

Priority Area 2: Access, Affordability and Achievement OWNER: Latoya Jenkins

Liaison - Dr. 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 headcount fall over fall. Increase pathways through enrollment in the following areas: 1. Enhance pipeline programs specifically k-12 stem initiatives including shero program where we brough in 75 middle schools engaged from Somerset and Wicomico counties. 2. Admissions increased recruitment efforts to include rural communites and states without an HBCU. 3. HBCU Initiatives. 4. Enrollment led FAFSA Simplification.	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. Fall 23 we had 144 transfer students at census. This year we have 124 so far and the number is climbing. We have increased our transfer students by 27% from Fall 22 to Fall 23. This was done by having transfer Tuesdays, creating a degree audit process that provided students with credit Unofficial evaluation within 3 days. 1. Created positions to meet the needs of transfer students. 2. Created X number of MOUs. 3. Fall 23 we added 8 online degrees to ease students into our institution.	Identify ways to increase our population of adult learners and transfer students (mid-term) <ul style="list-style-type: none"> <li>o Increased and recertified MOUs/articulation agreements/dual enrollment</li> </ul> Enhance Wor-Wic partnership including short/long term goals, increase marketing, advisors, articulations, website, use of more data	Develop a depository for tracking MOUs/articulation agreements with the associated expiration dates 2) Review the transfer process	
<b>Goal 2.3: Develop innovative programs that result in opportunities for new credentials.</b>					

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  <ul style="list-style-type: none"> <li>• Reverse transfer with community colleges, Certificates (Badges), Micro-credentialing, and having multiple start terms</li> </ul>		

<b>Goal 2.4: Expand signature pipeline programs: Elementary, Middle school and Dual Enrollment Opportunities</b>					
Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

<p>1) 2nd-Year Retention Rate for FTFT UMES undergraduates (UGs);</p> <p>2) 4 and 6-Year Graduation Rate for FTFT UMES UGs;</p> <p>3) 4-Year Graduation Rate for UG transfers to UMES institutions;</p> <p>4) 6-Year Graduation Rate for All UMES UG students (part-time and FTFT as reported through fiscal year model);</p>	<p>Target for each of the six metrics: <math>\geq</math> the average of the three prior years, measured annually.</p>	<p>1) 2nd-year FTFT UG retention = +2% in FY 25</p> <p>2) 6th-year FTFT UG graduation = 34% for FY 2017</p> <p>3) 6th-year graduation rate for ALL UGs = 36% in FY 26,</p>	<p>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)</p> <p>Partnering with academic affairs to enhance support services</p> <p>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</p> <p>Develop a plan to increase engagement of high school students in dual enrollment programs</p>	<p>Assess and determine the type of relationships we need have with local elementary, middle and high schools</p>	
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**Goal 2.5: Improve student support services to increase retention and graduation.**

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
<p>1) Number of majors with required civic coursework and service-learning component embedded in core curriculum as graduation requirement.</p>		<p>We have enhanced the space in our Career and Professional Development department in addition to changing the career readiness process. Counseling services have</p>	<p>Develop focus groups to obtain information to improve student support services (mid-term)</p> <p>Increase the support services of students as it relates to the writing center, tutors etc (long-term)</p> <p>Examine the retention and progression rates of various cohorts (Bridge, honors etc) (mid-term)</p> <p>Strategically enhance cross constituency meetings between key stakeholders—Honors, CAAS, the division of Enrollment Management &amp; Student Services (mid-term)</p>		
<p>Prioritize and group the number of factors that impact student success determined by a crossfunctional group (EMSE taskforce).</p>	<p>January 2024</p>	<p>Establishment of the Student Success Strategy Plan focusing on:  a) providing comprehensive student support services  b) building community and a sense of belonging  c) examining student focused operations such as business and academic policies  d) faculty, staff and student recognitions</p>	<p>Establish goals for each of the 4 Student Success Strategies</p>	<p>Determine action items for each of the 4 strategic goals established</p>	

