Priority Area 2: Access, Affordability and Achievement

Liaisons - Latoya Jenkins and Reginald Garcon

Goal 2.1:Increase Enrollment

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 headcoun	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 pathways

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 programs that result in opportunities for new credentials.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
1) Increase UMES enrollment at USM regional higher education centers 2) 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 programs: Elementary, Middle school and Dual Enrollment Opportunities

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
1) 2nd-Year Retention Rate for FTFT UMES undergraduates (UGs); 2) 4 and 6-Year Graduation Rate for FTFT UMES UGs; 3) 4-Year Graduation Rate for UG transfers to UMES institutions; 4) 6-Year Graduation Rate for All UMES UG students (part-time and FTFT as reported through fiscal year model);	Target for each of the six metrics: ≥ the average of the three prior years, measured annually.	1) 2nd-year FTFT UG retention = +2% in FY 25 2) 6th-year FTFT UG graduation = 34% for FY 2017 3) 6th-year graduation rate for ALL UGs = 36% in FY 26,	Strategically target and enhance the number of summer camps at UMES as a way to increase visibility within the community and develop pathways for engagement (mid-term) Partnering with academic affairs to enhance support services Men of Color initiatives,Dual enrollment and other pipeline programs 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	Assess and determine the type of relationships we need have with local elementary, middle and high schools	

Goal 2.5: Improve student support services to increase retention and graduation.

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
1) Number of majors with required civic coursework and service-learning component embedded in core curriculum as graduation requirement.		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 & Student Services (mid-term)		

Prioritizeand group the number of factors that impact student success determined by a crossfunctional group (EMSE taskforce).	January 2024	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: Strengthen programs, concentrations, and certificates making them more relevant to workforce and societal needs.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
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.	Target to be developed once metric, a source of data, and benchmark have been established	Benchmark to be developed once a metric and a source of data have been identified	Take an account of where we are and survey peer institutions	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	