RNL Regional Workshop
Traditional Undergraduate Enrollment

WELCOME

Workshop Welcome

Drew Melendres, Senior Vice President

Adam Connolly, Vice President and Consultant

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Housekeeping items

Introductions

- Name
- Title
- Institution

Agenda Review

Round Table Lunch Topics

- Generating High Quality Applications
- Analytics in Action

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.

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1

Shifting Trends for the Traditional Student Population

Changing demographics will create winners and losers in enrollment management.

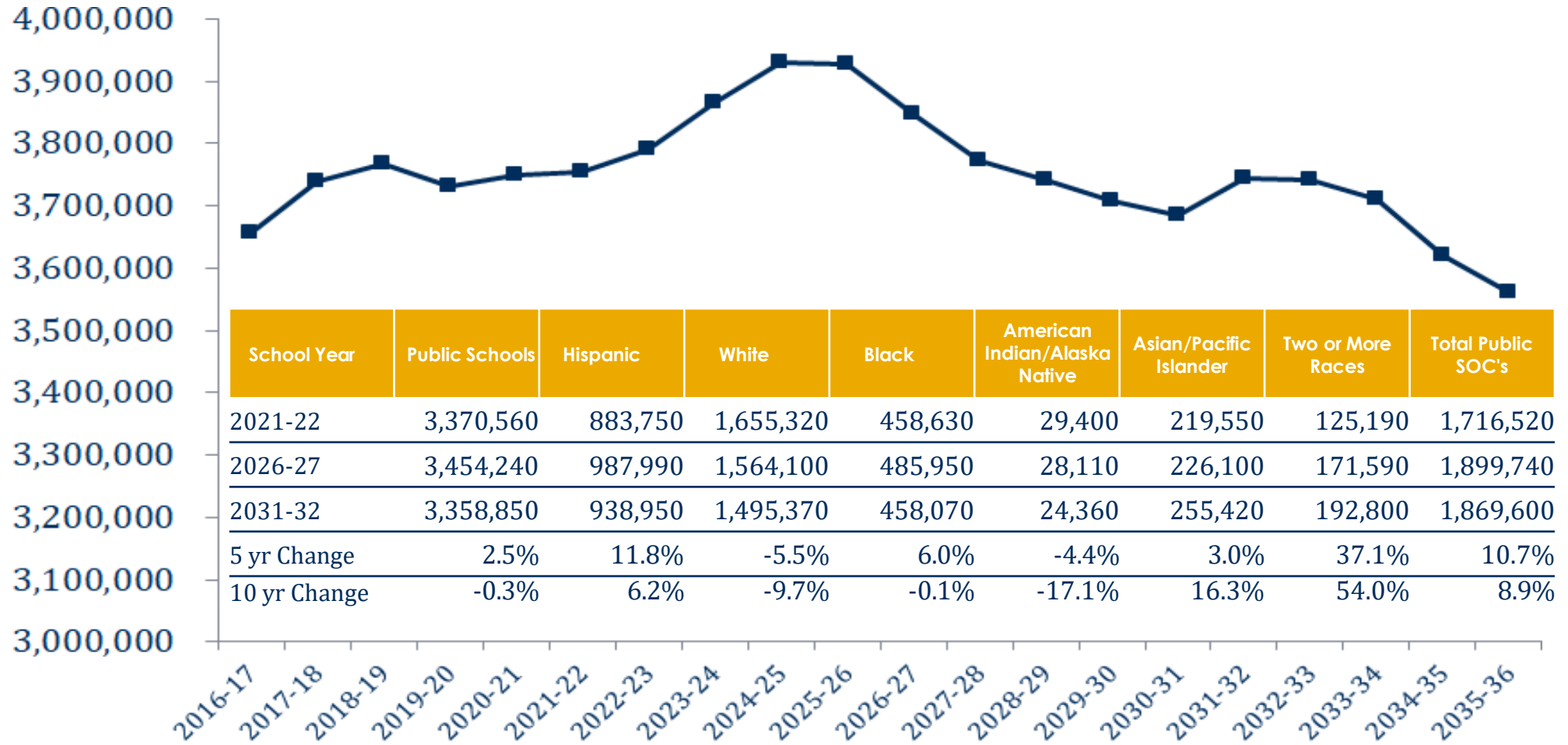**The pie is shrinking, and we need to be ready.**

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

Projected change in high school graduates

School Year	Public Schools	Hispanic	White	Black	American Indian/Alaska Native	Asian/Pacific Islander	Two or More Races	Total Public SOC's
2021-22	3,370,560	883,750	1,655,320	458,630	29,400	219,550	125,190	1,716,520
2026-27	3,454,240	987,990	1,564,100	485,950	28,110	226,100	171,590	1,899,740
2031-32	3,358,850	938,950	1,495,370	458,070	24,360	255,420	192,800	1,869,600
5 yr Change	2.5%	11.8%	-5.5%	6.0%	-4.4%	3.0%	37.1%	10.7%
10 yr Change	-0.3%	6.2%	-9.7%	-0.1%	-17.1%	16.3%	54.0%	8.9%

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Illinois

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	148,830		5th
Institutions of Higher Education**	162		7th
College Continuation***	112,962	75.9%	20th
Leave the State to Go to College***	36,616	24.6%	11th

Largest Institutions***	In-state Freshman***	Estimated Market Share^
University of Illinois at Urbana-Champaign	5,811	5.14%
University of Illinois at Chicago	3,686	3.26%
Illinois State University	3,573	3.16%
College of DuPage	3,196	2.83%
William Rainey Harper College	2,299	2.04%

Remaining Students	Remaining Institutions	Students Per Institution
57,781	157	368

Indiana

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	77,270		15th
Institutions of Higher Education**	76		20th
College Continuation***	54,067	70.0%	38th
Leave the State to Go to College***	7,664	9.9%	43rd

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Ivy Tech Community College	10,870	20.10%
Indiana University-Bloomington	4,655	8.61%
Purdue University-Main Campus	4,391	8.12%
Indiana University-Purdue University-Indianapolis	3,737	6.91%
Ball State University	3,114	5.76%

Remaining Students	Remaining Institutions	Students Per Institution
19,636	71	277

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

Iowa

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	37,090		31st
Institutions of Higher Education**	76		20th
College Continuation***	26,932	72.6%	25th
Leave the State to Go to College***	3,660	9.9%	44th

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Iowa State University	3,362	12.48%
University of Iowa	2,801	10.40%
Des Moines Area Community College	2,654	9.85%
Kirkwood Community College	2,298	8.53%
University of Northern Iowa	1,523	5.65%

Remaining Students	Remaining Institutions	Students Per Institution
10,634	71	150

Michigan

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	107,390		11th
Institutions of Higher Education**	98		15th
College Continuation***	81,664	76.0%	19th
Leave the State to Go to College***	10,755	10.0%	42nd

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Michigan State University	6,752	8.27%
Grand Valley State University	3,837	4.70%
University of Michigan-Ann Arbor	3,546	4.34%
Macomb Community College	3,330	4.08%
Wayne State University	2,934	3.59%

Remaining Students	Remaining Institutions	Students Per Institution
50,510	93	543

Minnesota

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	68,940		20th
Institutions of Higher Education**	85		16th
College Continuation***	49,226	71.4%	30th
Leave the State to Go to College***	14,864	21.6%	13th

Largest Institutions***	In-state Freshman***	Estimated Market Share^
University of Minnesota-Twin Cities	3,898	7.92%
Minnesota State University-Mankato	1,995	4.05%
University of Minnesota-Duluth	1,903	3.87%
Normandale Community College	1,500	3.05%
University of St Thomas	1,366	2.77%

Remaining Students	Remaining Institutions	Students Per Institution
23,700	80	296

Nebraska

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	25,950		36th
Institutions of Higher Education**	42		34th
College Continuation***	17,024	65.6%	46th
Leave the State to Go to College***	3,122	12.0%	32nd

Largest Institutions***	In-state Freshman***	Estimated Market Share^
University of Nebraska-Lincoln	3,343	19.64%
University of Nebraska at Omaha	1,874	11.01%
Southeast Community College Area	1,388	8.15%
Metropolitan Community College Area	1,350	7.93%
Northeast Community College	858	5.04%

Remaining Students	Remaining Institutions	Students Per Institution
5,089	37	138

North Dakota

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	7,650		48th
Institutions of Higher Education**	24		43rd
College Continuation***	5,847	76.4%	17th
Leave the State to Go to College***	1,542	20.2%	36th

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Bismarck State College	806	13.78%
North Dakota State University-Main Campus	796	13.61%
University of North Dakota	677	11.58%
North Dakota State College of Science	335	5.73%
Minot State University	266	4.55%

Remaining Students	Remaining Institutions	Students Per Institution
1,425	19	75

South Dakota

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	10,080		45th
Institutions of Higher Education**	26		39th
College Continuation***	7,082	70.3%	36th
Leave the State to Go to College***	1,714	17.0%	17th

Largest Institutions***	In-state Freshman***	Estimated Market Share^
South Dakota State University	1,070	15.11%
University of South Dakota	872	12.31%
Lake Area Technical Institute	544	7.68%
Southeast Technical Institute	412	5.82%
Black Hills State University	337	4.76%

Remaining Students	Remaining Institutions	Students Per Institution
2,133	21	102

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

Wisconsin

The competition factor

	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	66,410		21st
Institutions of Higher Education**	74		21st
College Continuation***	47,410	71.4%	32nd
Leave the State to Go to College***	9,561	14.4%	26th

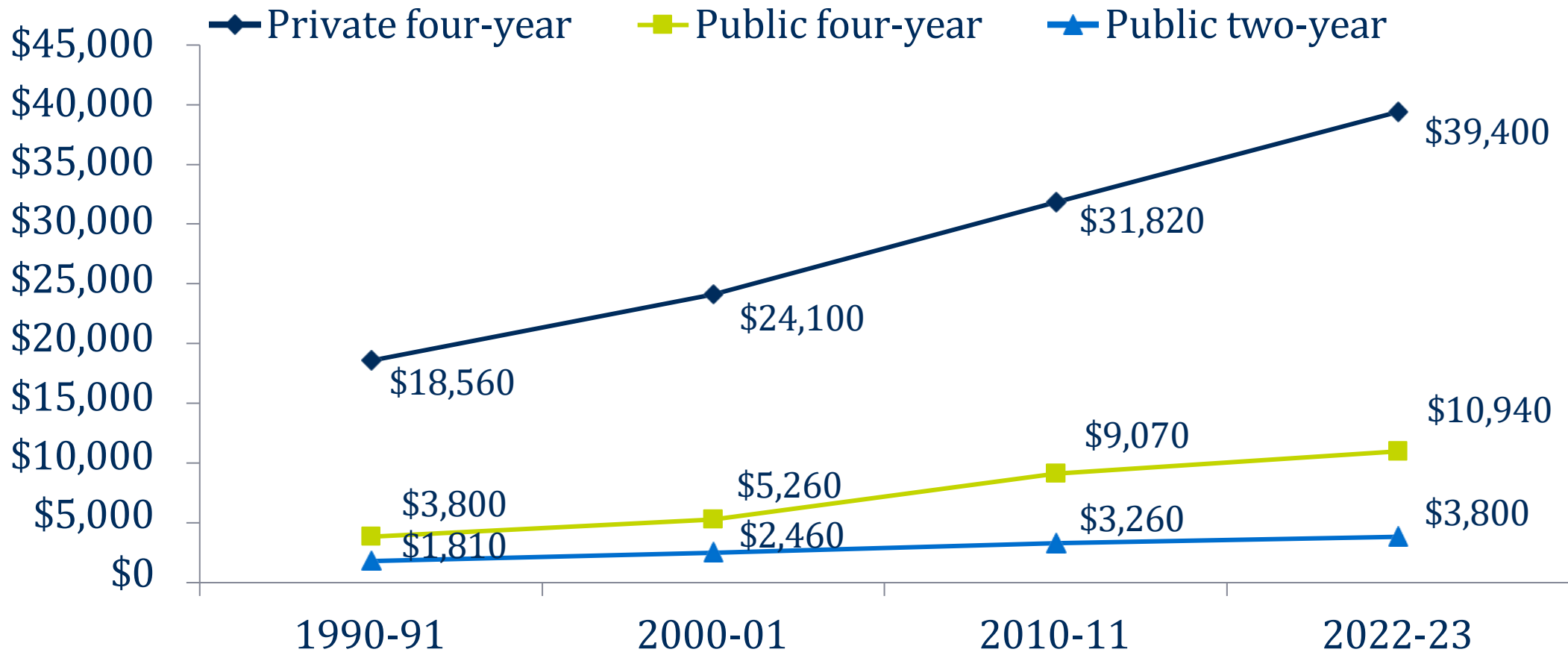| Largest Institutions***	In-state Freshman***	Estimated Market Share^
University of Wisconsin-Madison	3,629	7.65%
University of Wisconsin-Milwaukee	3,443	7.26%
Milwaukee Area Technical College	2,310	4.87%
University of Wisconsin-Oshkosh	2,180	4.60%
University of Wisconsin-Whitewater	1,851	3.90%

Remaining Students	Remaining Institutions	Students Per Institution
24,436	69	354

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

Legend: Private four-year — Public four-year — Public two-year

Private four-year:
- $18,560
- $24,100
- $31,820
- $39,400

Public four-year:
- $3,800
- $5,260
- $9,070
- $10,940

Public two-year:
- $1,810
- $2,460
- $3,260
- $3,800

X-axis: 1990-91, 2000-01, 2010-11, 2022-23

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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2

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

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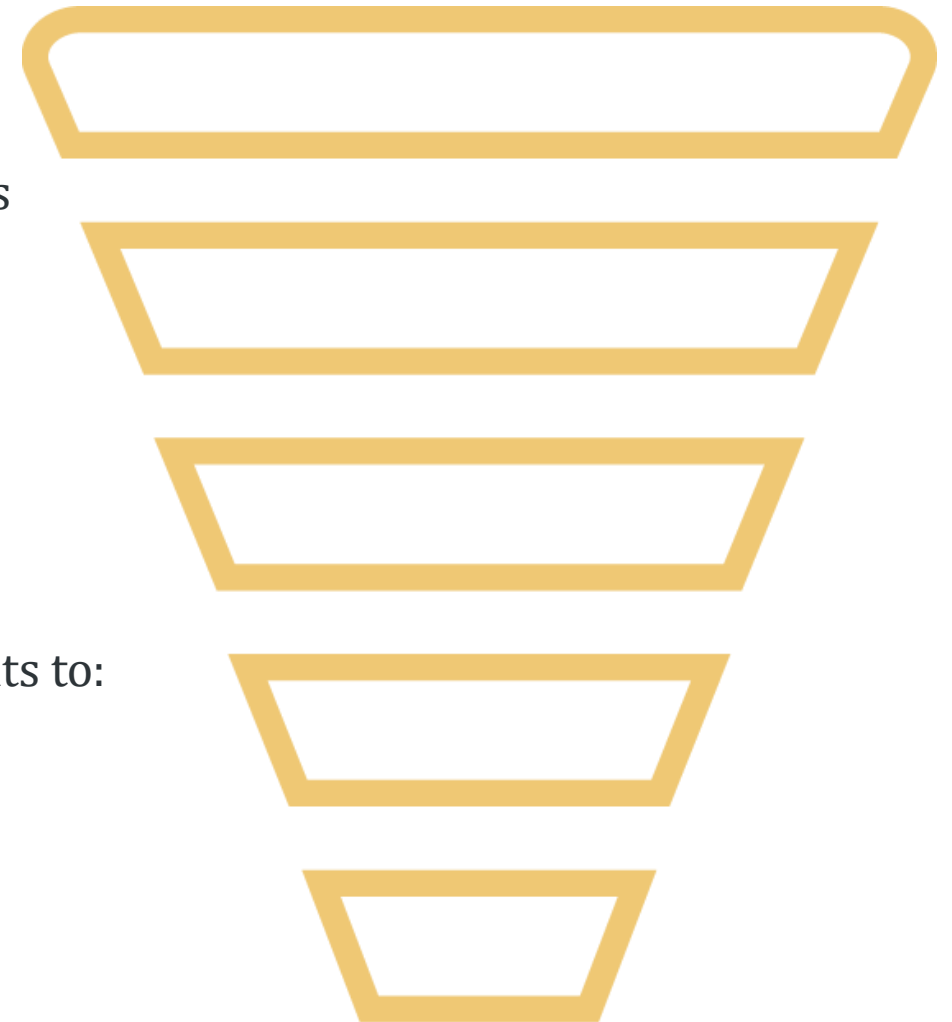
The importance of multiple types of analytics
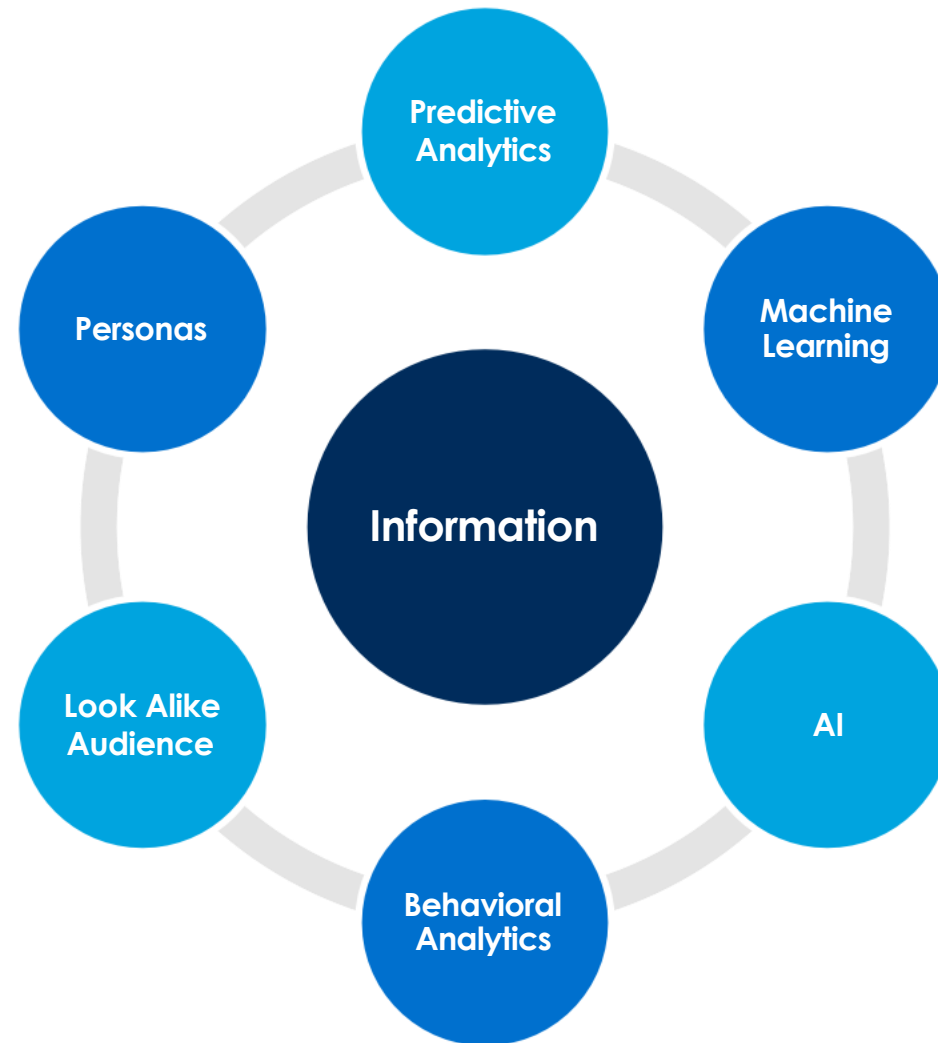
Analytics play a critical role at each stage of the enrollment funnel

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

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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.
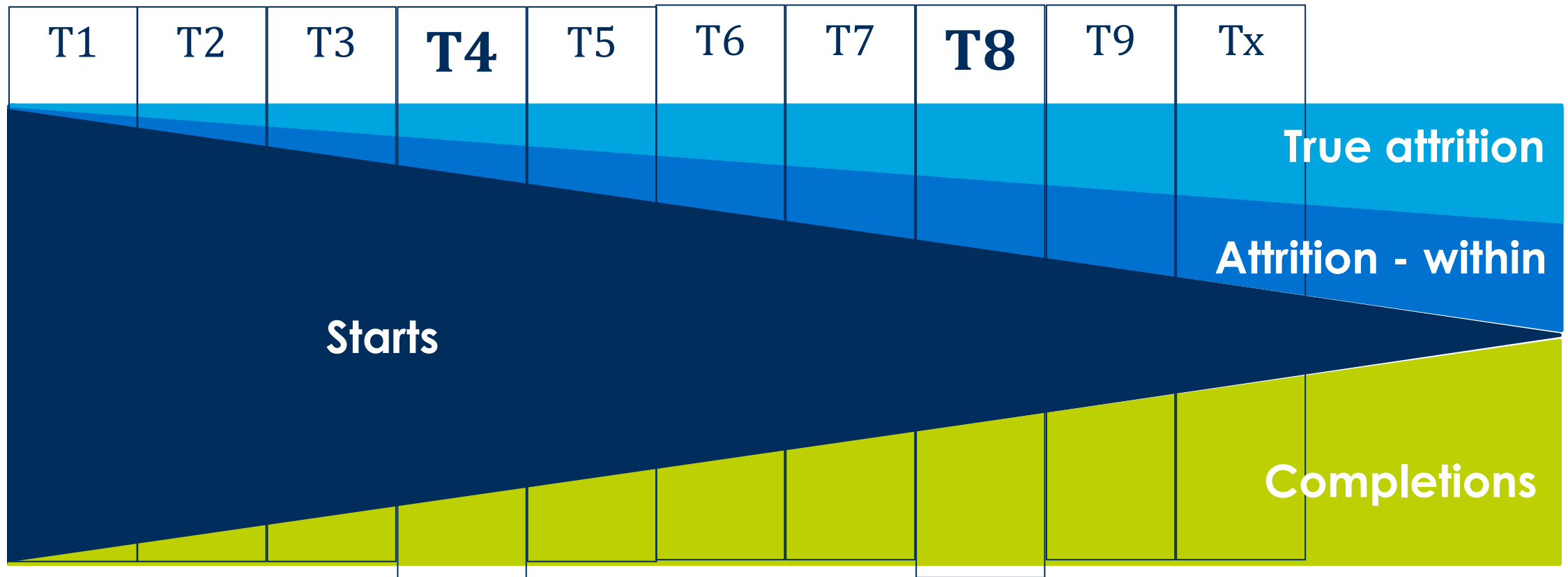
Efficiently Plan Counselor Activity

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.

Highly Engaged | **Somewhat Engaged** | **Not Engaged**

Highly / Likely / Somewhat / Less
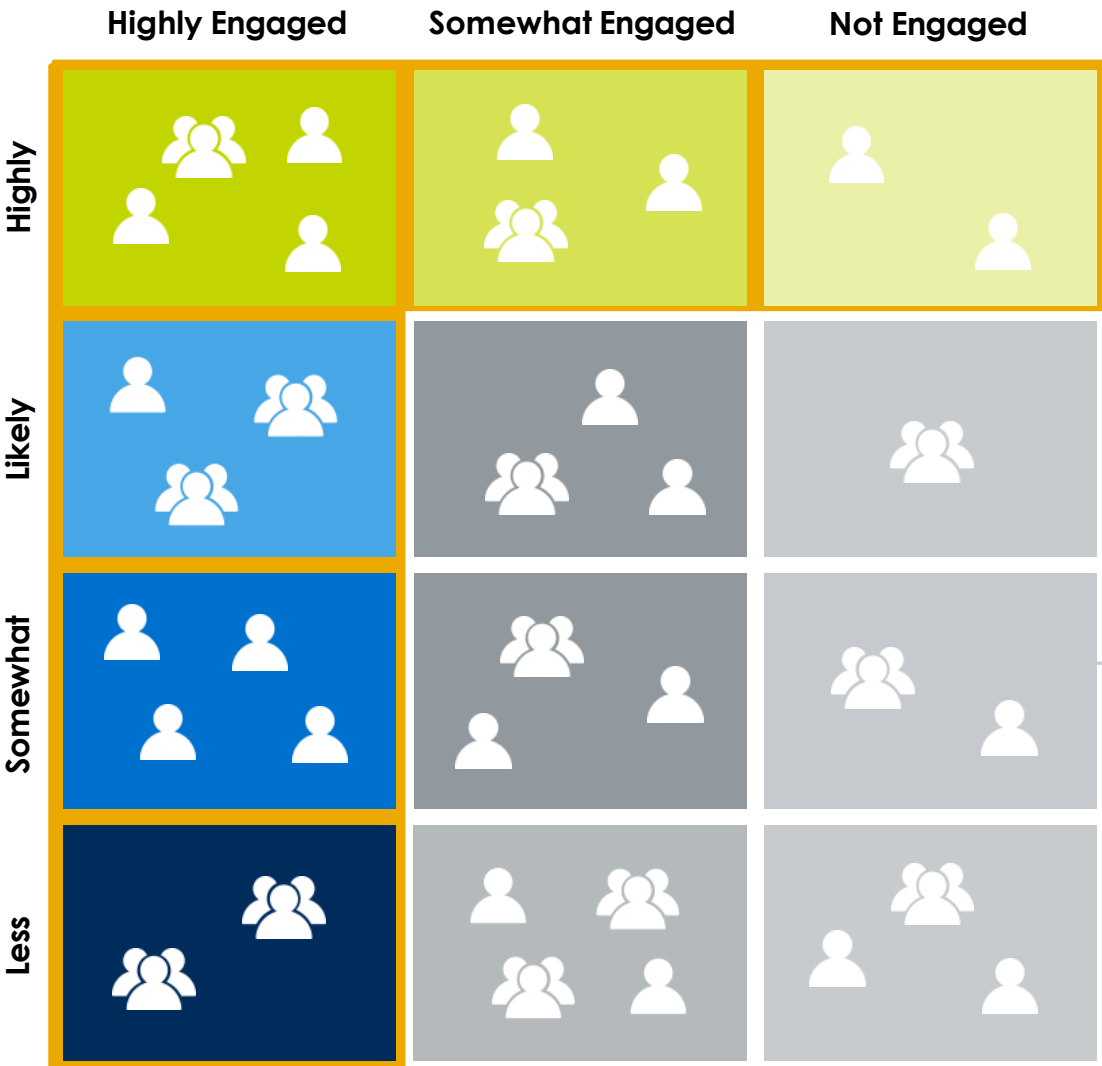
Modeling
Inquiry, Applicant, Admit (Example)

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

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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.

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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?
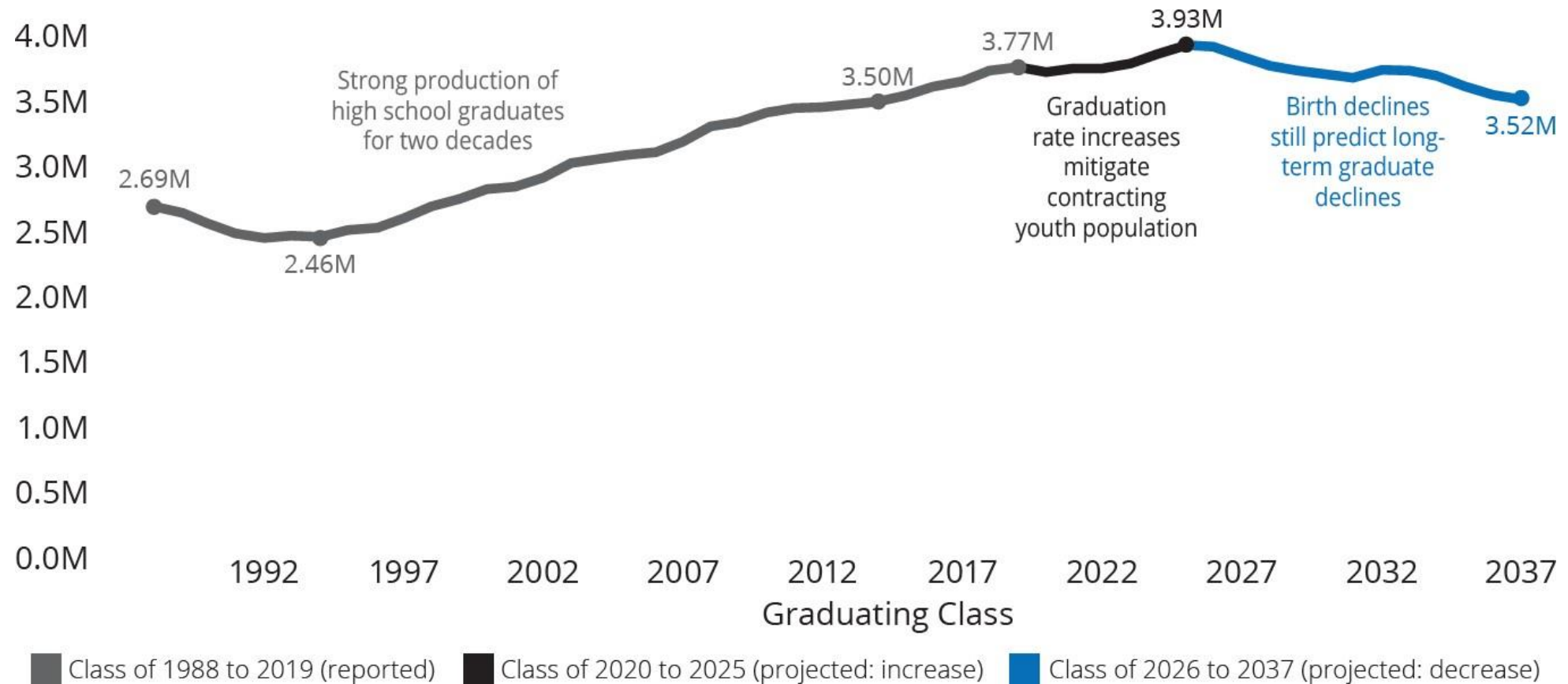
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3

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)

Strong production of high school graduates for two decades

2.69M

2.46M

3.50M

3.77M

3.93M

Graduation rate increases mitigate contracting youth population

Birth declines still predict long-term graduate declines

3.52M

Graduating Class

Class of 1988 to 2019 (reported)　　Class of 2020 to 2025 (projected: increase)　　Class of 2026 to 2037 (projected: decrease)

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 three-to-five 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?

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

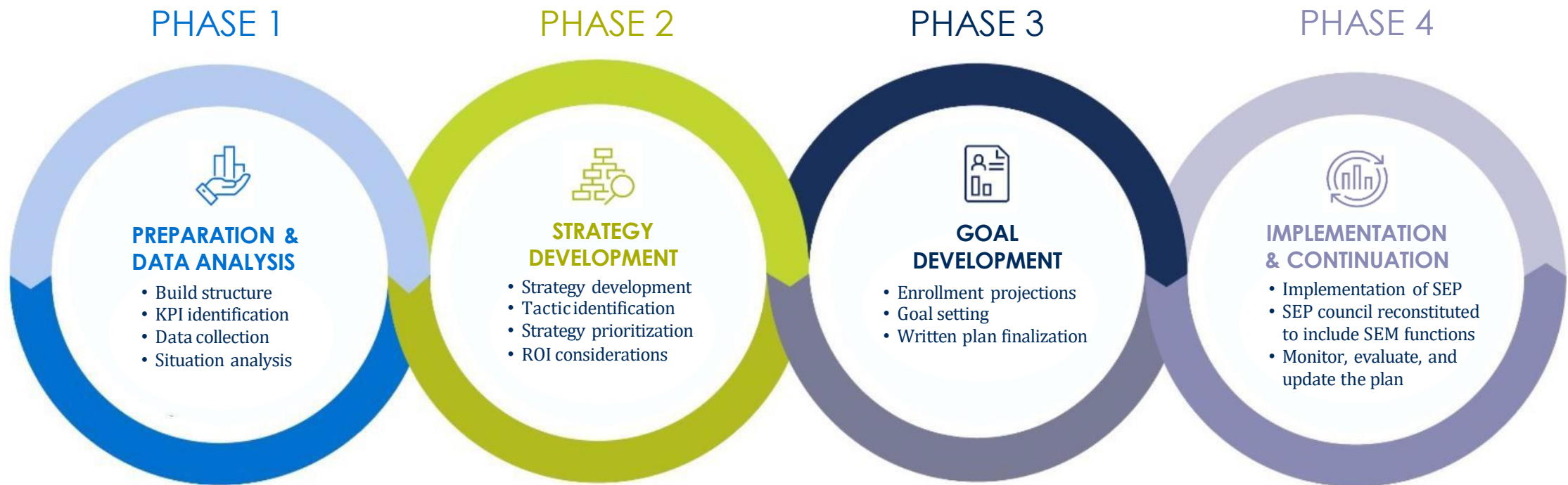**Remember your mission**

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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

PHASE 1

PREPARATION & DATA ANALYSIS

- Build structure
- KPI identification
- Data collection
- Situation analysis

PHASE 2

STRATEGY DEVELOPMENT

- Strategy development
- Tactic identification
- Strategy prioritization
- ROI considerations

PHASE 3

GOAL DEVELOPMENT

- Enrollment projections
- Goal setting
- Written plan finalization

PHASE 4

IMPLEMENTATION & CONTINUATION

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

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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."

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 leveraging
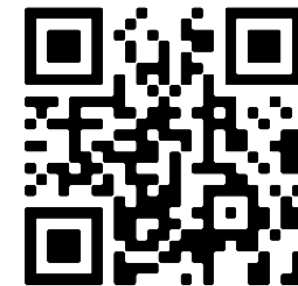- Retention and student success services

OFFER TO RNL
WORKSHOP PARTICIPANTS

$595 flat rate on 2023 RNLNC registration!

Must register by May 2nd to receive this special offer.

Use code: **Workshop595**

scan me

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