Utilizing Strategic Enrollment Management to Shape Enrollment

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Presentation: wtamu.edu/garcia
Biography

Vice President for Enrollment Management
West Texas A&M University - Since 2007

Past President of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) - 2015-16

Enrollment Management Consultant
Ruffalo Noel Levitz - Since 2003

- EDP University (Puerto Rico)
- McNeese State University
- Minnesota State University at Mankato
- Montana State University at Billings
- Montana State University at Havre
- Olds College (Alberta, Canada)
- Pacific Northwest College of Art
- Santa Fe University of Art and Design
- Southern University at Baton Rouge
- University of Arizona
- University of Nebraska at Kearney
- University of Nebraska at Omaha
Strategic Enrollment Management

Definition 1

• “A concept and process that enables the fulfillment of institutional mission and students’ educational goals.” (Bontrager 2004)

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Strategic Enrollment Management

Definition 2

• Align organization with the environment and student interests to promote stability, sustainability, growth, and/or excellence (Ruffalo Noel Levitz)
Strategic Enrollment Management
Definition 3

• “SEM means using data to make decisions about enrollment management. It is looking at your environment, studies and surveys, enrollment trends, and goals of the university in order to make these decisions.” (Dan García)

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So here are some further definitions for the things mentioned:

**Environment** – Things like demand for higher education in Puerto Rico, demand for certain programs of study, and the competition.

**Studies and Surveys** – What students say they want and need (prospective students, current students, recent graduates), workforce data from the government, and which of your academic programs have room to expand/grow?

**Enrollment Trends** – What programs are enrolling the most students, where are applications originating (which high schools or other universities), and how many applications you are receiving?

**Goals of the University** – The goals outlined in your Strategic Plan, your mission, your aspirations.
Traditional Planning

- Set goals... *then* develop steps to achieve those goals

Strategic Planning

- Use available data about the environment and what is possible + desired ...*then* set goals
Introduction

1. Why a Strategic Enrollment Plan?
2. The Strategic Enrollment Planning Process
3. Concepts
4. Considerations for Active Plan and Successful Implementation
1

Why Plan?
My institution has a written, long-range strategic enrollment plan

<table>
<thead>
<tr>
<th>Type of institution</th>
<th>Percent of respondents in agreement</th>
<th>Yes and it’s of excellent quality*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-year private *</td>
<td>61.6%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Four-year public *</td>
<td>61.2%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Two-year public **</td>
<td>65.1%</td>
<td>9.3%</td>
</tr>
</tbody>
</table>

*Indicates the percentage of respondents who rated the quality of their plan “excellent” as opposed to “good,” “fair,” “poor,” or “no” (nonexistent)
Projected change in numbers of new high school graduates 2011-12 to 2021-22

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History and Projections

• Puerto Rican population dropped from 2.8 million in 2000 to 2.7 million in 2010

• The median age is 36 (it is 27 for all Latinos in the US)

• High school enrollment has dropped from 31,000 to 25,000 in the last ten years.

• 18-24 year olds is dropping: 428,000 in 2002, down to 376,000 in 2012

• College enrollments increased among 18-24 year olds during this time: 250,000 in 2012 vs. 191,000 in 2002

• Number of high school graduates projected to decrease by 3% in next ten years (*a really rough estimate.*)

• About 300 high school graduates for every college/university
Median cost to recruit a single student

<table>
<thead>
<tr>
<th>Type</th>
<th>Median Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-year private</td>
<td>2,232</td>
</tr>
<tr>
<td>Four-year public</td>
<td>578</td>
</tr>
<tr>
<td>Two year public*</td>
<td>118</td>
</tr>
</tbody>
</table>

*Limited sample size for this sector.

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2016 Cost of Recruiting an Undergraduate Student: Benchmarks for Four-Year and Two-Year Institutions
Average net revenue per student (tuition, fees, room, and board)
Percentage of students satisfied or very satisfied with their overall experience

- Four-year privates: 52%
- Four-year publics: 53%
- Community colleges: 62%
- Career schools: 66%
## Financial Aid and Billing Policies

### Table 3: Financial aid and billing policies and student satisfaction

<table>
<thead>
<tr>
<th>Survey item / student ratings</th>
<th>Four-year privates</th>
<th>Four-year publics</th>
<th>Community colleges</th>
<th>Career schools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adequate financial aid is available for most students.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance to students</td>
<td>85%</td>
<td>84%</td>
<td>83%</td>
<td>87%</td>
</tr>
<tr>
<td>Student satisfaction</td>
<td>46%</td>
<td>46%</td>
<td>59%</td>
<td>63%</td>
</tr>
<tr>
<td>Gap</td>
<td>39%</td>
<td>38%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Financial aid awards are announced in time to be helpful in college planning.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance to students</td>
<td>82%</td>
<td>82%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Student satisfaction</td>
<td>49%</td>
<td>46%</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Gap</td>
<td><strong>33%</strong></td>
<td><strong>36%</strong></td>
<td><strong>29%</strong></td>
<td><strong>29%</strong></td>
</tr>
<tr>
<td><strong>Financial aid counselors are helpful.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance to students</td>
<td>81%</td>
<td>80%</td>
<td>81%</td>
<td>87%</td>
</tr>
<tr>
<td>Student satisfaction</td>
<td>50%</td>
<td>45%</td>
<td>53%</td>
<td>63%</td>
</tr>
<tr>
<td>Gap</td>
<td>31%</td>
<td>35%</td>
<td>28%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Billing policies are reasonable.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance to students</td>
<td>78%</td>
<td>78%</td>
<td>79%</td>
<td>82%</td>
</tr>
<tr>
<td>Student satisfaction</td>
<td>39%</td>
<td>42%</td>
<td>60%</td>
<td>58%</td>
</tr>
<tr>
<td>Gap</td>
<td>39%</td>
<td>36%</td>
<td>19%</td>
<td>24%</td>
</tr>
</tbody>
</table>
The Strategic Enrollment Planning Process
Effective Organizational Models

Strategic Plan

Mission

Vision

Institutional Effectiveness

Strategic Enrollment Plan

KPI

Strategies

Enrollment Goals

Annual Plans

Marketing

Recruitment

Retention
Strategic enrollment planning is a comprehensive, information-based and ongoing process that:

- Identifies, evaluates, and modifies strategies and enrollment goals; and
-Effectively addresses the following elements:

1. How the institution serves students, both currently and in the future
2. The institution’s mission, goals, and capabilities
3. A changing marketplace and environment
In summary, strategic enrollment planning is a complex and organized effort to connect:

- Mission
- Current State
- Changing Environment

Long-term Enrollment and Fiscal Health
Ruffalo Noel Levitz Approach to Develop a Strategic Enrollment Plan

Communication is key to success

Data Analysis
- Form Strategic EM Council
- Preparation
- Data Collection
- Key Performance Indicators
- Situation Analysis

Strategies
- Strategy Development
- Tactics Identified
- Strategy Prioritization
- ROI Considerations

Enrollment Goals
- Enrollment Projection
- Goal-Setting
- Establish Evaluation and Modification Procedures

Implementation
- Finalize Written Plan
- Implementation of Plan
La comunicación es la clave del éxito

Ruffalo Noel Levitz Approach

Análisis de Datos
- Formar el Strategic Enrollment Management (SEP) Comité
- Preparación
- Colección de Datos
- Indicadores Claves de Rendimiento
- Análisis de la Situación

Estrategias
- Desarrollo de Estrategias
- Identificar Tácticas
- Priorización Estrategia
- ROI Consideración

Metas de Matriculación
- Proyección de Matrícula
- Establecer Objetivos/Metas
- Establecer procedimientos de evaluación y modificación

Implementación
- Finalizar Plan Escrito
- Implementación del Plan
Ruffalo Noel Levitz phases of strategic enrollment planning

1. Preparation and data collection
2. Key performance indicators identification
3. Situation analysis and assessment
4. Strategy development
5. Tactical action and support plan development (potential investments)
6. Prioritization of strategies and actions based on readiness and attractive ROIs (Enrollment Modeling)
7. Quantifiable goal and ROI identification
8. Plan evaluation and modification
9. Implementation and implementation monitoring
What should be reviewed?

1. Assessing a changing environment
2. Academic and co-curricular program planning
3. Net operating revenues and expenses
4. Pricing
5. Financial aid policies
6. Shaping the student profile
7. Student retention
8. Enrollment management effectiveness
Financial Aid Questions

1. What is student response to the total aid package?

Example 1: What is enrollment rate (yield) for students that have \(XX\%\) of need met?

Price Sensitivity Scale:

<table>
<thead>
<tr>
<th>Need Met with Aid</th>
<th>Enrollment Rate</th>
<th>Number of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;45%</td>
<td>24%</td>
<td>78</td>
</tr>
<tr>
<td>45% - 62%</td>
<td>48%</td>
<td>73</td>
</tr>
<tr>
<td>&gt;62%</td>
<td>63%</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>43%</td>
<td>202</td>
</tr>
</tbody>
</table>
1. What is student response to the total aid package?

Example 2: What is the student’s level of satisfaction to the package?

Financial Aid Award Reaction Scale:

<table>
<thead>
<tr>
<th>Code</th>
<th>Description (Student reaction to financial aid)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Award exceeds expectations</td>
</tr>
<tr>
<td>B</td>
<td>Award is sufficient to enroll</td>
</tr>
<tr>
<td>C</td>
<td>Neutral or non-committal</td>
</tr>
<tr>
<td>D</td>
<td>Award is not sufficient to enroll</td>
</tr>
<tr>
<td>E</td>
<td>Appeal, student has requested a review of aid package</td>
</tr>
</tbody>
</table>
2. How do *ability to pay* and *academic ability* combinations affect yield?

<table>
<thead>
<tr>
<th>Ability To Pay</th>
<th>Ability Level I</th>
<th>Ability Level II</th>
<th>Ability Level III</th>
<th>Ability Level IV</th>
<th>Ability Level V</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Need</td>
<td>Cell 1</td>
<td>Cell 2</td>
<td>Cell 3</td>
<td>Cell 4</td>
<td>Cell 5</td>
</tr>
<tr>
<td>Need Level 5</td>
<td>Cell 6</td>
<td>Cell 7</td>
<td>Cell 8</td>
<td>Cell 9</td>
<td>Cell 10</td>
</tr>
<tr>
<td>Need Level 4</td>
<td>Cell 11</td>
<td>Cell 12</td>
<td>Cell 13</td>
<td>Cell 14</td>
<td>Cell 15</td>
</tr>
<tr>
<td><strong>Need Level 3</strong></td>
<td><strong>Cell 16</strong></td>
<td><strong>Cell 17</strong></td>
<td>Cell 18</td>
<td>Cell 19</td>
<td>Cell 20</td>
</tr>
<tr>
<td>Need Level 2</td>
<td>Cell 21</td>
<td>Cell 22</td>
<td>Cell 23</td>
<td>Cell 24</td>
<td>Cell 25</td>
</tr>
<tr>
<td>Low Need</td>
<td>Cell 26</td>
<td>Cell 27</td>
<td>Cell 28</td>
<td>Cell 29</td>
<td>Cell 30</td>
</tr>
<tr>
<td>Merit Aid Only</td>
<td>Cell 31</td>
<td>Cell 32</td>
<td>Cell 33</td>
<td>Cell 34</td>
<td>Cell 35</td>
</tr>
<tr>
<td>Full Pay</td>
<td>Cell 36</td>
<td>Cell 37</td>
<td>Cell 38</td>
<td>Cell 39</td>
<td>Cell 40</td>
</tr>
<tr>
<td>Premier Academic</td>
<td>Cell 41</td>
<td>Cell 42</td>
<td>Cell 43</td>
<td>Cell 44</td>
<td>Cell 45</td>
</tr>
<tr>
<td>Special Talent</td>
<td>Cell 46</td>
<td>Cell 47</td>
<td>Cell 48</td>
<td>Cell 49</td>
<td>Cell 50</td>
</tr>
<tr>
<td>Employee Benefit</td>
<td>Cell 51</td>
<td>Cell 52</td>
<td>Cell 53</td>
<td>Cell 54</td>
<td>Cell 55</td>
</tr>
</tbody>
</table>
Financial Aid Questions

3. What are your competitors offering?
   
   *What are your competitors’ net price?*
   *What are your competitors’ discount rates?*

4. What are student expectations about the award process?
   
   *Timelines?*
   *Requests for documents?*
   *Clarity of your correspondence?*
3 Key Concepts
What is your desired future state?

Shape class
- Current market penetration
- Competition analysis
- Goals: Increase SAT/ACT to 1200, Increase first-to-second year retention to 82%, Increase graduation rate to 60%

Increase new students
- Demographics
- Academic offerings
- Price sensitivity
- Goals: Increase new student class by 3% per year, Increase transfer class by 5% per year

Increase new and graduate more students
- Program delivery styles
- Co-curricular offerings
- Goals: Increase new students by 5% every other year, Increase second-to-third year rate to 75%
How do we preserve your core while stimulating progress?

Actions you can take to adjust to new environmental context

Core values that define you
Academic and Co-curricular Oriented

- Manage
- Sustain or Build
- Reduce or Eliminate
- Start

Enrollment as % of Capacity

Net Operating Income Per Student
Understand where product, demand, and competition intersect in selecting new programs.

**Market Demand:** What students want

**Product:** What can you do best?

**Competition:** Unoccupied market positions
What are the BIG Questions?

- What are your priorities?
- How does competition from other colleges and universities affect you?
- Which student population(s) should you be focusing on?
- Do you have the right mix of academic and student life programs to attract and retain students?
- What academic programs are needed? Not needed?
What are the BIG Questions?

- Can you improve graduation and completion rates?
- How will you fund these new efforts (without sacrificing quality in areas already funded)?
- Do you have the right data and research to help with these questions? Do you need more?
Considerations for Active Plan and Successful Implementation Plan
What is a successful enrollment management plan?

A successful strategic enrollment plan is one that efficiently and effectively leads an institution to an optimal alignment of its:

- Mission
- Enrollment
- Fiscal health
- Changing environment
The successful plan typically consists of the following characteristics...

Information and data-based strategies, goals, and objectives
A solid resource/fiscal plan to support each strategy, goal, and objective
What are Key Performance Indicators?

Key Performance Indicators

- KPIs are commonly-acknowledged measurements that are directly related and critical to the mission and fiscal health of the institution. (Large items such as enrollment or student quality.)

Performance Indicators

- PIs are important measurements that are indirectly related to the mission and support key performance indicators. (Specific items such as applicants or ACT/SAT score averages.)
KPI’s and PI’s

1. **Enrollment** (headcount and FTE for overall, off-site, online, undergraduate, graduate, in-state, and out-of-state);
2. **Student Quality** (average SAT/ACT, 25\textsuperscript{th} and 75\textsuperscript{th} percentile SAT/ACT, and average high school GPA);
3. **Student Progress** (new freshman first-to-second year retention and four-, five-, and six-year graduation rates);
4. **Program Quality** (student-faculty engagement [NSSE/CCSSE scores], student-faculty ratio, class size profile, undergraduate research, and graduate research);
5. **Market Position** (Program awareness, web site traffic, name recognition, market penetration analysis, institutional image studies, employer survey data);
6. **Fiscal Health** (enrollment-related revenues and operating expenses).
Key Performance Indicators Data Needed: Examples

- Academic Program Demand Study
- Individual program information used in formation of plans
- High school feeder schools
- High school graduation rates
- Adult program markets
- Job trends/needs
- Support for growing master/doctoral programs
- Financial aid information – default rates
- Retention – first-to-second year and by subpopulations
- Graduate retention
- Graduation rates – traditional and graduate
Key Enrollment Strategies

These strategies may be placed into four categories:

1. **Product** strategies (Academic program, co-curricular program, and student success/retention/graduation strategies)

2. **Place** strategies (Where are your campus locations? Online presence?)

3. **Promotion** strategies (Student marketing and recruitment strategies)

4. **Price and Revenue** strategies (Tuition, fee, financial aid, scholarship, and revenue strategies)

*Presentation: wtamu.edu/garcia*
The final plan might look like:

- Introduction
- Organizational structure
- Mission, vision, KPIs
- Situational analysis
- Planning assumptions
- Key enrollment strategies
- Actions plans
- Enrollment projections, goals, and investments
- Next steps

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Recommended

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