

The Landscape of Enrollment Management

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Board of Trustees Retreat

Oct 3, 2019





Enrollment update

- Fell short of fall '19 overall and entering student enrollment targets
- Net tuition impact \$3M deficit

First year class:

- 4146
 - Most Delawareans ever
 - Most ethnically and racially diverse
 - 32 states and 42 nations represented
 - Strong profile: 1275 SAT; 3.8 GPA
 - Most honors program members
 - DE – 34%, NJ – 23%, NY – 13%, PA– 12%, MD – 6%





Enrollment update

- 552 transfer students
 - Largest transfer class in recent history
 - Includes students from 25 states
 - 30 nations are represented





Enrollment update, cont.

- Special Programs:
 - 121 students enrolled as World Scholars:
 - Athens, Greece – 21; Auckland, New Zealand – 19; Madrid, Spain – 50; Rome, Italy – 31
 - 229 incoming students are enrolled in our Scholars and Fellows programs



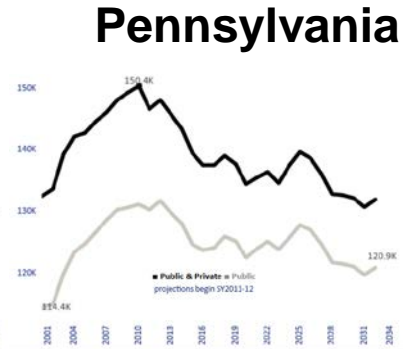
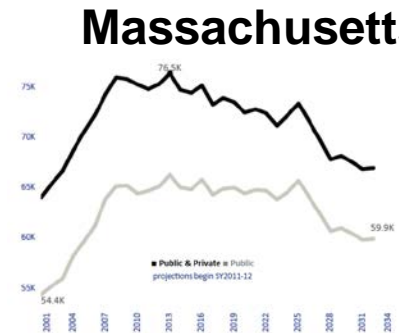
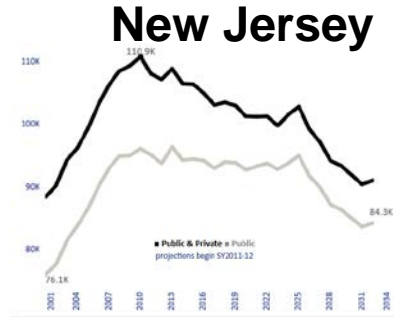
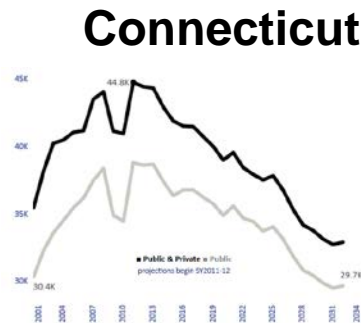
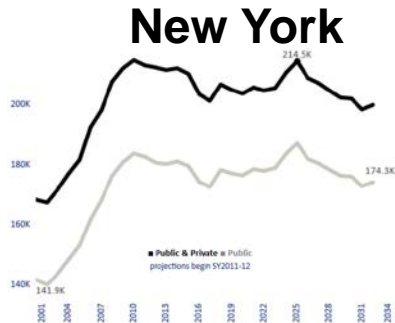
Shifting Enrollment Trends

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PROJECTED DECLINES IN HIGH SCHOOL GRADUATES AMONG MAJOR FEEDER STATES THROUGH 2034



REDUCTION IN NEW INTERNATIONAL ENROLLMENTS NATIONWIDE

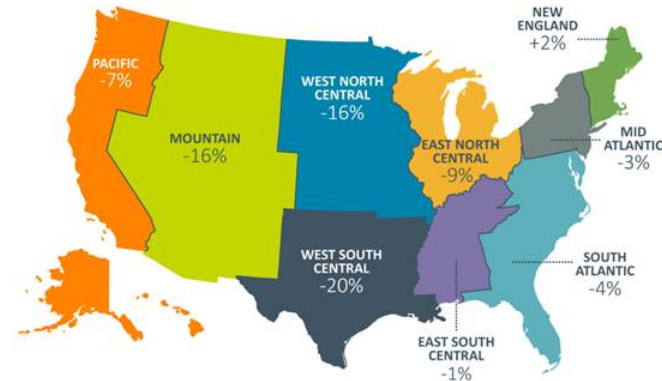
“The number of new international students—those enrolled at a U.S. institution for the first time in fall 2016, declined by nearly 10,000 students to about 291,000, a three percent decrease from the previous year.”

Nations Seeing Increases in International Enrollments:

Canada: +8%

Australia: +12%

- “Open Doors 2017,” Institute of International Education



Declines in new international enrollments by geographical region this fall.

Graphic courtesy of the Institute of International Education.

ADDITIONAL FACTORS INFLUENCING ENROLLMENT DECLINES NATIONWIDE



Brazil

Reduction of a foreign scholarship program sponsored by the government.



India

Changes to the India monetary policy.



Saudi Arabia

Reduction of a foreign scholarship program sponsored by the government.





South Korea

Demographic changes and a reduction in the number of high school and college aged students.



Increased Spending By Competition

Percentage changes in budget for recruitment and admissions each of the last two years

		BUDGET CHANGE	2017-18 BUDGET VS. 2016-17	2016-17 BUDGET VS. 2015-16
 FOUR-YEAR PRIVATE INSTITUTIONS	[⇩ Budget decreased more than 2%	29%	25%
		⇔ Budget stayed the same	44%	49%
		⇧ Budget increased more than 2%	27%	27%
 FOUR-YEAR PUBLIC INSTITUTIONS	[⇩ Budget decreased more than 2%	7%	14%
		⇔ Budget stayed the same	40%	65%
		⇧ Budget increased more than 2%	23%	21%

Shifting Market Needs & Expectations

- Due to demographics declines, every college that has the ability is ratcheting up their marketing, recruitment efforts and/ or aid... bigger concerns than rankings
- Inside Higher Ed article- numerous concerns in meeting Enrollment goals:
 - 52% of Admissions Deans & Directors did not meet their enrollment goal by July 1
 - Schools are increasing aid to OOS & International students
- Competitor Data will have some insights- waiting on Clearinghouse data for fall 19
 - VA Tech way up (over 1100 students) in enrollment may have cost us a handful of Engineering and Other Stem Majors (Bio) students



Where We Are Heading

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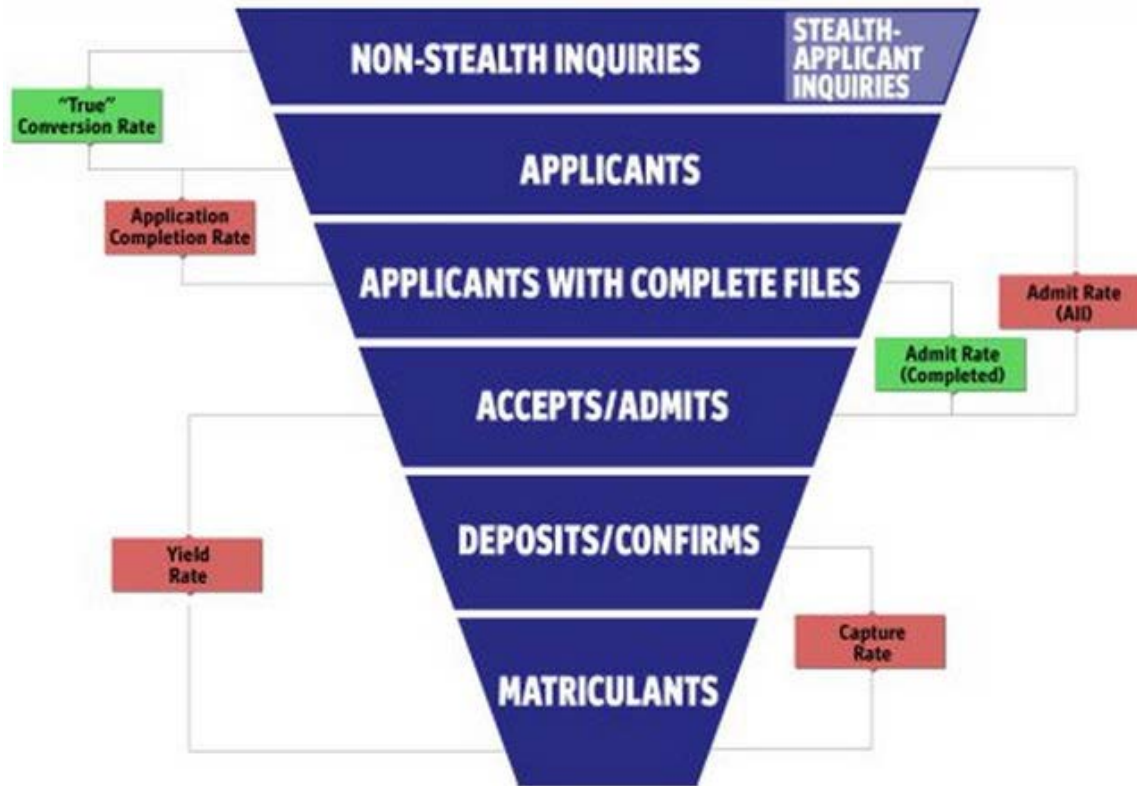




Admissions Process Updates

- Test Optional
- Early Action
- Self Reported Academic Record (SRAR)
- Self Reported test scores
- Counselor Recommendation





Preliminary Strategies

- Have to assume the Applicant Pool will be very similar for 2019-20 (See Funnel)
- Working to increasing visitor campus experience (meeting with Deans/ others)
- Need to fill key enrollment positions for recruitment services (looking for efficiencies)
- Need to create a “best in class” Honors College to attract more of the best academic quality students in the region and abroad
- Need to attract International students to our summer programs (or create one specifically for them)
- Need to host an International guidance counselor conference (we already host domestic non resident & international counselors periodically)
- Increase our Branding/ Visibility at key National Enrollment Events (College Board/ NACAC/ AACROA/ NASFAA/ NAFSAA/ etc.) as well as CBOs and Diversity orgs



Honors Programs Growth

- Enhance & Grow Honors Programs. Goal -To be “best in class” in the region. Leveraging the strength of the Honors Programs with help to grow quality and quantity of the student body
- Factors to consider include programs, class size, housing, etc.
- Need to market at every opportunity to change the culture (e.g. Pitt) Tie in how we talk about all academic programs & research opportunities.
- Can Create a 2nd tier Honors
- Michael Chajes and I have started discussions- will require broader conversations



Possible Aid Strategies

- Restructure financial aid packages for some non residents that we can tie in strategic marketing strategy to drive enrollment
 - Regional Grant for MD, PA, Southern NJ.
 - Out of State Alumni award- leverage all of the proud alumni
- Layer scholarship dollars on specific academic programs (e.g. Engineering)
- Delaware Promise- messaging needs to be clear to be effective. How do we compare to Commitment to Delaware?
- Ensure Financial Aid Packaging is “in-line” with key competitors. Need to establish who they are and how much funding we have for this.



The “New” University of Delaware

- Rebranding and Telling our Story Better
 - owning the past/ communicating how we have improved/ why we are GREAT at what we do
- “Tweaking” the Campus Visit experience
 - The visit is good, personalize the experience more so perspective students and families feel even more special, feel the culture & diversity, & have a unique experience so they know why UD is special.
 - Provide samples / coupons for UD creamery/
 - Offer specialized tours following general tours a couple times a week. (Start/ Athletic/ Creamery/ Engineering labs)



Preliminary Strategies/Budget

- Will provide detailed budget for short term strategies soon
 - \$300,000 for Guidance counselor Fly-in/ host programs- one international/ one domestic non/res OOS
 - \$150,000 Additional recruitment yield events for non-residents/ diversity
 - \$50,000 Host international guidance conference in 2-3 years-may need a deposit to hold
- Need to “tweak” financial Aid packages for optimum enrollment/ yield/ NTR
 - \$500,000 – up to \$5K additional per student to net 100 more OOS = X revenue
- Need an Integrated Enrollment marketing plan, cost TBA



Questions?

