

THE STATE OF THE UNIVERSITY ADDRESS

CHUCK MIDDLETON, PRESIDENT

SCHAUMBURG CAMPUS
JANUARY 21, 2014

CHICAGO CAMPUS
JANUARY 22, 2014



TWO OPTIONS FOR INSTITUTIONAL SUCCESS GOING FORWARD:

1. Modify current paradigms

OR

2. Move boldly in a new direction

“COLLEGES CAN STILL SAVE THEMSELVES. HERE’S HOW.”

THE CHRONICLE OF HIGHER EDUCATION --- DECEMBER 6, 2013

“Net-tuition revenue – that’s the cash colleges have left after giving out financial aid to students – is essentially flat or declining at three-fourths [75%] of public colleges and three-fifths [60%] of private colleges.”

JEFFREY SELINGO, CONTRIBUTING EDITOR

“COLLEGES CAN STILL SAVE THEMSELVES. HERE’S HOW.”

THE CHRONICLE OF HIGHER EDUCATION --- DECEMBER 6, 2013

“A survey of more than 400 small private and regional public universities by *The Chronicle* this fall found that nearly half had missed their goals for either enrollment or net-tuition revenue.”

JEFFREY SELINGO, CONTRIBUTING EDITOR

“COLLEGES CAN STILL SAVE THEMSELVES. HERE’S HOW.”

THE CHRONICLE OF HIGHER EDUCATION --- DECEMBER 6, 2013

“Such depressing statistics often result in far different reactions on campuses: either a malaise that the end is near or overconfidence that the good days will return, just as they always have. As a result, institutions rarely introduce the sometimes radical changes they need to make, because one group of constituents believes the sky will fall tomorrow anyway, while others refuse to acknowledge that this time is different.”

JEFFREY SELINGO, CONTRIBUTING EDITOR

THREE CHANGES

1. Changes in *thinking*
2. Changes in *action*
3. Changes in *culture*

Full-time Head Counts and Goals

		REGISTRATION AT THE FIRST WEEK OF THE TERM						CHANGE	
		Spring 2013			Spring 2014			2013 to 2014	
College	Level	FT Head Count	FT Head Count Goals		FT Head Count	FT Head Count Goals		Registered Head Counts	
		1/11/2013			1/10/2014				
		#	#	% of Goal	#	#	% of Goal	#	%
Arts & Sciences	Doctoral	74	69	107.2%	84	83	101.2%	10	13.5%
	Graduate	342	390	87.7%	349	307	113.7%	7	2.0%
	Undergraduate	1,259	1,281	98.3%	1,246	1,073	116.1%	-13	-1.0%
	AS Total	1,675	1,740	96.3%	1,679	1,463	114.8%	4	0.2%
Education	Doctoral	16	10	160.0%	20	15	133.3%	4	25.0%
	Graduate	125	77	162.3%	109	114	95.6%	-16	-12.8%
	Undergraduate	140	112	125.0%	138	122	113.1%	-2	-1.4%
	ED Total	281	199	141.2%	267	251	106.4%	-14	-5.0%
Performing Arts	Graduate	135	126	107.1%	119	147	81.0%	-16	-11.9%
	Undergraduate	335	350	95.7%	314	328	95.7%	-21	-6.3%
	CCPA Total	470	476	98.7%	433	475	91.2%	-37	-7.9%
Professional Studies	Graduate	28	41	68.3%	28	27	103.7%	0	0.0%
	Undergraduate	378	315	120.0%	405	348	116.4%	27	7.1%
	PS Total	406	356	114.0%	433	375	115.5%	27	6.7%
Business	Graduate	163	206	79.1%	145	152	95.4%	-18	-11.0%
	Undergraduate	403	383	105.2%	424	372	114.0%	21	5.2%
	BN Total	566	589	96.1%	569	524	108.6%	3	0.5%
Pharmacy (winter session)	Doctoral	137	132	103.8%	198	202	98.0%	61	44.5%
University FT Head Count Totals									
	Doctoral	227	211	107.6%	302	300	100.7%	75	33.0%
	Graduate	793	840	94.4%	750	747	100.4%	-43	-5.4%
	Undergraduate	2,515	2,441	103.0%	2,527	2,243	112.7%	12	0.5%
	FT Head Count Total	3,535	3,492	101.2%	3,579	3,290	108.8%	44	1.2%

Part-time Credit Hours and Goals

		REGISTRATION AT THE FIRST WEEK OF THE TERM						CHANGE	
		Spring 2013			Spring 2014			2013 to 2014	
College	Level	PT Credit Hours	PT Credit Goals		PT Credit Hours	PT Credit Goals		Registered Credit Hours	
		1/11/2013			1/10/2014				
		#	#	% of Goal	#	#	% of Goal	#	%
Arts & Sciences	Doctoral	51	38	134.2%	51	53	96.2%	0	0.0%
	Graduate	1,989	1,930	103.1%	1,684	1,881	89.5%	-305	-15.3%
	Undergraduate	2,050	2,495	82.2%	1,860	2,425	76.7%	-190	-9.3%
	AS Total	4,090	4,463	91.6%	3,595	4,359	82.5%	-495	-12.1%
Education	Doctoral	3	3	100.0%	0	9	0.0%	-3	-100.0%
	Graduate	1,437	1,524	94.3%	1,420	1,245	114.1%	-17	-1.2%
	Undergraduate	322	356	90.4%	235	306	76.8%	-87	-27.0%
	ED Total	1,762	1,883	93.6%	1,655	1,560	106.1%	-107	-6.1%
Performing Arts	Graduate	48	71	67.6%	72	51	141.2%	24	50.0%
	Undergraduate	51	69	73.9%	91	72	126.4%	40	78.4%
	CCPA Total	99	140	70.7%	163	123	132.5%	64	64.6%
Professional Studies	Graduate	783	898	87.2%	675	737	91.6%	-108	-13.8%
	Undergraduate	2,507	2,771	90.5%	2,250	2,666	84.4%	-257	-10.3%
	PS Total	3,290	3,669	89.7%	2,925	3,403	86.0%	-365	-11.1%
Business	Graduate	2,585	2,849	90.7%	2,509	2,506	100.1%	-76	-2.9%
	Undergraduate	1,242	1,424	87.2%	1,106	1,203	91.9%	-136	-11.0%
	BN Total	3,827	4,273	89.6%	3,615	3,709	97.5%	-212	-5.5%
University PT Credit Hour Totals									
Doctoral		54	41	131.7%	51	62	82.3%	-3	-5.6%
Graduate		6,842	7,272	94.1%	6,360	6,420	99.1%	-482	-7.0%
Undergraduate		6,172	7,115	86.7%	5,542	6,672	83.1%	-630	-10.2%
PT Head Count Total		13,068	14,428	90.6%	11,953	13,154	90.9%	-1,115	-8.5%

Preliminary Registration 01/16/2014

Full-Time Total Head Count

Level/ Type	Thursday, January 16th 11:00 a.m.		
	Heads	Goal	% of Goal
All Full-time			
Doctoral	306	300	102.0%
Graduate	749	747	100.3%
Undergraduate	2567	2,243	114.4%
Total	3,622	3,290	110.1%
New Full-time			
New Master's	103	77	133.8%
New Freshmen	37	28	132.1%
New Transfers	204	209	97.6%
Total	344	314	109.6%

Part-Time Credit Hours

	Credit Hours	Goal	% of Goal
All Part-time			
Doctoral	72	62	116.1%
Graduate	6,445	6,420	100.4%
Undergraduate	5,628	6,672	84.4%
Total	12,145	13,154	92.3%

Table 1: Fall to Spring Retention by Cohort and College, Fall 2012-13

New FT Freshman Cohort	Fall 2012- 1/11/13			Fall 2013- 1/10/14		
	Returned for			Returned for	Return	
College	Spring	Return Rate	Total	Spring	Rate	Total
Arts and Sciences	227	78.0%	291	180	81.4%	221
Education	20	74.1%	27	13	81.3%	16
Performing Arts	76	87.4%	87	70	92.1%	76
Professional Studies	25	75.8%	33	34	82.9%	41
Business	80	82.5%	97	68	90.7%	75
Total	428	80.0%	535	365	85.1%	429

Table 2: Fall to Spring Retention for New Transfers by College, Fall 2012-13

New FT Transfer Cohort	Fall 2012- 1/11/13			Fall 2013- 1/10/14		
	Returned for			Returned for	Return	
College	Spring	Return Rate	Total	Spring	Rate	Total
Arts and Sciences	239	85.7%	279	214	85.3%	251
Education	27	93.1%	29	36	100.0%	36
Performing Arts	26	86.7%	30	25	96.2%	26
Professional Studies	91	81.3%	112	101	91.8%	110
Business	90	84.9%	106	85	89.5%	95
Total	473	85.1%	556	461	89.0%	518

Table 3: Fall to Spring Retention for New Graduate Students by College, Fall 2012-13

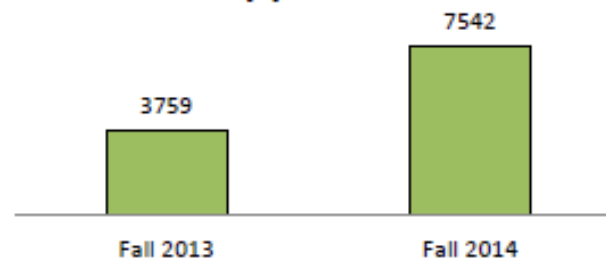
New FT Graduate Cohort	Fall 2012- 1/11/13			Fall 2013- 1/10/14		
	Returned for			Returned for	Return	
College	Spring	Return Rate	Total	Spring	Rate	Total
Arts and Sciences	151	95.6%	158	136	95.1%	143
Education	34	94.4%	36	42	80.8%	52
Performing Arts	54	94.7%	57	52	98.1%	53
Professional Studies	12	100.0%	12	5	83.3%	6
Business	42	89.4%	47	52	86.7%	60
Total	293	94.5%	310	287	91.4%	314

Freshmen Apps and Admits

Applicants (All Applicants)	Fall 2013	Fall 2014	Change
College of Arts & Science	1608	4040	2432
College of Business	513	926	413
College of Education	272	452	180
College of Performing Arts	539	878	339
College of Professional Studies	289	658	369
Total Applicants	3221	6954	3733

Admits (Active Admits)	Fall 2013	Fall 2014	Change
College of Arts & Science	791	1930	1139
College of Business	232	416	184
College of Education	136	171	35
College of Performing Arts	1	0	-1
College of Professional Studies	96	207	111
Total Admits	1256	2724	1468

Total Undergraduate Applicants



Spring 2014 Recruitment and Yield Events

University Events (Office of Admission)

- Saturday, February 15, 2014: 9:00am-12:30pm – **Junior and Senior (HS) Visit Day** (Chicago)
- Saturday, March 22, 2014: 9:30am-12:00pm – **Undergraduate and Graduate Preview Day** (Chicago)
- Saturday, March 1, 2014, 10:00 A.M. – 2:00 P.M. - **Presidential Honors Day** (Chicago)
- Saturday, March 29, 2014, 10:00 A.M. – 2:00 P.M. - **Deans' Honors Day** (Chicago)
- Saturday, April 12, 2014: 9:30am-12:00pm – **Transfer Visit Day** (Schaumburg)

College Events (Graduate Info Sessions)

College of Business

- Wednesday, February 12, 2014: 5:30pm-7:00pm – **College of Business Graduate Programs** (Schaumburg)
- Thursday, February 13, 2014: 5:30pm-7:00pm – **College of Business Graduate Programs** (Chicago)
- Tuesday, April 8, 2014: 5:30pm-7:00pm – **College of Business Graduate Programs** (Chicago)
- Wednesday, April 9, 2014: 5:30pm-7:00pm – **College of Business Graduate Programs** (Schaumburg)

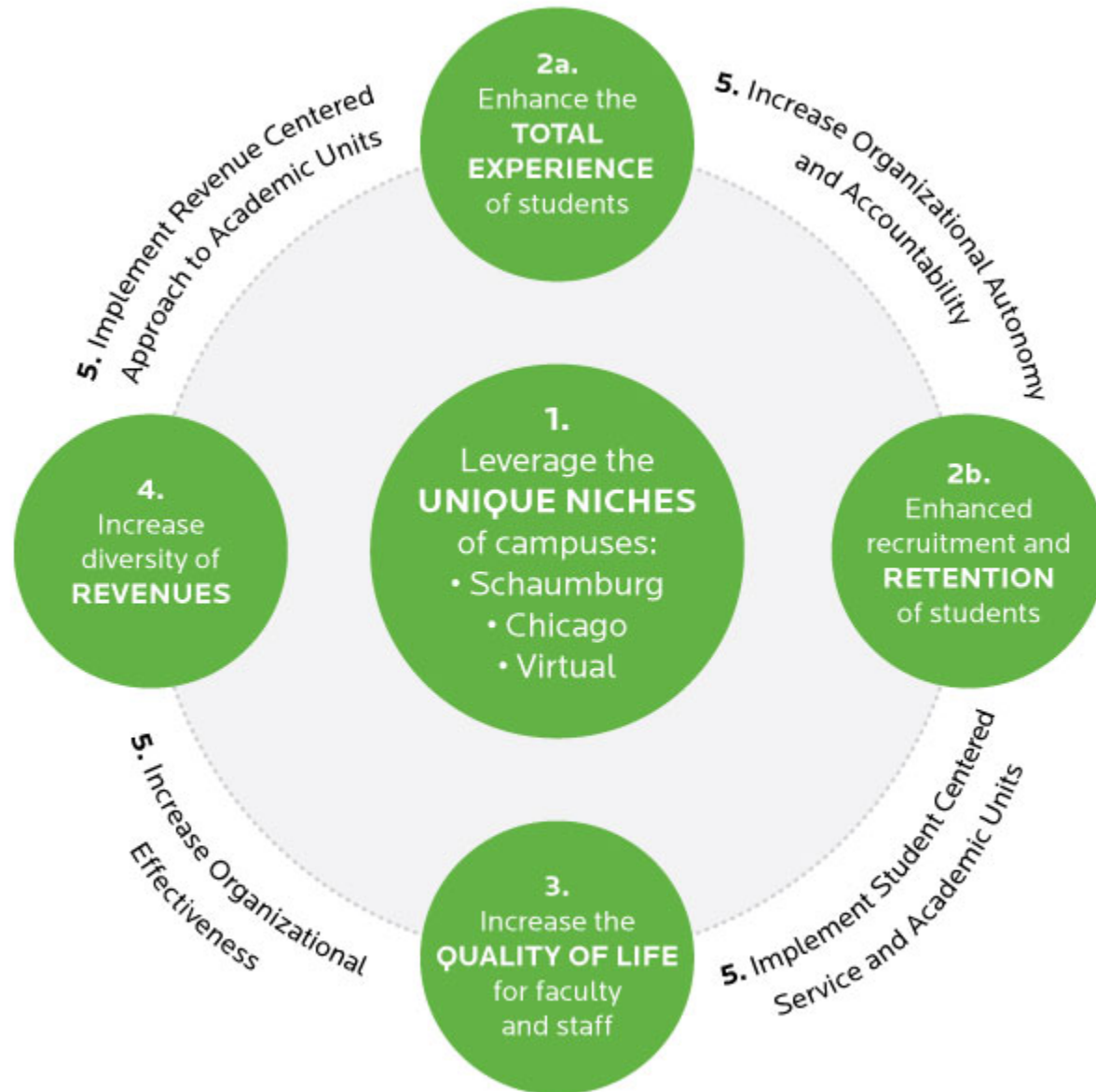
College of Education:

- March 20, 2013, 6:00 – 7:30 P.M. - **College of Education Preview Session** (Schaumburg)
- April 30, 2014, 5:45 – 7:00 P.M. **College of Education: Teacher Preparation Information Session** (Chicago)
- May 7, 2014, 5:45 – 7:00 P.M. - **College of Education: Teacher Preparation Information Session** – (Schaumburg)



INSTITUTIONAL STRATEGIC PLAN

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS



CHANGE MANAGEMENT STEERING COMMITTEE

Brig Timpson, VP for Change Management, (*Chair*)

Sheila Coffin, Assoc. Provost for Academic Services

Michael Ford, Vice Provost for Academic Support and Retention

Steve Hoselton, AVP, Campus Planning & Operations

Neeraj Kumar, Chief Information Officer

Patrick Lytle, AVP for Marketing and Chief Marketing Officer

Deb Orr, Assoc. Dean, Dir. of Org. Leadership, CPS

Sam Rosenberg, Vice Provost for Academic Affairs

Toya Stewart, Assistant VP of Human Resources

Eric Weems, Interim Assoc. Provost for Enrollment

Tanya Woltmann, Assoc. Provost for Student Affairs

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 1: Bring Greater Clarity to the Role and Mission of Roosevelt University; and Strengthen Social Justice and Civic Engagement.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 1:

Create distinctive marketplaces:

Chicago, Schaumburg, Adult/Experiential

to become more responsive to the needs of the community and deliver [distinctive] instruction [for each].

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 1: SCH Campus Working Group Next Steps

- Separate continuing programs from discontinuing programs, and create a list of what will be offered in Schaumburg for Fall 2014.
- Analyze continuing programs to ensure that the needed pre-requisite coursework is existing in the curriculum.
- Identify new program development.
- Identify necessary supports and structures needed for the continuing programs.
- Restructure Working Group to include broader participation among faculty and staff.
- Hold three brown bag sessions for the Schaumburg community to respond to this information.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 1: Adult/Experiential Learning Update

- Developed new BA degree programs.
- Developed a new adult-friendly academic calendar.
- Hired InsideTrack to do enrollment coaching.
- Introduced Prior Learning Assessment (PLA) as a quality approach to measuring adult students' knowledge.
- Partnered with other Roosevelt departments and colleges to develop new adult-friendly programs.
- Pushed for a pricing study to better understand Roosevelt's position in the adult market.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 2: Enhance the Total Student Experience to Increase Retention, Graduation Rates, and Enrollment.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 2: General Updates

- Implemented the C.A.R.E. (Consistent, Accessible, Respectful, and Efficient) program services to students.
- Enhanced SOAR programming.
- Developed stronger, more intentional programming around new student orientation.
- Engaged in more focused outreach to students.
- Engaged in stronger, more intentional cross-divisional collaboration.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 2: Foundations of Excellence

Foundations of Excellence is a year-long self-study of first-year students' academic experience, developed over the past decade by the Gardner Institute for Excellence in Undergraduate Education through work with more than 200 educational institutions.

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Goal 2: Living/Theme Communities Update

- Explore Chicago
- Gender and Diversity Inclusion
- Global Village
- Transfer students
- Graduate/Quiet floor

Faculty Fellows: A Fall program that provided an opportunity for faculty to engage and interact with resident students.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 3: Improve the Quality of Life for
Faculty and Staff.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 3: Retirement Benefits Committee Goal

Retire with dignity and financial security after a meaningful and engaged career at Roosevelt.

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Goal 4: Increase/Diversify Non-Tuition Revenues.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 4: Updates

- Enhanced research and grant activity
- Growth in summer conference and residential services
- Expansion of fundraising with alumni and friends

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 4: Policy & Research Institute

- Grants & Contracts Research Center
- Faculty Development Center
- Student Engagement Center

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 4: Conference Services

- Chicago Campus Rental Facilities
 - Summer Housing in Residence Halls
 - Meeting Rooms for Conferences
 - Special Events in Goodman Center

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 5: Improve Institutional Effectiveness.

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Goal 5: Updates

- Compliance and Policy Administration Program
- HLC Reaccreditation 2015-16
- Assessment Software

LEGACY REDEFINED: ADVANCING ACCESS AND SUCCESS

Next 12 Months

- Successful implementation of key strategies in the ISP and SEP.
- Successful implementation of assessment tools in all units.
- Successful launch of campus distinctiveness projects in SCH and in the adult/experiential unit.
- Successful launch of employee evaluation programming.



ROOSEVELT
UNIVERSITY

Be Brave. Be Bold. Begin.