Greetings to all of our colleagues across campus.

This fall, we welcomed 2,778 new academically talented and diverse undergraduate and graduate students to Duquesne University. Within enrollment management, this includes recruiting, application processing, events, financial aid packaging, registration services, research, marketing and much more. Equally important, our colleagues across campus assisted in recruiting, orienting, advising, teaching, housing, guiding and supporting these newest members of the Duquesne community.

The Enrollment Management Group (EMG) would like to share some news about the efforts, successes and challenges for Fall 2017 enrollment as well as the landscape for the future.

Higher education enrollment continues to face challenges with high school population fluctuations, high competition in the Northeast, lower demand for some graduate and professional programs, consumer price sensitivity, declining job opportunities in select disciplines and other external forces.

These national challenges are also ones we face here on the Bluff. We are proactive and organized to be efficient and successful, balancing market and mission. Our continued success in enrolling academically talented students into our undergraduate and graduate and professional programs depends on the contributions, academic programs, expertise and service of our colleagues throughout the University. We appreciate your continued partnership.

Warm Regards,

Paul–James Cukanna
Vice President for Enrollment Management
Freshman Enrollment

The Fall 2017 class is the largest in University history, with an enrollment of 1,562 freshmen, based upon the University census, achieving slightly more than our total enrollment target.

Students and families choose Duquesne for a number of reasons. In a survey of the newest freshman class about their primary reasons for choosing DU, they cited “urban location,” “program of study,” “size,” and “academic reputation.” Approximately 95% of incoming freshmen said DU was a top choice.

This is one of the most diverse freshman classes in University history. Our percentage of minorities in the incoming freshman class is 16%. Increasing diversity on campus and sustaining an environment where diversity is valued have been among the core goals of the EMG.

Other new freshman class attributes:

- The acceptance rate is 72%—one of the most selective in University history
- The mean (redesigned) SAT score is 1205, one of the highest in University history
- Approximately 68% are PA residents
- Out-of-state residents represent 25 states plus Washington, D.C., and Puerto Rico
- Citizens of 13 countries including China, Canada, Austria, Brazil, and others
- Approximately 24% have relatives who are DU alums
- The standardized test-optional admission option for the schools of business and music, as well as the College, has been very successful, with approximately 234 academically talented students taking advantage of this option. This is an increase of approximately 18% over fall 2016.

During this recruitment cycle...

- Admissions visited 229 high schools and attended 128 college fairs in 25 states, Washington, D.C., and Puerto Rico
- More than 500 unique messages were sent to students/parents
- Admissions delivered 96 group presentations; some with schools
- Five schools participated in webinars during the closing phase of the admission cycle

Transfer Enrollment

Transfer enrollment continues to grow with 216 new transfer and 135 new nursing second-degree students, exceeding full-time enrollment targets.

Graduate and Law Enrollment

EMG-Graduate Admissions worked closely with our University partners to enroll 863 new graduate students, an increase of 8.46% from last year and 99.2% of the graduate enrollment objective.

This year’s entering graduate students represent 32 states, plus Washington, D.C., and Puerto Rico, as well 17 countries, including China, Canada, India and Saudi Arabia. Increased efforts related to Duquesne’s online program offerings and the School of Nursing’s recent agreement with Pearson Online Learning Services, an online program management company, have helped to extend the reach of the University.

Recruitment strategies included increasing lead generation, expanding internal and external graduate recruitment events, enhancing email communication frequency and messaging, and expanding collaborations with key campus partners to create scholarship opportunities and introduce new graduate degrees meeting market demand.

To complement and enable more school-specific recruiting activities, EMG-Graduate Admissions attended over 40 graduate
college fairs across the region plus national and virtual graduate school fairs.

EMG-GA Admissions engaged Duquesne undergraduate students and prospective graduate students throughout the year by delivering and participating in recruitment programming which included formal presentations and panel presentations. Efforts were also made to incorporate current graduate students involved in Duquesne’s Graduate and Professional Student Council (GPSC) and connect them with prospective graduate students.

EMG-GA Admissions created and executed nearly 20 email communication campaigns that ran throughout the admissions cycle. The campaigns conveyed University-level messaging and encouraged candidates to take the next step in the admissions process. Nearly 50,000 GRE leads were purchased throughout the cycle. Additionally, the team created and sent over 400,000 emails throughout the enrollment cycle. Working closely with colleagues across the University, program-specific emails were implemented to highlight unique selling points.

### Retention and Advisement

The freshman-to-sophomore year retention rate for the Fall 2016 entering class was 86.9%. Our retention rate continues to be above the national average for private universities.

In a continued effort to build a comprehensive retention and graduation strategy, the Office of Undergraduate Retention and Advisement has worked closely with the University Retention Committee and the Academic Advising Team to systematically improve retention and graduation rates at DU.

A strong freshman-to-sophomore retention rate is important because it can influence our financial profile, credit ratings, graduation rates, faculty recruitment, opinion surveys and how academically talented, prospective students and their parent/s perceive our University.

We continue to leverage our retention funds to support those students who demonstrate short term financial need. It is key to our mission of service to students. The awarding of these funds has proven beneficial in helping students bridge the fiscal gap between being able to register or stopping out due to a relatively small dollar amount. Our University Retention Committee continues to be innovative and responsive in order to provide the best possible service to our students.

$82,000 from the Retention Fund was awarded, assisting 82 students and enabling them to register for the following semester.

In addition to supporting retention efforts, the Advising team continued in their professional development efforts, specifically those sponsored by the National Academic Advising Association (NACADA), including 18 advisors attending their regional conference in Pittsburgh in March. The group also collaborated with the Center for Counseling and Wellbeing in a two-part workshop focusing on the relationship between wellbeing and academic success and on assisting students with anxiety issues.

### Enrollment Research

Enrollment Research is responsible for the data, analytics and research required to support the Vice President of Enrollment Management, the Office of Undergraduate Admissions, the Office of Retention and Advisement and the core Enrollment Management Group. Accuracy is imperative as informed decisions are driven by data.

Each year, admissions-related data and analysis are requested by many departments and schools throughout the University. Undergraduate admission key performance indicators and new freshman and transfer bio-demographics are provided by Enrollment Research for internal evaluation and external surveys, such as US News, College Board, IPEDS and many others.

Other operating statistics and analyses are incorporated into the University planning and budgeting process. Enrollment Research contributed to the Fall 2017 new undergraduate student budgeting process by providing large data sets to our consulting partner, Ruffalo Noel Levitz, and then engaging in and consulting on the strategies.

Enrollment Research uses predictive analysis to determine areas of focus for lead purchases to promote recognition in emerging markets and selectively cultivate markets outside of the traditional draw area. Enrollment Research has also used predictive analysis to determine probability of enrollment.

Enrollment Research played a major role in the implementation of many enrollment management strategies, such as test optional admission and its extension into the undergraduate schools of business and music.

### Enrollment Systems

Enrollment Systems is responsible for the management and maintenance of the University’s online application within Recruit and the admissions sector of Banner including admission data security.

Enrollment Systems purchased, loaded and managed approximately 280,000 leads for the fall 2017 recruitment cycle. These prospective student leads received many communications and were invited to events on campus.

Enrollment Systems is preparing for the implementation of a new customer relationship management (CRM) tool. Once implementation is complete, admissions liaisons will have the opportunity to incorporate enhanced functions into their admissions processes and will find the system to be more user-friendly.

### Financial Aid

Throughout the year, the Office of Financial Aid served 9,362 students and families requiring financial assistance. In the AY 16-17, the total dollar volume of aid administered was $278,022,316.51.

### Prior-Prior Year FAFSA and Early Completion of FAFSA

Beginning in the AY 2017-18, the Department of Education made two major changes in the application process when
applying for financial aid. The first change was the use of Prior-Prior Year income data on the FAFSA. In previous years, if completing the 2017/18 FAFSA, 2016 tax data was used. With this change, Prior-Prior year information will be used, therefore the 2015 tax data must be entered. Students and families do not have to wait to complete their current year tax information to complete the FAFSA since using Prior-Prior Year tax information is already completed and now utilized.

The second major change is the timeline for completion of the FAFSA. In prior years, families had to wait until January 1 to begin the process. The timeline was moved up to October 1. With the earlier date, families now have more time to complete the FAFSA, receive financial aid packages at an earlier date and have time to determine school affordability and financing options.

Our office updated our system and we prepared for these changes. We began packaging at our earliest date with Early Decision packages sent in December and regular decision applicant packages sent in mid-January. We sent over 2,700 award packages to new prospective students in mid-January. We sent over 2,700 award packages to new prospective students for the AY 17-18 in the initial week of processing.

Relevant Funding Outcomes for Specific Programs:

- $944,699 was awarded to 111 students through the Pittsburgh Promise Program.
- $5,275,222 was awarded to 1540 students through the PA State Grant Program.
- $52,797 was awarded to 20 students through the PA State Grant Distance Education Program.
- $68,104 was awarded to 40 students in the Ready to Succeed Program (RTSS) through the Pennsylvania Higher Education Assistance Agency (PHEAA).
- $5,288,859 was awarded to 1712 students in the PELL Grant Program, or to students with significant need as determined by the Free Application for Federal Student Aid (FAFSA).
- $487,307 was awarded to 1139 students in the Supplemental Educational Opportunity Grant (SEOG) Program.

Loan Extract/Import Automated

The extracting and importing of loan files took a few hours each day to complete. This process was recently automated and saves many hours per week for our loan process manager. This is an extremely important procedure since Duquesne receives approximately $100 million a year in loan funding.

Office of the University Registrar

Online Grade Changes

After decades of manually processing paper forms to record grade changes, a new online Grade Change system was deployed for the campus (excluding Law) in April 2017. In the new system, faculty members use Self-Service Banner to submit grade changes, and Workflow triggers email messages to deans for necessary approvals. Email notifications are sent back to faculty and students when changes are approved, and the Banner system is updated automatically with the new grades, completely eliminating manual entry or intervention by University Registrar staff. Between April 25, 2017, and June 30, 2017, a total of 325 grade changes were processed through the new system.

The overall process was designed by the University Registrar and Associate Registrar, and CTS was responsible for the development of the new system. The very first grade change that was keyed into the new system was completely processed within four minutes, taking a process that could have spanned days down to a matter of minutes.

Course Information Management

In 2016-2017, the course information for a total of 3,264 undergraduate and 2,135 graduate courses was maintained.

Enrollment and Degree Verifications

The Office of the University Registrar is responsible for the verification of student enrollment and earned degrees for most Duquesne University students, and the National Student Clearinghouse (NSC) is our authorized provider of enrollment and degree verifications. NSC processed 5,682 enrollment verifications and 4,969 degree verifications. A total of 878 verifications were processed directly by our office, and students used the NSC certificate to verify their enrollment on 1,180 occasions.

Transcript Requests

The Office of the University Registrar is responsible for the production of transcripts for all current and former Duquesne University students. A total of 14,510 transcripts were issued—13,396 official, 183 unofficial, and 931 advising.

NCAA Compliance

The Office of the University Registrar is responsible for verifying that all Division I athletes are in compliance with NCAA regulations regarding academic eligibility to participate. In Summer 2016, the records of total of 51 athletes were reviewed for compliance. In Fall 2016, the total was 441, and in Spring 2017, the total was 438.

Students Using VA Benefits

The Office of the University Registrar counsels and advises students and administers benefits allocated to veterans and to veterans’ dependents by the U.S. Department of Veterans Affairs. In Summer 2016, 92 students utilized VA benefits. In Fall 2016, 171 students used them, and in Spring 2017, a total of 152 students used them.

Degree Audit

Sixteen percent (16%) of all enrolled students ran at least one degree audit (RAPP) compliance, with 73% of them being undergraduates. Of all students using RAPP, 26% were enrolled in Liberal Arts, 23% in Business, and 12% in Sciences and Nursing. All other schools were 6% or fewer.

Academic advisors often run and review degree audit information when meeting with advisees. At the school level, compliances were run on 2,882 students, and 89% of them were undergraduate students. Sixty-one percent (61%) of the compliances were run by the School of Business, and all others schools were at least than 10% usage.
Graduation Clearance and Conferral of Degrees

The Office of the University Registrar is responsible for directing the clearance-for-graduation process for all schools (except Law) three times annually and is responsible for clearing students for university-level graduation requirements. Students apply for graduation using Self-Service Banner, and 100% of our August 2016 graduates completed the online degree app. Ninety-five percent (95%) used the online app in December 2016 and 94% in May 2017.

The table below quantifies the number of degrees and certificates awarded in 2016-2017.

<table>
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<th>Term</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Pharmacy</th>
<th>Certificate</th>
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<tr>
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<td>189</td>
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<td>438</td>
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<td>401</td>
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<td>27</td>
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<tr>
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<td>916</td>
<td>187</td>
<td>32</td>
<td>2673</td>
</tr>
</tbody>
</table>

Marketing and Communication

A key focus for Enrollment Marketing is leveraging communication technology tools and tactics such as CRM communication plans, social media, IP targeting and other digital advertising, as well as a virtual campus tour. During the recruitment cycle, more than 22,000 visitors spent an average of nearly nine minutes on the virtual tour. Visitors hailed from all 50 states plus Washington, D.C. and Puerto Rico, and 100 countries including India, Canada, Brazil, Russia and Germany. Beyond the tour, 2,270 visitors took additional actions such as scheduling a visit, requesting information and applying online.

Enrollment Marketing analyzes internal and national research to refine or develop new efforts to support enrollment. Given the increasing need for ROI and outcomes information related to academic programs, EMG partnered with Alumni Relations and Career Services to purchase a new tool that will provide outcomes information for undergraduate and graduate students who graduated in the last ten years. Enrollment Marketing and Undergraduate and Graduate Admissions colleagues will begin sharing this information with schools and programs once it is available in 2018. This year, we are also adding texting campaigns to prospective undergraduate and graduate students.

Looking Ahead

We anticipate continued intense competition for undergraduate and graduate students. Program offerings, differentiation, outcomes, value and scholarship strategy are key components of enrollment success.

The EMG will continue to leverage technology—including our CRM, texting, website and virtual campus tour—as well as promotional campaigns and personal outreach to communicate the unique education and value offered at Duquesne University.