Introduction to
Strategic Enrollment Planning

President Laurie Nichols
ENROLLMENT AT BHSU

BHSU Ten-Year Enrollment History
Retention History

<table>
<thead>
<tr>
<th>Year</th>
<th>Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 15</td>
<td>67%</td>
</tr>
<tr>
<td>AY 16</td>
<td>66%</td>
</tr>
<tr>
<td>AY 17</td>
<td>63%</td>
</tr>
<tr>
<td>AY 18</td>
<td>70%</td>
</tr>
<tr>
<td>AY 19</td>
<td>62%</td>
</tr>
</tbody>
</table>

Goal: 70%
Strategic Enrollment Planning

Dawn Fortin Mattoon

Executive Consultant
HERE FOR A REASON

TO MAKE COLLEGES, UNIVERSITIES & NON-PROFITS SUCCESSFUL & VIBRANT

THROUGH INSPIRED & RELEVANT ENGAGEMENT.
RNL’s expertise and innovation are key differentiators

- Over 150 higher education experts with hundreds of years of experience
- Robust data using 10 million records in predictive analytics and modeling
- Outcomes and results focused on meeting your goals
- Personalized 1-to-1 service with a full account team
- Leader in sharing best practices and industry benchmarks
- Innovator in higher education market
- 4-channel marketing with personalized and relevant engagement
- Award-winning marketing creative
National Higher Education Enrollment Context
Enrollment has only declined significantly three times in the modern era

Total Fall Enrollment: 1947-2016

Fall Enrollment

-343K, 2 years, 14%
-226K, 3 years, 2%
-1,170K, 6 years, 6%

Source: U.S. Department of Education. Institute of Education Sciences, National Center for Education Statistics. 2017 Digest of Educational Statistics
In absolute terms, total enrollment in degree-granting institutions continues to decline

- **Fall 2010**: 21,019,438
- **Projected Fall 2018**: 19,924,000

**Source**: U.S. Department of Education. Institute of Education Sciences, National Center for Education Statistics. 2017 Digest of Educational Statistics: Table 303.10
The National Student Clearinghouse reported a 1.3% drop in Spring 2018 enrollments.

Figure 1: Percent Change from Previous Year, Enrollment by Sector (Title IV, Degree-Granting Institutions)
Space vs. enrollment growth

FIGURE 4
PUBLIC HIGHER EDUCATION FULL-TIME EQUIVALENT (FTE) ENROLLMENT:
PERCENT CHANGE, FY 2012-2017
Total U.S. public and private high school graduates

- Record-high 3.47 million high school graduates in 2014
- Overall decline in high school graduates from 2013-23, with the greatest drop occurring in 2017

Decline in 2017: 2.3% (81,000 graduates)
High school graduates on the decline

DECREASE OF 120,000 GRADS BETWEEN 2013 AND 2030

2013-2030
Nation: -4.0%

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Western Interstate Commission for Higher Education
### Purchasing power of Federal Pell Grant and Stafford Loan

*Four-year public*

<table>
<thead>
<tr>
<th>Year</th>
<th>Maximum Pell</th>
<th>Maximum Stafford</th>
<th>Pell + Stafford</th>
<th>Average Tuition and Fees</th>
<th>P+S Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>$5,350</td>
<td>$3,500*</td>
<td>$8,850</td>
<td>$7,020</td>
<td>126%</td>
</tr>
<tr>
<td>2010-11</td>
<td>$5,550</td>
<td>$3,500*</td>
<td>$9,050</td>
<td>$7,605</td>
<td>119%</td>
</tr>
<tr>
<td>2011-12</td>
<td>$5,550</td>
<td>$3,500*</td>
<td>$9,050</td>
<td>$8,244</td>
<td>110%</td>
</tr>
<tr>
<td>2012-13</td>
<td>$5,550</td>
<td>$3,500*</td>
<td>$9,050</td>
<td>$8,655</td>
<td>105%</td>
</tr>
<tr>
<td>2013-14</td>
<td>$5,645</td>
<td>$3,500*</td>
<td>$9,145</td>
<td>$8,893</td>
<td>103%</td>
</tr>
<tr>
<td>2014-15</td>
<td>$5,730</td>
<td>$3,500*</td>
<td>$9,230</td>
<td>$9,139</td>
<td>101%</td>
</tr>
<tr>
<td>2015-16</td>
<td>$5,775</td>
<td>$3,500*</td>
<td>$9,275</td>
<td>$9,410</td>
<td>99%</td>
</tr>
<tr>
<td>2016-17</td>
<td>$5,815</td>
<td>$3,500*</td>
<td>$9,315</td>
<td>$9,650</td>
<td>97%</td>
</tr>
<tr>
<td>2017-18</td>
<td>$5,920</td>
<td>$3,500*</td>
<td>$9,420</td>
<td>$9,970</td>
<td>94%</td>
</tr>
<tr>
<td>2018-19</td>
<td>$6,100</td>
<td>$3,500*</td>
<td>$9,600</td>
<td>$10,230</td>
<td>97%</td>
</tr>
</tbody>
</table>

* Dependent students eligible for $2,000 unsubsidized Stafford Loan so long as parents were not denied a PLUS loan.

**Source:** Data derived from 2018 Trends in College Pricing. Copyright © 2018, the College Board. [www.collegeboard.org](http://www.collegeboard.org). Reproduced with permission. This data may not be posted, published, or distributed without permission from the College Board.
Average tuition and fee charges in constant dollars

2011-12 to 2018-19 (enrollment weighted)

BHSU was at $8733 - FY18

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Percentage change in inflation-adjusted mean family income by quintile


Source: Data derived from 2017 Trends in College Pricing. Copyright © 2017, the College Board. www.collegeboard.org. Reproduced with permission. This data may not be posted, published, or distributed without permission from the College Board.
Graduate enrollment is expected to increase 11% over the next decade, from 2.951 million to 3.282 million.
More than 75% of students arrive at college expecting to earn an advanced degree.

- None: 0.5%
- Vocational certificate: 0.1%
- AA: 0.5%
- BA, BS: 22.1%
- MA, MS: 43.1%
- PhD or EdD: 18.9%
- MD, DO, DDS, DVM: 10.2%
- JD: 3.5%
- BD or MDIV: 0.2%
- Other: 1.0%
Factors in the decision to enroll

Student Satisfaction Inventory

Four-Year Public Colleges and Universities

1. Financial aid
2. Academic reputation
3. Cost
4. Personalized attention prior to enrollment
5. Campus appearance
6. Geographic setting
7. Size of institution
8. Recommendations from family/friends
9. Opportunity to play sports
Factors in the decision to enroll: For all adult learners

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>ALL</th>
<th>UNDERGRADUATE</th>
<th>GRADUATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic reputation</td>
<td>82%</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td>Availability of evening/weekend courses</td>
<td>79%</td>
<td>80%</td>
<td>77%</td>
</tr>
<tr>
<td>Future employment opportunities</td>
<td>78%</td>
<td>79%</td>
<td>76%</td>
</tr>
<tr>
<td>Campus location (close to home/work)</td>
<td>76%</td>
<td>79%</td>
<td>72%</td>
</tr>
<tr>
<td>Financial aid/scholarship opportunities</td>
<td>75%</td>
<td>79%</td>
<td>70%</td>
</tr>
<tr>
<td>Cost</td>
<td>74%</td>
<td>76%</td>
<td>71%</td>
</tr>
<tr>
<td>Personalized attention prior to enrollment</td>
<td>70%</td>
<td>73%</td>
<td>65%</td>
</tr>
<tr>
<td>Recommendations from family/friends/employer</td>
<td>60%</td>
<td>63%</td>
<td>56%</td>
</tr>
<tr>
<td>Size of institution</td>
<td>56%</td>
<td>60%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Factors in the decision to enroll: Online learners

<table>
<thead>
<tr>
<th>ITEM</th>
<th>IMPORTANCE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience</td>
<td>96%</td>
</tr>
<tr>
<td>Flexible pacing for completing a program</td>
<td>93%</td>
</tr>
<tr>
<td>Work schedule</td>
<td>92%</td>
</tr>
<tr>
<td>Program requirements</td>
<td>89%</td>
</tr>
<tr>
<td>Reputation of institution</td>
<td>86%</td>
</tr>
<tr>
<td>Financial assistance available</td>
<td>85%</td>
</tr>
<tr>
<td>Cost</td>
<td>83%</td>
</tr>
<tr>
<td>Ability to transfer credits</td>
<td>82%</td>
</tr>
<tr>
<td>Future employment opportunities</td>
<td>81%</td>
</tr>
<tr>
<td>Distance from campus</td>
<td>60%</td>
</tr>
<tr>
<td>Recommendations from employer</td>
<td>58%</td>
</tr>
</tbody>
</table>
South Dakota

The competition factor

8,698 high school seniors / 2019-20*

22 institutions of higher education**

71.8% college continuation rate (6,245)***
(ranks 5th among states)

22.1% leave the state to go to college (1,382)****
(ranks 21st among states)

<table>
<thead>
<tr>
<th>Three Largest Institutions†*****</th>
<th>Number of In-state Freshmen****</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Dakota State University</td>
<td>1,221</td>
</tr>
<tr>
<td>University of South Dakota</td>
<td>717</td>
</tr>
<tr>
<td>Lake Area Technical Institute</td>
<td>312</td>
</tr>
</tbody>
</table>

2,613 students ÷ 19 institutions = 138 students per institution††

Sources:
**The Chronicle of Higher Education, 2018
***Postsecondary Education Opportunity, *Chance for College by Age 19 by State 1986-2010, 2013*
****Postsecondary Education Opportunity, *Interstate Migration of College Freshmen 1986-2012, 2014*
*****National Center for Education Statistics, IPEDS Fall Enrollment Survey (2014)
Growth Strategy Matrix

Existing Programs

- Market Penetration

New Programs

- Program Development

Existing Market

New Market

- Market Development

- Diversification
Retention Rate

High Retention
High Risk Factors

High Risk Factors

Low Retention
High Risk Factors

Low Risk Factors

Black Hills State University

Chadron State College

Dickinson State University

Dakota State University

University of South Dakota

South Dakota School of Mines and Technology

University of Wyoming

Northern State University

University of South Dakota
## Funnel trends

<table>
<thead>
<tr>
<th>First-time, Full-time Students</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prospects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capture rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Inquiries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Conversion rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications</td>
<td>1387</td>
<td>1607</td>
<td>1696</td>
<td>1858</td>
<td>2201</td>
</tr>
<tr>
<td>Completion rate</td>
<td>88%</td>
<td>86%</td>
<td>91%</td>
<td>95%</td>
<td>82%</td>
</tr>
<tr>
<td>Completed applications</td>
<td>1217</td>
<td>1381</td>
<td>1544</td>
<td>1756</td>
<td>1812</td>
</tr>
<tr>
<td>Admit rate</td>
<td>96%</td>
<td>93%</td>
<td>96%</td>
<td>94%</td>
<td>99%</td>
</tr>
<tr>
<td>Accepts</td>
<td>1163</td>
<td>1284</td>
<td>1476</td>
<td>1647</td>
<td>1791</td>
</tr>
<tr>
<td>Deposits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Melt rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enrolled</td>
<td>546</td>
<td>587</td>
<td>555</td>
<td>490</td>
<td>505</td>
</tr>
<tr>
<td>Yield rate</td>
<td>47%</td>
<td>46%</td>
<td>38%</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Enrollment goal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# FTIC Funnel Rates

## Four-Year Public Institutions

<table>
<thead>
<tr>
<th>Median Funnel Rates</th>
<th>Fall 2018</th>
<th>Fall 2017</th>
<th>Fall 2016</th>
<th>Fall 2015</th>
<th>Fall 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversion rate from inquiry to application (all inquiries)</td>
<td>37%</td>
<td>33%</td>
<td>24%</td>
<td>26%</td>
<td>30%</td>
</tr>
<tr>
<td>Conversion rate from inquiry to application (not counting inquiries who made their first contact by submitting and application)</td>
<td>26%</td>
<td>27%</td>
<td>14%</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Admit rate from application to admit (all applications)</td>
<td>67%</td>
<td>70.5%</td>
<td>65%</td>
<td>66%</td>
<td>70%</td>
</tr>
<tr>
<td>Admit rate from application to admit (completed applications only)</td>
<td>79%</td>
<td>76%</td>
<td>85%</td>
<td>85.5%</td>
<td>88%</td>
</tr>
<tr>
<td>Yield rate from admission to enrollment</td>
<td>32%</td>
<td>37.5%</td>
<td>26.5%</td>
<td>28.5%</td>
<td>36%</td>
</tr>
<tr>
<td>Capture rate from deposited/confirmed to enrollment</td>
<td>93.5%</td>
<td>95%</td>
<td>90%</td>
<td>89%</td>
<td>94%</td>
</tr>
<tr>
<td>Percentage of applicants completing application process</td>
<td>87.5%</td>
<td>88%</td>
<td>82.5%</td>
<td>80%</td>
<td>NA</td>
</tr>
<tr>
<td>Percentage of students not identifying themselves before application (stealth applicants)</td>
<td>22%</td>
<td>27%</td>
<td>38%</td>
<td>45.6%</td>
<td>NA</td>
</tr>
<tr>
<td>Transfers</td>
<td>Fall 2015</td>
<td>Fall 2016</td>
<td>Fall 2017</td>
<td>Fall 2018</td>
<td>Fall 2019</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Prospects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capture rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inquiries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conversion rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications</td>
<td>549</td>
<td>490</td>
<td>538</td>
<td>399</td>
<td>380</td>
</tr>
<tr>
<td>Completion rate</td>
<td>88%</td>
<td>89%</td>
<td>91%</td>
<td>95%</td>
<td>77%</td>
</tr>
<tr>
<td>Completed applications</td>
<td>484</td>
<td>438</td>
<td>490</td>
<td>379</td>
<td>291</td>
</tr>
<tr>
<td>Admit rate</td>
<td>93%</td>
<td>92%</td>
<td>93%</td>
<td>91%</td>
<td>98%</td>
</tr>
<tr>
<td>Accepts</td>
<td>452</td>
<td>405</td>
<td>458</td>
<td>344</td>
<td>286</td>
</tr>
<tr>
<td>Deposits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Melt rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enrolled</td>
<td>335</td>
<td>291</td>
<td>290</td>
<td>231</td>
<td>180</td>
</tr>
<tr>
<td>Yield rate</td>
<td>74%</td>
<td>72%</td>
<td>63%</td>
<td>67%</td>
<td>63%</td>
</tr>
<tr>
<td>Enrollment goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Transfer Student Funnel Rates

## Four-Year Public Institutions

<table>
<thead>
<tr>
<th>Median Funnel Rates</th>
<th>Fall 2018</th>
<th>Fall 2017</th>
<th>Fall 2016</th>
<th>Fall 2015</th>
<th>Fall 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversion rate from inquiry to application (all inquiries)</td>
<td>68%</td>
<td>61%</td>
<td>54%</td>
<td>64.5%</td>
<td>70%</td>
</tr>
<tr>
<td>Conversion rate from inquiry to application (not counting inquiries who made their first contact by submitting and application)</td>
<td>28%</td>
<td>20.5%</td>
<td>NA</td>
<td>NA</td>
<td>28%</td>
</tr>
<tr>
<td>Admit rate from application to admit (all applications)</td>
<td>64%</td>
<td>66%</td>
<td>62.5%</td>
<td>64%</td>
<td>66%</td>
</tr>
<tr>
<td>Admit rate from application to admit (completed applications only)</td>
<td>80%</td>
<td>88%</td>
<td>93%</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>Yield rate from admission to enrollment</td>
<td>60%</td>
<td>61%</td>
<td>58%</td>
<td>59%</td>
<td>59%</td>
</tr>
<tr>
<td>Capture rate from deposited/confirmed to enrollment</td>
<td>87%</td>
<td>84%</td>
<td>80.5%</td>
<td>81%</td>
<td>93%</td>
</tr>
<tr>
<td>Percentage of applicants completing application process</td>
<td>75%</td>
<td>81%</td>
<td>74%</td>
<td>74%</td>
<td>NA</td>
</tr>
<tr>
<td>Percentage of students not identifying themselves before application (stealth applicants)</td>
<td>61.5%</td>
<td>57%</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

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© 2016 Ruffalo Noel Levitz; Recruitment Conversion and Yield Rate Benchmarks  
### Cost to recruit a single undergraduate student in 2018

**BHSU spends approximately $1,359 per student**

**$930,961/685 FTIC & Transfer incoming class**

<table>
<thead>
<tr>
<th>PERCENTILE</th>
<th>FOUR-YEAR PRIVATE INSTITUTIONS</th>
<th></th>
<th>FOUR-YEAR PUBLIC INSTITUTIONS</th>
<th></th>
<th>TWO-YEAR PUBLIC INSTITUTIONS*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
<td></td>
<td>Overall</td>
<td></td>
<td>Overall</td>
</tr>
<tr>
<td>25th percentile</td>
<td>$1,418</td>
<td>$1,159</td>
<td>$1,818</td>
<td>$1,423</td>
<td>$407</td>
</tr>
<tr>
<td>Median</td>
<td>$2,232</td>
<td>$2,269</td>
<td>$2,474</td>
<td>$1,911</td>
<td>$578</td>
</tr>
<tr>
<td>75th percentile</td>
<td>$3,617</td>
<td>$3,824</td>
<td>$3,814</td>
<td>$2,684</td>
<td>$775</td>
</tr>
</tbody>
</table>

- For four-year private institutions, the 33.3 percentile for total enrollment size was 1,413 and the 66.7 percentile was 3,072.
- For four-year public institutions, the 33.3 percentile for total enrollment size was 8,168 and the 66.7 percentile was 19,423.

Cedar Rapids, IA: Ruffalo Noel Levitz.
Number of new Undergraduates for each FTE employee involved in face-to-face Undergraduate outreach

*BHSU is at 114 enrolled per outreach staff person*

<table>
<thead>
<tr>
<th>PERCENTILE</th>
<th>FOUR-YEAR PRIVATE INSTITUTIONS</th>
<th>FOUR-YEAR PUBLIC INSTITUTIONS</th>
<th>TWO-YEAR PUBLIC INSTITUTIONS*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
<td>Smallest third in enrollment size</td>
<td>Middle third in enrollment size</td>
</tr>
<tr>
<td>25th percentile</td>
<td>41</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>Median</td>
<td>59</td>
<td>42</td>
<td>50</td>
</tr>
<tr>
<td>75th percentile</td>
<td>91</td>
<td>59</td>
<td>83</td>
</tr>
</tbody>
</table>

* We used a five-year average on the entering class
### Institutional admission selectivity

**BHSU ACT average is 21**

<table>
<thead>
<tr>
<th>Selectivity Level</th>
<th>ACT (Middle 50%)</th>
<th>SAT (Middle 50%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly selective</td>
<td>25–30</td>
<td>1710–2000</td>
</tr>
<tr>
<td>Selective</td>
<td>21–26</td>
<td>1470–1770</td>
</tr>
<tr>
<td>Traditional</td>
<td>18–24</td>
<td>1290–1650</td>
</tr>
<tr>
<td>Liberal</td>
<td>17–22</td>
<td>1230–1530</td>
</tr>
<tr>
<td>Open</td>
<td>16–21</td>
<td>1170–1480</td>
</tr>
</tbody>
</table>

Source: Compiled from ACT Institutional Data File, 2017. ©2017. ACT, Inc. All Rights Reserved.
First- to second-year retention rates for public institutions

*BHSU’s five-year average is 64%*

Source: Compiled from ACT Institutional Data File, 2016. ©2016. ACT, Inc. All Rights Reserved.
National graduation rates for public institutions

BHSU’s five-year average is 30%
How RNL Can Help
Opportunities and Recommendations

“Black Hills State University has key elements for success”

Rob Baird
Senior Vice President

Linda Hoopes, PhD
Vice President, Campus Relations

General Observations

• People care about BHSU, your mission, and the students you serve
• Quality product
• Leadership ready
RNL Observations and Recommendations

- Adopt Data Informed Decision-Making
- Focus on Student Success
- Leverage Financial Aid
- Promote and ensure Career Outcomes
- Target best-fit students and shape class
- Examine and improve recruitment
- Analyze program portfolio relative to demand
- Diversify revenue streams (graduate, adult, online, shorter formats, evening, weekend, programs)
- Embrace transfer students
- Assess brand and articulate the BHSU story (build the value proposition, synergize – one university, become a first choice)
- Build a strategic enrollment plan
Financial Aid Recommendations

Students’ ability to pay

Financial aid strategy must consist of two criteria

Students’ willingness to pay

Look at timeline; self-service portal; student communication; cross-training with admissions; awarding culture;
Student Success Recommendations

- Analyze and improve advising
- Own retention
- Build a retention plan
- Be data informed
- Examine and enhance academic support (tutoring, supplemental instruction)
- Implement intervention: early alert (rebooted STARFISH)
RNL partnership elements

- Strategic Enrollment Planning
- Enrollment Projection Model
- Academic Program Demand Analysis
- Market Share Analysis
- Retention Analytics Research
- Student Satisfaction Inventory
- Adult Student Priorities Survey
- Priorities Survey for Online Learners
- Advanced FinAid Solutions™
Strategic Enrollment Planning

RNL wrote the book (two editions) on Strategic Enrollment Planning

A complex and organized effort to connect mission, current state, and changing environment to long-term enrollment and fiscal health.
Black Hills State University is a master’s level university that promotes excellence in teaching and learning; supports research, creative and scholarly activities and provides service to the state, region, nation and global community. BHSU provides innovative, high quality undergraduate (associate and baccalaureate) programs in the arts, humanities, education, behavioral sciences, mathematics, social sciences, natural sciences, business and technology as well as selected disciplines of strength at the graduate level. Black Hills State University is the only comprehensive University in western South Dakota.
Organizing for Strategic Enrollment Planning

INSTITUTIONAL STRATEGIC PLANNING

Strategic Enrollment Plan

Mission
- Enrollment and Fiscal KPIs

Vision
- Enrollment and Fiscal Strategies

Institutional Effectiveness
- Enrollment and Fiscal Goals

Annual Plans
- Implementation Tactics
- Monitoring and Evaluating Tactics
- Plan Additions and Modifications
Strategic Enrollment Planning

Fiscal Plan

Fundraising Plan

Technology Plan

Academic Plan

Facilities Plan

Student Affairs Co-Curricular Plan

Enrollment Plan

MISSION
Strategic Enrollment Planning

A four-phase process for long term enrollment and fiscal health

**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
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)
7. Develop quantifiable goals and a funding strategy
8. Execution, evaluation, and modification
Strategic Planning

Traditional Planning
- Set goals then develop steps to achieve goals

Strategic Planning
- Align organization with its environment to achieve stability, sustainability, growth and/or excellence
In God we trust; all others bring data.

W. Edward Deming
Strategic enrollment planning is a continuous and data-informed process that:

- Provides realistic, quantifiable goals;
- Uses a return-on-investment (ROI) and action item approach; and
- Aligns the institution’s mission, current state, and changing environment...

...to foster planned long-term enrollment and fiscal health.
SEP encompasses the entirety of the student lifecycle
Enrollment growth strategy matrix

- **Existing Markets**
  - Existing Programs/Services: Market penetration
  - New Programs/Services: Program development

- **New Markets**
  - Market development
  - Diversification
## Occupations with the largest numerical growth requiring at least a BA: through 2018

<table>
<thead>
<tr>
<th>Occupation</th>
<th># of New Jobs</th>
<th>Projected Growth Rate</th>
<th>Median Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountants and auditors</td>
<td>50,000 or more</td>
<td>10 to 19 percent</td>
<td>$61,690</td>
</tr>
<tr>
<td>Child, family, and school social workers</td>
<td>50,000 or more</td>
<td>20 to 28 percent</td>
<td>$40,210</td>
</tr>
<tr>
<td>Civil engineers</td>
<td>50,000 or more</td>
<td>10 to 19 percent</td>
<td>$77,560</td>
</tr>
<tr>
<td>Computer and information systems managers</td>
<td>50,000 or more</td>
<td>10 to 19 percent</td>
<td>$115,780</td>
</tr>
<tr>
<td>Computer systems analysts</td>
<td>50,000 or more</td>
<td>20 to 28 percent</td>
<td>$77,740</td>
</tr>
<tr>
<td>Cost estimators</td>
<td>50,000 or more</td>
<td>29 percent or faster</td>
<td>$57,860</td>
</tr>
<tr>
<td>Financial analysts</td>
<td>50,000 or more</td>
<td>20 to 28 percent</td>
<td>$74,350</td>
</tr>
<tr>
<td>Human resources, training, and labor relations specialists; all other</td>
<td>50,000 or more</td>
<td>20 to 28 percent</td>
<td>$52,790</td>
</tr>
</tbody>
</table>
SEP encompasses academic and co-curricular program planning.
Influencers to Student Success

Many areas are responsible

Academic rigor

Faculty

Peers

Family

Academic preparation

Student life
  - Housing
  - Sports & Activities
  - Health & Wellness
  - Religious & Spirituality life

Admissions office

Marketing office

Financial aid office

President/Chancellor’s office

Institutional Research & Effectiveness
Strive for the sweet spot with new academic and co-curricular programs

- **MARKET DEMAND:** What students and employers want = Relevance
- **COMPETITION:** Unoccupied market positions = Differentiation
- **PROGRAM:** What we do well = Authenticity
Strategic planning involves

- Program
- Place
- Price and Revenue (tuition, fees, discounts, incentives)
- Promotion (marketing, recruitment, web presence)
- Purpose and Identity (mission, distinctiveness, brand)
- Process (data-informed, integrated planning)
Key Performance Indicators
KPIs Drive Strategic Enrollment Planning
We should measure what we value; not value what we can measure.

Author unknown
“What gets measured gets done.”

Michael Porter, Harvard University
What are the key performance indicators (KPIs)

Key Performance Indicator
- KPIs are commonly acknowledged measurements that are directly related and critical to the mission and fiscal health of the institution. (Large items such as enrollment or student quality)

Performance Indicators
- Pis are important measurements that are indirectly related to the mission and support key performance indicators. (Specific items such as applicants or ACT/SAT score averages.)
Closing

President Laurie Nichols
1. Overview of RNL contract

2. Agenda for SEP Launch
   - Day 1 (October 30, 2019)
     - SEP Steering Committee Chairs
     - SEP Steering Committee
     - President and Admin Team
     - Debrief with Steering Committee Chairs
Agenda (Day 2)

1. BHSU Retention Task Force
2. Data Team
3. Steering Committee
4. Exit Briefing with President Nichols
SEP Steering Committee

1. Chris Crawford, VP for Academic Affairs
2. Lois Flagstad, VP for Enrollment & Student Affairs
3. Kathy Johnson, VP for Finance and Administration
4. Corinne Hansen, Director of University & Community Relations
5. Pam Carriveau, Assistant Provost for Academic Affairs
6. Amy Fuqua, Dean for the College of Liberal Arts
7. Barb O’Malley, Director of Admissions
8. Cheryl Anagnopoulos, Professor of Psychology
9. Carrie Stringham, Assistant Professor of Management
SEP Data Team

1. Chris Crawford, VP for Academic Affairs
2. Rich Loose, Director of Institutional Research
3. Ven Thompson, Information Technology Specialist
4. April Meeker, Registrar
5. Don Coble, Director of Budget
6. Kristen Kilmer, Asst. Director, Marketing & Communications
Here To Walk Beside You

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