Student Enrollment and Success
Plan: 2014-2017  (sample plan)

Department: Bioengineering

Department Chair: Rebecca Minus

Department Mission: To promote human health through education and research that bridges the gap between medicine and engineering. Our faculty and students play leading roles ranging from basic science discovery to the creation, clinical evolution, and commercialization of new technologies, devices and therapies.

Department Enrollment Goal(s):

1. To increase the yield rate of admits to the Bioengineering program.
2. To expand the applicant pool of traditional and transfer students from the Indianapolis market.

Action Steps (with dates & person(s) responsible):

Action Steps for Enrollment Goal 1:

a. To conduct an analysis of candidates who are admitted and enroll versus those who are admitted and do not enroll. Investigate, among other factors, demographics, geographic locales, date of application, and pre-college performance (e.g., HS GPA and SAT/ACT scores). Target date for completion: November 2014. Person Responsible: Robin Hugh, Program Coordinator.

b. In collaboration with the Office of Admissions, to execute a postcard campaign to admits declaring one of our majors that are signed by a member of the Bioengineering faculty welcoming them to call with any questions about the program. Target date for completion: November 2014. Person Responsible: Robin Hugh, Program Coordinator.

c. To execute a call campaign to admitted candidates and that utilizes the Call Center facility in the Office of Admissions. Target date for completion: January-March, 2015. Person responsible: Jack Smith.

d. Other action plans as appropriate that extend into future years, including ones focused on annual assessment, repeat/build on initial successes, and that address challenges that arise (same for action plans associated with other goals).

Action Steps for Enrollment Goal 2:

a. To work with the Admissions Office staff to identify high schools in Indianapolis with strong STEM departments. Target date for completion: October, 2014. Person responsible: Clark Rogers.

b. To participate in a regional or high school recruitment fair presentation related to careers in bioengineering, ideally one serving predominately first generation, low income, and/or minority communities. Target date for completion: October, 2014. Person responsible: Jane Kudrow.

d. To partner with Ivy Tech and life science manufacturing firms in the greater Indianapolis area to market our program as an opportunity for students to complete a 4-year degree. *Target date for completion:* October 2015. *Person responsible:* Robin Hugh, Program Coordinator.

<table>
<thead>
<tr>
<th>Total Enrollment Benchmarks</th>
<th>Fall 2013 Baseline</th>
<th>Fall 2014:</th>
<th>Fall 2015:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>42</td>
<td>47</td>
<td>52</td>
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<tr>
<td>Fall 2016:</td>
<td></td>
<td>57</td>
<td>62</td>
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*Other Enrollment Related Benchmarks*\(^i\)

Numeric measures that link to the goals even more directly, in this made up case, ones that that have annual yield rate targets and annual applicant pool targets. Benchmark(s) linked to an action step(s) are also appropriate.

**Department Retention Goal(s):**

1. To increase first year retention in the department by 2% annually.
2. To reduce the retention gap between majority and minority students in our programs by 50% by 2017.

**Action Steps (with dates & person(s) responsible):**

**Action Steps for Retention Goal 1:**

a. To work with University College and IR to develop pre-entry academic profiles of students in our freshmen courses and use it to examine match with first year course content and pedagogy. *Target date for completion:* XXX. *Person responsible:* YYY.

b. To examine our gateway to major courses in which students experience particular challenge. Integrate innovative pedagogical approaches deployed successfully at other institutions and ensure adequate supplemental instruction and/or peer mentoring to assist students. *Target date for completion:* XXX. *Person responsible:* YYY.

c. To collaborate with other departments that provide important, but challenging, gateway courses to our students on developing innovative pedagogical approaches deployed successfully at other institutions. Ensure adequate supplemental instruction and/or peer mentoring to assist students. *Target date for completion:* XXX. *Person responsible:* YYY.

d. To have all departmental advisors trained on MySAM. *Target date for completion:* XXX. *Person responsible:* YYY.

e. To offer three information sessions for pre-majors each fall and spring. *Target date for completion:* XXX. *Person responsible:* YYY.

f. To participate in a college-wide *Teaching Innovations Day* in which our discipline’s promising teaching and learning innovations would be featured along with those of other departments. *Target date for completion:* XXX. *Person responsible:* YYY.
Action Steps for Retention Goal 2:

a. To examine retention data for students who initially select or change to a major in our department by early Spring of their freshmen year and how that retention patterns for majority and minority students.  
*Target date for completion:* XXX.  *Person responsible:* YYY.

b. To partner with the ISUceed program on efforts to support African American students in our programs via their tutoring and mentoring program.  
*Target date for completion:* XXX.  *Person responsible:* YYY.

c. To make more visible the minority student and graduate success stories in the department through departmental newsletters, job talks, etc.  
*Target date for completion:* XXX.  *Person responsible:* YYY.

d. To conduct a departmental literature read of articles and materials that speak to minority student success in our discipline.  
*Target date for completion:* XXX.  *Person responsible:* YYY.

e. To sponsor a member of the faculty to attend a conference focused on minority student success.  
*Target date for completion:* XXX.  *Person responsible:* YYY.

Retention Benchmarks

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<th>Fall 2013 Baseline:</th>
<th>Fall 2014:</th>
<th>Fall 2015:</th>
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<tbody>
<tr>
<td></td>
<td>54%</td>
<td>56%</td>
<td>58%</td>
</tr>
<tr>
<td>Fall 2016:</td>
<td>60%</td>
<td></td>
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<tr>
<td>Fall 2017:</td>
<td></td>
<td>62%</td>
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</tr>
</tbody>
</table>

Other Retention Related Benchmarks

Numeric measures that link to the goals even more directly, in this made up case, one that has annual targets for reducing the retention gap by 50% over the focal time period of this plan.  Benchmark(s) linked to an action step(s) are also appropriate.

Department Completion Goal(s):

1. To increase the 4 and 6 year completion rate for students in the department 5% each by 2017.

   **Action Steps (with dates & person(s) responsible):**

   a. To conduct a total credit hour audit of our graduates from the past three years including proportion that were students that declared our major initially versus those that selected it in a subsequent semester.  
   Use the data to inform a discussion of pathways and time to degree.  
   *Target date for completion:* XXX.  *Person responsible:* YYY.

   b. To examine foundational course requirements in the major to consider whether such requirements could be made more flexible.  
   *Target date for completion:* XXX.  *Person responsible:* YYY.

   c. To hold two major informational sessions per semester.  
   *Target date for completion:* XXX.  *Person responsible:* YYY.

   d. To establish an academic learning community for our majors on a residence hall floor.  
   *Target date for completion:* XXX.  *Person responsible:* YYY.
e. To reach out to our majors with 100 or more credit hours completed and use it as an opportunity to discuss optimal pathway completion. Target date for completion: XXX. Person responsible: YYY.

f. To conduct a calling and texting campaign for majors that have not pre-registered and were not registered in the previous semester with no obvious reason for it. Target date for completion: XXX. Person responsible: YYY.

g. To review departmental promotion and tenure requirements with respect to teaching and advising and to integrate enhanced expectations for teaching and advising excellence and professional development. Target date for completion: XXX. Person responsible: Department P&T Committee.

Completion Benchmarks

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<thead>
<tr>
<th>Completion Benchmarks</th>
<th>Fall 2013 Baseline:</th>
<th>Fall 2014:</th>
<th>Fall 2015:</th>
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<tbody>
<tr>
<td></td>
<td>23% / 48%</td>
<td>23% / 48%</td>
<td>25% / 50%</td>
</tr>
<tr>
<td>Fall 2016:</td>
<td>26% / 51%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2017:</td>
<td>28% / 53%</td>
<td></td>
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Other Completion Related Benchmarks

In this made up case, there really wouldn’t be a need for another benchmark linked to a goal, although there might be one or more helpful benchmarks linked to an action step.

Post-College Achievement Goal(s) (e.g., employment, graduate school):

1. To increase the percentage of graduates with confirmed full time employment within six months of graduation by 6% by 2017.
2. To increase the percentage of graduates with confirmed graduate or professional school enrollment within six months of graduation by 6% by 2017.

Action Steps (with dates & person(s) responsible):

Action Steps for Employment (Goal 1):

a. As part of a graduates exit process within the month prior to Fall, Spring, and Summer graduation, to collect post-graduation mailing address, phone, and email contact information as well as post-graduation plans of all graduating students. Target date for completion: XXX. Person responsible: YYY.

b. To use the results of the Career Center’s First Destination Survey of graduates approximately six months after graduation to inform course and curriculum refinements. Target date for completion: XXX. Person responsible: YYY.

c. To conduct two focus groups with recent graduates, one to occur on Homecoming Weekend and one via Skype, and use the results to inform course and curriculum refinements. Target date for completion: XXX. Person responsible: YYY.

d. In collaboration with the Career Center, to develop a post-graduation transition initiative to include Skype workshops on career search troubleshooting and soft skill development, deployed within the first three months following graduation. Target date for completion: XXX.

e. In collaboration with the Career Center, to launch a transitional employment initiative with juniors and seniors that educate about apprenticeship opportunities as well as about programs such as Teach for America, National College Advising Corps, and Venture for America. Target date for completion: XXX. Person responsible: YYY.
**Action Steps for Graduate School (Goal 2):**

a. To hold two graduate school information sessions, one for sophomores and one for juniors. Target date for completion: XXX. Person responsible: YYY.

b. To conduct four Skype workshops per year with students who graduated from our undergraduate program and that are currently enrolled in a masters or doctoral program. Purpose is to provide a window into the graduate student experience. Target date for completion: XXX. Person responsible: YYY.

c. To initiate a graduate examination preparation experience for our second semester juniors and first semester seniors. Target date for completion: XXX. Person responsible: YYY.

d. To conduct an audit of coursework linkages to graduate examination content in order to surface gaps and/or opportunities for reinforcement in areas where our students have historically done less well on the exam. Target date for completion: XXX. Person responsible: YYY.

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**Employment & Graduate School Benchmarks**

<table>
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<tr>
<th>Employment &amp; Graduate School Benchmarks</th>
<th>Fall 2013 Baseline:</th>
<th>Fall 2014:</th>
<th>Fall 2015:</th>
</tr>
</thead>
<tbody>
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<td></td>
<td>no data available</td>
<td>baseline set</td>
<td>+2% / +2%</td>
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<tr>
<td><strong>Fall 2016:</strong></td>
<td></td>
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<tr>
<td></td>
<td>+2% / +2%</td>
<td></td>
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<tr>
<td><strong>Fall 2017:</strong></td>
<td></td>
<td>+2% / +2%</td>
<td></td>
</tr>
</tbody>
</table>

**Other Completion Related Benchmarks**

In this made up case, there really wouldn’t be a need for another benchmark linked to a goal, although there might be one or more helpful benchmarks linked to an action step.

**Other Goal(s) and Action Steps:**

In this made up case, all of the department’s goals and planned action steps to achieve them could be integrated into the articulated goals above. For example, the program quality related action steps, while they could be crafted as goals, work as action steps since they ultimately lead to the student enrollment, retention, completion, and/or post-college achievement outcomes indicated.

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i **Note on Enrollment, Retention, and Completion Benchmarks:** Baseline data fall official provided by IR. Future targets established by department.

ii **Note on Other Enrollment, Retention, and Completion Benchmarks:** Departments are encouraged to develop other benchmarks as may be relevant to measuring progress toward goal achievement.

iii **Note on Employment & Graduate School Benchmarks:** Data not currently collected. First collection planned for November 2014. Annual data point percentage is calculated based on total graduates from Fall, Spring, and Summer graduations.