President’s Enrollment Task Force Report

November 8, 2013

The charge given to the President’s Enrollment Task Force (ETF) was to review all available University enrollment data and provide action item recommendations that hopefully will impact Fall 2014 enrollment and can be implemented before January 1, 2014.

The ETF met Tuesday evenings and Friday afternoons during October and also the first Tuesday evening of November. The recommendations are presented as 1. those available for immediate priority, 2. those that need continued discussion, and 3. those for possible further consideration.

Recruiting is the responsibility of all in the University community.

Rationale:

Data from national surveys, campus visits and individual program visits were given to the committee. National data highlighted the need for all divisions to be involved in bringing new students to the University. University data indicating where programs had a decrease or increase in FTIACs (First Time in Any College) and/or a decrease or increase in SCH (student credit hours) was also shared with the committee. Task Force data discussion indicated that faculty and staff from programs with FTIAC reduction had already expected first year student reductions.

Action Items:

Items for immediate consideration:

- Form a Recruitment Committee with interested faculty, administrators and key department representatives.
  - Potential members: faculty representatives from each college, representatives from Admissions, Financial Aid, Housing and the Provost’s Office/Academic Affairs division.
  - Consider release time for a few faculty members who will be heavily involved.
  - Charges:
    - Become familiar with university procedures for recruitment, application, and financial aid.
    - Ask Enrollment Services / Deans / Department Heads / Program Coordinators to identify programs that recruit well and compile a handbook of “Best Practices” from those programs. Addendums to the handbook can be ongoing.
    - Serve as mentors to programs establishing new recruitment processes.
- Attend Dawg Days and other recruitment events.
- Work with RSO’s and academic programs to identify students that would be useful as recruiters.
- Participate in the writing/production of videos.

- Determine best practices by asking Enrollment Services/Deans/Department Heads which programs recruit well.
- Provost’s Office, working in conjunction with the academic colleges should identify 8-10 programs that are perceived to have a history of successful programmatic recruiting strategies and tactics. The Provost’s Office should conduct a meeting with representatives from the selected best practices programs to present recruiting techniques by January 2014.
- Identify three programs from Engineering Technology, Health Professions, Arts and Sciences, Business and Education and Human Services that have the potential for growth for fall 2014. Programs need to be identified by Deans, in collaboration with their college faculty. Programs that apply to participate should be highly considered based on faculty buy in.

**Items for continued discussion:**

- Produce programmatic videos highlighting faculty and strengths of the program as well as job potential.
- Engage faculty in recruitment and provide ½ day, off-site, best practices meeting with the identified programs, enrollment services, and best practices representatives.
- Work with professional organizations to which faculty/staff belong to identify ways the organization can assist Ferris in recruiting new students. Ask for financial assistance with scholarships for students coming to Ferris to enroll in programs that have employment needs. Identify programs and execute enrollment growth plans during spring semester 2014.

**Increase our institutional financial aid assistance by $3 million beginning Fall 2014 and phased in over a period of four years in order to meet enrollment needs of the institution.**

**Rationale:**

Ferris ranks 11 out of the 15 Michigan public universities in terms of percentage of general fund budget which is expended on financial aid. For fall 2013, Ferris paid a minimum of $2,680 less than our Michigan public university competitors in need-based aid to Michigan residents, freshmen with the highest need. The largest difference was $13,229 less than our competitor. Sixty-one percent of students awarded for 2012-13 had an Expected Family Contribution less than $7,291 or were eligible for need based grants. Of those eligible, only 35% actually received the need based grant due to funding limitations.
Action Items:

Items for immediate consideration:
- Identify who the decision makers are and identify steps needed for enrollment goals setting prior to financial aid leveraging.
- Begin intentional steps to move up in the ranking of Michigan public universities percentage of general fund budget expended on financial aid.
- Evaluate fall 2013 freshmen yield as it relates to the students’ ability to pay (Result of the FAFSA or Expected Family Contribution). Evaluate the financial aid award package for those who enrolled and for those who did not. Based on the analysis, additional financial aid dollars could be targeted to students with a low yield rate.
- In collaboration with the colleges, identify 1-2 programs to increase freshmen enrollment. Analyze freshmen students in these programs using FAFSA data. Additional financial aid dollars could be targeted to these students as well.
- Work with enrollment management consultants on financial aid leveraging which uses a data driven process to strategically award financial aid, including scholarships, to meet desired enrollment goals. Consultant recommendations would further refine financial assistance requests.

Implement more targeted use of alumni.

Rationale:

National trends indicate that alumni can be very valuable at all times including the application to first attendance at university. The committee believes that there is a need for continued and increased alumni involvement in student application to yield.

Action Items:

Items for immediate consideration:
- Identify alumni interested in one-on-one recruiting including capturing success stories on video and sending to students.
- Equip alumni with an Alumni Recruitment Toolkit (ART) to use in workplace, schools and community.
- Invite alumni to participate in program advisory boards and program activities.
- Work with the Center for Leadership, Activities and Career Services to capture stories from alumni visiting for career fairs.

Items for continued discussion:
- Send pennant for classroom/office display to every Ferris alum who is a teacher/school administrator.
- Create an alumni success highlight reel to play at campus visit programs.
- Create an alumni volunteer database by asking on the graduation application if the prospective graduate would like to be an alumni volunteer.
- Create item-based giving/donation line items for alumni: i.e., buy a credit, buy a book, buy a course or meal plan.
- Involve Alumni Office to recognize alumni for volunteering time to recruit students by showcasing them in the Ferris magazine and presenting them with an Alumni Volunteer award.
- Add alumni question in daily visit survey and reservations.
- Solicit alumni participation at events admissions host.
- Work with Alumni Office to capture stories of student need and to create alumni donor-to-recipient connections.

**Explore accelerated and alternative means to degree completion to increase enrollment.**

**Rationale:**

Review of data on time to degree and student debt indicates the University has the ability to assist students with ways to decrease time to degree and reduce student debt, and additional communication and marketing opportunities exist.

**Action Items:**

**Items for immediate consideration:**
- Develop intentional marketing strategies for selected three year degrees tracks.
- Provide early assistance and guidance for AP and fast track students with the intent being to help them take advantage of their pre-college experience.
- Explore additional admissions contact with dual enrolled, concurrent, and CARE students.
- Hold information receptions with students, teachers, principals, superintendents at FSU locations with an additional invitation to the news media. Do it quickly.
- Cultivate high school faculty and get Ferris on their office walls with a certificate, pennant or plaque.

**Items for continued discussion:**
- Develop greater degree collaboration between our pre- and professional programs.
- Offer a cash bonus to students that finish on time.
- Set students up on a block schedule with possible priority registration.
- Implement Tw2o and Fou4r recommendations.
- Build communities (identify? High school cohorts, etc.) in the residence halls to recruit students.
- Pilot accelerated degree completion in a few programs – 3 year pre-pharmacy then receive a bachelor’s degree as a cohort.
- Provide a room at Dawg Days so that students/parents can sit down with an advisor to discuss issues/make plans.
- Assign a full-time academic advisor to fast track students.
• Promise them a degree in three years but make sure courses are going to be available.
• Encourage students without advanced training that they can still participate.
• Offer summer catch-up money for Tw2o and Fou4r.
• Advise them if they change their major they might not get a degree in three years.
• Explain to students that they can’t get a C-.
• Develop a positive recruitment relationship with teachers and counselors.

Items for possible further consideration:
• Have Health Professions faculty hold information sessions at Kent County schools/ISDs to engage prospective students, and interested parents and faculty.
• Be seamless and the students should have already progressed towards a degree.
• Emphasize all the possible degrees, but we can’t place students on a wait list.
• Call a new intermediate school district every week about pre-college enrollment.
• Offer a workshop in various programs during the summer.
• Provide a picture with the bulldog when the students are on campus for group college/department recruiting events.
• Offer each qualified FTIAC a $1000 scholarship for the first year at Ferris.

Improve University Imaging

Rationale:
Marketing is a big factor in increasing both FTIAC’s and SCH’s. University marketing efforts and strategic directions were reviewed and discussed.

Action Items:

Items for immediate consideration:
• Work with interested faculty so that they become effective recruiters of students.
• Increase engagement with school teachers and counselors and to present the current enhanced image of Ferris.
• Enhance-the University image for current students.
• Promote image in campus buildings through pennants, logos, school colors, FSU-branded materials, etc.
• Work to change the perception among students that they are not capable and competitive (could link to the alumni group).
• “We build alumni while they are here.” Examine the “messages” we send on multiple levels.

Items for continued discussion:
• Develop a “central point” or Response Center for student concerns/questions to be heard. This office could offer an explanation of why something is done the way it is.
• Work with UA&M to merge the two (donor money and student messaging) with strategically placed billboards beyond Lansing.
• Form Recruitment Committee, one charge could be to work with UA&M.
• Devise and implement a T-shirt campaign for our students and alumni that spread awareness of FSU statewide.
• Involve the whole campus in positive image, i.e. participating in Homecoming, programs, etc.

President’s Enrollment Task Force
Membership

Paul Blake, Associate Provost for Academic Operations, Co-chair
Don Flickinger, Interim Vice President for Student Affairs, Co-chair

Jason Daday, Associate Director, Admissions
Cheryl Cluchey, Assistant Dean, Extended and International Operations
Jessica Cruz, Associate Director, Latino Studies
Roxanne Cullen, Professor, Languages and Literature
Mitzi Day, Director, Institutional Research and Testing
Sara Dew, Director, Financial Aid
David Frank, Department Head, Physical Sciences
Anne Marie Gillespie, Director, Student Academic Affairs, Arts and Sciences
Jim Hessler, Associate Vice President, Auxiliaries
Jennifer Johnson, Associate Professor, Geography
Ken Kuk, Professor, Welding Engineering Technology
Dave Marion, Professor, Management
Bill Potter, Associate Provost, Retention and Student Success
Theresa Raglin, Department Head, Dental Hygiene and Medical Imaging
Steve Reifert, Director, Criminal Justice
Kristen Salomonson, Dean, Enrollment Services
Cindy Seel, Assistant Professor, Health Information
Spence Tower, Associate Professor, Management
Mike Wade, Assistant Director, Multicultural Student Services
Data distributed to the enrollment task force.

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<th>Meeting Distributed</th>
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<td>1-Oct-13</td>
<td>FTIACS Comparison Sheet - Fall 2009 - Fall 2013</td>
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<td>FTIACS Comparison Sheet (No Kendall) Fall 2009 - Fall 2013</td>
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<td>FTIACS Recruitment for 2012-2013</td>
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<td>Admits and Total Apps by Program Fall 2013</td>
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Sent October 7, 2013

| 4-Oct-13 | FTIAC credit hour difference between Fall 2012 and Fall 2013 by Program |
| 11-Oct-13 | Eastern Michigan University mLive article on offering $43.8M student aid |
| 11-Oct-13 | Tw2o Fou4r Handout |
| 11-Oct-13 | FSU Headcount Enrollment w/o Kendall,CPT 1991/92-2013/14 |
| 11-Oct-13 | DASUM Information - Fall 2013 vs Fall 2012 |
| 11-Oct-13 | Admits, Total Apps, Enrolled by College/Program Fall 2011-Fall 2013 |
| 11-Oct-13 | Fall 2012 FA Cnt, FA SCH, Fall 2013 FA Cnt, FA SCH, Difference |
| 11-Oct-13 | Work Study Numbers for 2011-12 through 2013-14 |
| 11-Oct-13 | Enrollment Enhancement Brainstorming Ideas (Auxiliary Enterprises) |
| 18-Oct-13 | Section 2.29 Gratiot County (Enrollment by University) |
| 18-Oct-13 | Section 2.28 Grand Traverse County (Enrollment by University) |
| 18-Oct-13 | Fall Applications by Campus and Student Type (10/18/13) |
| 25-Oct-13 | Fall Applications by Campus and Student Type (10/25/13) |
| 25-Oct-13 | Frequencies for Fall Semester 2012 (various visits) |