Strategic Enrollment Planning: A Workshop for Graduate and Online Enrollment Leaders

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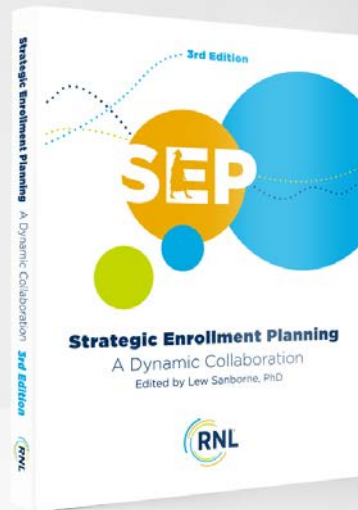
Vice President, RNL

STRATEGIC ENROLLMENT PLANNING: A DYNAMIC COLLABORATION

The Definitive Book on Strategic Enrollment Planning

Now in an extensively revised third edition

Strategic Enrollment Planning: A Dynamic Collaboration is the landmark book on the topic. This third edition has been updated to address the technological, demographic, and educational changes that have impacted colleges and universities.

SEP Consultants & Additional Associate Consultants

Lew Sanborne, PhD, Senior Vice President

Dr. Sanborne brings more than 30 years of experience in multiple higher education roles and responsibilities. After 18 years working on a university campus, he transitioned to full-time work with RNL. Currently, he oversees RNL's consulting and research services division. Lew has collaborated with more than 100 colleges and universities—two-year, four-year, public, and private—throughout the U.S., Canada, and Europe on strategic enrollment planning, student success, and quality service.

Dawn Fortin Mattoon, EdD, MBA, Assistant Vice President

Dr. Fortin Mattoon has three decades of higher education experience focused on strategic planning, transformational innovation, and institutional branding. She assists RNL clients with strategic enrollment planning and institutional strategic planning. She has collaborated with numerous higher education organizations in the US and abroad.

James P. Loftus, PhD, Executive Consultant

Dr. Loftus brings decades of accomplished leadership in higher education, having served in various senior executive roles from assistant dean to president. He recently returned to RNL after serving as an associate consultant for 12 years earlier in his career. He has collaborated with several colleges and universities, both public and private, and specialty institutions focusing on student success.

Today's Topics: For Adult, Online and Graduate SEP
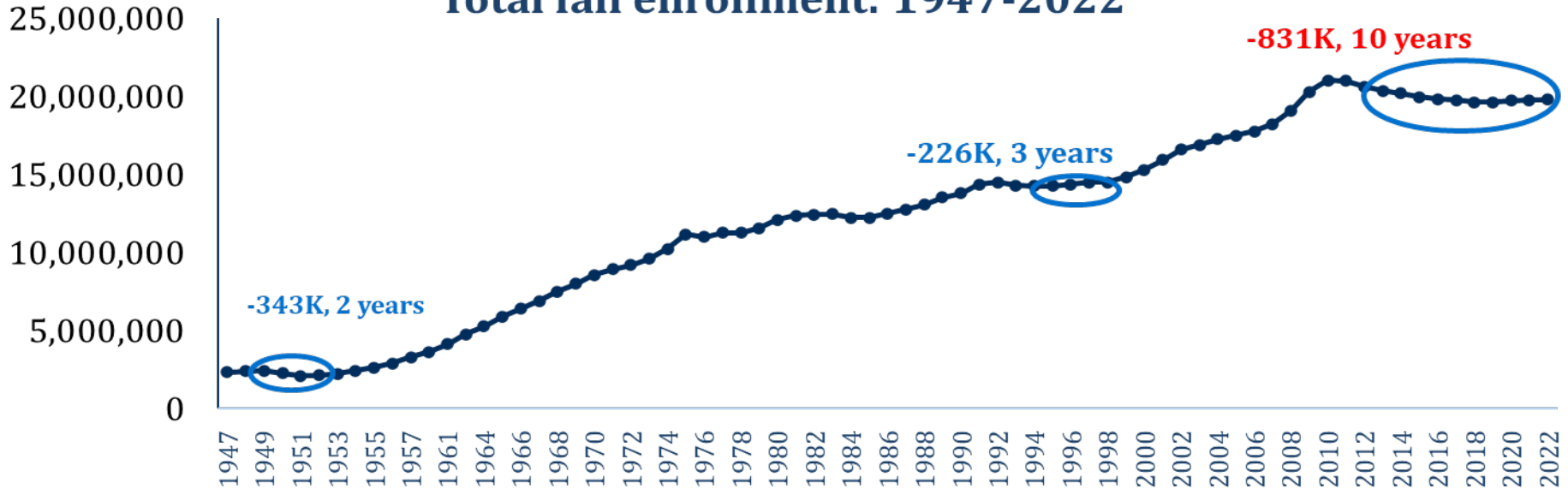
- Tyranny of the Urgent can prevent planning for the longer-term future.

- Where should we begin? Where should we focus?

- Who needs to be at the table?

- What are the key ingredients in setting up this process for success?

- How to intentionally involve key leaders in the process?

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Don't let the "tyranny of the urgent" prevent Strategic Enrollment Planning (SEP)

We are in the midst of a historic contraction in total enrollment.

Total fall enrollment: 1947-2022

-831K, 10 years

-226K, 3 years

-343K, 2 years

25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0

1947 1949 1951 1953 1955 1957 1961 1964 1966 1968 1970 1972 1974 1976 1978 1980 1982 1984 1986 1988 1990 1992 1994 1996 1998 2000 2002 2004 2006 2008 2010 2012 2014 2016 2018 2020 2022

Source: U.S. Department of Education. Institute of Education Sciences, National Center for Education Statistics. Digest of Educational Statistics

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Projected change in high school graduates
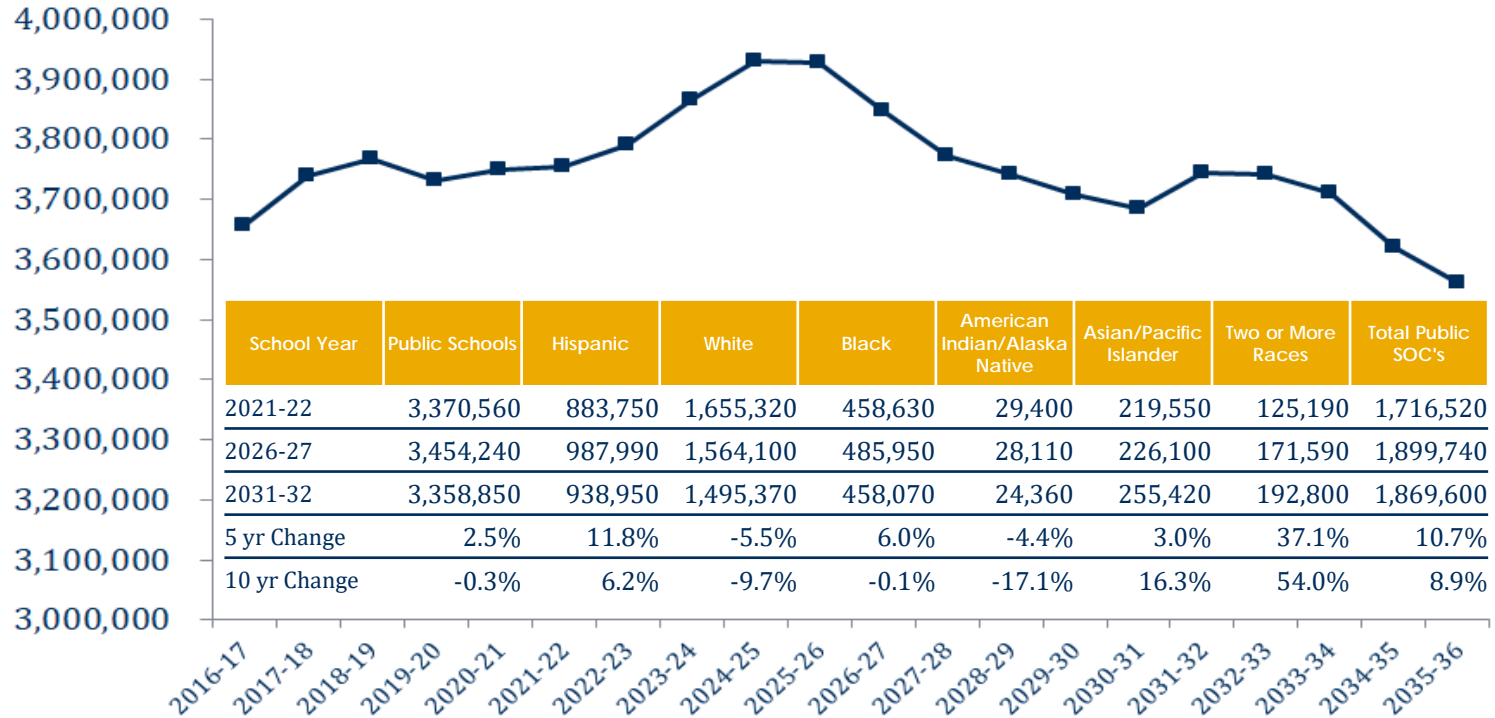
School Year	Public Schools	Hispanic	White	Black	American Indian/Alaska Native	Asian/Pacific Islander	Two or More Races	Total Public SOC's
2021-22	3,370,560	883,750	1,655,320	458,630	29,400	219,550	125,190	1,716,520
2026-27	3,454,240	987,990	1,564,100	485,950	28,110	226,100	171,590	1,899,740
2031-32	3,358,850	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%

Percent of U.S. Undergraduates that are 25+

34%

6,418,366

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment component final data (2003 - 2019) and provisional data (2021).

8. The pandemic had no negative affect on online demand, in fact it has increased in the last two years.

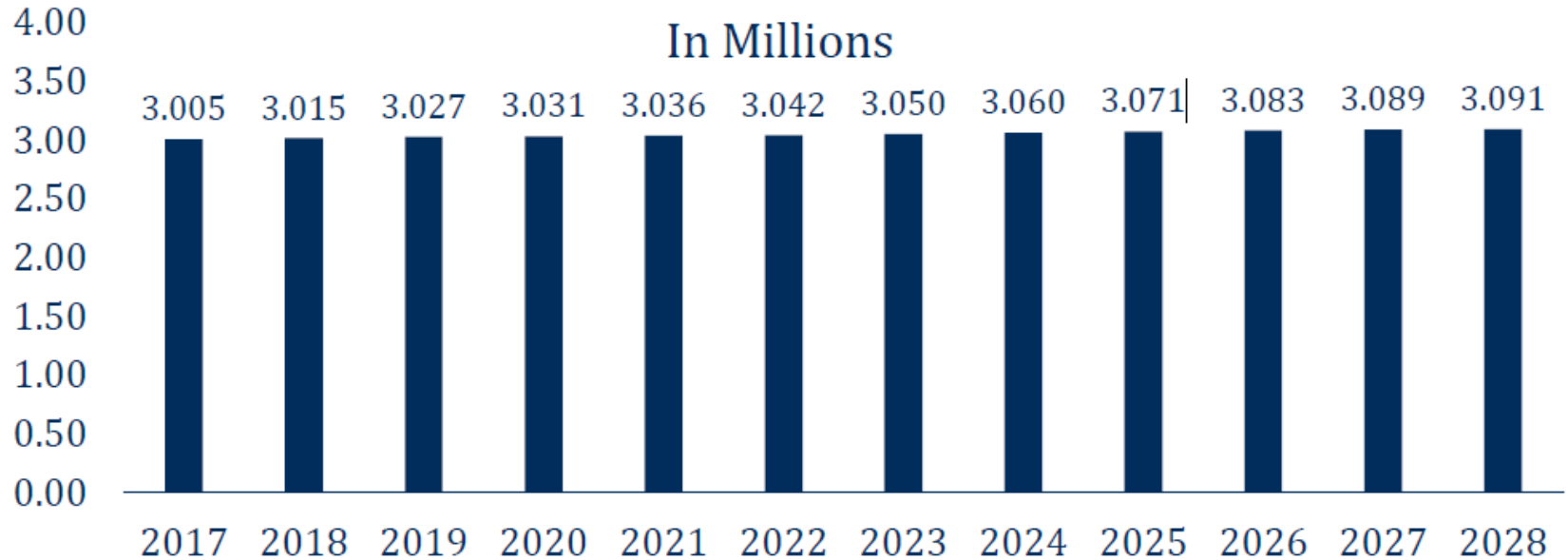**In which instructional format did/will you enroll in graduate classes?**

39% All online

43% Partially online

18% All classroom

Chosen instructional format by age

FORMAT	20-24	25-29	30-39	40-49	50+
All online	30%	39%	48%	54%	50%
Partially online	40%	42%	40%	40%	43%
All classroom	30%	19%	13%	6%	7%

Format: By Level	Post-back. Cert.	Grad. Cert.	Master's	Doctoral
All online	42%	42%	44%	20%
Partially online	44%	43%	40%	37%
All classroom	14%	15%	16%	43%

2021-2023 Comparison:
In 2021, 32% indicated that they would enroll in Fully Online, 48% in Hybrid, and 20% in Classroom.

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Graduate enrollment is expected to be flat or increase slightly from 2022 to 2028

In Millions

Year	Value
2017	3.005
2018	3.015
2019	3.027
2020	3.031
2021	3.036
2022	3.042
2023	3.050
2024	3.060
2025	3.071
2026	3.083
2027	3.089
2028	3.091

More Graduate students today want an Online program than a face-to-face program

Preferred Format

- Classroom: 20%
- Hybrid: 48%
- Online: 32%
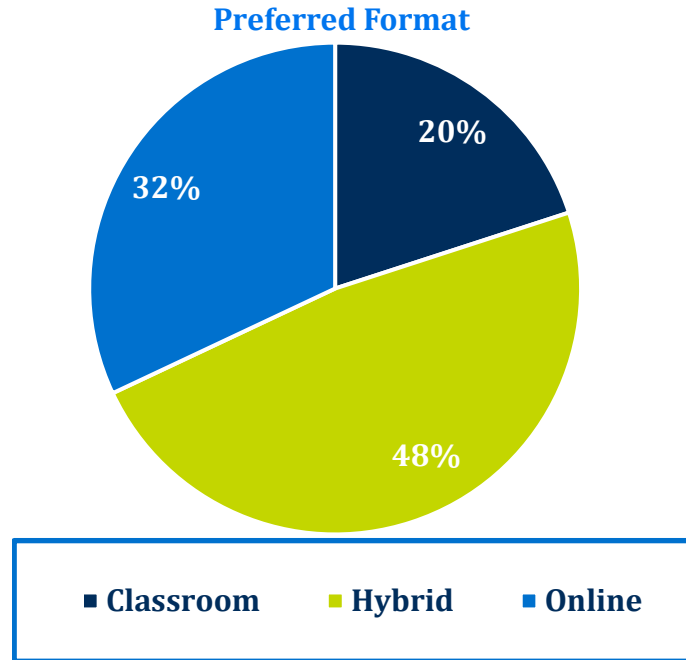
Adult, Online and Graduate Enrollment Imperative

The shift from solely "traditional" to include Adult, Online and Graduate

- Traditional direct from HS enrollment is shifting and declining.

- Attainment rates have increased over the recent decade.

- High entry-level wages create higher education competition.

- The higher education value proposition is in question.

- Digital connection is the new normal.

- Collaboration is critical.

Where to begin a strategic enrollment planning process?

Does your campus embrace and celebrate adult, online and graduate learners?

Campus Culture

Do your institutions have "adult friendly" cultures?

- Adult specific recruitment and communication strategies are in place.

- Policies, procedures, physical space and hours of operations recognize adult needs.

- Programs are designed and delivered based on adult student demands.

- Instructor development includes "andragogy" insights.

- Student success support and initiatives are customized for adult learners.

- The campus is proud to serve adults and shares adult testimonials.

Traditional Planning

- Set goals then develop steps to achieve those goals

Strategic Planning

- Align organization with its environment to promote stability, sustainability, growth, and/or excellence

The SEP Framework

PHASE 1

PREPARATION & DATA ANALYSIS
- Build structure
- KPI identification
- Data collection
- Situation analysis

PHASE 2

STRATEGY DEVELOPMENT
- Strategy identification
- Action plan development
- Strategy prioritization
- ROI considerations

PHASE 3

GOAL DEVELOPMENT
- Enrollment projections
- Goal setting
- Written plan finalization

PHASE 4

IMPLEMENTATION & CONTINUATION
- SEP implementation
- SEP transitions to SEM
- Monitor, evaluate, and update the plan

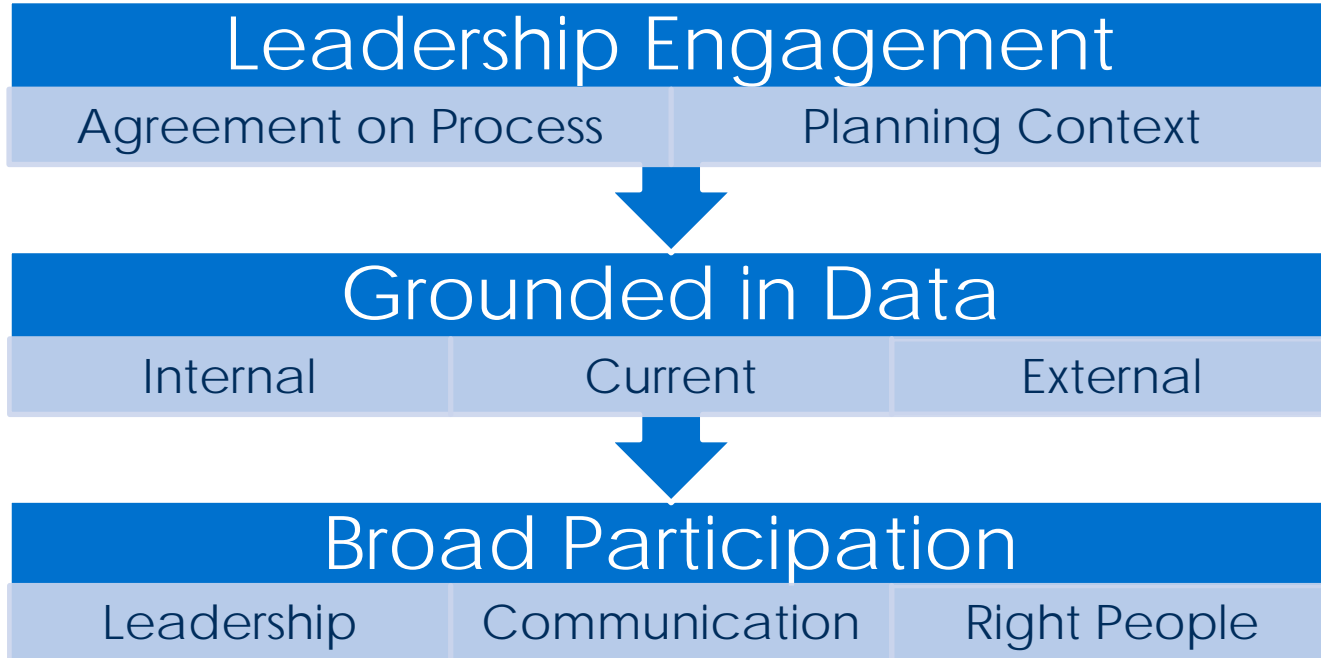# AOG Strategic Enrollment Planning involves:

- **Program** (academic, co-curricular, services, support)

- **Place** (on-site, off-site, online, hybrid)

- **Price and Revenue** (tuition, fees, discounts, incentives)

- **Promotion** (digital marketing, recruitment, web presence)

- **Purpose and Identity** (mission, distinctiveness, brand, ranking, reputation)

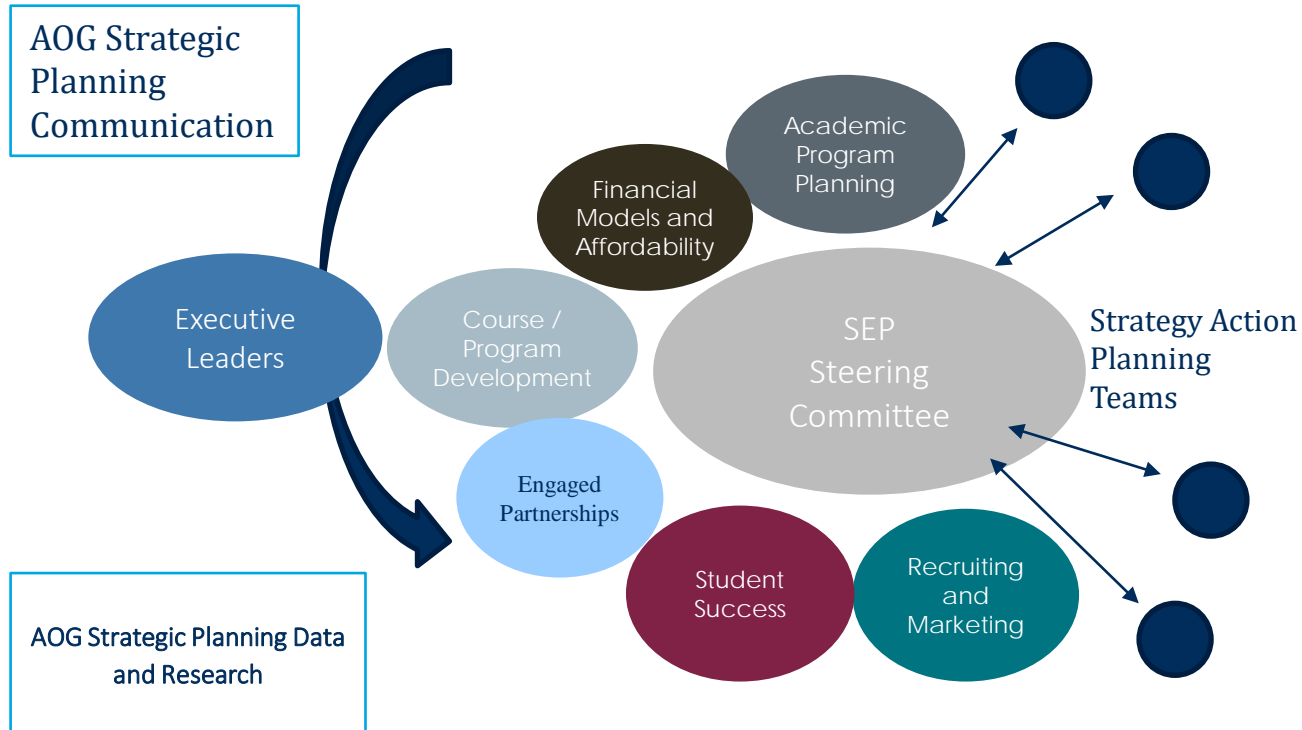- **Process** (search, instruction, student support, engagement)

What leadership roles are crucial to engage for strategic planning on your campus?

Active Planning

Leadership Engagement

Agreement on Process	Planning Context

Grounded in Data

Internal	Current	External

Broad Participation

Leadership	Communication	Right People

Adult, Online and Graduate SEP working groups = Focus Area Situation Analysis

SEP Action Planning Tool

- ☐ *I'd like a copy of the SEP Action Planning Tool*

- ☐ *I'd like to have a conversation about SEP*

- ☐ *Not today, thank you though!*

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What the are key ingredients in setting up SEP for success ?

Have you tried building a strategic planning process, but it collapsed under its own weight?

Strategic Enrollment Planning Phases

1. Preparation

2. Identification of key performance indicators

3. Developing a comprehensive situation analysis (data compilation, research, the SEP dashboard, etc.)

4. Strategy identification

5. Action plan development (business plan for each potential strategy)

6. Strategy prioritization (mission-fit, ROI, likelihood of success)

7. Develop quantifiable goals

8. Funding, execution, evaluation, and modification

Business/action plan elements

- One for each key strategy

- Further explain the strategy as needed

- Identify broad implementation steps

- Assign responsibility and completion date

- Identify enrollment impact (and rationale)

- Budget impact and estimated ROI

- Identify assessment measures

Action Plan Tool – Action Plan Tab

Action Plan Tool – Action Plan Tab

Examine systems, policies, and tasks to position programs for recruitment and retention success.
Understand institutional factors that contribute to new and continuing graduate student enrollment to inform the institutional strategic graduate enrollment plan; create the Institutional model for sustainable new and continuing student enrollment.
Focus recruitment resources to strategically grow graduate new student enrollment.

Further Description/Explanation:

Analyze program offerings, support for IUP's research mission, delivery methods, net cost of attendance, student success and satisfaction, graduate student funding, and graduate coordinator program-level support.
Funnel resources to enable execution of coordinated graduate recruitment best practices by Graduate Admissions, MarCom, graduate coordinators, and university partners.
The goal of the analysis is to understand IUP's graduate landscape with greater precision and align resources to optimize graduate student retention and growth.

Implementation Schedule/Timetable

Steps	Responsibility	Cost	Start Date	Completion Date	Outcomes and Evaluation planning notes. How will this step be assessed/evaulated?
Identify and align program demand and capacity (taking into consideration APES, INSPIRE, retrenchment) with enrollment goals; begin by selecting and 10 graduate programs to initiate the process.	Academic Affairs/Deans/ SGSR/Grad Admissions		5/10/2021 or prio	Ongoing	
Identify program offerings and modalities leading to student sucess (partnership with Program Portfolio group, RNL market research data). Do we have the capacity to be competitive and support IUP's research	Academic Affairs/Deans/ SGSR/Grad Admissions		5/10/2021 or prio	Ongoing	
Align program cost with market, ROI, student funding (GA, scholarship, FWS). Establish data-driven enrollment goals.	Budget Office/Deans/ SGSR/Grad Admissions		7/1/2021	Ongoing	
Provide specialized program and college-level recruitment support, via recruitment professionals (i.e. 2 Graduate Enrollment Coordinators), to optimize program-specific graduate recruitment.	Enrollment Management/Academic Affairs	119,634	7/1/2021		
Identify "feeder schools" (PASSHE and privates) and develop recruitment partnerships (attend fairs, meet with advisors and influencers).	Grad Admissions/Program Coordinators/Faculty		In progress	Ongoing	
Create formal pathways/agreements with PASSHE schools for "Early" or "Guaranteed" admission to IUP.	d Admissions/SGSR/Program Coordinators/Faculty		In progress	Ongoing	
Grow IUP undergraduate to graduate recruitment/enrollment.	Grad Admissions/Program Coordinators/Faculty		In progress	Ongoing	
Grow external partnerships (alumni, corporations) as graduate feeders/partners.	Grad Admissions/CPDC/Alumni & Friends		In progress	Ongoing	
Align graduate student funding (assistantships/scholarships/Federal Work Study) with market trends by program, to award packages/aid in line with IUP's overall graduate pricing strategy.	SGSR/Grad Admissions/Budget Office/Program Coordinators/Deans			Ongoing	
Create and implement program-specific digital and non-digital marketing/advertising campaigns in coordination with the Integrated Recruitment Action Team and Division of Marketing and Communications.	MarCom/Grad Admissions	250,000	11/15/2020	Ongoing	Reallocation of financial resources
Examine relationships between student preparedness, retention, and persistence by program.	SGSR/Graduate Coordinator	$45,000.00		Ongoing	Redistribution of GA wages for assistance with data analysis.
Capture reasons (data) for course or total semester withdrawal.	SGSR/Graduate Coordinator			Ongoing	
Use data to analyze stop out and graduation rates by program.	SGSR/IR/Graduate Coordinator			Ongoing	
Analyze methods for advising students (culturally responsive mentoring, inclusive advising, time to degree, thesis/dissertation, course scheduling, Grad Early Admit registration) for student progress/completion	SGSR/Graduate Coordinator			Ongoing	
structure.	/Graduate Coordinator Committee/Grad Admissions		7/1/2021	Ongoing	
Identify partnerships (alumni, corporations, PASSHE schools, non-PASSHE schools) as graduate partners.	Graduate Admissions/SGSR/Program Coordinators/Faculty			Ongoing	
				Ongoing	

Rationale for Estimated Enrollment Impact:

IUP's current model is a hybrid approach, through which Graduate Coordinators (approximately 50 faculty members) serve as the administrators of and recruiters for their programs, while maintaining teaching, research, scholarship, and service responsibilities. The enrollment impact from this action plan will result from creating strategic institutional partnerships to optimize new student enrollment and current student retention. The impact is amplified by a 2-pronged approach.
Under IUP's current model, 1 Director of Graduate Admissions partners with approximately 50 graduate program coordinators, who are faculty members with teaching, research, advising, program management, and recruitment responsibilities to execute program-specific graduate recruitment strategies. By shifting the recruitment efforts to recruitment/graduate admissions professionals, the level of focus and intentionality around graduate recruitment initiatives will increase enrollment in those programs that can grow and will influence program mix in those that can not grow. Graduate coordinators would then have capacity to focus on program innovation, retention, advising, research, grantsmanship, building internal and external partnerships, and other activities that strengthen their programs and support student success.

Action Plan Tool – Enrollment Impact Tab

Document the enrollment projection methodology and be sure all teams are using a uniform approach to estimating multi-year impact

College/University

Baseline for target population (2017-2020 avg Domestic In State and Domestic Out of State):	1744					
Masters/Doctoral	projected	projected	projected	projected	projected	projected
Students/Years	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**2025-26**	**2026-27**
Incremental New	20	87	141	197	256	317
Additional 2nd Yrs.		15	67	108	151	196
Additional 3rd Yrs.			14	63	102	142
Additional 4th Yrs.				15	64	103
Additional 5th Yrs.					0	0
Incremental Retained		9	14	28	45	63
Retained to third year		0	6	10	20	32
Retained to fourth year			0	7	10	20
Retained to fifth year				0	0	0
Total Impact	**20**	**111**	**243**	**427**	**647**	**874**
Retention Assumptions - excluding high demand designation						
Second Year Rate	76.6%					
Third Year Rate	72.0%					
Fourth Year Rate	73.0%					
New domestic	439					
Baseline for target domestic population (2017-2020 continuing):	**1305**	Domestic In and Out of State. No International, Exchange				
Masters/Doctoral Continuing	projected	projected	projected	projected	projected	projected
Students/Years	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**2025-26**	**2026-27**
Incremental New						
Additional second yr.		0	0	0	0	0
Additional third yr.			0	0	0	0
Additional fourth yr.				0	0	0
Total Impact	**0**	**0**	**0**	**0**	**0**	**0**
Retention Assumptions - excluding high demand designation						
Second year rate	76.0%					

Action Plan Tool – Budget Detail Tab

Develop a detailed expense budget for each strategy: positions, travel, marketing & communication; miscellaneous, tech & equipment, capital

Anticipated annual cost of living adjustment from the previous year:	3%					
Full Time Positions	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
MGR 160		$ 44,309	$ 45,638	$ 47,007	$ 48,418	$ 49,870	$ 51,366
MGR 160		$ 44,309	$ 45,638	$ 47,007	$ 48,418	$ 49,870	$ 51,366
		$ –	$ –	$ –	$ –	$ –	$ –
		$ –	$ –	$ –	$ –	$ –	$ –
		$ –	$ –	$ –	$ –	$ –	$ –
		$ –	$ –	$ –	$ –	$ –	$ –
		$ –	$ –	$ –	$ –	$ –	$ –
		$ –	$ –	$ –	$ –	$ –	$ –
Full-time wages total	$ –	$ 88,618	$ 91,277	$ 94,015	$ 96,835	$ 99,740	$ 102,733

Adjunct/Part Time	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
5 Graduate Student Workers (Direct Service to IUP to work on costing, data collection, etc.)		$ 112,500	$ 112,500	$ 112,500	$ 112,500	$ 112,500	$ 112,500
Student Workers for winter/summer		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Graduate Coordinator AWE and summer contracts		$400,000	$400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Adjunct/part time wages total:	$ –	$517,500	$517,500	$ 517,500	$ 517,500	$ 517,500	$ 517,500

Please provide detail for Travel expenses

Travel Expense	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Recruitment/Travel from existing budgets		$ 5,000	$ 5,000	$ 5,500	$ 5,500	$ 5,500	5500
Travel Expense total	$ –	$ 5,000	$ 5,000	$ 5,500	$ 5,500	$ 5,500	$ 5,500

Please provide detail for Marketing and Communication expenses within your plan.

Communication Expense	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Digital/other marketing Strategies from existing budget lines		$250,000	$250,000	$ 250,000	$ 250,000	$ 250,000	250000
Marketing/Comms total:	$ –	#######	#######	$ 250,000	$ 250,000	$ 250,000	$ 250,000

Please provide detail for any expenses listed in the 'miscellaneous' category.

| **Miscellaneous Expense** | 2020–21 | 2021–22 | 2022–23 | 2023–24 | 2024–25 | 2025–26 | 2026–27 |

Action Plan Tool – Revenue Expense Tab

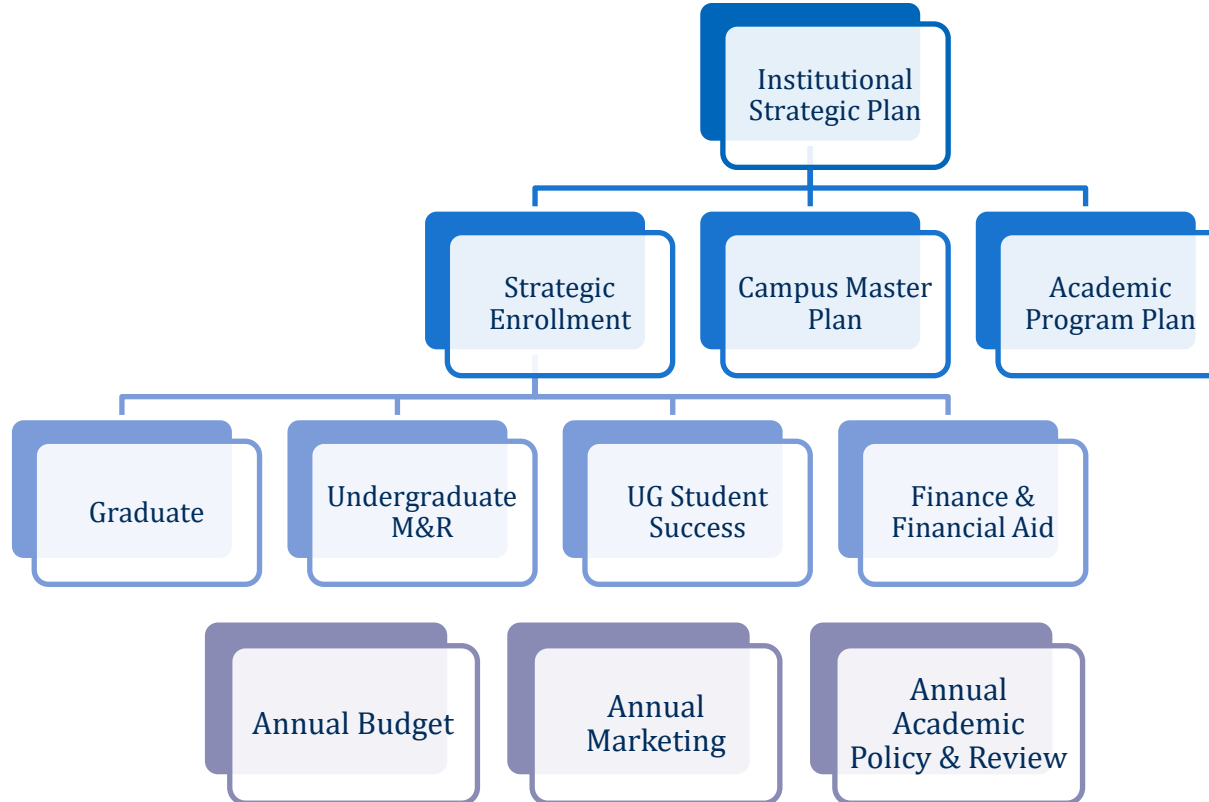| Revenue & Expenses								
Plan #:		Note: Most Expenses (as noted) will auto-populate from the Budget Detail tab.						
Action Plan/Strategy Title:								
		Projected	Projected	Projected	Projected	Projected	Projected	Projected
REVENUE:		2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Expected Number of Total Incremental Students:			20	111	243	427	647	874
Average tuition Revenue per Student:			$ 6,192	$ 6,192	$ 6,192	$ 6,192	$ 6,192	$ 6,192
Re-directed Resources (will auto-populate):		0	772500	772500	773000	773000	773000	773000
Total Revenue			$ 896,340	$ 1,459,812	$ 2,277,656	$ 3,416,984	$ 4,779,224	$ 6,184,808
OPERATING EXPENSE:								
Salaries (will auto-populate from the previous ta	$ -		$88,618	$91,277	$94,015	$96,835	$99,740	$102,733
Benefits @ 35%	$ -		$31,016	$31,947	$32,905	$33,892	$34,909	$35,956
Adjunct Faculty/Part Time Staff (will auto-populat	$ -		$517,500	$517,500	$517,500	$517,500	$517,500	$517,500
Financial Aid*:								
Office Expense:								
Travel/Conferences/Conventions (will auto-popu	$ -	$ 5,000	$ 5,000	$ 5,500	$ 5,500	$ 5,500	$ 5,500	
Marketing/Communications (will auto-populate)	$ -	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	
Hospitality Expenses:								
Miscellaneous (will auto-populate):	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total Operating Expense:	$ -		$892,134	$895,723	$899,920	$903,728	$907,649	$911,689
CAPITAL EXPENSE:								
Equipment & Technology (will auto-populate):	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Other (will auto-populate):	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total Capital Expense:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expense:	$ -		$892,134	$895,723	$899,920	$903,728	$907,649	$911,689
Net Tuition Income (loss):	$ -	$ 4,206	$564,089	$1,377,736	$2,513,256	$3,871,575	$5,273,119	
Cumulative Net Tuition Revenue (loss)	$ -	$ 4,206	$568,294	$1,946,030	$4,459,287	$8,330,861	$13,603,980	
Net Tution Income per incremental student:		$210	$5,082	$5,670	$5,886	$5,984	$6,033	
* In addition to average entering student financial aid								

SEP Action Planning Tool

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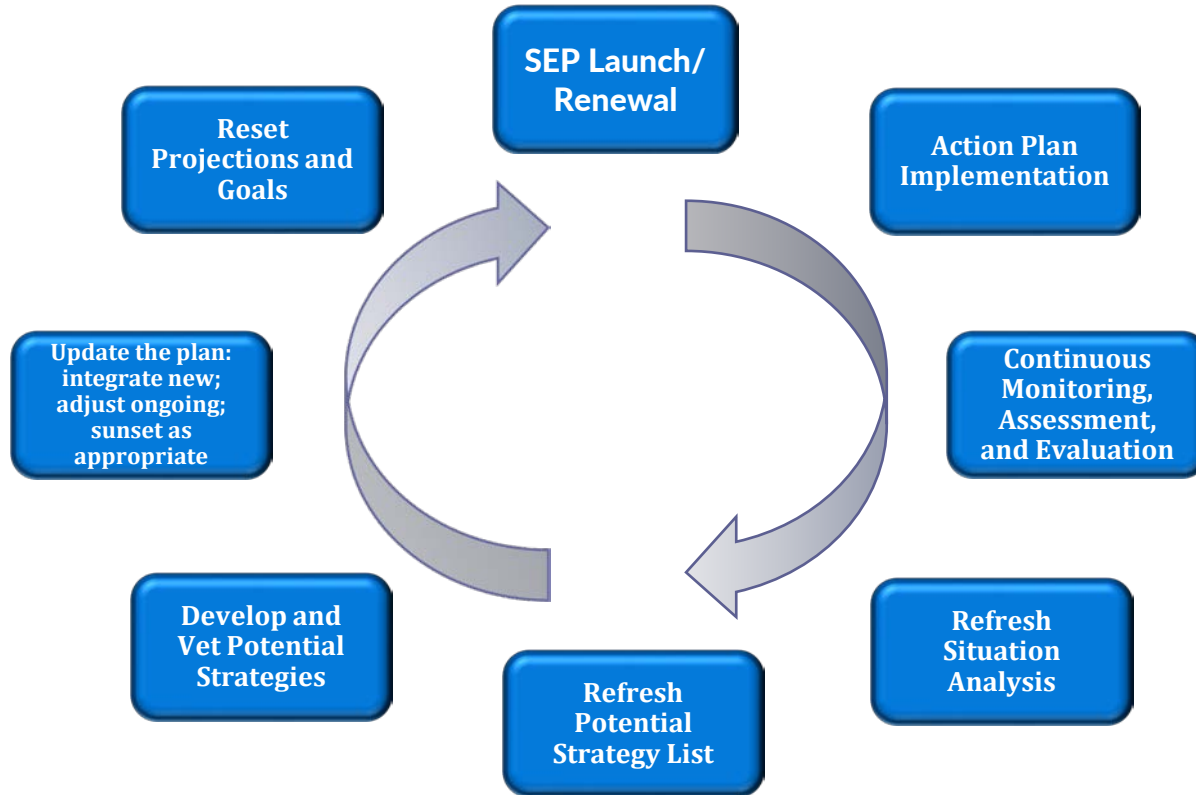
- ☐ *Not today, thank you though!*

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How to intentionally involve key leaders in the process as a key to success?

Accountability!

Integrate SEP with multiple plans and cycles

Institutional Strategic Plan
- Strategic Enrollment
  - Graduate
  - Undergraduate M&R
  - UG Student Success
  - Finance & Financial Aid
    - Annual Budget
    - Annual Marketing
    - Annual Academic Policy & Review
- Campus Master Plan
- Academic Program Plan

SEP/M Council: Think Cycle

- SEP Launch/Renewal
- Action Plan Implementation
- Continuous Monitoring, Assessment, and Evaluation
- Refresh Situation Analysis
- Refresh Potential Strategy List
- Develop and Vet Potential Strategies
- Update the plan: integrate new; adjust ongoing; sunset as appropriate
- Reset Projections and Goals

Thank You

Dawn Fortin Mattoon

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Questions