



**BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID**

REPORT SUMMARY

Date of Meeting: October 26, 2018

Date of Next Meeting: February 3, 2019

Committee Chair: Carlos Alcazar

Committee Members: Peter Bruns, Board Chair Sven Holmes, President Tuajuanda Jordan, Ann McDaniel, Allan Wagaman '06

Staff Member: David L. Hautanen, Jr.

Dashboard Metrics:

N/A

Executive Summary:

The Office of Enrollment Management is pleased to submit its October report to the Committee on Admissions and Financial Aid of the Board of Trustees. This report includes Fall 2018 enrollment and financial aid figures, fall recruitment plans, yield initiatives currently in the planning stage, and an update on staffing.

The enrollment goal for Fall 2018 was to stabilize enrollment following declines beginning in 2009. Enrollment (headcount) for the Fall 2018 semester includes 1521 undergraduate students and 30 graduate students. This is an increase of 5 undergraduate students and 2 graduate students compared to Fall 2017.

For the Fall 2018 entering class, both the number of first-time, first-year (FTFY) and transfer applications increased, slightly fewer FTFY were admitted, more transfer applicants were admitted, and the yield of admitted students increased by 3% for FTFY applicants and by 5% for transfer applicants in comparison to Fall 2017. The number of newly enrolled students includes 376 FTFY students and 107 transfer students. This represents 64 additional new students compared to Fall 2017. The Desousa Brent (DB) program enrolled 42 new students (40 FTFY and 2 TR).

The new student class meets or made progress towards Fall 2018 goals included in the “Time for Rebirth” strategic plan. The FTFY geographic diversity of out-of-state students is 7% and international students is less than 1% on goals of 12% and 2%, respectively. Seventeen percent of the FTFY class are Pell-Grant eligible on a goal of 20%. The academic profile of the FTFY class increased compared to the Fall 2017 entering class. The average unweighted GPA increased from 3.33 to 3.38 on a goal of 3.4, and the average SAT increased by 6 points to 1180 on a goal of 1220.

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Fall 2018 continuing enrollment includes 1038 undergraduate students. First to second year retention of Fall 2017 FTFY students was 82%. This is a decrease of 5% compared to the retention of the Fall 2016 cohort. In comparison to this decrease, the retention of FTFY Hispanic students and first generation students remained level or increased compared to the previous cohort. The Desousa Brent (DB) program met its second to third year persistence goal of 79% and is focused on achieving the 70% four-year graduation rate goal. Seeing a reduction in the number of second year course registrations, a Retention Committee was convened this summer. The committee has developed a plan to guide the institution to achieve first to second year retention strategic plan goals. The plan will be implemented over this academic year.

The College continues to invest significant institutional funds for merit and need-based financial assistance with 84% of of undergraduate students receiving merit and/or need-based aid. For the 2018-2019 academic year we project that \$6.99M of College funds and \$730K of St. Mary's College Foundation funds will be used for merit and need-based financial assistance for our students. These figures represent an increase of 9.4% for College funds and a decrease of 8.5% for St. Mary's College Foundation funding compared to the previous academic year. The increase in College funds can be attributed to the larger new student entering class with a stronger academic profile. The decrease in St Mary's College Foundation funds is due to Landers funds now restricted for the Landers full scholarship program that was implemented for Fall 2018.

The Fall 2018 enrollment goal was to stabilize enrollment. Now that enrollment has been stabilized, the objective is to begin increasing enrollment. This will be achieved through the implementation of the new student recruitment strategy and strategic institutional initiatives designed to achieve the 90% first to second year retention goal in the strategic plan.

Beginning with outreach efforts this past spring, the Admissions Office has been diligently implementing a comprehensive new student recruitment strategy. This strategy includes digital and print outreach, senior outreach, and an aggressive off campus recruitment strategy designed to introduce, reintroduce or reengage SMCM to prospective students, their families, college and transfer counselors in Maryland and in key out-of-state markets. These efforts have generated increased interest in the College based on the number of inquiries compared to last year at this time.

Recruitment efforts are supported by multichannel communication campaigns designed to further increase interest in SMCM, the number of campus visitors, and the number of applications for admission. A combination of sequential and ad hoc efforts, the communication campaigns have been developed and managed by Admission staff in partnership with Integrated Marketing. Moving forward campaigns will be further built out with the assistance of CCA.

Admissions staff are in the process of conducting recruitment travel at more than 600 high schools, community colleges, and community based organizations in Maryland and in our targeted out-of-state markets. To encourage applications in our largest in-state market, we

hosted a prospective student reception in Montgomery County on October 16. All together, the Admissions staff will be conducting 35% more off campus recruitment events compared to Fall 2017.

The campus-wide Signature Recruitment Events Committee continues to support the production of Admission Open Houses and Admitted Student Days. At our “*Fall for St. Mary’s*” Admission Open Houses on Saturday, September 22 and Saturday, October 13, we hosted 551 prospective students and their guests. Attendance includes a 14% increase in prospective students compared to the same Fall 2017 Open Houses. Evaluation results indicate that the Open Houses were a success with respondents indicating that the event increased their interest in SMCM. Our next Open House is on Saturday, November 10.

Our Early Decision (ED) and Early Action (EA) FTFY application deadlines are November 1 with the Regular Decision (RD) application deadline on January 15. We plan to release ED admission decisions by December 1, EA decisions by 1/1, and RD decisions by 3/1. Once admission decisions are released, we will implement a comprehensive yield campaign targeting admitted students and their families. This campaign will be enhanced for Fall 2019 and, like the Fall 2018 campaign, will feature a multi-channel communications strategy, student, faculty and alumni outreach, as well as on and off campus events designed to further increase interest in enrolling at SMCM.

The enrollment leadership team is in place. On July 27, Kendra Lawrence assumed the position of Director of Admission. She came to SMCM from the University of Miami, FL. On September 13, Dr. Bhargavi Bandi became the inaugural Director of Enrollment Operations. She came to us from the University of Evansville, IN. Both Ms. Lawrence and Dr. Bandi are in their term period. They join Robert Maddox who has been appointed to Director of Financial Aid after successfully completing his term period.

There have been a number of other staffing changes in the Division of Enrollment Management. Jordan Cartwright was promoted from Admission Counselor to Assistant Director for Communications and Meghan Lang was promoted from Admission Counselor to Assitant Director for Digital Media. Tamara Wolfson joined the Admission staff as Regional Director of Admission based in Montgomery County. Previoiusly, Tammi was a counselor in the Montgomery County Public Schools. The Assistant Director of Admission for Visitor Services, Jessica Blofski, resigned in August to take a position on the Patuxent River Naval Air Base. This position oversees the Student Ambassador program and our daily visits. A search is underway to replace Jessica.

Action Item(s) related to specific strategic plan goals as appropriate:

None



**ADMISSIONS AND FINANCIAL AID COMMITTEE
with INTEGRATED MARKETING**

**OPEN SESSION
AGENDA**

I. DISCUSSION ITEMS

- A. Vice President for Enrollment Management Report**
 - 1. Fall 2018 Enrollment and Aid Update
 - 2. Fall 2019 Recruitment Plan Update
- B. Human Capital, Brian Zucker**
 - 1. Market Overview
 - 2. Financial Aid Strategy
 - 3. 2018 Admitted Students Survey Results

II. ACTION ITEMS (NONE)

III. INFORMATION ITEMS

- A. Minutes from May 11, 2018**

The committee does not expect to close a portion of this meeting.



BOARD OF TRUSTEES

ADMISSIONS AND FINANCIAL AID OPEN SESSION

MINUTES

Date of Meeting: May 11, 2018

Status of Minutes: Approved October 17, 2018

Committee Members Present: Chair Carlos Alcazar, Board Chair Sven Holmes, President Tuajuanda Jordan, Peter Bruns, Allan Wagaman '06

Committee Members Absent: Anirban Basu, Ann McDaniel

Others Present: David Hautanen, Robert Maddox, Kristina Anderson, Jessica Blofsky, Allison Boyle, John Bell '95, Leonard Brown, Cindy Broyles '79, Michael Bruckler, Lee Capristo, Jordan Cartwright, Carolyn Curry, Peg Duchesne '77, Susan Dyer, Matt Fehrs, Misty France, Marcus Gore, Elizabeth Graves '95, Cynthia Gross, Gail Harmon, Chip Jackson, Meghan Lang, Todd Mattingly, Kortet Mensah, Beverly Read, Kate Shirey, Ed Sirianno, Danielle Troyan '92, Michael Wick, John Wobensmith '93, Anna Yates

Executive Summary

Meeting was called to order at 1:30 p.m. by Carlos Alcazar. He asked for a nomination for approval of the minutes of the meeting on February 2, 2018. A motion was made and seconded and the minutes were approved unanimously.

Admissions Data

David L. Hautanen, Jr., VP for Enrollment Management, reported to the committee on the following items related to enrollment and applications:

- The blended fall and spring semester enrollment of first time, transfer, and returning students at census is 1504. 1,419 students returned for the spring semester, a 94.5% retention rate from fall to spring.
- Our internal enrollment goals for first year students for fall 2018 includes 375 first-time first-year students and 100 transfer students. The budget is built on more conservative figures. To date, we have enrolled 365 first year students deposited and those numbers continue to increase. The acceptance rate was 79%, down from previous years. The application pool was up and we are continuing to accept applications. This year's application pool is academically stronger – the unweighted GPA is up by 0.1 and the average SAT scores are up from 1183 to 1196. Applications from Maryland resident students are up 3%. Transfer deposits are level but the number of applications and the number of admitted students are both up.

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Financial Aid

Rob Maddox, Director of Financial Aid, presented an update on financial aid:

- 365 first year students have paid deposits to date and 87.7% of them have received aid – need based or scholarships. 302 (82.7%) of students applied for need based aid and 44% (163 students) received need-based aid.
- Returning student financial aid awards will be generated after completion of the review for satisfactory academic progress. They should receive their financial aid packages by early June.

Recruitment

David Hautanen, VP for Enrollment Management, provided additional information on recruiting the class of 2019 and 2020:

- Students planning to enroll in 2019 and 2020 will be recruited with various forms of engagement – web retargeting, email campaigns, and print collateral. We have purchased names from various list sources and have started the outreach to these students. We engaged these students through social media, email campaigns, a series of printed pieces, on campus events, recruitment travel, and counselor engagement.
- Spring travel focused on both admitted and prospective students. It was aligned with the same areas we focused on for our search campaign.
- We received positive feedback that students visiting campus had a strong visit experience. The number of students attending the Admitted Seahawk Days increased as did the number for the spring open house in April.
- Students who chose not to attend SMC were surveyed and provided valuable information that the College can use going forward.
- He recognized Kristina Anderson, Interim Director of Admissions, and thanked her for all of her hard work during the last year.

Integrated Marketing update

Ed Sirianno, President of Creative Communications Associates in New York.

- Updated the committee on the findings of their research study conducted later winter and early spring on the perceptions of the College by various audiences and stakeholders.
- The brand concept will be LEAD – Learning through Experiential and Applied Discovery. This will replace the “Honors 2.0” working title and fully reflect the planned changes in the College’s curriculum.
- The brand promise will be to sell the dreams of what you want the institution to be.
- Members of the committee were encouraged by Dr. Jordan to go through the data when it is made available.

The meeting adjourned at 2:30 p.m.