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

**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

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
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.

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.

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.
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.

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.
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
GOAL 2: 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

OUTCOME 2:
Grow total undergraduate enrollment by an average of 1% annually.

+1 TRANSFER FOR EVERY
+2 FIRST-YEARS

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

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
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.

**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.

**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.

95% of transfer students are Georgia residents.
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.
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**

<table>
<thead>
<tr>
<th>Highest market demand graduate programs from current UGA online programs (IPEDS &amp; Lightcast)</th>
<th>UGA graduate online enrollments (2023-24)</th>
<th>Potential UGA online market demand with additional investment</th>
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</thead>
<tbody>
<tr>
<td>Social Work</td>
<td>130</td>
<td>509</td>
</tr>
<tr>
<td>Business Administration and Management, General</td>
<td>58</td>
<td>449</td>
</tr>
<tr>
<td>Advanced Legal Research/Studies, General (MSL)</td>
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<td>273</td>
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<tr>
<td>Public Health, General</td>
<td>0</td>
<td>200</td>
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<tr>
<td>Accounting</td>
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<tr>
<td>Data Science, General</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Special Education and Teaching, General</td>
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<td>89</td>
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**Figure 11. Projected Online Graduate Enrollment**

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<th></th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Existing Programs</td>
<td>1,033</td>
<td>1,163</td>
<td>1,260</td>
<td>1,340</td>
<td>1,415</td>
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<tr>
<td>Public Health</td>
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<tr>
<td>Civil Engineering</td>
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<td>70</td>
<td>80</td>
<td>90</td>
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<tr>
<td>Legal Studies</td>
<td>10</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
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<tr>
<td>Higher Education</td>
<td>30</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
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<tr>
<td>Accounting</td>
<td>20</td>
<td>50</td>
<td>65</td>
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<tr>
<td>Anticipated Engineering</td>
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<td>70</td>
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<td>70</td>
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<tr>
<td>Anticipated Data Science</td>
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<td>70</td>
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<tr>
<td>Anticipated Program #3</td>
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<td>50</td>
<td>50</td>
<td>50</td>
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<tr>
<td>Anticipated Program #4</td>
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<tr>
<td>Anticipated Program #5</td>
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<td>Anticipated Program #6</td>
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<td>New Program Subtotal</td>
<td>80</td>
<td>195</td>
<td>325</td>
<td>480</td>
<td>610</td>
</tr>
<tr>
<td>Total Online</td>
<td>1,033</td>
<td>1,243</td>
<td>1,455</td>
<td>1,665</td>
<td>1,895</td>
</tr>
</tbody>
</table>

Projections are based off of NC-SARA data.
GOAL 4: 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.

NEW FACULTY POSITIONS OVER THE NEXT 5 YEARS

+115

STRATEGIC GOALS & KEY PERFORMANCE INDICATORS

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

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 Enrollment 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 educational backgrounds.

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

<table>
<thead>
<tr>
<th>University</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stony Brook</td>
<td>12</td>
</tr>
<tr>
<td>UC-Davis</td>
<td>19</td>
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<tr>
<td>UCLA</td>
<td>35</td>
</tr>
<tr>
<td>Florida</td>
<td>47</td>
</tr>
<tr>
<td>Texas</td>
<td>110</td>
</tr>
<tr>
<td>UC-Berkeley</td>
<td>114</td>
</tr>
<tr>
<td>Illinois</td>
<td>134</td>
</tr>
<tr>
<td>North Carolina State University</td>
<td>178</td>
</tr>
<tr>
<td>Georgia</td>
<td>184</td>
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<tr>
<td>Virginia</td>
<td>198</td>
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<tr>
<td>Michigan</td>
<td>207</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>207</td>
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<tr>
<td>Minnesota</td>
<td>238</td>
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<tr>
<td>Maryland</td>
<td>238</td>
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<tr>
<td>Michigan State</td>
<td>245</td>
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<tr>
<td>Purdue</td>
<td>252</td>
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<tr>
<td>Arizona</td>
<td>273</td>
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<tr>
<td>Wisconsin</td>
<td>280</td>
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<tr>
<td>Ohio State</td>
<td>285</td>
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<tr>
<td>Penn State</td>
<td>342</td>
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<tr>
<td>Iowa State</td>
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<tr>
<td>Iowa</td>
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</tr>
<tr>
<td>Indiana</td>
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<tr>
<td>Missouri</td>
<td>380</td>
</tr>
<tr>
<td>Kentucky</td>
<td>380</td>
</tr>
</tbody>
</table>

Rank out of 439 National Universities
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
- Don Leo, Former Dean, College of Engineering
- Fiona Liken, Associate Vice President for Instruction and Registrar
- Henry Munneke, Associate Dean for Undergraduate Programs, Terry College of Business
- 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

Special thanks to Andrew Westbrook, Zhen Zhang, Amber Atkinson, Brooke Daniel, Charlie Carabello, Taylor Frechette, David Graves, Brett Jackson, and Elizabeth Weeks for their thoughtful presentations and data analysis. Graphics and magazine design by: Joshua Hatfield.

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.