

University Enrollment Plan 2018-2028 Parameters

In fall 2011, the University of San Francisco Leadership Team enhanced its 2028 Strategic Plan by adding a set of seven strategic priorities including #5 a commitment to “implement a campus-wide integrated enrollment plan that aligns University goals and aspirations with capacity – physical, human, and financial.” When searching for a new vice provost of strategic enrollment management in summer 2016, creating the as yet to be developed university enrollment plan was identified as a main objective.

With support of the President, Provost and campus leadership, in winter of 2016 the newly appointed VP began a yearlong enrollment plan development process that included:

- a) a review of relevant institutional planning documents including school and divisional plans, space studies, and accumulated market research;
- b) an analysis of global, economic, and social factors likely to influence student enrollment enhanced and supported by associate vice provost Alan Ziajka’s annual environmental scans;
- c) a study of US demographic data, particularly as related to patterns of student geographic mobility;
- d) an examination of the impact of new technologies, particularly on-line programs at USF and beyond;
- d) consideration of the short and long term national and international political climate and its possible impact on enrollment;
- e) nearly 200 one hour interviews with selected USF faculty members, staff members, and students.

The yearlong intensive planning process identified four overarching enrollment-planning principles for USF:

- 1) The environment for US higher education is more uncertain and thereby competitive than in recent past.
- 2) USF’s relatively rapid enrollment growth over the past two decades (over 40% at both the undergraduate and graduate levels) stretched institutional resources near their limits.
- 3) Methodical and careful enrollment planning and consequent enrollment growth will help USF strengthen its programs and student profile.
- 4) A stronger student profile is a vital step to improving the University’s market position and enhancing its sustainability.

For undergraduate enrollment the resulting 2018-2028 plan established the following fundamental parameters (detailed new enrollment by start term, residence and academic group attached):

- 1) Overall undergraduate enrollment to grow modestly (approximately 5% over the decade) as smaller than recent entering fall and spring classes are offset by the introduction of engineering.
- 2) A gradual increase in the proportion of the entering class that is male from 34% to 40% by 2028. This objective identified as a primary access and inclusion objective by campus leadership.
- 3) Gradually refine the diversity profile of the entering class to include 10% African American enrollment by fall 2028.
- 4) To meet institutional access aspirations ensure that a quarter of each entering class is Pell grant eligible.
- 5) Right sizing the entering fall class at 1325 first year and 400 transfers with modest grow in both categories as the engineering program is introduced in fall 2020.
- 6) With the opening of Sobrato Hall in fall 2020, new students wishing to live on campus will be guaranteed two years in university housing at USF.
- 7) Slightly reducing the international proportion of the overall entering class to 15% and diversifying the new international student population so that no single nation or region represents more than a third.
- 8) Continue to enrich the domestic geographic diversity of the entering first-class so that half of all students enroll from states other than California.
- 9) Gradually improve the overall academic qualifications of new first-year and transfer students.

The plan does not anticipate undergraduate enrollment growth via on-line, branch campus or enrollment via substantial improvements in retention. On retention, current data demonstrates that USF out performs nearly all other institutions with its enrollment mix; consequently, expecting enrollment grow via higher retention rates would be unrealistic.

Graduate enrollment is expected to increase 2% per year to 5,200 students by 2028. Reflecting the social context – particularly in the San Francisco Bay Area – that the MA is the new BA, the bulk of the growth is slated to come from 15% more students in the College of Arts and Sciences. Growth in programs in the School of Management, School of Nursing and Health professions, and School of Education will total 5% over the course of the plan. College of Law enrollment is projected to remain constant. The growth in graduate enrollment will come in part through programs offered at USF 101 Howard location and/or at branch campus facilities. At the same time the plan notes that anticipated growth in graduate student enrollment will require enhanced university-wide support for graduate students services and administrative functions.

**Fall and Spring Undergraduate Enrollment Goals
2018-2024**

		Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024
Domestic Freshmen	Engineering	0	0	0	0	15	0	25	0	35	0	50	0
Domestic Freshmen	Fine Arts and Humanities	125	5	125	5	125	5	125	5	125	5	125	5
Domestic Freshmen	Natural Sciences	300	5	300	5	300	5	300	5	300	5	300	5
Domestic Freshmen	Social Sciences	250	5	250	5	250	5	250	5	250	5	250	5
Domestic Freshmen	Undeclared CAS	120	1	120	1	120	1	120	1	120	1	120	1
Domestic Freshmen	Management	235	5	235	5	235	5	235	5	235	5	235	5
Domestic Freshmen	Nursing and Health Professions	120	0	120	0	120	0	120	0	120	0	120	0
	Subtotal	1150	21	1150	21	1165	21	1175	21	1185	21	1200	21
International Freshmen	Engineering	0	0	0	0	10	0	15	0	20	0	25	0
International Freshmen	Fine Arts and Humanities	10	3	10	3	10	3	10	3	10	3	10	3
International Freshmen	Natural Sciences	35	5	35	5	35	5	35	5	35	5	35	5
International Freshmen	Social Sciences	25	5	25	5	25	5	25	5	25	5	25	5
International Freshmen	Undeclared CAS	10	1	10	1	10	1	10	1	10	1	10	1
International Freshmen	Management	95	20	95	20	95	20	95	20	95	20	95	20
International Freshmen	Nursing and Health Professions	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal	175	34	175	34	185	34	190	34	195	34	200	34
Domestic Transfers	Fine Arts and Humanities	43	20	45	20	45	20	50	20	50	20	50	20
Domestic Transfers	Natural Sciences	67	25	70	25	70	25	75	25	75	25	75	25
Domestic Transfers	Social Sciences	95	35	95	35	95	35	95	35	95	35	100	35
Domestic Transfers	Undeclared CAS	5	2	5	2	5	2	5	2	5	2	5	2
Domestic Transfers	Management	85	40	85	40	90	40	95	40	100	40	100	40
Domestic Transfers	Nursing and Health Professions	30	64	30	80	30	80	30	80	30	80	30	80
	Subtotal	325	186	330	202	335	202	350	202	355	202	360	202
International Transfers	Fine Arts and Humanities	5	3	5	3	5	3	5	3	5	3	5	3
International Transfers	Natural Sciences	10	3	10	3	10	3	10	3	10	3	10	3
International Transfers	Social Sciences	15	5	15	5	15	5	15	5	15	5	15	5
International Transfers	Undeclared CAS	5	3	5	3	5	3	5	3	5	3	5	3
International Transfers	Management	40	15	40	15	40	15	40	15	40	15	40	15
International Transfers	Nursing and Health Professions	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal	75	29	75	29	75	29	75	29	75	29	75	29
	Grand Total	1725	270	1730	286	1760	286	1790	286	1810	286	1835	286