

Budget Advisor Committee Minutes

9/21/2015

In attendance: Kimberly Buster Williams (Associate Provost for Enrollment Management), Rick Pearce (Administration and Finance), Paul Messplay (Budget Office), Werner Wieland (Chair), Miriam Liss (Secretary Fall 2015), Micheal Morley (Music), Davis Oldham (Chemistry), Jane Huffman (Education), Steve Farnsworth (Political Science), Brian Rizzo (Geography)

Minutes for 9-14-2015 approved

The goal of this meeting was to provide an overall picture of admissions and discuss further strategies for reaching admissions and enrollment management goals.

For 2015 we exceeded the target for undergraduate admissions. After some summer melt we now have a class of 987. Our budget was set for a class of 900 but our actual enrollment goal was 950. We did not, however, meet targets for out of state admissions. The target is 20% out of state. We had 14% out of state.

For graduate admissions our targets were not met.

Some challenges in meeting our targets and contributed to melt (people who gave deposits but pulled out during the summer):

JMU pulled 300 students off their wait list.

Virginia Tech added 500 to their class. They now have a freshman class of 6,500 which is extremely large. There was some discussion about whether the state is aware that when Virginia Tech does things like this it cannibalizes students from other schools and harms smaller schools like UMW. The sense is that the state is not aware of this and incentivizes growing classes and graduating more students.

Moving forward:

The admissions office is now fully staffed. There are two new staff members in graduate admissions. There is now a director and two full time recruiters. There was some salary savings from going paperless that went into the salaries for these positions.

There is a recruiter that is a shared position with athletics. She will do recruiting and work as an assistant woman's soccer coach.

There is one regional recruiter that lives and works in Maryland and will target Maryland, New Jersey and Delaware. Because admissions is now paperless she will be able to do file review remotely.

Overall, our recruitment team is diverse. Some of the new staff includes a Latina woman, a male in charge of transfer recruitments and an African American female.

The next step involves making a strategic enrollment plan. This will look at capacity, space utilization, and issues such as scheduling. It would help if we had centralized scheduling. The only other school in VA that does not is Virginia State.

Admissions purchases 75,000 names based on SAT scores. We also have a new initiative where alumni can refer applicants. There were 100 + applicants from the alumni recruitment program.

Departments have made targeted videos to send to students. With our new enrollment management system we can target when these have been opened.

Another initiative involve a home for the holidays program where current students will take home a care package to give to their counselors and talk positively about UMW. Student leaders have been encouraged to do this.

At this point there is no alumni recruitment but that is something that may happen in the future.

This year we are also starting early decision, continuing early action and going SAT optional.

We are making it harder to “melt” by increasing the tuition deposit from \$500 to \$550 and hoping to add language in their housing contract that makes it more difficult for them to pull out of UMW at the last minute. We are one of the easiest schools in the state to melt from so we need to make ourselves comparable to other schools.

There is a lot of concern about graduate admissions, especially the MBA program because of the amount of money that has been invested in this program. Last year the recruiter reported to the COB dean and now MBA recruitment is under enrollment management. There is a new director of graduate admissions – Christy Pack who has a lot of experience. They are hopeful they can turn around MBA admissions but need to have a conversation with the COB about ways to strengthen the market for the MBA program. One issue is that AACSB accreditation is needed for international admissions.

There are other areas where they are looking at opportunities for expansion including targeting Veterans at Quantico.

The Hanover Group was commissioned to do some market research about the adult market and the results should be available shortly. This should guide decisions about what kind of programs are needed to target adult graduate students.

The other major issue that needs improvement is retention and satisfaction. Retention has improved but seniors who are surveyed are 10% less satisfied with many front line services like the registrar, and financial aid than seniors in other COPLAC schools. It is important for seniors to leave feeling happy about UMW so they share their happy opinions with others in person and in social media. Kimberly's goal is to increase our satisfaction numbers so they are comparable to our COPLAC schools and there is

an initiative in the Lee Hall offices to improve student satisfaction (e.g., they will be reading and discussing a book called Be Your Customer's Hero).

Kimberly was praised for her hard work and turning things around this year. Concern was expressed by the committee about graduate enrollment and whether the focus on graduate admissions would take away resources from undergraduate admissions.

The meeting adjourned at 5:45pm