



THE OHIO STATE UNIVERSITY

---

# **Accelerating Excellence, Access and Service**

**Strategic Enrollment Plan for  
The Ohio State University, 2022-2024**

**May 2021**

# Accelerating Excellence, Access and Service Strategic Enrollment Plan for The Ohio State University, 2022-2024

## Table of contents

<u>Table of contents .....</u>	<u>2</u>
<u>1.0 Introduction.....</u>	<u>3</u>
<u>2.0 Columbus Undergraduate Student Enrollment Plan.....</u>	<u>5</u>
<u>3.0 Graduate Student Enrollment Plan.....</u>	<u>9</u>
<u>4.0 Regional Campus Enrollment Plan.....</u>	<u>11</u>
<u>5.0 Retention and Graduation Rates for NFYS on the Columbus Campus.....</u>	<u>14</u>
<u>6.0 Enrollment Planning Broad Directions.....</u>	<u>16</u>
<u>7.0 Appendix A: Enrollment Plan Committee Membership.....</u>	<u>19</u>
<u>8.0 Appendix B: Completion Plan.....</u>	<u>22</u>
<u>9.0 Appendix C: Proposed Executive Committee on Enrollment Planning.....</u>	<u>23</u>

## 1.0 Introduction

President Kristina M. Johnson's state of the university address on February 18, 2021, laid out her vision for making The Ohio State University "the absolute model of what a land-grant university should look like and be in the 21<sup>st</sup> century." The university needs to be fiercely committed to "excellence in service to the state of Ohio, the nation and the world" while being "accessible, affordable, innovative and caring." By doing so, Ohio State will provide an exceptional education that is a catalyst for "people from ordinary backgrounds to do extraordinary things."

The 2022-2024 Strategic Enrollment Plan, as presented in this document, is guided by the recognition that Ohio State has a central role to play in preparing a workforce ready to address the current and emerging needs of the state. This plan also recognizes the competition for prospective students and the changing patterns of enrollment in higher education across Ohio, the nation and the world.

The plan should be considered a living document that will continue to evolve over the months and years to come, shaped by key initiatives that include:

- **STEMM focus:** Ohio State has committed to a total of 22,500 degree completions in some STEMM fields by 2036.
- **Distance education:** Ohio State will expand its offering of online programs to enroll at least 8,000 new students by 2031 in order to meet the needs of students and in-demand fields. These programs will offer opportunities for both full- and part-time students.
- **Faculty growth:** The university has a goal of hiring up to 350 net new tenure-track faculty over the coming decade, including a focus on critical and emerging research areas, meeting needs in high-demand curricula and diversifying our Ohio State faculty (the RAISE Initiative and beyond).

To ensure ongoing oversight of the enrollment plan, a new university-wide Executive Committee on Enrollment Planning will be created (see Appendix C) and begin meeting in June 2021. In addition, a subgroup is preparing a strategic enrollment plan at the request of the Office of the President focused specifically on distance education, led by Dr. Robert Griffiths, Associate Vice President for Online Education.

The current document begins with the proposed enrollment plan which articulates the proposed goals, strategies and return on investment. The plan is divided into four parts: undergraduate, graduate, regional campuses and undergraduate retention and graduation. A summary of the plan's broad directions follows. Input into the development of this plan came from: (1) the Enrollment Planning Steering Committee, (2) three subcommittees (undergraduate, graduate and regional campuses), and (3) the Council on Enrollment and Student Progress (CESP). Supporting documents appear as appendices.

### 1.1 Overview

As noted above, the enrollment plan is comprised of four parts, summarized just below. Each part is expanded upon in the sections that follow.

### Columbus Undergraduate Education – Access and Excellence

Ohio State is committed to improving the academic profile and diversity of new students through strategic investments in recruitment and scholarships while increasing enrollment in STEMM majors.

### Graduate Education – Growth and Research

Through strategic investments, the goal is to grow enrollment in targeted STEMM programs, increase distance education, grow the number of Master's degree students to meet a growing workforce need and continue to recruit high-quality doctoral and professional students for research and clinical activities.

### Regional Campuses – Growth, Access and Opportunity

The number and diversity of students at open-enrollment campuses will increase through strategic investments in recruitment and retention.

### Columbus Undergraduate Retention & Graduation Rates – Student Success

We will further enhance the success of undergraduates as measured by first-year retention and four- and six-year graduation rates.

## 2.0 Columbus Undergraduate Student Enrollment Plan

### 2.1 Objectives

The following objectives refer specifically to the enrollment of new first year students (NFYS) on the Columbus campus. For an overall comparison with enrollment patterns of Autumn 2019 and Autumn 2020, see Section 6.

1. Grow NFYS enrollment from 7,600 to 7,800 over three years
2. Increase transfer enrollment to 2,250
3. Increase NFYS's academic preparedness
  - a. Increase average ACT composite to 30
  - b. Increase top 10% class rank to 68%
  - c. Increase top 25% class rank to 97%
4. Increase percentage of non-Ohio residents to 33% (9% international students)
5. Increase diversity of NFYS student body
  - a. Increase enrollment of underrepresented minority students
  - b. Increase the percentage of first-generation students to 25%
  - c. Increase the percentage of Pell Grant recipients to 21%

### 2.2 Strategies

The following summarizes some of the specific goals and major strategies proposed to meet the objectives described above. These key goals and strategies emerged from the work of the subcommittee on Columbus Undergraduate Student Enrollment (see Appendix A for committee membership).

#### 2.2.1 Maintain freshman enrollment at 7,600-7,800

The 2022-2024 plan recommends maintaining the freshman class size for Columbus at 7,600-7,700, increasing to 7,800 by the end of the plan to grow the number of STEM majors to meet our 15-year graduate goals. This is the optimal class size target given academic and diversity objectives. To meet the objectives of this strategic enrollment plan, a strong and coordinated set of tactics will be employed to address the resident/non-resident mix and the academic preparedness and diversity profile of our entering classes. Achieving these objectives will require investment in financial aid and programming/staffing.

#### 2.2.2 Increase transfer enrollment to 2,250

The 2022-2024 plan recommends increasing transfer student enrollment beyond the AU20 level (2,158) by Autumn 2024. Targets for each of the three years are listed in the table below. Note that a decrease in transfers is expected in 2022 due to declining enrollment at institutions from which students matriculate to Ohio State, in part because of the pandemic. However, growth is expected for the remaining two years as enrollments rebound, and we will be as aggressive as possible in this strategy to achieve our graduation goals.

Table 2A: Autumn 2022 – Autumn 2024 goals to increase transfer enrollment

<b>Autumn 2022</b>	2,100
<b>Autumn 2023</b>	2,200
<b>Autumn 2024</b>	2,250

## Summary of strategies

- Explore modifying acceptance practices to facilitate transfer student enrollment into high demand programs.
- Further streamline the evaluation of transfer credit.
- Leverage proactive advising for prospective transfer students.
- Develop STEMM-targeted articulated 2+2 programs and distance education opportunities.
- Enhance programming and advising with Ohio 2-year institutions, with specific emphasis on Columbus State Community College.
- Develop Honors Program options for transfer students.

### 2.2.3 Increase NFYS's academic preparedness

The 2022-2024 plan recommends the following three elements to address the academic preparedness of our NFYS population, with specific goals listed in Table 2B:

- a. Increase average ACT (NFYS Columbus) beyond the AU19 level (29.5)
- b. Increase top 10 percent class rank (NFYS Columbus) beyond the AU19 level (61%)
- c. Increase top 25 percent class rank (NFYS Columbus) beyond the AU19 level (94%)

Table 2B: Autumn 2022 – Autumn 2024 goals to increase NFYS academic preparedness

	<b>Autumn 2022</b>	<b>Autumn 2023</b>	<b>Autumn 2024</b>
Average ACT	29.5	29.7	30.0
Top 10%	63%	65%	68%
Top 25%	94%	95%	97%

## Summary of strategies

- In collaboration with University Marketing, expand marketing and communications in the Office of Student Academic Success to target high ability students.
- Expand enrollment in Scholars Learning Community Programs.
- Expand on existing yield activities to increase enrollment of the highest merit award level students.
- Create targeted campus visit opportunities for high ability students.

### 2.2.4 Increase percentage of non-Ohio residents to 33% (9% international students)

To ensure a vibrant and geographically diverse student body, the 2022-2024 plan recommends that the percentage of non-Ohio NFYS enrollment be increased from current levels. We will continue to serve students in the state of Ohio; the addition of non-residents, both domestic and international, serves to enrich the experience of all our students. A strong representation of non-resident students will enhance the national and international reputation of Ohio State. This strategy can also be viewed as beneficial to the state of Ohio as many of these students remain in Ohio to live and work upon graduation.

This objective aims to increase non-Ohio percentage (NFYS Columbus) beyond the autumn 2019 level of 32.3%. Note that the lower percentage goals for 2022 and 2023 are realistic given the increased competition for domestic non-residents and continued short-term

expected declines in international student enrollment due to pandemic-related travel restrictions. If these issues are resolved and, importantly, there is an increase in merit aid to attract more non-Ohio students, the goal of 33% non-residents in the freshman class is achievable.

Table 2C: Autumn 2022 – Autumn 2024 goals for resident/non-resident percentage

	<b>Autumn 2022</b>	<b>Autumn 2023</b>	<b>Autumn 2024</b>
% Non-Ohio	30.0%	31.5%	33%
% Domestic Non-Resident	23%	23.5%	24%
%International	7%	8%	9%

#### Summary of strategies

- Invest in increases to merit scholarships for non-residents and leverage targeted international scholarships to increase country diversity.
- Invest in building new non-resident markets domestically and internationally.
- Expand virtual visit programming opportunities for non-residents and international students.
- Leverage International Gateway Centers (currently in China, India and Brazil) to build student recruitment.

#### 2.2.5 Increase diversity of NFYS student body

The 2022-2024 plan recommends three key facets to continue our trajectory to build a diverse student body:

- a. Increase enrollment of minority NFYS students
- b. Increase percent of first-generation NFYS beyond Autumn 2020 level (19.2%)
- c. Increase percent of Pell recipients beyond Autumn 2020 level (16.4%)

Table 2D: Autumn 2022 – Autumn 2024 goals for increasing diversity

	<b>Autumn 2022</b>	<b>Autumn 2023</b>	<b>Autumn 2024</b>
Total minority students	Increase	Increase	Increase
% first-generation NFYS	23%	24%	25%
% Pell recipients	19.8%	20%	21%

#### Summary of strategies

- Build an expanded pool of qualified prospective students, e.g. through name and test score purchases, through outreach to community-based organizations (e.g., in Ohio Appalachian counties).
- Leverage relationships with community-based programs to expand outreach, programming and post-admission yield activities, e.g., I Know I Can (Columbus), Cleveland Now, Cincinnati Youth Collaborative.

- Advance existing partnership between Undergraduate Admissions and the Office of Diversity and Inclusion to recruit students to the Young Scholars and Morrill Scholars programs and from the Kipp Academy.
- Expand outreach to churches and community organizations in central Ohio to connect students in these organizations with Ohio State.
- Leverage on-campus programs for high school students that target high achieving rising seniors from Ohio high schools who are first-generation, rural, or historically underrepresented minority students.
- Build representation within the University Ambassador (tour guide) program to increase historically underrepresented students and first-generation students.
- Simplify need-based aid grant programs with the goal of increasing need-based aid to Pell-eligible students.
- Ensure early identification of first-generation students at the prospect/inquiry stage.
- Expand our use of direct student communication (e.g., text messaging) at the point of admission to build excitement, gauge interest and encourage students to choose Ohio State.
- Increase use of travel grants to target high achieving and limited income admitted students in Ohio to increase their campus visit attendance.

### 2.3 Return on investment

This plan will yield highly prepared students whom we anticipate will progress toward timely graduation and successful careers. We will produce graduates who will provide leadership in a next generation workforce for Ohio and beyond. Ohio State will continue to serve the citizens of Ohio, including prospective students who are first-generation, rural, or historically underrepresented minorities. Representation of domestic non-resident and international students will add to the vibrancy of the university and provide a pipeline for highly qualified graduates to remain in Ohio at a time when the number of resident students has plateaued. Both the improvements in academic quality and increase in non-resident student numbers are expected to contribute to an increase in the university's national and international reputation.

## 3.0 Graduate Student Enrollment Plan

### 3.1 Objectives

1. Grow total graduate enrollment through a combination of new graduate students – master’s and doctoral – in research-based degree programs (~5%, or 550 new students, from AY21 baseline) and through on-line programs for professional master’s degrees and certificates (500 new students in 2022-23, rising to 1,000 in 2023-24 and 2,000 in 2024-25)
2. Increase enrollment of underrepresented minority students
3. Reduce time to degree with plans that accelerate the pipeline to degree completion

### 3.2 Strategies

Below are some of the proposed strategies to accomplish the objectives described above. These key goals and strategies emerged from the work of the subcommittee on Graduate Student Enrollment (see Appendix A for committee membership).

#### 3.2.1 Grow total graduate enrollment

- Increase capacity in high-demand programs
- Strategically expand programs that are targeted for growth in STEMM (e.g., health sciences, engineering and computer sciences) and utilize a distance education format aligned with market demand
- Aggressively evaluate and adjust graduate programs offerings, particularly our on-line degree and certificate programs, based on market analysis
- Establish policies related to micro-credentials, stackable certificates and other emerging formats
- Launch a university-wide graduate level communications strategy
- Partner with EdUSA, Fulbright and Global Gateways to increase and diversify international enrollment
- Expand financial offers to maintain competitiveness

#### 3.2.2 Increase enrollment of underrepresented minority students

- Establish campaigns that build pipelines to include Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs) and Ohio State undergraduates
- Support administrative and diversity efforts locally with staffing or GA assistance to improve local unit management
- Expand mentorship programs for under-represented minority students, such as the Dissertation Boot Camp and Preparing for the Professoriate Retreat
- Expand financial offers to maintain competitiveness

#### 3.2.3 Reduce time to degree with plans to accelerate the pipeline to degree completion

- Promote student success through intentional advising
- Implement a student-advisor-program reporting system to facilitate annual check-ins and early Graduate School response to student challenges

- Automate outreach to non-registered students to reduce attrition
- Automate surveys to students who drop out to understand contributing factors

### 3.3 Return on investment

The growth of graduate degrees produced under this plan will contribute to a vibrant economy for Ohio and beyond. Whether through our conventional degrees based upon research and creative inquiry or through one of our professional degrees or certificates, Ohio State's graduate education produces very highly prepared contributors to the innovation economy. Our goal to double research will require continued growth of our graduate student population in residence at Ohio State, and our aspirations to grow our online presence can best be achieved by a focus on world-leading certificate and master's offerings.

## 4.0 Regional Campus Enrollment Plan

### 4.1 Objectives

1. Increase regional campus NFYS enrollment to 3,300-3,400
2. Increase percentage of first-generation students to 39%
3. Increase percentage of Pell-eligible students to 41%
4. Increase enrollment of underrepresented minority students
5. Increase first-year retention rate for students who begin on a regional campus to 76%
6. Increase six-year graduation rate for students who begin on a regional campus to 46%

Table 4A: Objectives and metrics for the life of the plan

Objective and (average for 2017-2019)	Autumn 2022	Autumn 2023	Autumn 2024	Autumn 2024 *
Increase enrollment of new first year students (3,010)	3,140	3,234	3,331	3,428
Increase percent of first generation NFYS (35.8%)	37%	38%	39%	
Increase percent of Pell eligible NFYS (36.2%)	39%	40%	41%	
Increase minority NFYS on regional campuses (25.7%)	increase	increase	increase	
Improve regional campus NFYS 1st year retention (70.8%)	72%	74%	76%	
Improve NFYS 6-year graduation rate (40.6%)	42%	44%	46%	

\*Assumes new or additional student housing on the regional campuses

### 4.2 Strategies

Ohio State's regional campuses represent an unparalleled opportunity to serve the citizens of Ohio with access to an Ohio State education. Our recent efforts to develop the Bachelor of Science in Engineering Technology in partnership with local government and businesses suggest a model that might catalyze additional impact for the regional campuses on our university mission. Following are strategies derived from the subcommittee on Regional Campus Enrollment to allow us to deliver on this potential (see Appendix A for committee membership).

#### 4.2.1 University-wide recruitment collaboration

- Institute a collaborative/comprehensive/inclusive university-wide recruitment effort that promotes the regional campus option and the One University concept in all recruitment materials

- Increase visibility of regional campuses on university websites to promote One University concept
- Implement recruitment activities in support of the university's goal to increase STEM graduates
- Develop enhanced communication plan to promote the regional campus option in all university recruitment materials
- Communicate what the "open access" model of the regional campuses means
- Communicate through all marketing venues the value of Ohio State delivered in a smaller setting, e.g., ideal mix of small college/major research university experience
- Develop materials focused on recruiting students considering other institutions to come directly to the regional campuses

#### 4.2.2 Financial aid awards and procedures

- Move eligibility for Buckeye Opportunity Grant (Pell-eligible students) to first semester of enrollment
- Increase visibility of scholarship support to targeted student populations
- Enhance information sharing from Student Financial Aid to ensure students' financial issues/needs are addressed
- Highlight the affordable per-semester cost of regional campus tuition

#### 4.2.3 Recruitment processes on regional campuses

- Share information about focused campus support resources for various campus populations
- Strengthen collaboration in the orientation/onboarding handoff between admissions and next steps to enhance student success
- Conduct strategic name purchases to identify targeted populations
- Develop enhanced communication plan for reaching students who were admitted to a regional campus as an alternate choice
- Clarify college application process by simplifying directions and packaging information

#### 4.2.4 Recruitment outreach on regional campuses

- Increase communication efforts to engage students' families in the recruitment process
- Incorporate virtual elements of recruitment efforts into high school visit planning
- Expand visits—in person or virtually—to every high school in each campus's respective recruitment areas
- Increase the number of special or outreach events to bring prospective students to campus
- Increase guidance counselor education about the regional campuses
- Increase communication to principals and superintendents about the regional campuses
- Increase utilization of faculty in recruitment events
- Utilize first generation faculty and staff and those from underrepresented groups in recruitment events

- Ensure that entering students understand that four-year programs on regional campuses are quality Ohio State programs
- Promote the benefits of the on-campus College Credit Plus student experience

### 4.3 Return on investment

Growing enrollment on the regional campuses will promote access to an Ohio State education, address affordability through our lower tuition structure and provide strong connections between local employment needs and degree opportunities (either an initial pathway to a Columbus-offered degree program or continued growth of in-demand 4-year options delivered on the regional campuses).

## 5.0 Retention and Graduation Rates for NFYS on the Columbus Campus

Three key metrics are used nationally to track student success at the undergraduate level: first-year retention rate, four-year graduation rate and six-year graduation rate. Considering current investments, in addition to ongoing and planned work to support our students, Ohio State is in an excellent position to improve our already-strong rates for undergraduate students starting on the Columbus campus. Consequently, objectives in the plan propose increases to all rates from their autumn 2019 levels (AU19: 94.1% first-year retention rate, 67% four-year retention rate, 85.8% six-year retention rate). To achieve these ambitious targets, it is imperative that there is a university-wide commitment to ensuring that each student is empowered to maximize their full potential regardless of where they begin since every student admitted to Ohio State has the potential to succeed. This work will be regularly reviewed by the Student Success Executive Sponsor Group, co-led by Dr. Melissa Shivers (Senior Vice President for Student Life), Dr. Beth Hume (Vice Provost for Student Academic Success) and Liv Gjestvang (Associate Vice President for Learning Technology), a group created during the pandemic to coordinate student success initiatives across the university. (For additional information on Ohio State's efforts regarding retention and graduation, please see Appendix B for a link to the university's Completion Plan, submitted to the Board of Trustees in August 2020.)

### 5.1 Objectives

1. Increase first-year retention rate for students entering Columbus campus to 95%
2. Increase four-year graduation rate for students entering Columbus campus to 71%
3. Increase six-year graduation rate for students entering Columbus campus to 90%

### 5.2 Strategies

Below are some strategies to accomplish the objectives noted above.

- Increase awareness university-wide of evidence-based strategies to enhance student success both inside and outside the classroom.
- Promote and scale programs already proven successful.
- Foster a student-oriented mindset university-wide that champions innovations and opportunities to eliminate barriers to student success.
- Nurture a sense of belonging for students throughout their entire academic journey.
- Increase and facilitate access to advising tools, data and resources to guide and support students academically.
- Ensure academic pathways to student success are well-designed and familiar to students.
- Facilitate student experiences through increased personalized engagement.
- Enhance easy access to information and resources.
- Champion increased support for services and initiatives that address college preparedness.
- Promote and scale Ohio State's work with national initiatives aimed at increasing student retention and graduation.

### 5.3 Return on investment

Investments to meet the retention and graduation rate objectives will benefit students by reducing time-to-degree (and thus cost) and enhancing their experience at Ohio State. Increased rates may also have a positive impact on the university's national and international reputation.

## 6.0 Enrollment Planning Broad Directions

The following tables outline the broad directions of the 2022-2024 enrollment plan. The first table focuses on enrollment of students at all levels and on all campuses. The remaining three tables reflect new first year undergraduate student enrollment, providing summaries for new student enrollment, the diversity profile of the incoming class, and retention and graduation rates of the students. To provide context, information from Autumn 2019 and Autumn 2020 are included. Note that Autumn 2019 represents the more typical year since the pandemic impacted enrollment in 2020.

### 6.1 Enrollment Planning 2022-2024

Table 6A: Total Enrollment

Autumn 2019	Autumn 2020	Autumns 2022-2024 Broad Directions
68,262	67,957	Increase total enrollment (due to increases in STEMM, master's, doctorates, distance education, regional campuses and retention)
n/a	n/a	Increase STEMM graduates and maintain enrollment in other majors; increases will be undergraduate and graduate students
61,391	61,369	Increase total Columbus campus enrollment (due to increases in STEMM, master's, doctorates, distance education and retention)
11,285	11,095	Increase Columbus campus graduate enrollment by focusing on distance education, master's degree programs, certificates and Ph.D. enrollment to align with research priorities, faculty hiring and grants; ensure graduate teaching and research assistantships are in alignment with new faculty hiring
38 approved programs (1,787 students)	46 approved programs (1,973 students)	Strategically expand distance education opportunities aligned with market demand and critical workforce needs
3,288	3,290	Maintain post-baccalaureate professional student enrollment as sizes in these programs are fixed

Table 6B: New First Year Undergraduate Student Enrollment

<b>Autumn 2019</b>	<b>Autumn 2020*</b>	<b>Autumns 2022-2024 Broad Directions</b>
<b>7,630</b>	<b>8,602</b>	Increase Columbus freshman enrollment from 7,600 to 7,800
<b>2,415</b>	<b>2,158</b>	Increase transfer student enrollment beyond Autumn 2020 level
<b>2,802</b>	<b>2,480</b>	Increase regional campus freshman enrollment beyond Autumn 2020 level
<b>29.5</b>	<b>28.8</b>	Increase average ACT (NFYS Columbus) beyond Autumn 2019 level
<b>61%</b>	<b>55%</b>	Increase top 10 percent class rank (NFYS Columbus) beyond Autumn 2019 level
<b>94%</b>	<b>91%</b>	Increase top 25 percent class rank (NFYS Columbus) beyond Autumn 2019 level

\*The pandemic had an impact on university priorities and enrollment plan objectives for Autumn 2020. Targets for the Autumn 2021 Columbus freshman class are 7,700-7,800 students, increases in the top 10% and top 25% of high school class and an ACT of >29.

Table 6C: Access and Inclusion: New First Year Undergraduate Students

<b>Autumn 2019</b>	<b>Autumn 2020</b>	<b>Autumns 2022-2024 Broad Directions</b>
<b>1,937 (25.4%)</b>	<b>2086 (23.4%)</b>	Increase minority students (NFYS Columbus)
<b>821 (29.3%)</b>	<b>809 (32.6%)</b>	Increase minority students (NFYS Regionals)
<b>32.3%</b>	<b>28.9%</b>	Increase non-Ohio percentage (NFYS Columbus) beyond Autumn 2019 level
<b>27.0%</b>	<b>23.0%</b>	Increase percent of first-generation NFYS (all campuses) beyond Autumn 2020 level
<b>22.9%</b>	<b>19.8%</b>	Increase percent of Pell recipients NFYS (all campuses) beyond 2020 level

Table 6D: Retention and Graduation: Undergraduate Students

<b>Autumn 2019</b>	<b>Autumn 2020</b>	<b>Autumns 2022-2024 Broad Directions</b>
<b>94.1%</b>	<b>93.9%</b>	Improve first-year retention (NFYS Columbus)
<b>67.0%</b>	<b>68.7%</b>	Improve four-year graduation (NFYS Columbus)
<b>85.8%</b>	<b>87.0%</b>	Improve six-year graduation (NFYS Columbus)
<b>68.7%</b>	<b>71.5%</b>	Improve first-year retention (NFYS Regional)
<b>20.6%</b>	<b>22.1%</b>	Improve four-year graduation (NFYS Regional)
<b>42.7%</b>	<b>42.9%</b>	Improve six-year graduation (NFYS Regional)

## 7.0 Appendix A: Enrollment Plan Committee Membership

### 7.1 Steering Committee

Stephanie Sanders	Associate Vice President, Strategic Enrollment Planning, chair
Alicia Bertone	Vice Provost for Graduate Studies and Dean of the Graduate School
Susan Cole	Professor of Molecular Genetics and Faculty Council Chair
Meg Daly	Associate Dean, Undergraduate Education
Kris Devine	Vice President of Operations and Deputy CFO, Business and Finance
Robert Griffiths	Associate Vice President, Office of Distance Education and E-Learning
Cathann A. Kress	Vice President for Agricultural Administration and Dean, College of Food, Agricultural and Environmental Sciences
Gil Latz	Vice Provost, Global Strategies and International Affairs
Anil K. Makhija	Dean, Fisher College of Business
Russell Marzette	Assistant Professor of Mechanical and Aerospace Engineering and Chair, CESP
Bernadette Melnyk	Vice President for Health Promotion and Dean, College of Nursing
James L. Moore III	Vice Provost for Diversity and Inclusion and Chief Diversity Officer
Gretchen Ritter	Vice Provost and Executive Dean, College of Arts and Sciences
Gregory S. Rose	Dean and Director of Marion Campus and Executive Regional Dean
Melissa Shivers	Senior Vice President, Student Life
Gail Capel Stephenoff	Executive Director, Strategic Enrollment Planning
David Tomasko	Associate Dean, College of Engineering
Amy Wheeler	Executive Director, Student Financial Aid
Kay N. Wolf	Senior Vice Provost, OAA

### 7.2 Columbus Undergraduate Student Enrollment Subcommittee

Lisa Barclay	Interim Chief Diversity Officer, College of Engineering
Wendy Bowles	Assistant Professor, College of Nursing
Mark Cortez	Director, Outreach & Recruitment, Undergraduate Admissions
Jennifer Fry	Director, Enrollment Services, OSU Mansfield
Donya Gilmore	Program Director, Morrill Scholarship Program

Caleb Hineman	Vice President, Undergraduate Student Government
David Horn	Associate Dean, Undergraduate Education, College of Arts and Sciences
Scott Klute	Sr. Director, Financial Planning and Analysis
Anne Krabacher	Director, Honors & Scholars
Lynette Lindsey	Director, Admissions Operations, Undergraduate Admissions
Beth McGuffey	Executive Director, Marketing & Strategic Communications, Office of Student Academic Success
Andrea Prud'homme	Associate Dean, Fisher College of Business
David Roy	Director, Academic and Diversity Initiatives, Undergraduate Admissions
Padmini Roy-Dixon	Executive Director, Global Gateway
Jennifer Simmons	Director, Distance Education
Peter Spreitzer	Director, University Exploration
Chip Wendell	Assistant Director, Analysis and Reporting
Beth Wisser	Executive Director, Undergraduate Admissions, chair

### 7.3 Graduate Enrollment Planning Subcommittee

Alicia Bertone	Vice Provost and Dean, Graduate School, co-chair
Ana Casado	Graduate Program and Grants Coordinator, Department of Engineering Education, Association of Graduate and Professional Administrators (AGPA) Representative
Dorota Grejner-Brzezinska	University Distinguished Professor, Enterprise for Research, Innovation and Knowledge (ERIK)
Robert Griffiths	Associate Vice President, Distance Education, Office of Distance Education and eLearning
Ryan King	Divisional Dean, Social and Behavior Sciences, College of Arts and Sciences
Jacquelyn Meshelemiah	Associate Vice Provost, Office of Diversity and Inclusion
Nick Messenger	Graduate Teaching Assistant, Council of Graduate Students
Rachel Nash	Interim Executive Director, Graduate and Professional Admission, co-chair
LaTonia Stiner-Jones	Assistant Dean, College of Engineering
Ben Tepper	Associate Dean, Fisher College of Business
Fernando Unzueta	Associate Vice-Provost, Office of International Affairs
Randy Wachtel	Finance Manager, Business and Finance

## 7.4 Regional Campus Enrollment Planning Subcommittee

Mark Cortez	Director of Outreach and Recruitment, Undergraduate Admissions
Chris Daddis	Assistant Professor of Psychology, Ohio State Marion
Dave Dietrich	Manager of Enrollment, Ohio State ATI
Jennifer Fry	Director of Enrollment Services, Ohio State Mansfield
Ashley Gordon	Enrollment Services Director, Ohio State Marion
Kristina Healy	Director of Enrollment Services, Ohio State Lima
Diane Kanney	Director of Enrollment, Ohio State Newark
Dawn Kitchen	Associate Dean and Professor of Anthropology, Ohio State Mansfield
Greg Rose	Executive Dean of Regional Campuses; Dean of Ohio State Marion, chair
Randy Wachtel	Finance Manager, Office of Business and Finance

## **8.0 Appendix B: Completion Plan**

For additional information on Ohio State's efforts regarding retention and graduation, please see the university's Completion Plan, which was submitted to the Board of Trustees in August 2020, at <https://osas.osu.edu/pdf/strategic-completion-plan.pdf>.

## 9.0 Appendix C: Proposed Executive Committee on Enrollment Planning

### 9.1 The Ohio State University Executive Committee on Enrollment Planning

The university's 2022-24 Enrollment Plan proposes formation of an Executive Committee on Enrollment Planning, as described below. The membership is similar, though not the same, as the steering committee involved in the creation of the enrollment plan. Given the steering committee's familiarity with the current plan and related challenges, it is proposed that the 2022-24 Enrollment Plan steering committee continue its service until the end of the 2022 academic year. After that time, the membership will reflect that spelled out in this document.

#### 9.1.1 Purpose

This important university-level committee is charged with monitoring implementation of the enrollment plan and advising senior university leadership on enrollment-related matters, particularly as they relate to the university's enrollment plan. The committee will review and recommend changes to the university's enrollment plan and form ad hoc sub-committees to study and make recommendations on specific topics, e.g. distance education. The committee will produce an annual report for the president and provost.

#### 9.1.2 Meeting frequency

Every two months, though more frequent meetings may be necessary at certain periods during the year.

#### 9.1.3 Membership

Vice Provost for Student Academic Success (committee chair)  
Senior Vice Provost, Academic Affairs  
Senior Vice President, Student Life  
Vice President, Operations and Deputy CFO, Business and Finance  
Vice President, University Marketing & Communications  
Vice Provost, Diversity and Inclusion and Chief Diversity Officer  
Vice Provost, Global Strategies and International Affairs  
Vice Provost, Graduate Studies and Dean of the Graduate School  
Vice Provost, Academic Programs  
Executive deans for Columbus and regional campuses  
Associate Vice President, Distance Education and E-Learning  
Associate Vice President, Strategic Enrollment Planning  
Council on Enrollment and Student Progress, chair  
Faculty Council, chair  
Student body presidents

#### **Ex officio:**

Assistant Vice Provost, Research and Program Assessment (OSAS)  
Assistant Vice Provost, Transition and Academic Growth  
Executive Director, Graduate and Professional Admissions  
Executive Director, Student Financial Aid  
Executive Director, Undergraduate Admissions  
University Registrar