



Mike Pelly
Vice Chancellor of Enrollment



Chapman University

Orange, CA

Chapman Undergraduate Program:

- 5,200 undergraduate students representing 50 states/63 countries
- 47 majors, 40 minors; 14:1 student-faculty ratio
- Freshmen Admit Profile: 3.77GPA & 1,864SAT
- \$53,000 annual cost (incl. room/board); 82% receive financial aid
- NCAA Div. III athletics (25 different sports)

Chapman Graduate Program:

- 1,911 Graduate students
- 25 Masters degrees, 3 Doctoral programs, Law School

Brandman University:

- 10,711 Undergraduate and Graduate students
- 26 campuses serving two states
- Blended on-line and in class model



Financial Aid Leveraging

	Academic Merit Percentile				
Ability to Pay	Top 10%	75-90 th	60-75 th	30-60 th	0-30 th
Very high need	Cell 1	Cell 2	Cell 3	Cell 4	Cell 5
High need	Cell 6	Cell 7	Cell 8	Cell 9	Cell 10
Medium need	Cell 11	Cell 12	Cell 13	Cell 14	Cell 15
Low need	Cell 16	Cell 17	Cell 18	Cell 19	Cell 20
No need	Cell 21	Cell 22	Cell 23	Cell 24	Cell 25



Pell Grant Eligible

	Academic Merit Percentile				
Ability to Pay	Top 10%	75-90 th	60-75 th	30-60 th	0-30 th
Very high need	Cell 1	Cell 2	Cell 3	Cell 4	Cell 5
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Cal Grant Eligible (In State)

	Academic Merit Percentile				
Ability to Pay	Top 10%	75-90 th	60-75 th	30-60 th	0-30 th
Very high need	Cell 1	Cell 2	Cell 3	Cell 4	Cell 5
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Medium need	Cell 11	Cell 12	Cell 13	Cell 14	Cell 15
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Merit Scholarship Eligible

	Academic Merit Percentile				
Ability to Pay	Top 10%	75-90 th	60-75 th	30-60 th	0-30 th
Very high need	Cell 1	Cell 2	Cell 3	Cell 4	Cell 5
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Pell, Cal, Merit Eligible

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Ethical issues with leveraging

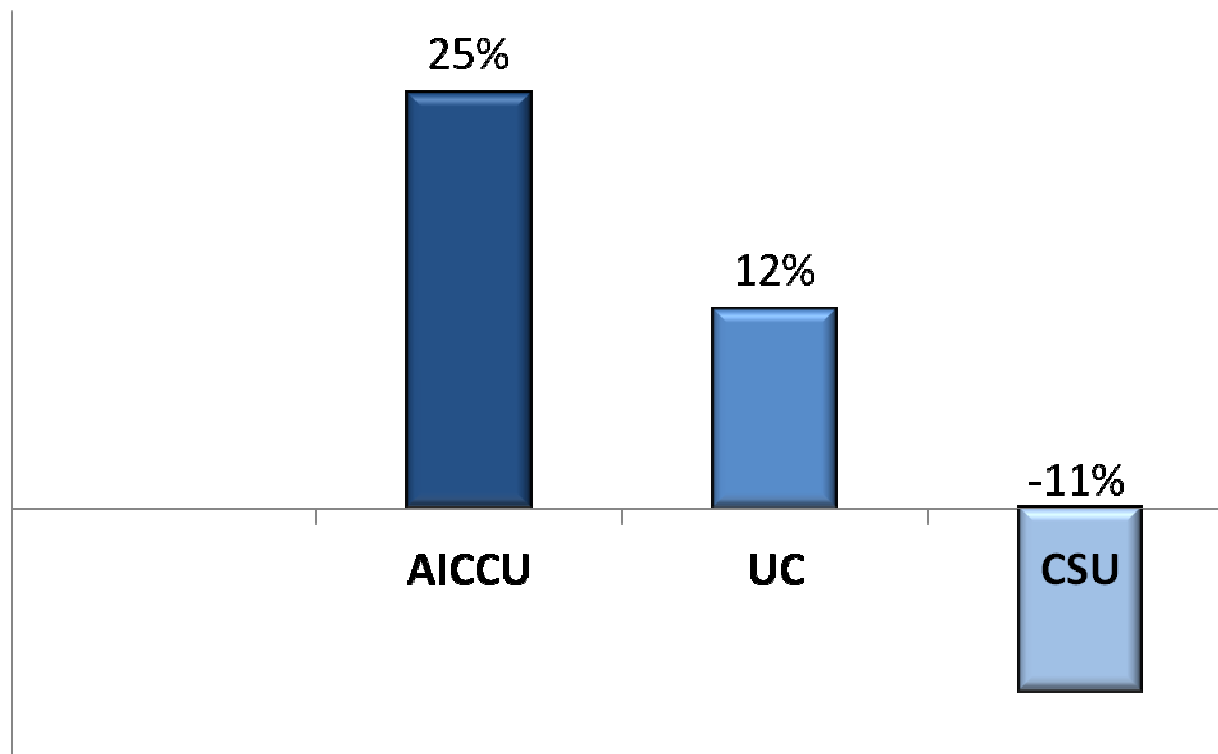
- Who's left out
 - Is there an adverse impact?
- Does FA model affect admission decision?
- What about institutional goals?
 - Diversity
 - International students
 - Improved quality
 - Artists, legacy, athletes



Applicant Growth

As enrollments at UC and CSU are reduced, AICCU schools have increased opportunity by enrolling a higher percentage of freshman.

Change from Fall 2008 to Fall 2010 Applications

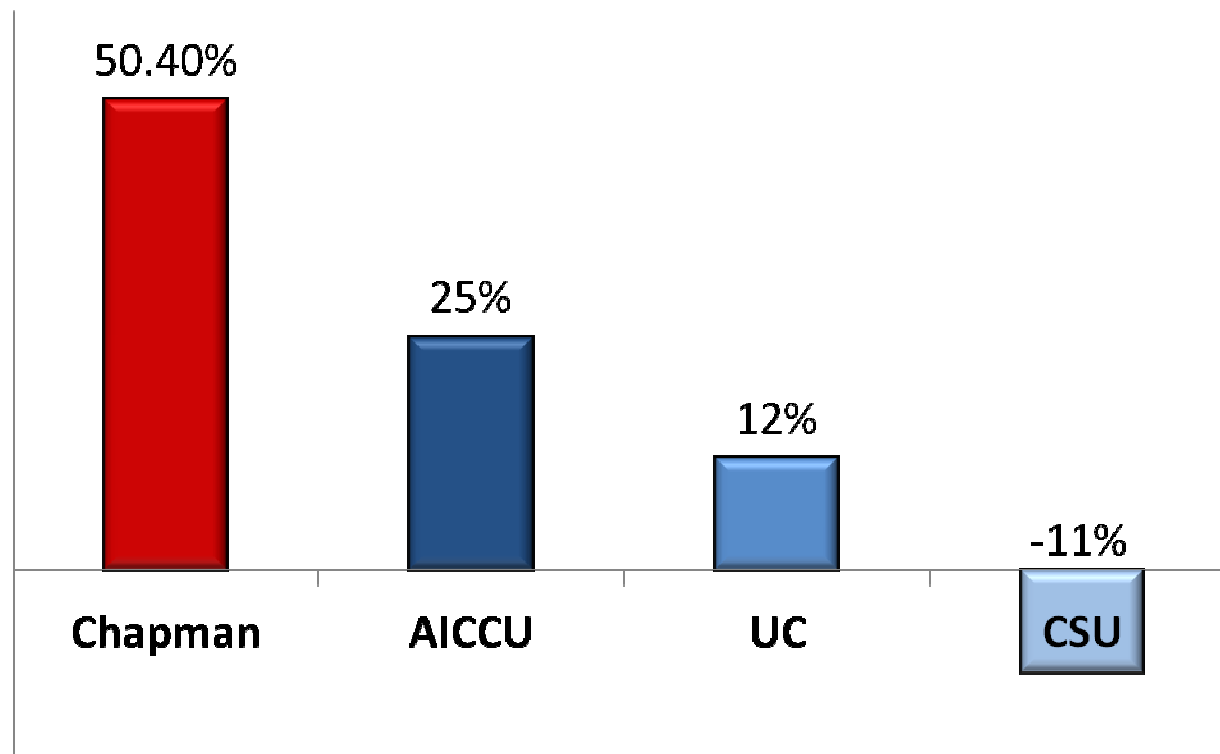




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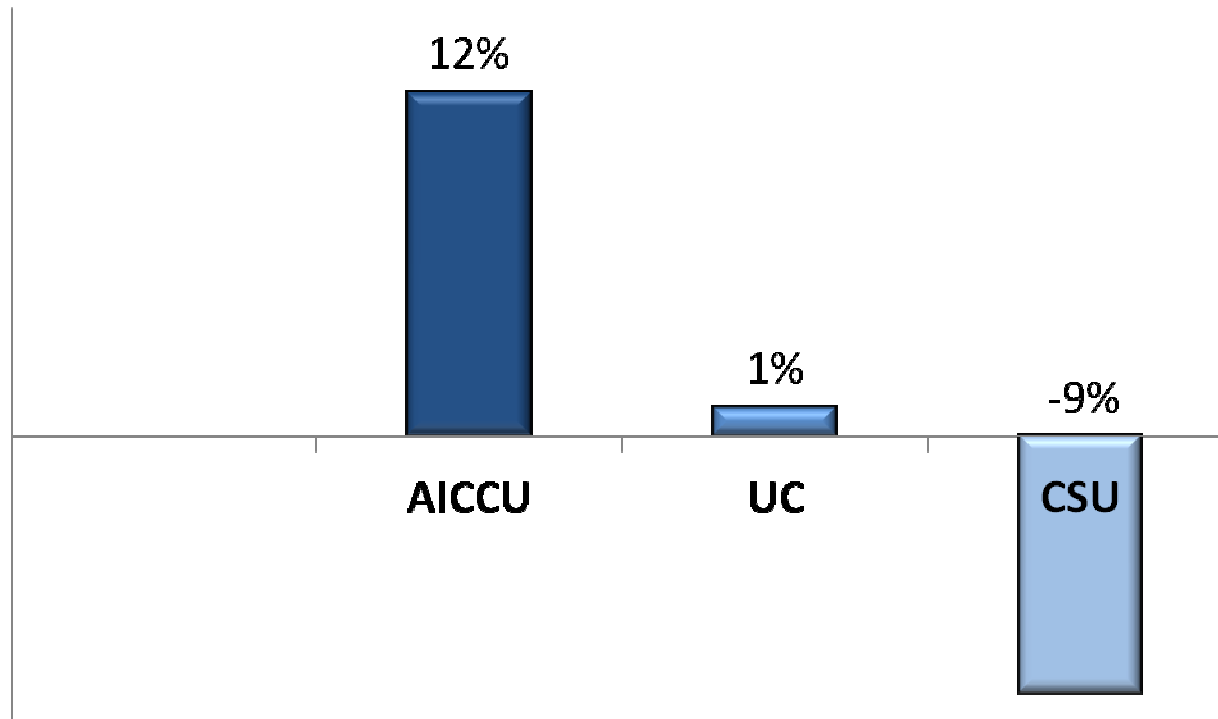




Admissions Growth

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Change from Fall 2008 to Fall 2010 Enrolled Students

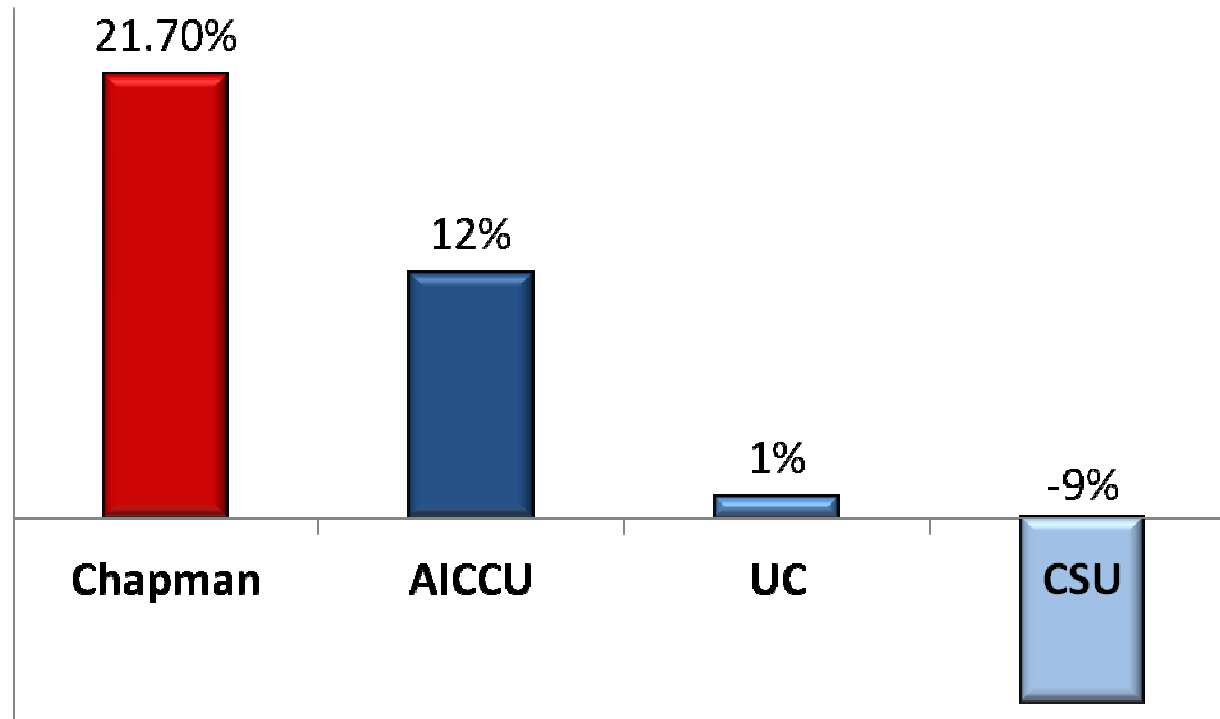




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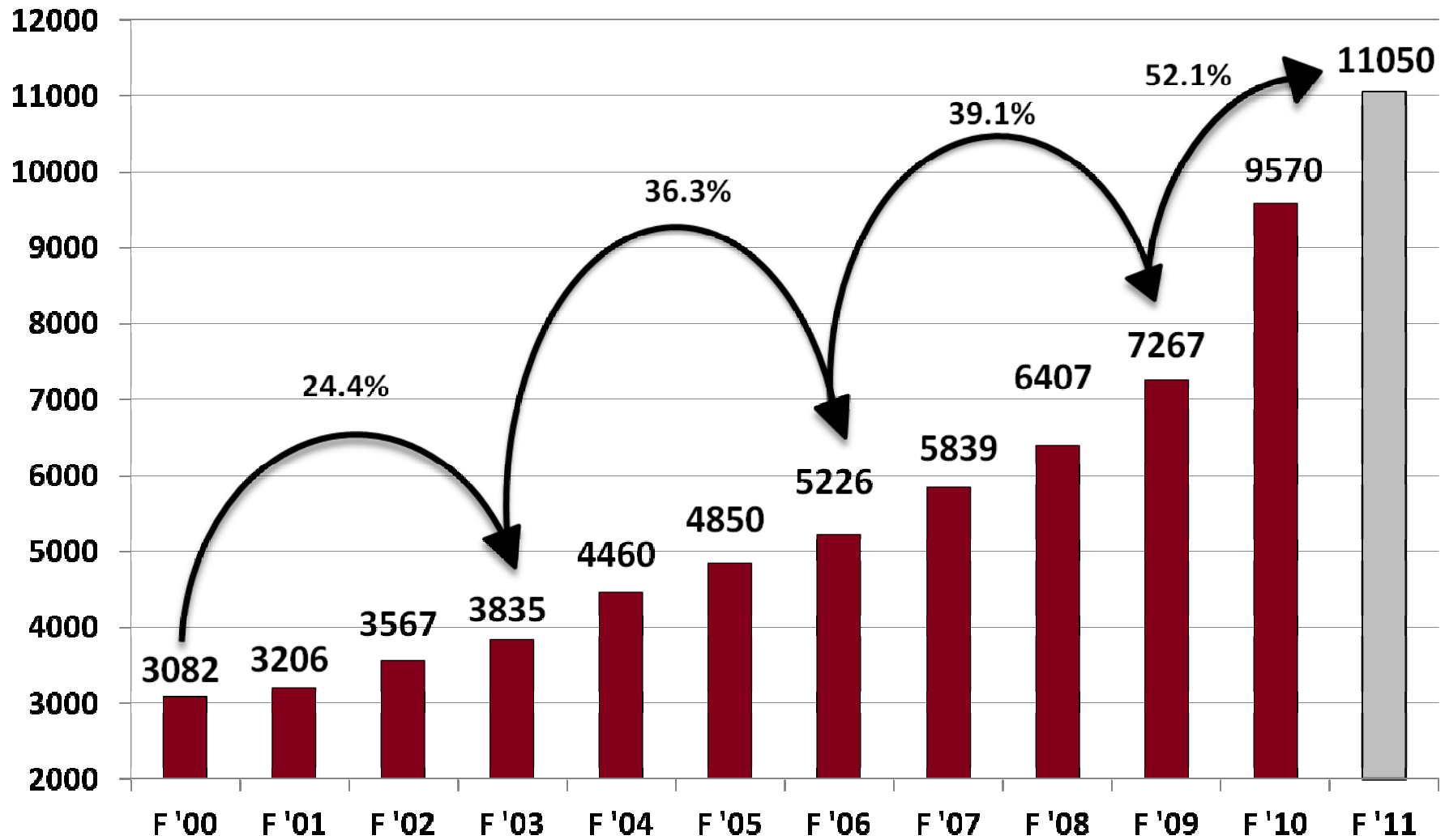


Growth not just related to decline in Public Higher Education

- Most of our increase in enrollment has been from out of state students
- Over \$200M in campus improvements during last decade
- Several new academic programs- especially in Schmid College of Science and Technology
- Chapman's reputation had momentum prior to the economic uncertainty beginning 2008

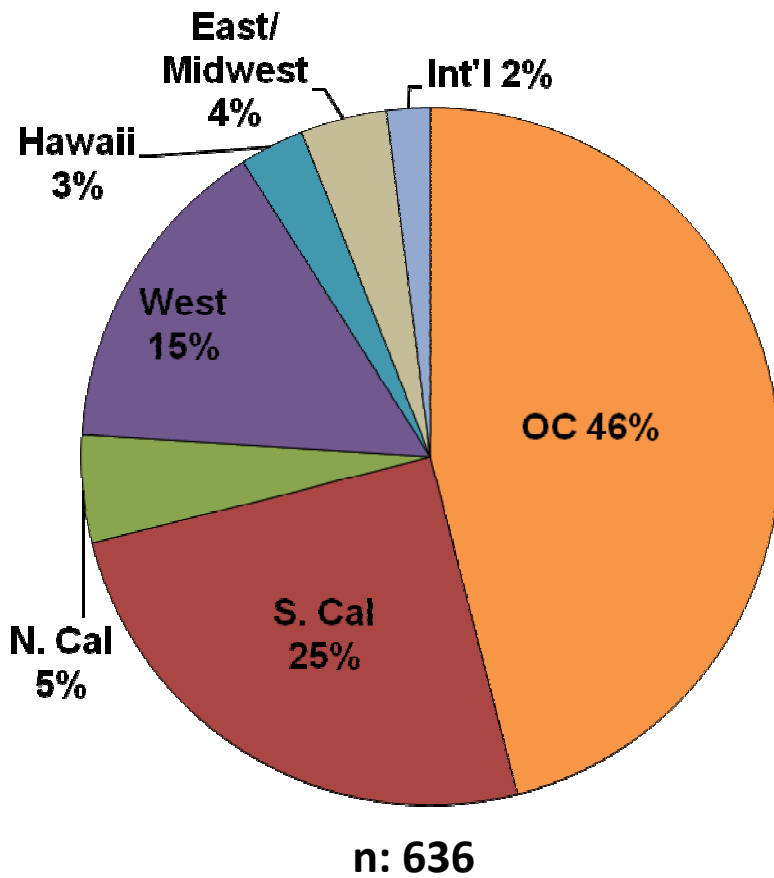


Undergraduate Applications

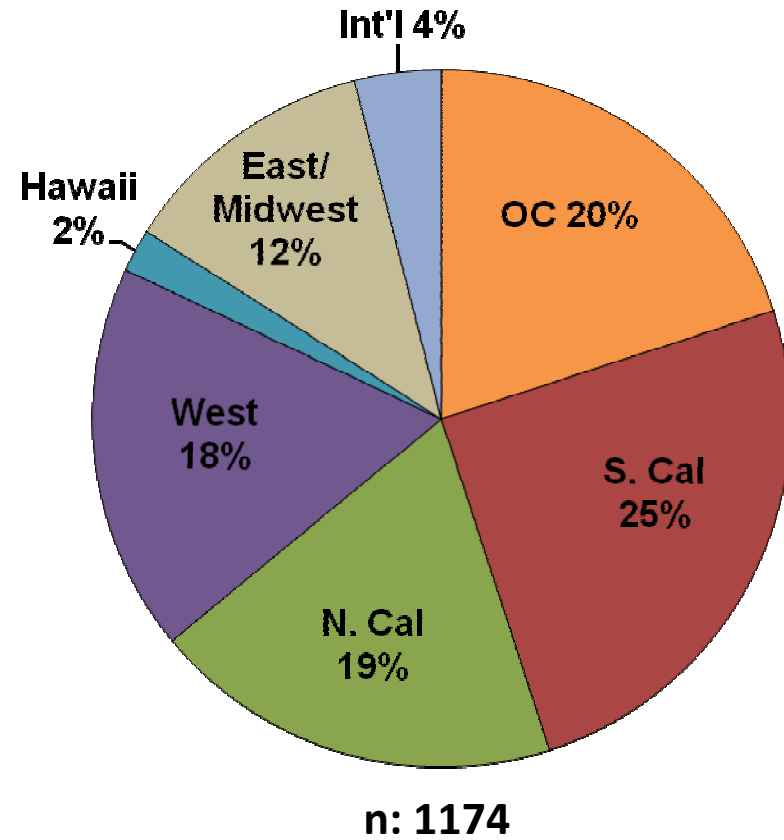




Geographic Distribution Freshmen Class



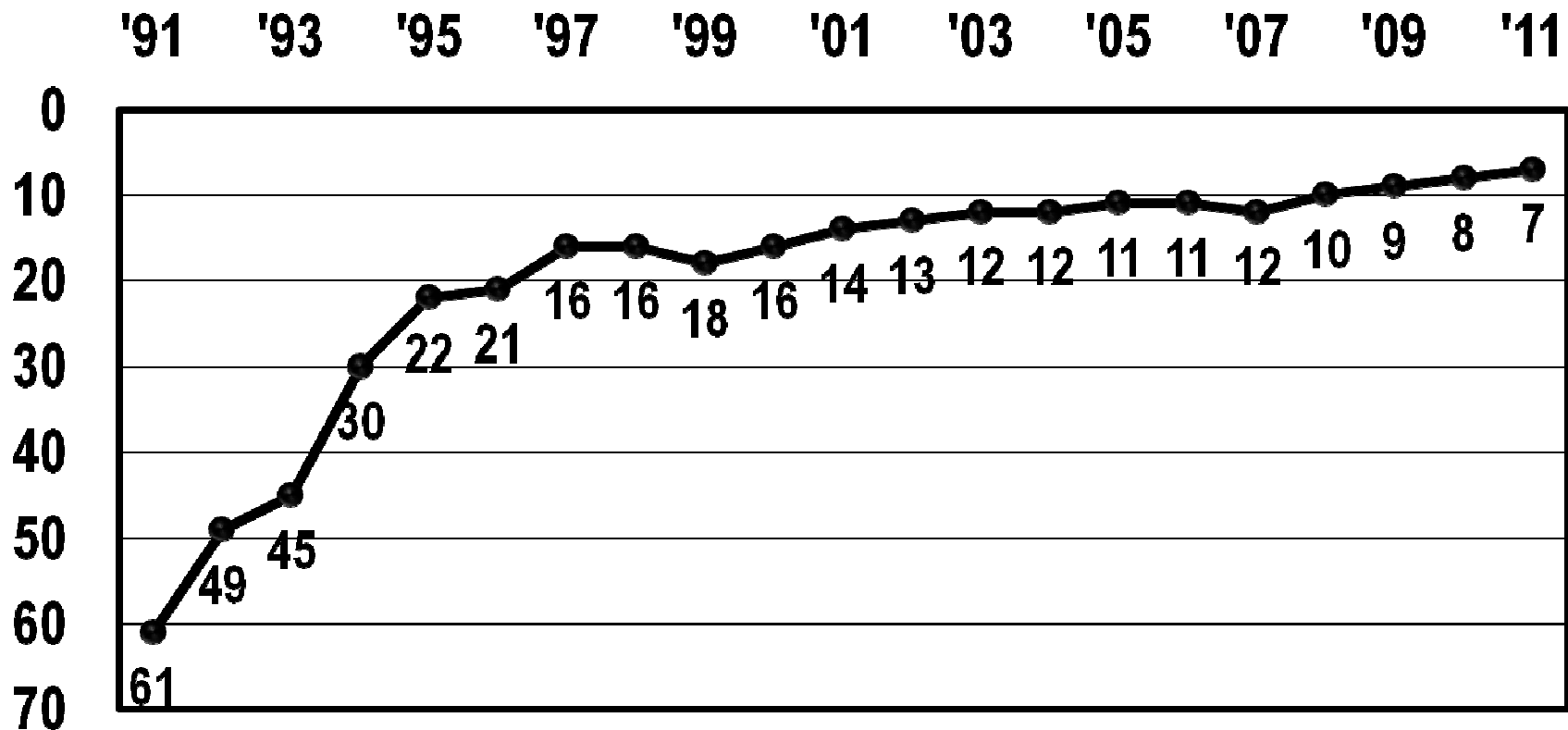
Fall 2000



Fall 2010

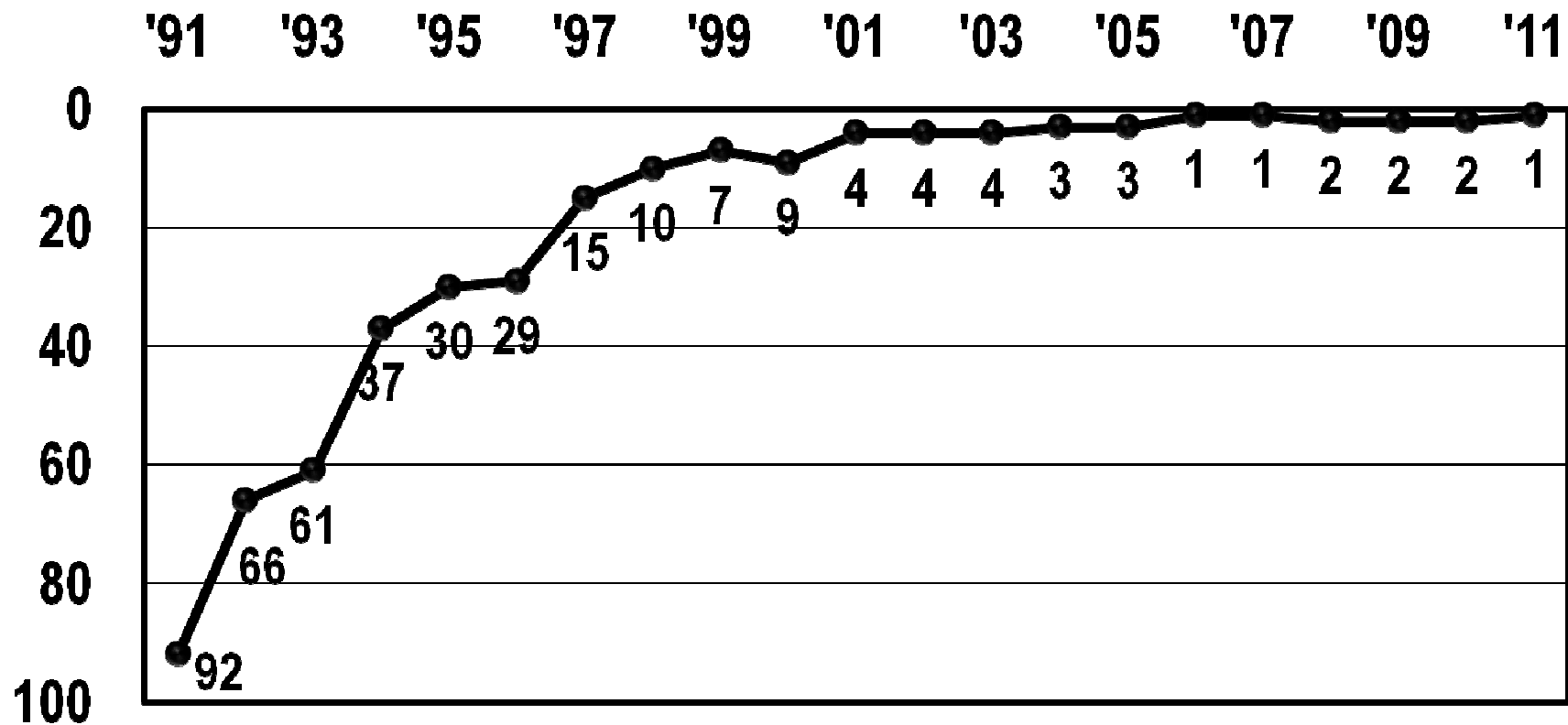


Overall Rank Universities Master's (West)





Student Selectivity Rank Universities Master's (West)





Strategic Enrollment Growth Matrix

	Existing Programs/Services	New Programs/Services
Existing Markets	Market Penetration	Program Development
New Markets	Market Development	Diversification



Opportunities for Diversification

- *Chapman University (1861)*
- *Developed “Regional Education Centers” (1958)*

- 1. Brandman University (2009)**
- 2. Chapman Entertainment (2011)**
- 3. International Initiatives (2008, 2009, 2010...)**
- 4. Medical School/ Crystal Cathedral (2012?)**



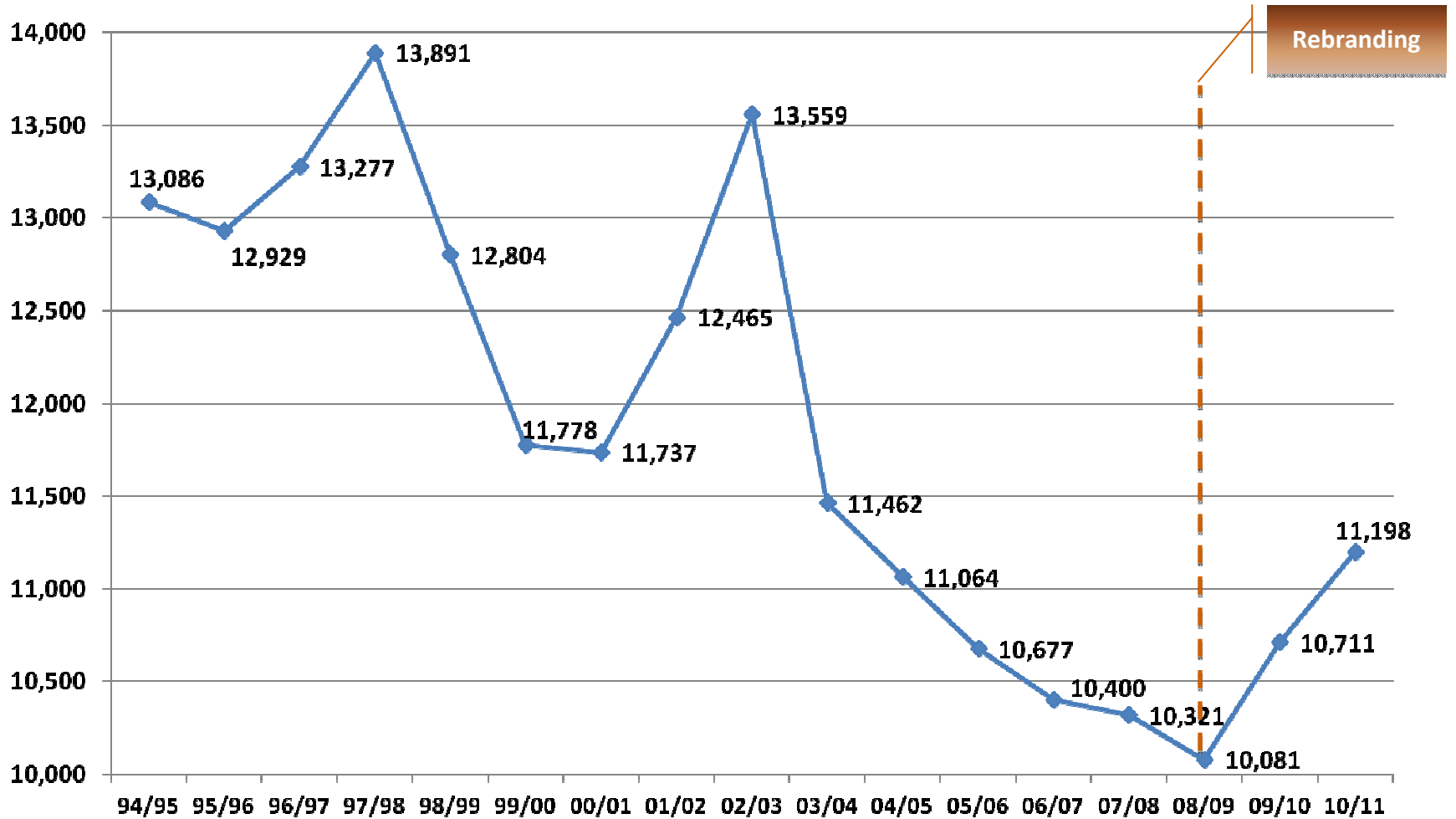
1. Brandman vs. Chapman

- 2007 we decided to split
 - Chapman enrolled about 5,000 students
CUC enrolled over 10,000 enrolled through our network of 20+ campuses.
 - We were serving two different constituents
 - Adult vs. traditional
 - On-line vs. in-class
 - Reputational factors
- 2009 new name with new initiatives



Brandman Students Per Academic Year

(most popular program--Education)





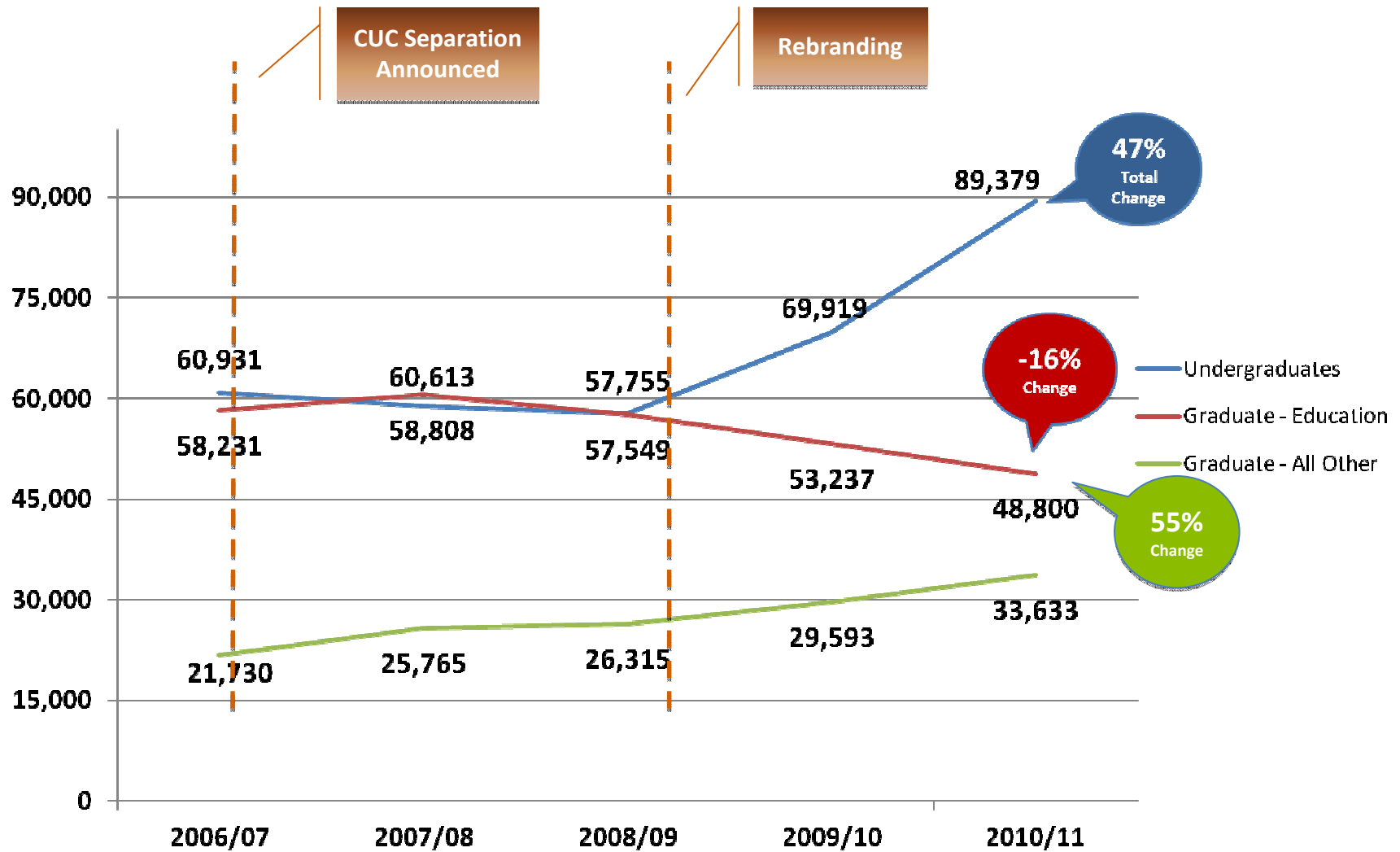
Brandman University

- New programs in Nursing and Business (MBA, BBA) (different delivery method)
- Partnerships with military and other agencies
- 2+2 programs with community colleges
- More on-line programs
- New 'blended' delivery method



Brandman Credit Hours

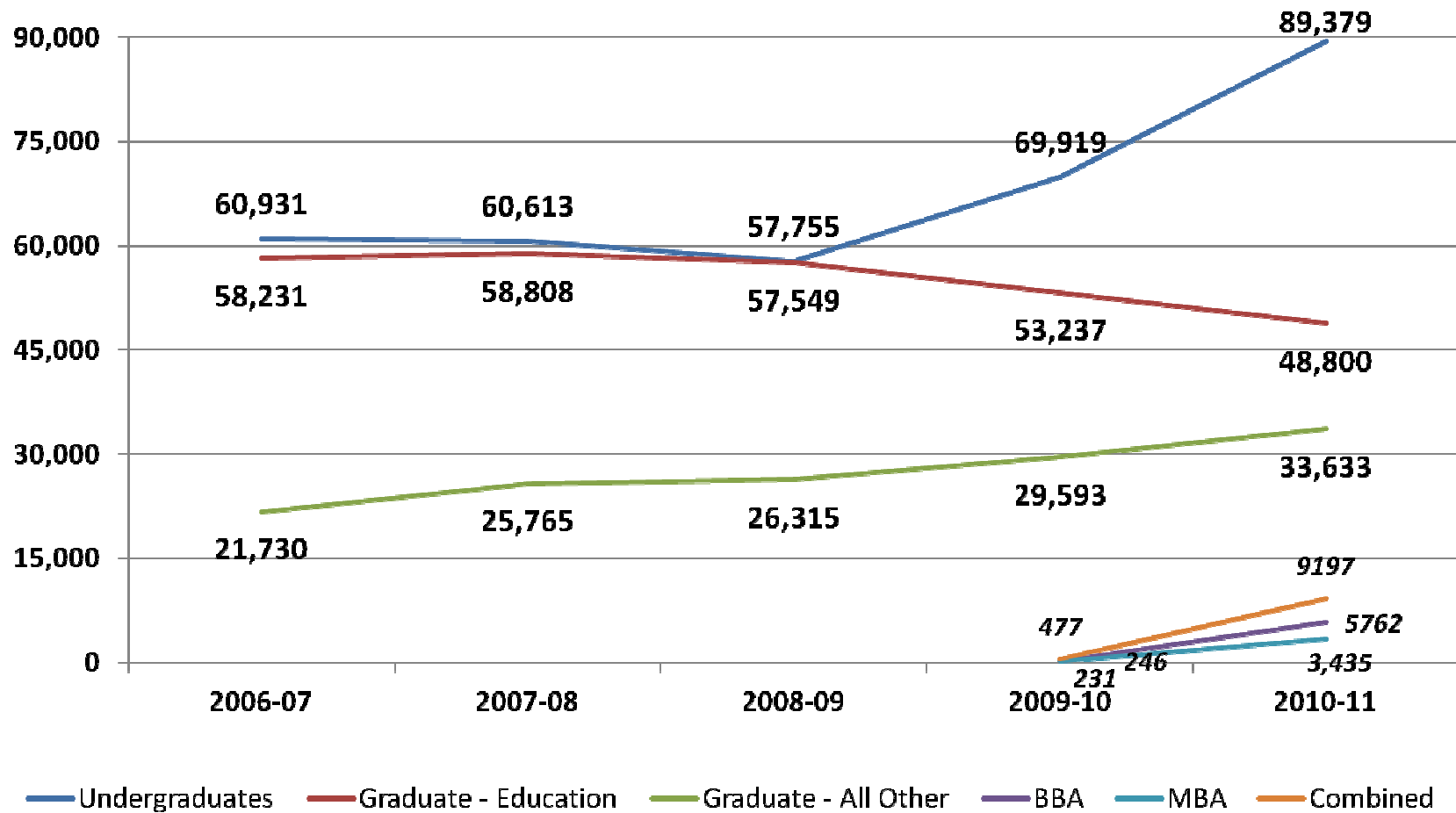
2006/07 to 2011/12





Brandman Credit Hours

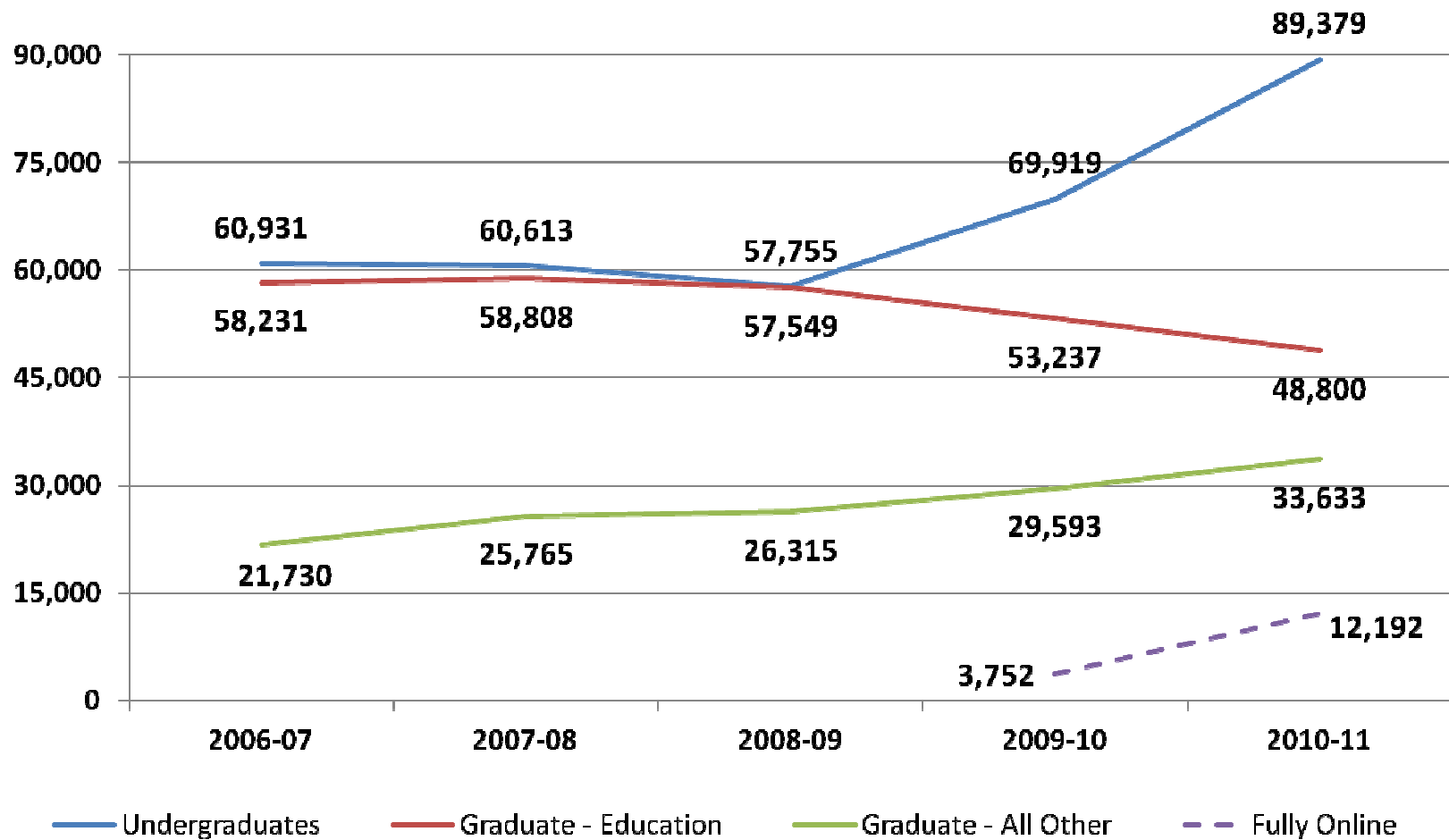
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Brandman Credit Hours

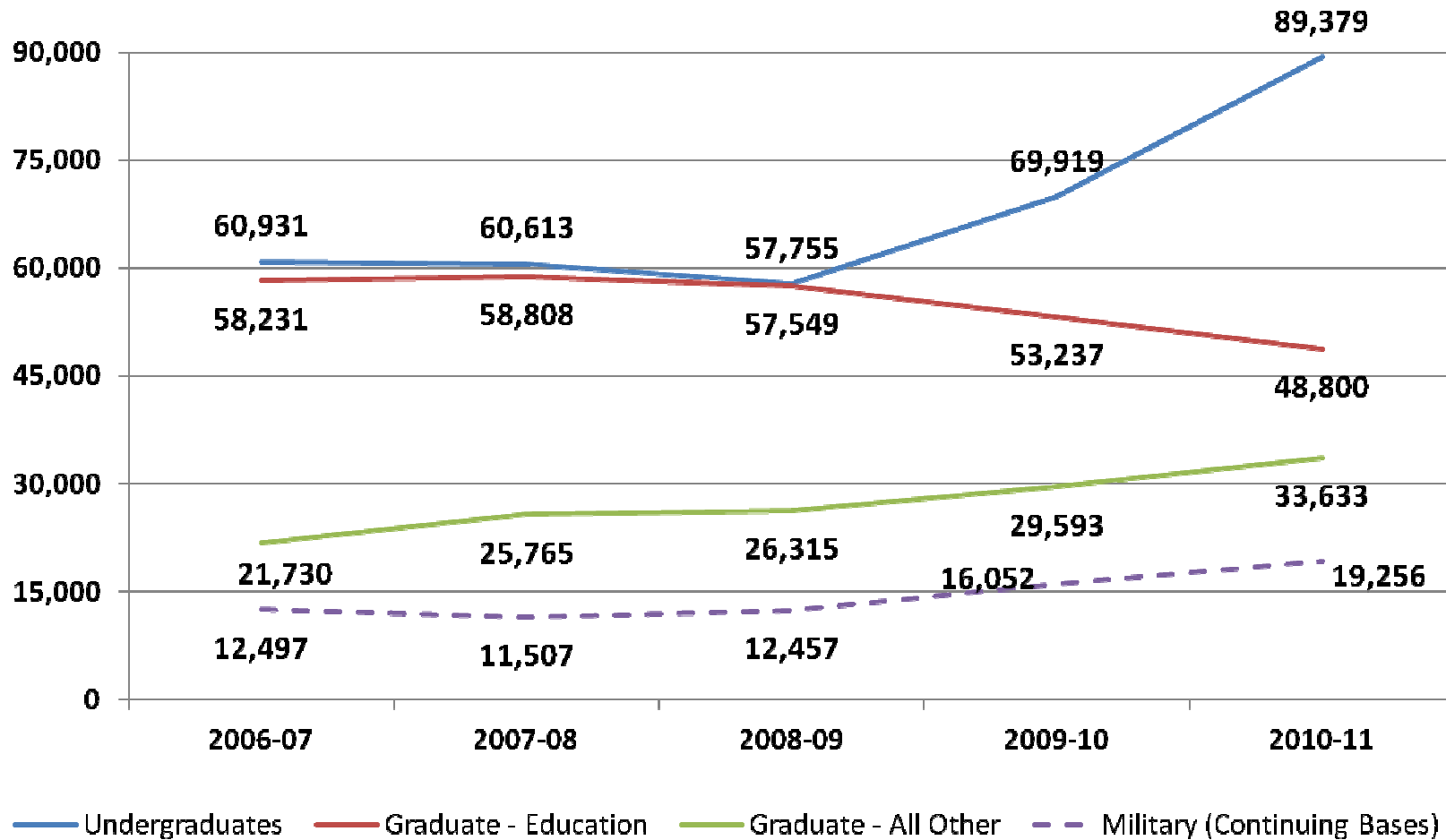
2006/07 to 2011/12





Credit Hours June-May

2006/07 to 2011/12





Brandman Graduation

Graduation Rate

Students who graduate within six years of enrollment:

- Brandman University.....68%
- University of Phoenix.....24%

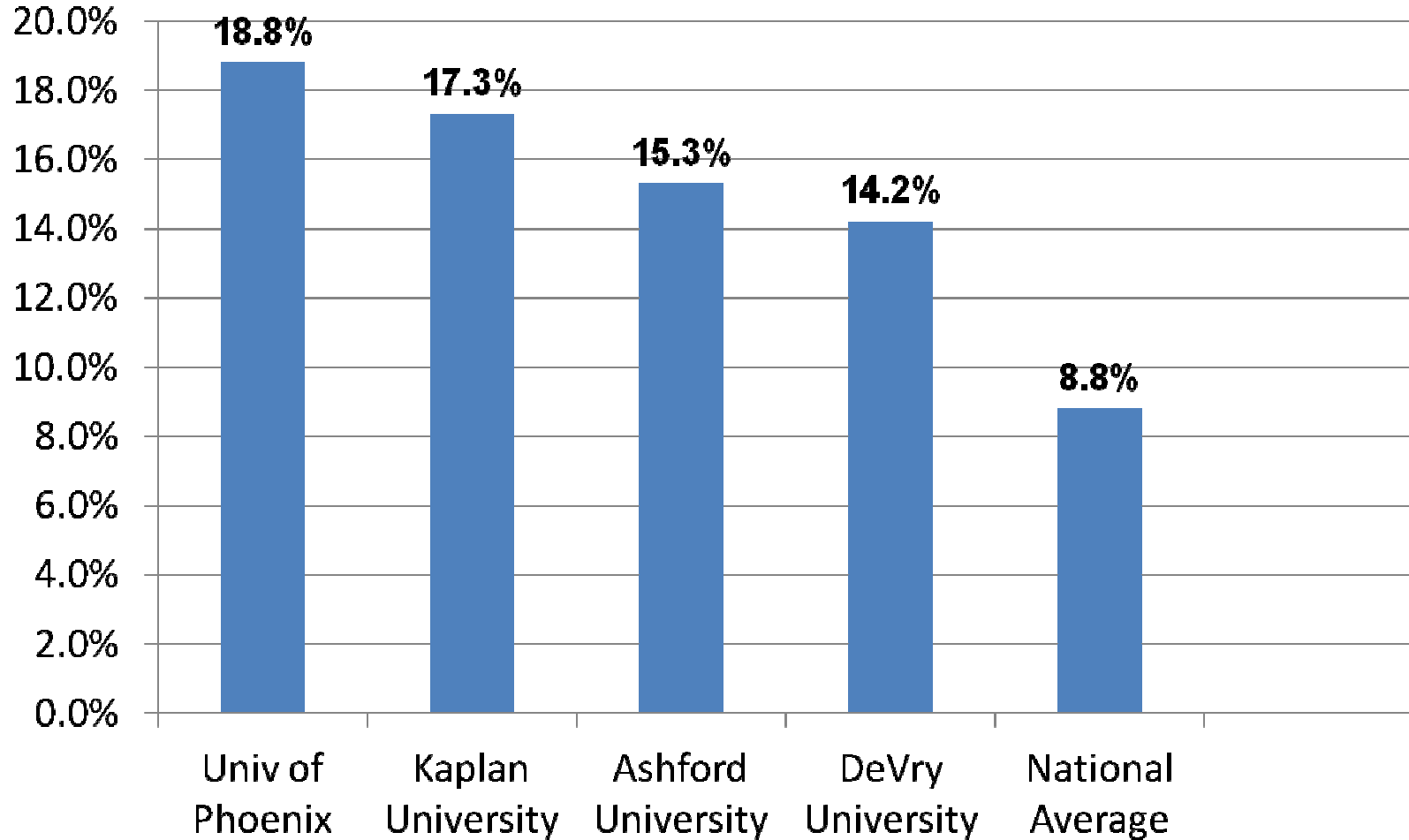
Transfer to Graduation Rates

Students who transfer at sophomore level (30+ units) who graduate within six years:

- Brandman University.....72.4%
- Cal State University System.....69.6%

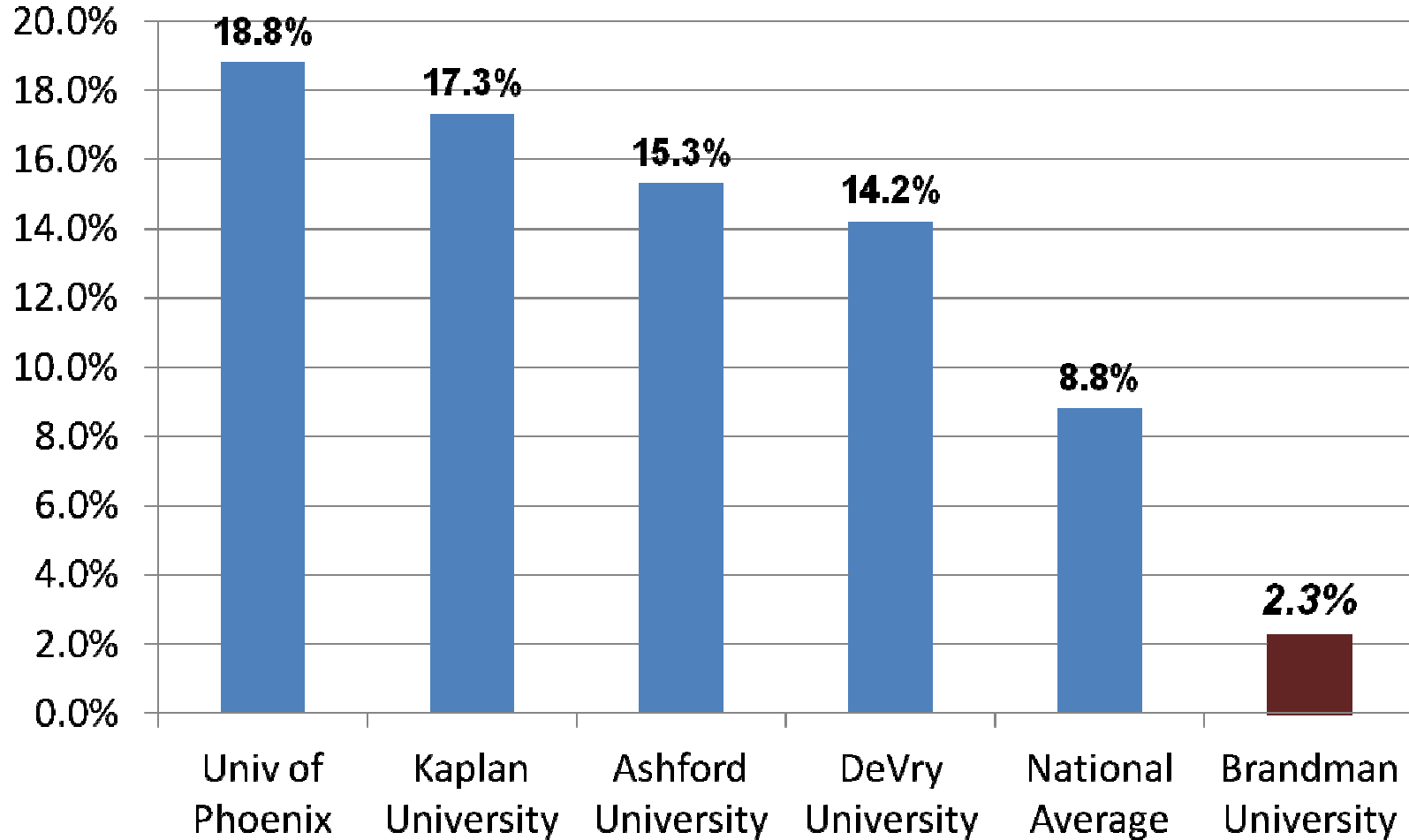


2009 Default Rates





2009 Default Rates





2. Chapman Entertainment

- For Profit “LLC” owned by Chapman University to produce feature length films
- Focusing on micro-budget films
 - Total production and marketing budget <\$1,000,000
 - Employ Chapman alumni
 - Managed by Chapman Faculty and Staff
 - Use Chapman facilities in Dodge College of Film and Media Arts
 - Outside Investors may receive 125% of their investment
 - Talent and Chapman split additional revenues
 - Goal is a self sustaining program that will create 1-3 films annually



Chapman Entertainment Dodge College of Film and Media Arts





3. International Initiatives

- Singapore (Film) 2008
- Prague (Business) 2008
- China (Business, Computational Sciences) 2012
- India (Film, Computational Sciences)
- Abu Dhabi (Film)



4. Medical School Feasibility Study

Hurron Consulting Firm

- In 2006, the Association of American Medical Colleges (AAMC) recommended a 30 percent increase in U.S. medical school enrollment by 2015
- AAMC Center for Workforce Studies projects a shortage of approximately 124,000 physicians by 2025
- In 2010, a total of 42,742 applicants competed for 18,665 first-year allopathic medical school slots. (21%) were from the Western region, of which 56%, were from California.
- 58.9% of students in California medical schools in 2010 were from out-of-state.
- 10 medical schools in California, with two in Orange County
- 60% of current physicians practice in only five counties.



Medical School Feasibility Study

- California has 251.8 physicians per 100,000 residents, compared to the national average of 254.55
- California has the highest percent (29.2%) of the active physician workforce of age 60 or older
- California's population is growing rapidly which will place great strains on the health care system
- CA population is 35 million, 40% of which are black or Latino yet only 10% of physicians black or Latino
- In '09, California ranked 1st nationally for physicians retained from undergraduate medical education
- California ranked 2nd nationally in retaining physicians from graduate medical education
- 68.6% of practicing physicians completed their graduate medical training in California
- **UC Riverside Medical School proposal in 2010/11**



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Crystal Cathedral



Risk Aversion & CU Leadership

- Private sector (businesses adapt to change)
- Proprietary colleges (for profits) often at the expense of students
- Independent colleges and universities (liberal arts colleges vs. pre-professional programs)
- Public colleges and universities (UCR Medical)
- Chapman leadership team