

University Advisory Council Meeting Minutes
Friday, February 23, 2024
1:30 p.m. | President's Conference Room

Name	Attended	Name	Attended	Name	Attended
Sonja Barber	✓	Johnston Hegeman	✓	Traki Taylor	✓
Albert Delia	✓	John Lombardi	absent	John Short	absent
Abigail Donaldson	absent	Rachael Michalski	absent	Artie Travis	✓
Troy Donoway	✓	Nick Mullen	absent	Donnell VanSkiver	✓
Justin Dunmyre	✓	Amy Nightengale	✓	Robin Wynder	✓
Jodi Eirich	✓	Bradford Nixon	absent		
Harry Fike	✓	Ronald Nowaczyk	absent		

- I. Call to Order at 1:36 p.m.
- II. Topic: Strategic Enrollment Management Update and Discussion (Presentation Attached)
Presented by Dr. Sara-Beth Bittinger, Dr. Alan Walker, Natalie Wagoner, and Dr. Kate Kinsinger
- III. Adjournment at 3:08 p.m.

Next meeting: March 29, 2024

Submitted by: Donnell H. VanSkiver, CAP, MEP, OM
Executive Administrative Assistant III

FROSTBURG

STATE UNIVERSITY

UAC

February 23, 2024





Strategic Enrollment Management Initiatives

- Rebuilding and Enhancing Dept Majors
- Dual Enrollment
- Recruiting International Students
- Recruiting Latino Students
- Recruiting Stop Out Students
- New Competitive Programs
- Online Programs
- More Effective Admissions Processes
- More Effective Retention Processes
- Increased Graduate Headcount

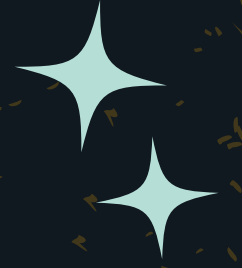


Rebuilding & Enhancing Majors

- Departmental Web Updates
- Program Scholarships
17 students enrolled
- Departmental Letters
- Bi-weekly Enrollment Funnel Reports



Enhancing Majors



Program modifications to be more appealing to student demands and market trends:

- **Economics:** Suspensions of Public Policy and Quantitative Economics. Reconfigured Business Economics under Management.
- **Biology and Geography** established an interdisciplinary environmental science major to replace the suspended Environmental Analysis and Planning major. Elimination of the Environmental Science Concentration within the Biology major and the Environmental Science concentration within the Earth Sciences major.
- **Education options** being reconfigured to meet the Maryland's Blueprint.

Dual Enrollment

23-24 Allegany and Garrett County Schools

- 6 Student Participants
- 5 Applied to FSU
- 3 Likely to attend
- Avg GPA: 3.35
- Avg Credits: 12

24-25 Renew Agreements

- Applications & Registration



Recruiting International Students

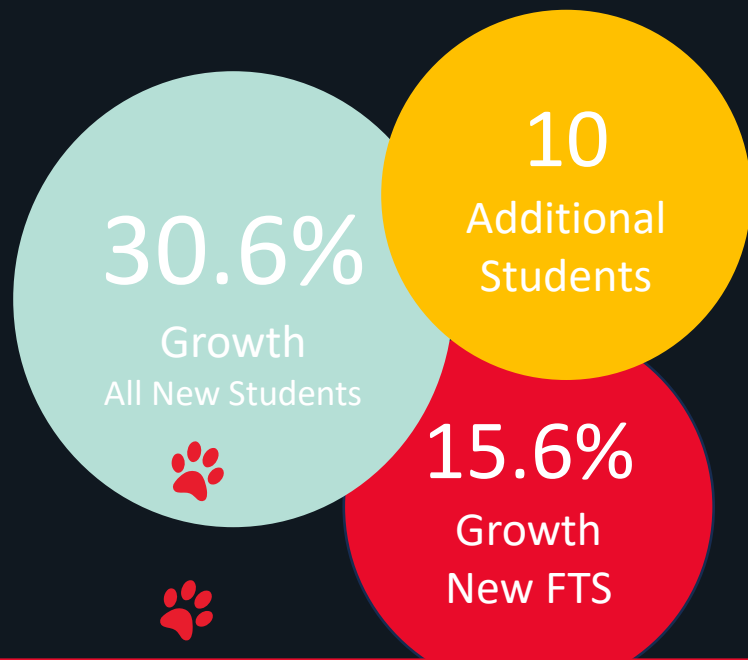
BFA added to HUTB partnership – over 100 additional transfer students for AY 23-24

Six HUTB residential students at FSU during AY 23-24 – first since pandemic

Active discussions with additional international partners

- **Czech Republic – jointly delivered online MBA**
- **Singapore – jointly delivered online MBA**
- **China – two CBECMS programs**





Recruiting Latino Students

Achieved pre-pandemic enrollment totals

- Overall new Hispanic/Latin Students
- New First-Time Hispanic/Latin Students



Action Items

- Multilingual faculty supporting as needed
- Translated materials
- State park engagement and visits
- Improved application questions for delivery of Spanish content.
- Virtual Tour translation
- Alumni, student, faculty and staff engagement in work group.



Recruiting Stop Out Students

Identified Barriers to Re-enrollment
& Removed Some

Ended ReUp Partnership &
Partnered With AIR

Partnering with EAB

	Total Apps	Total Enrolled	Total With Holds	Most Common Hold
Fall 2022	75	50	40*	Past Balance
Fall 2023	76	46	42*	Past Balance

* Estimated number due to data management variability

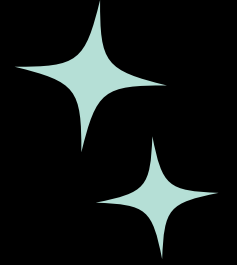
Competitive Programs

Joint Master in Environmental Management (MEM) in Sustainability.

- Frostburg State University and the University of Maryland Center for Environmental Science (UMCES) partnered to offer an innovative program designed to meet workforce and community needs.
- Launched fall 2023



Competitive Programs



Law/Juris Doctor Combination Program

- Bachelor of Science (B.S.) Hop on the fast track to a quality law degree. Through a partnership with the University of Baltimore School of Law, you can combine a bachelor's and just doctor program to save time and tuition - – without compromising value! With a doctorate in law and a bachelor's degree in the field of your choice, there's no limit to how far you can go in the world of justice.

Six Year BS in Chemistry (FSU) and a Pharm.D.(UMES)

- The dual-degree program will require the FSU students to spend their first three years at FSU and their last three years at UMES. The FSU students will earn their B.S. degree in Chemistry from FSU after they have completed the necessary courses in their first professional year of the Doctor of Pharmacy program, which corresponds to the fourth year of the dual-degree program.



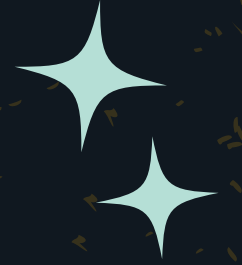
Competitive Programs

Post-Master's Certificate in Advanced School Counseling

This certificate supplies the knowledge and skills necessary to serve children and young adults as a certified school counselor at the elementary and secondary levels.

- Began in January 2024 with an inaugural cohort of eight students.
- Designed for professionals working in school districts and social service agencies.
- Flexible in nature and can be taken virtually using both synchronous and asynchronous learning platforms during the winter and summer terms.
- Targeted to current M.Ed. School Counseling students or previous graduates who earned a degree with fewer than sixty credits

Additionally, upon successful completion of this program, graduates will be eligible to apply for the National Certified School Counselor credential, giving school counselors the opportunity to complete elective requirements for the Maryland State Department of Education's recertification as a school counselor and the National Board for Certified Counselors' renewal requirements (see the Blueprint for Maryland's Future).





Online Programs

EAB and FSU Partnership

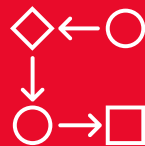
Target working adults that may have earned some college credit hours but did not earn a degree.

Expand reach to working adults/professionals seeking advanced degrees at the graduate level.

- Building a prospect pool with advantaged audience generation, direct access to a proprietary consumer database, and channels that deliver high-intent, best fit students to FSU.
- Driving enrollment results with choreographed, responsive marketing to keep pace with shifting student behavior and trends in the graduate and adult learner market.
- Developing a nimble, forward-thinking growth strategy based on custom and best practice research guided by a team of EAB experts.
- Illuminating the student journey and fueling each decision with micro and macro insights derived from digital body language, proprietary data sets, and predictive analytics.

Admissions Processes

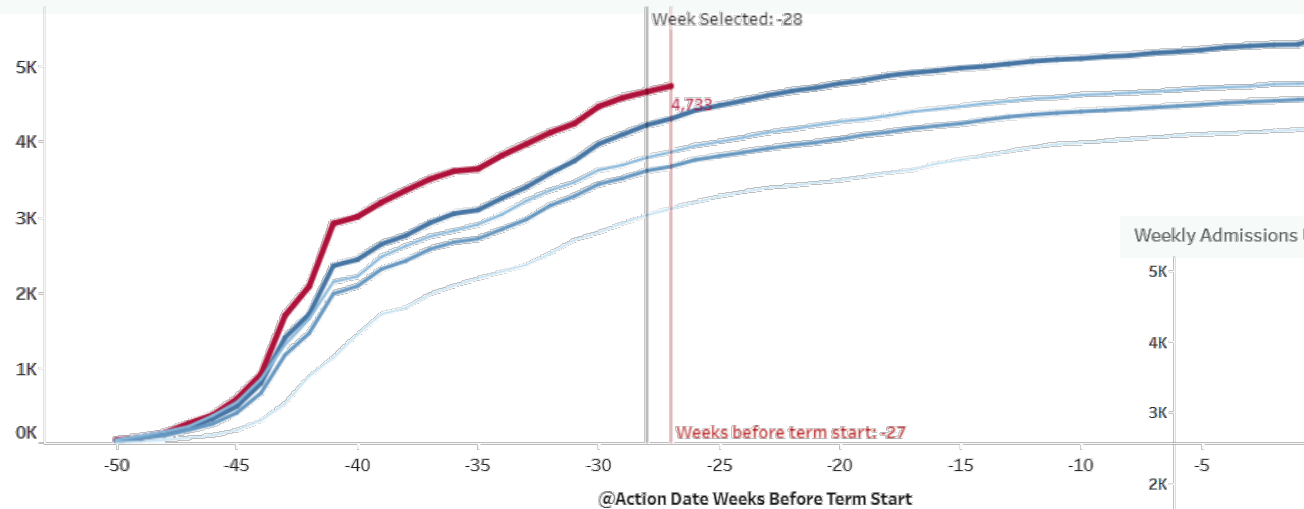
Quicker Admissions Decisions
Enhanced & Robust Communication
Process Improvements



Admissions Processes

Results

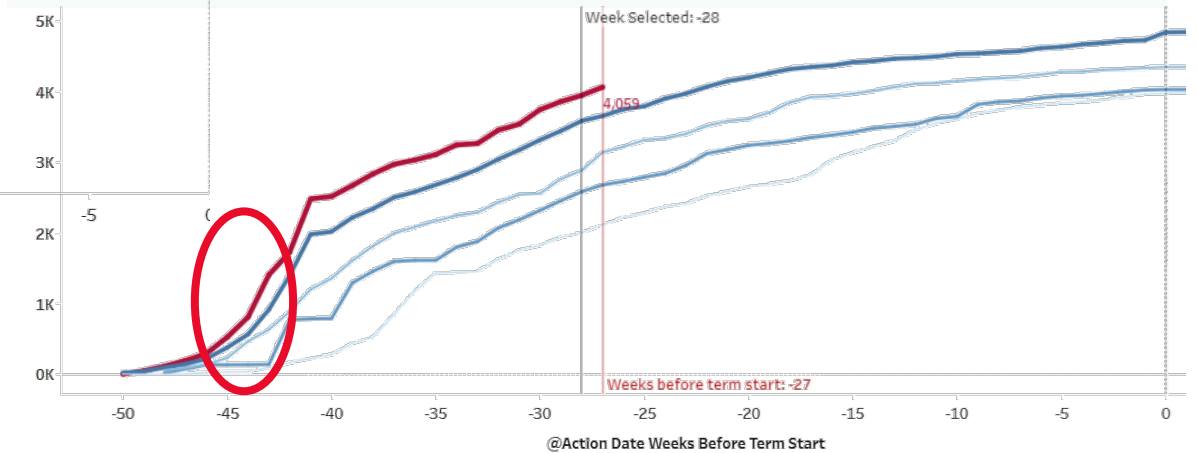
Weekly Admissions Update (Applied)



92

Week 1 Total Applications

Weekly Admissions Update (Admitted)



Retention Processes


Dual Advising Model

- CAAR Staffing stabilized in spring 2023, with five University Advisors carrying caseloads averaging 220 students & operating from holistic support model.

Fall 2023	Advisors completed 1,571 face-to-face appointments.
Fall 2023	97% of students strongly agreed their advisor serves as an important resource to them, up from 72% in fall 2021.
Spring 2023	98% of advisees report an understanding of GEP courses, up from 86% spring 2022.
	99% report they can identify courses they must complete for major.



More impactful advising & retention feedback from students



Navigate Intake Survey launched Fall 2022; Students indicating first-gen referred to TRIO/SSS, and referrals made for students requesting more information on accessing computers, food insecurity assistance, career and internships, disability/counseling, study abroad, etc.



Revised FY survey with higher response rates



Fall 2022: 72% response rate



Fall 2023: 82% response rate



New this year: Survey was re-administered (n=52%) to gauge shifts in perception from semester start. Important feedback gleaned and includes **intention to transfer**. UAs in process of reaching out.



Expected GPA

Expected GPA	Initial	Follow-Up	Actual
3.5 or higher (mostly As)	35.65%	36.17%	30.57%
3.0 to 3.49 (mostly Bs)	53.76%	32.52%	18.75%
2.5 to 2.99 (some Bs and Cs)	9.63%	19.76%	13.85%
2.0 to 2.49 (mostly Cs)	0.96%	6.69%	10.81%
>2.0			26.01%



Leverage Technology & Data

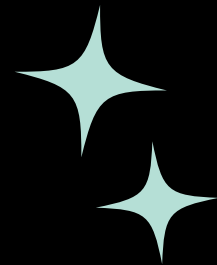
EAB Navigate: Year Two of Implementation

Helio Retention Scorecard not updated Fall 23/Spring 24 due to SFP and no financial aid data within the warehouse; Navigate's Predictive Analytics feature completed last spring

Support Band	Historical Students	Historical Success Rate	Historical Mean GPA	Current Students	Current Mean GPA
High	2.1%	29.5%	1.98	11.2%	1.58
Moderate	33.8%	53.2%	2.98	34.5%	2.92
Low	64.1%	81.1%	3.19	54.3%	3.28

Navigate360 Utilization Overview

Since August 29th, 2022...



285

distinct staff & faculty
users

36

staff & faculty
“power users”

1,364

distinct
student users

10,995

appointments created

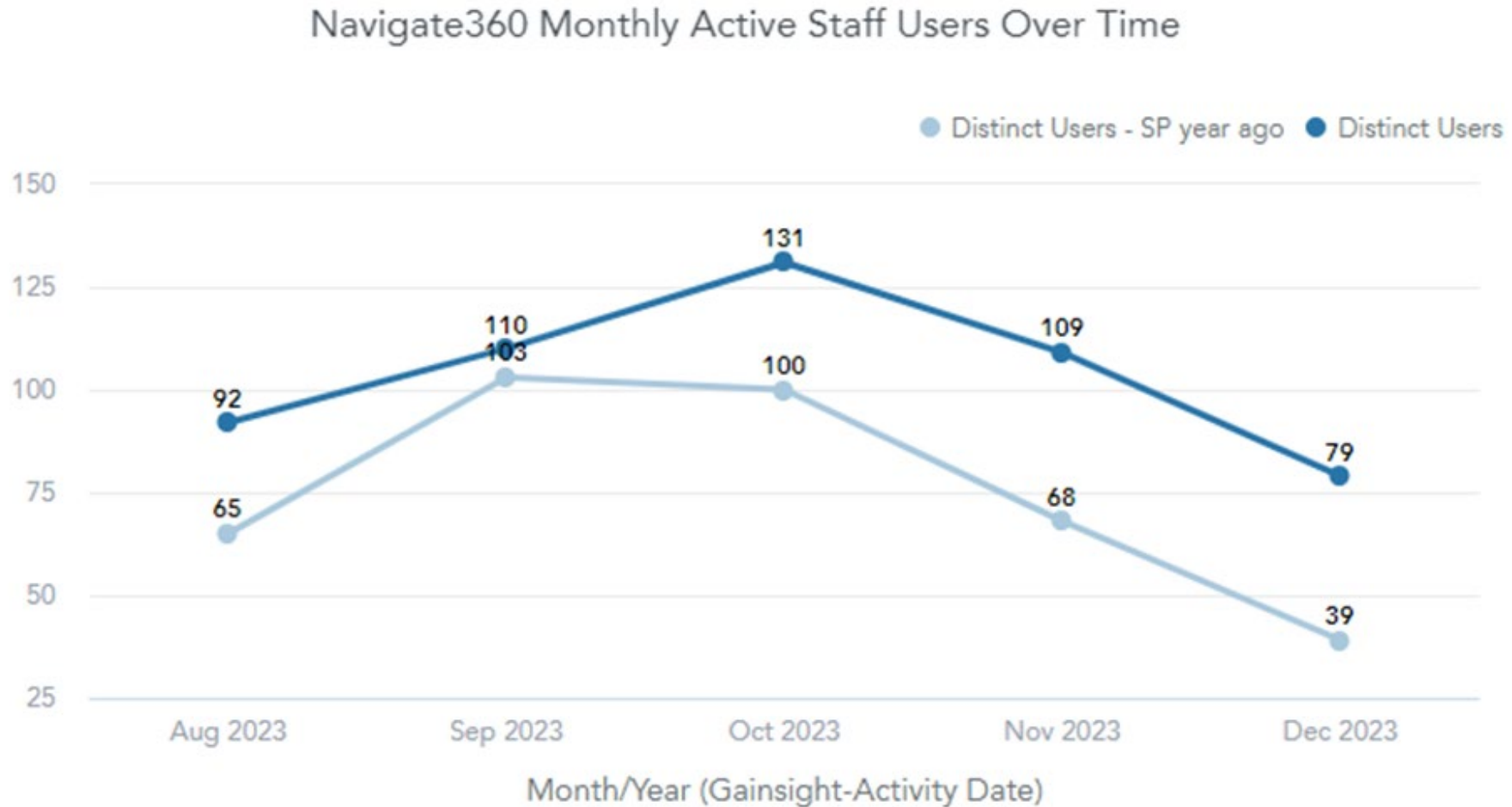
2,287

distinct students
served

41k+

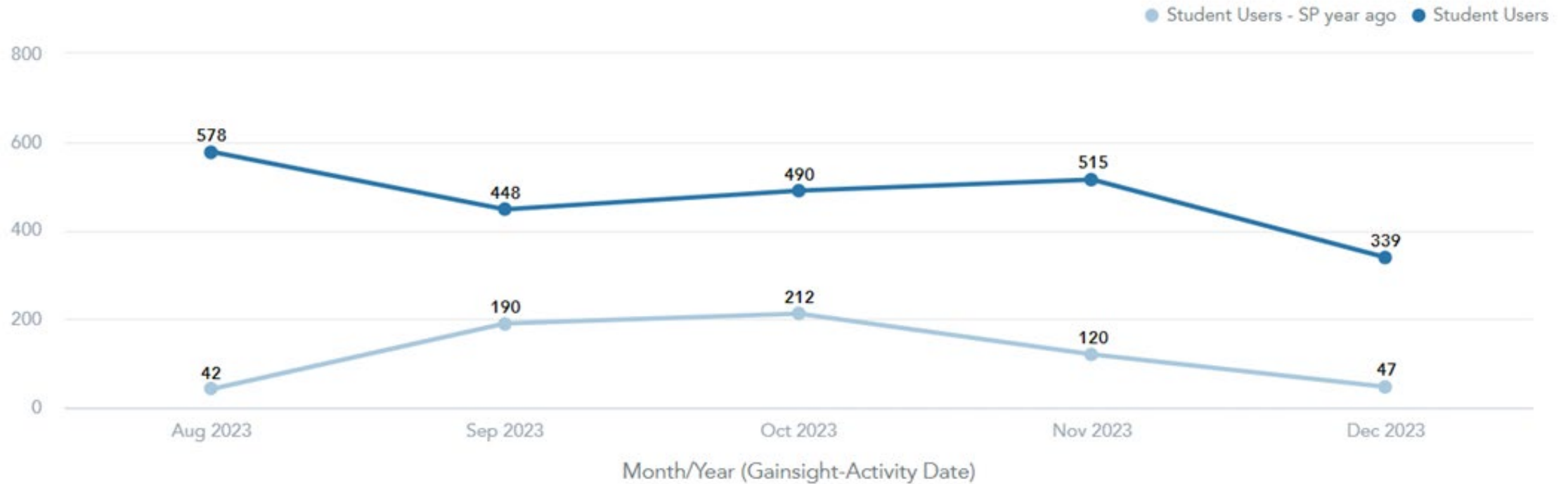
messages sent (email +
SMS)

Staff & Faculty Utilization



Student Utilization

Navigate360 Monthly Active Student Users Over Time (SGD users only)



Proactive Student Outreach Makes a Difference at Frostburg

499

First-time students (FTS) enrolled in
Fall 2022

66%

Retention to Fall 2023

324

FTS who **attended an appointment** via
campaign

77.2%

Retention to Fall 2023

175

FTS who **did not attend an appointment**
via campaign

45.1%

Retention to Fall 2023

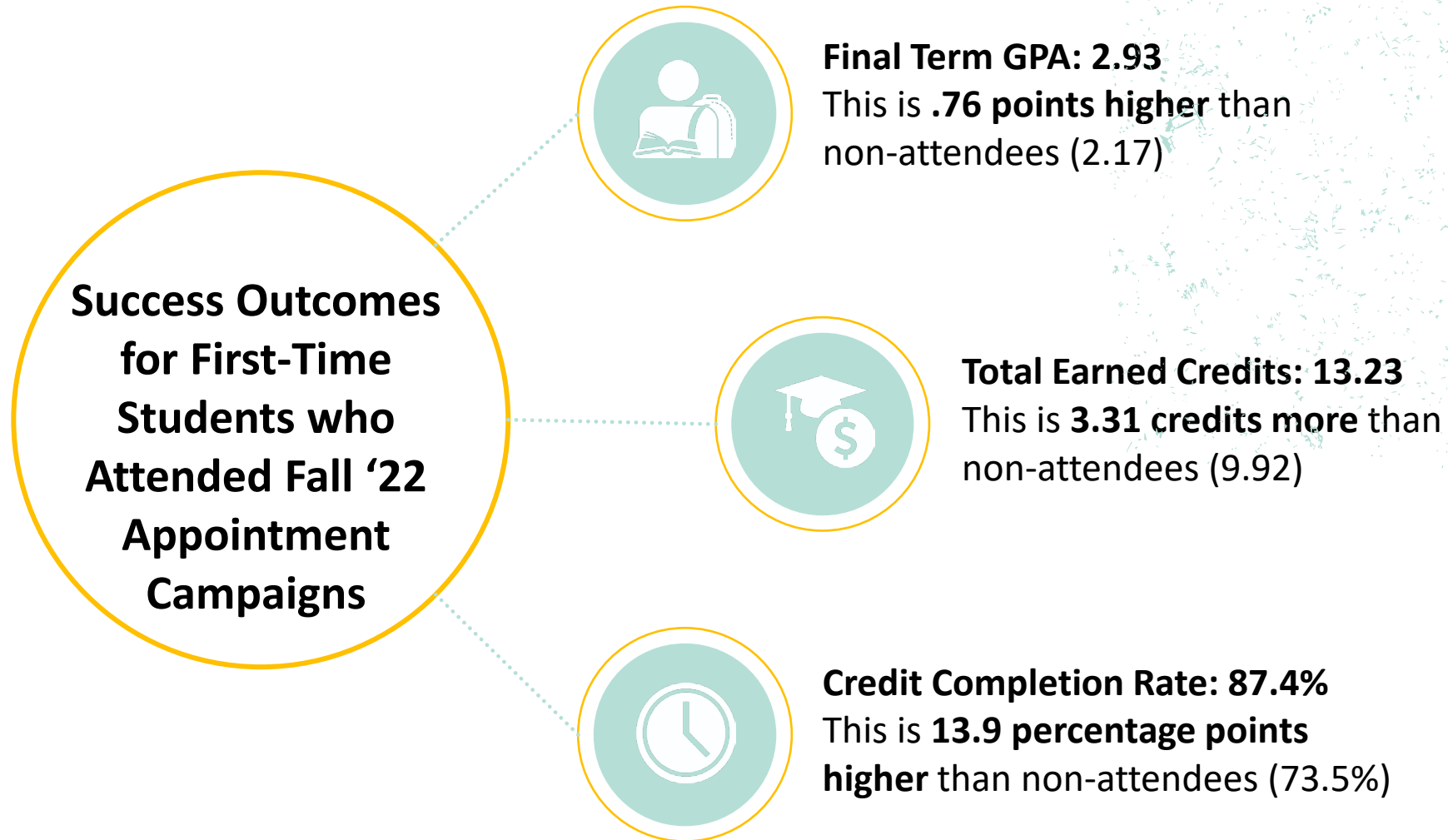


34 additional FTS
retained via
Navigate360
Intervention



\$510,000 in tuition revenue
retained

Correlating Campaigns with Success



Navigate: Moving Forward

- Academic Planning: Tools & features students use to build digital map of courses needed to meet graduation requirements. University Advisors & Faculty Mentors can view, edit, and comment on plans.
- Progress Reports: Course-based request of instructor to report on individual student academic and/or behavioral performance at key points within semester.
Piloting with FY probation students this week—92 cases opened so far (with 32% response rate).
- New Kiosks to track study hours in TRIO/SSS, Accessibility & Learning, Math Assistance Lab, and Pullen (in addition to Athletics).

To use Navigate as an enterprise-level student success platform....

- **Universal Adoption...to build a true coordinated care network**



Student Success Grant:(2024-2028)

- FSU is a recipient of the recently awarded USM Department of Education (DoE) Post Secondary Student Success Grant (PSSG) under the Fund for the Improvement of Postsecondary Education (FIPSE).
 - o Four Year "Advising, Belonging, and Coaching" (ABC) Student Success Grant to support FSU Peer Mentoring
 - o Award to be given to FSU in next few weeks.
 - o Grant to be highlighted throughout the upcoming 3/1/24 Bowie State Student Success Symposium.

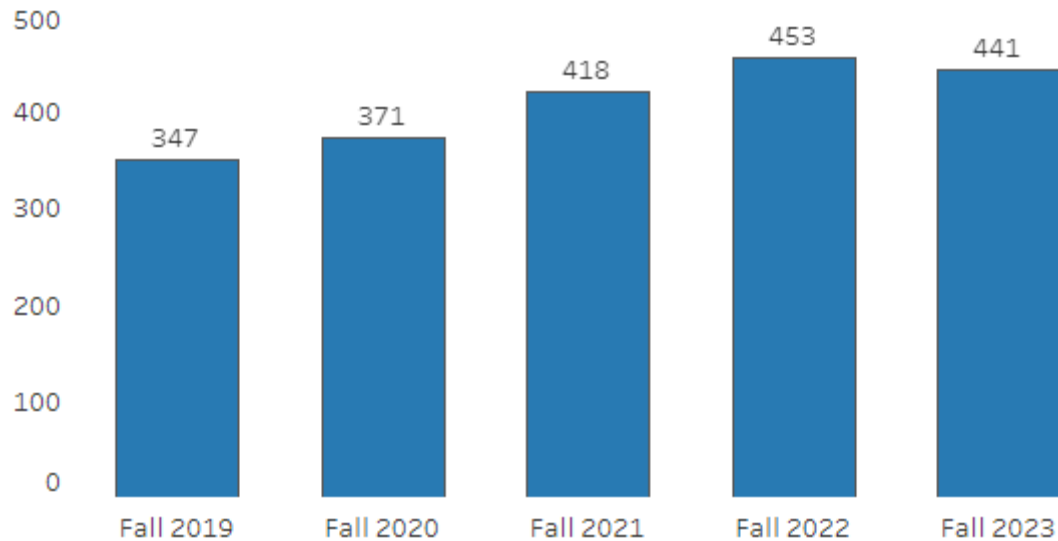
Graduate Programs

- Analysis of 5 Year Baseline Graduate Headcount
- Expansion of Partnerships:
 - EAB
 - USMH (Hagerstown)
 - International

Baseline Online Headcount Data Pre-EAB

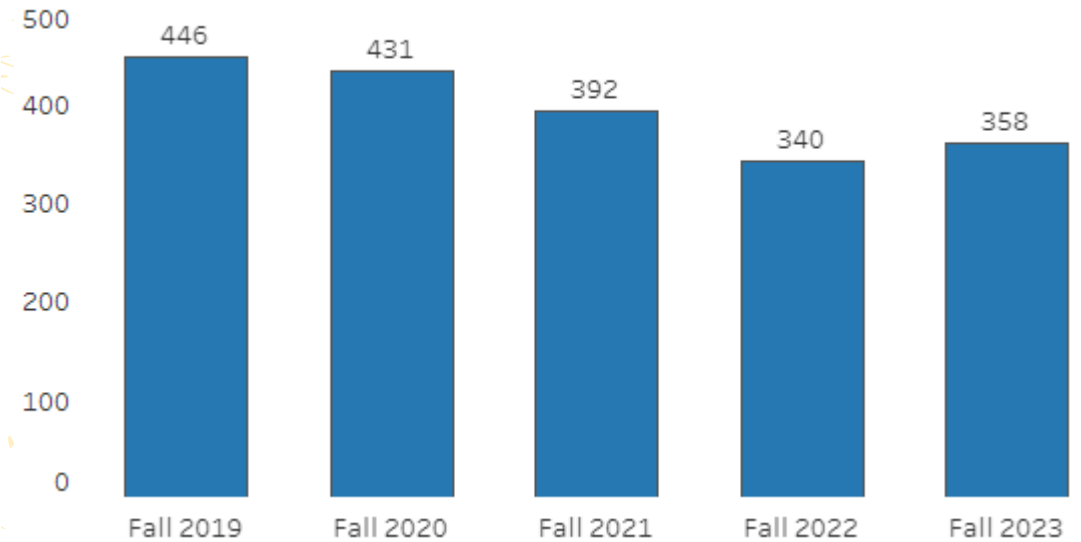
GRADUATE ONLINE PROGRAMS

Headcount 5 Year Trend



UNDERGRADUATE ONLINE PROGRAMS

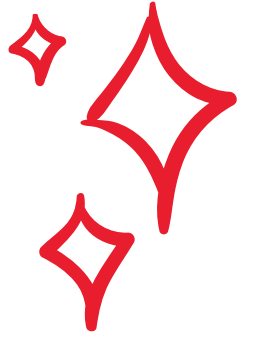
Headcount 5 Year Trend



Graduate Programs: EAB Partnership

- FSU EAB campus visit (January 2024)
- Extensive Zoom meetings with Graduate Program Directors of online programs.
- Tightening/Updating Program Websites:
 - Overview of program information
 - Review/update program and course curriculum
 - Add Testimonials
 - Update Faculty photos
 - Provide career information/other items (dependent upon program)
- Next Steps: Launch FSU websites with EAB

Graduate Programs: USMH (Hagerstown)



Increased FSU presence in Hagerstown

- Ongoing Provost Office Visits to USMH

Move to Strengthen FSU USMH Offerings:

- FSU Appointed APAC Representative (Dr. Adams);

*APAC represents USM institutions interested in USMH presence

Winter/Spring 2024 Analysis of FSU and USMH offerings

- Examine existing and potential programs
- Conduct Market analysis of USMH with Jacob Ashby
- Plan March-May USMH visits for interested Graduate Program

Directors and Faculty

*Undergraduate Program Directors and Faculty are also welcome and will be included



Graduate Programs: International

Post-COVID Review of International Graduate Program Opportunities:

- Explore Program and/or course offerings

Meet with Deans, Chairs, and/or Directors:

- Discuss new and prior FSU programs and/or course offerings

February-May 2024 explore international opportunities in India

Initial Conversations:

- **Computer Science and Business Graduate Programs.**

*All Graduate Program Directors/Coordinators are very welcome to express interest in any of the above (or alternative) opportunities