

# **Current and Future Enrollment Management Challenges/Opportunities**

Presented by: Mr. Lee Young  
VP Enrollment Management & Student Affairs

# Obvious Challenges

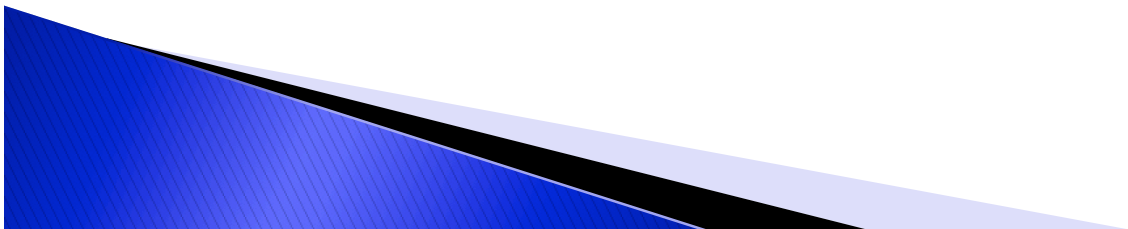


- ▶ Decreased federal funding for higher education.
- ▶ Projected decrease in the high school graduation and college-going rate.
- ▶ Student's ability to pay.
- ▶ Changing student demographics.
- ▶ Low Retention & Persistence Rates
- ▶ Effective and efficient utilization of technology.
- ▶ External policies that negatively impact higher education.
- ▶ Limited institutional funding sources

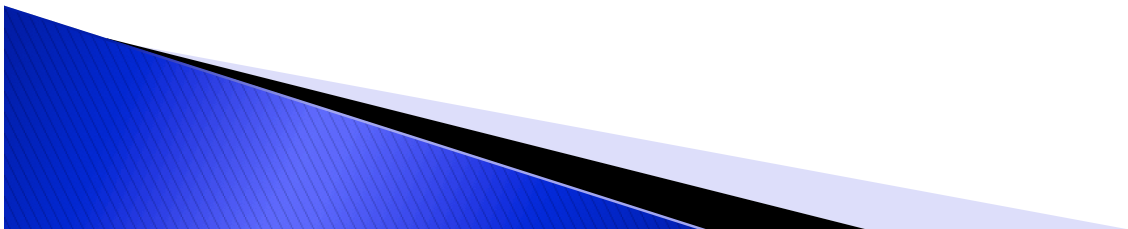


# Presentation Topics

- ▶ Identify the most pressing challenges for higher education in Enrollment Management
- ▶ Identify strategies you might propose and implement to meet those challenges



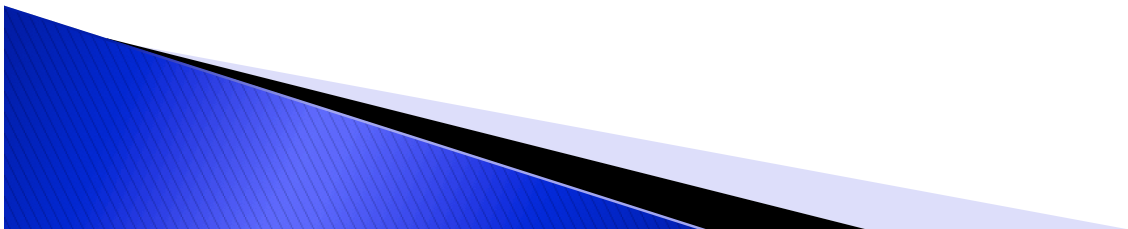
# What is Enrollment Management?



## Enrollment Management...

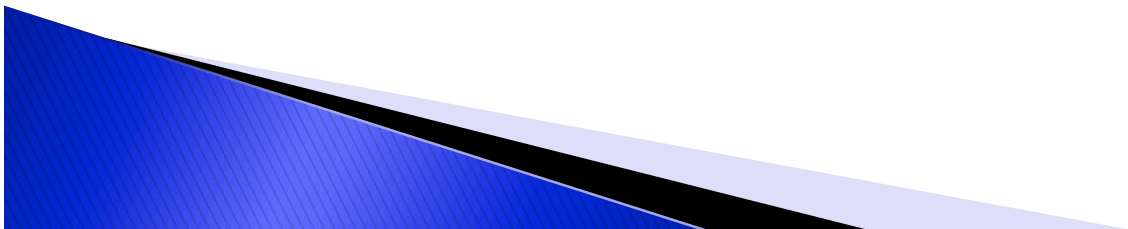
*Is the university's commitment to aligning University resources for the purpose of enhancing the quality and diversity of the student body, student learning experiences, student satisfaction, and, as a byproduct, improving student retention and graduation rates of our undergraduate enrollment. --*

*Purdue University*



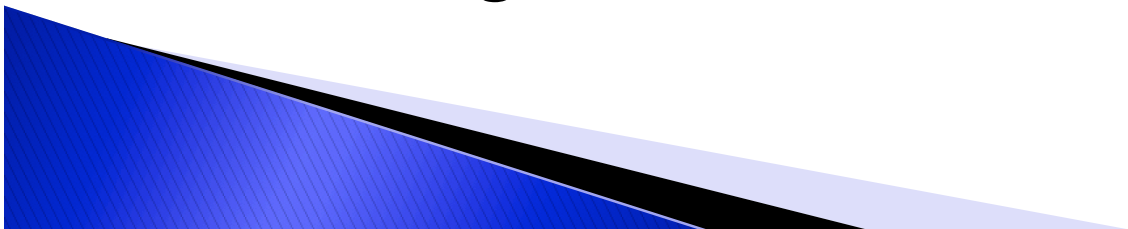
## Enrollment Management...

*...is an organizational concept and a systematic set of activities, processes, services and assessments designed to enable educational institutions to exert more proactive influence over their current and future student enrollment objectives and goals. --Don Hossler*



# **Key Challenges Facing Enrollment Management**

- ▶ **Increasing academic quality and student success.**
- ▶ **Achieving optimum enrollment.**
- ▶ **Delivering top-quality service.**
- ▶ **Optimizing financial opportunities.**
- ▶ **Building collaboration.**

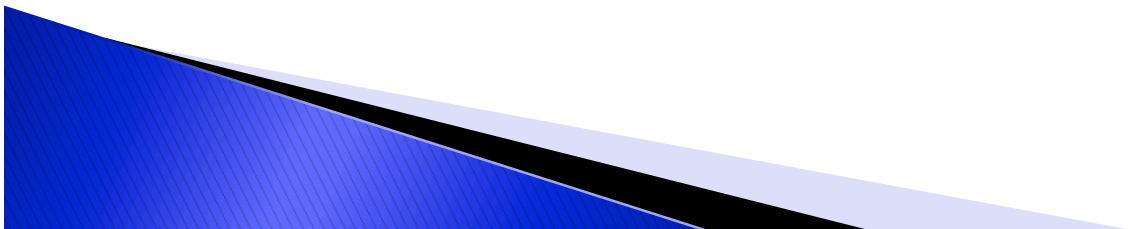




# Increasing Academic Quality and Student Success



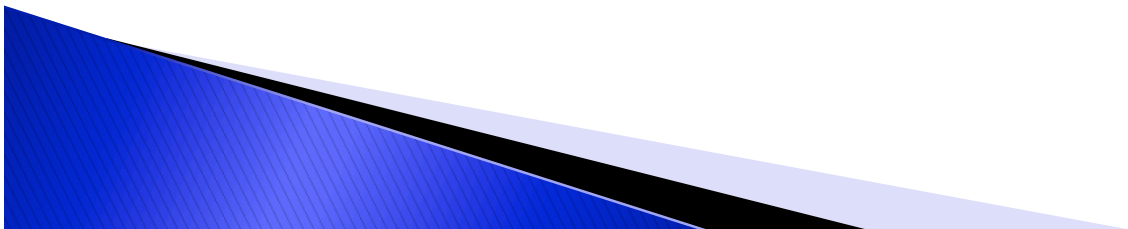
Any strategic enrollment management plan ultimately succeeds or fails based on the strength of its links to academic and student success. (i.e. persistence, retention and graduation)



# Increasing Academic Quality and Student Success



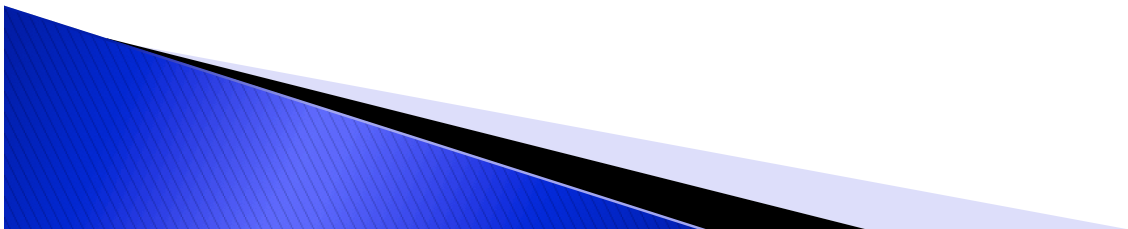
- Whatever its broader purposes, every institution's mission is based on the academic enterprise.
- The ability to deliver programs and build relationships that enhance student access, transition, retention and individual goal attainment will determine whether or not the institution is able to recruit and retain the right number, type and mix of students.



# Achieving Optimum Enrollment



The concept of optimum enrollment takes into account desired student demographics, academic program demand and capacity, mission-based target groups as well as many other variables.

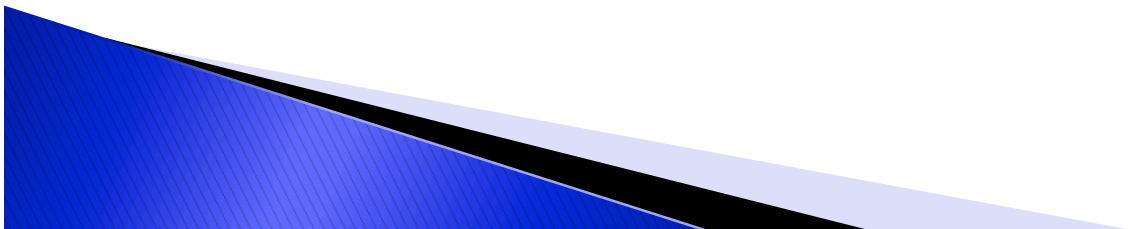




# **Delivering Excellent Customer Service**



Effective enrollment management requires that an institution take its commitment of top-quality service to a higher level, assessing and responding to student needs in innovative ways.





## Customer Service Department



**"No, I'm not angry at you, sir.  
I'm angry at the random act of fate  
that directed your call to my extension."**

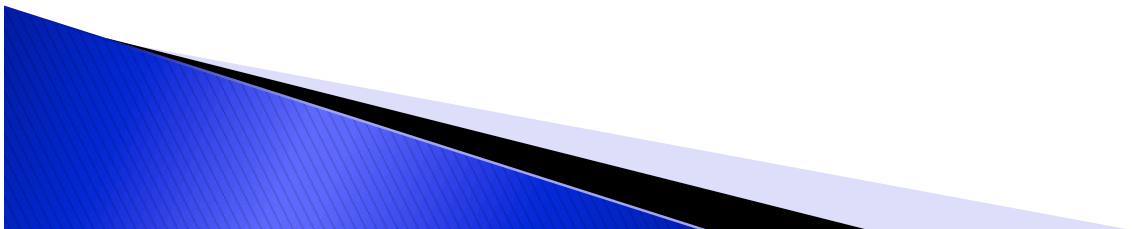


"Someone calling themselves  
a customer says they want  
something called service."



"Ok, how about this motto: 'If you are unhappy for any reason, we will feel really bad'."

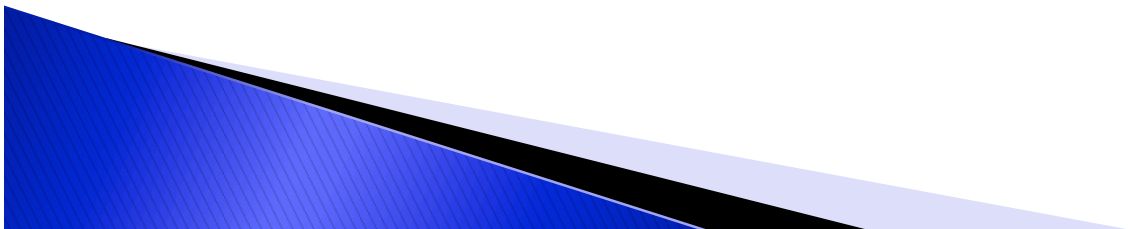




# Optimizing Financial Opportunities

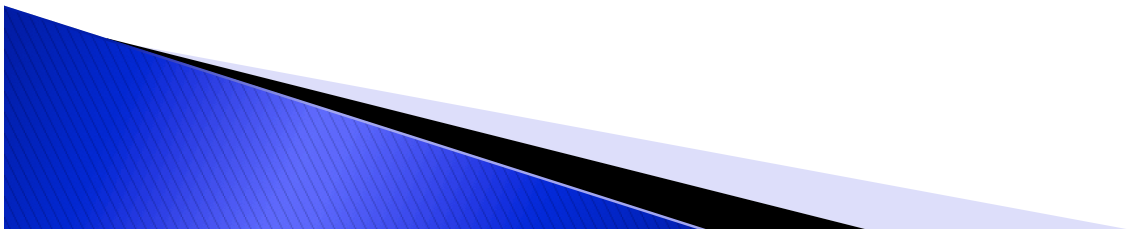


- ▶ In its early stages, enrollment management was essentially defined as *increasing enrollment to regain financial stability for tuition-driven private institutions.*
- ▶ By the mid-1990s the focus of enrollment management was expanded to embrace *improving institutional efficiency.*





- ▶ This trend toward efficiency has gained momentum as public institutions increasingly find themselves in the same tuition-driven circumstances as their private counterparts, while at the same time experiencing significant budget limitations.
- ▶ *The goal is to increase tuition dollars, and at the same time, reduce institutional costs in order to improve net revenue.*

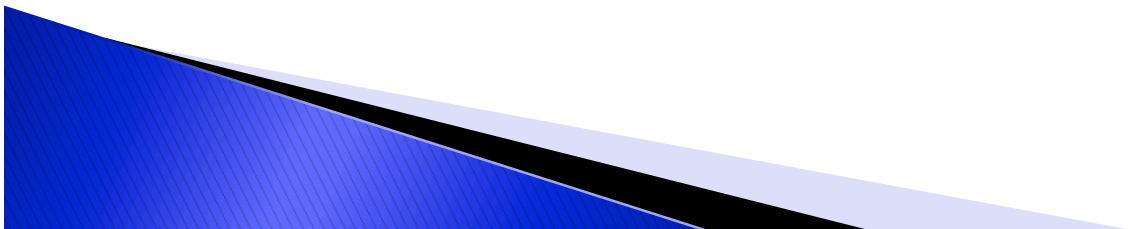




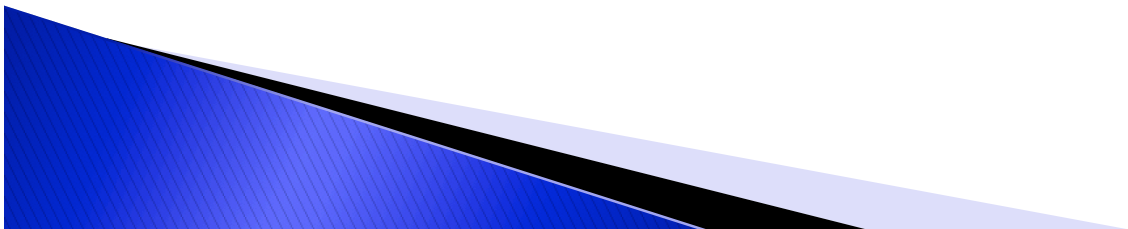
# Building campus collaboration



- ▶ A successful strategic enrollment plan depends on the creation of strong and effective working relationships with virtually every department on campus.
- ▶ Enhanced recruitment and retention of students is based on a series of positive individual encounters, which define the quality of the student experience.



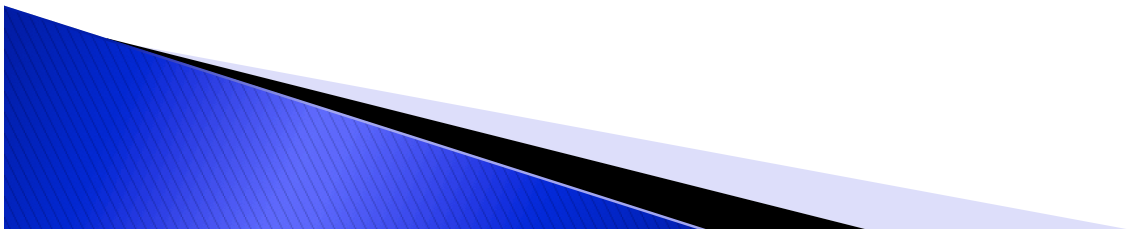
- ▶ These encounters can range from attempting to find a parking space on campus to having an advising appointment with a professor to encountering a receptionist.
- ▶ Communicating enrollment goals and assisting all members of the campus community with understanding their role in achieving these goals require regular communication, collaboration and engagement.



# **Develop and Maintain Strong Partnerships with Feeder Colleges and the Private Sector**



- ▶ It is crucial to maintain “good working relationships” with major feeder colleges and the private sector.
- ▶ One must ensure that prospective graduate students and school officials know that the university is the “Right Choice” to achieve educational, personal, and professional goals and objectives.

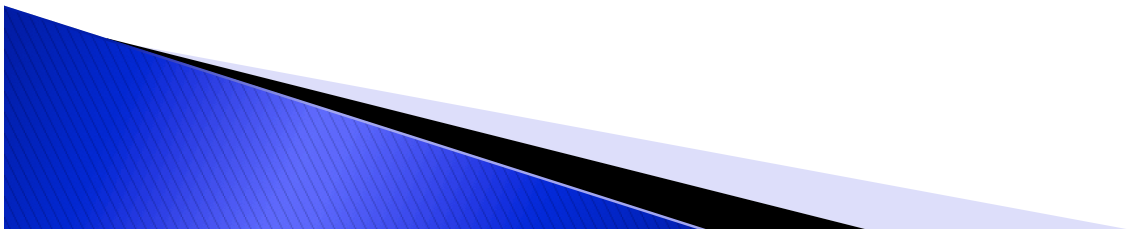


# **Develop and Maintain Strong Partnerships with Business and Legislative Leaders**



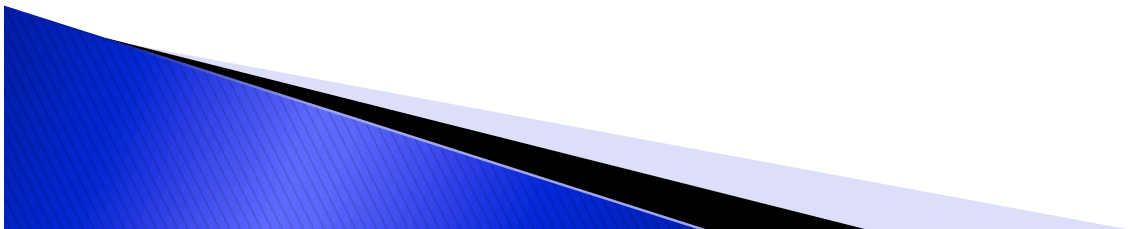


- ▶ The university's “competitive advantages” must be *clearly articulated and documented*.
- ▶ It is paramount that leaders within the business and legislative community *value and acknowledge the skills, work ethics and competitiveness of your graduates*.



# Clearly Articulate Your:

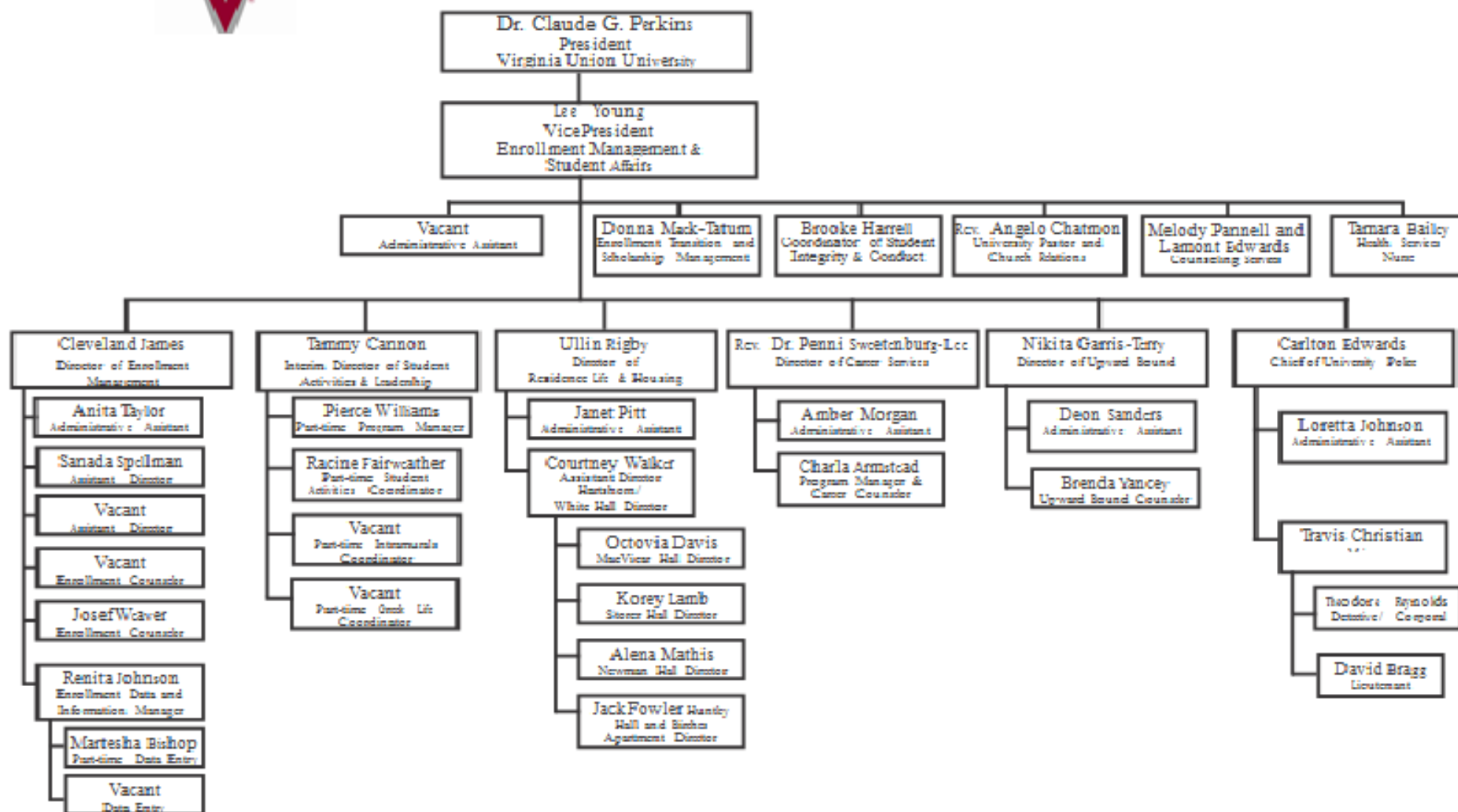
- ▶ Mission Statement
- ▶ Vision
- ▶ Core Values



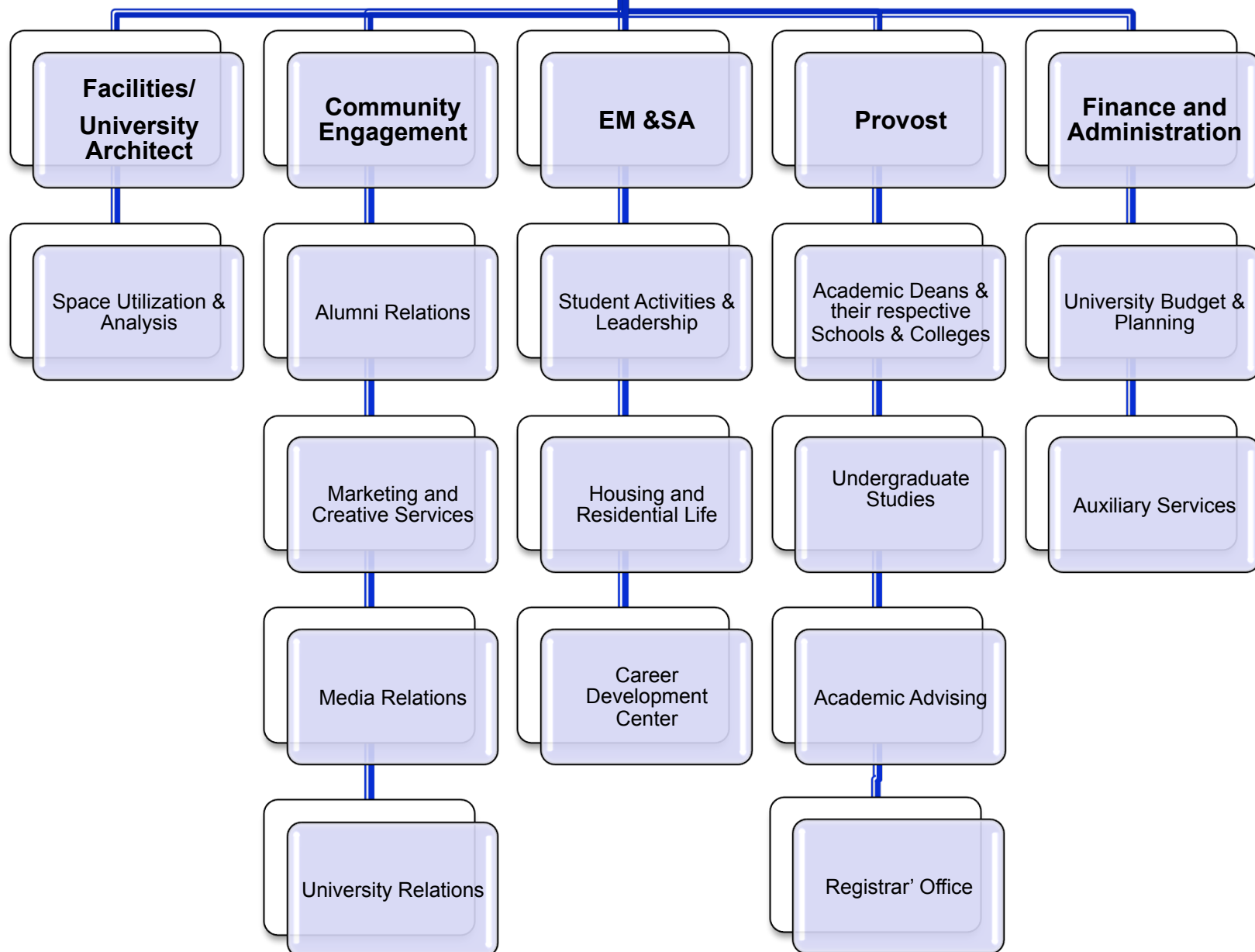




## Organizational Chart for Enrollment Management & Student Affairs



# Enrollment Management and Other Important Campus-wide Collaborations

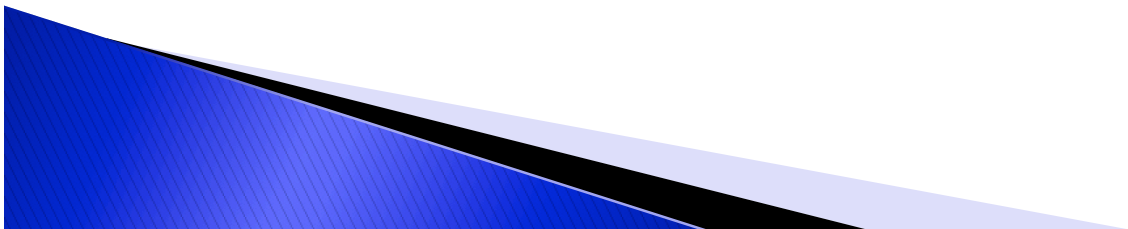


# What Makes a Strategic Plan?



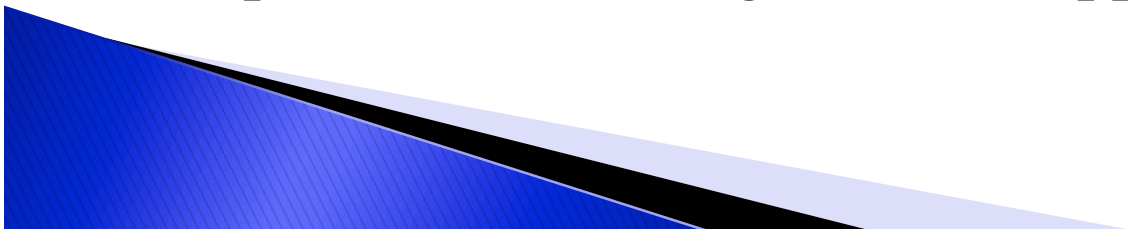
# Characteristics of a Successfully Executed SEM Plan

- ▶ Established goals, objectives, benefits and timelines
- ▶ Clearly defined “Success” as it pertains to the established goals, objectives and benefits of the SEM plan
- ▶ Data driven
- ▶ Research based
- ▶ Is a collaborative, transparent and engaged process



# Characteristics of a Successfully Executed SEM Plan

- ▶ Is implemented in a precise and consistent process
- ▶ Supported by frequent assessments
- ▶ Increases institutional effectiveness, efficiency and functionality
- ▶ Increases retention, persistence and graduation rates
- ▶ Enhances student success and satisfaction
- ▶ Optimizes revenue generation opportunities

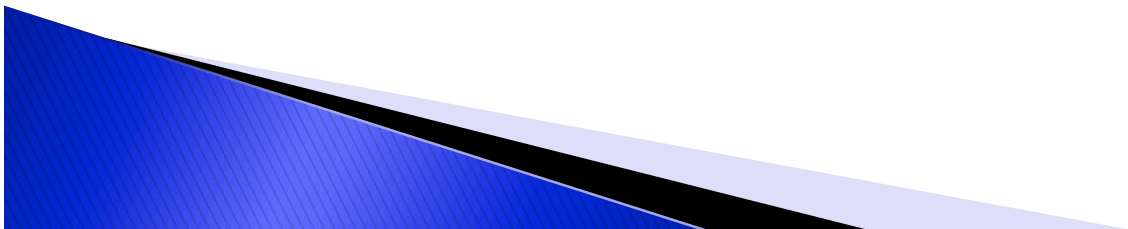


# Goals and Objectives

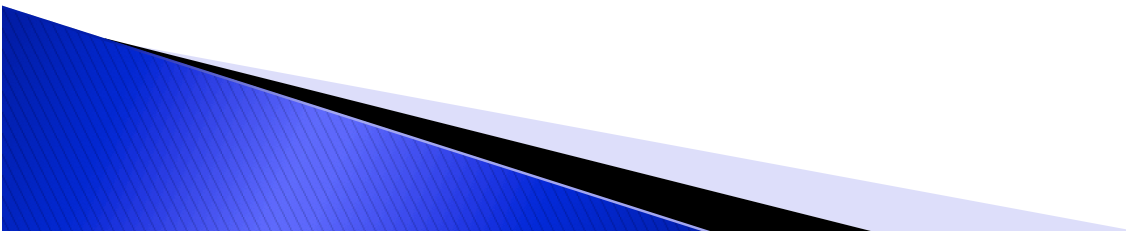


# Goals and Objectives

- ▶ Academic Excellence
- ▶ Student Success
- ▶ Financial Viability
- ▶ Increased Market Share

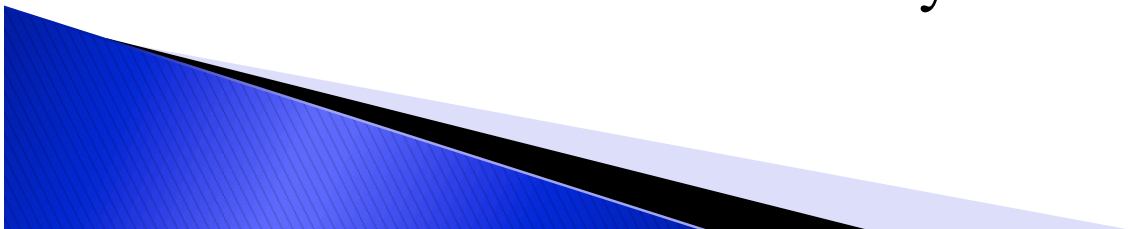


The successful implementation of these goals and objectives will increase the opportunity to achieve the following:

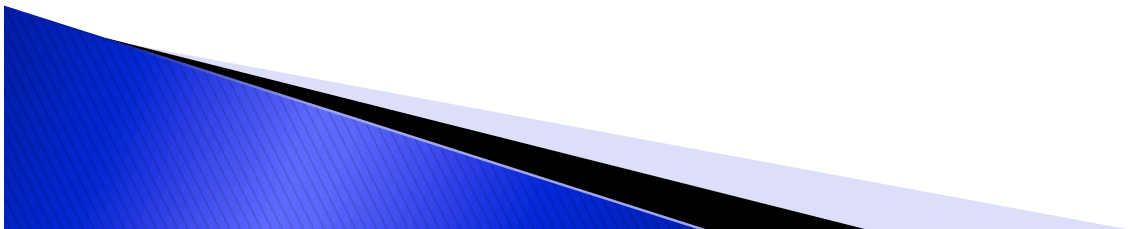


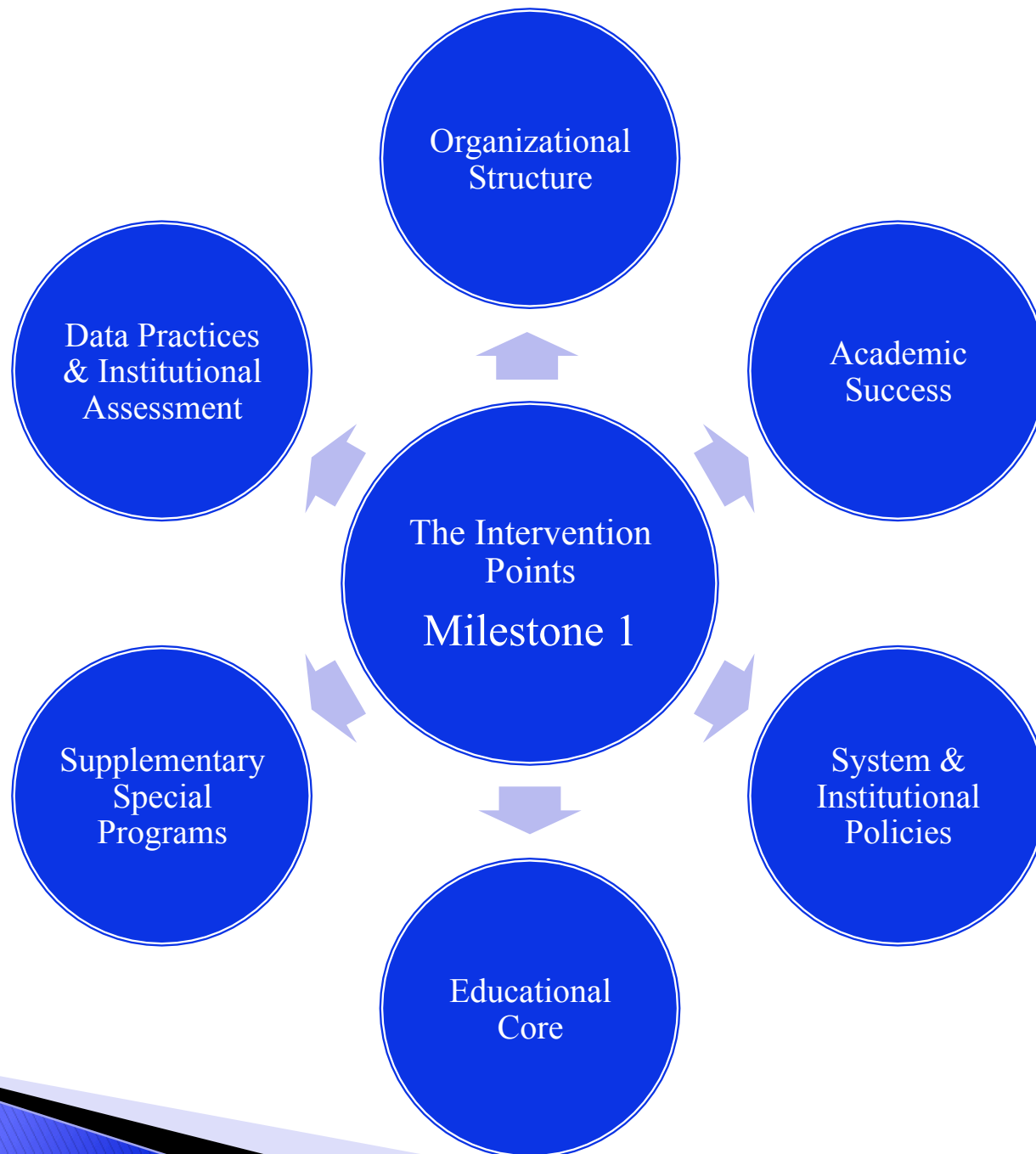


- ▶ 1: Provide increased access to graduate education
- ▶ 2: Meet statewide professional and workforce needs
- ▶ 3: Build world-class academic programs and research capacity
- ▶ 4: Meet community needs and fulfilling unique institutional responsibilities
- ▶ 5: Build state-of-the-art information technology environment
- ▶ 6: Enhance the physical environment of the campus
- ▶ 7: Increase the university's visibility and financial security



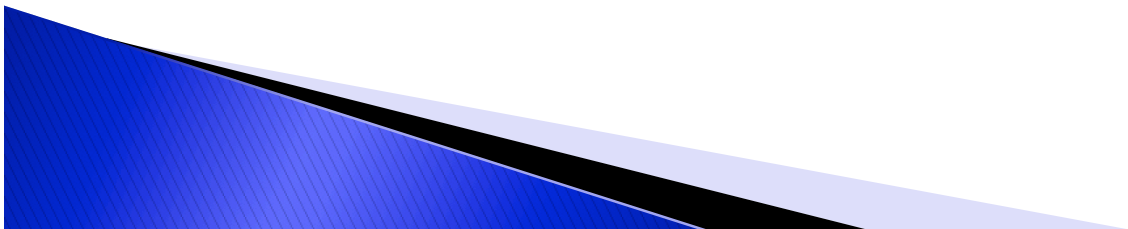
# Critical Milestones





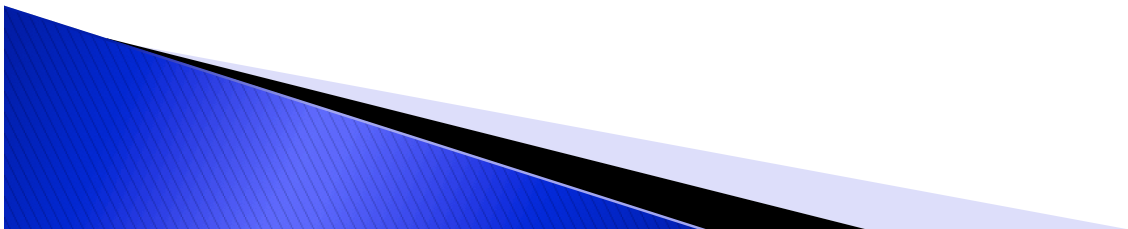
# Organizational Structure

- ▶ The role and/or impact the institutional mission, vision statement and core values have on the institution's strategic plan.
- ▶ Develop, implement, monitor and assess the institutional enrollment management plan.
- ▶ Maintain desired support staff ratio.
- ▶ Evening and weekend office hours.



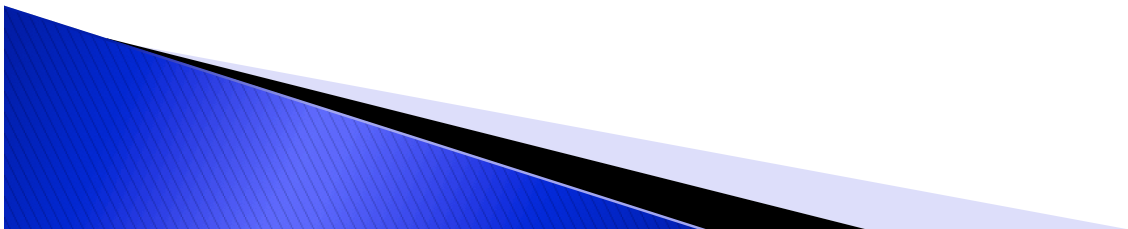
# Organizational Structure

- ▶ What is the impact of the budget, expenditures, investments, fund raising, state appropriations, grant writing, sponsored programs, endowment, alumni giving, business and industry sponsorships reference the financial integrity and stability of the institution.
- ▶ Desire student/faculty ratio and class size.



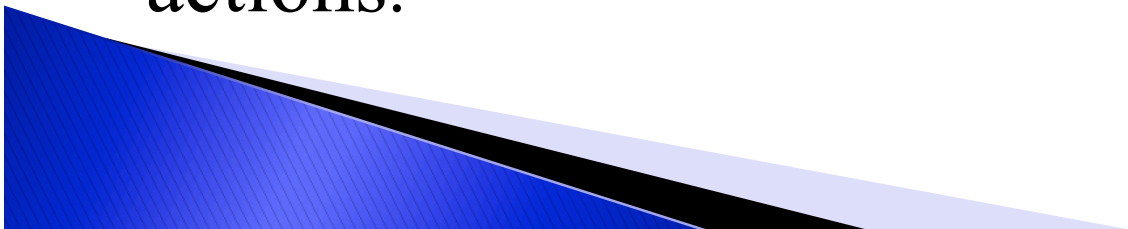
# Supplementary Special Programs

- ▶ Summer bridge programs for “at risk” new graduate school students
- ▶ Utilize summer school to assist students with SAP concerns and to accelerate degree completion.



# Data Practice and Institutional Assessments

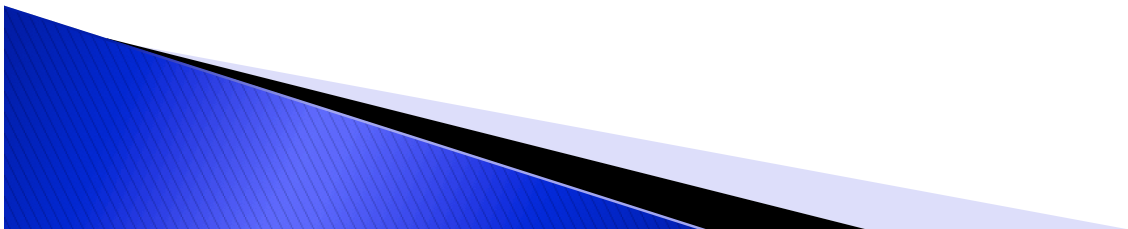
- ▶ Regular monitoring, assessment and projections of credit completion rates by multiple matrixes and identifiers (i.e., race, ethnicity, first-generation, gender, full-time, part-time, Pell eligibility, major, minor.)
- ▶ Identify the most frequently dropped courses and/or failed courses. Determine the cause(s) for such actions.





# Data Practice and Institutional Assessments

- ▶ Use data and assessment in all decision making processes. Develop a “Data Warehouse”
- ▶ Collect and assess retention, persistence and graduation data for the development and implementation of the strategic enrollment plan (i.e., IPEDS, non-IPEDS, part-time, full-time, transfer students, gender, race, etc.)



# Academic Success

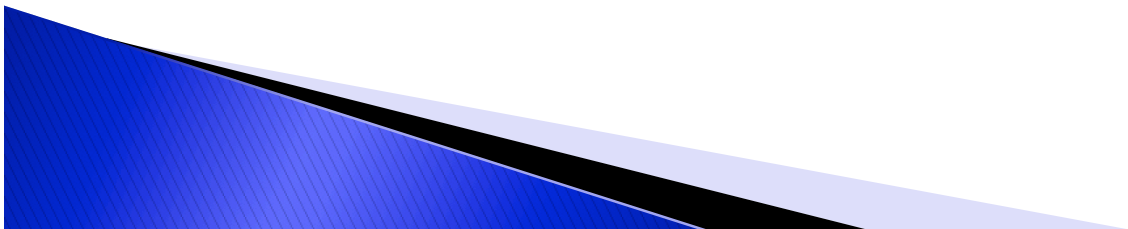
- ▶ Define Academic Advising and articulate its merit in the Enrollment Management Plan.
- ▶ Expand the methods of delivery of the educational experience (i.e., face-to-face, online, hybrid, independent study, evening and weekend summer course offerings for all students).
- ▶ Expand Academic Support Services (i.e., tutoring, study skills, writing labs, math labs, time management, etc.)

# System and Institutional Policies

- ▶ Early warning and tracking system.
- ▶ Develop and enforce an “ Academic Plan of Action” for all students not meeting SAP (i.e. Financial Aid & Academically).
- ▶ Require mid-term grades.

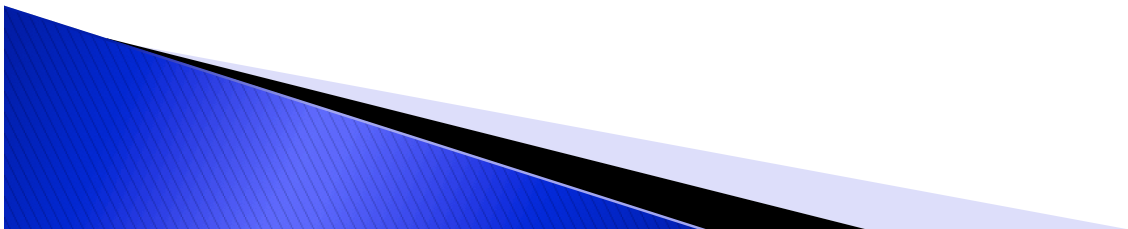
# System and Institutional Policies

- ▶ Require students to complete the pre-registration process to avoid penalty.
- ▶ Require new student attendance at new student orientation.



# Educational Core

- ▶ Identify “killer-courses” and develop solutions.
- ▶ Ensure that course/section offering meets the needs of enrolled students to make meaningful progress toward graduation.



# Measures of Success

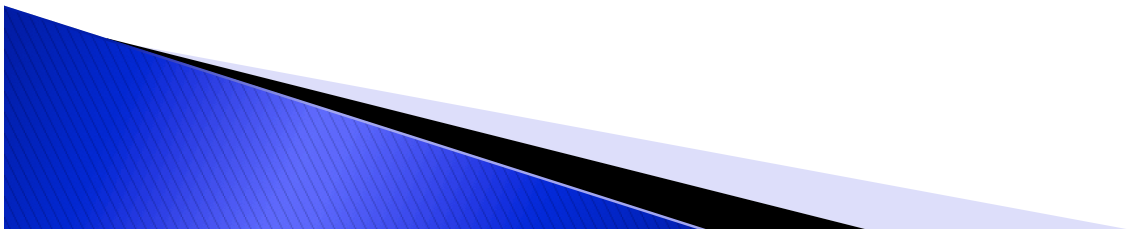


- ▶ Established and clearly define a matrix of KPI's and ROI for each goal/objective within the SEM plan
- ▶ Clearly articulate how the successful obtainment of each individual goal enhances the overall likelihood of achieving the total SEM plan
- ▶ Set specific timelines for which each goal/objective is to be achieved and assessed.

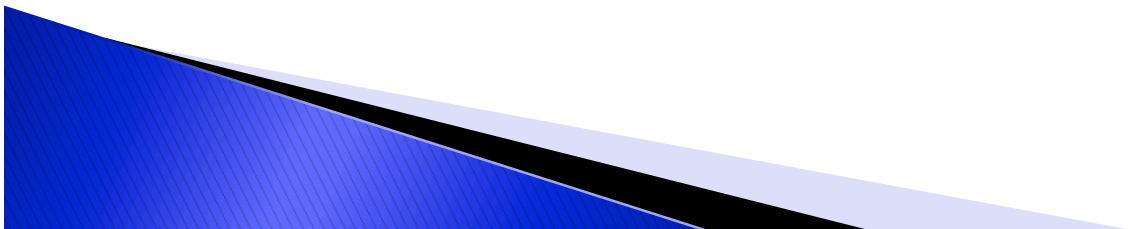




- ▶ Develop a listing of required resources (staffing, budgetary, IT, facilities, housing, marketing strategies/campaign, etc.,)
- ▶ Increased student retention, persistence, graduation and satisfaction rates based on data
- ▶ Increased enrollment of full-time non-resident students

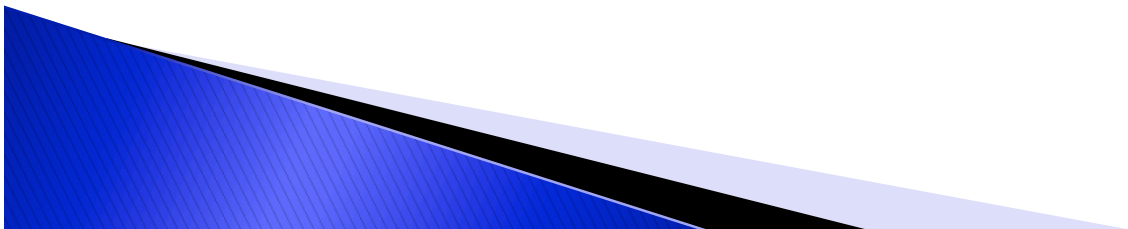


- ▶ Enhance the quality, diversity and number of students enrolled in graduate and professional degree programs
- ▶ Provide data to governmental and business leaders that clearly demonstrates how the university's SEM Plan positively impacts the state and region's future employment needs and objectives
- ▶ Enhance the university's operational level of efficiency, effectiveness, and accountability



CONC  SIÓN

The development, implementation, and assessment of the institution's strategic enrollment plan is crucial to enhancing student success as it impacts institutional vitality, success, and sustainability.





Get people excited!



If we want to address the “Drop Out” rate



In Graduate School





www.shutterstock.com · 11691238

Optimize enrollment and student success



Increase campus collaboration with  
feeder colleges



Business leaders and government officials



Enhance customer service



Optimize financial opportunities





Then let's "Win" the SEM race!



And furthermore, let's enjoy the ride!

