



**From Excellence to Eminence:
The One University Enrollment Plan,
2011-2015**

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Table of Contents

	Page
Executive Summary.....	1-2
Preamble	3-4
Three Strategic Steps and Their Strategic Outcome.....	5-11
Strategic Step: QUANTITY	5-6
Strategic Step: QUALITY:ACADEMICS.....	7-8
Strategic Step: QUALITY: DIVERSITY	8-10
Strategic Outcome: ENHANCED PROFILE AND REVENUE	10-11
Conclusions	12-13
Enrollment Management Steering Committee Members	14
Subcommittee Reports and Attachments	
Attachment 1 (Undergraduate Enrollment Planning Subcommittee Recommendations)	
Attachment 2 (The Regional Campus Enrollment Subcommittee Recommendations)	
Attachment 3 (Graduate Student Enrollment Subcommittee Report)	
Attachment 4 (Transfer Subcommittee Report)	
Attachment 5 (Budget and Financial Aid Subcommittee Report)	
Attachments 6a and 6b (Models Illustrating Fiscal Impact of Additional Enrollments—University, Central Administration and College)	
Attachment 6C (Models Illustrating Fiscal Impact of Additional Enrollments—Regional Campuses)	
Attachment 7 (Model Illustrating the Fiscal Impact of Additional Enrollments and Changes in Student Demographics: Revenue, Expense, and Net)	
Attachment 8 (Ohio High School Graduates Demographics)	

From Excellence to Eminence: The One University Enrollment Plan, 2011-2015

Executive Summary

The Ohio State University has engaged in strategic enrollment planning for more than 15 years. To date, such planning has concentrated primarily on new first-year students. The next generation in the university's enrollment strategies, **From Excellence to Eminence: The One University Enrollment Plan, 2011-2015**, is a change from its predecessor plans. This plan focuses on all Ohio State students on all campuses of the university.

The One University Enrollment Plan proposes three strategic steps that will impact the quantity and quality of the Ohio State student body. The strategic outcome of those steps will enhance both the profile of the student population and the revenue stream that flows from enrollment, which in today's uncertain fiscal climate, is among the university's most powerful economic levers.

Strategic Step: QUANTITY. Increase cumulative enrollment across all ranks and on all campuses by at least 2,700 from 2011 to 2015, by incrementally enrolling more students over that five-year period. These increased enrollments will mean that Ohio State's student population across all campuses will be more than 66,000 by 2015.

Strategic Step: QUALITY—ACADEMICS. Enhance the quality of the student body by increasing the university's expectations of its incoming students as measured by standardized test scores, grade point average, and academic preparation.

Strategic Step: QUALITY—DIVERSITY. Enhance the racial, ethnic, geographic, and economic diversity of the Ohio State student body. By 2015, the diversity of the university's student population will be appropriate to our land-grant mission and to our national and international reputation.

Strategic Outcome: ENHANCED PROFILE AND REVENUE. By 2015, Ohio State could realize approximately \$12M in additional net annual revenue as a result of the incremental expansion of its student body. This increase in size will be paired with enhanced academic excellence and diversity over the five-year period of the One University Enrollment Plan.

The implementation steps detailed in From Excellence to Eminence, The One University Enrollment Plan, 2011-2015, will enable Ohio State to accomplish the plan strategies and realize its important financial outcome. These enrollment practices, moreover, are appropriate to The Ohio State University as Ohio's flagship institution and are essential to its hallowed land-grant mission.

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From Excellence to Eminence: The One University Enrollment Plan, 2011-2015 September, 2010 First Update: January, 2012

The September, 2010, plan was developed in collaboration with the more than 60 faculty and staff members whose subcommittee reports and data analyses guided the plan's evolution. It also benefited from the advice and counsel of the university's academic deans—individually and collectively—and from the thoughtful reactions of the University Senate Council on Enrollment and Student Progress and the Senate Fiscal Committee.

The plan was first updated by the Office of Enrollment Services in January, 2012, with the approval of the Enrollment Management Steering Committee.

It will continue to be periodically updated to ensure its ongoing vitality and value to The Ohio State University,

The plan is grounded, implicitly and explicitly, in the principles of the Sasaki One Framework vision for the future of The Ohio State University campus. It linked just as mindfully to the university strategic planning process, of which strategic enrollment planning is a crucial component.

Preamble

Since 1995, The Ohio State University has thoughtfully and purposefully worked to improve the quality of its undergraduate students. In 2003, the university developed and began to implement its most focused enrollment planning strategy to date, Ohio State 2008: Bridging the Excellence Divide. The intent of that plan was to align the undergraduate level of academic preparedness with the scientific and scholarly strength of the university's faculty.

The Ohio State 2008 plan, like all previous enrollment strategies, focused primarily on new first-year students. As the next generation in enrollment planning, **From Excellence to Eminence: The One University Enrollment Plan** builds on the demonstrated successes of the last 15 years. But unlike those earlier efforts, it proposes a strategy of holistic enrollment management.

Such an approach is part of President E. Gordon Gee's vision for Ohio State. In his first address to the University Senate Faculty Council, returning President Gee challenged the university—in his words—to forge *one* Ohio State. Accordingly, the recommendations in the One University Enrollment Plan are designed to transform enrollment practices on all campuses of the university. Their implementation is meant to enhance the entire student body.

Because this plan focuses on both undergraduate and graduate students, and on both the Columbus and regional campuses, it will allow Ohio State to embrace as never before its land-grant mission of access to excellence. As Ohio's designated flagship institution, our university must set Ohio's standard for academic excellence and expectation; that includes defining and driving the enrollment practices of the future. The members of the Enrollment Management Steering Committee, authors of this report and its ongoing revitalizing updates, are convinced that the One University Enrollment Plan will become a model of 21st century enrollment planning for other institutions in our state and beyond. As such, it is a foundational element of Ohio State's strategic vision and, therefore, of its strategic planning—at the university, college, and departmental levels.

The plan responds, moreover, to the state's call for a 230,000-student increase in its college enrollments and a 20 percent increase in the graduation rate by 2017. These benchmarks are then reiterated in the University System of Ohio's Strategic Plan for Higher Education that was presented to the Ohio General Assembly. The One University Enrollment Plan and its strategies to expand and enhance the Ohio State student body will be crucial to achieving these higher education goals of the State of Ohio.

Implementing the strategies of the One University Enrollment Plan and achieving our state's higher education goals will require Ohio State—and colleges throughout Ohio—to seek students beyond the borders of our state. Ohio will experience a steady decline in the number of its high school graduates through 2015 (see Attachment 8). The quantity and quality measures on which the One University Enrollment Plan is built can be met by stepping up recruitment efforts, state-wide, nationally and internationally. Indeed, through these measures, the plan will help ensure the on-going high quality of the student experience at The Ohio State University.

These same measures will also shape the One University Enrollment Plan into a principal strategy for meeting the university's ambitious goals in an uncertain economic climate. Up to now, Ohio's colleges and universities have been spared the devastating cuts experienced elsewhere in the nation. Now, however,, our state's higher education institutions must be poised to respond to reduced state funding well into the future. As the engine that will drive Ohio State forward in these uncertain economic times, strategic enrollment will be our institution's unflinching response to that fiscal uncertainty, a response that will allow our institution to enhance its academic reputation and preserve the quality of the education that our communities recognize and expect.

In his address to the Faculty Council, President Gee expressed his confidence that Ohio State was ready to make the stride from excellent to eminent, the leap from visible to visionary. The One University Enrollment Plan will enable the university to take those strategic steps.

Three Strategic Steps and Their Strategic Outcome

Strategic Step: QUANTITY

Increase cumulative enrollment across all ranks and on all campuses by at least 2,700 from 2011 to 2015, by incrementally enrolling more students over that five-year period. By 2015, the additional students will be distributed in these approximate numbers:

- 1300 new first-year students
- 500 transfer students
- 500 regional campus freshmen and transfer students
- 400 graduate students in targeted Master's programs

These increased enrollments will mean that Ohio State's student population across all campuses will be more than 66,000 by 2015.

NOTE: FY12 enrollment goal was increased by 400 undergraduates to offset pending state budget cuts.

Implementation Steps: TOWARD 1300 NEW FIRST-YEAR STUDENTS

- ➔ Invest in additional recruitment strategies and increase merit and need-based aid (see budget request in Attachment 1, Appendix A ii, Resources Required to Reach University New Freshman Enrollment Goals AU11-15 [FY12-16]) to increase the new freshman class size on the Columbus campus by approximately 100 students during each year of the plan
- ➔ Work with appropriate offices to ensure that the growth of the undergraduate population does not re-develop the "closed course" problem, reduce the quality of academic advising, or underserve the need for residence life opportunities, counseling, career advising, student health, disability services, or other services
- ➔ Work with appropriate offices to ensure that additional proposed housing for undergraduate students and strategic enrollment planning are in ongoing alignment

Implementation Steps: TOWARD 500 NEW TRANSFER STUDENTS

- ➔ Invest in enhanced programmatic links with 2-year institutions and targeted outreach efforts to increase the number of transfer students by at least 500 by 2015 (see resource request in Attachment 1, Appendix A iv, Resources Required to Reach University Transfer Enrollment Goals Au11-15 [FY 12-16]):
 - Enhance communications to admitted transfer students and to those inquiring about transferring to Ohio State
 - Enhance transfer student campus overview and tours
 - Increase recruitment visits to Ohio's community colleges
 - Enhance transfer student orientation programs
 - Implement, with Columbus State Community College, the Preferred Pathway Program to increase student enrollment and success
 - Determine appropriate linkages with other community colleges that will promote student enrollment and success

Implementation Steps: TOWARD 500 NEW REGIONAL CAMPUS STUDENTS

- ➔ Make investments, with guidance from the regional campus deans, to increase the number of regional campus students by 500 by 2015; revenues generated by enhanced enrollments will be retained by the respective campuses
- ➔ Focus on generating more first-choice students at all regional campuses
- ➔ Continue the "One University" marketing campaign established in summer, 2009
- ➔ Review financial aid options for regional campus students and recommend changes to enhance the campus change process
- ➔ Add specific bachelor's degree completion programs at the regional campuses

Implementation Steps: TOWARD 400+ NEW GRADUATE STUDENTS

- ➔ Create or expand professional Master's programs to increase the graduate student population by 400+; the new programs will respond to demonstrated market needs in the corporate, health, and government/non-government sectors; these may include such program areas as natural resources, nursing care and administration, marketing and finance, veterinary preventive medicine, and energy science; no new central resources will be required to develop these programs
- ➔ Continue the university's efforts to offer additional graduate student housing on or near campus
- ➔ Assure that the Graduate School works with academic departments and graduate programs to monitor enrollment growth

Strategic Step: QUALITY—ACADEMIC

Enhance the academic quality of the student body by increasing the university's expectations of entering Columbus campus students as measured by standardized test scores, grade point average, and academic preparation.

Implementation Steps: TOWARD MORE ACADEMICALLY PREPARED AND SUCCESSFUL NEW FIRST-YEAR STUDENTS

- ➔ Invest in additional recruitment strategies and increase merit and need-based aid (see budget request in Attachment 1, Appendix A ii, Resources Required to Reach University New Freshman Enrollment Goals AU11-15 [FY12-16]) to target the following freshman quality measures on the Columbus campus:
 - An average ACT score of 29
 - 60 % in the top decile of the high school class
 - 95 % in the top quartile of the high school class
 - 1st Year Retention Rate of 95%
 - 4-Year Graduation Rate of 60%
 - 6-Year Graduation Rate of 82%
- ➔ Work with college deans to develop college-specific enrollment plans, which will be submitted to the provost for approval

- ➔ Assess the impact of increasing enrollment on academic and student life services by establishing a group similar to the 1994-95 Committee on the Undergraduate Experience (CUE) task force
- ➔ Ensure the quality and integrity of the Honors and Scholars programs by gradually reducing the number of Honors students to eventually maintain an entering class with 1,000 Honors students, while gradually increasing the number of Scholars students in order to maintain the same total percentage of Honors and Scholars students each year

Implementation Step: TOWARD MORE ACADEMICALLY PREPARED AND SUCCESSFUL TRANSFER STUDENTS

- ➔ Continue to enhance the academic preparation of transfer students from 2- and 4-year institutions by requiring improved GPAs over time

Implementation Steps: TOWARD MORE SUCCESSFUL REGIONAL CAMPUS STUDENTS

- ➔ Continue to serve as portals of opportunity and access to an Ohio State education
- ➔ Enhance regional campus student outcomes as defined in better retention, greater campus change, and higher graduation rates

Implementation Steps: TOWARD MORE ACADEMICALLY PREPARED AND SUCCESSFUL GRADUATE STUDENTS

- ➔ Develop rigorous quality standards for new or expanded professional Master's programs that will meet the needs of Ohio's citizens for post-baccalaureate education and training, contribute to the state's economy, and enhance the reputation of the university
- ➔ Develop new measures for graduate admissions to help ensure that Ohio State is recognized for the quality of its professional Master's degree holders—and for their ability to help strengthen the state's economy

Strategic Step: QUALITY—DIVERSITY

Enhance the quality of the Ohio State student body by boosting its racial, ethnic, geographic, and economic diversity. By 2015, the diversity of the university's student population will be appropriate to our land-grant mission and to our national and international reputation.

Implementation Steps: TOWARD GREATER NEW FRESHMAN DIVERSITY

- ➔ Implement targeted recruitment efforts and develop appropriate financial aid packages and merit-based scholarships to attain the following goals over the next five years:
 - An increase on the Columbus campus from 18% to 25% of non-Ohio resident students
 - Among these non-Ohio resident students, a 4% increase in international students to reach 8% of the new freshman class, with these students representing multiple regions of the world
 - An increase on all campuses among African American, Hispanic/Latino, Native American and other underrepresented populations to achieve a critical mass supporting the educational diversity mission of the university
 - Enrollment on all campuses of low- to middle-income students in percentages equal to or greater than those of Autumn 2009
- ➔ Invest as necessary (see Attachment 1, Appendix A ii, Resources Required to Reach University New Freshman Diversity AU11-15 [FY12-16]) to:
 - Expand recruitment activities to target increasing numbers of out-of-state students, including international students
 - Expand recruitment strategies that respond to the needs of students in targeted access groups, including minority, low-income, and first-generation students
 - Develop financial aid packages and merit-based scholarships targeted to the enrollment of low- to middle-income students

Implementation Steps: TOWARD GREATER TRANSFER STUDENT DIVERSITY

- ➔ Enhance articulation and partnerships with those two-year institutions that currently send large numbers of transfer students to Ohio State in order to improve Ohio State's pipeline of minority, low-income, and first-generation students
- ➔ Expand programmatic links with those institutions
- ➔ Focus new energies on recruiting students from two-year institutions beyond Ohio

Implementation Steps: TOWARD GREATER REGIONAL CAMPUS STUDENT DIVERSITY

- ➔ Recruit and target specific populations, including veterans, nontraditional adults, first-generation college students, and low-income students
- ➔ Explore admitting out-of-state students to the regional campuses
- ➔ Increase the number of low-income students who change from a regional campus to the Columbus campus

Implementation Steps: TOWARD GREATER GRADUATE STUDENT DIVERSITY

- ➔ Further develop the Summer Research Opportunities Program (SROP) to help underrepresented undergraduates explore graduate programs and opportunities for academic careers and provide them with rigorous preparation for graduate study
- ➔ Allow conditional admission for international students whose English language skills would benefit from intensive English instruction, provided in collaboration with the English as a Second Language program, for three to six months before beginning their academic program

Strategic Outcome: ENHANCED PROFILE AND REVENUE

An increase in the university's revenue stream through the incremental expansion of its student population. By 2015, Ohio State could realize approximately \$12M in additional net annual revenue as a result of this expansion. As the foregoing strategic steps demonstrate, however, the increase in size of the student body will not come at the expense of academic excellence or diversity. Rather, these measures will be enhanced over the five-year period of the One University Enrollment Plan.

Analysis: Two Predictive Models for the Columbus campus

Two models were developed to determine the revenues and costs associated with implementing the One University Enrollment Plan. While the approaches of these models were different, the outcomes they produced were strikingly similar.

One analysis (see Attachment 6a) projects the revenue gains and costs associated with 2,200 additional students at the Columbus campus. This analysis estimates \$112.8M in grand total revenue by 2015, with total expenses of \$72.3M, for a net revenue gain of \$40M. These approximate figures do not include new space needs for additional classrooms, labs, and office space. The inclusion of space requirements—which increase expenses—brings the net revenue gain to \$30.4M through 2015 (see Attachment 6b). Subsequent analysis suggests that enhancing course distribution patterns may reduce the need for additional capital expenditures.

NOTE: A model comparable to this first analysis was developed to determine revenue and costs at the regional campuses (see Attachment 6c).

The second analysis for the Columbus campus (see Attachment 7) focuses on the fiscal impact of additional enrollments while taking account of changes in student demographics for the entire undergraduate student body. Like the first analysis, this analysis projects the revenue gains and costs associated with 2,200 additional students at the Columbus campus. It includes the expenses from the Columbus model above, but this model incorporates the revenue and costs associated with changing the student demographics—moving the ACT score to 29 and increasing the percentage of non-residents, for example. This analysis estimates \$101.9M in grand total revenue by 2015, with total expenses of \$80.4M (or \$90.1M, if new space needs are included), for a net revenue gain of \$21.5M (or \$11.8M with space needs included) over the five years of the One University Enrollment Plan. Estimated merit and need-based financial aid are accounted for in this analysis.

Importantly, both models predict that, by 2015, Ohio State's net revenues will have increased by approximately \$12M per year.

It should be noted that there is uncertainty about how Ohio State's conversion from the quarter to the semester system in 2012 will affect enrollment. Experience at other institutions converting to semesters has shown that students nearing degree completion tend to increase their credit hours in order to graduate before the implementation of the semester calendar. Graduation rates at these institutions increased the year prior to their calendar conversion, and enrollment decreased with the onset of the semester system. An Ohio State analysis has suggested that this institution will experience a similar decline in enrollment in autumn 2012. Any such decline should be corrected by FY14.

**Implementation Steps: TOWARD ENHANCING REVENUE TO SUPPORT
INCREASING QUANTITY AND QUALITY**

- ➔ To help support the additional recruitment costs required by the strategic steps in the One University Enrollment Plan, increase the application fees for undergraduate students from the current \$40 to \$60; the additional revenues from both the increased fee and the additional applications called for by this enrollment plan will be approximately \$1.1M for the first year of the plan
- ➔ From relevant offices, obtain updates on increased staffing in support of an enhanced student experience, including but not limited to additional academic advisors, mental health professionals, and security personnel

Conclusions

From Excellence to Eminence: The One University Enrollment Plan proposes an increase in the size of the university's student body of more than 2,700 by 2015, thus raising the student population to a total across all campuses that will exceed 66,000. Expanding the student population, however, must not—and will not—come at the expense of quality or diversity. Indeed, the plan envisions quantity, quality, and diversity as foundational and indivisible components of One Ohio State University, which, as President Gee would remind us, strives to be a single-minded institution with world-wide reach.

If we are to take up the President's challenge and define ourselves not narrowly but comprehensively, we must continue to expand access to the excellence that Ohio State offers to the academically well-prepared. At the same time, we must be deliberate in broadening the measure of our students' diversity. Our commitment to incorporate knowledge, awareness, and appreciation of other cultures and traditions into all aspects of student life must not waver and must, in fact, define Ohio State's signature academic experience, one that allows *all* students to make the most of their unique talents. This is the responsibility of Ohio State and of land-grant universities everywhere. But as Ohio's flagship institution, Ohio State must do still more: it must lead the way with enrollment practices that are models of integrity, thoughtful innovation, and fair-mindedness.

The One University Enrollment Plan proposes a new approach to enrollment at Ohio State from 2011 to 2015. Its three strategic steps toward increasing student quantity, quality, and diversity are all-important for Ohio State.

- These steps, as they enhance our incoming freshman classes, will over time promote improvements in retention and graduation rates. These, in turn, will enhance our rankings among the Big Ten institutions and our institutional peers and, more broadly, throughout the nation.
- These steps, as they enhance our graduate students and graduate programming, will promote the reputation of the university while responding to demonstrated state and regional needs and, so, invigorating Ohio's economy.
- These steps will allow Ohio State to celebrate an unprecedented diversity among students, enriching the context for communications of every sort, expanding the framework for evaluating preconditions and preconceptions, and stimulating us all to more thoughtful and reasoned analyses.
- These steps are also fiscally sound—and crucial. By accelerating the university's revenue stream, they will guarantee that, even in light of the uncertainties of state support, Ohio State will be able to sustain and enhance the student experience and the academic excellence that underpins all that an Ohio State education represents. They will ensure that an Ohio State education—and an Ohio State degree—continue to be coveted and respected everywhere.

Under the leadership of the vice president for strategic enrollment planning, the Office of Enrollment Services, in concert with the Graduate School and the regional campuses, will conduct regular reviews to ensure that the steps set forth in the One University Enrollment Plan are being implemented in timely and uncompromising fashion.

It must be emphasized, in conclusion, that the success of this plan is predicated on appropriate investment (see Attachments 6 and 7) in the recruitment, financial aid, and student experience initiatives described in this document. With that support, the One University Enrollment Plan will take our institution's enrollment practices from excellence to eminence. And that will allow us to compete as never before for the best students in Ohio, across the country, and throughout the world.

Respectfully submitted by the members of the Enrollment Management Steering Committee, 2010, of The Ohio State University, and as updated by the members of university's Enrollment Management Steering Committee, 2011.

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