Regional Workshop Series

Columbus ■ October 24

Los Angeles ■ November 9

Traditional Enrollment | Online and Graduate Enrollment

Registration Open

RNL Regional Workshop

Traditional Undergraduate Enrollment

WELCOME

Workshop Welcome

Doug Swartz, Vice President and Consultant

Beth Clarke, Vice President and Consultant

Housekeeping items

Introductions

- Name
- Title
- Institution

Agenda Review

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

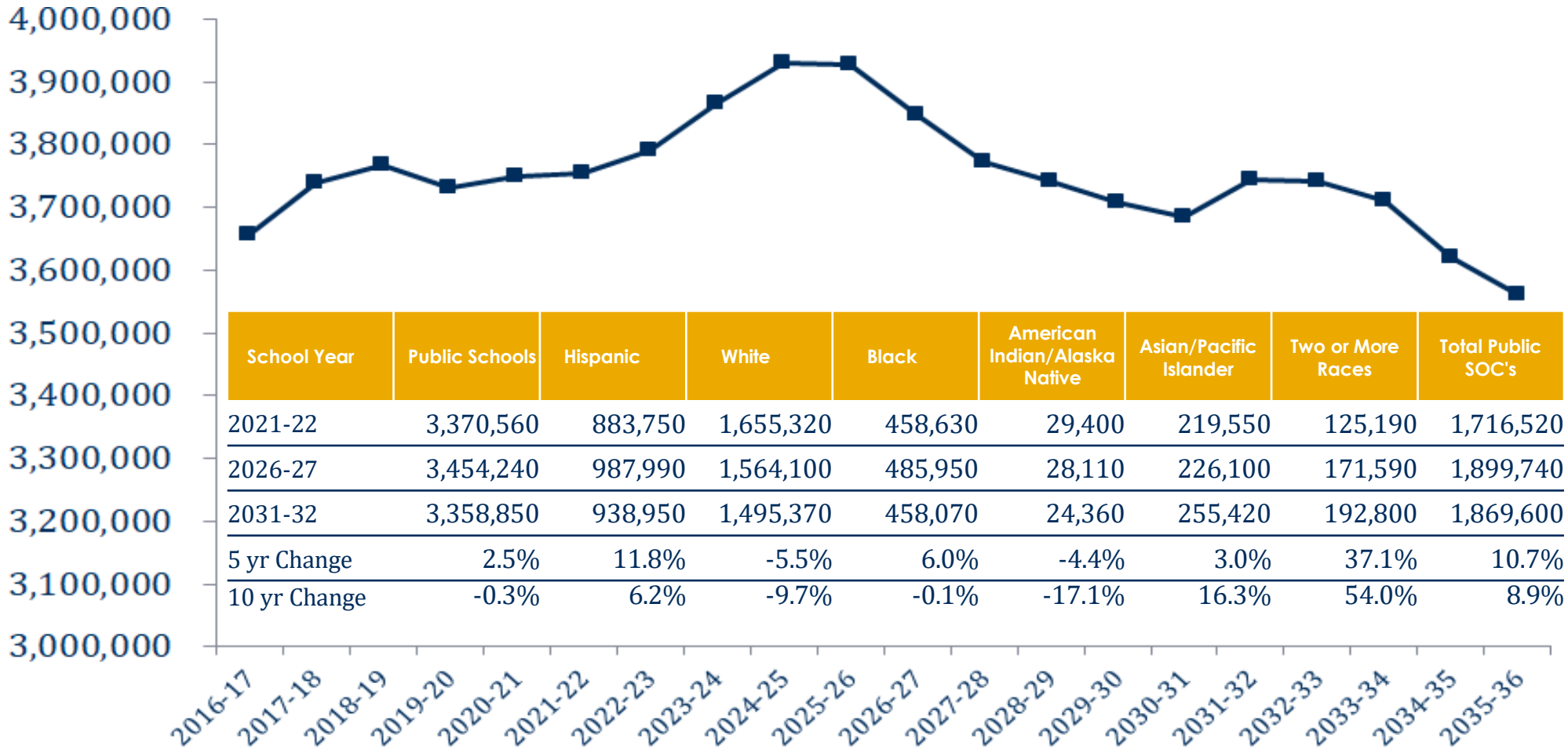
Shifting Trends for the Traditional Student Population

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



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%

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

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

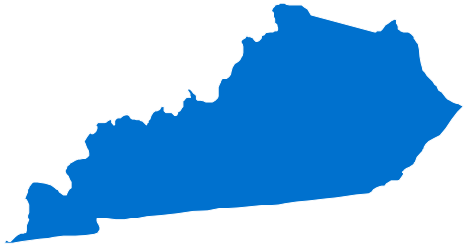
Largest Institutions***	In-state Freshman***	Estimated Market Share^
Iowa State University	3,362	12.48%
University of Iowa	2,801	10.40%
Des Moines Area Community College	2,654	9.85%
Kirkwood Community College	2,298	8.53%
University of Northern Iowa	1,523	5.65%

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

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

Kentucky

The competition factor



	In-state Counts	Percentage	Rank
2023-24 High School Seniors*	50,950		26
Institutions of Higher Education**	61		27
College Continuation***	33,410	65.6%	32
Leave the State to Go to College***	5,164	10.1%	39

Largest Institutions***	In-state Freshman***	Estimated Market Share^
University of Kentucky	3034	8.96%
Western Kentucky University	2319	8.32%
University of Louisville	2191	7.86%
Eastern Kentucky University	1920	6.89%
Bluegrass Community and Technical College	1694	6.08%

Remaining Students	Remaining Institutions	Students Per Institution
17,088	56	305

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, 2022
***National Center for Education Statistics. Freshman Migration Data for 2020-21

Mississippi

The competition factor

	In-state Counts	Percentage	Rank
2023-24 High School Seniors*	30,810		35
Institutions of Higher Education**	34		36
College Continuation***	22,602	73.4%	8
Leave the State to Go to College***	2,776	9.0%	45

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Mississippi State University	1839	8.96%
Mississippi Gulf Coast Community College	1750	8.84%
Northwest Mississippi Community College	1670	8.44%
Hinds Community College	1444	7.30%
Itawamba Community College	1317	6.65%

Remaining Students	Remaining Institutions	Students Per Institution
11,806	29	407

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, 2022
***National Center for Education Statistics. Freshman Migration Data for 2020-21

Ohio

The competition factor

	In-state Counts	Percentage	Rank
2023-24 High School Seniors*	132,520		7
Institutions of Higher Education**	199		6
College Continuation***	87,478	66.0%	29
Leave the State to Go to College***	14,203	10.7%	36

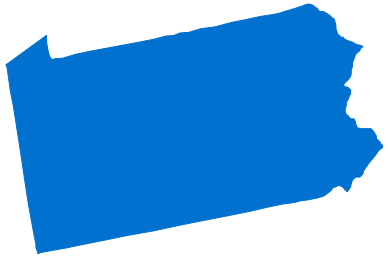
Largest Institutions***	In-state Freshman***	Estimated Market Share^
Ohio State University-Main Campus	6140	8.96%
University of Cincinnati-Main Campus	4119	5.71%
Columbus State Community College	3653	5.06%
Sinclair Community College	3109	4.31%
Kent State University at Kent	3087	4.28%

Remaining Students	Remaining Institutions	Students Per Institution
53,167	194	274

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, 2022
***National Center for Education Statistics. Freshman Migration Data for 2020-21

Pennsylvania

The competition factor



	In-state Counts	Percentage	Rank
2023-24 High School Seniors*	146,450		6
Institutions of Higher Education**	243		4
College Continuation***	95,470	65.2%	34
Leave the State to Go to College***	20,403	13.9%	26

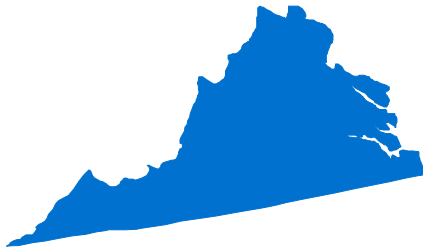
Largest Institutions***	In-state Freshman***	Estimated Market Share^
The Pennsylvania State University	9860	8.96%
Temple University	3433	4.66%
Community College of Allegheny County	2626	3.56%
University of Pittsburgh-Pittsburgh Campus	2485	3.37%
West Chester University of Pennsylvania	2434	3.30%

Remaining Students	Remaining Institutions	Students Per Institution
54,228	238	228

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, 2022
***National Center for Education Statistics. Freshman Migration Data for 2020-21

Virginia

The competition factor



	In-state Counts	Percentage	Rank
2023-24 High School Seniors*	98,180		12
Institutions of Higher Education**	115		10
College Continuation***	71,954	73.3%	9
Leave the State to Go to College***	14,315	14.6%	22

Largest Institutions***	In-state Freshman***	Estimated Market Share^
Northern Virginia Community College	8141	8.96%
Virginia Polytechnic Institute and State University	4834	8.52%
Virginia Commonwealth University	3396	5.98%
James Madison University	3359	5.92%
George Mason University	2868	5.05%

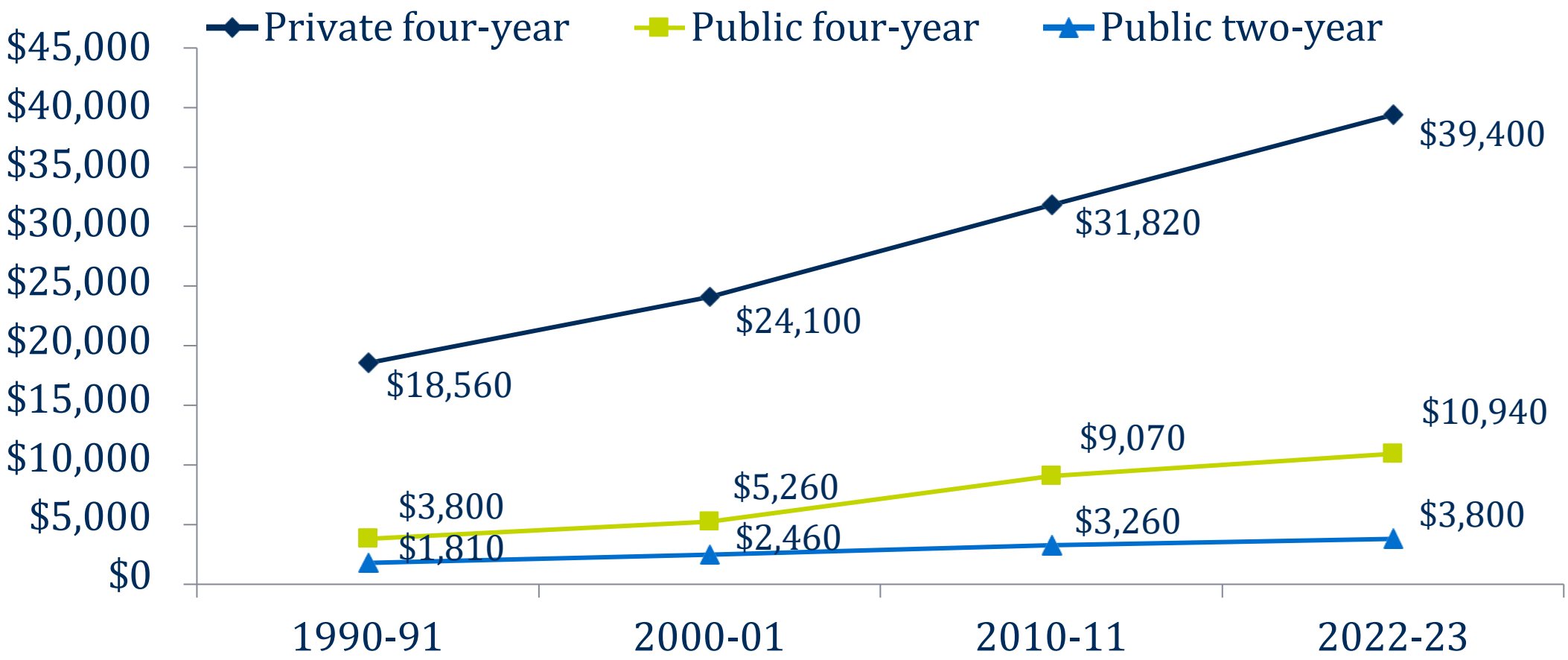
Remaining Students	Remaining Institutions	Students Per Institution
35,041	110	319

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, 2022
***National Center for Education Statistics. Freshman Migration Data for 2020-21

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 2021 Trends in College Pricing. Copyright © 2021, 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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2

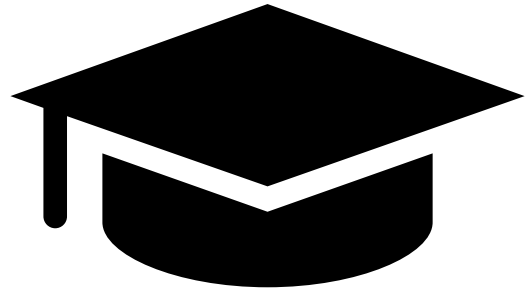
The Growing Importance of Student Success

Definitions and Framework

Defining Retention

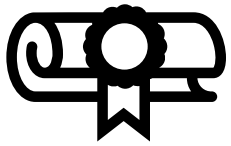
Performance Indicators

Persistence:
Term-to-term return



Progression:
Activity that correlates with persistence, such as course completion and academic probation rates

Retention:
Fall-to-fall return



Completion/Graduation

Student Success Relationship Management Model™: Four-Year School

Success strategies during enrollment process (transition to the campus community)

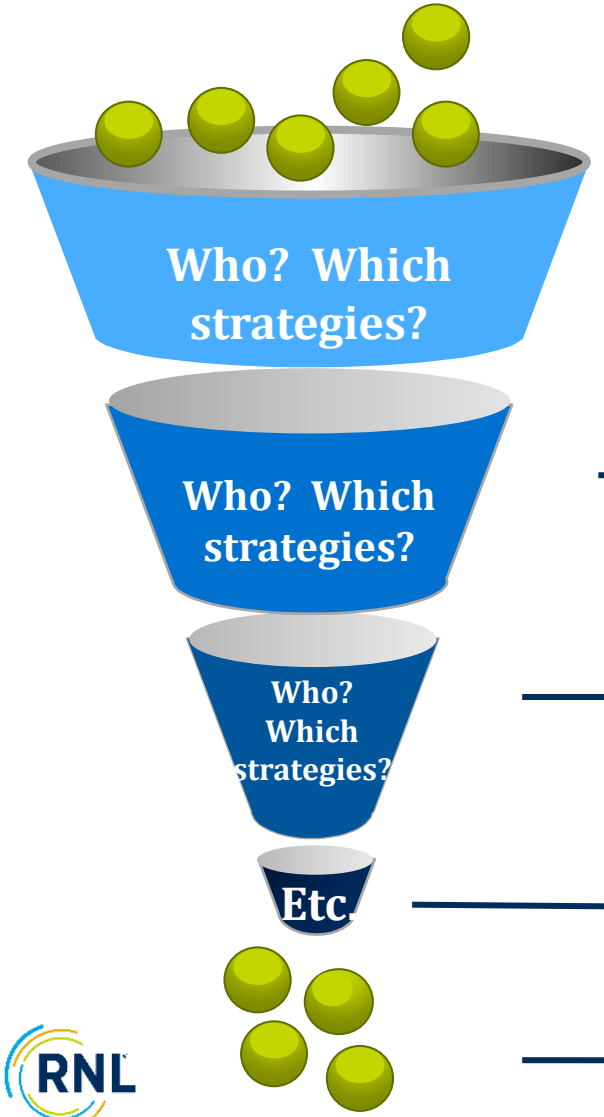
Success strategies during year one (affiliation, engagement, integration, transition)

Success strategies during year two ("situation", academic affiliation, career, experiential learning)

Success strategies in years three and four (academic satisfaction, career, and graduate school)

Graduation/completion

Student Success Relationship Management Model™: Two-Year School



Success strategies during enrollment process (transition to the campus community)

Success strategies during term one (affiliation, engagement, integration, transition)

Success strategies during term two ("situation", academic affiliation, career, experiential learning)

Success strategies in years two and beyond (academic satisfaction, career, and graduate school)

Graduation/completion/transfer

Guiding Questions

Planning for Student Success

- What does student success look like at your institution?
- How do you measure student success?
- To what extent are you meeting the goals that you have established to-date?
  - Are these goals appropriate for the specific populations you wish to impact?
- What barriers exist in working toward your goals?
- How do you communicate progress toward and achievement of student success goals?

Benchmarks and Trends

Effectiveness of key strategies

Practice	Institution Type	Using Method	Very or somewhat effective
Using student satisfaction assessments to make changes to address attrition	4-Year Private	89%	75%
	4-Year Public	77%	71%
	2-Year Public	90%	68%
Using an incoming student assessment to identify students' needs	4-Year Private	63%	70%
	4-Year Public	64%	72%
	2-Year Public	43%	61%

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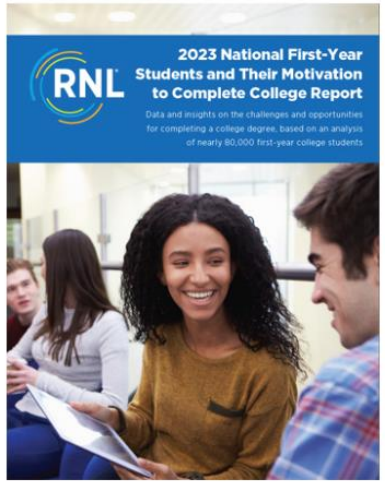
Incoming First-Year Students

Key Findings from our latest research

- Nearly 30% of students question whether college is worth it.
- 75% of incoming students want to meet new friends at college.
- About 1 in 6 want to talk to a counselor.
- Two-thirds of students want help selecting an educational plan that will help them get a good job.
- Nearly all students are committed to college.

www.RuffaloNL.com/FirstYear



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Students' perception of value: Change over time

Question: "I often wonder if a college education is worth the time, money, and effort that I'm being asked to spend on it."

4-YEAR PRIVATE	4-YEAR PUBLIC	2-YEAR PUBLIC	OVERALL
27%	28%	30%	28%

26%
2021
(mid-pandemic)

25%
2019
(post-recession)

17%
2009
(mid-recession)

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Top Ten Requests for Assistance: New Students

Friends, Study Habits, and Degree Planning

Incoming students: Top 10 requests for assistance

1	Would like to meet new friends at an informal gathering	73%
2	Help selecting an educational plan to get a good job	69%
3	Receive help to improve study habits	67%
4	Talk about qualifications needed for certain occupations	67%
5	Find out more about clubs and organizations at college	66%
6	Would like instruction on how to take college exams	65%
7	Talk with someone about getting a scholarship	63%
8	Talk with someone about salaries for future occupations	58%
9	Meet an experienced student to seek advice	55%
10	Help selecting an occupation suited to my interests	54%

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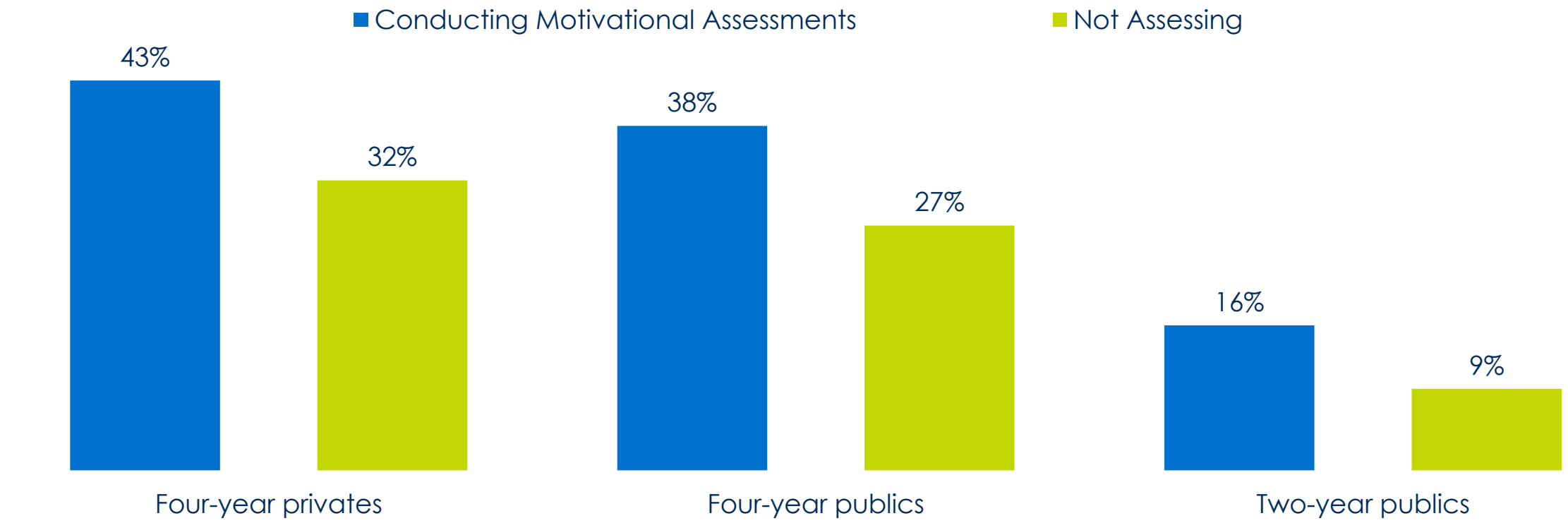
Graduation Rates for Institutions Conducting Motivational Assessments vs. Institutions Not Assessing, Across Institution Types



Four-year private N = 248 Assessing; 240 Not Assessing

Four-year public N = 117 Assessing; 121 Not Assessing

Two-year public N = 115 Assessing; 121 Not Assessing

RNL (2023). Internal Proprietary Data. Ruffalo Noel Levitz, Cedar Rapids, IA.
U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), [2018], Graduation Rates. Retrieved from https://nces.ed.gov/ipeds/use-the-data on 01/08/2023

Student Perceptions Across Class Levels

Key Findings from our latest research

- Students at two-year community colleges have higher satisfaction than students at four-year private and public institutions.
- Students at their first-choice institution have higher satisfaction than students attending their second- or third-choice institution.
- Cost, financial aid and academic reputation are top factors in the decision to enroll for students across institution types.
- Campus climate items (how students feel at the institution) are strongly linked with overall satisfaction levels and the likelihood to be retained.
- The quality of instruction, the availability of faculty outside of the classroom, timely feedback on student progress and access to classes are areas that are very important to students.

www.RuffaloNL.com/Satisfaction

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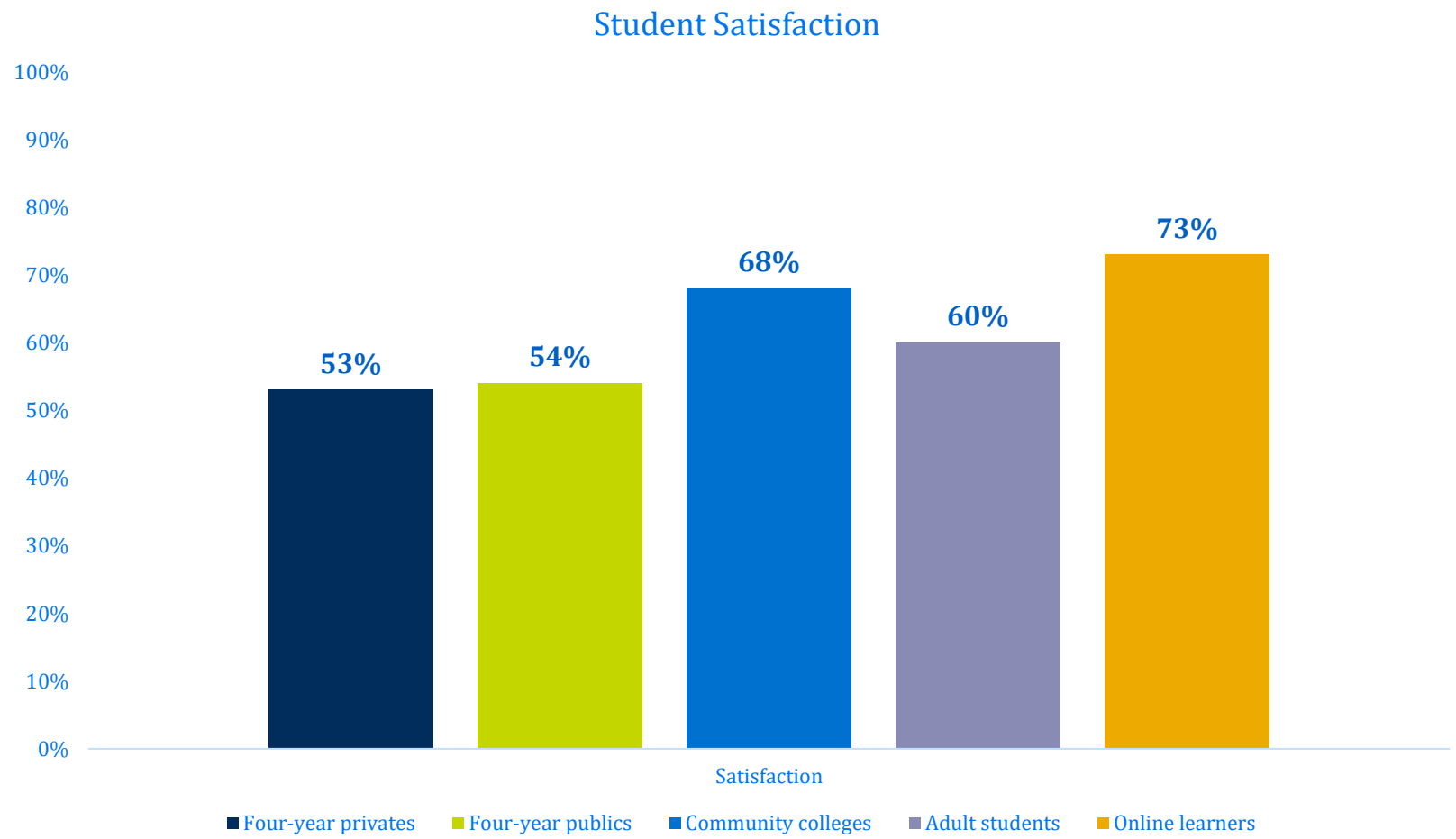
How satisfied are college students?



Percentages indicates the proportion of “satisfied” or “very satisfied” scores

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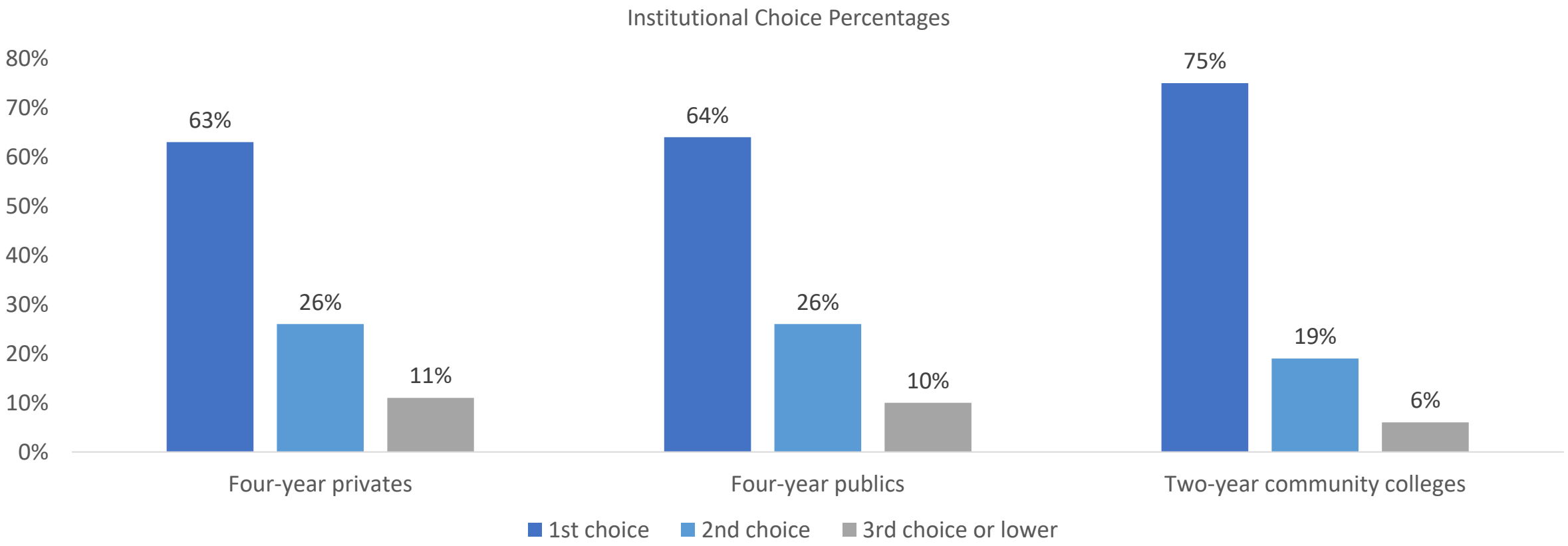
What percentage of students indicate they are attending their first-choice institution?



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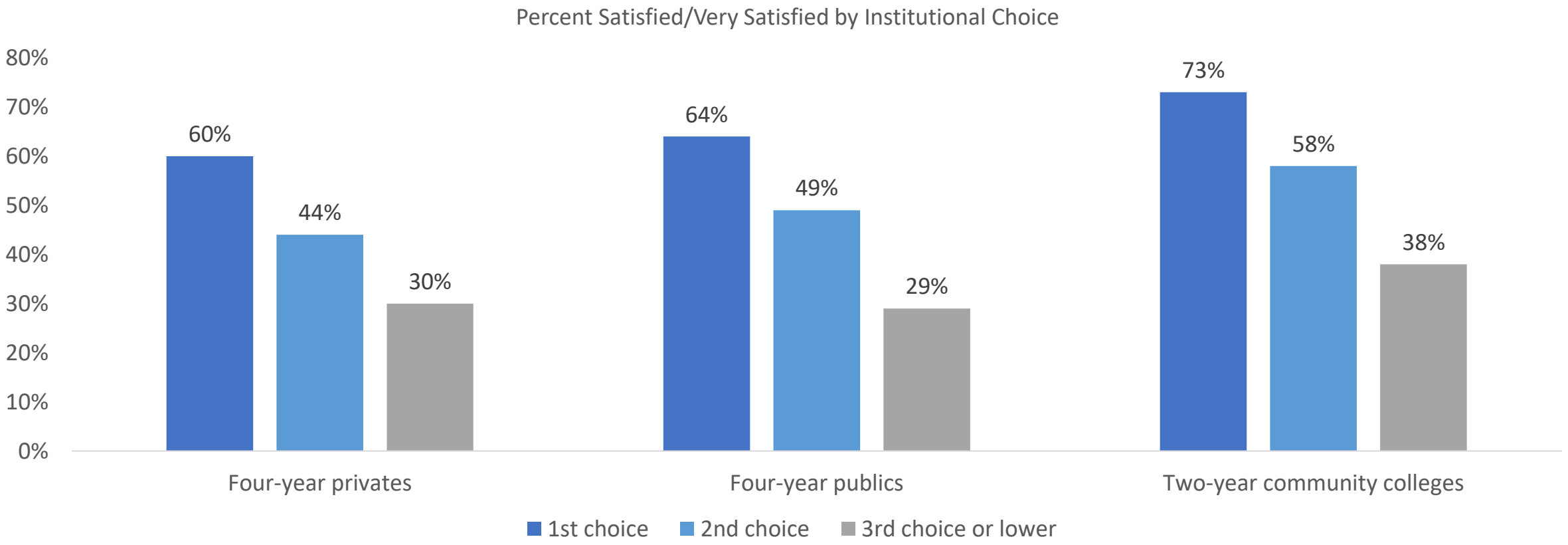
Satisfaction Levels by Institutional Choice

First choice students are the most satisfied overall



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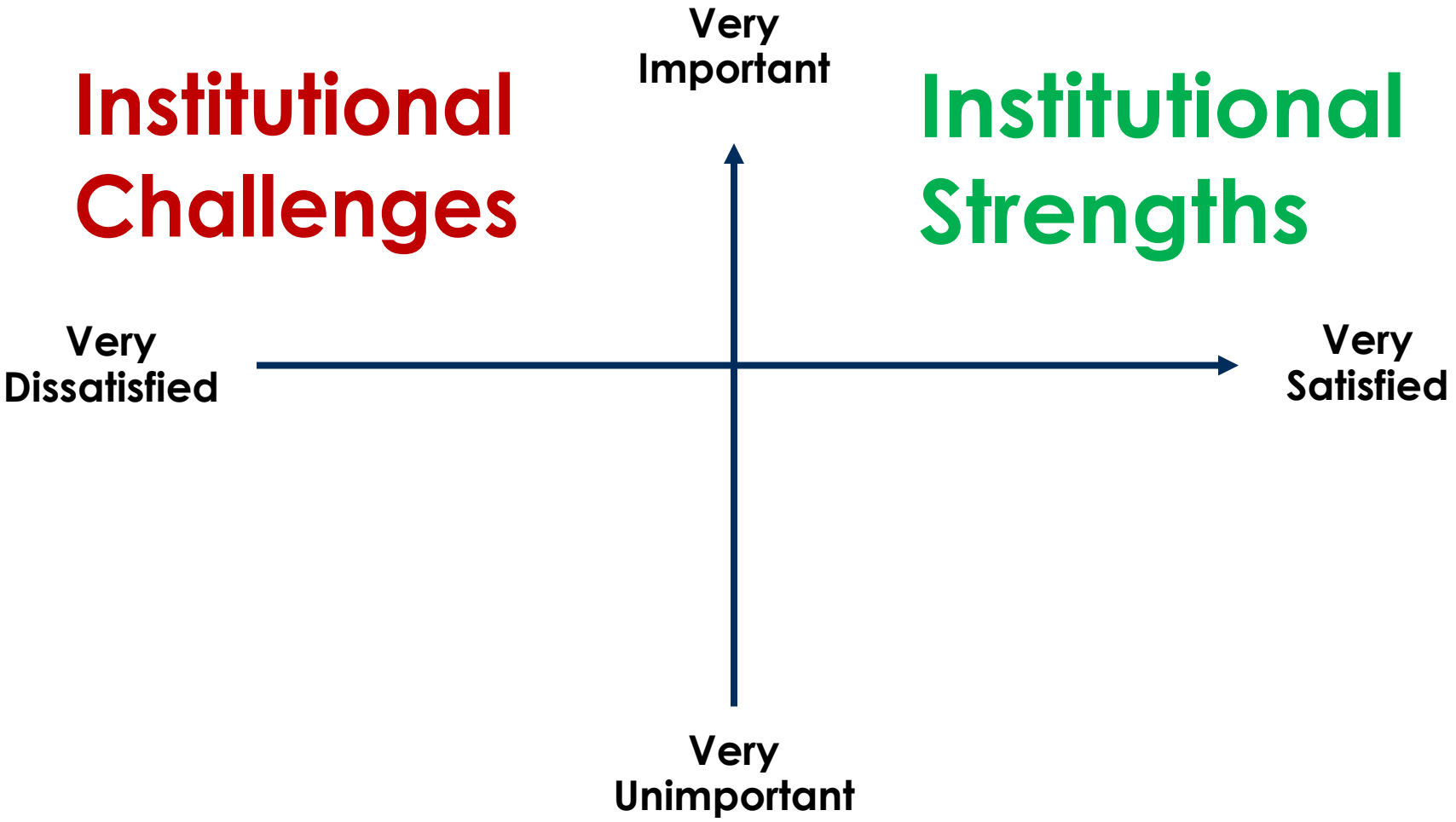
The recruitment / retention connection

Recruit 1st choice students

Higher satisfaction levels

Students with higher satisfaction levels more likely to persist

Matrix for prioritizing action



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Examples of Student Perceptions

Typical Strengths

- Nearly all faculty are knowledgeable in their field.
- I am able to experience intellectual growth here.
- My advisor is knowledgeable about requirements in my major.
- Major requirements are clear and reasonable.
- The campus is safe and secure for all students.

Typical Challenges

- I am able to register for classes I need with few conflicts.
- It is enjoyable experience to be a student on this campus.
- Tuition paid is a worthwhile investment.
- Adequate financial aid is available for most students.
- Faculty provide timely feedback about student progress in a course.

Student Satisfaction is linked with:

Individual student retention (higher)

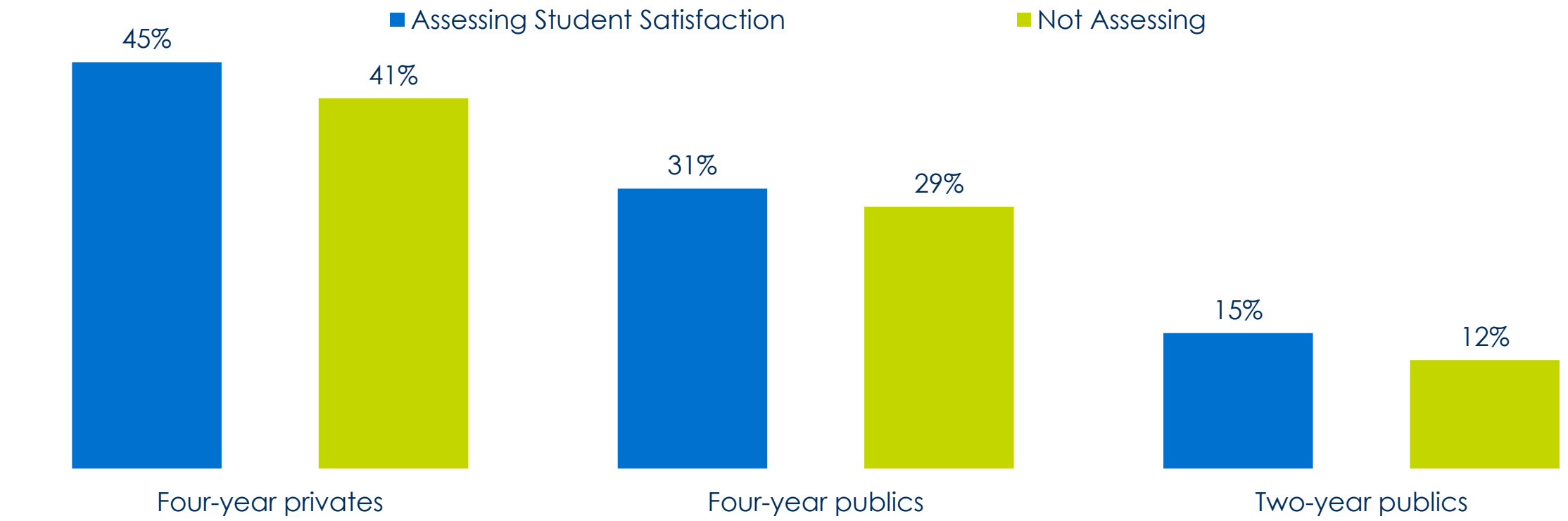
Institutional graduation rates (higher)

Institutional alumni giving (higher)

Institutional loan default rates (lower)

RuffaloNL.com/assessment

Graduation Rates for Institutions Assessing Student Satisfaction vs. Institutions Not Assessing, Across Institution Types



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Two-year public N = 262 Assessing; 262 Not Assessing

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U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), [2018], Graduation Rates. Retrieved from https://nces.ed.gov/ipeds/use-the-data on 01/08/2023

Essentials in Student Success Planning

Guiding Principles for Effective Retention Efforts

Build your strategies on a foundation of student success

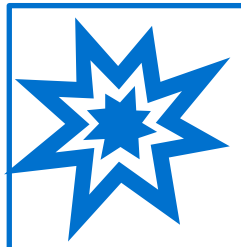
- Be intrusive and intentional
- Integrate with other programs
- Gather and integrate student feedback
- Provide quality classroom engagement
- Ensure student-centeredness
- Empower students to develop relationships

Steps for retention planning

Conduct a SWOT analysis, including data collection

Set goals

Formulate strategies



Develop action plans

Celebrate wins!

Develop Action Plans

Keep your goals at the forefront

What exactly are you going to do?

- Specific description of the activity that is generally quantifiable and measurable

When will it be completed?

- Timetables that clearly show key dates and deadlines

Who will be responsible?

- Clear assignments of responsibility for performing important tasks

How much will it cost?

- Budget information showing the cost of implementation

How will you know whether it has been accomplished?

- The methods of assessment, evaluation, or control that will be used to monitor progress, or measure success or failure of the actions

Retention is one part of Student Success

So much more than a metric!

It's an outcome of what you do

Relies on quality programs and services

Is data-driven and evidence-informed

Is about developing effective relationships with students and their families

Six Guiding Principles for Effective Student Success Efforts

Ensure student centeredness

Empower students to develop relationships

Be proactive and intentional

Integrate with other programs and services

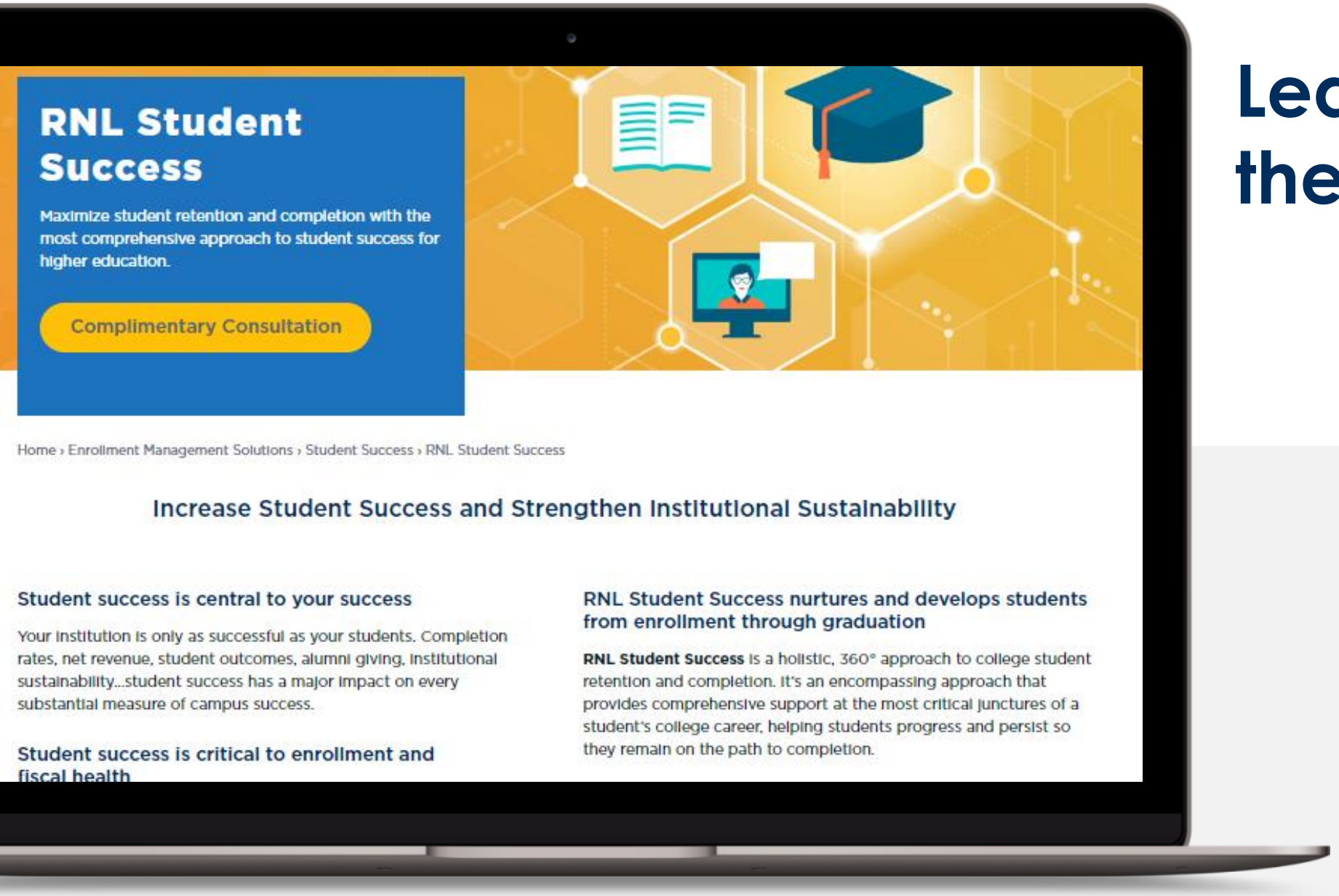
Rely on student feedback and integrate effectively

Provide quality classroom engagement

A Few Effective Practices for Retention and Student Success

- Review current **recruitment and marketing** plans
  - Are there clear bridges to retention within these plans?
- Address **students' need for connection** in and out of the classroom
- Provide **remediation for gaps** that may exist in students' academic preparation as a result of the pandemic
- Gather **student perceptions** on experiences inside and outside of the classroom and be prepared to respond accordingly
- Assess your **adult and online student population** needs as well as your traditional students

Learn more on the RNL Website



3

Group Discussion

Pollev.com/dougswartz288

What keeps you up at night?

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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

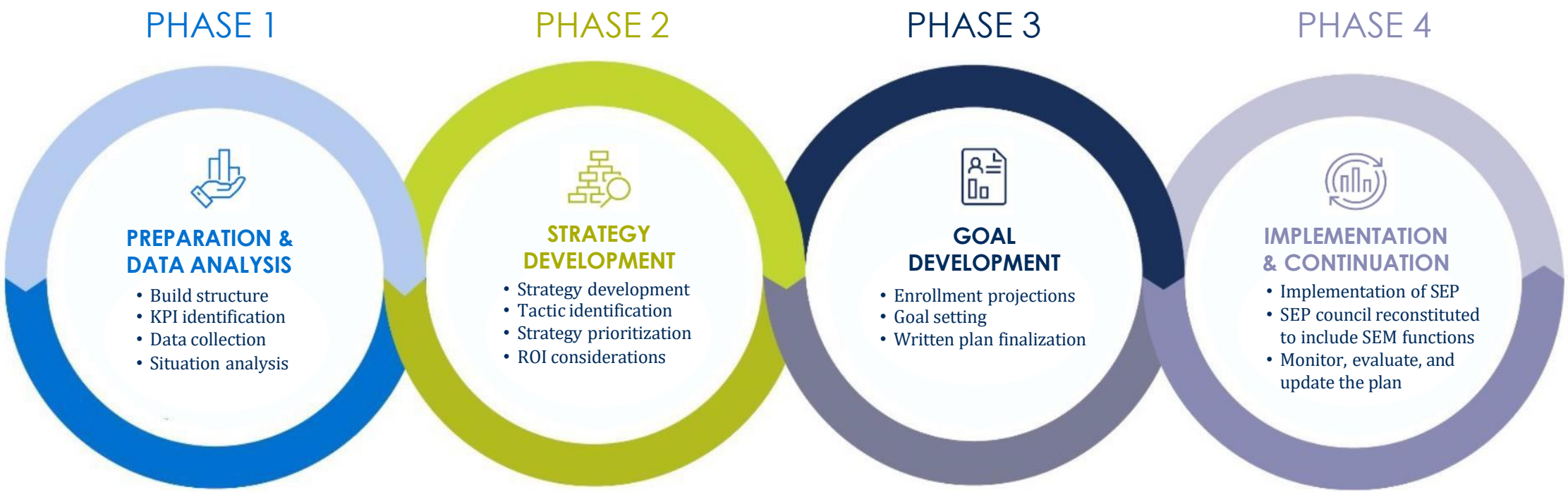
Remember your mission

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."

RNL

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 leveraging
- Retention and student success services