



Chancellor's Strategic Planning Task Force

Interim Enrollment and Financial Aid Sub-Committee Report

I. VISION

As Boston's only public university, UMass Boston has as its primary mission to provide a quality higher education at an affordable price to residents of the region and the state. In a secondary role, the university also serves a growing number of out of state and international students.

UMass Boston ensures its high quality through an emphasis on excellence in teaching, close faculty-student relationships, faculty who are productive researchers and scholars as well as committed teachers, and strong student support services. A diverse mix of students in terms of ethnic identity, racial backgrounds, age, socioeconomic class, religions, gender identity, in-state, out-of-state and international populations contributes to the richness of the UMass Boston educational experience.

Growth to 15,000 headcount will enhance future development as a research university with enrollment and financial stability. In order to achieve our educational goals, this growth should be accomplished through maintaining a largely matriculated student population that can be engaged inside and outside of the classroom. There is opportunity for more growth in freshmen and traditional transfers as amenities including housing, expanded student life and athletic programming are offered. These amenities will help to create a more cohesive and richer UMass Boston academic experience, more engaged and involved leadership opportunities and contribute to the life of the campus and a more meaningful sense of community.

Graduate enrollment should increase from 25 to 30% of the enrollment mix in high quality academic programs that reflect market demand and workforce needs. Current programs should be strengthened where needed and new programs introduced based on demand, faculty expertise and potential for extramural funding. More graduate students and programs can help to create opportunities to fund more graduate assistants, who can in turn strengthen faculty teaching and research work throughout the university. Judicious deployment of appropriately trained and supervised TAs and RAs can help support overall growth and maintain quality.

Special populations of life long learners – particularly aging baby boomers who will be retiring in large numbers, but expect to continue working – can be an important component of enrollment growth, if recruitment efforts target those who may matriculate in degree-granting or certificate programs. Our already significant foundation of on line and blended courses can be expanded as a significant part of growth, in order to reach a larger population of potential students and to limit demand for classroom space.

The campus must increase its focus on quality, affordability and retention and maintain its focus on diversity. Measures of quality both for undergraduate and graduate programs must include such indicators as acceptance rates, GPA, SAT, GRE, GMAT scores, as well as retention and graduation rates. More intrusive and intentional transition, advising and academic support services should be adopted in order to increase retention and graduation. Each college should be



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evaluated in part in terms of its establishment and achievement of appropriate enrollment, retention and graduation goals.

II. TENTATIVE GOALS

- Enrollment growth to 15,000 headcount by 2010
- 30% of total enrollment is graduate (with the mix of Masters and PhD level students to be determined after careful review of program-specific material)
- An entrepreneurial CCDE operation that complements state supported programs and plays an incubator role in introducing new academic offerings with attention to online programs, blended courses, international collaborations, life long learners and professional development to meet workforce needs
- Growth of international students from 5% to 10% of total
- Growth of out of state students from 3% to 5% of total
- Growth of the population of new undergraduates that are freshmen, directly out of high school from 39% to 50%
- Average new freshman GPA from 2.97 to 3.2
- Average new transfer GPA from 3.0 to 3.2
- Increase the size of the undergraduate Honors Program from 230 to 500.
- One year retention rate of freshmen and freshman and sophomore transfers increases from 70% to 75%
- Six year graduation rate increases from 35% to 40% for freshmen and freshman and sophomore level transfers by 2010
- Maintain or increase population of students of color, now at 40% of undergraduate and 16% of graduate
- Increase the percent of need met from 87% to 90% for all financial aid eligible undergraduates
- Increased funding for TAs and RAs to attract and retain quality graduate students and to support undergraduate growth
- A comprehensive advising program that begins with a full orientation for all new undergraduates and continues with assigned professional advisors integrated with faculty advising and connected to a college

III. CRITICAL SUCCESS FACTORS NECESSARY TO ACHIEVE GOALS

- Housing for 20% of matriculated undergraduates (approximately 1,800 beds), for 10% of matriculated graduate students (approximately 400 beds) and possible accommodations for visiting scholars
- Expanded off-campus housing services to include development of options/partnerships, placement and referrals of students, roommate matching, on-going support to students living in area off-campus housing
- State of the art teaching and research related facilities and continuous updating and improvement of technology
- An increased number of full-time faculty with a higher proportion of tenure track faculty to achieve no higher than 18/1 student faculty ratio (from 15/1 currently)
- UMass Boston contribution to Financial Aid increase from \$3.8M to \$6.2M



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- Merit Based Scholarships increase from \$1.2M to \$2M
- Increased stipends for RAs/TAs
- College responsibility for retention
- Professional advising and support services integrated into colleges
- Professional, centralized graduate recruiting
- Centralized services including admissions, bursar, registrar, advising, international for all undergraduate, graduate and CCDE students
- Expanded academic support services
- Expanded international student services
- Expanded career services
- Recruiting support for out of state and international
- Fully developed new undergraduate student orientation program and staffing
- Establish a process for identifying potential and building new programs to attract new populations of undergraduate students (such as Environmental and Ocean Sciences, Geographic Information Systems, Communications, Information Technology, International Relations)
- Establish a process for identifying potential and building new programs to attract new and expanded populations of graduate students
- Identification and support of high profile signature programs

IV. PLAN FOR COMPLETION

The Enrollment and Financial Aid Sub-Committee will be working with the other sub-committees and administration at UMass Boston to confirm that the goals we have recommended for increased overall enrollment and in the mix of freshman/transfer, undergraduate/graduate, international, residential, are in alignment with other goals emerging in this strategic planning process. We also need to identify more specifically the critical success factors and resources needed to accomplish the goals proposed.

We are discussing the development of a survey for Deans and their Department Chairs and Graduate Program Directors to help determine capacity and program areas for growth across the university, as well as the specific resources needed. The findings of the survey should help to inform recommendations regarding undergraduate enrollment by college and overall graduate enrollment that reflect market demand, workforce needs, cost, necessary resources to recruit and retain for our enrollment goals, as well as to deliver the programs.

We plan to meet with academic support staff to gain a better sense of the demand for their services in advising, developmental programs, tutoring, disability support and whether current resources enable them to meet the demand. We would also like to explore different models for successful advising that enhance enrollment and retention.