Collaborations Between Institutional Research and Enrollment Management

INSTITUTIONAL RESEARCH AND ASSESSMENT JOINT RETREAT

JUNE 15, 2012

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Agenda

- **Define Enrollment Management at CUNY**
  - James Murphy, University Associate Dean for Enrollment
  - Sarah Truelsch, Central Office Research Analyst
- **How an IR office can improve the effectiveness of enrollment planning**
  - Michael Ayers, Director of Institutional Research, Brooklyn College
- **How an EM office uses data to make enrollment management decisions**
  - MaryBeth Reilly, Assistant Vice President for Enrollment Management, College of Staten Island
- **Discussion: conditions of successful collaboration**

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Current Model of Enrollment Management

"Enrollment management is ... an organizational concept and a systematic set of activities designed to enable educational institutions to exert more influence over their student enrollments. Organized by strategic planning and supported by institutional research, enrollment management activities concern student college choice, transition to college, student attrition and retention, and student success."

--Hossler and Bean, 1990

Hossler, D., Bean, J. P., and Associates. (1990) *The Strategic Management of College Enrollments*. San Francisco: Jossey-Bass Publishers

Old Model of Enrollment Management

"Que sera, sera."

Genesis of Enrollment Management in CUNY

President Goldstein's decision to phase out remediation at Baruch College in 1994 while maintaining enrollment at about 15,000

Baruch's Plan

- Increase Admissions Standards
- Decrease Freshmen
- Increase Transfer
- Maintain Graduate Enrollment
- Increase Retention
- Gradual phase-in beginning September 1996
- Plan for a four year decline in enrollment

Data Used For Decisions

- Retention rates for students who took 1 or more remedial course
- Retention rates for students by CAA
- Retention rates by SAT scores
- Retention rates by overall HS units
- Retention rates by Math and English units
- Retention rate of all transfers
- Retention rate of CUNY transfers
- Retention rate of non-CUNY transfers

Data

- The number of HS units a student completed was a better determination of retention than either HS CAA or SAT scores
- The students who completed three HS units in both Math and English had a higher retention rate than any other category of students
- Transfers who completed Associate's degree in CUNY had a higher retention rate than any other group of transfers

Result

- Freshmen declined to 981 in Fall 1998
- Freshmen increased to 1,329 in Fall 2000
- Enrollment decreased to 14,981 in 1998
- Enrollment hit a 10 year high of 15,698 in Fall of 2000

Fall Term	Freshmen	Transfers	Total
1993	1,356	1,142	15,064
1994	1,537	1,074	15,091
1995	1,492	1,481	15,433
1996	1,449	1,405	15,202
1997	1,220	1,743	15,071
1998	981	1,813	14,981
1999	1,165	1,655	15,254
2000	1,329	1,697	15,698

CUNYWIDE Enrollment Management Highlights

- CUNY began CUNYWIDE phase out of remediation at the senior colleges in 2001
- Colleges began to increase standards by 2003
- Enrollment growth at colleges out distances faculty and space
- BMCC, Hunter, Queens, and Baruch experienced significant growth

Enrollment Management Office

- Assist the Colleges in establishing enrollment goals and admissions criteria
- Monitors enrollment at all colleges
- Assists admissions offices with recruitment efforts
- Processes undergraduate admissions applications and admit students
- Provide Registrar Offices with CUNY policy and guidance
- Assist the colleges in processing financial aid
- Ensure compliance with Federal, State, City and CUNY policies

University Enrollment Management

Central Office :

- **Senior University Dean for the Executive Office & Enrollment**
- **University Associate Dean for Enrollment**
- **Recruitment and Admissions**
  - CUNY Welcome Center
  - CUNY Xpress
- **University Application Processing Center (UAPC)**
- **Office of Student Financial Aid**
- **University Registrar**
- **Research Analyst**

Advisory councils:

- Enrollment Management Council (EMC)
- Council of Financial Aid Officers (CFAO)
- Council of Registrars (CoR)
- University Council of Admissions and Recruitment Directors (UCAR)

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Why We Need Enrollment Management: Enrollment has skyrocketed since 2000

Trends in CUNY Undergraduate Enrollment: 1990 to 2011Undergraduates
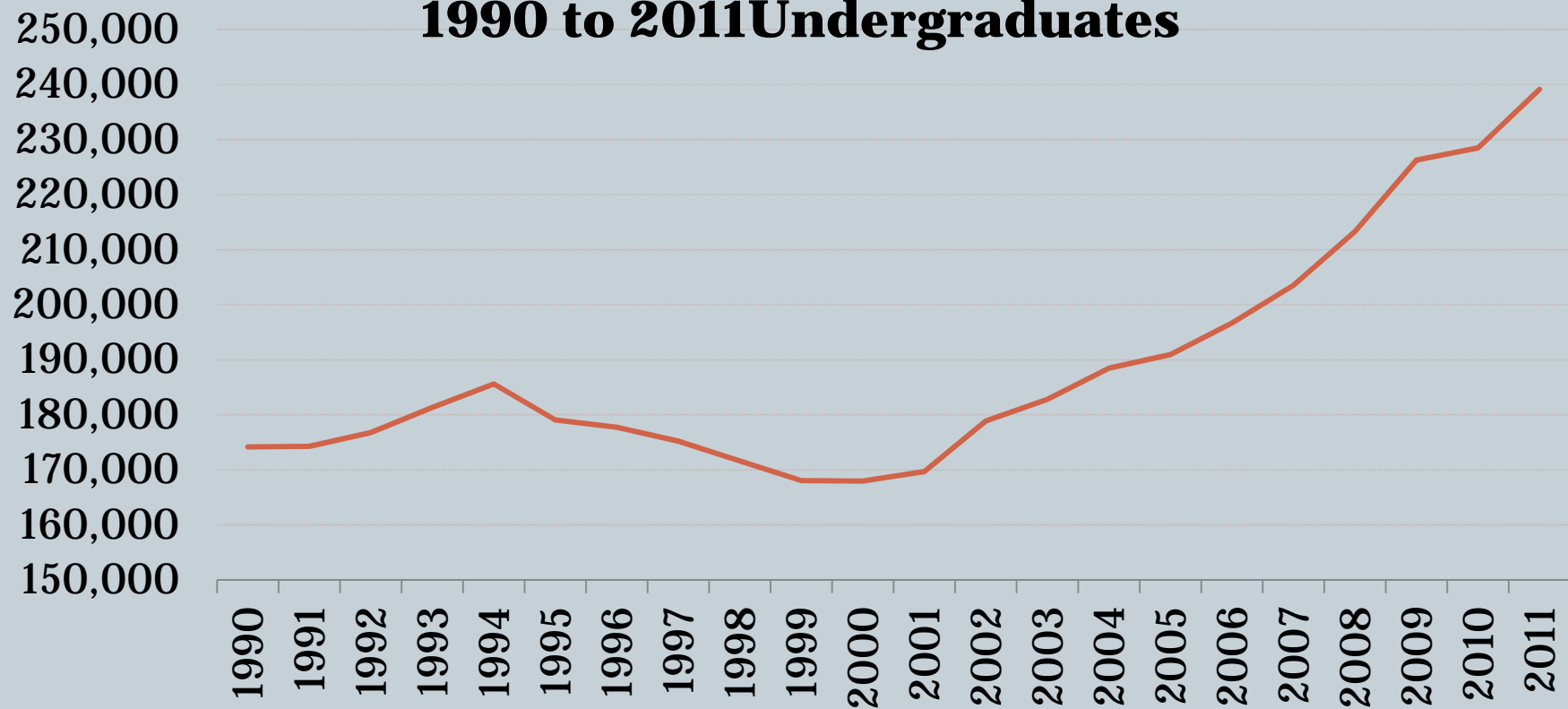
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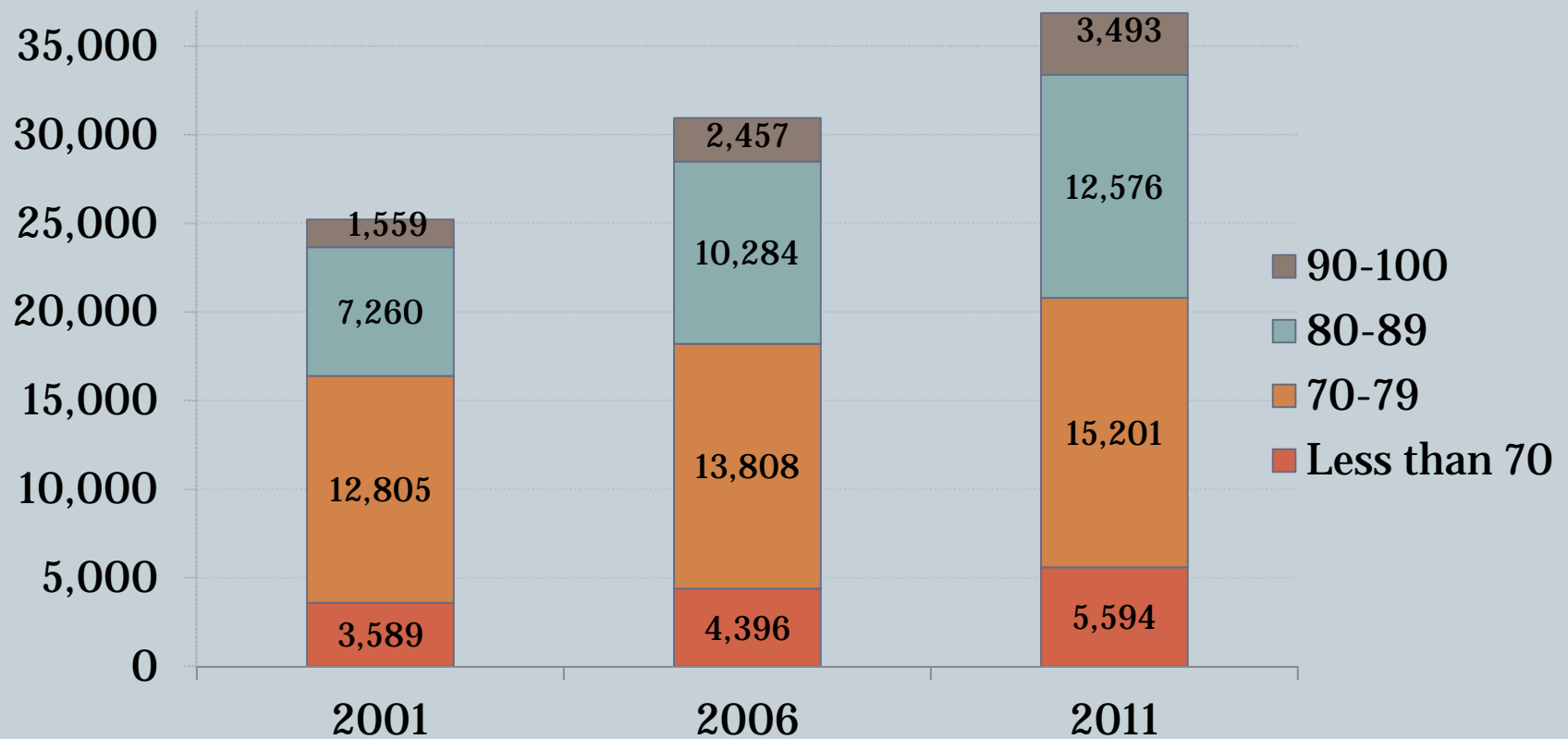# Why We Need Enrollment Management: Enrollment has skyrocketed since 2000

Trends in CUNY Undergraduate Enrollment by College : 1990 to 2011Undergraduates
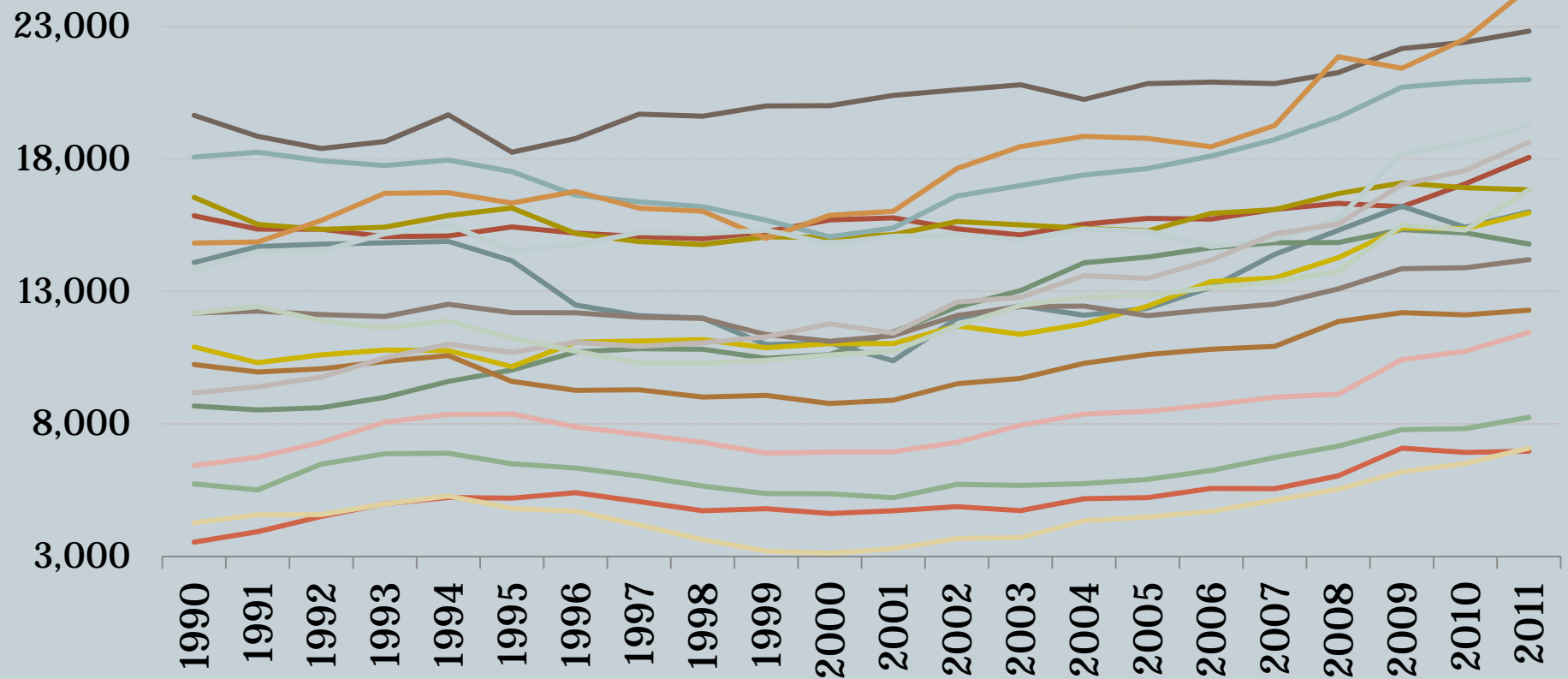
CUNY is serving more students at all levels of academic preparation.

Trends in Freshman Enrollment by CAA Band*

Legend:
- 90-100
- 80-89
- 70-79
- Less than 70

2001: 1,559 | 7,260 | 12,805 | 3,589

2006: 2,457 | 10,284 | 13,808 | 4,396

2011: 3,493 | 12,576 | 15,201 | 5,594

Source: CUNY OIRA

*Counts estimated based on population whose CAA is known.

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CUNY's undergraduate profile is becoming more traditional.

In 2010 compared to 2002:

⬇ **Fewer students attending part-time**
- 37.9% in 2002 compared to 33.9% in 2010

⬇ **Fewer students working 20+ hours/week for pay**
- 44.0% in 2002 to 31.8% in 2010

⬇ **Fewer students 25+ years old**
- 36.7% in 2002 to 28.4% in 2010

⬆ **More freshmen with no delay after high school graduation**
- 72.7% in 2002 to 88.7% in 2010

⬇ **Fewer freshman GED recipients**
- 11.3% in fall 2001 to 5.3% in fall 2010

Source: CUNY OIRA

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Upcoming Priorities

- Momentum, credit accumulation, graduation

- Transfer students: make more information available about applicants and students who transfer out

- New data structures that better align daily transactional data and official IR data

OIRA Activities Related to Enrollment Management

- Official enrollments
- Application data collection and processing
  - Collection of CAS and ASTA files
  - Create tables in IRDB: CAS_Limited_Facts and CAS_APP_ADM_ENR
  - CAS-Show match SPSS files for colleges
- On-line "Applications, Admissions, and Enrollment Reports" for CUNY Community
- Annual enrollment planning worksheets
- Decision support for the Enrollment Management Office and the Enrollment Management Council

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Discussion:
What do we need to collaborate effectively?

We want to support collaboration between the colleges and the central office, and at the college-level between enrollment/student affairs office and researcher offices

- *A shared commitment to evidence-guided decision-making?*
- *Information-sharing policies and practices?*
- *Common language?*
- *New/shared technology infrastructures?*

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