



Campus-wide Collaboration Is a Key for Long Term Enrollment Success

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Experience

- ▶ Been in Higher Education for 43 years:
 - ▶ 3 years at Carroll College (Montana).
 - ▶ 2 years at Michigan State (Graduate School).
 - ▶ 5 years in housing.
 - ▶ 33 in Admissions (28 years as the chief/enrollment admissions officer)
- ▶ Last 40 in public schools/but my first years at a private definitely impacted my approach to work
 - ▶ Be collaborative.
 - ▶ Share the data.
 - ▶ Students do not major in admissions.
 - ▶ Understand the budget process

My Initial Exposure to Admissions

- ▶ Faculty vs Admission Dean over criteria-wanted academic to be considered more (1960's).
- ▶ Knew two Deans who refused to do 5/10 years plans (1970's/80's).
- ▶ Heard a Dean state, "I admitted X number, I am done" (1990's).
- ▶ Geo-demography was not used (increase state population does not always mean higher K-12 enrollment-1980's).
- ▶ Only Admissions sent correspondence to inquiries/applicants/admits.
- ▶ A number of Deans preached US vs THEM; US was Admissions & THEM were the rest of campus & the public. (80's-90's).

A Built-in Advantage

The three schools where I have worked as the chief admissions person:

- Faculty were hired to teach first and research second.
- Undergraduate focused.
- Faculty wanted to be involved.
- Known to have strong extracurricular activities.

Challenges Faced

NW Missouri State University:

- ▶ Predecessor played with numbers (published an 80% admit rate-was actually 99.5%).
- ▶ Its primary recruitment region was about to experience a sharp drop for one year in HS graduation numbers.

Bowling Green State University:

- ▶ In year two of the new president's tenure (my third year), he asked for a plan to expand the new freshmen enrollment from 3050 to 3700.

James Madison University:

- ▶ Freshman class 3000 (fall 2000)----4650 (fall 2018).
- ▶ Transfer Class 700 (fall 2000)---1100(fall 2018).

My Plan for the First Four Months as the Chief Admissions Person

- ▶ Meet with each College Dean & their college leadership team.
- ▶ Meet with Financial leadership team.
- ▶ Meet with the Student Affairs leadership team.
- ▶ Meet with Facility Management team.
- ▶ I wanted to be known around campus.
- ▶ I wanted claims to be validated.

What I Hoped To Do

- ▶ Listen.
- ▶ Open a dialogue.
- ▶ Hear their thoughts.
- ▶ Hear what they expected from admissions.
- ▶ Hear their criticism of admissions.
- ▶ Hear why someone should come to this school and major in their program.
- ▶ Share my thoughts on how they can be part of the recruitment team.

My Goals at James Madison University

- ▶ Meet each Dean (at least once a year).
- ▶ Meet the college leadership team (yearly).
- ▶ Meet with departments (upon requests).
- ▶ Meet with the financial side (understand the budget/funding).
- ▶ Meet with Advancement (no scholarships).
- ▶ Meet with the Foundation(no scholarships).
- ▶ Meet with Alumni (needed to expand out-of-state regions).

Continued

- ▶ Meet with the Honors College (Out-of-state).
- ▶ Meet with Marketing (Adm/Marketing meets weekly) (Out of state).
- ▶ Meet with housing (no chance to show halls).
- ▶ Meet with Facility Management.
- ▶ Meet with Career and Academic Planning.
- ▶ Meet with the International Office (Grow the International numbers).
- ▶ Meet with Multicultural Student Services (Diversity is a challenge).
- ▶ I am available to meet with any campus group.

My Immediate Agenda AT JMU

- ▶ Needed to listen.
- ▶ What can I do for you-how can I help you recruit?
 - Do you have any questions about Admissions?
 - Dispel myths.
- ▶ Why should someone pursue a major in your program here?
 - Give me some talking points?
 - What is coming on your horizons?
 - What makes you so special?
- ▶ Where can we grow enrollments?
- ▶ Discuss ways for departments to be involved in recruitment efforts?

Long Term Agenda

- ▶ Get on Academic Council (took 6 years).
- ▶ Set up an advisory team of A-Deans.
- ▶ Scholarships (0 to 10% of the freshmen class).
- ▶ Open Houses (0 to 5).
- ▶ Transfer challenges.

What was Discussed:

- ▶ Stopping the practice of Admissions reviewing every letter sent out by Academics Affairs.
- ▶ Faculty wanted examples on how to reach out to students (Accounting started to call prospects/admits within 6 weeks).
- ▶ Applicants that departments wanted but Admissions said no.
- ▶ Majors and programs that would grow in popularity.
- ▶ Which programs could grow with more teaching positions.
- ▶ What departments saw coming in their areas.
- ▶ I volunteered to assist with programs focusing on diversity.
- ▶ They asked about Admissions decisions.

Results

Northwest Missouri State University

- ▶ 1. President understood that new freshmen enrollment would drop 8% for one year.
- ▶ 2. Enrollment rebounded the second year (team effort).
 - a. Receptions
 - b. Open Houses
 - c. Math department my STAR
 - d. Visiting student groups met with faculty
 - e. State change concerning Math requirements to enter a 4-year public.

Bowling Green State University

- ▶ Healthy: 75-80% admit rate (3000-3050 new freshmen each fall).
- ▶ Summer bridge program (had fallen from 400 to 150).
- ▶ In May of year two, President asked for a plan to expand the new freshmen enrollment from 3050 to 3700.
- ▶ By late June had met with each Dean, A-Deans and key players across campus.
- ▶ By the third week in July had a plan—gave to the Deans to critique
- ▶ Finalized early August.
- ▶ Presented the plan August 12, 1997.
- ▶ For the plan and results, look at slides 19 & 20..

James Madison University

- ▶ Freshman class 3000 (fall 2000)----4650 (fall 2018).
- ▶ Transfer class 700 (fall 2000)---1100(fall 2018).

- ▶ Retention rates: 93% (same as ten years ago).
- ▶ Diversity has increased from 8% to 23% of the freshmen class.
- ▶ Graduation rates: 83% (higher than 10 years ago).

- ▶ Refer to slides 21 & 22.



▶ QUESTIONS, THOUGHTS, OBSERVATIONS

TODAY'S CHALLENGES?

- ▶ Declining high school graduates.
- ▶ Increasing numbers of graduates heading to community colleges for two years.
- ▶ Increase in college costs/lack of growth in need & merit aid.
- ▶ Cannot get the numbers.
- ▶ Declining college-going rates in your region.
- ▶ Out-of-state flagships taking in-state affluent students.
- ▶ Families questioning the value of a college degree.
- ▶ University members who do not understand admissions.

BOWLING GREEN PLAN & RESULTS

- ▶ 41 faculty/staff members signed the plan.
- ▶ Summer Bridge Program: added 200-250 per year.
- ▶ Revamped scholarships (out of state/under-represented).
- ▶ Full programs: advocated additional positions for year 3.
- ▶ Emerging areas (i.e. ecology, sustainability, etc.).
- ▶ Areas predicted to grow (health services)
- ▶ Stream-lined process for graduates seeking teaching certification.
- ▶ Moved forward on the AAS to BS programs.
- ▶ Targeted populations who applied late (students with 50 miles).
- ▶ Increased the number of theme housing options.
- ▶ International Office-recruited abroad.

Bowling Green Continued

- Several departments began an aggressive follow-up with prospective students.
- Established an Enrollment Committee that met every three weeks.
- - Reviewed the previous year,
 - Discussed upcoming challenges
 - Reviewed new initiatives.

COSTS & RESULTS

- 650K year 1, 850K year 2, 1.35 million year 3, 1.6 million year 4.
- Return---1 million per 100 students.
- Given 2 years to achieve 50%.
- Enrolled 3700 in year 2.
- Double the underrepresented enrollment by year 2 and again by year 4.

James Madison University's Results

- ▶ Host 5 Open Houses per year (was 0). All departments participate-Academic programs are the focus.
 - ▶ Admissions can critique their presentations/Survey results are shared with college and departments.
- ▶ Host 6 receptions out-of-state. All college participate/Have a list of more than 35 faculty who have volunteered to assist.
- ▶ Send letters to all admits from the departments.
- ▶ Colleges handle the new scholarships. Admissions provides the names and academic credentials of qualified admits.
- ▶ Departments can submit names of applicants they would like Admissions to seriously consideration.
 - The department is responsible for their success.

James Madison's Results Continued"

- Finalizing a program linking the all the JMU colleges with the AVID Programs in a Northern Virginia School District. On campus visits, Admissions will cover the transportation costs and the colleges will host.
- Diversity:
 - o The Freshman 2008 freshman class of 3200-8%
 - o The Freshman 2018 freshman class of 4650—22%

 - o Twelve faculty participate in the Professors in Residence at high schools with high free and reduce lunch populations.

 - o Full-time Admissions Assistant Dean lives in Richmond
- The Honors Colleges and College of Visual & Performing Arts are linked to the application for admissions.
- Just co-hosted, with the sciences, our first special program for 9th/10th/11th graders interested in the sciences.
- A-Dean committee reviewed the use of standardized tests in the review of the freshmen applications.
- Admissions Dean mediated a dispute between Academic Affairs and Marketing concerning the main Web page.
- Dean of Admissions sits on Academic Council and Dean's monthly luncheon group.