		ority Area 2: Access, Affordability and	Achievement OWNER: L	atoya Jenkins	
		Liaisons - Reginald Garcon			
ioal 2.1:Increase Enrollment				N	
Measure/Metric	2028-2030 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Increase the number of new and returning students who enroll at UMES.  Number of doctoral programs and terminal degrees offered	Increase student population 2% each academic year	Continued enrollment growth in total headcour	Increase number of doctoral programs and terminal degrees offered  Work with environmental agencies, NGOs, and government to increase research for climate change  Building more K-12 educators  Curricular development  Strengthening STEM relationship with K-12 educators  More DEI among educators  Develop an plan to engage and support students who stopped out and want to return to finish their degrees.  Determine and enhance capacity of Public Safety to align with enrollment growth	Implement a mathematics Placement Committee for new students Re-engage and reinforce the mathematics Supplemental Instruction program  3. Develop and employ co-requisite models for Math 109, 103, and 102 4. Hire a Composition Coordinator to improve passing rates in English composition courses 5. Evaluate the Summer Bridge program 6. Evaluate the Peer tutoring and Learning Center	

Goal 2.2 Improve transfer pathy	ways				
Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Percentage of transfers among all new undergraduates.	Target: 2% or greater through 2025.	Percentage transfers among all new students = 2% increase in FY 21.	Identify ways to increase our population of adult learners and transfer students (mid-term) o Increased and recertified MOUs/articulation agreements/dual enrollment  Enhance Wor-Wic partnership includingshort/long term goals, increase marketing, advisors, articulations, website, use of more data	Develop a depository for tracking MOUs/articulation agreements with the assocaiated expiration dates 2)Review the transfer process	

Goal 2.3: Develop innovative prograr	ns that result in opportunities for	or new credentials.			
Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Increase UMES enrollment at USM regional nigher education centers     Number of credentials produced through programs located at UMES	1) Target: ≥ the average of the three prior years, measured annually. 2) Target: ≥ the average of the three prior years, measured	No current data are available on new credentials offered through programs Benchmarks will be established after new credentials and tracking system are established.	Explore innovative methods to increase credentialing at UMES. (long-term) – Consider collaborating with Dr. Cravens. (Priority 1) because she has a strategy that includes innovation  • Reverse transfer with community colleges, Certificates (Badges), Micro-credentialing, and having multiple start terms		

Goal 2.4: Expand signature pipeline progr Measure/Metric	2024-2026 Target	Benchmark Sentantia	Proposed Strategies	Next Steps	Resources Needed
1) 2nd-Year	Target for each of the six metrics:	1) 2nd-year FTFT UG	Strategically target and	Assess and determine the	resources Needed
Retention Rate for	≥ the average of the	retention =	enhance the number of	type of relationships we	
TFT UMES	three prior years, measured	+2% in FY 25	summer camps at UMES as	need have with local	
ındergraduates	annually.		a way to increase visibility	elementary, middle and	
UGs);		0) 011-	within the community and	high schools	
2) 4 and 6-Year Graduation Rate for FTFT		2) 6th-year FTFT UG graduation =	develop pathways for engagement (mid-term)		
UMES		34% for FY 2017	engagement (mid-term)		
UGs;			Partnering with		
			academic affairs to enhance		
3) 4-Year Graduation Rate for UG transfers		3) 6th-year graduation	support services		
o UMES institutions; 4) 6-Year Graduation		rate for ALL UGs = 36% in FY	Men of Color		
Rate for All UMES UG		26,	initiatives.Dual enrollment and		
students (part-time and FTFT as reported		,	other pipeline programs		
hrough fiscal year model);			Provide mini grants for		
			students in financial need		
			Review academic policies that		
			impact student progression and on-time graduation		
			Develop a plan to increase		
			enagement of high school		
			students in dual enrollment		
			programs		

Goal 2.5: Improve student	support services t	o increase retention	n and graduation

	Proposed Strategies	Next Steps	Resources Needed
No current benchmark data. Benchmark will be established after number of new programs established for offer civic coursework has been identified. (See Next Steps Column.)	Develop focus groups to obtain information to improve student support services (mid-term)  Increase the support services of students as it relates to the writing center, tutors etc (long-term)  Examine the retention and progression rates of various		
	cohorts (Bridge, honors etc) (mid-term)  Strategically enhance cross constituency meetings between key stakeholders—Honors, CAAS, the division of Enrollment Management		
	benchmark data.  Benchmark will  be established  after number of  new programs established for  offer civic  coursework has  been identified.  (See Next Steps	benchmark data. Benchmark will be established after number of new programs established for offer civic coursework has been identified. (See Next Steps Column.)  Column.)  Strategically enhance cross constituency meetings between key stakeholders— Honors, CAAS, the division of Enrollment Management	benchmark data. Benchmark will improve student support services (mid-term)  after number of new programs established for offer civic of students as it relates to the writing center, tutors etc (long-term)  (See Next Steps  Column.)  Examine the retention and progression rates of various cohorts (Bridge, honors etc) (mid-term)  Strategically enhance cross constituency meetings between key stakeholders—Honors, CAAS, the division of Enrollment Management & Enrollment Management & Enrollment Management & Enrollment Management & Enrollment Management

Prioritizeand group the number of factors that impact student success determined by a crossfunctional group (EMSE taskforce).		Establishment of the Student Success Strategy Plan focusing on: a) providing comprehenisve student support services b)uuilding community and a sense of belonging c)examinng student focused operations such as business and academic policies d)faculty, staff and student recognitions	Establish goals for each of the 4 Student Success Strategies	Determine action items for each of the 4 strategic goals established	
Increase Retention rates by 2% each year			Determine which areas (cohorts/various demographics) from year to year where retention rates are decreasing	Devise strategies to address reduction in retention rates	
Increase Graduation rates by 2% each year			Determine areas (cohorts/various demographics) year to year where graduation rates are decreasing	Devise strategies to address reduction in graduation rates	
Goal 2 6: Strangthan programs concentra	tions and cortificates making the	m more relevant to workforce and societal r	naade		
		m more relevant to workforce and societal r		Next Stone	Posources Nagdad
Goal 2.6: Strengthen programs, concentra  Measure/Metric  Proposed metric(s) to be developed focused on percentage of UMES graduates employed or in graduate school one year after graduation, and/or expressing satisfaction with education received.	tions, and certificates making the 2026-2028 Target  Target to be developed once metric, a source of data, and benchmark have been established	m more relevant to workforce and societal researchmark  Benchmark to be developed once a metric and a source of data have been identified	Proposed Strategies  Take an account of where we are and survey peer institutions	Next Steps Implement a celebration for first-year students 2.Recognition for faculty who excel in the classroom based upon student evaluations a.Integrate around Center for Teaching Excellence – award Student Choice for Faculty Success/Excellence Award	Resources Needed
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