The Art & Science of Enrollment Management

UC High School Counselor Conference
September 2018

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Welcome!

- What is Enrollment Management?

- Enrollment Timeline

- Setting Enrollment Goals

- Modeling and Predicting Yield

- Waitlist Strategy

- Dispelling Myths

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What is Enrollment Management?

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From Wikipedia, the free encyclopedia. *Enrollment Management* is a term that is used frequently in higher education to describe well-planned strategies and tactics to shape the *enrollment* of an institution and meet established goals.

Admission Directors are more than just open house planners. Hosting Events and having a welcoming, sunny disposition are important to the culture and operations of admission and enrollment management, but we are also strategic thinkers, game changers, peacemakers, facilitators, contributors, and key influencers in our communities. We partner with the faculty, administration, budget offices and others to ensure that shared governance of the University is implemented in the best way possible.
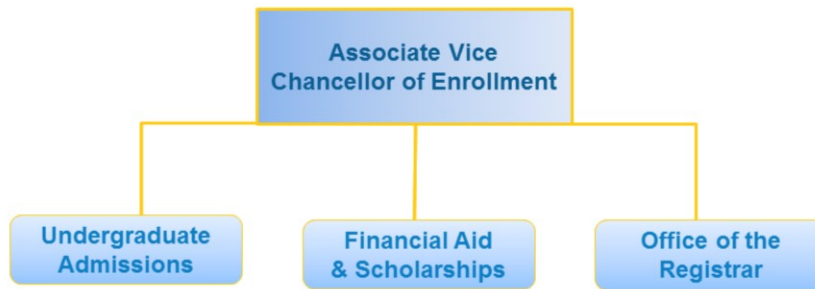
Consultation is ongoing with the State, the legislature, OP, faculty, etc. to establish enrollment goals.

Using Linear Regression Analysis- Linear regression is a basic and commonly used type of predictive analysis. The overall idea of regression is to examine two things: (1) does a set of predictor variables do a good job in predicting an outcome (dependent) variable? (2) Which variables in particular are significant predictors of the outcome and in what way do they?

While some predictors are common (academic factors, for example), the predictors at each campus will vary.

What is Enrollment Management?

"Enrollment management deals with how students choose a college, how they make the transition to higher education, what leads them to stay or drop out, and what influences how well they do while enrolled. It affects recruitment and financial aid, student-support services, as well as curriculum development and other academic areas, all of which affect who enrolls and how well they do." (Hossler, 2004)

Associate Vice Chancellor of Enrollment
- Undergraduate Admissions
- Financial Aid & Scholarships
- Office of the Registrar

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Enrollment management is designed to influence how many and which students enroll. Shaped by strategic planning and supported by institutional research, enrollment management deals with how students choose a college, how they make the transition to higher education, what leads them to stay or drop out, and what influences how well they do while enrolled. It affects recruitment and financial aid, student-support services, as well as curriculum development and other academic areas, all of which affect who enrolls and how well they do.

It includes using research to position an institution in the student marketplace; examining what factors influence student persistence; developing appropriate marketing, pricing, and financial-aid strategies; matching student demand with curricular offerings that are consistent with an institutional mission; and paying attention to academic, social, and institutional factors that can affect student success and graduation. Enrollment managers hope to exert an influence on prospective students from the point of first contact until the students earn a degree and become satisfied alumni.

In terms of organization on many campuses, the offices that are most often put together in enrollment-management efforts include admissions, financial aid, registration and records, orientation, and retention-related services and programs. Others can include marketing and communications, publications, and institutional research. Increasingly, new electronic student-information systems are playing a part, too. (HOSSLER, 2004 pg. 2)

Hossler, D. (2004). How Enrollment Management Has Transformed--or Ruined--Higher Education. The Chronicle of Higher Education, 50(34), 2-5.

STRUCTURE typically includes the following:
- AVC of Enrollment
- Director of Admissions
- Director of Financial Aid
- University Registrar
- *Some models will also include the following: EM Analytical Team, Orientation, and other areas related to enrolling new undergraduate students

SEM Planning Framework
(SEM Framework, Bontrager & Green, AACRAO 2013)

Sustainable Enrollment Outcomes

Tactics

Strategies

Campus Infrastructure

Strategic Enrollment Goals

Data Collection and Analysis

Key Enrollment Indicators

Institutional Strategic Plan

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Strategic Enrollment Management is:
- Comprehensive
- Data-Driven
- Requires partnership across campus
- Focus on prospect, admit, enrolled, and persistence
- Were admitting future alumni based on strategies that focus on elements that influence student college choice.

Enrollment Timeline

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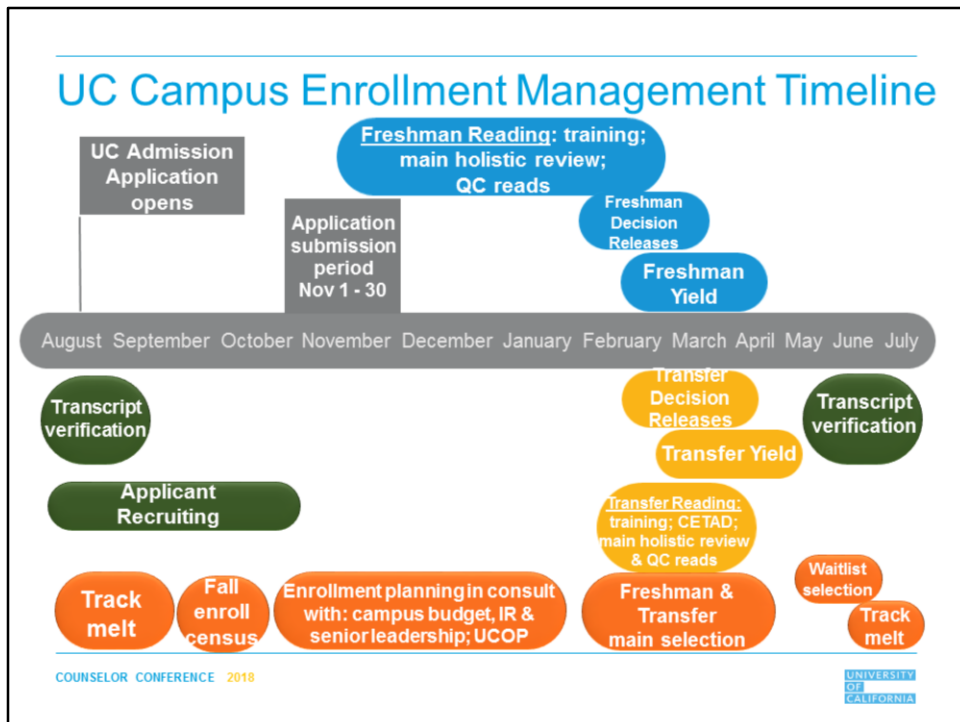
Snapshot of admission cycle timeline– what is happening throughout the year. Meant to reflect what is happening across all campuses. Individual campuses may have slightly different time-frames for reading, selection and release.

Blue is freshman activities, gold is transfer, green is both. Orange is for enrollment management work, grey are UC system activities.

Lots of simultaneous activities along multiple dimensions. While we're in the middle of one part of the cycle, we're planning or about to start another. In any given month, we're juggling multiple responsibilities that are part of recruiting, and selecting, and enrolling a class

Enrollment Planning Process

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California Resident Enrollment Goals

The state and UC system enrollment goals are derived from the Master Plan for Higher Education, which gives the UC system the primary responsibility for research and doctoral education and calls for UC to admit all eligible freshmen representing the top 12.5 percent of California public high school graduates. The Master Plan also specifies that the University maintain at least a 60:40 ratio of upper-division (junior- and senior-level) to lower-division (freshman- and sophomore-level) students to ensure adequate upper-division spaces for CCC transfers.

Annually, the incoming CA resident class size is based on the total enrollment that is funded in the state budget. The UC Office of the President (UCOP) solicits campus proposals for enrollment and works with campuses to meet state and systemwide goals. In recent years, for example, the goals have included that every campus grow California undergraduates, and that campuses make progress towards enrolling a ratio of one new California transfer student for every two California freshmen. Once the campus and UCOP have settled on enrollment goals for new freshmen and transfers, the campuses begin their internal dialogue to determine the distribution of students within each college and/or program. Every campus has its own process/models, which can include staff in Admissions and Enrollment Management, Academic Deans, and other high-level individuals.

Model 1: Determine how the goals will be distributed across colleges, programs and in some cases term (for transfer students).
Model 2: Determine a campus enrollment goal regardless of college or program, knowing that many, many students will ultimately change majors along the way.

Nonresident Enrollment Goals

Campus Available Space

Nonresident Enrollment Goals

Enrollment Caps

Campus Goals

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Modeling & Predicting Yield

Factors that Impact Selection

Yield modeling is not about a specific applicant. It is a way to measure groups of applicants that share common characteristics.

- Academic profile
  - GPA, courses, test scores, etc.
- Academic interest
  - sciences vs. humanities
  - engineering programs
  - performance majors (e.g. art, dance, etc.)
- Geographic location
- Socioeconomic status

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Each campus has different enrollment goals and selection criteria.

Each campus thinks about modeling differently based on the needs of the campus, strengths and weaknesses, etc. Each campus will have a different group of characteristics that are most predictive for that campus (just a few are listed here).

Groups of applicants clustered together and measured by such attributes as the ones listed here, will show different yield rates at different campuses. For example, admitted students to a southern CA UC campus who are from southern California yield at a different rate than those from northern California. But that same group of students might be stratified along socioeconomic lines and more predictive validity is added (possibly indicating that location of a students residence influences their desire/ability to attend – or is cost the driving factor? – Some combination of both?

Admission Directors (and in some cases other campus leaders like Provosts, Deans, Institutional Research, etc.) will look at admitted students through multiple lens to best predict what we THINK student behavior might be.

Perhaps discuss alternate major selection and how they do or do not play a role (a student admitted to their alternate choice major might be likely to enroll at a lower rate than those selected for their first choice major).

There will also be a specific enrollment goals in each college so the level and complexity of selection depends on the size and make up of the pool of applicants, and the number of separate goals a campus has to manage.
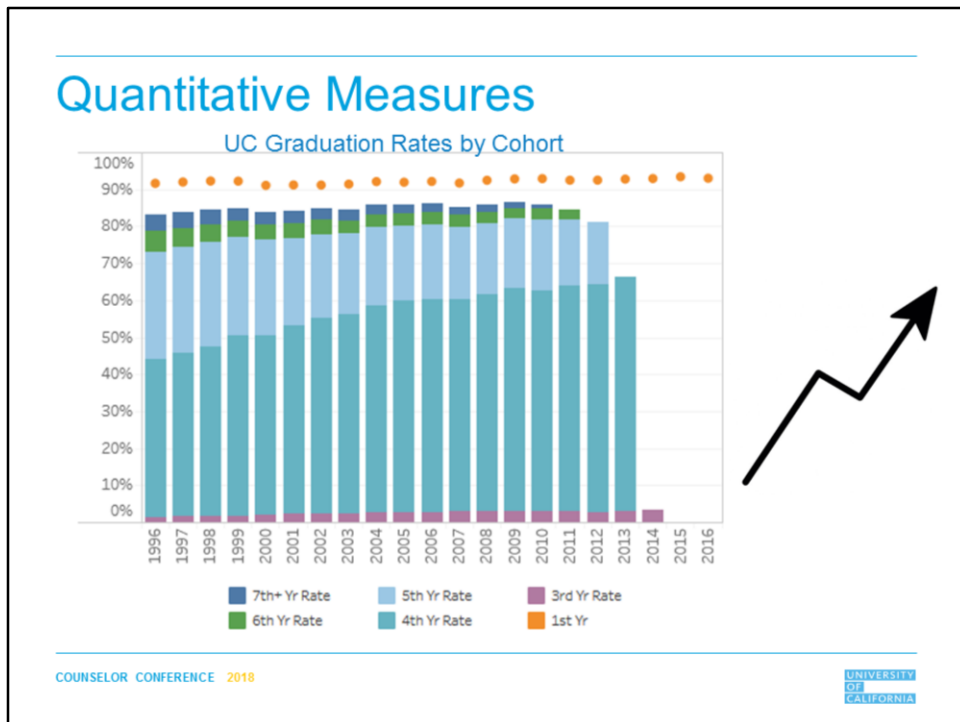
Numbers matter!

Items that have an influence on yield might include:

Campus graduation and continuation rates (these are actual current UC graduation rates, by cohort, note recent cohorts would have lesser rates)
          -The number of graduating and continuing students has an impact on the campuses ability to enroll additional students.

Application overlap – for example, a campus (like SB for example) might notice an increasing overlap in applicants with other UC campuses. As students apply at more campuses their probability of getting into UC increases. But the student can still only attend one campus. So SB (or another campus) would have to consider where they are increasing in overlap and why– is the student considering SB a "back-up" school and more likely to attend another campus if admitted?

What's happening at other campuses? With growth at all UC campuses in the last few years (10,000+ additional students enrolled) campuses must consider what is happening around the UC system.

Scenario: If UC Berkeley is increasing the size of their freshman class, are they likely increase or decrease the number of admitted students? (Audience: Increase) And if Berkeley increases their number of admitted students and they have a high percentage of overlapping applicants with UC Santa Cruz, would Santa Cruz increase or decrease the number of admission offers they make in that year? (Probably increase—depending on other factors!)

We also have comparable institutions outside of UC and need to watch what is happening there as well!

National Trends: The Humanities, for example, seem to be on the decline nationally. There are still many students interested in the humanities and we have great programs for them, but as universities across the country want/need to enroll more students with a demonstrated interest in the humanities, there aren't enough programs/spaces to go around! So, as campuses, that admit by major, need to enroll specific numbers of Humanities students, they are often admitting students with many college admission offers. Since they can only enroll in one place, that depresses yield for every other university in that area. [Be aware that these trends change and students should NOT try to "game the system" by selecting a major they THINK is less popular.]
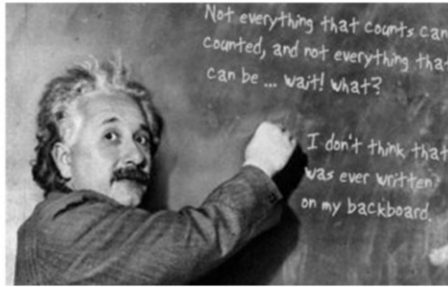
Other things matter too!

Items that have an influence on yield might include:
What we hear from student's and parents when we visit high schools (indicating increased or decreased interest).
Show rate (BIG crowds!) at campus events might indicate increasing yield.
Political Shifts:
    Changes in CA funding
    Changes in financial aid
    Changes in immigration policy
    UC Presidential Initiatives – like 2:1
A campus' portrayal in the media (new Nobel laureate attracting attention to the campus?, etc.)

Domestic non res vs. international broken down probably because international students need different resources on campuses.

Within these broad goals, campuses could have sub-goals, by college, by major, etc. (ensuring that a given program or major is not all one type of residency - geographic diversity).

Waitlist Strategy

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Insight on UC Waitlist Strategies

What purpose do waitlists serve?

How do campuses determine the size of their waitlists?

How do campuses determine the number/institutional needs for waitlist offers?

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What purpose do wait lists serve?
- Campus purpose – to meet enrollment goals, i.e. not over enroll and jeopardize quality of the experience for all campus constituencies (undergraduates, faculty, staff), along with potential impact to reputation, alumni, community members, etc.
- Enrolling student purpose – not in the best interest of the incoming student to live in an overcrowded residence hall or common area, not have access to classes needed to stay on track to graduate, overcrowded classrooms, attempting to utilize overwhelmed resources such as counseling, health center, dining halls, etc.
- Colleges and universities are not trying to engineer selectivity but rather to best attempt to achieve our total enrollment goal without overshooting.

How do campuses determine the size of their wait lists?
- There is a difference between wait list offers and opt-ins.
- Based on historic trends (how many of those offers opt-in, for certain majors and other factors), ensuring a university will have enough students to meet enrollment goals after May 1.
- We know we will only have a certain "yield" on wait list offers, and that is taken into consideration as well.

How do campuses determine the number/institutional needs for wait list offers?
- After May 1 it depends on whether each campus/university is either over and/or under in certain majors, schools/colleges, academic programs, and other non-academic factors (residency).
- Based on the "yield" on a first round of wait listed students granted admission, some universities may go back for additional rounds of admitting students off the wait list, other universities may not need make any waitlist admission offers if their institutional needs and enrollment goals were met with one round of offers.

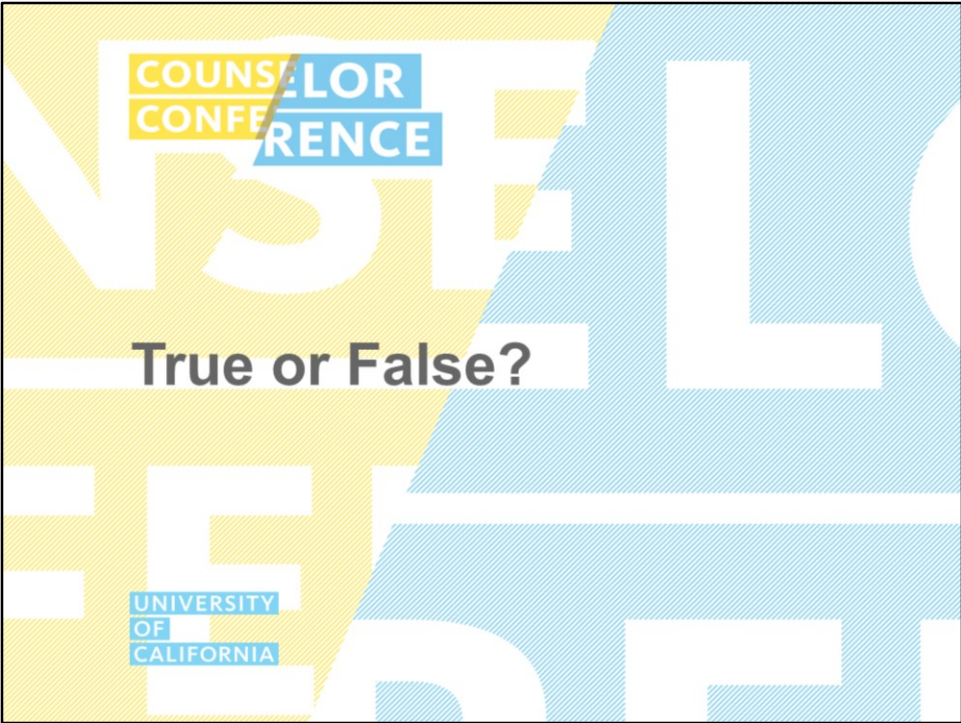This is what most of the audience knows about the wait list process, but what they most likely do not fully understand is the strategy behind utilizing a wait list.

Students admitted from a waitlist who SIR, get the same housing and financial opportunities that all admitted students.

Give scenario. "Hey, we are going to admit this one, so can you deny them?"

True. UC campuses do not compare notes. If we admit someone, we want to enroll them!

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False. Proposition 209 prohibits the use of ethnicity, gender or sexual orientation as criteria for selection. It does not prohibit recruitment.

Proposition 209 is a California ballot proposition which, upon approval in November 1996, amended the state constitution to prohibit state governmental institutions from considering race, gender, or ethnicity specifically in the areas of public employment, public contracting, and public education.

False.
Admit rate is a byproduct of app volume, anticipated yield, and enrollment goals. Our objective is to be as inclusive as possible without overenrolling.

True or False:
Each application is fully reviewed for admission at each campus to which they applied.

TRUE

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Give scenario. "Hey, we are going to admit this one, so can you deny them?"

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