

Maguire Associates
Briefing to ConnSCU Board of Regents

October 17, 2013

Hartford, CT



Agenda

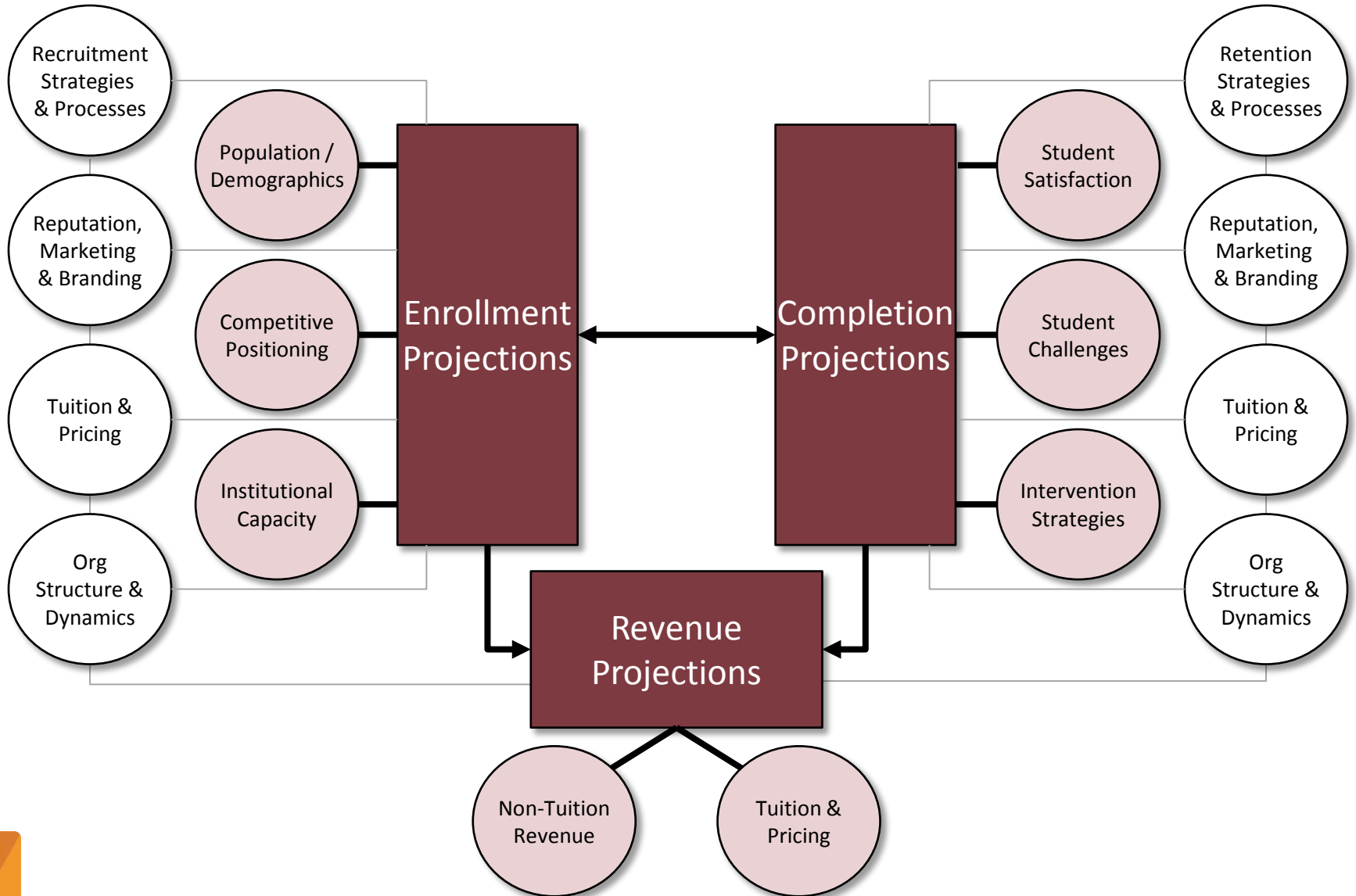
1. Project Goals
2. What this project will do for individual ConnSCU institutions
3. Project Plan – What Has Been Accomplished
4. Suggested Framework for Final Deliverable



ConnSCU's stated goal: Maguire Associates to craft an enrollment management strategy

- Increase significantly the level of educational attainment in Connecticut by conferring more high quality degrees from the Board of Regents for Higher Education/Connecticut State Colleges and Universities (ConnSCU).
- Included in the strategic enrollment management plan:
 - A 10-year projection of demographics and state funding;
 - An analysis of current enrollment patterns and projections at all 17 institutions in relation to completions;
 - Development of enrollment and completion models and targets to raise educational attainment in the state.
- Evaluate and assess campus-level strategies in marketing, recruitment, financial aid leveraging, student success (retention), and services for special populations.
- Evaluate and assess the organizational structure at each institution to assess whether the structure positions the institution for successfully meeting enrollment and retention goals.

Enrollment Management Strategy Overview



Specific Goals of the Project

Projections: Enrollment, Completions, Revenues

- Provide population projections to 2022 at the state and town level by age, race/ethnicity, gender, and educational attainment.
- Forecast revenues for all 17 institutions to 2022 from major non-student sources.
- Conduct an in-depth analysis of application, enrollment, and completion patterns for all institutions by appropriate populations.
- Construct a baseline status quo projection of completions, enrollments, and tuition and fee revenue based on historical trends.
- Determine enrollment capacity at all 17 institutions by level (undergraduate/graduate) and by program in the context of existing resources and projections.
- Assist management and campuses to set goals for enrollment and completions.

Recruitment Strategy and Processes

- Evaluate effectiveness of recruitment strategies at all 17 institutions for enrolling different populations of students, including those likely to graduate and those not likely to graduate.
- Identify gaps in recruitment capacity.
- Develop recruitment plans for institutions with least capacity to execute recruitment strategies that will optimize degree attainment while maintaining access to underserved populations.

Tuition and Financial Aid

- Determine price point for each institution by important market segments, to include an examination of differential tuition by program.
- Determine the effect of financial aid packaging on enrollment yield AND completion yield.
- Construct models for each campus to optimize distribution of discretionary financial aid to increase completions.

Specific Goals of the Project

Retention Strategy and Processes

- Determine why current students choose to stay or leave each institution within the ConnSCU system and to identify particular areas of strengths and weaknesses.
- Inventory practices on each of the 17 campuses designed to improve student success (retention and completion) and evaluate their effectiveness.
- Examine practices on each of the 17 campuses designed to promote success of students who are at-risk of not completing a degree.

Org Structure & Dynamics

- Review the organizational structure at each campus to assess whether the structure positions the institution to meet recruitment and retention goals.

Marketing & Branding

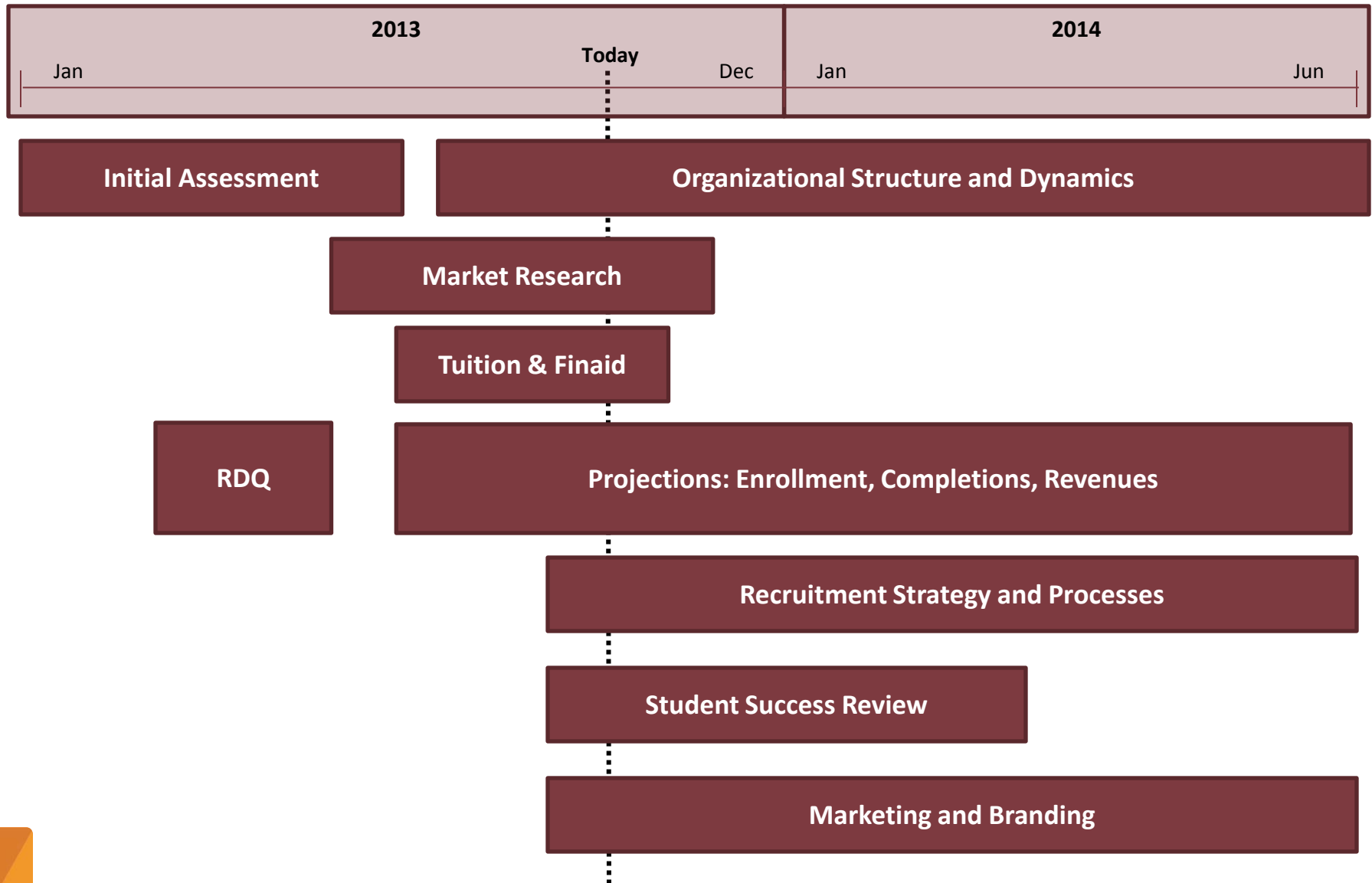
- Gather market feedback to understand strengths and weaknesses of ConnSCU system schools in the eyes of its prospective, current, and former students.
- Evaluate ConnSCU member schools' marketing materials and efforts as they pertain to image/reputation-building and recruitment efforts of the system and/or campuses.
- Develop a brand strategy/concept and marketing plan for the system central office to help launch and introduce the new system as a whole to the state and other stakeholders, without losing the identities of the 17 campuses that compose ConnSCU. This marketing plan will include recommendations for creative materials and an advertising campaign.

What this project will do for ConnSCU institutions

- Understand institutional enrollment capacity and gaps in recruitment capability.
- Identify potential changes in organizational strategy and system-level shared services opportunities to improve institutional capability.
- Develop a clear brand strategy and marketing plan for the system, including each institution's identity in that strategy and plan.
- Uncover tuition pricing elasticity and institutional capacity to use aid and differential pricing to affect enrollment and retention.
- Understand system's perception of its capability to retain students and identify best practices across the system.



Overview of Project Timing



Accomplishments to Date

- Campus Visits: Visited each campus and met with school leadership (including admissions, financial aid, and marketing personnel) and students to gather observations and information for our initial assessment.
- RDQ: Conducted a retention diagnostic survey was sent to all faculty and staff and reports with results were communicated for each institution.
- Survey research:
 - ✓ Alumni survey completed
 - ✓ Prospective and admitted student surveys completed
 - ✓ Key opinion leader survey completed
 - ✓ Current student survey has been designed and will launch in the fall when students return to campus
 - ✓ Synthesizing results
- Began projections and enrollment pattern analysis
- Reviewing financial documents and facilities utilization (sightlines) data
- Assembled ConnSCU data and secondary sources (IPEDS) into enrollment and financial aid data base
- Reviewed and assembled multiple data sources on population projections for the State of Connecticut
- Examined college and university pricing trends in the public and private sectors for Connecticut and the surrounding region

Our final deliverable will summarize our work into an overarching enrollment management strategy for the ConnSCU system

- The final strategy will be centered around **enrollment, retention, graduation, and revenue projections** and recommendations for making projections a reality through improved strategies and implementation processes.
- The strategy will provide **institution-specific insight and recommendations placed in the context of the system strategy.**
- Thus, **we plan on creating a single-strategy document, accompanied by institution-specific reports** to compile all relevant findings for a single institution in a more accessible form for institutional Presidents and other leaders.

