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
Enrollment At A Glance

Just 2018

All Students: All College
6,327

Residency
- Resident: 82.6%
- Non-resident: 17.4%

Gender
- Female: 61.5%
- Male: 38.4%

Age
- 24 and Below: 67.0%
- 25 and Above: 32.4%

Course Load
- Full-time: 65.6%
- Part-time: 33.4%

Enrollment Status
- New: 33.5%
- Continuing: 71.1%

Demographic Trends
All Students: All College

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

<table>
<thead>
<tr>
<th>State</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado</td>
<td>100</td>
</tr>
<tr>
<td>Kansas</td>
<td>64</td>
</tr>
<tr>
<td>Iowa</td>
<td>59</td>
</tr>
<tr>
<td>California</td>
<td>47</td>
</tr>
<tr>
<td>Illinois</td>
<td>36</td>
</tr>
<tr>
<td>Florida</td>
<td>34</td>
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<tr>
<td>Texas</td>
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</tr>
<tr>
<td>Missouri</td>
<td>33</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>27</td>
</tr>
<tr>
<td>Minnesota</td>
<td>26</td>
</tr>
</tbody>
</table>
2018
“home base”
### UNK Headcount Enrollment

<table>
<thead>
<tr>
<th>Category</th>
<th>Sub-category</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>Resident</td>
<td>4,692</td>
<td>4,605</td>
<td>4,485</td>
<td>4,435</td>
<td>4,407</td>
<td>4,187</td>
<td>3,902</td>
</tr>
<tr>
<td></td>
<td>Non-resident</td>
<td>956</td>
<td>899</td>
<td>789</td>
<td>673</td>
<td>649</td>
<td>656</td>
<td>592</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>5,648</td>
<td>5,502</td>
<td>5,274</td>
<td>5,108</td>
<td>5,056</td>
<td>4,843</td>
<td>4,484</td>
</tr>
<tr>
<td>Graduate</td>
<td>Resident</td>
<td>979</td>
<td>991</td>
<td>1,067</td>
<td>1,082</td>
<td>1,196</td>
<td>1,267</td>
<td>1,324</td>
</tr>
<tr>
<td></td>
<td>Non-resident</td>
<td>558</td>
<td>542</td>
<td>561</td>
<td>557</td>
<td>536</td>
<td>534</td>
<td>519</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,537</td>
<td>1,533</td>
<td>1,628</td>
<td>1,639</td>
<td>1,732</td>
<td>1,801</td>
<td>1,843</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>7,185</td>
<td>7,035</td>
<td>6,902</td>
<td>6,747</td>
<td>6,788</td>
<td>6,544</td>
<td>6,327</td>
</tr>
</tbody>
</table>

### Graphical Representation

- **Undergraduate, Resident**: 3,002
- **Undergraduate, Non-resident**: 582
- **Graduate, Resident**: 1,534
- **Graduate, Non-resident**: 519
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

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

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

1. Integrate with other programs and services
2. Be intrusive and intentional
3. Rely on student feedback and integrate effectively
4. Empower students and families to develop relationships
5. Provide quality classroom engagement
6. Ensure student centeredness
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*

- **12%** plan on transferring from their first institution prior to graduating.
- **20%** Hispanic/Latino
- **17%** African American
- **15%** First-Generation
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

Who? Which strategies?
Success strategies during enrollment process
(transition to the campus community; assists with yield)

Who? Which strategies?
Success strategies during year one
(affiliation, engagement, integration, transition;
assists with first-year retention outcomes)

Who? Which strategies?
Success strategies during year two
(academic affiliation, career, experiential learning;
assists with second-year outcomes)

Who? Which strategies?
Success strategies in years three and four
(academic satisfaction, career, and graduate school transition;
assists with on-time completion)

Etc.
Graduation/completion
Common risk elements

**Academic**
- Underprepared
- Poor academic skills
- Poor study habits
- Doesn’t see value in course
- Low academic performance
- Part-time course load
- Lack of career and educational goals
- Feedback that is too little, too late

**Personal**
- Lost
- Stressed
- Closed to new ideas/experiences
- Low self-esteem
- Undisciplined
- Unmotivated
- Insecure
- Uninformed
- Unrealistic expectations
- Student-institution mismatch

**Life Issues**
- Financial difficulty
- Job conflicts
- Home/family difficulties
- Personal problems
- Health problems
- College not necessary for career goals

**Institutional**
- Experience scheduling problems
- Experience administrative/billing problems
- Experience negative attitude in classroom/advising
- Experience poor teaching
- Academic program not available

**Social**
- Alienation and social isolation
- Subject to negative peer pressure
- Uninvolved in college activities
- Little involvement with faculty
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

- Institutional Strategic Plan
- Strategic Enrollment Plan
- Annual Marketing / Recruitment Plan
- Annual Retention Plan
- Clear Goals
- Key Strategies
- Detailed Action Plans: Objectives, Timetables, Responsibility, Budgets, Evaluation
Avoid “excessive activity syndrome”

<table>
<thead>
<tr>
<th>Activity-Oriented</th>
<th>Results-Oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Redefining problems/issues</td>
<td>• Recommending specific actions to address problems/issues</td>
</tr>
<tr>
<td>• Failing to set priorities</td>
<td>• Establishing top priorities</td>
</tr>
<tr>
<td>• Focusing on trivial and non-critical problems/issues</td>
<td>• Selecting the problems/issues that are the most important and that make the biggest difference</td>
</tr>
<tr>
<td>• Working to improve too many procedures simultaneously</td>
<td>• Working to improve a small number of critical processes</td>
</tr>
<tr>
<td>• Over-analyzing and disputing the data</td>
<td>• Using the data to develop plans</td>
</tr>
</tbody>
</table>
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
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
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**
• Increase overall university headcount enrollment of graduate students to 1,766
• Increase racial and ethnic diversity of the student body to 15 percent (1,080 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
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.
Strategic plan

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.
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.
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.
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
Enrollment Management 2.0

Overview of vision and plan-development for 2020
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

PHASE 1: Preparation and Data Analysis
- Key performance indicators identification
- Data collection
- Situation analysis

PHASE 2: Strategies
- Strategy development
- Tactic identification
- Strategy prioritization
- Return on investment considerations

PHASE 3: Enrollment Goals
- Enrollment projection
- Goal setting
- Written plan finalization

PHASE 4: Implementation and Continuation
- Implementation of plan
- SEP council reconstituted to include SEM functions
- Monitor, evaluate, and update the plan

A CONTINUOUS AND RECURSIVE PROCESS
Enrollment Growth Strategy Matrix

<table>
<thead>
<tr>
<th></th>
<th>Existing Programs/Services</th>
<th>New Programs/Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Markets</strong></td>
<td>Market penetration</td>
<td>Program development</td>
</tr>
<tr>
<td><strong>New Markets</strong></td>
<td>Market development</td>
<td>Diversification</td>
</tr>
</tbody>
</table>
Competition, market demand, program strength

MARKET DEMAND:
What students and employers want = Relevance

COMPETITION:
Unoccupied market positions = Differentiation

PROGRAM:
What we do well = Authenticity
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
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
Vision

SEM Task Force = EM Council
Co-chairs: Kelly, Gilbert

Enrollment Management = Recruitment, Retention, Revenue (with Research)
Figure 27.1 SEM Organizational Framework
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
The plan

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.

3.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

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.

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

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KSU communications are heavily reliant upon traditional methodology, such as print publications and mailers, in comparison to digital media.

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
Strategic Enrollment Management Plan

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
Feedback – all is welcome

Encourage co-workers to be involved
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