KANSAS STATE UNIVERSITY: STRATEGIC ENROLLMENT MANAGEMENT PLAN PARTNERSHIP

PROJECT OVERVIEW

AGENDA

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Project Introduction
- Welcome
- Steering Committee
- Huron Team

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Project Overview
- Framework
- Approach
- Timeline
- Expectations

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INTRODUCTIONS
KSU STEERING COMMITTEE MEMBERS

Name	Title
April Mason *	Provost and Senior Vice President
Pat Bosco *	Vice President for Student Life and Dean of Students
Lynn Carlin ˇ Δ	Special Assistant to the Provost
Ethan Erickson ˇ Δ	Assistant Vice President for Budget Planning
Stephanie Bannister	Assistant Vice President for Student Life
John Buckwalter	Dean of College of Human Ecology
Grant Chapman Δ	Interim Associate Provost for International Programs
Gary Clark Δ	Senior Associate Dean, College of Engineering
Tim de Noble	Dean of College of Architecture, Planning and Design
Greg Eiselein	Director of K-State First, Professor of English, Arts and Sciences
Robert Gamez Δ	Director of Student Financial Assistance
Molly McGaughey Δ	Director of Undergraduate Admissions
Jeff Morris Δ	Vice President of Communications and Marketing
Brian Niehoff Δ	Associate Provost for Institutional Effectiveness
Karen Pedersen	Dean of K-State Global Campus
Gary Pratt	Chief Information Officer
Adrian Rodriguez	Associate Vice President for Student Life of Diversity and Multicultural Student Affairs
Carol Shanklin Δ	Dean of Graduate School

* = Project Sponsor and Co-Chair; ˇ = Project Coordinators; Δ = Data Point of Contact

INTRODUCTIONS
HURON TEAM

Peter Stokes
Managing Director

Rose Martinelli
Senior Director

Steven Schuetz
Manager

Katie Kovács
Manager

Megan Ouimet
Associate

Karlene Hanko
Manager—Market Intelligence Group

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INTRODUCTIONS
WHITEBOARD HIGHER EDUCATION TEAM

Bijan Warner
Vice President, Enrollment Analytics

Rob Bielby
Vice President, Analytics and Insight

Huron will partner with Whiteboard Higher Education on the advanced aid analysis portion of the project to understand and design custom financial aid awarding strategies by leveraging national consumer data and proven statistical modeling techniques.

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PROJECT OVERVIEW

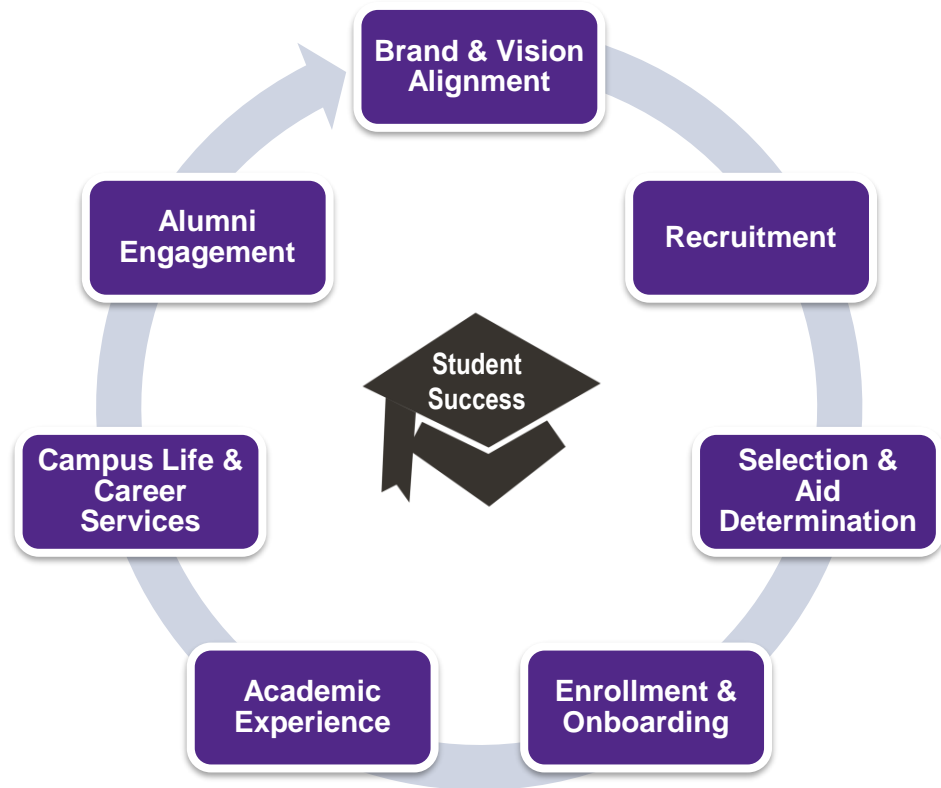## FRAMEWORK, APPROACH, TIMELINE, EXPECTATIONS

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FRAMEWORK
A STUDENT-CENTERED APPROACH

Huron utilizes the Student Lifecycle Framework to approach enrollment management planning focused on enriching the student experience and enhancing retention.

Student Lifecycle Framework

- Huron strategically partners with institutions to analyze the **student's entire journey**—from recruitment and admissions through all aspects of the educational experience and ultimately through alumni engagement—to **improve student outcomes**.

- This model positions the **student journey as a continuous cycle**—with critical points of engagement throughout—beginning when students are first recruited and continuing through post-graduation when alumni need to be re-engaged for philanthropic and recruiting purposes.

Brand & Vision Alignment · Recruitment · Selection & Aid Determination · Enrollment & Onboarding · Academic Experience · Campus Life & Career Services · Alumni Engagement · Student Success

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FRAMEWORK
FOUR PILLARS OF STUDENT SUCCESS

The following factors constitute the 4 Pillars of Student Success:
Academic Ability, Financial Capability, Sense of Belonging, and Wellness

We will partner with K-State to examine the Undergraduate experience and explore it's commitment to
Engage in a concentrated, purposeful effort to build a less-siloed, university community at all levels to encourage student success, faculty mentorship, cross-campus and interdisciplinary collaboration, and social interaction.

2025 lays the groundwork for developing a comprehensive student success strategy within it's strategic planning principles:
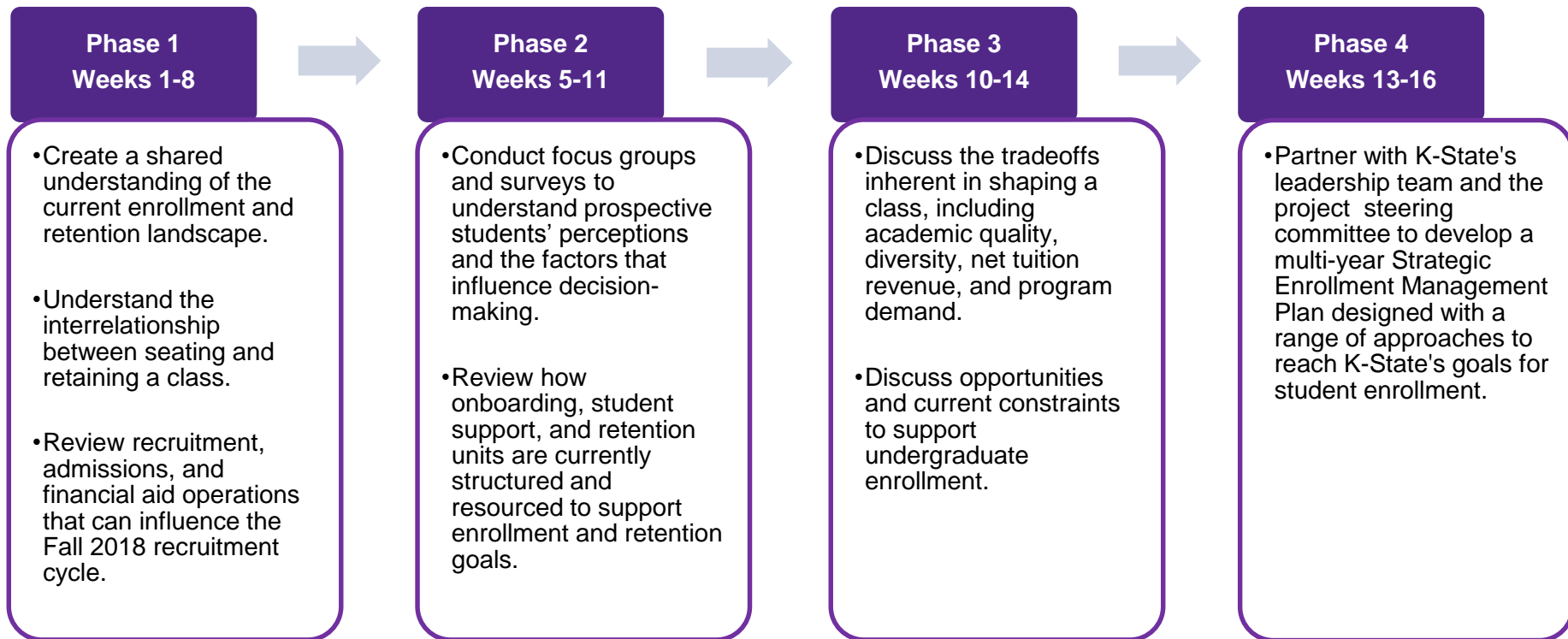- Changing and diverse needs of our students require discipline-specific preparation, general education, and attention to the whole student.
- Student success is impacted by the integration (or lack thereof) of community, teaching, advising/mentoring, and research.
- Supporting student success requires faculty and staff to have a balanced workload that allows time for teaching, advising, research, and mentoring, and for engaging in continuous life-long learning to meet the changing and diverse needs of our students.

With these guiding principles and vision for strategic change, we will build upon this work to **enhance enrollment and improve overall student success as Kansas State University.**

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APPROACH
PROJECT OVERVIEW: PHASES

This project is divided into 4 overlapping phases:

Phase 1 Weeks 1-8	Phase 2 Weeks 5-11	Phase 3 Weeks 10-14	Phase 4 Weeks 13-16
•Create a shared understanding of the current enrollment and retention landscape. •Understand the interrelationship between seating and retaining a class. •Review recruitment, admissions, and financial aid operations that can influence the Fall 2018 recruitment cycle.	•Conduct focus groups and surveys to understand prospective students' perceptions and the factors that influence decision-making. •Review how onboarding, student support, and retention units are currently structured and resourced to support enrollment and retention goals.	•Discuss the tradeoffs inherent in shaping a class, including academic quality, diversity, net tuition revenue, and program demand. •Discuss opportunities and current constraints to support undergraduate enrollment.	•Partner with K-State's leadership team and the project steering committee to develop a multi-year Strategic Enrollment Management Plan designed with a range of approaches to reach K-State's goals for student enrollment.

Each key phase builds off of one another to offer diverse insights in developing an implementable Strategic Enrollment Plan. We will work collaboratively to engage and communicate with the Steering Committee to ensure any actionable changes are considered for the next cycle.

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APPROACH
PROJECT OVERVIEW: RECRUITMENT DIAGNOSTIC

Our analysis will help us make data-driven, specific recommendations to inform the creation of the K-State strategic enrollment plan. This initial analysis will be conducted in two phases:
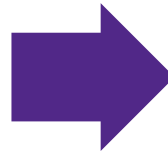
Qualitative Phase

Interviews
with key staff and faculty
(individual and group)

We will interview key stakeholders to better understand the University's goals and expectations for:

- Enrollment Goals
- Access/Affordability
- Student Profile
- Net Tuition Revenue

Quantitative Phase

Diagnostic Analysis
of historical enrollment, financial aid, retention, and marketplace data

Quantify findings on:

- K-State performance relative to peers and best practices
- Opportunities for improvement or growth

Longitudinal analysis to determine which students-types succeed via an investigation of:

- Cohort retention data
- D,F,W courses

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APPROACH
PROJECT OVERVIEW: THE STUDENT PERSPECTIVE

Primary research with students will provide critical insight for the enhancement of K-State's institutional marketing and communications strategy, financial aid and tuition strategy, as well as its market penetration/identification strategy:

Qualitative Phase

Focus groups
With current students
(four groups)

Identify key themes with respect to "customer journey":

- Timing and sequence of decisions
- Key influencers & information sources consulted
- Perceptions of K-State during decision-making process and now
- Importance of pricing and financial aid to final decision

Quantitative Phase

Online survey
of prospective undergraduate students
(FTFT and transfer)

Quantify findings on:

- Influencers & information sources
- Key decision-making criteria
- Reactions to hypothetical pricing/discounting scenarios

Compare perceptions of K-State vs. competitors on:

- Brand strengths
- Performance on key decision-making criteria
- Assessment of cost vs. value

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APPROACH
PROJECT OVERVIEW: ADVANCED AID ANALYSIS

We will partner with Whiteboard Higher Education to build a tuition-net price model to help the University determine the efficacy of its current aid allocation and make recommendations for improvement.

- Utilize a multi-dimensional approach to price elasticity that explicitly considers distinct price-response effects attributable to:

  - Strength of academic profile

  - Family ability to pay

  - Level of net cost

  - Affinity to the institution

- Include considerations for the mix of merit scholarships and need-based grants to achieve the University's goals

- Simulation analysis and stress testing to assess the impact of sticker tuition, net cost, and any aid scenarios

APPROACH
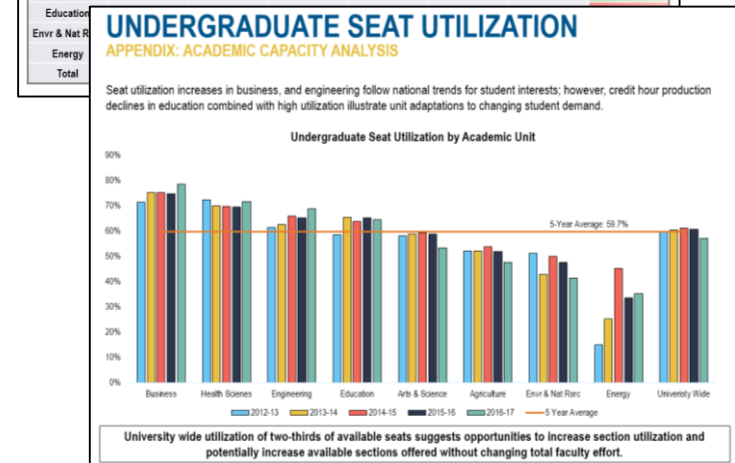## PROJECT OVERVIEW: ACADEMIC CAPACITY

We will analyze current academic capacity and identify potential program growth areas that align with the University's evolving enrollment strategy and market analysis.

- Determine academic programs and schools that are "under and over" capacity, using desired head counts or enrollment plans as the denominator in the analysis.

- Review course wait list data and course consumption data to understand historical trends.

- Review recent space utilization studies to understand where the growth of certain student populations may be problematic.

- Inventory current constraints that could limit enrollment expansion in the areas of dining, housing, parking, and other agreed-upon capacities through meetings with key stakeholders to determine investments needed to support varying levels of potential expansion.

CAPACITY BY ACADEMIC UNIT
APPENDIX: ACADEMIC CAPACITY ANALYSIS

Total number of undergraduate seats offered declined by 2.35% during the review period, aligning with institutional enrollment and utilization trends.

School	2012-13	2013-14	2014-15	2015-16	2016-17	Average	CAGR[1]
Arts & Science	115,835	113,349	112,870	113,234	119,417	114,941	0.61%
Engineering	15,842	16,386	16,604	16,106	14,716	15,931	-1.46%
Agriculture	15,415	15,317	14,978	14,692	16,487	15,378	1.35%
Business	10,783	10,869	11,415	11,701	11,792	11,312	2.08%
Health Sciences	12,224	12,215	11,586	10,261	10,264	11,310	0.02%
Education							
Envr & Nat R							
Energy							
Total							

UNDERGRADUATE SEAT UTILIZATION
APPENDIX: ACADEMIC CAPACITY ANALYSIS

Seat utilization increases in business, and engineering follow national trends for student interests; however, credit hour production declines in education combined with high utilization illustrate unit adaptations to changing student demand.

University wide utilization of two-thirds of available seats suggests opportunities to increase section utilization and potentially increase available sections offered without changing total faculty effort.
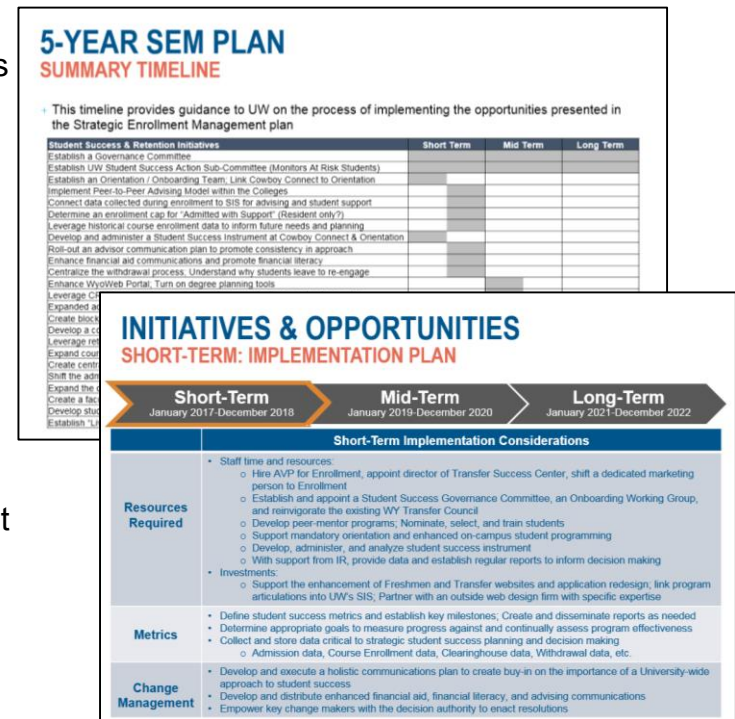
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APPROACH
PROJECT OVERVIEW: SEM PLAN DEVELOPMENT

Huron will collaborate with the University's leadership to develop a multi-year Strategic Enrollment Management Plan with a range of approaches to reach K-State's goals for student enrollment.

- The plan will be based on the enrollment options presented, will address the student lifecycle from recruitment through matriculation, will include specific goals and metrics, and will be focused on those activities that have the highest likelihood of impacting the outcomes of recruiting and enrolling K-State students.

- The Strategic Enrollment Management Plan will be positioned as the logical culmination of the engagement, with critical recommendations already familiar to key stakeholders.

- It is crucial that the recommendations we provide at the conclusion of this engagement are consistent with K-State's culture and values so that they can be successfully implemented. Therefore, it is critical that K-State's leadership champion the final recommendations to manage the effective transition from planning and assessment to implementation.

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TIMELINE
PROJECT TIMELINE

The project launches today and will continue through April. The Huron team will engage key stakeholders and analyze institutional data over this 16 week period.

	Week															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Phase 0: Project Planning	★															
Phase 1: Evaluate Current Enrollment Model						★		★								
New Student Recruitment Diagnostic		▓	▓	▓	▓											
Recruitment and Enrollment Organization Diagnostic		▓	▓	▓	▓											
Tuition and Financial Aid Analysis				▓	▓	▓	▓									
Marketing and Communications Assessment				▓	▓	▓	▓									
Academic Capacity Assessment					▓	▓	▓	▓								
Phase 2: Market Analysis										★						
Primary Research (Prospective Student Research)			▓	▓	▓	▓										
Assess Demographic and Competitor Patterns			▓	▓	▓	▓	▓									
Identify / Prioritize Target Recruiting Markets				▓	▓	▓	▓	▓	▓							
Phase 3: Develop Enrollment Strategy									▓	▓	▓	▓	★			
Create Framework to Guide Enrollment									▓	▓	▓					
Develop Tuition and Financial Aid Strategy									▓	▓	▓	▓	▓	▓		
Define Optimal Org Structure for Enrollment Management										▓	▓	▓	▓	▓		
Phase 4: Support Development of Enrollment Plan																★
Develop Messaging, Marketing and Comms Recommendations													▓	▓	▓	
Identify Non-Resident and Transfer Recruitment Strategy													▓	▓	▓	
Identify Graduate and Online Recruitment Strategies													▓	▓	▓	
Develop Data-Driven Strategies and Tactics														▓	▓	▓

★ = indicates proposed steering committee meeting

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TIMELINE
STEERING COMMITTEE MEETINGS

Huron will engage the Steering Committee in conversations, throughout the project, regarding our findings and recommendations:

Timing	Week 6	Week 8	Week 10	Week 13	Week 16
Focus	**Current State**	**Student Success**	**Market Insights**	**Academic Capacity**	**SEM Plan**
Anticipated Deliverables	• Share our understanding and assessment of K-State's current undergraduate recruitment and financial aid trends • Present assessment of graduate recruitment strategies and business processes • Identify current strengths and opportunities for improvement	• Present our findings, by segment, of students who fail to persist and identify what factors may signal deeper investigations • Provide recommendations regarding the identification, cultivation, and matriculation of online students	• Present our findings on prospective students' approach to the enrollment process and identify top factors that influence enrollment decisions • Share our observations regarding price sensitivity and financial aid optimization • Identify high potential geographic recruitment markets	• Share primary findings related to academic program capacity • Identify current constraints that could limit enrollment expansion • Present potential program growth areas that align with the University's evolving enrollment strategy and market analysis	• Present organizational structure recommendations to improve coordination of enrollment management and student services across the university • Provide a set of recommendations regarding marketing and communications opportunities • Share a scholarship and financial aid model that reflects best practices in financial aid and optimizes net tuition revenue

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EXPECTATIONS
ROLES AND RESPONSIBILITIES

The roles and responsibilities for the Huron team and the Kansas State Strategic Enrollment Management Steering Committee are outlined below:

	HURON	KANSAS STATE UNIVERSITY
Provide initial insight and foundation for understanding the current state of K-State's enrollment, retention, and academic capacity operations		✓
Conduct research, including competitor landscape and trend analyses, to assess K-State's current state and areas for improvement	✓	
Develop prospective student survey to be approved and deployed prior to analysis to develop an understanding of the prospective student market	✓	✓
Agree upon unified future vision for enrollment, retention, and capacity strategy		✓
Propose strategic goals for achieving future state	✓	✓
Research, develop, and test options for execution, including defining success	✓	✓
Steer and facilitate: help identify trade-offs, inform decision-making, facilitate communications and coordination, and build buy-in	✓	
Actualize change: make decisions, assume key roles, and operationalize strategic goals		✓

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THANK YOU