEPARTMENT ENHANCE OUR BRANDING, IMAGING, AND MARKETING EFFORTS

- Maintain UBalt's presence in Baltimore and the surrounding regional markets by creating a strategic marketing plan collaboratively with Enrollment Management, Marketing, and external partners.
- Improve reputational image of the university to the local community.
- Promote recognition of the University of Baltimore as the institution for career growth opportunities for adult students in Baltimore and the surrounding region.
- Create and maintain a cohesive look for The University of Baltimore in graduate and undergraduate publications, social media sites and webpages.
- Update the admission and graduate program websites.

COLLECTIVELY MEET THE OVERALL ENROLLMENT GOALS WITH TARGETED, STRATEGIC AND DATA DRIVEN RECRUITMENT, RETENTION AND TUITION REVENUE STRATEGIES AND OUTCOMES

- Maintain an effective admission funnel, beginning with a robust prospective student database for graduate and undergraduate students.
- Develop a targeted and strategic recruitment communication plan using CRM technology.
- Increase local and regional constituencies' campus engagement.
- Increase graduate student enrollment.
- Increase transfer student enrollment.
- Increase/maintain first-time undergraduate enrollment.
- Increase targeted populations to include:
 - Active-duty military, veteran, and dependent student enrollment.
 - Latinx student enrollment.
 - International student enrollment.
- Increase faculty and departmental involvement in recruitment and enrollment initiatives.
- Increase yield (number of students admitted who enroll)

INCREASE AFFORDABILITY WITH THE STRATEGIC USE OF FINANCIAL AID AND SCHOLARSHIPS TOGETHER WITH FINANCIAL LITERACY PROGRAMS

- Strategically leverage limited financial aid and scholarship funds to assist new and continuing students and meet enrollment goals.
- Develop new revenue sources for endowed scholarships, graduate assistantships, global field study, student research, fellowships, etc.
- Improve student services and financial educational programming.

CREATE AN EFFICIENT AND EFFECTIVE INFRASTRUCTURE WITH THE DEVELOPMENT AND REFINEMENT OF A STRATEGIC ENROLLMENT MANAGEMENT MODEL

- Establish consistent enrollment leadership by shifting responsibility for enrollment management to report directly to the President and by hiring an experienced Vice President for Enrollment Management – completed fall 2020.
- ~~Create and charge a Strategic Enrollment Management Committee to manage and review new student enrollment and continuing student enrollment, retention and attrition efforts to stabilize UBalt's enrollment.~~ The Student Success Council was formed by the Provost and the Strategic Enrollment Committee was put on hold due to the overlap in members.
- Restructure, staff, and stabilize the Enrollment Management function to achieve more effective and efficient recruitment, financial aid awarding, and student services.
- Sufficiently staff offices whose primary function is enrollment and enrollment related activities.
- Increase the efficiency and effectiveness of enrollment processes, improve student services, and eliminate enrollment barriers.

* Strategies for each goal and objective are outlined in the action plan.

Strategic Recruitment and Enrollment Plan Goals and Objectives Alignment with the University's Strategic Plan and Task Force Recommendations

To address the enrollment declines at The University of Baltimore, UBalt has three guiding documents, the University Strategic Plan, the Task Force Report, and the Strategic Recruitment Plan to guide our efforts to reach our enrollment goal of 3425 by fall 2034.

- A. Goal I – Demonstrated use of data collection and analysis for strategic recruitment and retention analysis, and predictive modeling. (1,2,4,5) (II, III, IV, V, VI, VII)
 - A.1 Collect prospective, admitted, and enrolling student data for analysis and predictive modeling
 - A.2 Develop a series of 5-year enrollment projections and impacts on net tuition revenue
 - A.3 Continue discussions and actions to right size the University based on realistic budget predictions
- B. Goal 2 – Align the University's academic portfolio with results from market research and analysis of the competitive and poised for growth programs and modalities. (1,2,3,5) (I, II, III, IV)
 - B.1 Develop programs with best potential for growth within UBalt's market.
 - B.2 Review academic programs to make changes to enhance marketability and enrollment
- C. Goal 3 - In collaboration with the University's marketing department, enhance our branding, imaging, and marketing efforts (1,2,3,5) (I, II, III, V, VI)
 - C.1 Maintain a presence in Baltimore and surrounding regional markets by creating a strategic media plan for print and digital markets
 - C.2 Improve the reputational image of the university to the local community
 - C.3 Promote recognition of the University of Baltimore as the institution for continuing education and career growth opportunities for Baltimore and the surrounding region.
 - C.4 Create a cohesive look for The University of Baltimore in graduate and undergraduate recruitment and admissions publications
 - C.5 Update the admissions and graduate program websites
- D. Goal 4 – Collectively meet the overall enrollment goals with targeted, strategic and data driven recruitment, retention, and tuition revenue strategies. (1,2,3,4,5,6) (I, II, III, IV, V, VI, VII)
 - D.1 Develop an effective admission funnel, beginning with a robust prospective student database
 - D.2 Develop a targeted and strategic communication plan using CRM technology
 - D.3 Increase local and regional constituencies' campus engagement
 - D.4 Increase transfer student enrollment
 - D.5 Increase graduate student enrollment
 - D.6 Increase/maintain first-time undergraduate
 - D.7 Increase active-duty military, veteran, and dependent student enrollment
 - D.8 Increase international student enrollment
 - D.9 Increase faculty and departmental involvement in recruitment initiatives

- E. Goal 5 - Increase affordability with strategic use of financial aid and scholarships together with financial literacy. (2, 4, 6) (II, III, V, VII)

E.1 Strategically leverage limited financial aid and scholarship funds to meet enrollment goals

- F. Goal 6 - Create an efficient and effective infrastructure with the development and refinement of a strategic enrollment management model – (1,2,4,6) (II, III, VII, VIII)

F.1 Improve enrollment processes for efficiency and effectiveness for improved student services

F.2 Create a physical and virtual front door to the University

F.3 Develop an organizational structure that will allow for cross-training and one-stop services

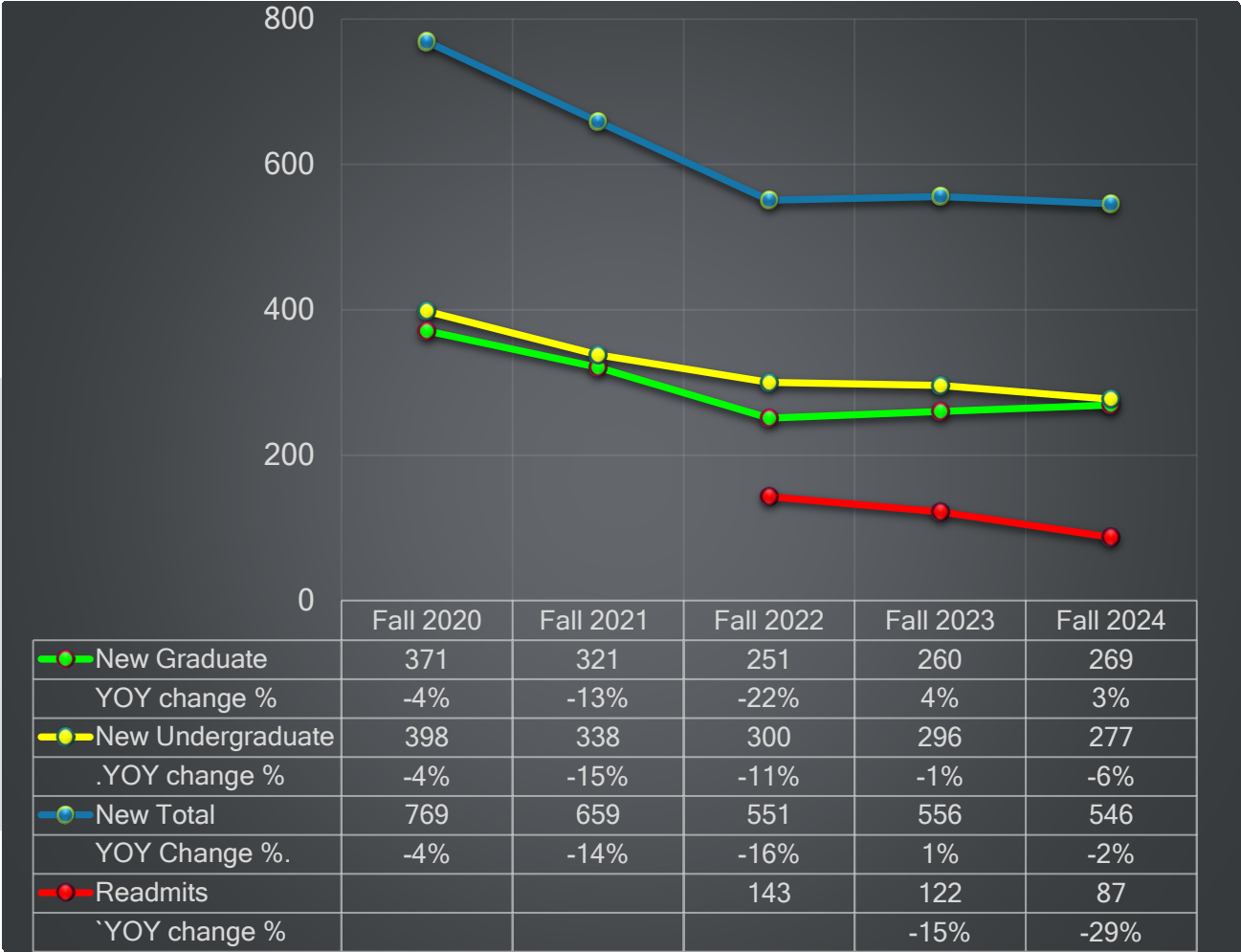
The Vice President for enrollment management developed an enrollment plan in December 2020. For the next five years that plan was presented to a range of constituencies at various enrollment meetings. They include the Ubalt Faculty and Staff Senates, and the Quarterly Chancellor Meetings. The plan is also posted on the Enrollment Management Intranet site (<https://www.ubalt.edu/secure/>) and Faculty Senate SharePoint drive. Additionally, the Vice President for Enrollment Management presents enrollment results each fall and spring semester to the faculty and staff senates.

The enrollment targets (as identified below) have been tracked over the past 5 years

KEY ENROLLMENT TARGETS

- Realistic: stabilize overall enrollment to 3425 by 2034
(KPI - % growth of enrollment that is trending toward lowering the enrollment declines)
- 60% graduate and 40% undergraduate
KPI – Graduate student percentage will change by 1% toward the 60% goal each fall.
- Continuously increase prospective student inquiry pool
KPI – 5% increase each recruitment cycle
- Continuously increase application pool for each targeted population
KPI - 3% for the next five years.
- Continuously increase overall yield rate (number of students enrolled by number who matriculated)
2% year one and increasing incremental percentage increases over the next five years.
- Decrease the fall-to-fall attrition (or increase fall-to-fall persistence) numbers for graduate and undergraduate (transfer and first-time) students.
KPI – based on projections and modeling for each year, reduce the number of students who attrite (or persist) by 10%
- Increase the retention rate of first-time undergraduate students and transfer students based on Student Success and Support Services benchmark and predictions.
KPI – Data available via Student Success Report

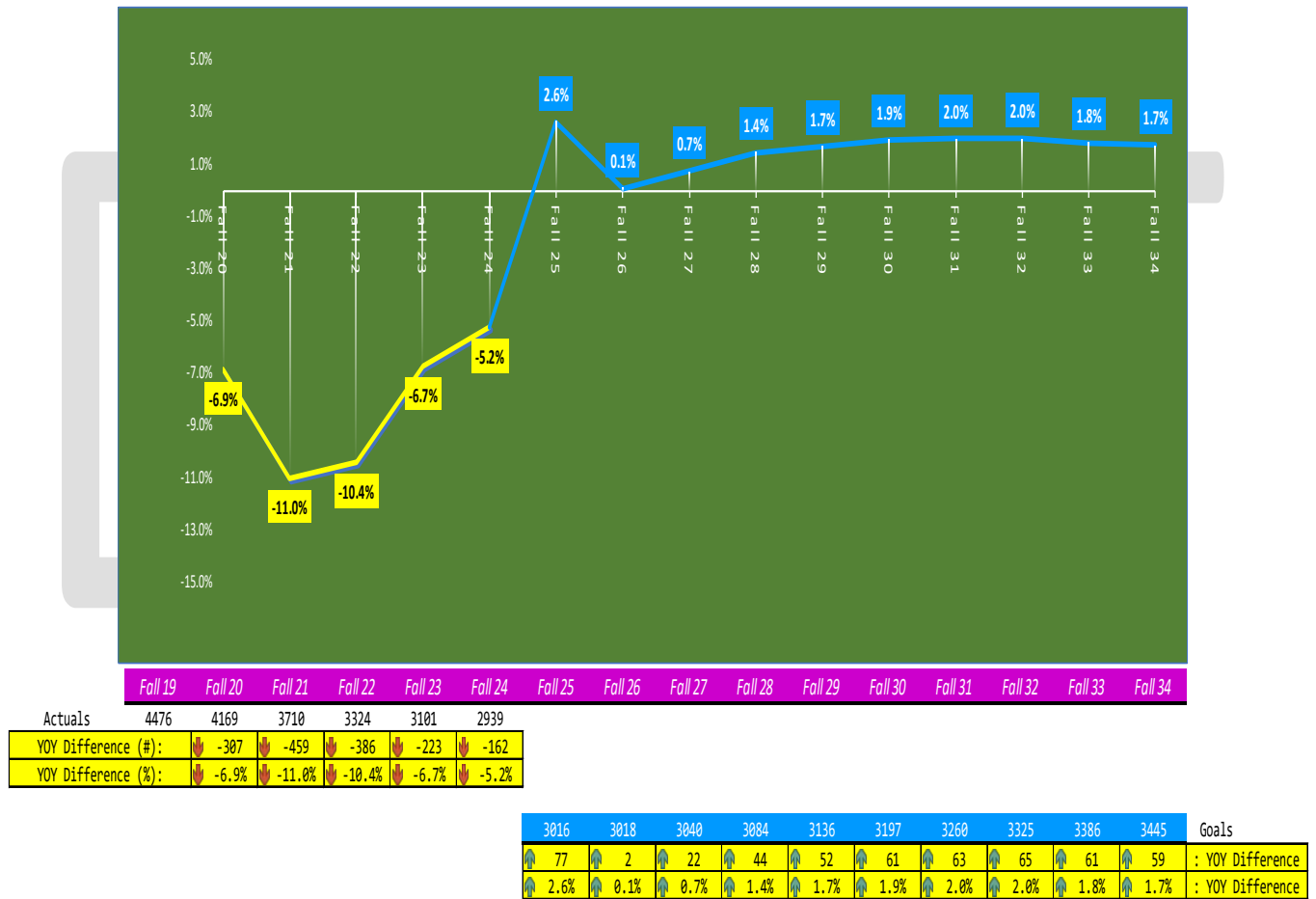
Five-Year New Student Enrollment Trend



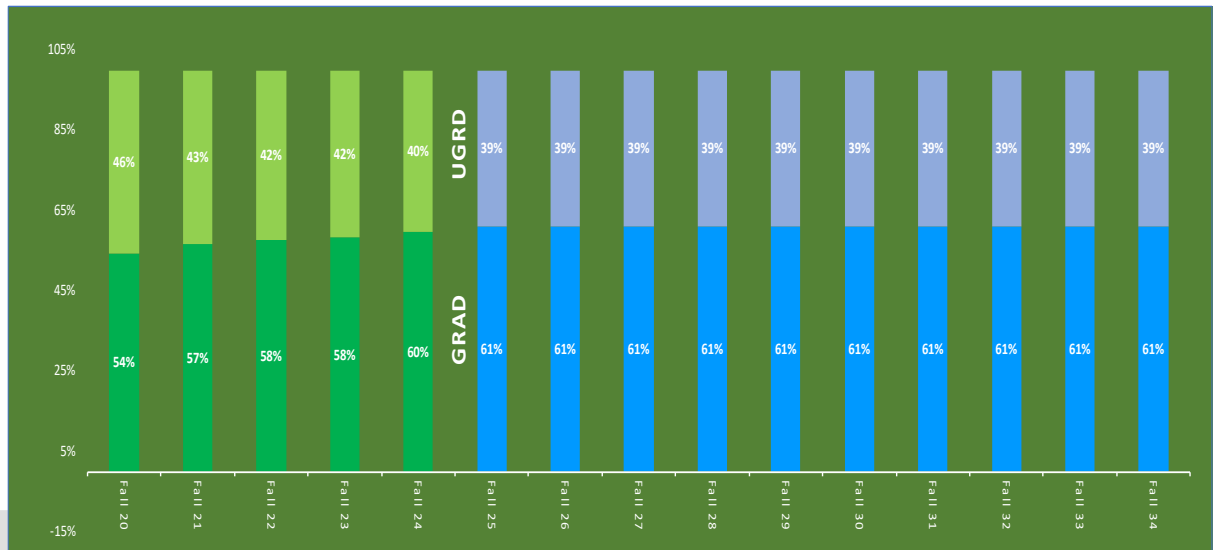
KPI Data

THE UNIVERSITY OF BALTIMORE
Enrollment Actuals and Goals - Feb 3, 2025
Prepared by Enrollment Management

FALL-TO-FALL FIVE-YEAR TOTAL STUDENT ENROLLMENT ACTUALS & TEN-YEAR ENROLLMENT GOALS

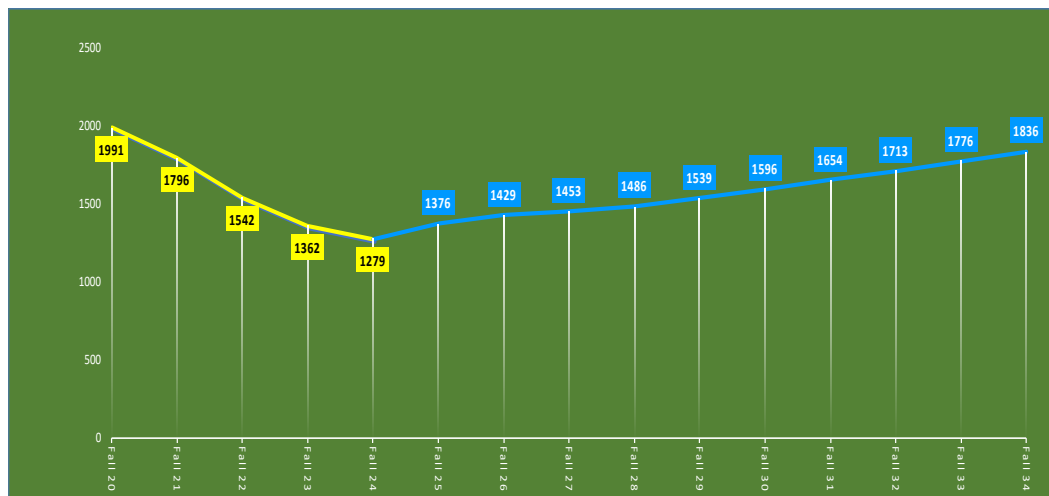


FALL-TO-FALL FIVE-YEAR UGRD/GRAD ENROLLMENT MIX ACTUALS & TEN-YEAR ENROLLMENT GOALS



		Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 26	Fall 27	Fall 28	Fall 29	Fall 30	Fall 31	Fall 32	Fall 33	Fall 34			
Actuals	UGRD	1899	1605	1405	1292	1184												Goals	
		46%	43%	42%	42%	40%											UGRD		
	GRAD	2270	2105	1919	1809	1755													GRAD
		4169	3710	3324	3101	2939													

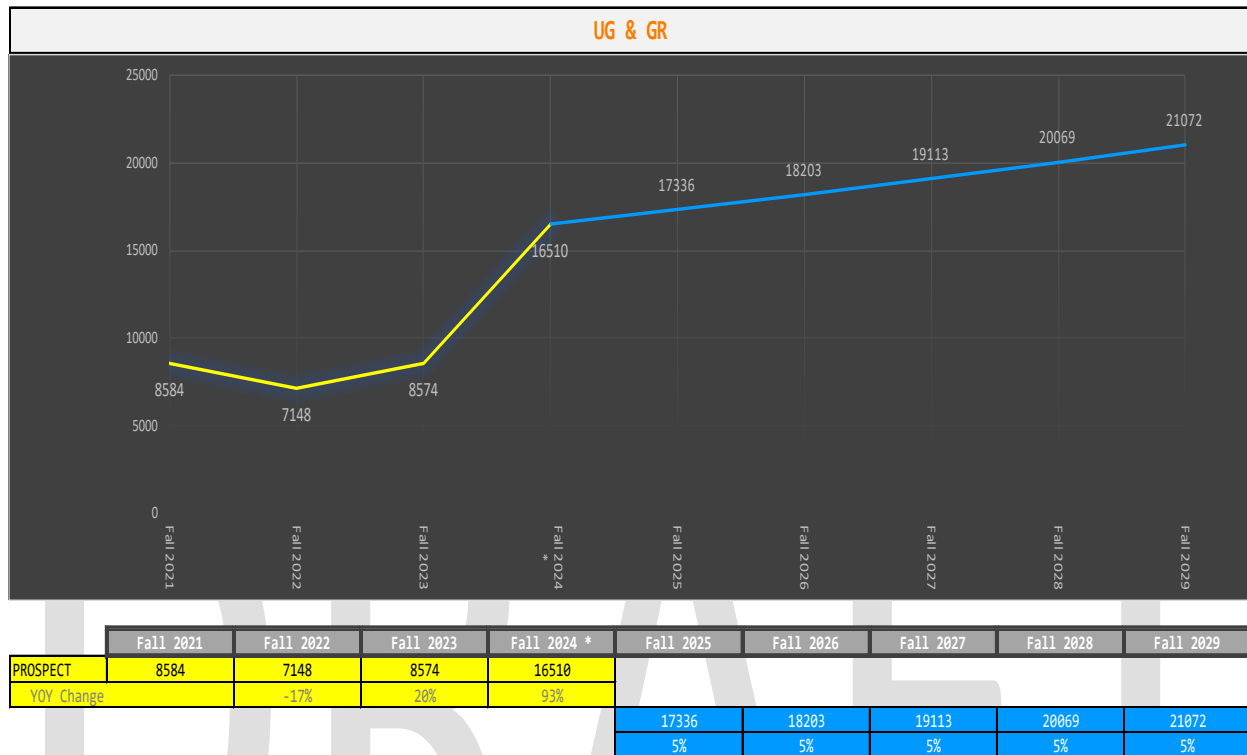
FALL-TO-FALL FIVE-YEAR UG & GR CONTINUING STUDENT PERSISTENCE ACTUALS & TEN-YEAR GOALS



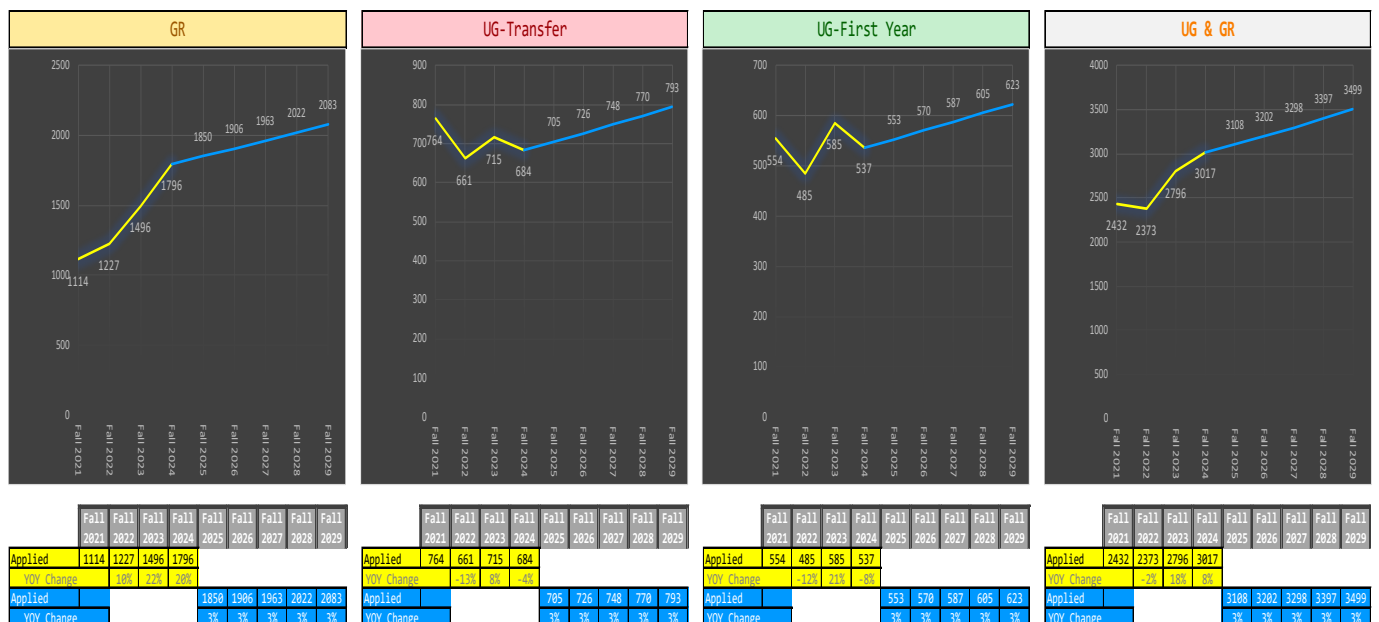
ACTUALS		Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 26	Fall 27	Fall 28	Fall 29	Fall 30	Fall 31	Fall 32	Fall 33	Fall 34		
Expected Continuing Student		2720	2537	2205	1889	1818												
Returned from Previous Fall		1991	1796	1542	1362	1279												
Persistence Rate		73%	71%	70%	72%	70%												
							1712	1779	1808	1849	1915	1986	2058	2132	2210	2285	Expected Continuing Student	
							1376	1429	1453	1486	1539	1596	1654	1713	1776	1836	Returned from Previous Fall	
							80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	Persistence Rate	

GOALS

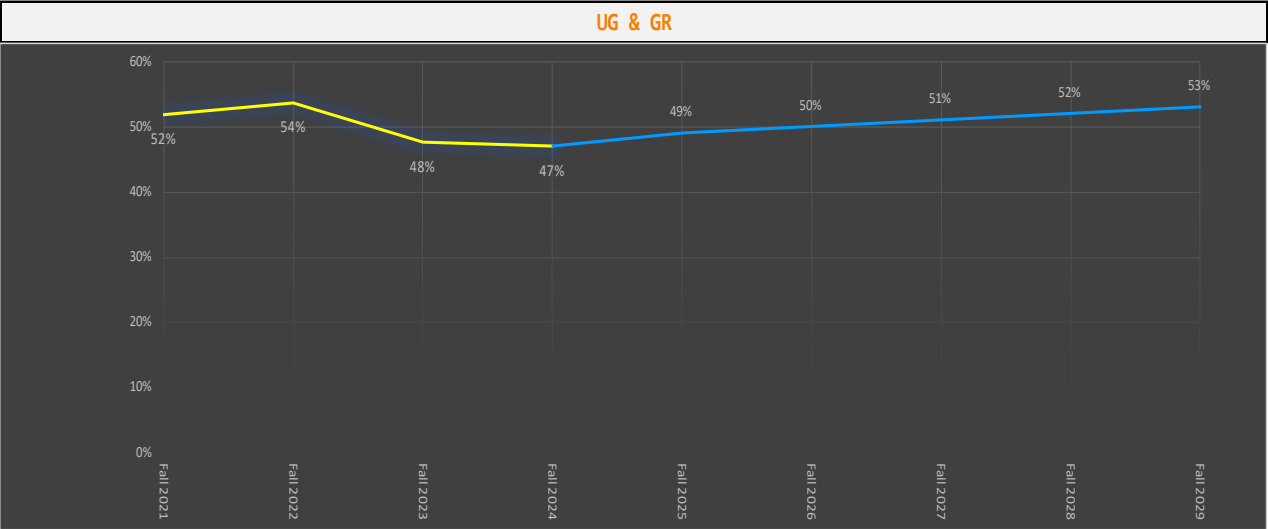
YEAR-OVER-YEAR PROSPECTIVE NEW STUDENT ADMISSION INQUIRY LAST FIVE-YEAR ACTUALS AND NEXT FIVE-YEAR GOALS



YEAR-OVER-YEAR NEW STUDENT ADMISSION APPLICATION LAST FIVE-YEAR ACTUALS AND NEXT FIVE-YEAR GOALS



YEAR-OVER-YEAR NEW STUDENT ADMISSION YIELD RATE (Admit to Enroll)
LAST FIVE-YEAR ACTUALS AND NEXT FIVE-YEAR GOALS



	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	
Admitted	1444	1238	1362	1282	1372	1447	1489	1528	1540	Admitted
Enrolled	750	665	649	603	673	724	760	795	817	Enrolled
Yield Rate	52%	54%	48%	47%	49%	50%	51%	52%	53%	Yield Rate