



BRYN MAWR
COLLEGE

Working Group #2: Optimal Enrollment Working Group seeding premise & questions

- **What is the optimal size of the undergraduate student body?**
- **What are the strategic advantages of undergraduate student population growth for the campus experience of students, faculty and staff as compared to our current size?**
- **What criteria should we use to evaluate the optimal size?**

WG2: data collection

Convene
working group
and interview
campus leaders

- **The working group meets weekly and has consulted with these key campus leaders already:**
 - Enrollment/Admissions – Cheryl Horsey, Nichole Reynolds, Mark Swokel
 - Dean's Office – Judy Balthazar
 - Access Services – Deb Alder
 - Registrar – Kirsten O'Beirne
 - Facilities – Nina Bisbee
 - Dining Services – David Chase (via email)
 - Financial Aid – Susan Chadwick
 - Residential Life – Angie Sheets
 - Student Engagement – Mary Beth Horvath

WG2: further questioning: how we define “optimal”

Defining Optimal

- The College has already, through increased enrollment in 2021 and 2022, grown the size of the student body beyond targets formerly in place. This growth has greatly informed our work as we consider how the College will meet the full needs of students and provide an optimal experience in keeping with the College’s mission.
- The working group thus refined what we mean by “optimal” and concluded that “optimal” should be considered in terms of:
 - Optimal enrollment composition (mix of students, demographics, transfers, traditional age).
 - Optimal student experience both inside and outside the classroom.
 - Optimal student success and persistence.
 - Optimal enrollment also means optimal retention.

WG2: new key questions

Revise Original
Questions

- **Revisited and co-created a revised set of key questions to think about optimal enrollment size in terms of delivering the “optimal” student experience. Questions include:**
 - Where are the barriers/pressure points at our current size (1,409 UG in FY23) to achieving our aspirations for the student academic experience?
 - What services, programs, and facilities are required to support an optimal student experience at our current student body size? If we grow modestly?
 - We aspire to a higher retention rate, as it indicates positive student experience and student success. What changes would move the needle?
 - Given the College’s commitment to diversity, equity, and inclusion, what is an optimal enrollment composition for BMC as we look to the next 5+ years (the mix of students in all terms: demographics, traditional age/transfer students, etc.)

WG2: community engagement

Future Steps
and
Community
Engagement

- **Going forward in the spring semester:**
 - Additional feedback is needed from:
 - Student focus group
 - Faculty and Staff
 - Community college honors program representatives regarding transfer program
 - No-loan financial aid modeling
 - Reviewing belongingness survey

WG2: working group participants

- Faculty representatives:
 - Kaylea Berard, Undergraduate Admissions Committee (Co-Chair of WG2)
 - Jonas Goldsmith, Undergraduate Admissions Committee
- Staff representatives:
 - Caitlin Brown, Associate Director of Admissions and Coordinator, Enrollment Communications
 - Christine D'Ascenzo, Executive Assistant
 - Jeanine Molock, Executive Director of Institutional Effectiveness, Planning and Assessment
 - Sakinah Rahman, Director of Administrative Services
 - Nichole Reynolds, Dean of Undergraduate Admissions
- Haverford College representative:
 - Jodi Mulhall, Director of Student Engagement & New Student Programs
- Senior Staff representatives:
 - Cheryl Lynn Horsey, Chief Enrollment Officer (Co-Chair of WG2)
 - Ruth Lindeborg, Chief of Staff and Secretary of the College
- Board of Trustee representatives:
 - Kiki Jamieson
 - Amy Loftus