

Enrollment Management 2019



- **Overview of landscape and trends**
 - National/international and Nebraska data and projections
- **Starting the SEM/SEP planning process**
 - Check-in on strategic plan
- **Overview of process and initial outline for development**
 - Jim Borsig recommendations
 - National models and best practices
- **Next steps:**
 - Task Force – process, makeup and timeline
 - Market focus; student-first; disruptive

YOU MAKE A
difference

2012-
2018

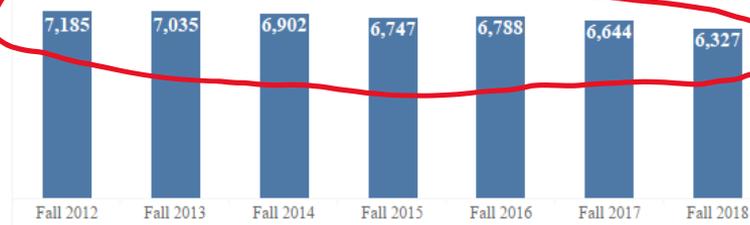
Student Demographics Trend Enrollment



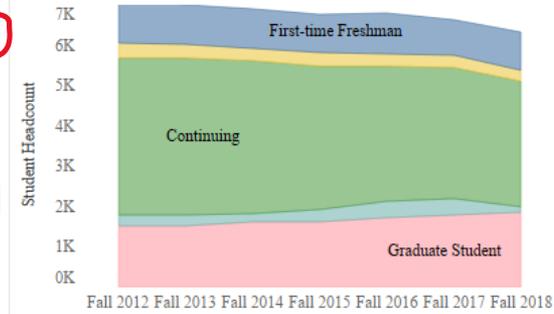
Term Multiple values	Course Load All	IPEDS Enrollment Status All	Race/Ethnicity All
Career All	Residency All	Gender All	College All

Department All	Primary Major All
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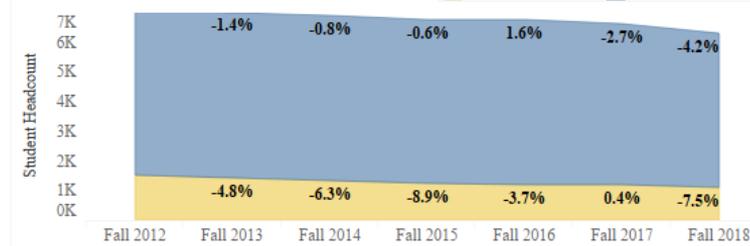
Student Headcount By Term



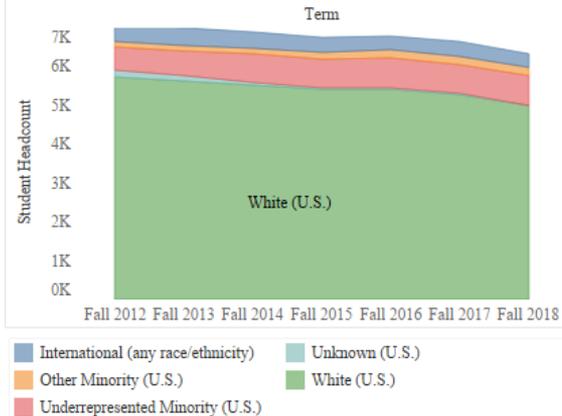
IPEDS Enrollment Status



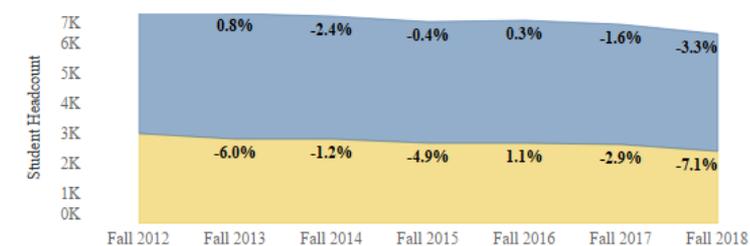
Difference From Term to Term by Residency



Race/Ethnicity



Difference From Term to Term by Gender



2012-
2018

Enrollment At A Glance

Term
All

College
All

Department
All

Primary Major
All

Career
All

IPEDS Enrollment Status
All

- Select Trend
- Residency
 - Gender
 - Race/Ethnicity
 - Course Location
 - IPEDS Enrollment Status



All Students: All College

30,122

Residency



Gender



Age



Course Load

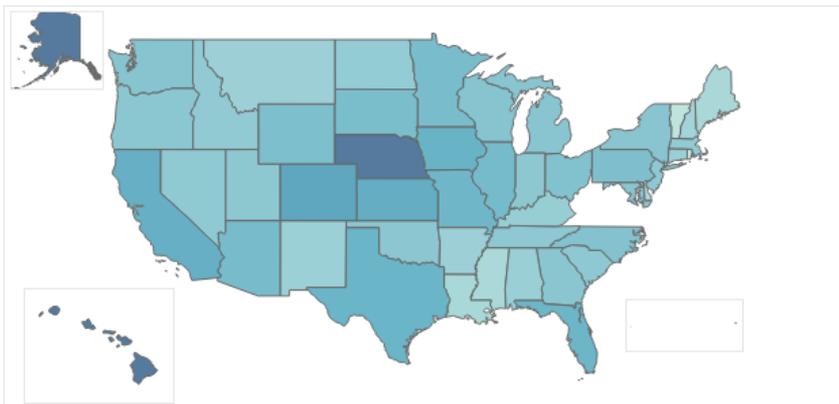
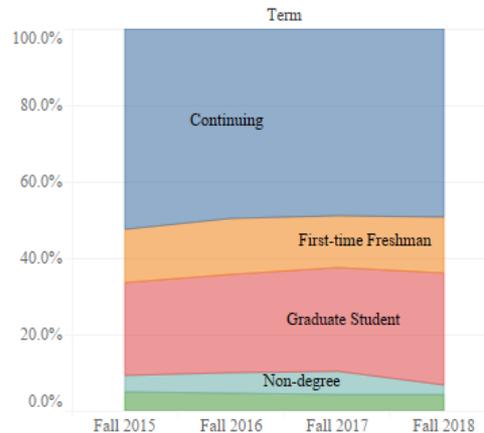


Enrollment Status



Demographic Trends

All Students: All College



Top Ten States

(excluding Nebraska and non-US Students)
All Students: All College

Colorado	538
California	337
Kansas	327
Iowa	267
Florida	257
Texas	243
Illinois	172
Missouri	165
Minnesota	128
Pennsylvania	126

Just
2018

Enrollment At A Glance

Term
Fall 2018

College
All

Department
All

Primary Major
All

Career
All

IPEDS Enrollment Status
All

Select Trend

- Residency
- Gender
- Race/Ethnicity
- Course Location
- IPEDS Enrollment Status



All Students: All College

6,327

Residency



Gender



Age



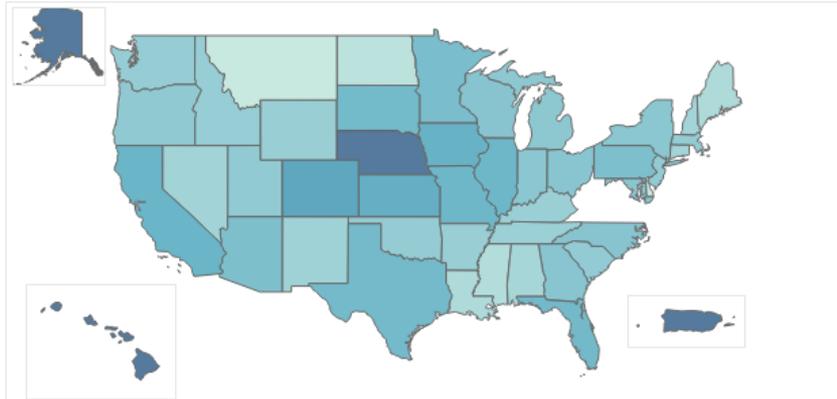
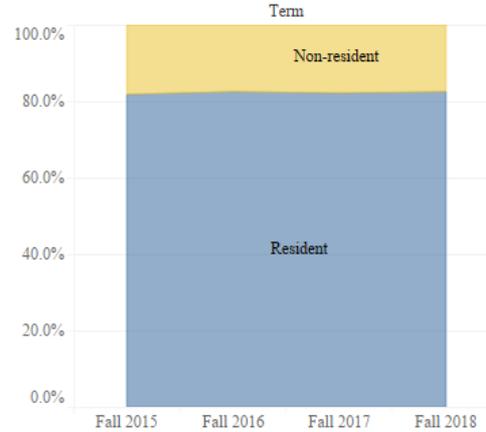
Course Load



Enrollment Status



Demographic Trends All Students: All College



Top Ten States (excluding Nebraska and non-US Students) All Students: All College

Colorado	106
Kansas	64
Iowa	59
California	47
Illinois	36
Florida	34
Texas	34
Missouri	33
Pennsylvania	27
Minnesota	26

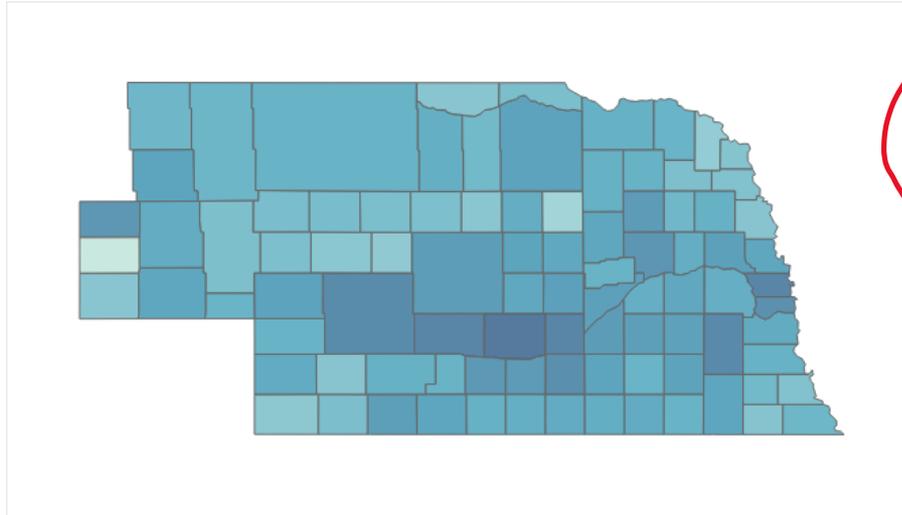
2018
“home
base”

Headcount Enrollment by Nebraska County



Term: Fall 2018 | Career: All | Course Load: All | Gender: All | IPEDS Enrollment Status: All | College: All | Department: All | Primary Major: All

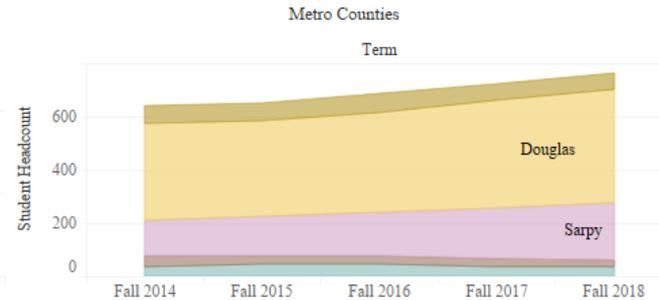
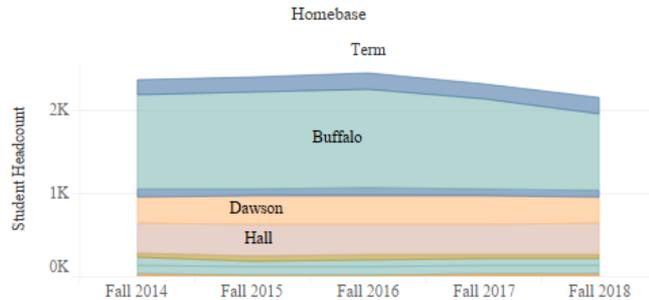
Fall 2018



Top 10 Nebraska Counties

County of Origin	Term	
	Fall 2018	% of Total
Buffalo	920	17.7%
Douglas	422	8.1%
Hall	361	6.9%
Dawson	321	6.2%
Lancaster	298	5.7%
Lincoln	228	4.4%
Sarpy	214	4.1%
Adams	201	3.9%
Platte	114	2.2%
Scotts Bluff	108	2.1%

Trend Enrollment By Metro & Homebase Counties

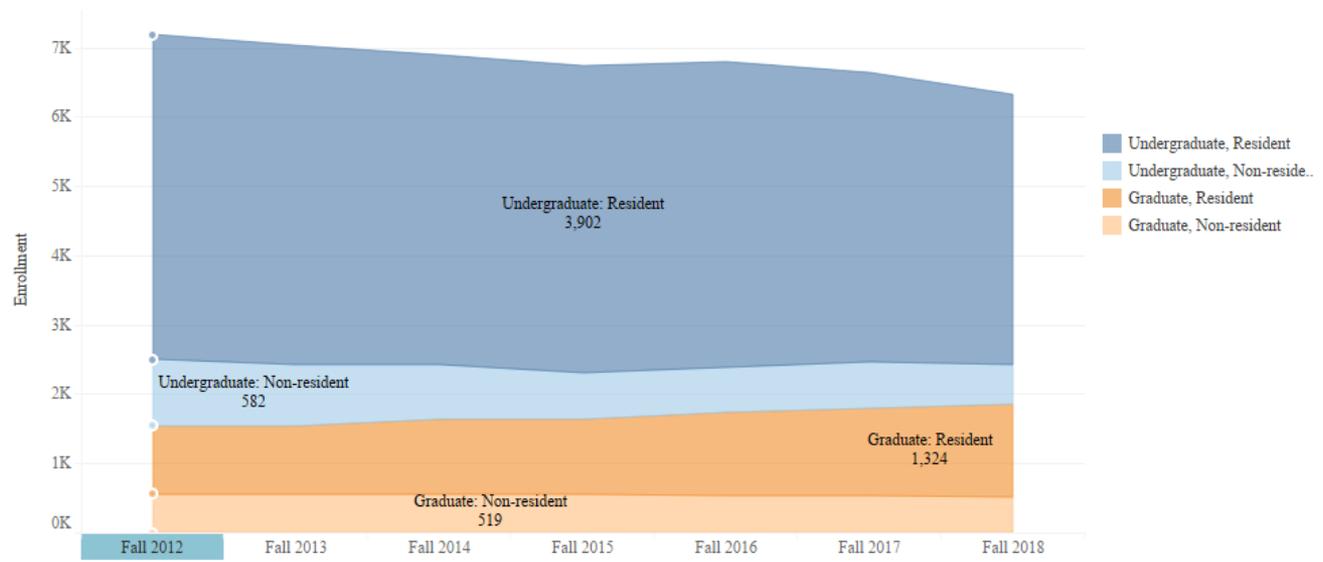


UNK Headcount Enrollment



Term: Multiple values | Category: Career | Sub-category: Residency | College: All | Department: All | Primary Major: All

Category	Sub-category	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Undergraduate	Resident	4,692	4,603	4,485	4,435	4,407	4,187	3,902
	Non-resident	956	899	789	673	649	656	582
	Total	5,648	5,502	5,274	5,108	5,056	4,843	4,484
Graduate	Resident	979	991	1,067	1,082	1,196	1,267	1,324
	Non-resident	558	542	561	557	536	534	519
	Total	1,537	1,533	1,628	1,639	1,732	1,801	1,843
Grand Total		7,185	7,035	6,902	6,747	6,788	6,644	6,327

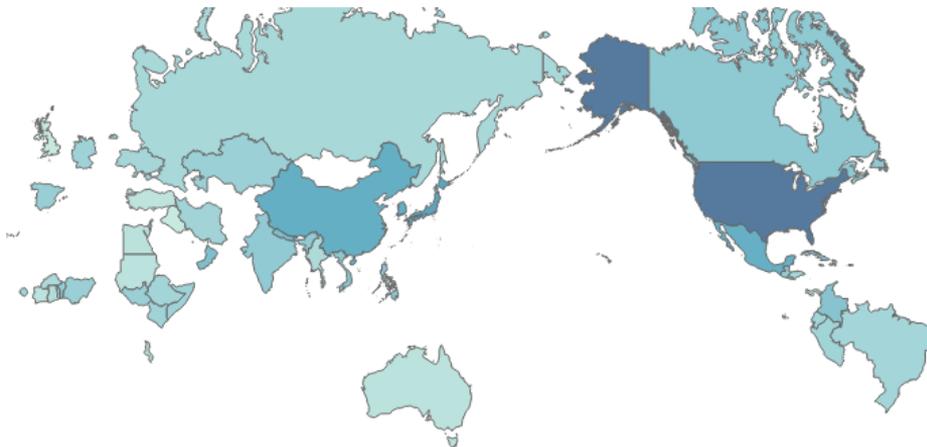


Headcount Enrollment by Country



Term: Fall 2018 | Career: All | Course Load: All | Gender: All | IPEDS Enrollment Status: All | College: All | Department: All | Primary Major: All

Fall 2018



Top Five Countries Fall 2018

	# Students	% of Total ..
United States	5,872	92.8%
Japan	147	2.3%
China	61	1.0%
Korea, Republi..	59	0.9%
Mexico	51	0.8%
Grand Total	6,327	100.0%

All Countries Fall 2018

	# Students	% of Total HC
Australia	1	0.0%
Bahrain	2	0.0%
Benin	3	0.0%
Brazil	1	0.0%
Burkina Fa..	1	0.0%
Canada	13	0.2%
China	61	1.0%
Colombia	5	0.1%
Cote d'Ivoire	1	0.0%
Cuba	9	0.1%
Ecuador	1	0.0%
Egypt	1	0.0%
El Salvador	5	0.1%
England	2	0.0%
Ethiopia	1	0.0%
Germany	2	0.0%
Ghana	1	0.0%
Guatemala	4	0.1%
Haiti	2	0.0%
Honduras	1	0.0%
India	5	0.1%
Iran, Islami..	1	0.0%
Iraq	1	0.0%
Israel	2	0.0%

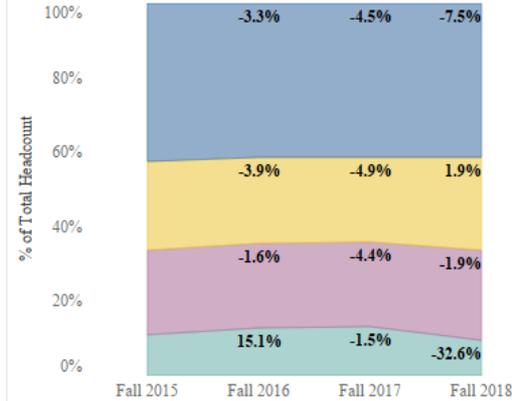
Trend Enrollment By Country

Term	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Antarctica	1	1	1				
Argentina				1			
Australia	1	2		2	2	2	1
Austria	1						
Bahamas	3	3	6	2	3	4	
Bahrain					2	2	2
Belgium	1	2		1		1	
Benin	3	2	1	2	3	3	3
Bermuda			1				
Bhutan	2						
Brazil	1	24	14	5		1	1
Burkina Faso		1					1

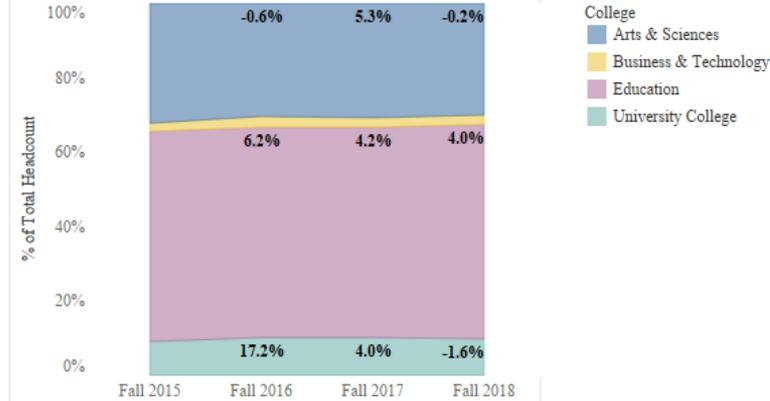
2015-
2018

Enrollment by College and Primary Major (Only one major per student - education endorsements within discipline)

Percent of Undergraduate Students Enrolled by College



Percent of Graduate Students Enrolled by College



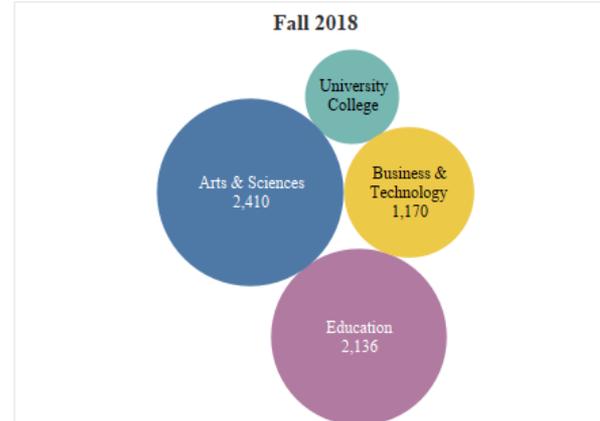
Term: Fall 2018
Career: All
IPEDS Enrollment Status: All

Major Enrollment Snapshot

Top 10 Majors

Primary Major	Headcount
Business Administration Comp	369
Elementary Education Field K-6	345
Deciding	274
Biology Comprehensive	216
Biology Online	216
Business Administration	214
Initial Certification	207
Graduate Non-Degree	181
Pre-Nursing	163
Early Childhood Inclusive	158

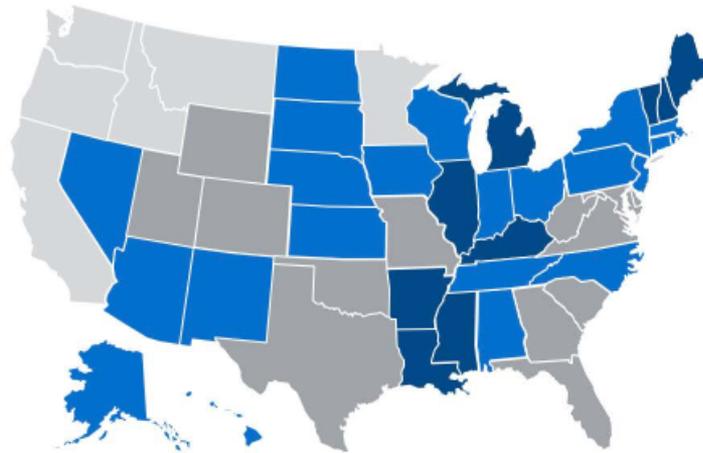
Enrollment by College



Enrollment Landscape Is About to Get Worse

...With Far Fewer Students on the Horizon

Projected Decline in Students Attending Regional Four-Year Colleges and Universities, 2017-2029



Regional:

Research universities and liberal arts colleges ranked outside of Top 100 (USNWR rankings)

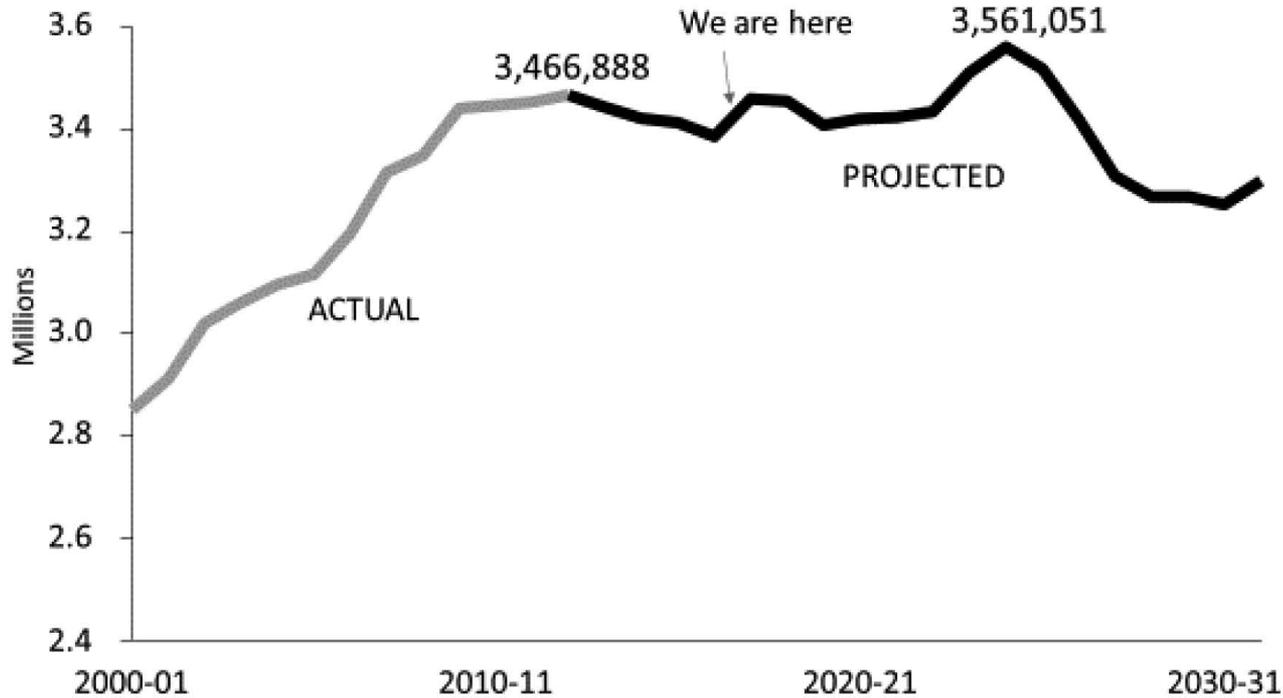
- 0% to 10% growth
- 1% to -9% decline
- 10% to -19% decline
- over -20% decline

Source: National Center for Education Statistics Integrated Postsecondary Education Data System (IPEDS), 2010-2014; Google Trends; Graue, Nathan D., *Demographics and the Demand for Higher Education*, 2017; EAB data and analysis.

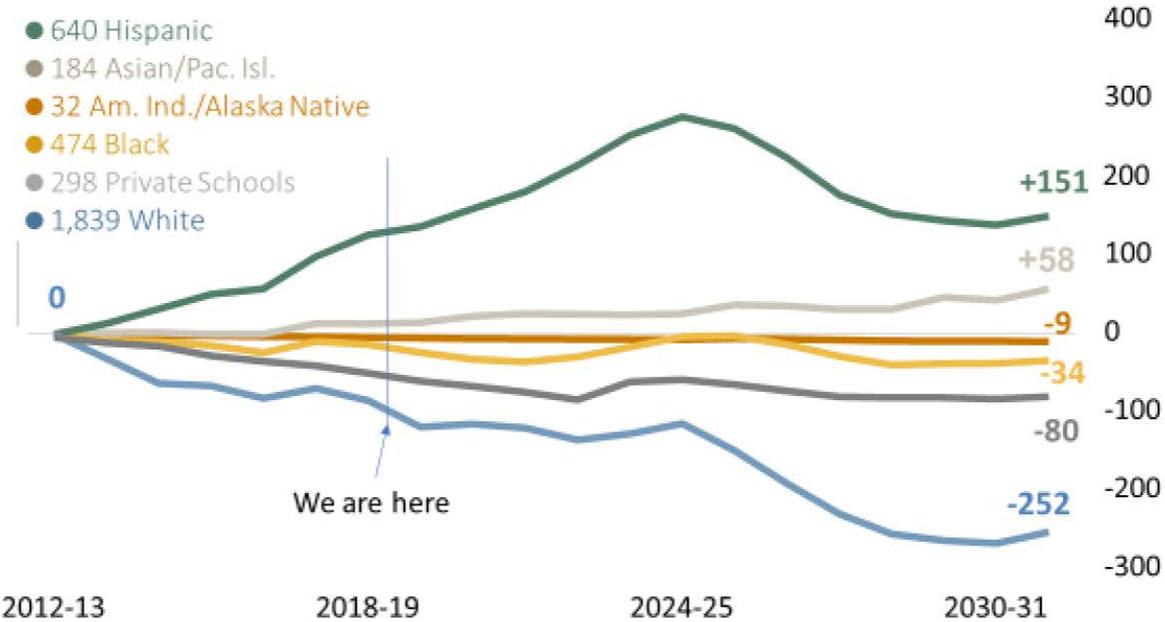
The class of 2025 will mark the beginning of a significant decline in the number of high school graduates in the United States.

This has important implications for higher education institutions.

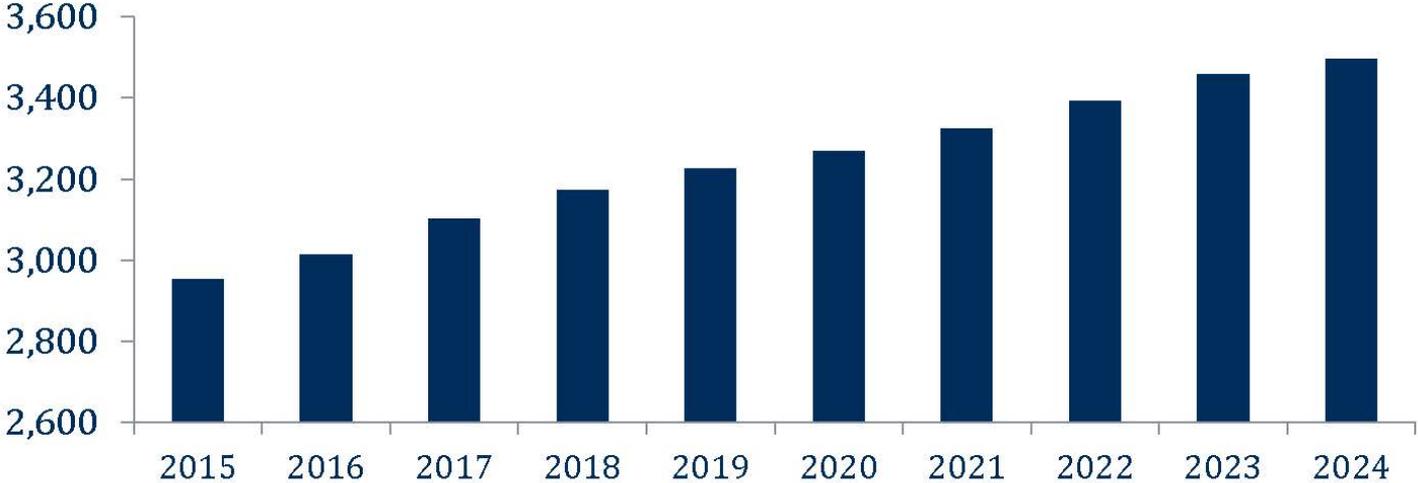
Total U.S. Public and Private High School Graduates, School Years
2000-01 to 2012-13 (Actual) through 2013-14 to 2031-32
(Projected)



U.S. High School Graduates



Graduate enrollment is expected to increase 18% over the next decade, from 2.953 million to 3.495 million

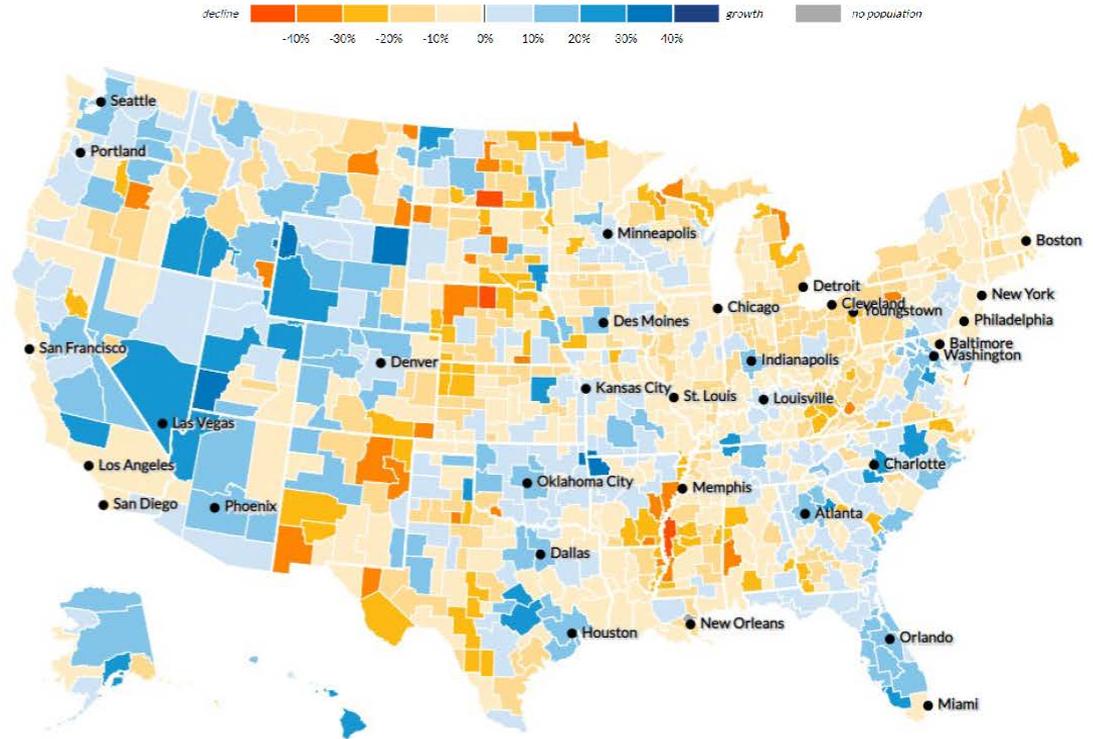


Source: National Center for Education Statistics, U.S. Department of Education.

Where the Students Are ...

Projected population for 0 -19-year-olds, 2010 to 2030

Assumes average birth, average death, and average migration



In the Midwest in 2016, 47% of high school graduates attended a four-year institution and 18% a two-year or other type of institution.

But more than 35% of 2016 high school graduates in the Midwest, about 255,000 students, did not engage in higher education.

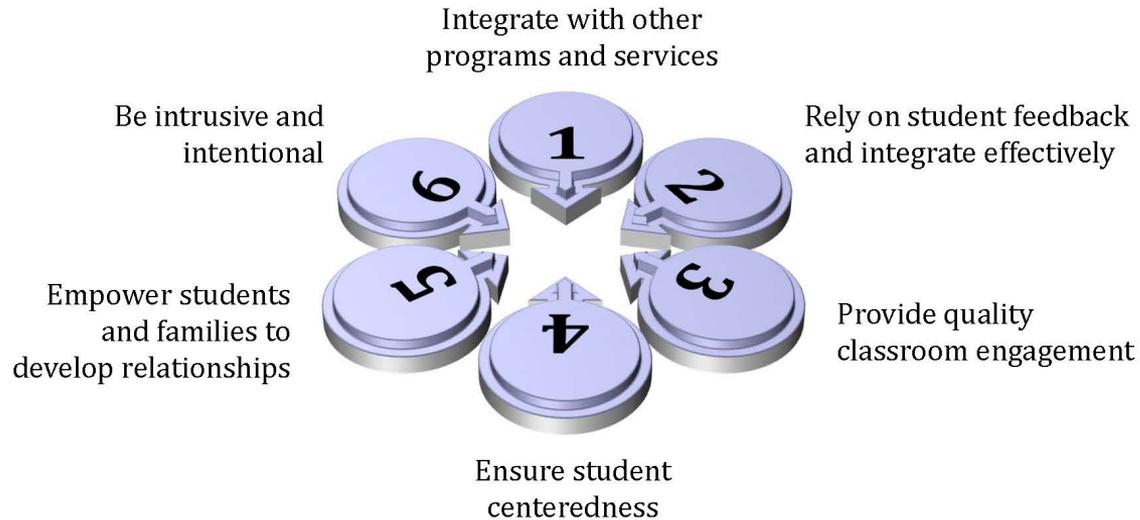
Calculated from WICHE and IPEDS Freshman Migration data for 2016.

Retention rates and graduation rates are an important focus for enrollment management

In addition to recruitment, our plan will emphasize growth in retention rates, graduation rates and improving rates for specific student cohorts



Six guiding principles for effective retention efforts



Of entering students...

Increasing persistence, retention, and completion

21% **question the value** of earning a college degree

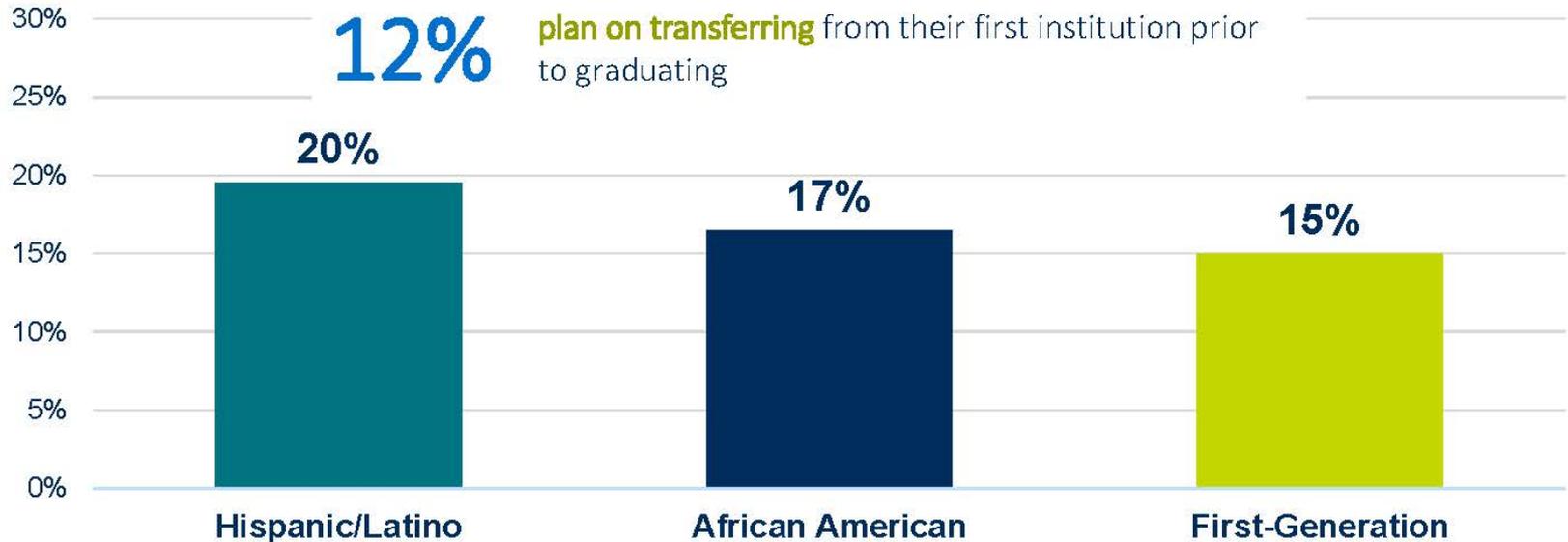
20% **plan to work more** than 20 hours per week
while going to school full-time

65% **would like more information** on scholarships



Of entering students...

Increasing persistence, retention, and completion



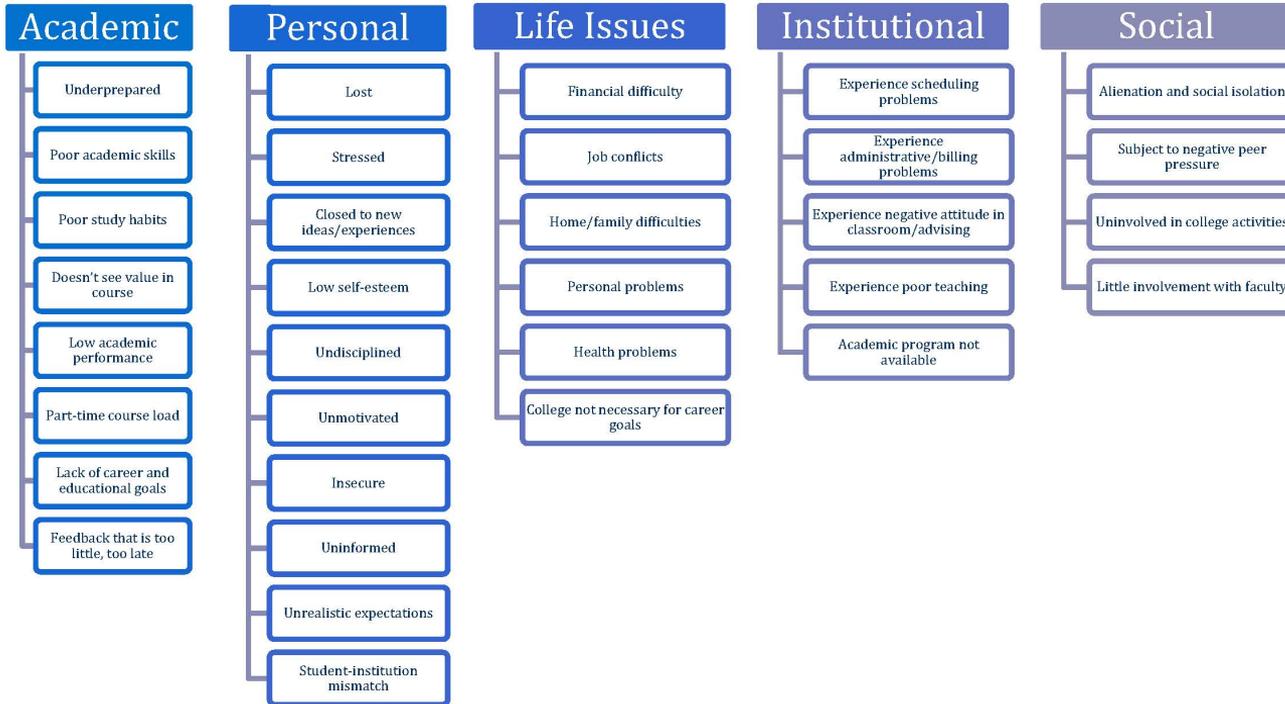
Characteristics of successful retention programs

- Collect, compile, and analyze pertinent retention data (persistence, progression, retention, and completion) and research.
- Implement early identification/alert and intervention strategies.
- Commit to both “front-loading” and “progressive responsibility” philosophies and strategies.
- Concentrate energies on the importance of the teaching and learning process.
- Emphasize a deliberate strategy of student engagement and involvement.
- Address students’ affective and cognitive needs.
- Create programs and services based on meeting students’ individual needs and differences.
- Develop a student-centered institution.
- Monitor (on a systematic basis) student expectations and levels of satisfaction.
- Establish an organizational structure/mechanism of life and learning issues, and an institutional change process.

Theoretical framework for retention management



Common risk elements



UNK's first-year persistence rate* in 2017 to 2018 was **80%**

4-year graduation rate was **36.1%** (2014 freshman-2018 grad)

6-year graduation rate was **58.4%** (2012 freshman-2018 grad)

*Student returned for
second year

The plan



Avoid "excessive activity syndrome"



Activity-Oriented	Results-Oriented
<ul style="list-style-type: none">• Redefining problems/issues	<ul style="list-style-type: none">• Recommending specific actions to address problems/issues
<ul style="list-style-type: none">• Failing to set priorities	<ul style="list-style-type: none">• Establishing top priorities
<ul style="list-style-type: none">• Focusing on trivial and non-critical problems/issues	<ul style="list-style-type: none">• Selecting the problems/issues that are the most important and that make the biggest difference
<ul style="list-style-type: none">• Working to improve too many procedures simultaneously	<ul style="list-style-type: none">• Working to improve a small number of critical processes
<ul style="list-style-type: none">• Over-analyzing and disputing the data	<ul style="list-style-type: none">• Using the data to develop plans

Enrollment Management Plan 2009



- Strategy 1 – Colorado Recruitment
- Strategy 2 – Alumni Outreach
- Strategy 3 – Collaborative intra-campus partnerships
- Strategy 4 – Communications with HS counselors
- Strategy 5 – Communications with parents
- Strategy 6 – Daily campus visit program
- Strategy 7 – Minority student recruitment
- Strategy 8 – HS visits/college fairs
- Strategy 9 – HS visits in spring
- Strategy 10 – Recruit high-achieving students

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Enrollment Management Plan 2009



- Strategy 11 – Increase freshman and transfer inquiries
- Strategy 12 – increase prospective student visits to UNK
- Strategy 13 – Recruitment of students from Kansas
- Strategy 14 – Recruit prospective students from Omaha/Lincoln
- Strategy 15 – Outreach to Kearney High
- Strategy 16 – Out of state recruitment (excluding CO/KS)
- Strategy 17 – Personal communications with prospective students
- Strategy 18 – Qualify and grade students
- Strategy 19 – Increase CC transfers
- Strategy 20 – increase web presence and inquiries

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Enrollment GOALS 2009-2020



- Increase overall university headcount enrollment to **7,200**
- Increase overall university headcount enrollment of non-resident domestic students to **930**
- Increase the number of international students by 7.2% each year to an overall headcount enrollment of **520**
- Increase enrollment of first time, full time degree seeking international students to **99**
- Increase enrollment of first-time, full-time freshmen annually to **1,100**
- Increase overall university headcount enrollment of undergraduate transfer students to **450**

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- Increase overall university headcount enrollment of graduate students to **1,766**
- Increase racial and ethnic diversity of the student body to **15 percent (1080 of 7,200)**
- Increase freshman to sophomore retention rate to **85%**
- Increase sophomore to junior retention rate to **93.0%**
- Increase 4-year graduation rate to **30%**
- Increase 6-year graduation rate to **60%**
- Increase enrollment of top quartile of Nebraska high school students to **50%**
- Increase the overall head count enrollment of Hispanic students to **13 percent of student body (936 of 7,200)**
- Increase enrollment of distance education only students annually by **50** students to an enrollment of **1,902**

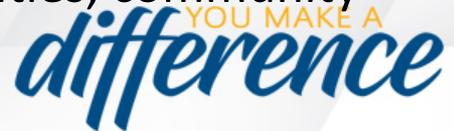
UNK Strategic plan – check-in



Goal 1: Academic Quality. Faculty and staff will ensure ongoing review and continuous improvement of the curriculum across all academic programs on campus.

1E. Expand undergraduate and graduate online offerings in areas of strength and demand to provide greater access to quality UNK programs and market/recruit aggressively.

1C. Expand innovative curricular initiatives (e.g., stackable credentials, certificate programs, 2 + 2 articulation agreements, and internships) in collaboration with other NU campuses, public or state universities, community colleges, and the corporate sector.



Goal 2: Access and Success. Increase recruitment and enhance support for student success.

Strategies and Implementation Priorities:

2A. Increase recruitment of a quality, diverse student body through holistic enrollment management

- Elevate expectations for every unit/member of the campus community to embrace the critical role each plays in recruiting/retaining students—emphasizing engagement, positive interactions, and mutual respect.
- Evaluate and enhance all aspects of recruitment (e.g., Admissions & Financial Aid strategies, campus tours and academic department visits, marketing/messaging, transfer processes).
- **Deploy targeted initiatives to increase enrollments of transfer, minority, and international students** and increase presence in specific Nebraska schools with strong academic programs and high number of quality graduates.

Strategic plan



2B. Increase retention of a quality, diverse student body through holistic enrollment management.

- Emphasize professional engagement with students and improved responsiveness and **customer service** in all offices and functions.
- Enhance the **quality of advising** (faculty and staff) through improved formal training, by developing common measures of student satisfaction with advising, and explore recognition of advising performance as a component of evaluation.
- Enhance **Military and Veteran services** and support.
- Implement best practices and policies to promote student success and timely degree completion.
- Improve readiness of first-term freshmen **"Admitted by Review"** by creating/offering a series of 1-hour Learning Skills courses that are specific to areas of concern.
- Improve Freshman to Sophomore retention rate by deploying **intensive early/often advising** interventions.
- Develop a **career education module** for students that is accessible through MyBlue.

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Strategic plan



2C. Enhance support and marketing for signature programs/initiatives with campus-wide reach that positively impact student recruitment, retention, success and academic quality including the Honors Program, Undergraduate Research, Thompson Scholars Learning Community, Kearney Bound Scholars.

2D. Enhance support for diverse University activities and events that enrich the community and cultural life of the Kearney area, state, region, and beyond.

- Increasingly integrate themes of global engagement and cultural competency in academic programs and across campus and promote cross-cultural interaction between students from different backgrounds.
- Enhance students' global engagement by increasing Study Abroad Programs (long- and short-term programs) and continue to promote Service Learning and Community Outreach opportunities.
- Develop and support a comprehensive vision for UNK as a cultural hub for, for example, the fine and performing arts, museums, festivals, symposia/conferences, civic engagement, and public discourse.
- Develop strategic plan for intercollegiate athletics, to provide sustainable framework for student-athletes' competitive and academic success, and enhance relationships/affinity with students, employees, alumni, and community.

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4A. Annually generate revenue necessary to offer competitive compensation, maintain and replace facilities, and invest in technology and infrastructure, student services, and general institutional needs.

- Enhance recruitment and retention of students to increase credit-hour production/tuition net revenue.
- **Optimize course offerings/scheduling/enrollments** to increase credit hour production/tuition net revenue.
- **Enhance current/Develop new on-campus and online programs in areas of strength/demand and market and recruit aggressively.**

4C Enhance UNK's brand and reputational identity across the state, region, and nation.

- Operationalize plans for integrated marketing/branding/communications, unique to UNK while complimentary to the NU "One University Four Campuses" theme, to tell our University's story and aggressively promote the strategic priorities outlined in this document.
- Build on increasingly successful alumni engagement initiatives and tracking of graduates to deepen alumni affinity and engagement with campus to enhance recruiting, fundraising, and experiential learning and internship opportunities.

Exercise



Looking at students as people first (student-focused)
Are we overlooking populations for growth and support?
Develop a teamwork mindset

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Enrollment Management 2.0



Overview of vision and plan-development for 2020

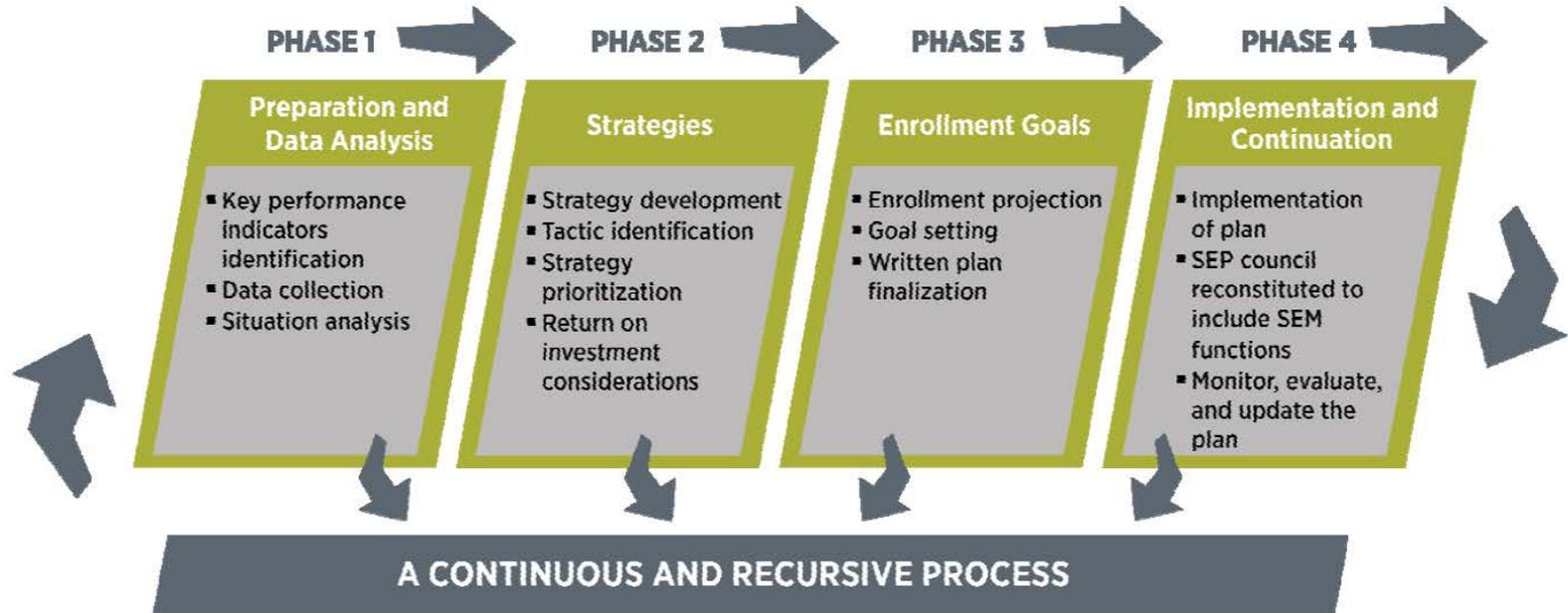
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Strategic enrollment planning is a continuous and data-informed process that. . .

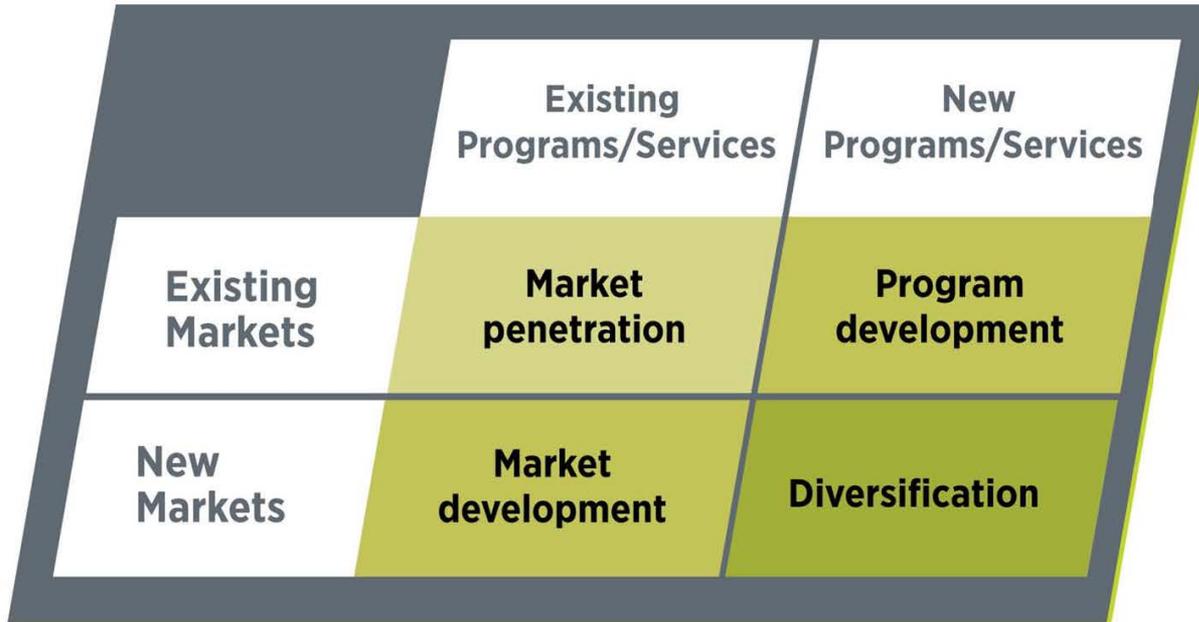
- Provides realistic, quantifiable goals;
- Uses a return-on-investment (ROI) and action item approach; and
- Aligns the institution's mission, current state, and changing environment
...

...to foster planned long-term enrollment and fiscal health.

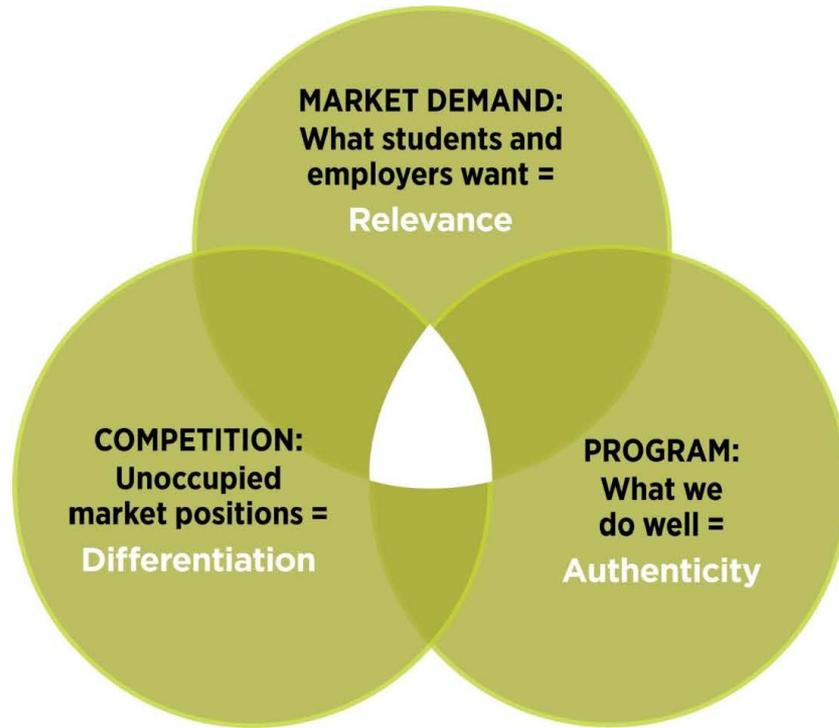
Phases of Strategic Enrollment Planning



Enrollment Growth Strategy Matrix



Competition, market demand, program strength



Strategic Enrollment Planning Involves. . .



- **Program** (academic, co-curricular, services, support)
- **Place** (on-site, off-site, online, hybrid)
- **Price and Revenue** (tuition, fees, discounts, incentives)
- **Promotion** (marketing, recruitment, web presence)
- **Purpose and Identity** (mission, distinctiveness, brand)
- **Process** (data-informed, integrated planning)

Jim Borsig recommendations:



- Maintain well-structured campus enrollment management organizations led by chief enrollment management officer(s)-undergraduate, graduate, and retention
- Maintain engaged & empowered enrollment management councils that formally recommend enrollment goals
- Strengthen sophisticated enrollment research capacity
- Ensure clear academic pathways to support enrollment goal
- Collaborative audit of campus student recruitment & retention practices
- Scholarships & remissions strategy should explicitly support adopted campus enrollment goals and be annually evaluated

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Borsig recommend cont'd



- One-time “academic momentum” grants for at-risk first-year students
- One-time “finish line” grants for students near graduation who have exhausted need-based aid
- Increase enrollment and housing occupancy by continuing to use housing remissions for targeted student markets. Consider housing remissions to increase summer enrollment.



What is SEM? Comprises:



- Institutional characteristics, mission and priorities
- Optimal enrollment (number, quality, diversity)
- Recruitment
- Registration and records – business transactions, customer service/experience
- Costs – tuition, fees, financial aid
- Retention
- Marketing
- Career counseling and development
- Academic advising
- Curricular and program development
- Program delivery methods
- Quality of campus life and facilities
- Research and institutional data/analysis

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Vision



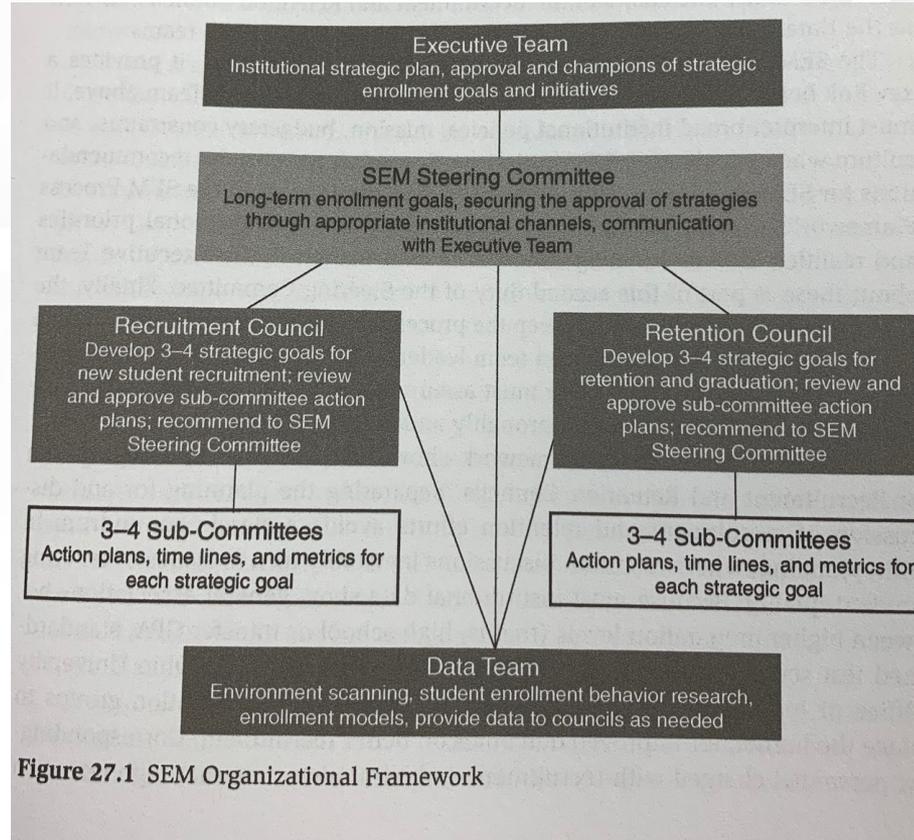
SEM Task Force = EM Council

Co-chairs: Kelly, Gilbert

**Enrollment Management =
Recruitment, Retention, Revenue
(with Research)**

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SEM working group/process



Hossler/Bontrager
2014

Figure 27.1 SEM Organizational Framework

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The plan will be...



Simple, focused, easy to understand

Collaborative

Student-focused

Realistic and sustainable

Measurable

“The **process will jump-start enthusiasm**. ‘*We’re doing something!*’ Get all the stuff on the table and address it. Someone will raise an issue but not know the root cause. Everyone gets an opportunity to participate. Resolve barriers. Once people become involved they are jumping on board.” - Borsig

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SEM THEME 1: DATA, TECHNOLOGY & SYSTEMS

Observations

- The **lack of transparency around recruitment and retention strategies and data** resulted in numerous technology systems and shadow data systems.
- It is difficult to access data from a standardized, centralized system to inform **decision-making**. There is a **lack of confidence** in the data currently collected.
- Without full access or functionality to (or a deeper training of) Talisma and SSC, Colleges have created home-grown databases, leading to **redundancies in prospective student outreach** and diminished collaboration.
- **Data and technology-related policies, procedures, and approvals** were historically not a priority, resulting in the lack of a campus-wide approach to **data and system governance**.

Goals

- 1.A. Establish appropriate data governance, data warehouse, and Business Intelligence tools to **support data driven decision-making**.
- 1.B. **Capture, store, analyze, and report on data** in a streamlined, transparent, and consistent fashion.
- 1.C. Deploy a **centralized student CRM system** to foster collaboration campus-wide to enhance recruitment, enrollment, and student success.
- 1.D. **Utilize data to holistically support students** and inform interventions as students progress through the student lifecycle.
- 1.E. Enact policies and procedures to reinforce student-centered technologies and **ensure campus-wide adoption and compliance**.

SEM THEME 2: FINANCIAL SUSTAINABILITY

Observations

- **Cost and Affordability** are the top concerns among prospective students and their families.
- The average tuition and fees for a K-State student has **increased 26% since 2012**.
- The **average institutional gift award** for domestic, first-time students **increased 48%** since Fall 2012, while the **cohort size dropped** by 11%.
- **Total net tuition revenue** for domestic, first-time freshmen has **increased 5%** since Fall 2012.
- K-State's institutional scholarship renewal criteria is **out of line with its peer institutions**.

Goals

- 2.A. **Address the barriers of cost and affordability** to prospective and current students so KSU remains a competitive option.
- 2.B. **Reduce the levels of unmet need** for enrolled students to support retention, persistence to graduation, and overall student success.
- 2.C. Design a scholarship strategy **that meets market expectations and aligns with institutional enrollment priorities**.
- 2.D. **Optimize** the current institutional aid budget to **increase headcount and maximize net tuition revenue**.
- 2.E. **Increase cohort retention and graduation rates** by establishing a targeted retention grant program.

SEM THEME 3: MARKETING & COMMUNICATIONS

Observations

- Internal communications between DCM and other KSU units (Global, Graduate, Colleges, International, Athletics, etc.) have not been historically prioritized, leading to **inconsistent messaging and branding**.
- Prospective student **marketing tends to be a one-size-fits-all** approach.
- K-State's prominent branding message, "**The Wildcat Way**", focuses on campus culture and the tenants of tradition and family. There is **less emphasis on academics, affordability, and a connection to career outcomes**.
- KSU communications are **heavily reliant upon traditional methodology**, such as print publications and mailers, in comparison to digital media.

Goals

- 3.A. Create a **unified brand and messaging strategy** across these units by building buy-in from stakeholders and develop specific execution strategies for each unit.
- 3.B. Develop a more **sophisticated marketing approach, target specific geographic areas and student demographics**, and deliver a more **customized student experience to grow a larger applicant pool**.
- 3.C. While current messaging resonates well with in-state, legacy, white, prospective students, K-State must market itself to **attract a more diverse audience**.
- 3.D. Allocate resources to **develop a stronger digital presence** to help penetrate less traditional, more modern markets.

Strategic Enrollment Management Plan



Timeline and outline of process

- **July 15 – SEM Working Group ID'd, invited to open forum**
 - SEM and EMM webpages deployed
- **Aug. 5 – Campuswide open forum**
 - Solicit ideas, initiate brainstorm and develop themes
 - Assign task forces/sub-committees to align with themes
- **Aug. 26 – Begin committee work, identify key data/research**
- **Sept. 16 – First SEM working group “report out”**
 - Identify beginning strategies and get feedback



Strategic Enrollment Management Plan



Timeline and outline of process/2

- Sept. 30 - circulate draft 1 for feedback
- Oct. 14 – SEM Working Group meet for development of final draft
- Oct. 28 - forward to Cabinet for review and adoption
 - Publish and begin “dashboard” reporting on data points to track progress



Strategic Enrollment Management Plan



Timeline and outline of process/3

- **January 2020 – Begin process for systematic evaluation on KEIs and develop calendar for evaluation and adjustment**
 - Review fall 2019 recruitment and retention goals, adjust
 - Update and set fall 2020 recruitment goals
 - Review budget/remissions models

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Communication and Buy-In

- Regular campus updates
- Transparency
- Broad participation
- Opportunities for input
- Honest and regular outcomes reporting



Sources



Ruffalo Noel Levitz national conference 2019

UNK Factbook and institutional data 2019

College Board

Jim Borsig, PhD

“Handbook of Strategic Enrollment Management,” Hossler/Bontrager, AACRAO, Jossey-Bass, 2015

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Feedback – all is welcome



Encourage co-workers to be involved

Stay updated at <http://www.unk.edu/enrollment-management-marketing/index.php>

Feedback/idea form on site

Future forum – come again

Kelly/Gilbert will give presentations and hear ideas throughout August-September

Everyone is needed to help increase enrollment

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