

## Future Enrollment Planning Task Force

**UPDATE: 01-13-2021**

**OVERVIEW:** Initiated Fall 2019, the Future Enrollment Planning Task Force (FEPTF) was created and charged by the Provost to support the early thinking about GW's 5 year enrollment goals in context of the strategic planning and goals set at that time. The committee was formed, at that time, collaboratively between the Provost and the Faculty Senate chair. The Provost chaired the committee and continued to include this group in discussions about Fall 2020 applications and enrollment tactics through the pandemic into the summer. As a part of halting the strategic planning, the Provost committed (as part of the Board Chair and President's commitment to shared governance) to engage with this group in Fall 2020 to secure a recommendation about our enrollment goals in the subsequent year. Consequently, FEPTF was expanded in membership (at the request of the Faculty Senate) and reconvened on November 11, 2020 to start developing recommendations for the composition of GW's student populations in a post-pandemic environment. The Task Force's fall meetings have been chaired by Jay Goff, Vice-Provost for Enrollment and Student Success and occasionally co-chaired by the Provost. Per the Task Force's charge, the group gathered over the past two months to discuss and vet a set of short-term target recommendations for the Fall 2021 new undergraduate class profile. The group immediately started a new data and research portfolio to benchmark GW's position in the higher education market and determining vital focal areas for guiding the University's future student enrollments.

The following content outlines the goal, objectives, assumptions, and Fall 2021 class targets recommended by the FEPTF.

Recent conversations with the Faculty Senate chair suggests the need for additional conversations about the nature of the FEPTF. After consultation with the Faculty Senate, the FEPTF is planned to continue to meet in 2021 to start the development of recommendations for a five-year enrollment plan that would include targets to be achieved in the 2026-27 academic year. For additional information on the Task Force's work, please contact the FEPTF chair. In addition to the FEPTF's university-wide planning efforts, the Provost has also asked VPES Goff to work with the Deans to update the college and schools' enrollment management plans based on their identified strategies and instructional capacity.

**FEPTF CHARGE (SHORT-TERM):** Recommend a set of Fall 2021 new student profile targets that would assist GW in identifying, admitting, and enrolling a new student class that reflects GW's commitment to enrolling an academically talented and diverse class that can succeed at the University, utilize the existing student resources, and provide a sustainable financial environment.

**FEPTF Fall 2021 New Undergraduate Class Profile Recommendations** FEPTF endorsed 12-23-2020

**GOAL:** Enroll the best new student class possible given the current environmental factors.

### **OBJECTIVES FOR FALL 2021 NEW STUDENT CLASS PROFILE TARGETS:**

Through the Future Enrollment Planning Task Force discussions, the following six objectives were created to provide a logic model and guide for the Fall 2021 new undergraduate class profile targets.

1. **Ensure a safe campus environment** (avoid overcrowding to reduce additional health risks)
2. **Support a critical mass of students** to create a lively and engaging community (staffing, dining halls, gathering spaces, etc.)
3. **Maintain or improve the academic profile and diversity levels** to ensure a deep and insightful learning environment

4. **Establish an appropriate FY/transfer mix** to better balance the academic program enrollments across the new student cohorts and ensure a fuller GW experience for all students
5. **Determine an appropriate percentage/number of waitlist students** in FY Class (work to avoid lowering the academic profile)
6. **Ensure the new class targets do not disrupt upper-class students** from having the traditional GW experience

#### **Meeting Dates and Discussion Topics**

- 11/20 - Review of Fall 2020 enrollment data; Pandemic campus response and restrictions; Identified core benchmarks and requests for additional enrollment/market data
- 11/25 - Early Decision strategy; Pandemic planning scenarios; Guidelines, goal, and initial objectives for new student class profile and targets
- 12/4 – Review of requested enrollment data and new FEPTF data repository box; Fall 2021 housing capacity projections; institutional and student service capacities, review of objectives
- 12/11 – Review of goal and objectives, housing capacity projections; Fall 2021 admissions update; review of initial target proposal
- 12/18 - Student success, retention, persistence, and graduation; Rankings and reputation factors, housing capacity projections; Approval of goal, objectives, and target proposal
- 12/23 – Fall 2021 New Undergraduate Student Enrollment Goal, Objectives and Targets; Available housing capacity
- 1/4 - Available housing capacity, re-review of targets
- 1/8 - Fall 2021 New Undergraduate Student Enrollment Targets – Target recommendations updated and submitted to Provost
- 1/13 – Setting discussion agenda for Fall 2026 planning; identifying benchmarking institutions

#### **Task Force Members (Co-Chairs Jay Goff, Vice Provost for Enrollment and Student Success and M. Brian Blake, Provost)**

1. Anuj Mehrotra, Dean, GW School of Business
2. Daniel Ullman, Professor of Mathematics
3. David Iselin, Director of Operations, Enrollment and Student Success
4. David Rain, Associate Professor of Geography
5. Derek Lo, Undergraduate Student
6. Dylan Conger, Professor of Public Policy and Public Administration
7. Ilana Feldman, Interim Dean, Elliott School of International Affairs
8. Jamie Cohen-Cole, Associate Professor of American Studies
9. Jason Zara, Professor of Biomedical Engineering, and Faculty Director of Undergraduate Recruiting
10. Jennifer Mitchell, Director of Administration, Office of the Provost
11. John Lach, Dean, School of Engineering and Applied Sciences
12. Joseph Cordes, Professor of Economics, Public Policy, and Public Administration & International Affairs
13. Lynn Goldman, Dean, GW Milken Institute School of Public Health
14. Marie Price, Professor of Geography and International Affairs
15. Pamela Jeffries, Dean, School of Nursing
16. Paul Wahlbeck, Dean, Columbian College

17. Philip Wirtz, Professor of Decision Sciences and Psychology
18. Pradeep Rau, Professor of Marketing and International Business
19. Rachel Riedner, Associate Dean, Undergraduate Studies, Columbian College of Arts and Sciences
20. Sarah Baldassaro, Vice President, Communications and Marketing
21. Scott Burnotes, Vice President, Safety and Facilities
22. Seth Weinshel, Assistant Dean for Housing and Financial Services
23. Tyson Brown, Interim Associate Dean, Undergraduate Admissions

## **Data and Research Shared with FEPTF**

### *Enrollment Data*

- Competitor Analysis – Clearinghouse Data Report
- New Student Profile, Market Funnel, and Yield Analysis 3-Year Report
- IPEDS Institutional Profile Among US NEWS Schools 40-60
- College Enrollment and Student Demographic Statistics
- 5-Year Headcount Enrollment Trend by Degree
- First-Year COA\_2016-2020
- Unduplicated International Fall\_2020 Census to Fall 2019 Census
- EPT Nov 2020 Enrollment Update
- 2017 to 2020 International First-Year Enrollment
- Fall 2020 FTE Summary Census
- Fall 2014-2020 First-Year and Transfers by School
- Fall 2020 vs. 2019 Census

### *Housing Data*

- Historical Occupancy Data
- Bed Counts for Enrollment Group
- Compliance Reporting Tracking