STRATEGIC ENROLLMENT MANAGEMENT PLAN
2024-2028

CONTENTS

STRATEGIC ENROLLMENT MANAGEMENT PLAN

"*The goal of enrollment management at the University of Georgia is to define and attain the desired student body that will enable the University to achieve its mission. The University seeks to maintain a balance between its enrollment and the resources necessary to support that enrollment. Where growth is desired, the University will pursue responsible growth.*"

\- REPORT OF THE TASK FORCE ON ENROLLMENT MANAGEMENT, 2007

I am pleased to share with you the 2024–2028 Strategic Enrollment Management Plan for the University of Georgia.

UGA's competitive advantage lies in its commitment to delivering a world-class academic experience in a vibrant collegiate environment. This strategic blueprint underscores our dedication to upholding the university's mission while harnessing the strengths of our distinguished faculty, staff, and educational offerings.

Our enrollment strategies are crafted to align campus resources with student demand. By balancing on-campus undergraduate enrollment with targeted expansion of online graduate programs in high-demand fields, we aim to maintain tuition revenue growth while ensuring academic excellence. This approach is projected to increase net-tuition revenue by an average of 1.5 percent annually. Moreover, the additional funds generated will facilitate the creation of 115 new tenure-track faculty positions over the next five years along with bolstering instructional and staff support to accommodate enrollment growth. Enhancing campus infrastructure is also a key facet, with plans to construct a new residence hall and expand on-campus parking and dining facilities.

UGA alumni consistently forge remarkable careers, attributing much of their success to their collegiate experiences. As national conversations highlight the value of higher education in fostering economic and social mobility, this plan underscores our collective commitment to student success. Our enrollment strategies are designed to enhance students' academic journeys, minimize debt burdens, and optimize career prospects.

At its core, this plan aims to reinforce UGA's competitive position through sustainable enrollment growth, the strategic expansion of our esteemed faculty, and the advancement of student outcomes across Georgia.

I cordially invite you to explore this strategic enrollment plan as we work together to propel the University of Georgia toward continued excellence.

Go Dawgs!

Andy Borst, Ph.D.
Vice Provost for Enrollment Management

+1.5%
ENROLLMENT
GROWTH
PER YEAR
ON AVERAGE

+115
TENURE-TRACK
FACULTY OVER
NEXT 5 YEARS

PLAN GOALS

GOAL 1:
Sustain the size, residency, and academic profile of the first-year cohort.

USG Strategic Goals: 1.1

GOAL 2:
Enroll one new transfer for every two first-year students.

USG: 1.1, 1.6, 4.1

GOAL 3:
Increase graduate enrollment in high-demand programs.

USG: 1.1, 4.2, 4.4

GOAL 4:
Increase faculty hiring corresponding to increases in student enrollment.

USG: 3.3, 3.4

GOAL 5:
Improve economic and social mobility of graduates.

USG: 1.2, 1.5, 2.5, 3.1, 4.2

USG 2029 Strategic Goals: *www.usg.edu/strategic_plan/strategic_plan_goals*
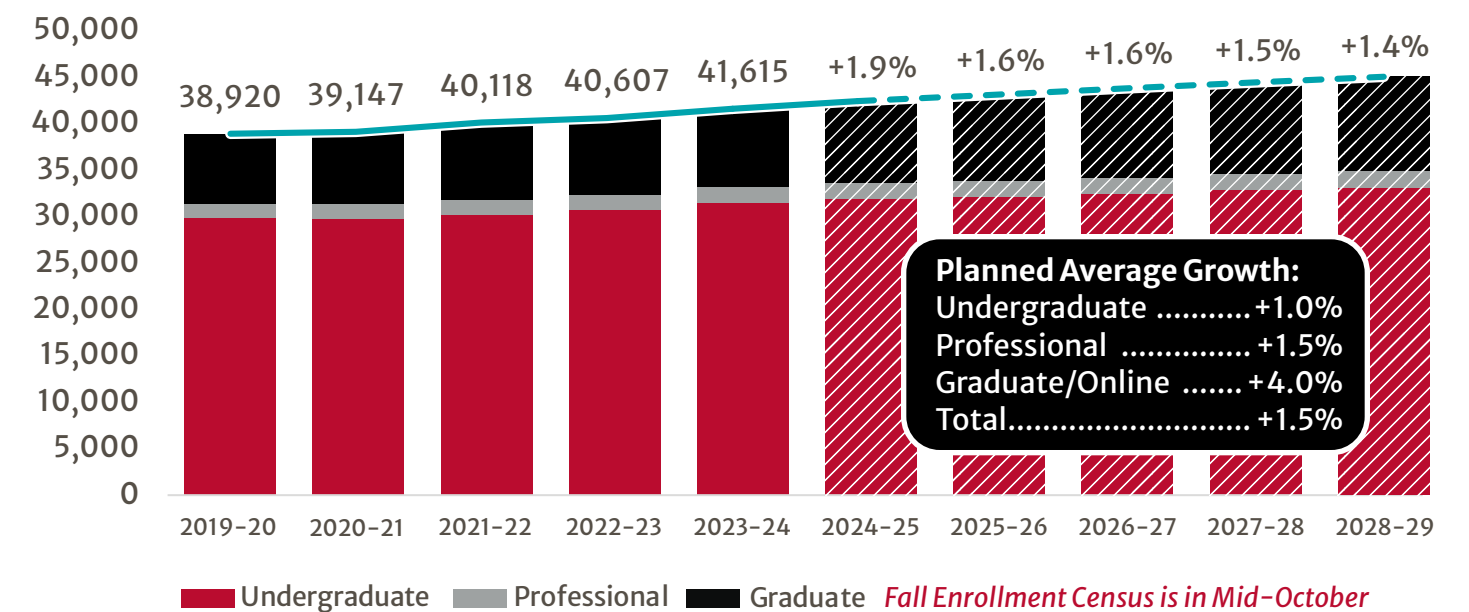
ENROLLMENT CONTEXT

The University of Georgia's ability to grow enrollment is limited by campus resources in Athens rather than by limited interest from students. This strategy recommends moderating on-campus undergraduate enrollment to allow for campus resource capacity to better accommodate market demand. The overall growth is projected to be approximately 4,000 new students enrolled at UGA (*see figure 1*), however, approximately 600 new students per year would be physically located on the Athens campus. Expanding online graduate programs in high-demand areas will allow UGA's enrollment to support the mission of the university by serving Georgians who are currently taking online programs from institutions primarily located outside of the state.

Figure 1. UGA Fall Enrollment 2019–2023 With Projections 2024–2028

Planned Average Growth:
Undergraduate ....+1.0%
Professional ....+1.5%
Graduate/Online ....+4.0%
Total...........................+1.5%

Undergraduate   Professional   Graduate   *Fall Enrollment Census is in Mid-October*
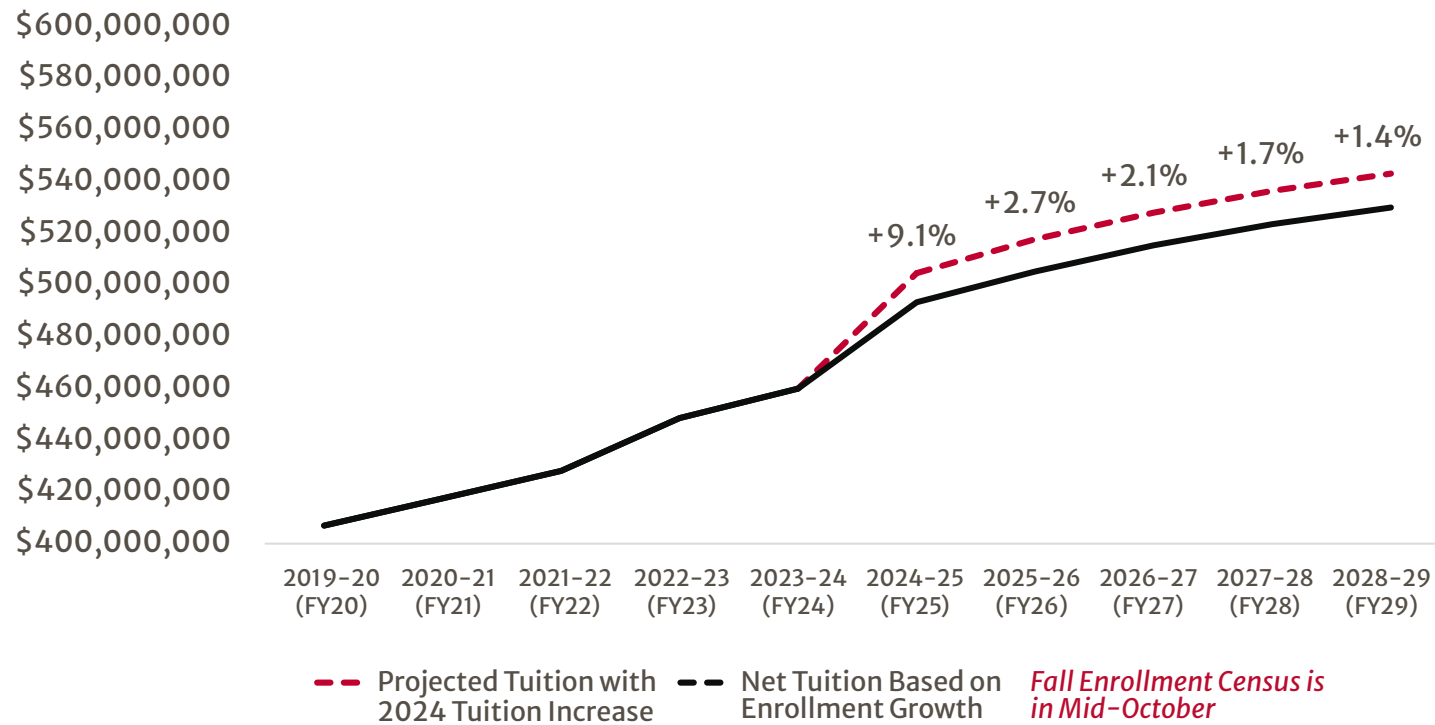
The growth of in-person students in Athens is expected to be approximately 600 students per year (*or only 24 rows in Sanford stadium*). This will allow for expansion of housing, parking, dining, and faculty resources to better accommodate the on-campus student population.

600
NEW STUDENTS PER YEAR ON THE ATHENS CAMPUS IS EQUIVALENT TO A SMALL SECTION IN SANFORD STADIUM
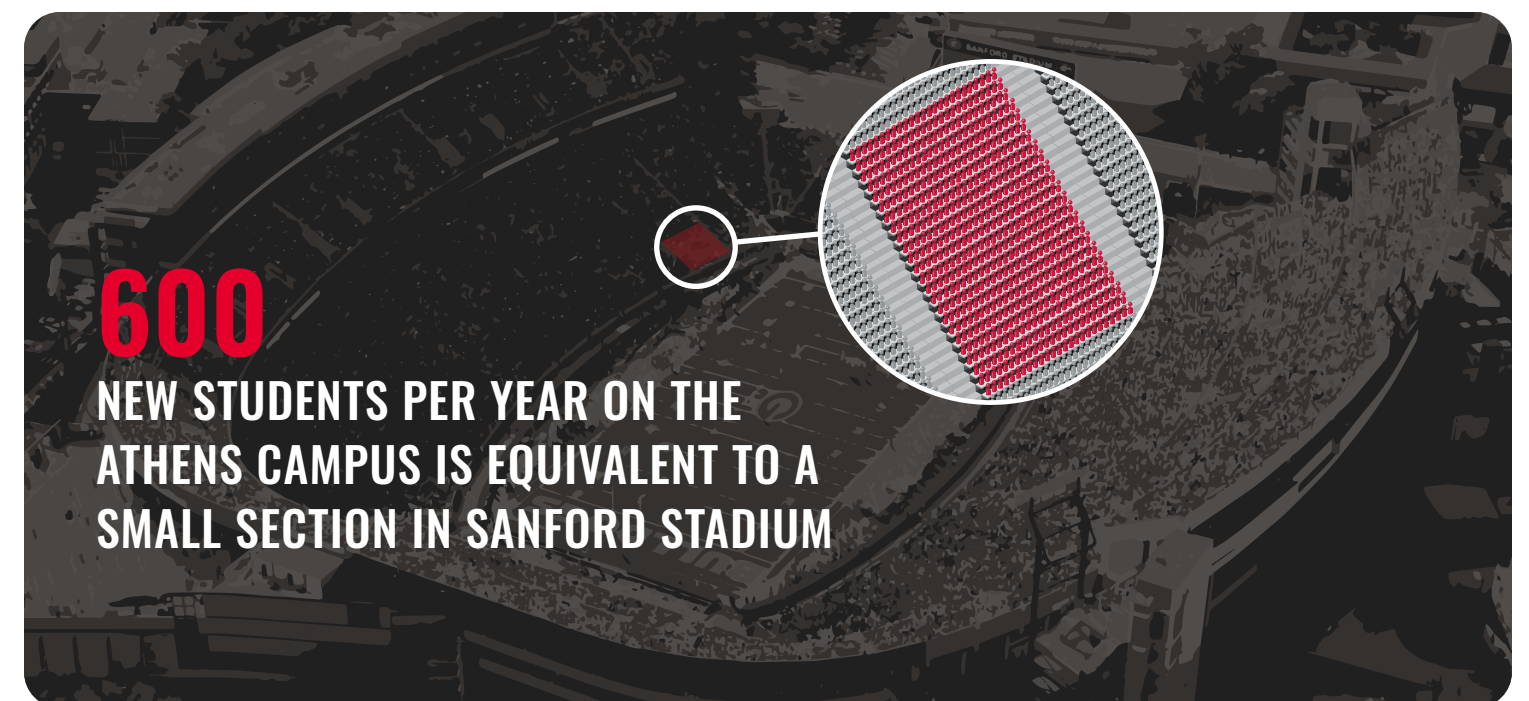
Over the next five years, moderate enrollment growth will create approximately $70 million in additional tuition revenue and an additional $13 million from the 2024 approved tuition increase.
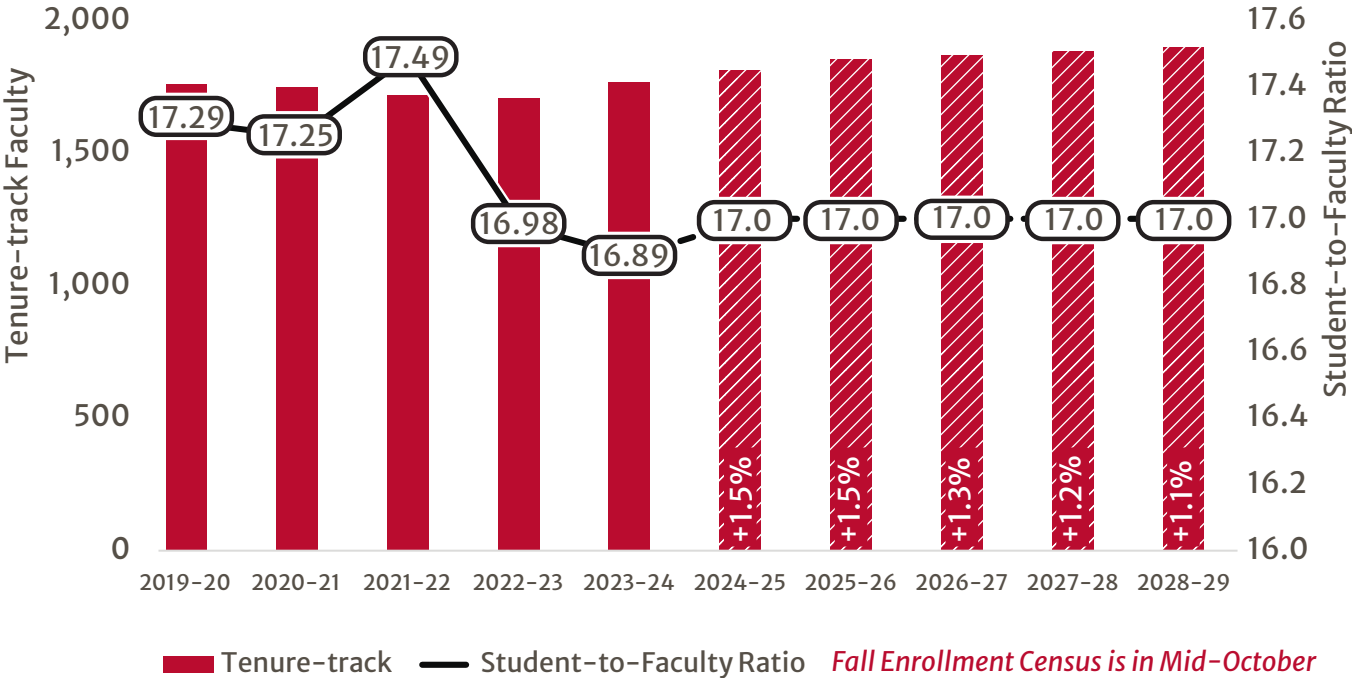
Figure 2. Net Tuition Revenue Projection

Legend:
- — — Projected Tuition with 2024 Tuition Increase
- - - Net Tuition Based on Enrollment Growth
- *Fall Enrollment Census is in Mid-October*

Figure 3. Student-to-Faculty Ratio

Legend:
- ▮ Tenure-track
- —— Student-to-Faculty Ratio
- *Fall Enrollment Census is in Mid-October*

MAINTAIN NET-TUITION REVENUE GROWTH

This strategy will grow net-tuition revenue in proportion to headcount enrollment over the next five years. Moderate enrollment growth will create approximately $83 million in additional annual net-tuition revenue comparing current year FY24 to the projected net-tuition in FY29. In other words, this strategy maintains net-tuition revenue growth at current levels while moderating the on-campus enrollment headcount.

Additional revenue will be used to create 115 new tenure-track faculty positions over the next five years and additional instructional and staff positions to support enrollment growth. These additional faculty hires will allow UGA to maintain its current student-to-faculty ratio of 17:1. Additional tuition revenue will also support the expansion of the university's research enterprise, including opportunities for doctoral and post-doctoral students.

+115 NEW FACULTY POSITIONS OVER THE NEXT 5 YEARS

FIRST-YEAR ENROLLMENT

OVERVIEW

The demand to attend UGA as a first-time, full-time undergraduate student has never been higher. With record applications each year, the challenge has become enrolling a new student cohort that meets the various competing interests of size, academic profile, and residency mix, while also ensuring sufficient campus resources to provide one of the best collegiate experiences in the world.

While the number of high school graduates will begin to decline in 2026, there will continue to be strong demand for universities that are in a competitive market position.

Housing, parking, and dining are the primary limitations to growing on-campus enrollment. We need to let capacity catch up with demand.

UGA will maintain its commitment to delivering an exceptional on-campus experience. Online options for undergraduates will be limited to the Summer term.

This report recommends moderating the growth of the first-year class for the Summer/Fall combined terms from current levels over the next five years, to ensure a high-quality student experience that remains within the bounds of campus and community resources.

GOAL 1:

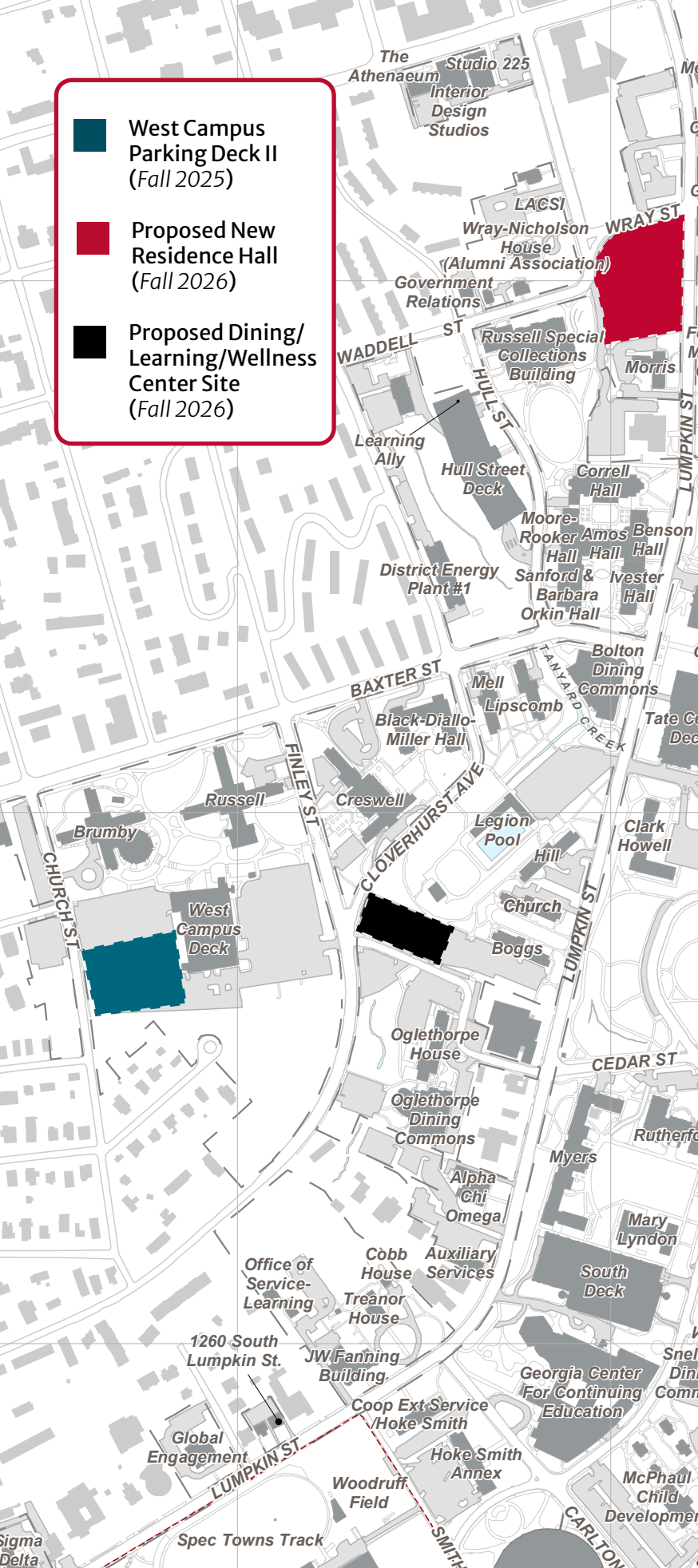**Sustain the size, residency, and academic profile of the first-year cohort.**

- **Strategy 1:** Build new residence (*Fall 2026*), dining (*Fall 2026*), and parking (*Fall 2025*) facilities.
- **Strategy 2:** Maintain an 80/20 Georgia residency composition (*+/– 2 percent*).
- **Strategy 3:** Enhance the geographic representation of the first-year cohort within the state and across the nation.

OUTCOME 1:

Moderate growth in the first-year cohort to be within the bounds of campus resources.

Legend:
- West Campus Parking Deck II (*Fall 2025*)
- Proposed New Residence Hall (*Fall 2026*)
- Proposed Dining/ Learning/Wellness Center Site (*Fall 2026*)

Planned new residence hall along Lumpkin Street

HOUSING AND PARKING

Housing, parking, and dining are the primary limitations to growing on-campus enrollment. We need to let capacity catch up with demand.

Opening a new residence hall designed for first-year students will allow UGA to assign the first-year cohort to housing that supports their specific needs. For the past few years UGA has changed configurations in some of the residence halls designed for upper-division students and has been assigning first-year students to these apartments. The new hall will allow UGA to assign these apartments to returning and transfer students.
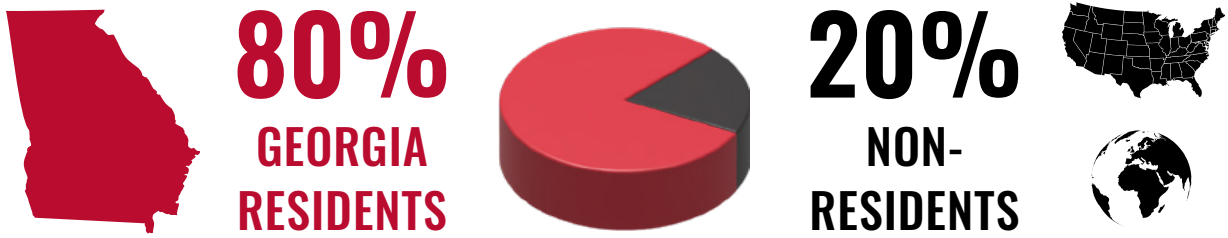
NEW FIRST-YEAR STUDENTS

A consistent first-year cohort will allow for responsible enrollment growth within the bounds of campus resources. This plan increases the first-year cohort by 0.5% each year across Summer, Fall, and Spring term starts.

Figure 4. UGA New First-Year Students
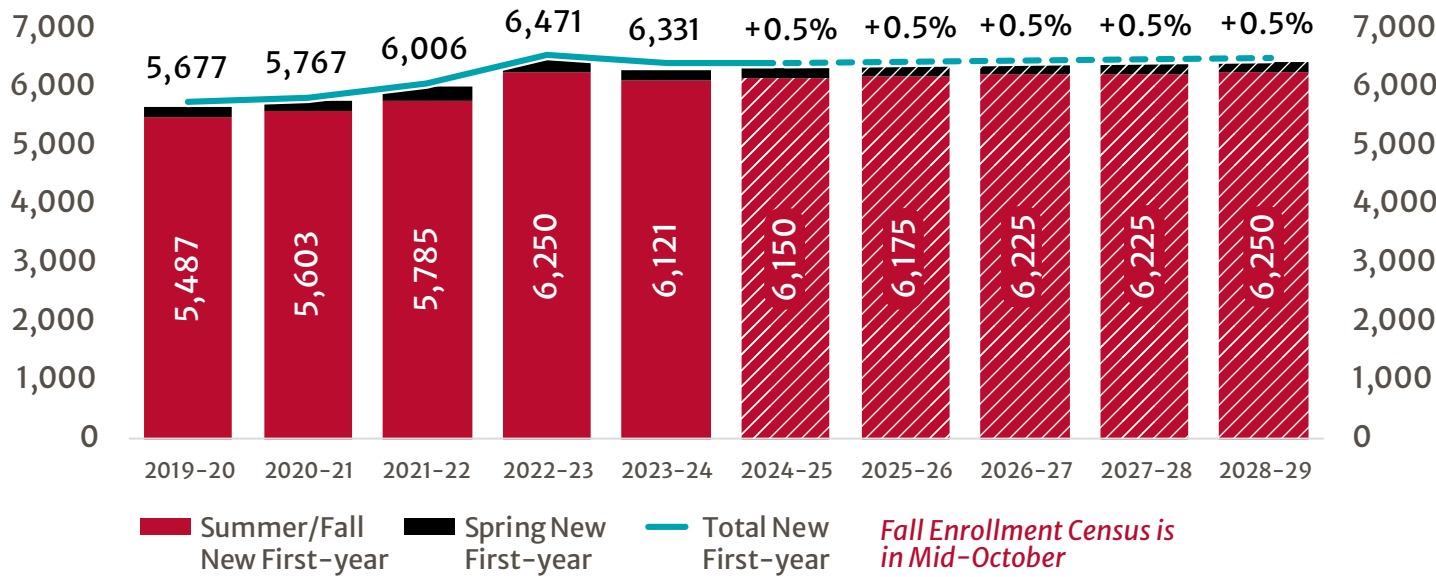
80-20 SPLIT

The primary goal of our first-year cohort is to enroll talented students primarily from the state of Georgia, supplemented by high-achieving non-resident students.

80% GEORGIA RESIDENTS

20% NON-RESIDENTS

TRANSFER ENROLLMENT

OVERVIEW

As UGA has become more competitive for first-year admission, enrolling transfer students plays an important role in fulfilling our Land Grant mission. Approximately 95% of transfer students are Georgia residents, and transfer students are twice as likely as first-year students to be the first in their family to graduate with a bachelor's degree. There is a potential to increase transfer enrollment by expanding the Transfer Pathway program which allows students who were waitlisted but not admitted as first-year applicants an opportunity to apply a semester earlier than traditional transfer students. The Transfer Pathway program is an invitation-only program and will allow UGA to increase enrollment at a controllable pace while continuing the Land Grant mission of access to Georgians.

UGA can increase transfer enrollment by removing barriers in the admission process and implementing best practices for transfer students, especially among academic programs with capacity to grow.

STRATEGIC GOALS & KEY PERFORMANCE INDICATORS

GOAL 2:

Enroll one new transfer for every two first-year students.

- **Strategy 1:** Increase transfer admission standards (*Spring 2025*)
- **Strategy 2:** Increase Transfer Pathway offers to Georgia residents
- **Strategy 3:** Enhance transfer student academic planning and course scheduling resources
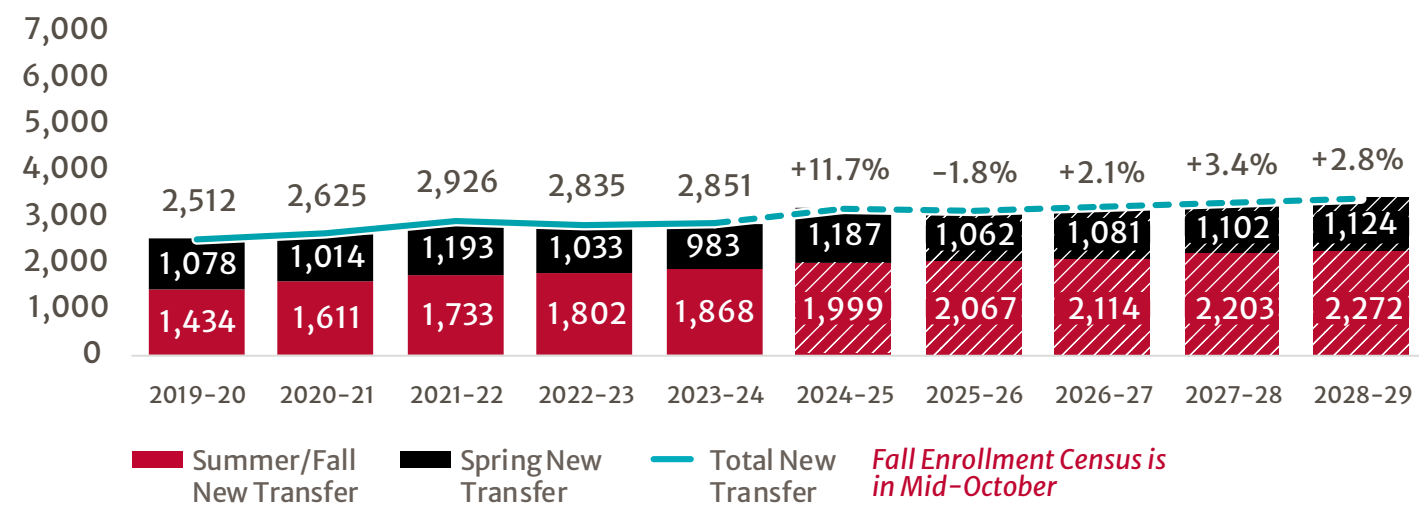
OUTCOME 2:

Grow total undergraduate enrollment by an average of 1% annually.

+1 TRANSFER FOR EVERY
+2 FIRST-YEARS

Planned modest increases in transfer students will help to stabilize overall undergraduate enrollment growth by approximately 1% each year. This plan focuses on academic preparation and the overall success of transfer students at UGA.

Figure 5. UGA New Transfer Students By Term

	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29
Total New Transfer	2,512	2,625	2,926	2,835	2,851	+11.7%	−1.8%	+2.1%	+3.4%	+2.8%
Spring New Transfer	1,078	1,014	1,193	1,033	983	1,187	1,062	1,081	1,102	1,124
Summer/Fall New Transfer	1,434	1,611	1,733	1,802	1,868	1,999	2,067	2,114	2,203	2,272

Summer/Fall New Transfer · Spring New Transfer · Total New Transfer · *Fall Enrollment Census is in Mid-October*

The number of new transfer students at UGA is above the median among comparator and aspirational peers. Institutions with larger transfer enrollment tend to be in large urban centers near feeder community colleges with larger enrollments.

Figure 6. Aspirational and Peer Fall 2022 Transfer Enrollment Comparison
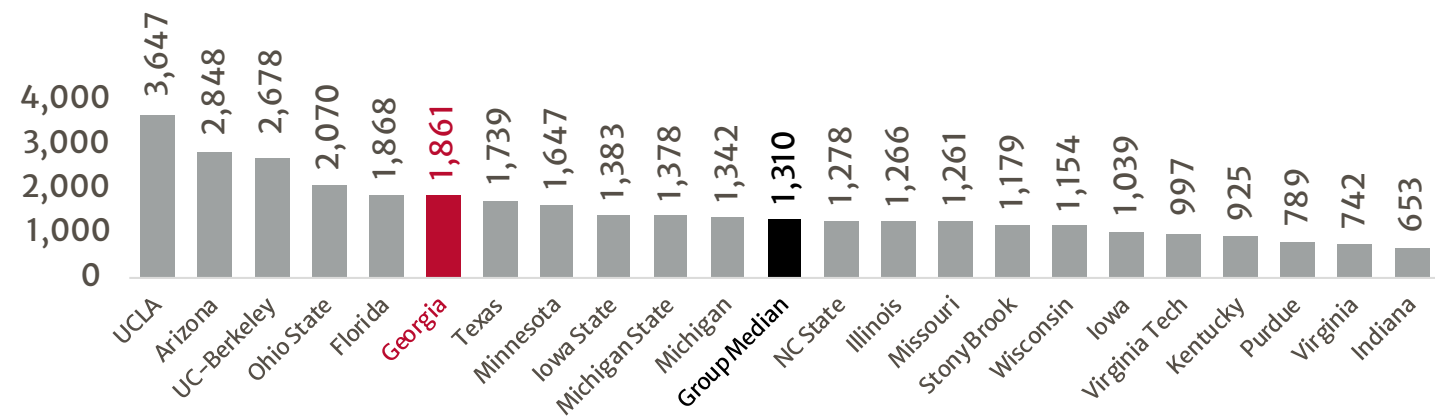
TRANSFER PIPELINE

The undergraduate enrollment of universities from which UGA students transfer is unlikely to increase over the next five years. Therefore, UGA will need to implement new strategies to increase transfer enrollment. Most Georgia residents who are denied admission to UGA as first-year applicants with a minimum predicted GPA of 3.3 or higher enroll at other USG universities or out-of-state Flagship/Land Grant universities.

Figure 7. Top Destinations for Denied Georgia Residents Who Enroll at Out-of-State Universities
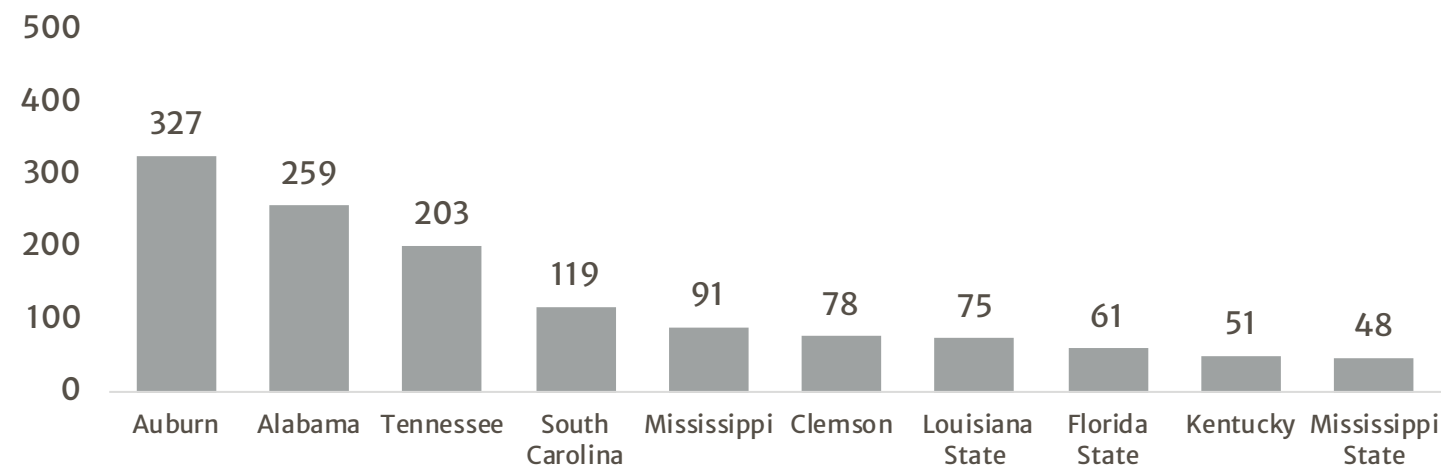
TRANSFER PATHWAYS

- The Transfer Pathway program allows students to apply a semester earlier than a traditional transfer, prior to completing 30 credit hours.
- Students typically demonstrate consistent academic interests from their first-year application to their transfer application. This provides an opportunity to expand communications to transfer students.
- The Transfer Pathway program is only for students who were invited to participate in this program. This includes students who are waitlisted as first-year applicants, but not admitted.

While UGA is limited in the ability to grow the first-year cohort, expanding access to transfer students increases opportunities for academically competitive Georgians to earn a degree from UGA. Transfer students are more likely to be from Georgia, first-generation, from rural communities, and interested in programs with capacity.

FIRST-YEAR WAITLIST

TRANSFER PATHWAYS

ENROLL AT UGA EARLIER

95%
OF TRANSFER STUDENTS ARE GEORGIA RESIDENTS

GRADUATE ENROLLMENT

OVERVIEW

Most aspirational and comparator peers have larger graduate enrollments than UGA. There is potential to grow graduate enrollment through new online programs in high-demand areas.

The intent of growing graduate enrollment at UGA is to serve citizens in the state of Georgia by offering high-quality, online graduate programs that are currently being offered by out-of-state, for-profit universities.

In 2023, The National Council for State Authorization Reciprocity Agreements (*NC-SARA*) data showed that over 176,613 Georgia residents were enrolled in online programs. UGA enrolled only 903 of those students. There is capacity to grow online graduate programs in high-demand areas to better serve the citizens of Georgia.

This enrollment plan proposes the expansion of online graduate programs to fulfill this market demand while ensuring excellence in program delivery. There is potential to grow beyond the projections with additional investment in program development and quality assurance.

STRATEGIC GOALS & KEY PERFORMANCE INDICATORS

GOAL 3:

Increase graduate enrollment in high-demand programs.

- **Strategy 1:** Support faculty in increasing online graduate programs in areas leading to additional earnings premiums for students.
- **Strategy 2:** Implement a venture fund to seed new online graduate programs in high-demand areas.
- **Strategy 3:** Expand the Office of Online Learning's mission to include quality enhancement for existing online programs.
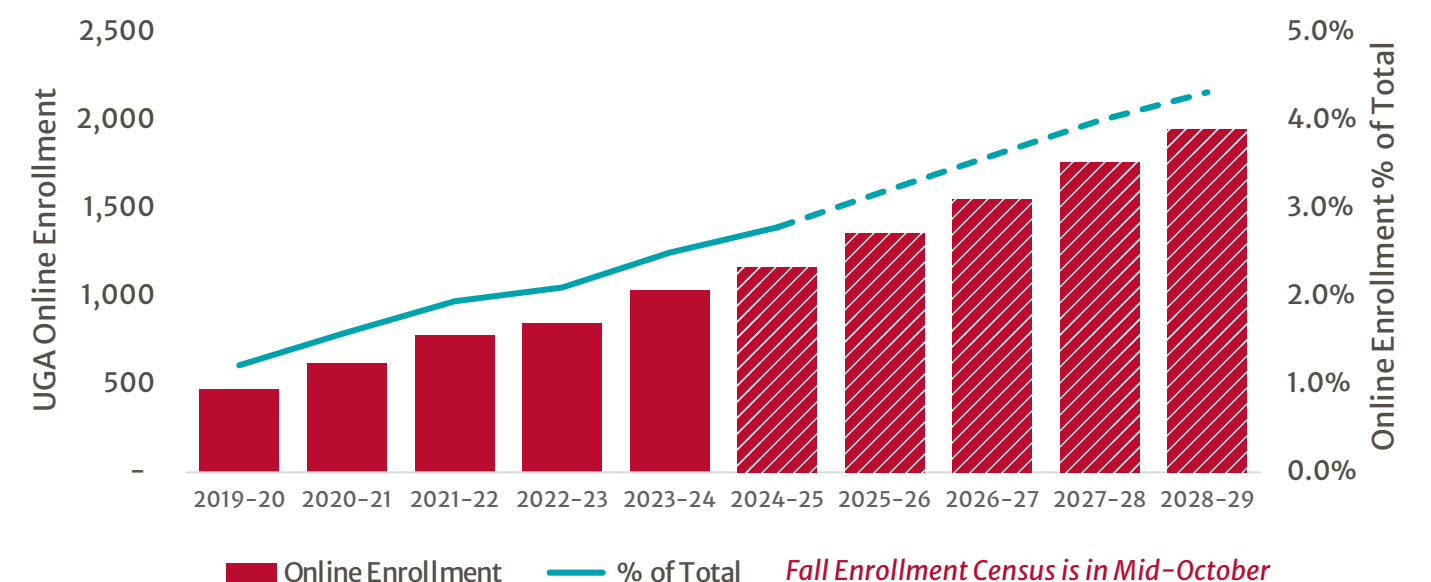
OUTCOME 3:

Increase graduate enrollment by 4.0% annually.

+4.0%
GRADUATE ENROLLMENT ANNUALLY

Figure 8. Online Enrollment as a Percent of Total Enrollment

Legend: ■ Online Enrollment — % of Total *Fall Enrollment Census is in Mid-October*

There is an opportunity to serve Georgians who are currently enrolling in online programs at other universities, often located outside of the state.

Figure 9. **Online Learning Among Georgia Residents, 2022–23**

TOTAL 176,613 GEORGIA RESIDENTS ENROLLED IN ONLINE PROGRAMS

Other Schools
46,527 Enrollments

UGA 903 Enrollments

Out-of-state Schools
80,257 Enrollments

Other USG Schools
48,926 Enrollments

ONLINE LEARNING

The Office of Online Learning works with faculty to develop high-quality online graduate programs that marry the strengths of the University with the needs of students in the State of Georgia and the nation. The office also provides enrollment services to prospective students and digital marketing services to online programs.

- This plan calls for investment in a venture fund to create new online programs.
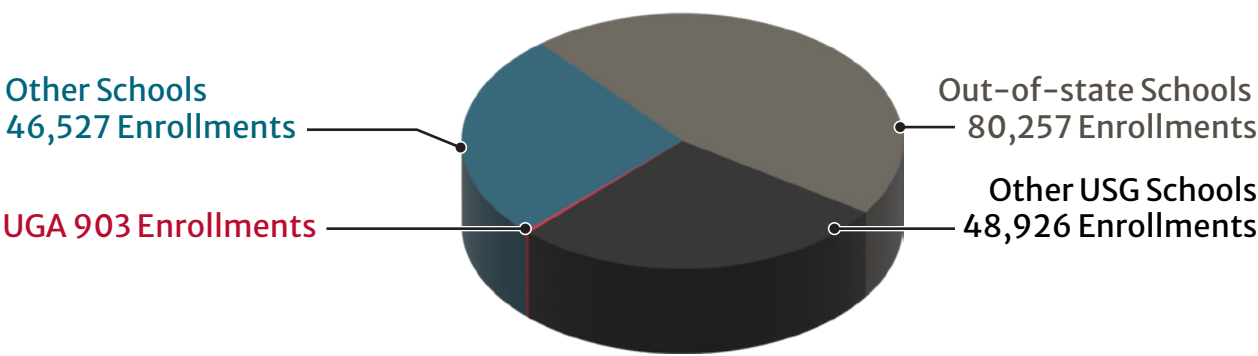- Expand ancillary staffing to support growth of online programs.

Figure 10. **Current UGA Online Programs with Growth Potential**

Highest market demand graduate programs from current UGA online programs (IPEDS & Lightcast)	UGA graduate online enrollments (2023–24)	Potential UGA online market demand with additional investment
Social Work	130	509
Business Administration and Management, General	58	449
Advanced Legal Research/Studies, General (MSL)	0	273
Public Health, General	0	200
Accounting	0	168
Data Science, General	0	100
Special Education and Teaching, General	1	89

Figure 11. **Projected Online Graduate Enrollment**

	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29
Existing Programs	1,033	1,163	1,260	1,340	1,415	1,475
Public Health		50	70	70	70	70
Civil Engineering		20	55	70	80	90
Legal Studies		10	20	20	20	20
Higher Education			30	60	60	60
Accounting			20	50	65	70
Anticipated Engineering				20	55	70
Anticipated Data Science				35	70	70
Anticipated Program #3					30	50
Anticipated Program #4					30	50
Anticipated Program #5						30
Anticipated Program #6						30
New Program Subtotal		80	195	325	480	610
Total Online	1,033	1,243	1,455	1,665	1,895	2,085

Projections are based off of NC–SARA data.

FACULTY RESOURCES

OVERVIEW

Instructional expenses at UGA have historically been lower than those at aspirational and comparator peer universities.

Moderating undergraduate enrollment growth and increasing online graduate enrollment will require new investments in instructional faculty in order to support UGA's market position and provide an outstanding educational experience for students.

The number of tenure-track positions at UGA recently recovered from pre-pandemic levels. The additional net-tuition revenue created by increasing enrollment will allow for a planned increase in tenure-track positions. Over the next five years, UGA will hire at least 115 tenure-track faculty to ensure instructional faculty keeps pace with enrollment growth.

+115
NEW FACULTY POSITIONS OVER THE NEXT 5 YEARS

GOAL 4:

Increase faculty hiring corresponding to increases in student enrollment.

- **Strategy 1:** Hire 115 new tenure-track faculty positions.
- **Strategy 2:** Address competitive market rate and salary compression among tenure-track faculty positions.
- **Strategy 3:** Hire additional non-tenure-track and staff positions to support overall enrollment growth.

OUTCOME 4:

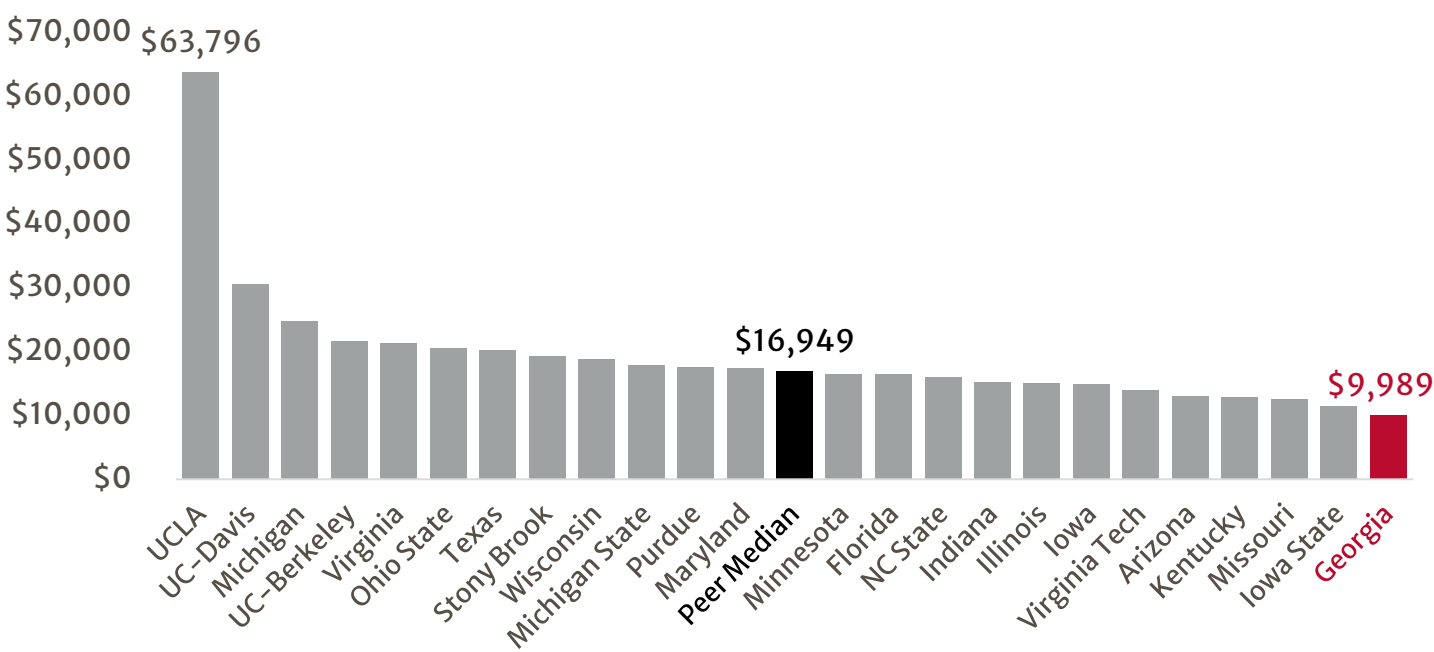**Maintain student-to-faculty ratio of 17:1.**

17:1
STUDENT-TO-FACULTY RATIO

FACULTY GROWTH

In 2022, instructional expenses per FTE continues to be the lowest among aspirational and comparator peers. This is consistent with UGA's 2007 enrollment management report.

Figure 12. UGA Aspirational and Comparator Peers by 2022 IPEDS Instruction Expenses per FTE

Additional revenue will support 115 new tenure-track & supplemental non-tenure-track/ staff hiring to accommodate enrollment growth.

Figure 13. Student-to-Faculty Ratio

FTE Students — FTE Faculty — Student-to-Faculty Ratio — *Fall Enrollment Census is in Mid-October*
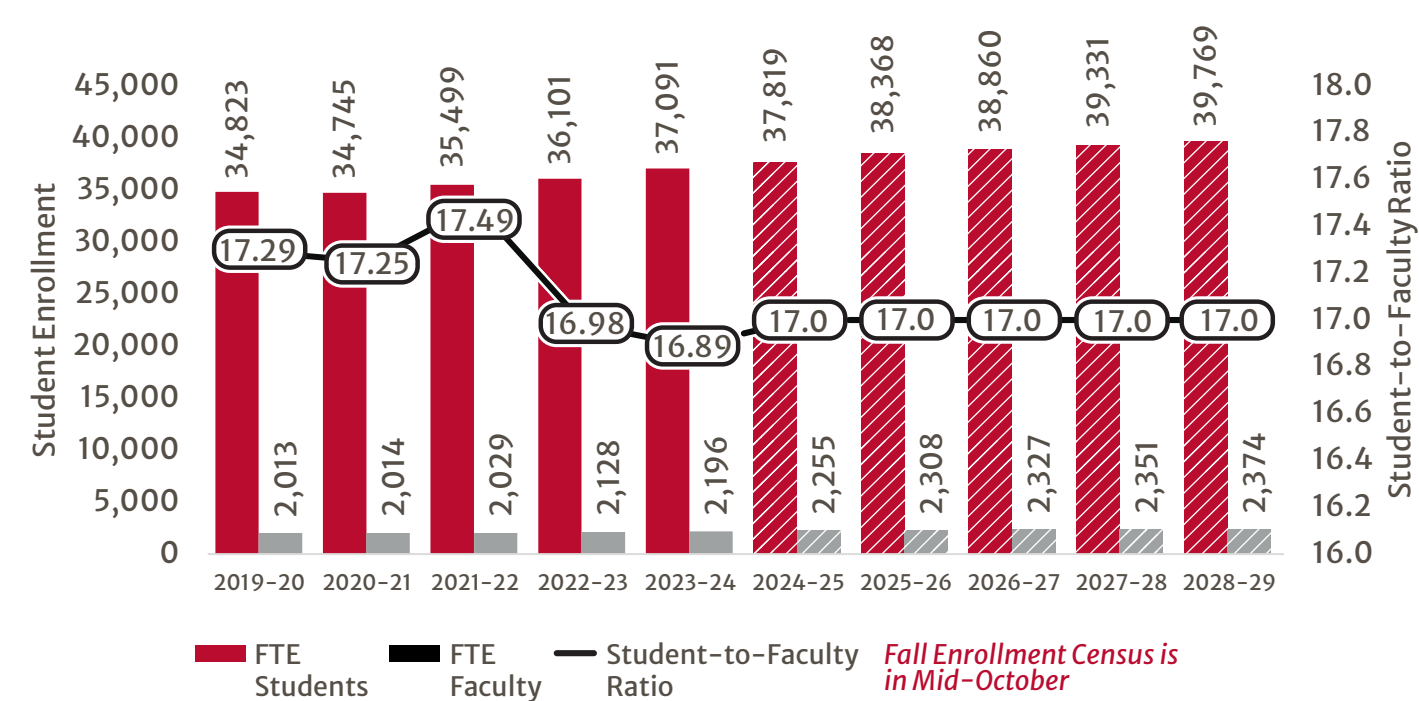
To ensure UGA continues to deliver an excellent educational experience, this report recommends maintaining a 17:1 student-to-faculty ratio.

Growing enrollment while maintaining a 17:1 ratio suggests that UGA will need to increase the size of the faculty by approximately 145 full-time equivalent positions over the course of the next five years. Planning for 115 new tenure-track lines and strategic hiring of additional positions to accommodate enrollment growth will ensure a continued high-quality student experience.

ECONOMIC AND SOCIAL MOBILITY

OVERVIEW

The national conversation around higher education is increasingly focused on economic and social mobility. As questions about the value of college persist, it is essential for institutions to clearly articulate a plan that will lead to robust return on investment for tuition dollars. Starting in 2023, U.S. News & World Report incorporated social mobility as a criterion in its rankings for evaluating institutional excellence. The Carnegie Classifications of Institutions of Higher Education is introducing a Social and Economic Mobility Classification that will identify schools that provide strong socio-economic mobility for students. The U.S. Department of Education's College Scorecard shows the earnings premium of college graduates by institution and academic program. As the measures of quality in higher

education shift and new data becomes available, it is imperative for UGA to continue providing an outstanding student experience from the initial point of contact to a successful post-graduation future, including a focus on the experiences and career outcomes of first-generation and low-income students. This Strategic Enroll-ment Management Plan calls for systematic attention to outcomes for first-generation, low-income, and transfer students, including retention, time-to-degree, and career earnings. The strategies outlined in this section aim to fulfill the university's mission by supporting students from all corners of Georgia and beyond, regardless of their parents' financial or educa-tional backgrounds.

STRATEGIC GOALS & KEY PERFORMANCE INDICATORS
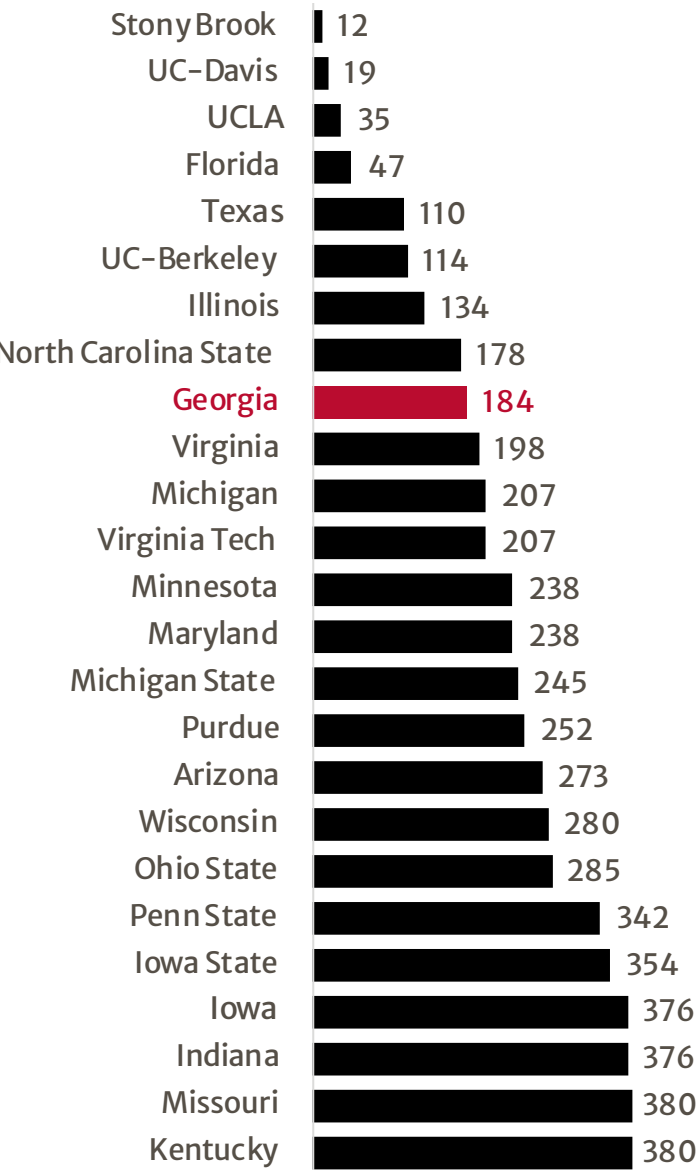
GOAL 5:

Improve economic and social mobility of graduates.

- **Strategy 1:** Expand holistic financial support and align need-based initiatives to reduce average indebtedness.
- **Strategy 2:** Reduce barriers to time-to-degree for first-generation and transfer students.
- **Strategy 3:** Expand graduate program pathways to assist low-income students to enhance career earning premiums.

OUTCOME 5:

Reduce graduation and completion gaps for low-income, first-generation and transfer students.

Figure 14. UGA Aspirational & Comparator Peers 2024 U.S. News & World Report Social Mobility Rank

| Institution	Rank
Stony Brook	12
UC–Davis	19
UCLA	35
Florida	47
Texas	110
UC–Berkeley	114
Illinois	134
North Carolina State	178
Georgia	184
Virginia	198
Michigan	207
Virginia Tech	207
Minnesota	238
Maryland	238
Michigan State	245
Purdue	252
Arizona	273
Wisconsin	280
Ohio State	285
Penn State	342
Iowa State	354
Iowa	376
Indiana	376
Missouri	380
Kentucky	380

Rank out of 439 National Universities

FIRST-GENERATION

The U.S. News-calculated six-year graduation rate for UGA students who are the first in their family to attend college is 74%, compared to 79% for non-first-generation students.

Figure 15. UGA Aspirational & Comparator Peers by 2024 U.S. News First-generation Graduation Rate (%) [*Title IV Definition of First-Generation*]
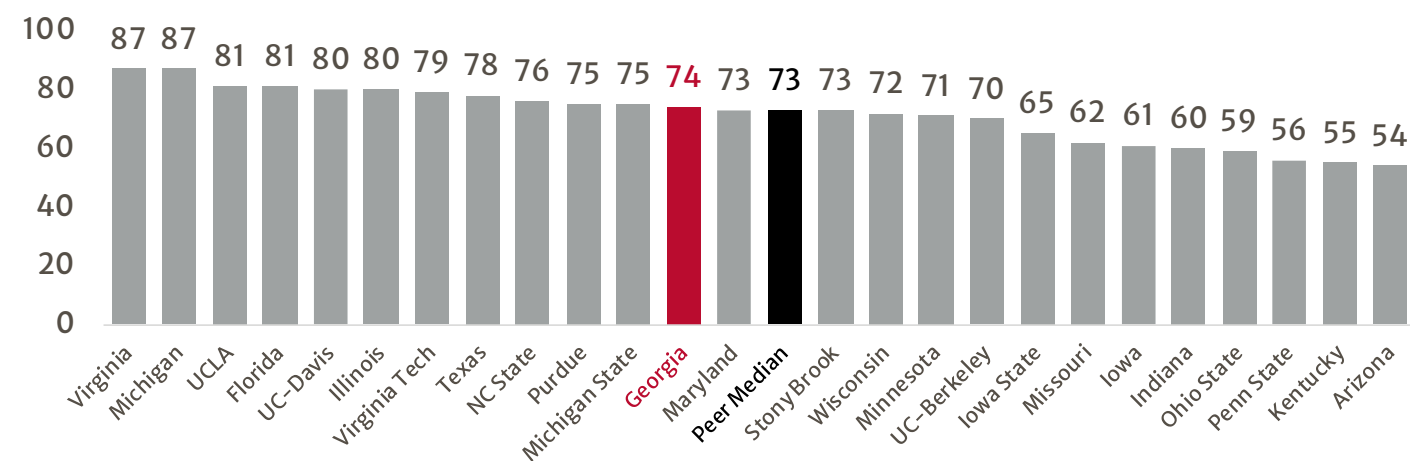
EARNINGS PREMIUM

There are opportunities to enhance students' earnings premium through the expansion of the Double Dawgs program, the implementation of the Comprehensive Learner Record, and the full integration of Career Services into the student life cycle.

Figure 16. UGA Aspirational & Comparator Peers: Percentage of College Graduates Earning More Than High School Graduates (2024 U.S. News)
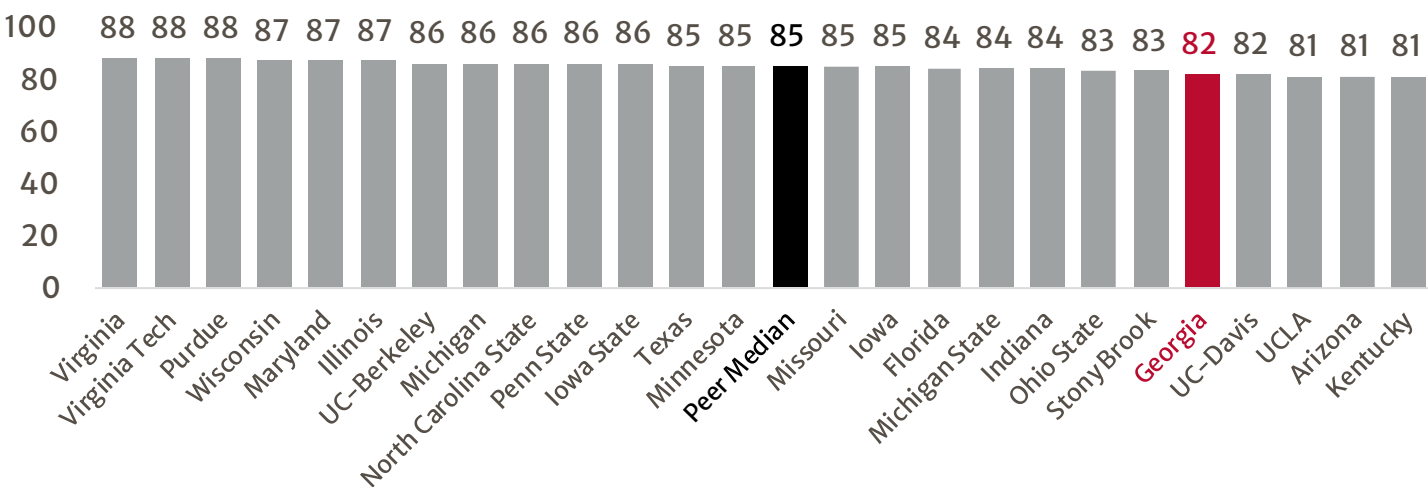
HOLISTIC FINANCIAL NEED

To truly support students, it is essential to create comprehensive policies and funding sources that maximize UGA Foundation supported grant aid, food assistance, time-to-degree, and accessible work-study opportunities. By doing so, we can foster an environment where all students have the necessary resources to succeed academically and thrive personally, laying a stronger foundation for their future.

Figure 17. Georgia Resident Average Financial Aid Package by Adjusted Gross Income
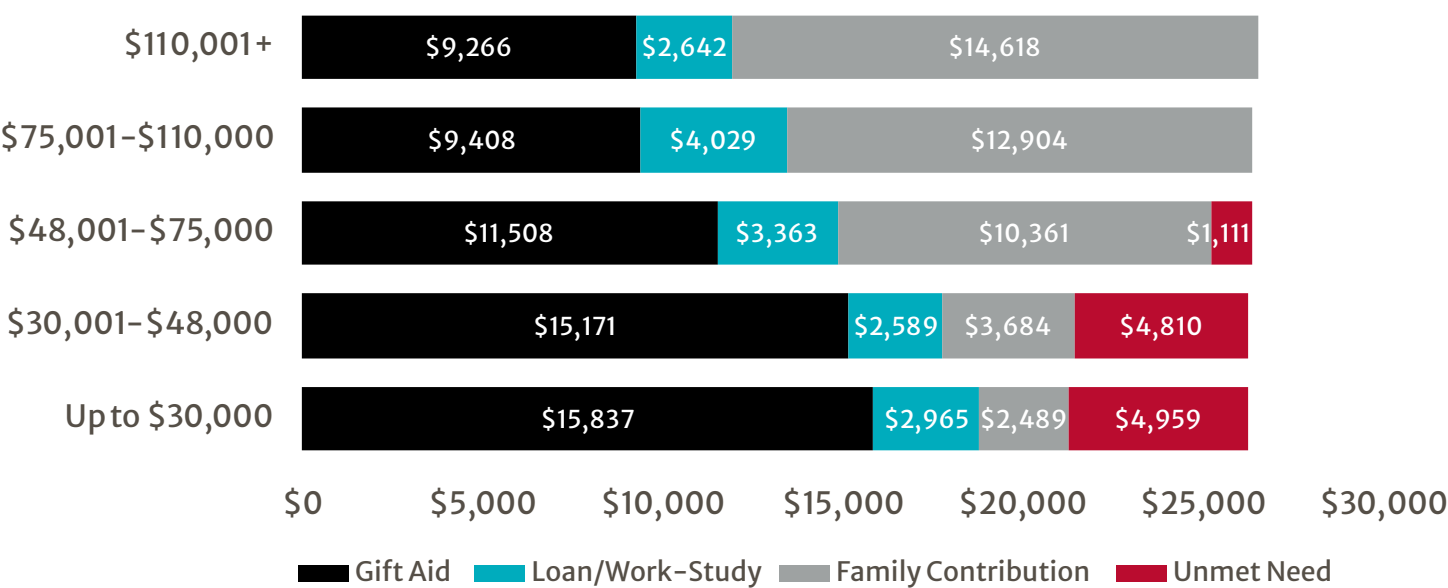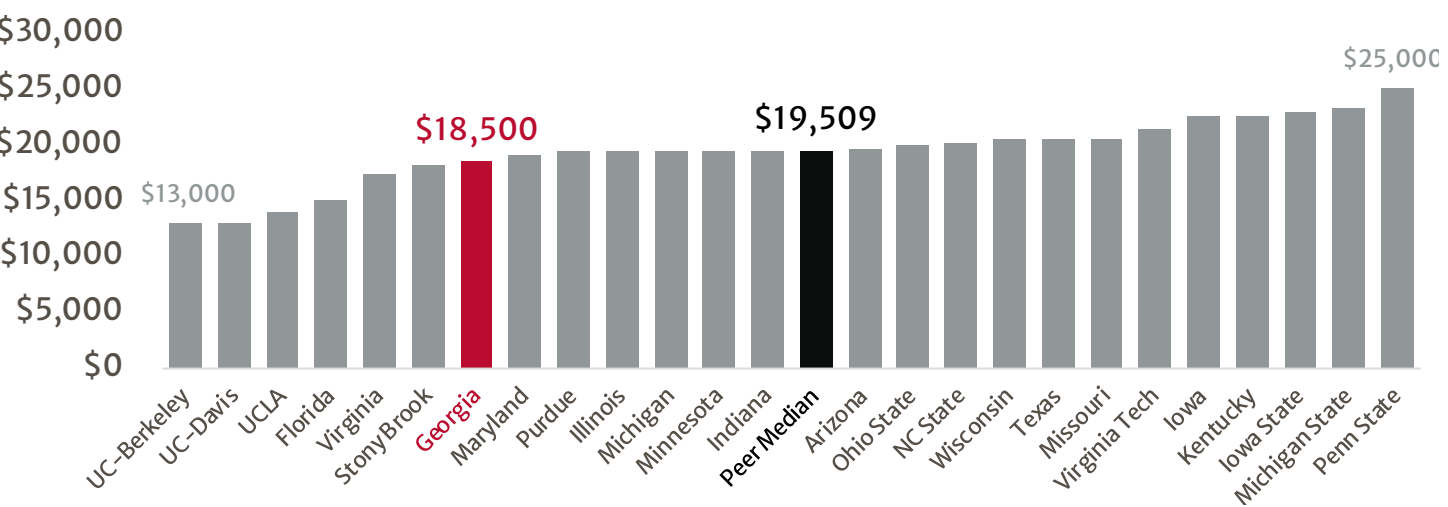

Figure 18. UGA Aspirational & Comparator Average Student Debt

COMMITTEE MEMBERS

- **Andy Borst,** Vice Provost for Enrollment Management, Chair
- **Matt Auer,** Dean, School of Public and International Affairs
- **Allan Aycock,** Associate Vice President for Institutional Research
- **Steve Balfour,** Director, Office of Online Learning
- **Michelle Cook,** Vice President for Student Affairs
- **Gaylen Edwards,** Interim Associate Dean for Undergraduate Affairs, College of Veterinary Medicine
- **Linda Kasper,** Executive Director, University Housing
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- **Marisa Pagnattaro,** Vice President for Instruction and Senior Vice Provost for Academic Planning
- **James Shore,** Senior Associate Vice President for Finance & Administration and Budget Director
- **Alton Standifer,** Vice Provost for Inclusive Excellence and Chief of Staff to the Provost
- **Anna Stenport,** Dean, Franklin College of Arts and Sciences
- **Ron Walcott,** Vice Provost for Graduate Education and Dean, Graduate School

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SUMMARY AND NEXT STEPS

Goal 1: Sustain the size, residency, and academic profile of the first-year cohort.
- **Strategy 1:** Build new residence (*Fall 2026*), dining (*Fall 2026*), and parking (*Fall 2025*) facilities.
- **Strategy 2:** Maintain an 80/20 Georgia residency composition (*+/- 2 percent*).
- **Strategy 3:** Enhance the geographic representation of the first-year cohort within the state and across the nation.

Goal 2: Enroll one new transfer for every two first-year students.
- **Strategy 1:** Increase transfer admission standards (*Spring 2025*)
- **Strategy 2:** Increase Transfer Pathway offers to Georgia residents
- **Strategy 3:** Enhance transfer student academic planning and course scheduling resources

Goal 3: Increase graduate enrollment in high-demand programs.
- **Strategy 1:** Support faculty in increasing online graduate programs in areas leading to additional earnings premiums for students.
- **Strategy 2:** Implement a venture fund to seed new online graduate programs in high-demand areas.
- **Strategy 3:** Expand the Office of Online Learning's mission to include quality enhancement for existing online programs.

Goal 4: Increase faculty hiring corresponding to increases in student enrollment.
- **Strategy 1:** Hire 115 new tenure-track faculty positions.
- **Strategy 2:** Address competitive market rate and salary compression among tenure-track faculty positions.
- **Strategy 3:** Hire additional non-tenure-track and staff positions to support overall enrollment growth.

Goal 5: Improve economic and social mobility of graduates.
- **Strategy 1:** Expand holistic financial support and align need-based initiatives to reduce average indebtedness.
- **Strategy 2:** Reduce barriers to time-to-degree for first-generation and transfer students.
- **Strategy 3:** Expand graduate program pathways to assist low-income students to enhance career earning premiums.