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Hello Katie,

We've now completed a year-long process, talking to a host of individuals on campus, both within Fisher and elsewhere in the University. You and Randy have been very helpful in this, as have all others we've consulted with (not all of which have been referenced in this document).

At this point we feel we have a complete document that considers both internal and external impacts, and proposed steps for implementation give the capacity constraints we are structurally faced with. Our intention here is not to reduce current enrollment but rather contain future expansion, with student success and experience foremost on our mind.

I believe this is ready for CAA review. Please let me know if you need anything else.

Thanks,  
Elliot

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<https://u.osu.edu/bsbareources> [www.ma-vis.com](http://www.ma-vis.com)

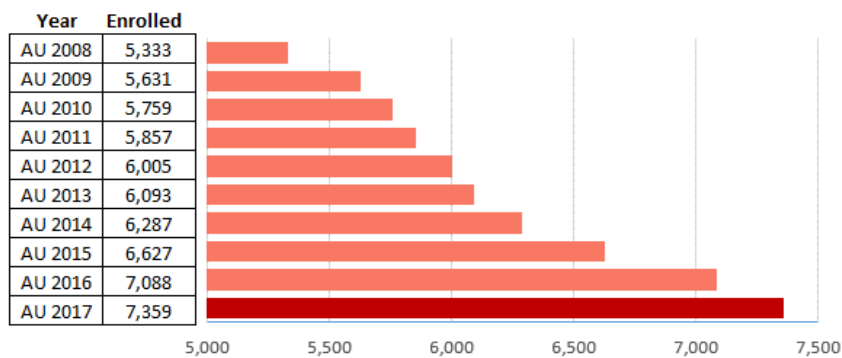


# Enrollment Limitation Plan for Fisher College of Business

## Introduction

Fisher College of Business is one of the largest colleges on the campus of The Ohio State University with close to 8,350 students in its graduate and undergraduate programs. The Undergraduate Program, which offers the Bachelor of Science in Business Administration (BSBA) degree, is the largest program within Fisher College. Currently 7,359 students are enrolled (autumn 2017), either as students admitted to the major program or as those intending to major in business administration. The number of students has grown appreciably over the decade. The table below shows the number of students in the undergraduate program for the last ten years. Between autumn 2008 and autumn 2017, the undergraduate student population in Fisher College has jumped from 5,333 to 7,359 (a nearly 40% increase). Continuing on this trajectory, Fisher College could see close to 8,000 undergraduate students in its ranks by 2019.

Undergraduate Business Enrollment 15-day data, Columbus campus



This proposal to limit the size of the Undergraduate Program at Fisher College has been developed after discussions between Gail Stephenoff, Enrollment Services, David Roy, Undergraduate Admissions and First Year Experience and representatives from Fisher College of Business (led by Associate Dean Elliot Bendoly). The proposal has also been reviewed by units most impacted by the enrollment limitation plan: Exploration (Amy Treboni), Education and Human Ecology (Jennifer Lando), and Economics (Rebecca Baker).

## Fisher's Reputation

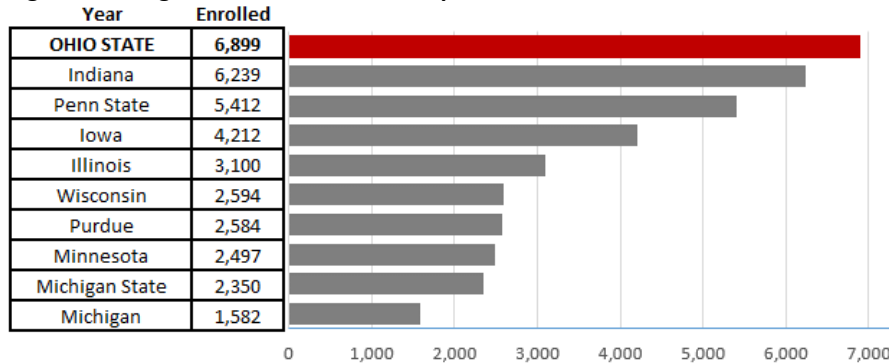
Fisher's undergraduate program is ranked in the top-twenty business undergraduate programs in the country by U.S. News and World Report. This ranking has been maintained over the past fifteen years. The favorable rankings of Fisher Undergraduate Program reflect the investment made by the College in innovative product offerings, enhancing the student experience, and strengthening the connection between industry and academics. Over the last several years, the Bachelors of Science in Business Administration (BSBA) degree program at the Fisher College of Business (FCOB) has undergone fundamental changes aimed at the advancement of experiential learning, breadth in and flexibility in course offerings, and analytical depth in student training, among other developments. This has been in line with market needs as well as Ohio State's advocacy of student success and particular investments in analytical excellence across its programs (embodied by the Translational Data Analytics initiative, among others).

## Current Situation and Rationale for Seeking Limitation

The growing size of the undergraduate program in Fisher College negatively impacts the educational experience of students. Students have difficulty getting into classes needed for degree completion and classes

are enrolled beyond reasonable capacity levels. For autumn 2017, all of the core business courses (13) and many specialization courses had waitlists. The table below shows the size of the undergraduate programs of competitor schools.

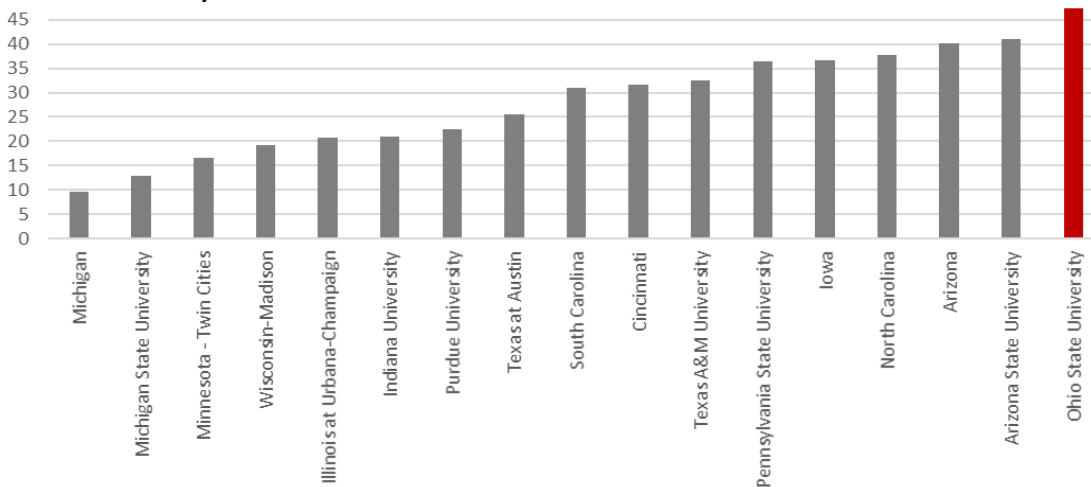
**Big Ten undergraduate enrollment comparisons** (Source: AACSB DataDirect)



The data show that Fisher College is the largest undergraduate program in the Big Ten. However, the size and growth of enrollment has not been matched by any growth in physical capacity, and by only slight growth in faculty and staff (<5% over all positions).

With this growth in enrollment, physical capacity has been entirely utilized with the only recourse in accommodating students involving the use of off-complex room usage; now a regular phenomenon. Still more challenging, and due to budget and organizational constraints, including market adjustments for staff and faculty, we have been unable to increase our ranks to meet this growth in demand. The student to faculty ratio is currently around 47/1, greater than each of our peers. (see table, page 3). By comparison, while Indiana Kelley School of Business’ undergraduate program is over 6,000 students, their faculty to student ratio is approximately 21/1, less than half of Fisher College’s faculty to student ratio. This may explain (at least in part) why Kelley is ranked higher than Fisher in the U.S. News & World Report rankings. In the most recent rankings poll (2018), Kelley was ranked 11<sup>th</sup> and Ohio State ranked 15<sup>th</sup> overall. The result has been a liberal use of overload teaching, which in turn cuts into the research mission of the College as well as the ability of faculty to engage with students in discretionary service roles. We also now operate with an advisor/student ratio of approximately 600/1, cutting into the potential to serve individual students. Career management staff and other support resources are similarly strained.

**Student to Faculty Ratios across Institutions**



In sum, the ability to provide outstanding educational experiences to all students is being challenged. This impacts directly admitted students, but also creates deep challenges for students transferring into Fisher and major changers that increasingly struggle to find their way in a shared cohort experience and among the many facets of the curriculum.

Changes required to accommodate larger cohorts of students, have been examined from many perspectives. It is now clear that any such changes would be commensurate to a complete overhaul of the curricular system, and a likely shift in the overall mission of the college. Such significant changes however cannot be performed in the near term, particularly when the educational experience of each student hangs in the balance.

Accordingly, in the interest of student experience and success, an Enrollment Limitation Plan that caps the total number of students to 7,400 is requested. To effect this, a first step involves a modification to the admission and advancement criteria commensurate with our shift towards a more analytical business curriculum. This Plan is detailed below in three phases.

This Enrollment Limitation Plan applies only to the Undergraduate students considering the Fisher College of Business BSBA degree program. The Plan does NOT recommend any changes to cumulative point hour ratios for graduation in the major (2.0 per the University standard).

In the interim, Fisher College of Business will maintain overload staffing to accommodate existing enrollment pressures.

### **Fisher College Enrollment Goals for Autumn 2018**

- 1) Maintain an overall undergraduate total enrollment of 7,400 Fisher students on the Columbus campus
- 2) Continue to seek an incoming class of 1,050-1,100 NFYS students for AU18
- 3) Continue to pursue a steady state of no more than 15% international students enrolled in Fisher College
- 4) Continue to increasingly pursue a diverse student body consisting of at or beyond the university representation of underserved populations. (The College is supporting a new full-time Admission Counselor and promotion of a full-time Academic Counselor to Assistant Director for Admissions/ Recruitment to support these efforts.)
- 5) Develop, monitor, and maintain retention strategies and programming to support Goal #4.

#### **Phase I (Effective 2017)**

##### ***Changes to Students Changing Majors – Intra-University Transfers (IUT)***

- 1) Effective June 2017, Fisher College of Business will no longer accept current, non-business students into the College as Pre-Business (Columbus campus only). Instead students, interested in pursuing a degree in business must complete all admission requirements to be eligible to apply for admission to the major program and specialization.
- 2) Students will no longer be given the opportunity to enroll in six hours of core business courses while enrolled in a college outside of business.

##### ***Maintain Pre-Business and Direct Admission Criteria for NFYS and Transfer***

- 1) All criteria for Direct Admission for incoming freshman and transfer students will remain the same for the Columbus campus.

- 2) Students who are admitted with the designation of “Pre-Business” (not admitted under direct admit criteria) at admission will be reviewed holistically and, if selected, will be directly admitted to the major program with a goal of enhancing the profile of the freshman class. This review is intentional and places value on the educational benefits of diversity for Fisher College students.

**Phase II (Effective Autumn 2018)**

***Changes to Students Changing Majors – Intra University Transfers (IUT)***

- 1) Students applying Autumn 2018 and forward, who are pursuing a degree in business must complete all requirements listed below **to be eligible to apply for admission** to the major program and specialization:
  - Minimum OSU GPA of 3.2 or better (previously a 3.0 GPA or better)
  - Completion of 26 semester hours of course work (this includes transfer credit, EM, AP, PSEO)
  - Completion of a minimum of 12 semester hours of OSU letter-graded earned hours
  - Completion of English 1110 or equivalent with a grade of B or better (previously a grade of C or better)
  - Completion of Math 1131 or 1151 or equivalent and prerequisites with grades of B or better (previously a grade of C or better)

See the table below listing the proposed changes to the admission criteria for students changing majors (Intra-University Transfers).

***Proposed Changes to Application Criteria for Students Changing Majors – Intra University Transfers (IUT)***

<b>Current Application Criteria</b>	<b>Proposed Changes to Application Criteria (effective AU 2018)</b>
• 3.00 Cumulative GPA	• 3.20 Cumulative GPA
• Math 1131/1151 (C or better)	• Math 1131/1151 (B or better)
• English 1110 (C or better)	• English 1110 (B or better)
• 12 earned OSU letter-graded credit hours	• 12 earned OSU letter-graded credit hours
• 26 total earned credit hours (includes transfer/AP credit)	• 26 total earned credit hours (includes transfer/AP credit)
• <b>Admission is not guaranteed</b>	• <b>Admission is not guaranteed</b>

- 2) Beginning autumn 2018, admission to the major program and to each specialization will be based on capacity and will fluctuate each admission cycle. The number of students admitted will be based on the number of students directly admitted to the program each autumn (NFYS and Transfer) and the number of students graduating each term. Admission is not guaranteed.
- 3) Students who are caught in the middle (were under the old criteria upon admission to the University) may petition to apply for admission.

**Phase III (Effective Autumn 2019)**

***Maintain Pre-Business and Direct Admission Criteria for NFYS***

- 1) All criteria for Direct Admission for incoming freshman will remain the same for the Columbus campus.
- 2) Students who are not admitted under the direct admit criteria but are admitted to the University and indicated an interest in business (previously Pre-Business) will be reviewed holistically and, if selected, will be directly admitted to the major program with a goal of enhancing the profile of the freshman class. This review is intentional and places value on the educational benefits of diversity for Fisher College students.

***Changes to the Direct Admission Criteria for Transfer Students***

- 1) Current direct admission criteria for transfer students is a 3.0 GPA, a C or better in English 1110 and Math 1131/1151 (or equivalent) and 26 earned credit hours. Beginning autumn 2019, all incoming transfer students must meet a more rigorous direct admission criteria that includes: GPA = 3.2, English 1110 and Math 1151/1131 (or equivalent) with a B or better, and 26 earned credit hours.

***Impact on Student Groups***

Students at Ohio State who change their major or who enter the University as undecided have the opportunity to apply to the major program and specialization in Fisher College of Business via admission cycles that occur each term. For AU16-SU17, Fisher College admitted 1,078 students under the current admissions requirements: minimum GPA of 3.0 or better, a grade of C or better in English 1110 and Math 1151/1131, completion of 26 semester hours and completion of 12 semester hours of letter-graded credit at Ohio State (see table below). This number includes 73 underrepresented minorities and 470 females. New admission criteria would increase the GPA requirement to a 3.2 and students would need to earn a B or better in both English 1110 and Math 1151/1131. According to the table below, under the new requirements the same pool of applicants would be cut to 614 admits (a 43% decrease). While the enrollment limitation plan will have an impact on underrepresented student populations, the Fisher College undergraduate recruitment plan for autumn 2017, along with curricular opportunities (outlined below) will help to offset the number of diverse students who are not admitted to Fisher College from other colleges at the University.

**Admit to Major Program AU16-SU17 (includes Pre-Bus and non-business applicants)**

Applicants	Admits current requirement	Admits URM	Admits Female	Admits GPA 3.2 Math B English B	Admits URM	Admits Female
1239	1078	73	470	614	34	293

Beginning in autumn 2017, Fisher College has increased the number of staff for undergraduate admissions to from 1.50 FTE to three full-time staff members. These additional resources will provide opportunities to recruit underserved populations and females through programming efforts and joint travel presentations with University Admissions. As an example, 50 young Ohio women, who were rising high school seniors and represented first-generation and/or underrepresented minority students came together this summer for the first *Future Women in Business Summit* at Fisher College. These women had the chance

to interact with Fisher alumni, current students and business leaders and participate in workshops presented by top Fisher College faculty. Not only did they learn about business and Fisher College, they also learned about the college application process and Ohio State. These types of programs help to cultivate relationships with high ability, underrepresented minority high school students that lead to strong applicants to Ohio State and Fisher College.

Data for the autumn 2017 freshman class indicates promising increases in underrepresented minority, targeted minority, and first generation students. The table below provides 15<sup>th</sup> day numbers for Fisher College NFYS, Columbus Campus.

***Fisher-NFYS, Columbus Campus***

<b>Fisher</b>	<b>AU 2010</b>	<b>AU 2011</b>	<b>AU 2012</b>	<b>AU 2013</b>	<b>AU 2014</b>	<b>AU 2015</b>	<b>AU 2016</b>	<b>AU 2017</b>
<b>Total</b>	939	1,006	1,144	1,060	1,081	1,125	1,220	1,154
<b>URM</b>	127 (13.6%)	142 (14.3%)	156 (13.9%)	152 (15.6%)	155 (14.7%)	172 (15.3%)	196 (16%)	206 (17.8%)
<b>TM</b>	69 (7.3%)	71 (7.1%)	70 (6.1%)	77 (7.2%)	81 (7.4%)	86 (7.6%)	102 (8.4%)	121 (10.5%)
<b>First Gen</b>	143 (15.2%)	131 (13%)	105 (9.2%)	137 (12.9%)	140 (13%)	146 (13%)	192 (15.7%)	196 (17%)

Significant increases (AU16 to AU17) are shown with Underrepresented Minority, Targeted Minority, and First Generation students. Of particular note is the increase in Targeted Minority students over the past eight years. In AU10, there were 69 Targeted Minority students in the freshman class and in AU17, 121 Targeted Minority students are enrolled in the freshman class (a 75% increase). These increases point to improved scholarship strategies and consistent, intentional efforts to develop targeted recruitment activities for these groups. Additional recruitment staff for the undergraduate program will provide opportunities to continue this upward trend. Fisher College of Business understands the educational benefits of diversity and is committed to recruiting and retaining a diverse student body.

***Curricular Options Open to Non-Business Students***

Fisher College of Business offers five minors to non-business students: Business, Business Analytics, Entrepreneurship & Innovation, Insurance, and Real Estate. Each minor consists of approximately 15 hours and can be completed in conjunction with a major in another college. The minors are designed to provide either a general foundation in business (business minor) or a more focused understanding of a particular area of business. The newly designed Dean’s Leadership Academy Certificate is also open to students across campus and was developed to provide critical leadership principles and competencies for students to succeed post-graduation.

Fisher College is working on a proposal to revise the Business Management major on the Regional campuses. Changes to the major will include both new course work in the specialization and revised admission criteria. Under the new set of admission requirements, students who may not be competitive for majors on the Columbus campus would have an opportunity to complete a BSBA degree on a Regional campus.

***Student Experience and Retention***

The College has recently approved a Multicultural Inclusion Specialist for the undergraduate Leadership & Engagement office. This individual will design and manage a Pre-Fisher Bridge Program for underrepresented populations and coordinate student-centered opportunities, such as mentoring, ongoing retention support, community building and initiatives to foster and promote an inclusive and diverse Fisher community.

## **Summary**

The changes being proposed in the Enrollment Limitation Plan will help Fisher College of Business continue to provide high quality educational experiences to all students. The plan, as proposed, will limit the enrollment of the undergraduate program to 7,400 students through setting more rigorous admission criteria for non-business, current Ohio State students who want to change their major to business. Admission requirements to the major program and to each specialization will be based on capacity and will fluctuate each admission cycle. With these changes and the opportunity to determine admission based on the number of students matriculating and graduating each year, the class size and enrollment in specializations can be better managed.

The student-faculty ratio in Fisher College will be reduced by the proposed changes to admissions. This will result in a better experience for students with more opportunity to develop mentoring relationships with faculty. Academic advisor loads will also be reduced which will lead to more time for individualized planning and outreach to students. Student support services throughout the College will have the opportunity to enhance their programming options and meet the needs of students.

Students who are not able to gain admission to Fisher College have the option to pursue one of five business minors or the BSBA degree with a specialization in Business Management at a Regional campus (under consideration). People resources (in admissions and recruitment, advising, and student involvement) have been increased to provide better attention to underrepresented student populations.