Staff Council Update

Enrollment Management Update
Dr. Brent A. Gage, Associate Vice President
November 8, 2017
SEM Defined

Strategic enrollment management is a concept and process that enables the fulfillment of institutional mission and students’ educational goals.

~ Bob Bontrager

Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where “optimum” is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution’s function and culture.

~ Michael Dolence
Purpose of SEM

The purposes of SEM are achieved by:

• Establishing clear goals for the number and types of students needed to fulfill the institutional mission;

• Promoting students’ academic success by improving access, transition, persistence, and graduation;

• Promoting institutional success by enabling effective strategic and financial planning;

• Creating a data-rich environment to inform decisions and evaluate strategies;

• Improving process, organizational and financial efficiency, and outcomes; and

• Strengthening communications and collaboration across the campus—especially between enrollment managers and instruction
How do we do what we do?

What are Enrollment Manager’s seeking to do to achieve SEM goals?

• Understanding student enrollment behaviors and patterns
• Measuring behaviors and patterns
• Taking action based on the behaviors and patterns
Enrollment Management, who is that?

- Undergraduate Admissions-Kirk Kluver
- Enrollment Management Analytics-Michael Hovland
  - Student Financial Aid-Kathy Bialk
  - Enrollment Management Communications-Scott Fiddelke
  - Enrollment Management Operations-Jeff Waechter

180 staff and students comprise the team that carry out our efforts
Outreach and Engagement

Since July 1:

• 1,539 High School Visits
  • Engaged with 6,028 prospective students

• 583 College Fairs
  • Engaged with 16,062 prospective students

• Campus Visit Programs
  • 25,536 student visitors
  • 15,860 parents, guardians and others

• Sent 853,021 e-mails and mailed 151,517 items to prospects
Building our prospect pool

We currently have 309,423 students in our prospect pool.

• Strategy:
  • Create a pool of the “right students” to meet institutional goals,
  • Develop an outreach and communication plan to generate interest,
  • Drive to action: visit campus, apply for admission, etc.,
  • Create a financial aid package that makes Iowa accessible,
  • Facilitate transition to the University Environment
## Purchase analysis to inform strategy

<table>
<thead>
<tr>
<th>Top Clusters</th>
<th>2014 *</th>
<th>2016</th>
<th>2017</th>
<th>% of Enrolled in 2017</th>
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<tbody>
<tr>
<td><strong>Neighborhoods</strong></td>
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<tr>
<td>70</td>
<td>70</td>
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<td>70 is 39%</td>
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<td>62</td>
<td>79</td>
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<td>79 is 17%</td>
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<td>79</td>
<td>62</td>
<td>62</td>
<td>62</td>
<td>62 is 17%</td>
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<td><strong>High Schools</strong></td>
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<td>79</td>
<td>79</td>
<td>79</td>
<td>79</td>
<td>79 is 50%</td>
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<td>70</td>
<td>70</td>
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<td>70 is 24%</td>
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<td>68</td>
<td>68</td>
<td>68</td>
<td>68</td>
<td>68 is 9%</td>
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<td><strong>Combinations</strong></td>
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<tr>
<td>70/79</td>
<td>70/79</td>
<td>70/79</td>
<td>70/79</td>
<td>70/79 is 19%</td>
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<tr>
<td>70/70</td>
<td>70/70</td>
<td>70/70</td>
<td>70/70</td>
<td>70/70 is 14%</td>
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<tr>
<td>62/79</td>
<td>59/79</td>
<td>79/79</td>
<td>79/79</td>
<td>79/79 is 9%</td>
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</table>
Do your purchases match your market?
Are your purchases strategic?
Are your searches feeding your travel?
Are you measuring ROI?

<table>
<thead>
<tr>
<th>Big Data Search Name</th>
<th>Total</th>
<th>Only Search</th>
<th>%</th>
<th>First Search</th>
<th>%</th>
<th>Prospects</th>
<th>%</th>
<th>Applicants</th>
<th>%</th>
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<tbody>
<tr>
<td>ACT Name Search</td>
<td>51,776</td>
<td>0.2%</td>
<td>76.5%</td>
<td>91.3%</td>
<td>5.4%</td>
<td>1.1%</td>
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<tr>
<td>SAT Search</td>
<td>47,008</td>
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<td>91.3%</td>
<td>1.0%</td>
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<tr>
<td>Ventures Scholars</td>
<td>13,693</td>
<td>40.4%</td>
<td>42.5%</td>
<td>0.8%</td>
<td>0.1%</td>
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<tr>
<td>Cappex.com referrals</td>
<td>12,527</td>
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<td>66.0%</td>
<td>98.3%</td>
<td>22.3%</td>
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<td>Carnegie PCMU</td>
<td>6,484</td>
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<td>85.3%</td>
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<td>RateMyProfessor</td>
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<td>Capture Higher Education (Inbound)</td>
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<td>PSAT Search</td>
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<td>NRCUCA declared student search</td>
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<td>54.0%</td>
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<td>My College Guide Referral</td>
<td>1,450</td>
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<td>Naviance</td>
<td>983</td>
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<td>57.4%</td>
<td>98.4%</td>
<td>15.1%</td>
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<td>NRCUCA search</td>
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<td>70.8%</td>
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<td>AP exam search</td>
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<td>38.4%</td>
<td>53.7%</td>
<td>25.9%</td>
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<td>My College Guide Referral - Iowa 3 Interest</td>
<td>275</td>
<td>75.6%</td>
<td>82.9%</td>
<td>98.7%</td>
<td>2.0%</td>
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<tr>
<td>Pharmacy Interest Outreach (HS student starting at 2-year college)</td>
<td>175</td>
<td>0.0%</td>
<td>92.6%</td>
<td>100%</td>
<td>1.0%</td>
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<tr>
<td>CIS International Student Registry</td>
<td>109</td>
<td>92.7%</td>
<td>100%</td>
<td>2.8%</td>
<td>0.0%</td>
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</tbody>
</table>
Analytics and Predictive Modeling

• Prospect Models
  • All prospects, continues applications accepted

• Application/Admit Models
  • Begins when students are admitted

• Shaping index
  • Which students meet institutional enrollment target markets?
Student choice, interest, and behavior

A – Will not enroll no matter what you do

B – Will enroll no matter what you do

C – Influence of opinion in either direction

Influence

A C

B

The University of Iowa
Working smarter based on data

Staff and budget resources are limited!

Low Cost  ➔  High Cost
  • Email vs. printed materials
  • Digital outreach vs. mailed information
  • Large scale events vs. targeted limited space campus events

Low Human Activity  ➔  High Human Activity
  • College Fairs vs. Counselor visits to high schools
  • Broadcast messaging vs. phone calls by staff and faculty
  • Postcards vs. personal notes, letters, emails
Creating a path to Iowa

Financial Aid helps students meet the costs of college
  • Federal Aid
  • Self-help
  • Institutional merit and need based aid

Financial Literacy Efforts
  • Sound borrowing decisions
  • Understanding repayment in the context of their career goals
Strategic Enrollment Management Plan

• Central Services Review Committee

• Development of a 5-year SEM Plan for Iowa
  • Aligns with the institutional strategic plan,
  • Accounts for the varying needs of collegiate units and departments,
  • Sets clear expectations for budget, offerings, auxiliaries, etc.

• For every enrollment goal:
  • Strategies, tactics and key performance indicators,
  • Everything is measured and annually re-evaluated,
  • All functions of the plan are transparent to the campus community.
Thank you!

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