

Enrollment and Admissions Policy Committee (EAPC)

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Committee Charge 2:

In Spring 2018, the EAPC will collaborate with the Vice President for Enrollment Management to lead the discussion in the Faculty Senate of the strategies and processes that shape the undergraduate student cohort, including follow-up on implementation of the 2016-17 EAPC Senate resolutions.

- Detailed Draft Report supplied to facilitate this discussion
- Final Report and possible Resolutions to follow

2016-17 EAPC Senate Resolutions

I

BE IT RESOLVED that EMSA and all other relevant University offices account for and split the number of students in combined majors 50/50 between the two colleges providing the combined major and acknowledge this distribution in university deliberations and communications.

II

BE IT RESOLVED that Enrollment Management and Student Affairs (EMSA) and University Decision Support (formerly the Office of Institutional Research and Data Administration) provide information to each college regarding student migration between colleges for each semester and class year, as well as graduation outcomes (# of students per major) for each academic unit on an annual basis in order to give enrollment credit to each academic unit on the basis of all students, not just Fall Freshmen.

2016-17 EAPC Senate Resolutions

III

BE IT RESOLVED that Enrollment Management and Student Affairs (EMSA) work with each college, as appropriate, to expand the current holistic admissions review process to include college specific criteria for evaluating excellence and potential.

IV

BE IT RESOLVED that Enrollment Management and Student Affairs (EMSA) and the Associate Deans within each college collaborate to organize a forum and process for sharing best practices for enhancing yield.

Committee Work Process

- Invited **Deans** (or Undergraduate/Graduate representatives) from each of the colleges to meet with the committee
- Met with **at least** one representative from each college (*except School of Law*)
- Met with **Kerry Salerno**, VP PAN Enrollment, independently, and again, with Dean **Raj Echambadi** of DMSB and Dean **Mary Loeffelholz** of CPS and Vice President of PAN
- Obtained frequent briefings from EAP committee member **Sundar Kumarasamy**, representing EMSA

Committee Charge 1:

The EAPC shall continue to monitor the policies and practices of Enrollment Management and Student Affairs (EMSA) and investigate the impact they have on undergraduate and graduate admissions at each college/school.

Summary Findings:

- Overall, Colleges are satisfied with the work of EMSA.
- EMSA provides good communication, and much more and clearer data, so Colleges can take more specific actions to improve yield.
- Best practices for yield activities are being shared across the Colleges informally and, in some cases, periodically.
- EMSA can facilitate sharing of best practices to occur more frequently, and distribute lessons more broadly, to make all faculty aware of their potential role.

Charge 1 Recommendations:

- Adequate resources need to be provided, by the Colleges and the University, for **yield phase activity** to be successful.
- Clarity of accounting for combined majors **between serving colleges** needs to be established as a standard practice.
- For combined major students to have a meaningful choice of “home” college, they must know **what both Colleges provide and have access to informed advising for both areas of their combined degrees.**
- University capacity to track undergraduate research experiences (co-op in labs, work study or volunteering in labs, and directed lab studies) **beyond college boundaries** should be established.
- Software that permits students to do multi-year course planning, “what if” scenarios, and share advisor access **across colleges** should be implemented; possibly *DegreeWorks*, used by CPS.

Committee Charge 3:

The EAPC shall work with EMSA and other appropriate groups to monitor the admissions policies and practices for international students and the experience of our enrolled international students and, if warranted, make recommendations for improving admissions and enrollment policies and practices.

Summary Findings:

- Most difficulty for international students occurs in their first year.
- The Retention and Graduation Strategy Committee (RGSC; Co-Chairs; Sundar Kumaraswamy, and Susan Ambrose) is currently implementing action items identified in a 2016/17 environmental scan of Northeastern's international student ecosystem.

Charge 3 Recommendations:

- An Office should be created and charged with developing and implementing programs that promote communication skills and cultural agility activities for ***all*** students, *not just international students*.
- Given that NEU is a “global university”, it seems that training to promote communications skills and cultural agility is needed for ***all*** students, staff and faculty. These skills should not be viewed as remedial, but requisite.

Committee Charge 4:

The EAPC shall collaborate with the Provost's Office to map intersection among graduate programs and, if warranted, make recommendations for improving current policies and practices.

Summary Findings:

- Confusion exists about the scope and purpose of PAN and differences **between PAN and CPS**.
- PAN's purpose has not been clearly communicated to **all** administrative staff or faculty.
- There is confusion or ignorance regarding PAN's goals, strategy, metrics, etc. and its **relationship** to the missions and agendas of **each college**.
- Many of these questions are about relations **amongst colleges**, rather than between PAN and a particular college.

Charge 4 Recommendations:

- For our graduate offerings to prosper, messages that articulate what all faculty **need to know and can do now**, *consistent with the long-term vision university mission and goals*, are needed.
- **Workshops**, for graduate program heads and faculty throughout Northeastern, on the resources and delivery methods of CPS and PAN can convey the **potential for growth** in scale, scope and quality of graduate level learning
- A comprehensive **web portal for all graduate offerings** that guides learners along optimal academic paths, clarifies program distinctions, requirements, and outcomes is needed.
- Comprehensive, efficient, transparent, and **learner-centric** services, devoted to all our graduate students, are needed.
- Clear communication is needed amongst the leadership of all the units of the university so equitable **governance** over graduate offerings is provided.

Discussion and Next Steps

- We wish to open the floor to **discussion**, so that our final report can reflect improvements and ideas from the Faculty Senate.
- We also intend to craft proposals for any Faculty Senate **resolutions** resulting from this discussion of the findings and recommendations of the EAPC.