

RNL Regional Workshop

Traditional Undergraduate Enrollment

WELCOME



Housekeeping items

Introductions

- Name
- Title
- Institution

Agenda Review

Round Table Lunch Topics

- Modern Lead Generation
- Strategic Planning for the Demographic Cliff

Wi-Fi Network Info on Tables

Goals for today

- 1** We want you to leave today armed with additional context and research focused on:
 - Benchmarking data
 - Analytics
 - Building a foundation for growth
- 2** Connect and exchange ideas with other university leaders.
- 3** Leave with tactical and strategic ideas you can implement on your campus.

1

Shifting Trends for the Traditional Student Population

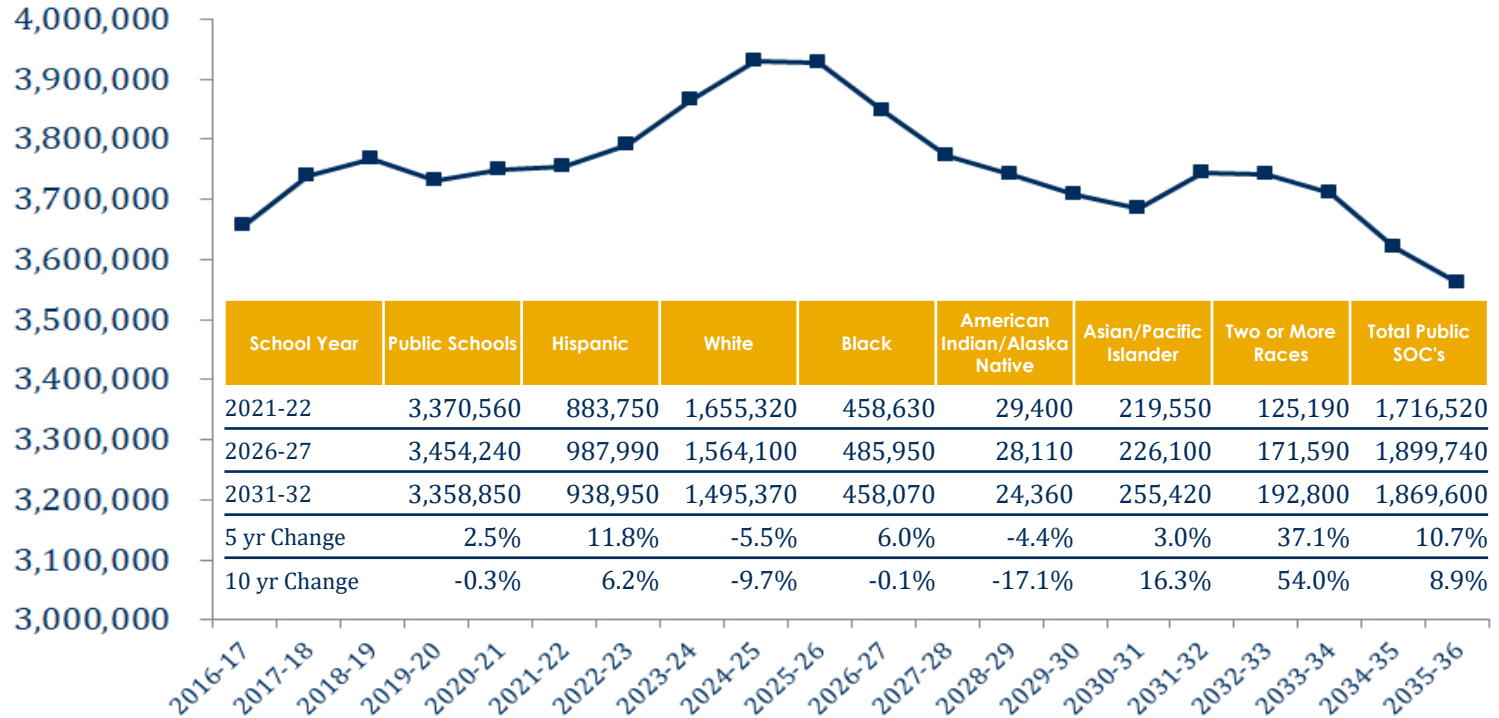


Changing demographics will create winners and losers in enrollment management.

The pie is shrinking, and we need to be ready.

“*The time to repair the roof is when the sun is shining...*”
—President John F. Kennedy

Projected change in high school graduates



Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

California

The competition factor



	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	490,170		1st
Institutions of Higher Education**	434		1st
College Continuation***	389,957	79.6%	8th
Leave the State to Go to College***	44,721	9.1%	47th

Largest Institutions***	In-state Freshman***	Estimated Market Share^
University of California-San Diego	5,168	1.33%
University of California-Davis	4,843	1.24%
California State University-Long Beach	4,772	1.22%
California State University-Northridge	4,649	1.19%
San Diego State University	4,587	1.18%
Mt San Antonio College	4,534	1.16%
University of California-Irvine	4,516	1.16%

Remaining Students	Remaining Institutions	Students Per Institution
312,167	427	731



Sources:

*Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

**National Center for Education Statistics, IPEDS, 2020

***National Center for Education Statistics, Freshman Migration Data for 2018-19

Idaho

The competition factor



	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	21,680		37th
Institutions of Higher Education**	23		44th
College Continuation***	12,475	57.5%	51st
Leave the State to Go to College***	3,347	15.4%	23rd

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Boise State University	1,567	12.56%
Idaho State University	1,395	11.18%
College of Western Idaho	1,262	10.12%
University of Idaho	1,001	8.02%

Remaining Students	Remaining Institutions	Students Per Institution
3,903	19	205

Nevada

The competition factor



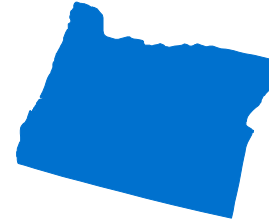
	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	31,610		34th
Institutions of Higher Education**	25		40th
College Continuation***	20,508	64.9%	47th
Leave the State to Go to College***	4,333	13.7%	29th

	In-state Freshman***	Estimated Market Share^
Largest Institutions***		
College of Southern Nevada	6,140	29.94%
University of Nevada-Las Vegas	3,345	16.31%
University of Nevada-Reno	2,689	13.11%
Truckee Meadows Community College	1,495	7.29%
Western Nevada College	543	2.65%

Remaining Students	Remaining Institutions	Students Per Institution
1,963	20	98

Oregon

The competition factor



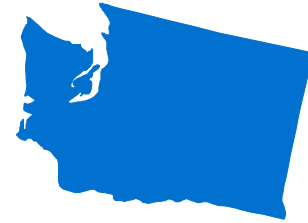
	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	41,880		30th
Institutions of Higher Education**	72		22nd
College Continuation***	28,882	69.0%	41st
Leave the State to Go to College***	5,514	13.2%	30th

	In-state Freshman***	Estimated Market Share^
Largest Institutions***		
Portland Community College	3,076	10.65%
Oregon State University	2,548	8.82%
University of Oregon	2,100	7.27%
Chemeketa Community College	1,977	6.85%
Clackamas Community College	1,478	5.12%

Remaining Students	Remaining Institutions	Students Per Institution
12,189	67	182

Washington

The competition factor



	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	75,400		16th
Institutions of Higher Education**	77		19th
College Continuation***	50,934	67.6%	44th
Leave the State to Go to College***	11,765	15.6%	22nd

	In-state Freshman***	Estimated Market Share^
Largest Institutions***		
University of Washington-Seattle Campus	4,443	8.72%
Washington State University	4,005	7.86%
Western Washington University	2,655	5.21%
Central Washington University	1,911	3.75%
Eastern Washington University	1,646	3.23%

Remaining Students	Remaining Institutions	Students Per Institution
24,509	72	340



Sources:

*Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

**National Center for Education Statistics, IPEDS, 2020

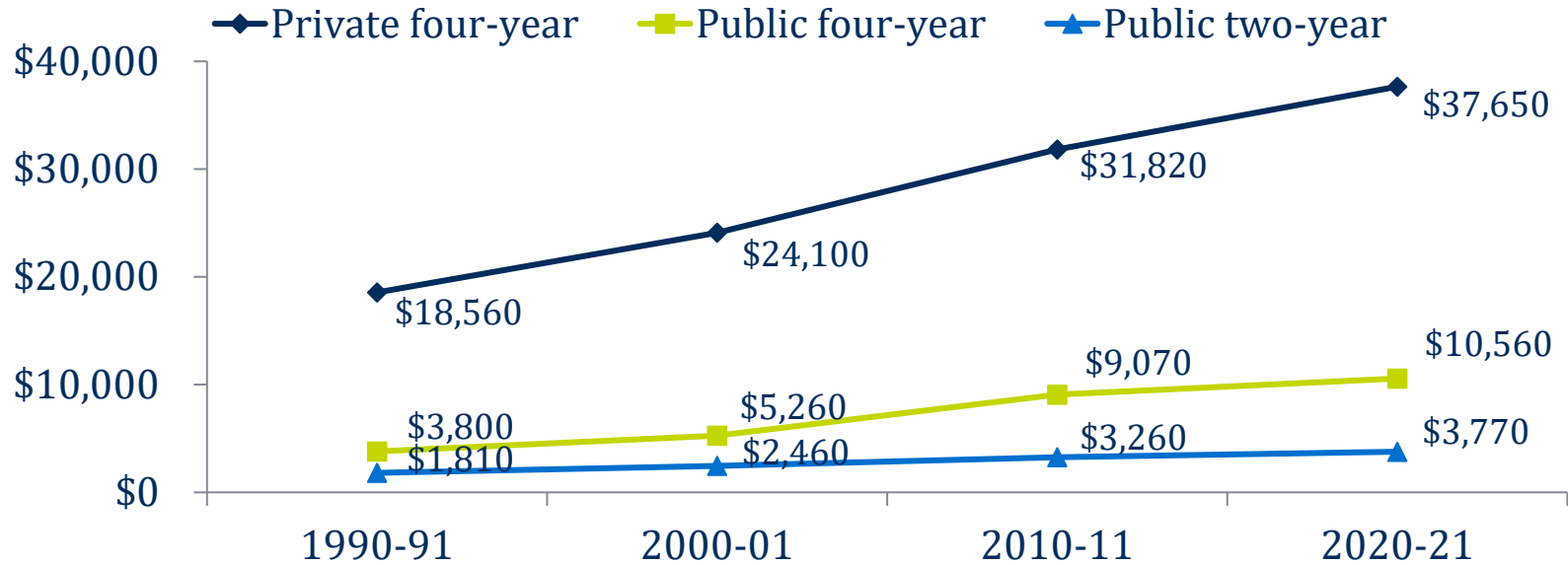
***National Center for Education Statistics, Freshman Migration Data for 2018-19



**What efforts have you taken
(or plan to take) to adjust to
these shifts while the sun is
still shining?**

Tuition and fees continue to climb with some prospective students wondering if it's worth it

Average tuition and fee charges in constant dollars



Source: Data derived from 2020 Trends in College Pricing. Copyright © 2020, the College Board. www.collegeboard.org.
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Even with aggressive pricing discounts/strategies, you could be missing out on recruits as 50% of prospective students rule out a school based on sticker price alone.

How has price and discounting played a role in your enrollment strategy?

Increased channels, higher expectations, and on-demand personalization dominate student behavior trends

79 times is the average number of times a student unlocks their phone each day

81% rate their family, friends and online reviews as their top influence when deciding what to purchase

Financially savvy—**debt averse**

99% of parents say they are involved in the college search process



Top channels

- Website
- Email
- Social Media
- Text

Top desired content

- Academic programs
- Cost/Aid/ Scholarships
- What the community is like
- Videos



What new initiatives have you added to engage with students or parents?

How are you keeping up with content and channel expectations from students and parents?

Key takeaways

- Demographic shifts are underway and a strong strategic plan is necessary for growth.
- The cost of an education is a detractor for some students and should be addressed in the search phase (more on the analytics of this later).
- To be competitive, we must meet students where they are and not expect them to follow the same predictable path as students in the past.
- What are other key takeaways from this session?



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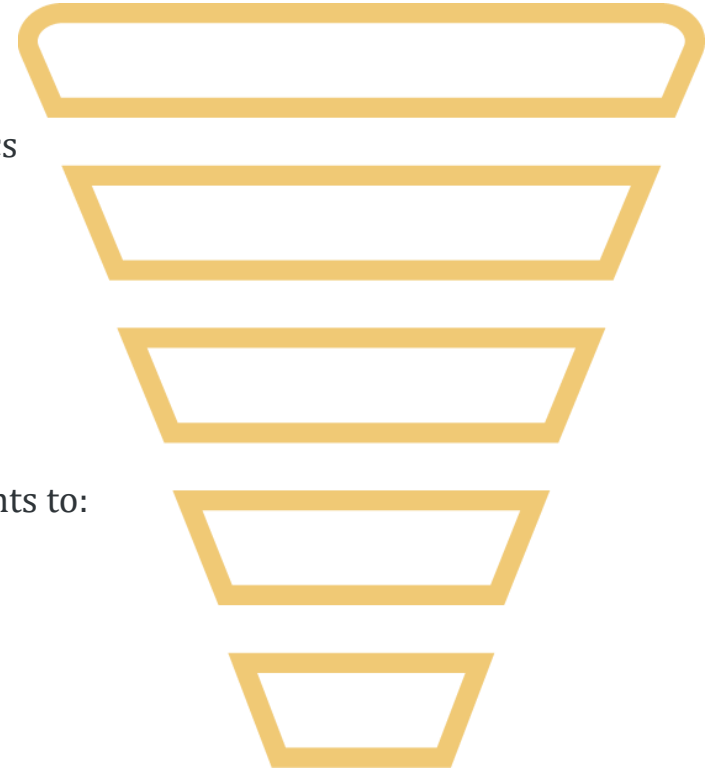
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Leveraging Analytics to Maximize ROI

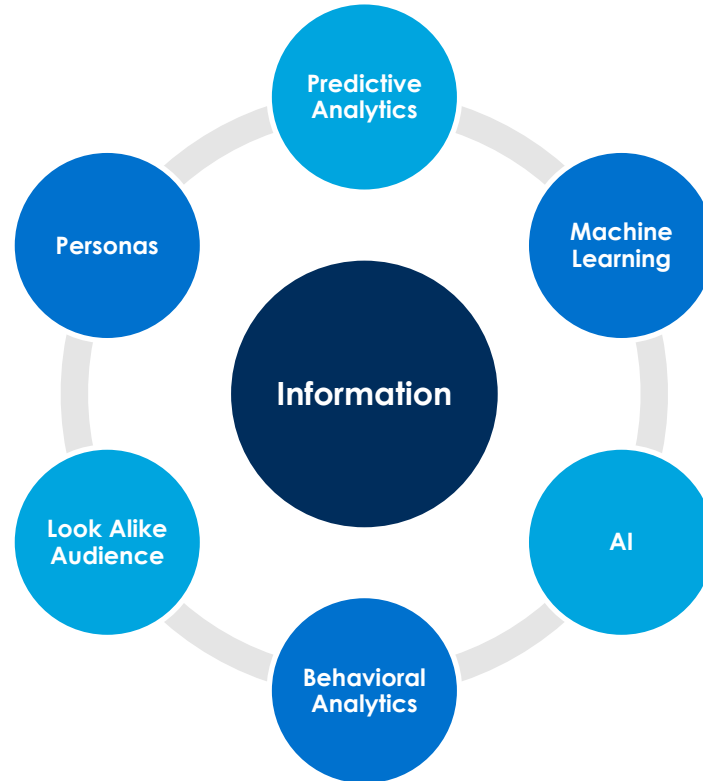


Data and analytics play an increasingly important role in forecasting, decision making, and investment strategies.

- Analytics at each stage of the funnel evaluate:
- Health of each stage beyond volume—e.g., behavior analytics help better predict the likelihood of an inquiry to apply.
- Trackable financial aid communications help predict the likelihood of a student to enroll.
- Better understanding of your funnel allows for **proactive** interventions instead of reactive tactics including adjustments to:
 - Communication flow
 - Territory management



The importance of multiple types of analytics



Analytics play a critical role at each stage of the enrollment funnel

Smarter Name Acquisition

Target Search Messaging by Estimated EFC

Convert and Yield

SEARCH MODELING

- Predictive inquiry-to-application model
- Inform strategic decisions across all vendors and list sources

AFFORDABILITY PREDICTOR

- A capability exclusive to RNL
- Establishes each student's likely EFC range (low, moderate, high)
- Provide more nuanced and specific aid-related outreach
- Inform affordability messaging earlier early in the cycle

INQUIRY SCORING

- Historic actuals combined with real-time engagement scoring of the inquiry pool allows for a better assessment of the inquiry pool
- Invest in the right students (time and marketing resources) through ongoing scoring

ENGAGEMENT SCORING

- Real-time behavior scoring allows for targeted messaging
- Ensure your best leads are always receiving the most attention



How do you use modeling to make decisions or set priorities?

What metrics do you use through the funnel to assess health and forecast outcomes?



Analytics are increasingly important as you build the top of our funnel

Modern search acquisition goes well beyond the traditional name buy to include digital channels, organic traffic, and top-performing lead aggregators.



Comprehensive Lead Acquisition from New and Next Sources

Not all new sources offer the same ROI. It's important to apply predictive analytics, personas, and targeting characteristics to any new source, especially digital channels.



Identify New Market Opportunities

As the high school population flattens and competition increases in your markets, demographic and socioeconomic data should be used to identify strategic growth opportunities.

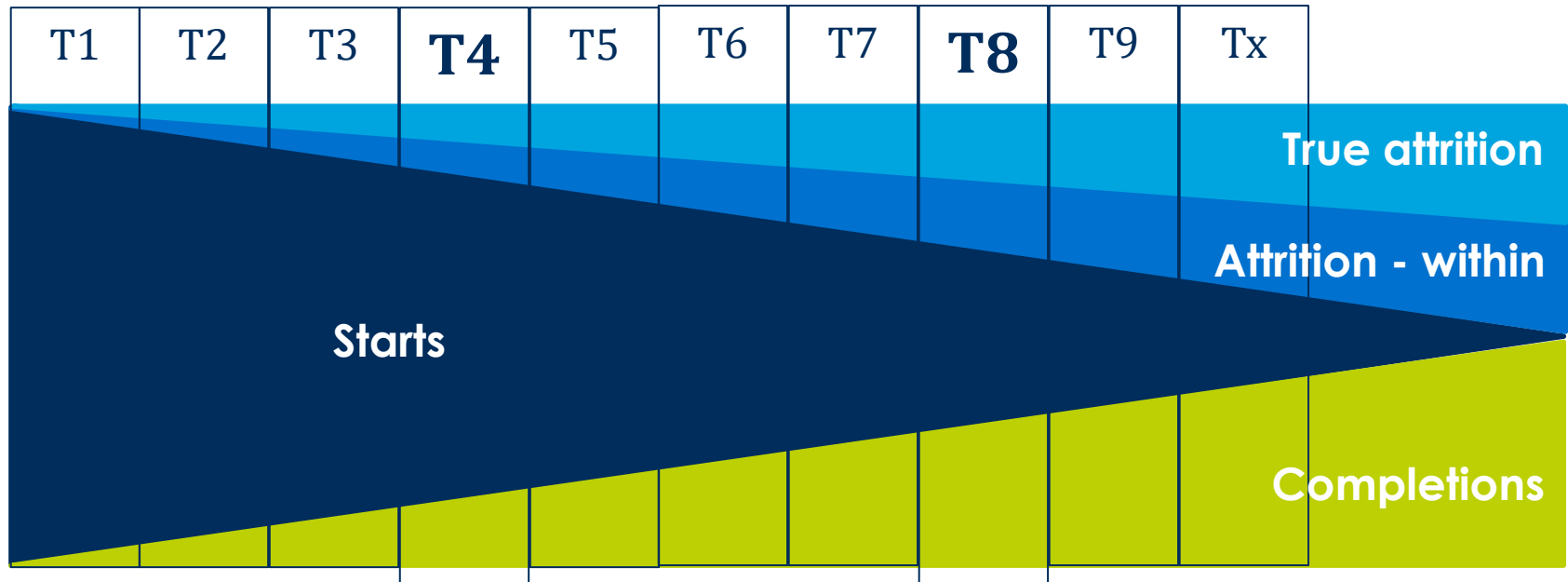


Efficiently Plan Counselor Activity

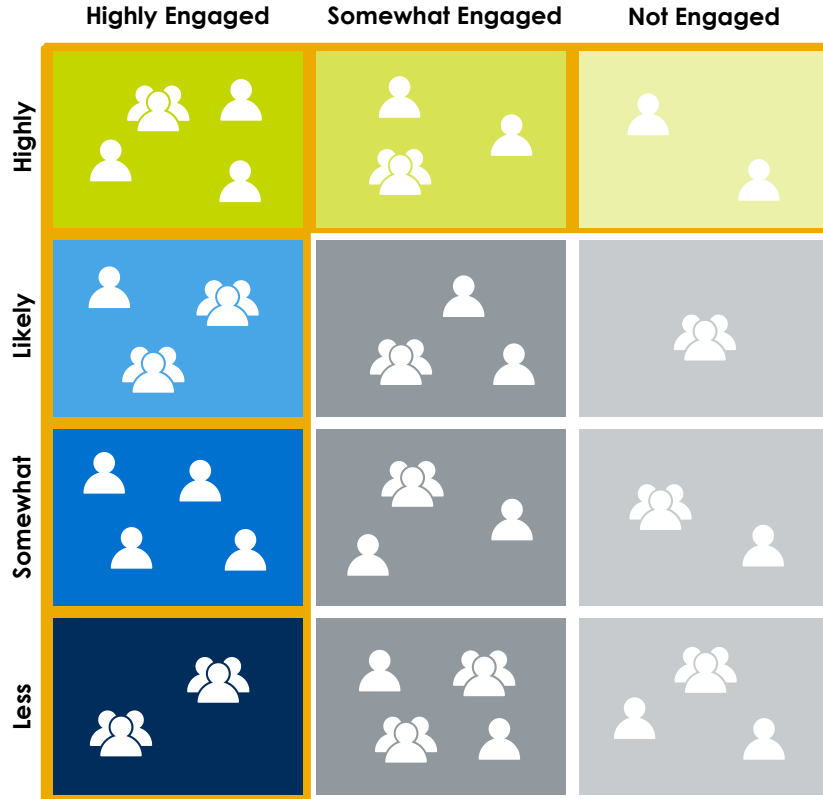
With increasing travel costs, analytics to score high schools and ZIP ranking help prioritize counselor time and strategically allocate your travel budget.

Attrition analysis is critical to the budgeting process and should drive support and intervention investments

Evaluation by term is important



Mid-funnel analytics drive communication, prioritization, and accurate forecasting.



Modeling

Inquiry, Applicant, Admit (Example)

Action: Intensify marketing outreach for the students most likely to apply and those highly engaged.

Action: Optimize channel mix and test new strategies to drive engagement.

Analytics drives strategy and content for all audiences



How do you translate data into action?

What do you wish you could better track compared to your current state?

Internal and external analytics provide context to the environment necessary for success

Three additional types of analytics for consideration

- 1 Demand / Market Share Analysis:**
What are the portfolio moves that offer the greatest potential?
- 2 Employment analysis:**
Who's hiring? What jobs? What skills and credentials are employers looking for?
- 3 Survey research:**
Understanding market perception to find viable opportunities.

Key takeaways

- Take a fresh look at your data and ask yourself how you can positively impact results with what you already have on hand.
- Evaluate additional metrics and add new KPI's that provide value.
- Review external data to ensure you are prepared for known shifts and transitions.
- What are other key takeaways from this session?



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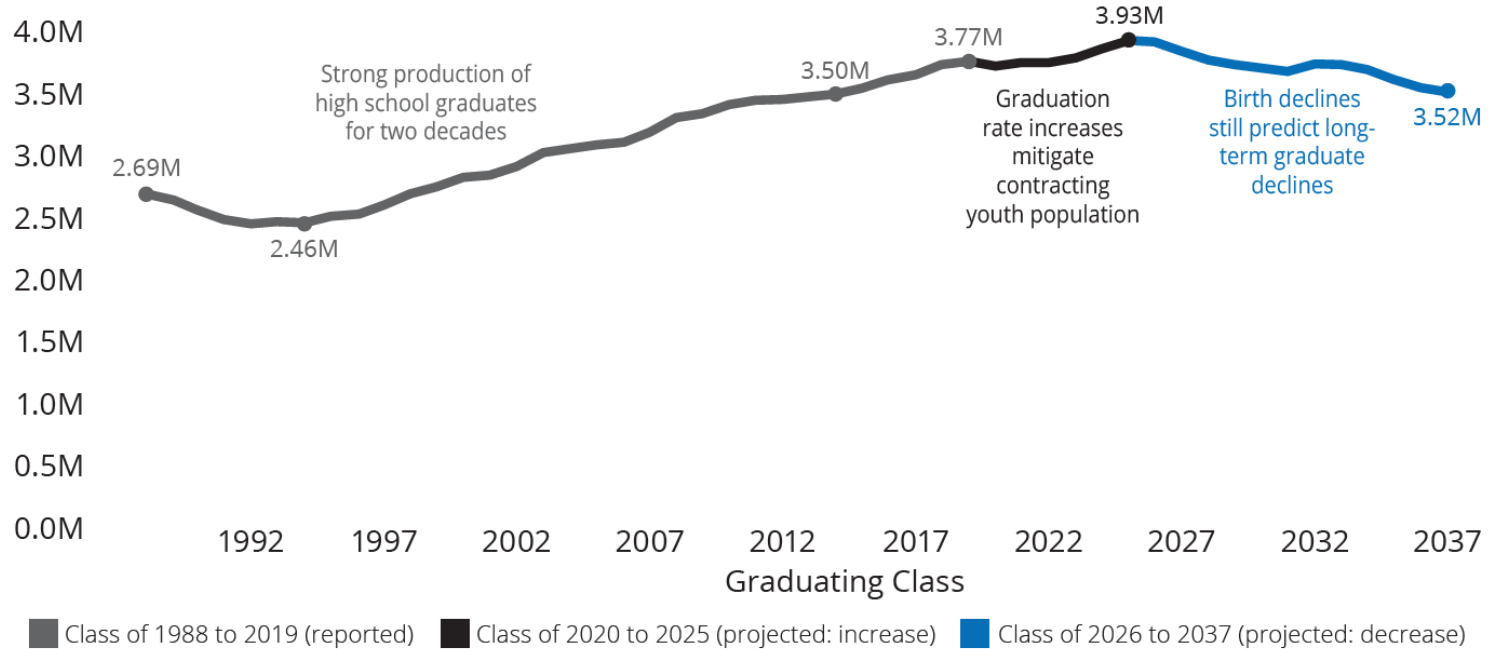
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The Growing Importance of Student Success



With the number of “new” students expected to shrink, the focus will shift to retaining our existing student population

Slowing growth in number of U.S. high school graduates, then decline (U.S. total high school graduates)





How important is student retention on campus?
**Does retention receive the same level of focus
and investment as recruiting new students?**
Who owns retention on your campus?

When striving to increase retention for first-year students, connections, and careers dominate where campuses should focus efforts

TOP 10 PRIORITIES FOR INCOMING FIRST-YEAR STUDENTS	2020	2019
Meet new friends	75%	73%
Help selecting an educational plan to get a good job	70%	69%
Talk about qualifications needed for certain occupations	67%	69%
Find out more about clubs and organizations	66%	57%
Receive help to improve student habits	65%	69%
Receive instruction on how to take college exams	65%	68%
Talk with someone about getting a scholarship	63%	67%
Talk with someone about salaries and future occupations	57%	60%
Meet an experienced student to seek advice	55%	56%
Talk about advantages/ disadvantages of various careers	53%	55%





**Understanding the need for
career, life, and academic
engagement and coaching,
what efforts are underway to
meet student's needs?**

One in every four current students question their investment in higher education

DESIRE TO FINISH COLLEGE	ASIAN	HISPANIC	NATIVE	BLACK	WHITE	OVERALL
I am strongly dedicated to finishing college.	95%	95%	94%	95%	95%	95%
Of all the things I could do now, going to college is most satisfying.	77%	78%	78%	81%	75%	77%
I wonder if college is worth the time, money, and effort.	30%	29%	22%	34%	20%	25%

More than 1 in 4 first-year students have financial problems that distract them from their educations

ITEM	2020	2019
Have financial problems that are distracting	27%	30%
Bad financial position and pressure to earn extra money will interfere with school	23%	21%



Do you see the role of student retention and persistence changing in the next 3-5 years? Why or why not?

Key takeaways

- Retention will continue to be an important driver for institutional financial health.
- Many students start day one with challenges – either financial, social, or directional.
- Explore opportunities to identify who needs help and then layer on support systems to meet students where they are.
- What other key takeaways from this session?



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4

The Foundational Framework for Growth



Building a strong foundation for growth



**Decisions driven by
data and analytics**



**Direction guided by
a comprehensive
strategic plan**



**Culture of
investment**



**Remember your
mission**

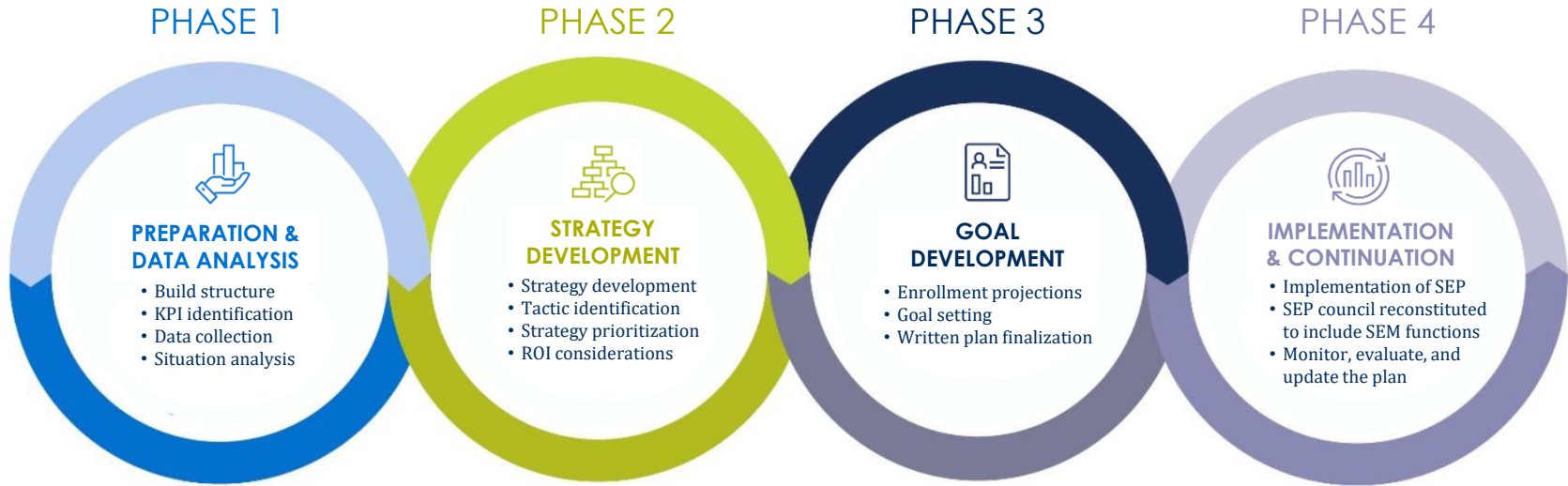
Strategic enrollment planning involves:



- **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)

Strategic enrollment planning

SEP is a dynamic, continuous, and scalable process



Planning for success: Building your enrollment plan to advance your mission

“ ...committed to excellence and distinction in the discovery, dissemination, and application of knowledge.”

“ ...enable our students to be productive, ethical, and socially responsible participants in the rapidly changing global marketplace.”

“ ...providing leading-edge management programs in a world-class, innovative, and inclusive environment throughout our regions.”





What types of strategic plans
exist at your institution?

Do they help drive results?
Why or why not?

Thank you for attending!

EVALUATION FORM

Please complete evaluation form and leave at the table or hand to an RNL staff member

RESOURCES

Resources are at the check-in table and online. An email will be sent out with a copy of the slides from today.

CONNECT WITH RNL

Connect with an RNL staff member if you are interested in talking through:

- Modern lead generation
- Enhancing our conversion strategy
- Finance aid leverage
- Retention and student success services



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