

An Enrollment Planning Discussion with
Budget Planning Council



Mission and Vision

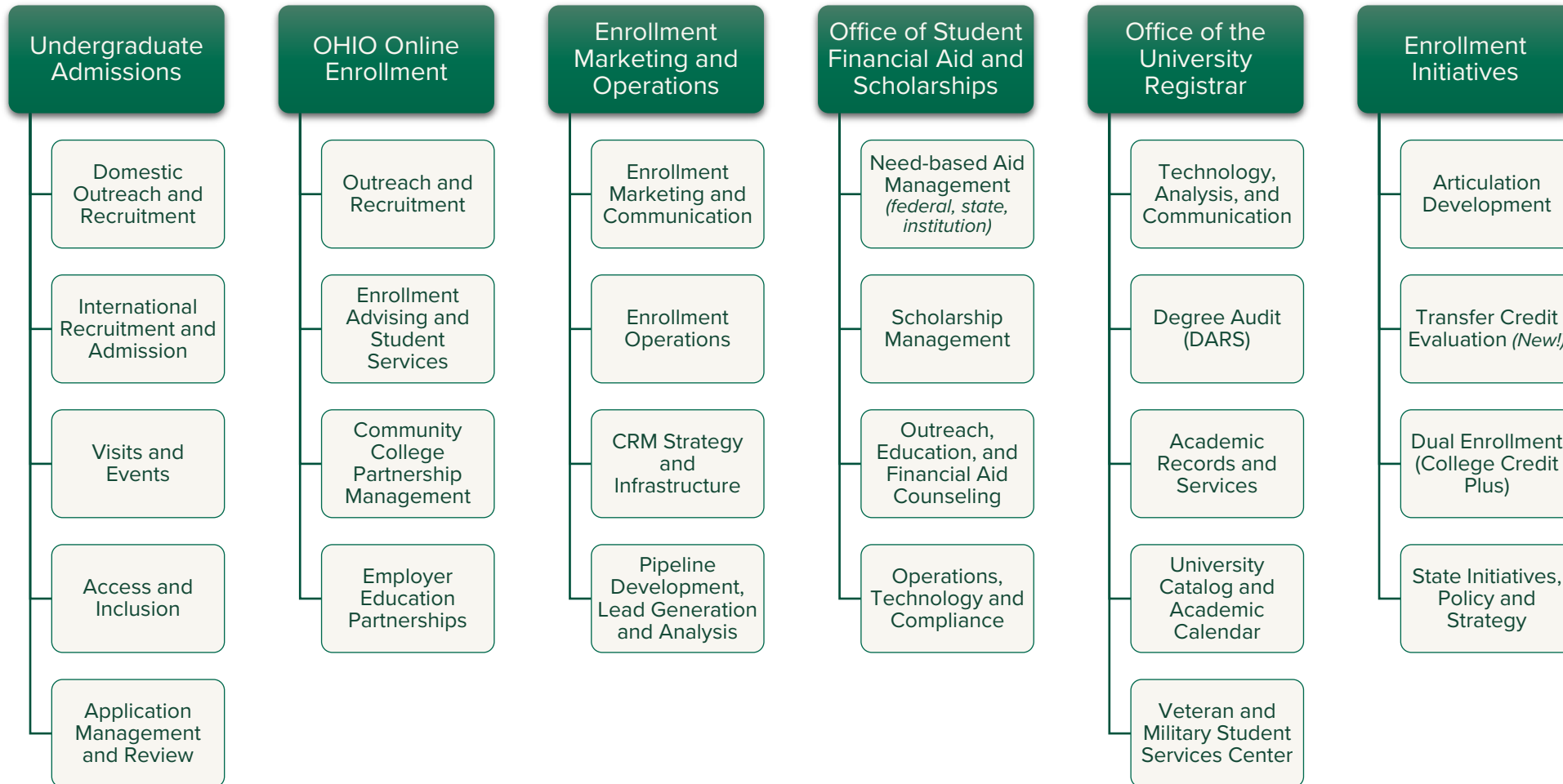
Mission

The Division of Enrollment Management enables successful student outcomes through mission-driven enrollment strategies and services that support all Ohio University students—from recruitment through graduation and beyond. We succeed by centering the student experience, fostering integrity, cultivating curiosity, facilitating innovation, accelerating inclusion, and forging strategic partnerships that support and sustain Ohio University's mission.

Vision

By providing—with unfailing integrity—innovative, inclusive, and impactful leadership, service and infrastructure for students, staff, and faculty, the Division of Enrollment Management will improve access to and attainment of successful outcomes for the diverse body of students that Ohio University serves.

Enrollment Management Offices and Units



Enrollment Management Planning Groups 2023-2024

Group	Purpose	Notes
Strategic Enrollment Executive Group	Deciding	Dedicated convenings of Executive Budget Group to enact decisions related to strategic enrollment management and associated resources. <i>Includes President, EVPP, VPFA, VPSA, and support personnel.</i>
Enrollment Strategy Steering Group <i>Replaced SEEC Enrollment Growth Subgroup</i>	Recommending	Prepares and advances strategic and resource recommendations with input from other groups. Validates enrollment projections. <i>Composition: VP UCM, VP EM, Deans (2), VP Undergraduate Education, Academic Budget Office</i>
Strategic Enrollment Advisory Group <i>Replaced SEEC</i>	Advisory	Cross-functional group with representation from all divisions and faculty senate. Includes ad hoc working groups.
Scholarship Leveraging Group	Recommending	Supports design and implementation of OHIO's strategic use of aid to optimize enrollment, generate revenue, and achieve desired profile.
University Recruitment Council	Informational	Modeled after University Academic Advising Council, a University-wide, all-are-welcome group to share recruitment and yield best practices, trends and opportunities for involvement.
Other groups as needed	Variable	Examples: CC+ Strategy, RHE Enrollment Integration

Selected Enrollment Priorities

- Cultivate a culture that enables collaborative, strategic enrollment planning
- **Interrupt declines, regain lost share and expand new markets**
- Enhance targeted recruitment, with emphasis on non-resident and special populations
- Evolve the role of academics in recruitment and yield
- Implement federal aid changes prompted by FAFSA Simplification, and support scholarship optimization for all campuses
- Improve the institutional transfer, relocation, and transfer credit experiences
- Optimize College Credit Plus as a pipeline
- Further expand OHIO Online enrollment efforts, including community college partnerships and diverse employer partner pipelines
- Innovate our technology infrastructure for enrollment and student success
- Refine approach to graduate and professional enrollment management
- Hire, retain, and support the growth and development of talented EM staff

Quick Recap:
Fall 2023 Enrollment
Outcomes

Total Enrollment: Fall 2023 Preliminary Final Census Headcount



Diverse enrollment streams supported strong enrollment in AY23: a record freshman class in Athens, stable medical enrollments, growth in targeted online programs.

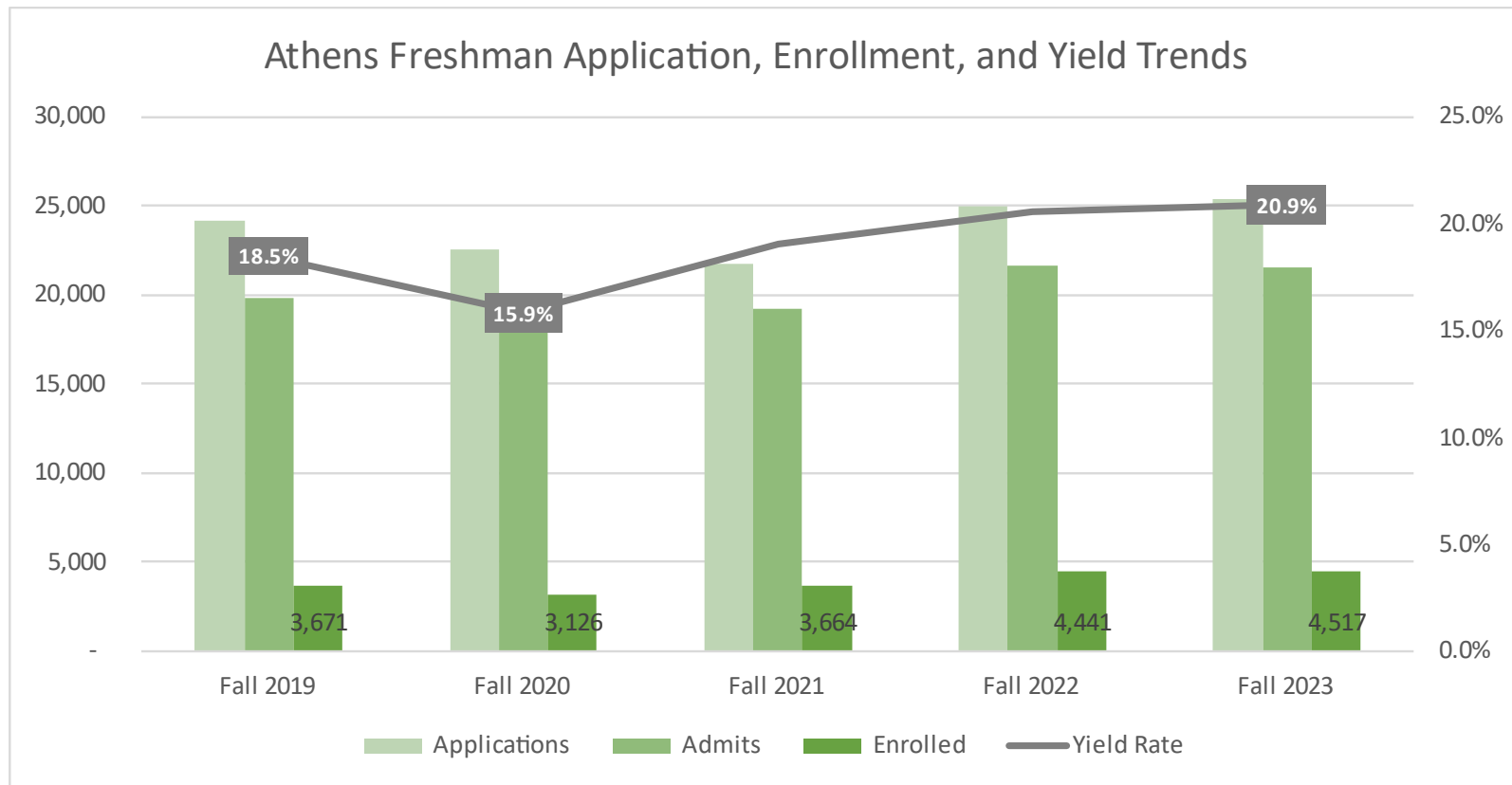
Total Fall 2023 Headcount: 28,324

- Census date: 9/11/2023
- 2022 Enrollment: 27,634
- Difference: +2.5%



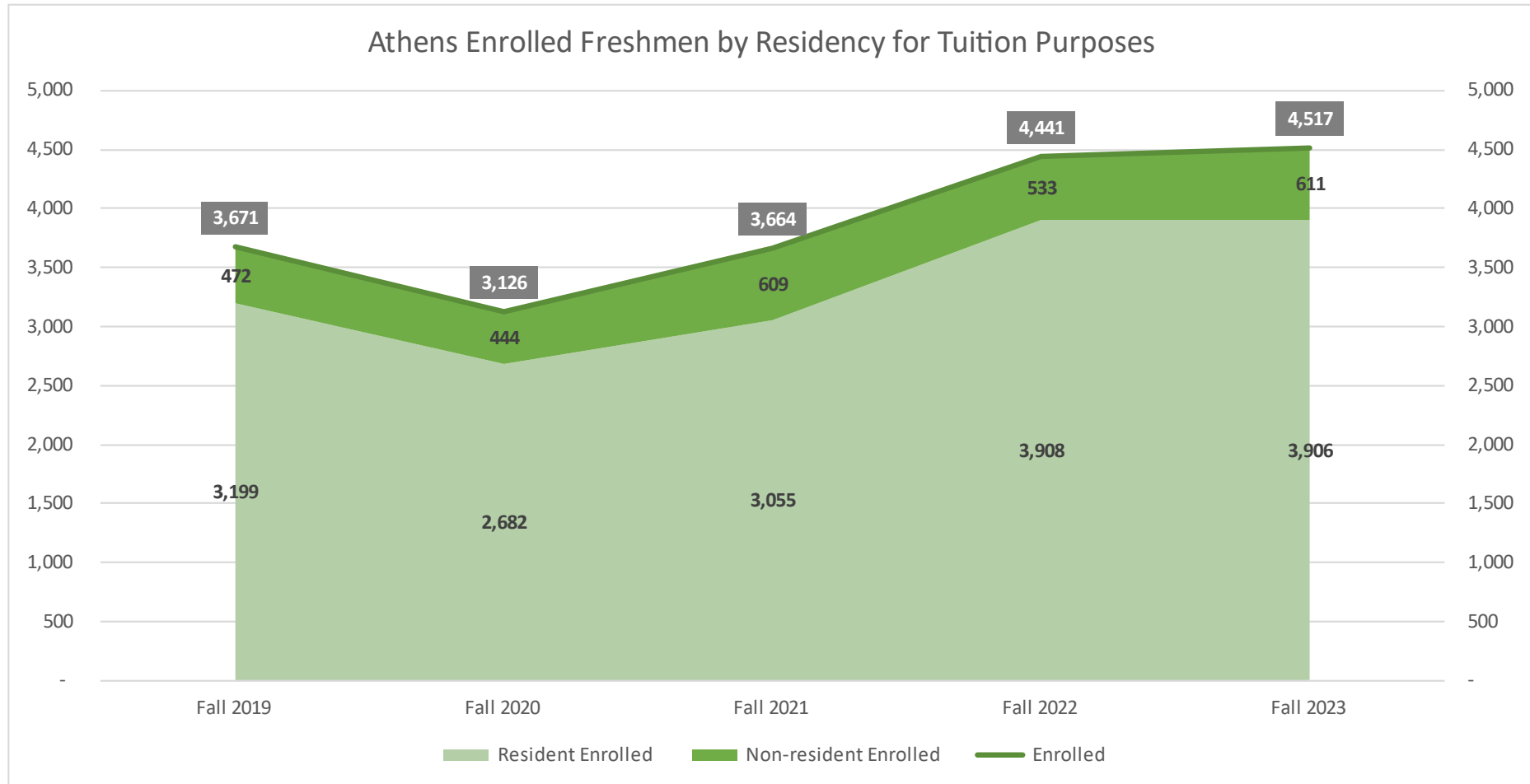
Historical Application and Yield Rate Trends as of Fall 2023

- Joining The Common App led to record applications but declining yield rates.
- Fall 2023 saw near-record Athens freshman applications at more than 25k.
- Selectivity slightly increased, admit rates slightly decreased (85% in 2023).
- Yield rate continues to rise after the COVID-induced record-low in 2020.



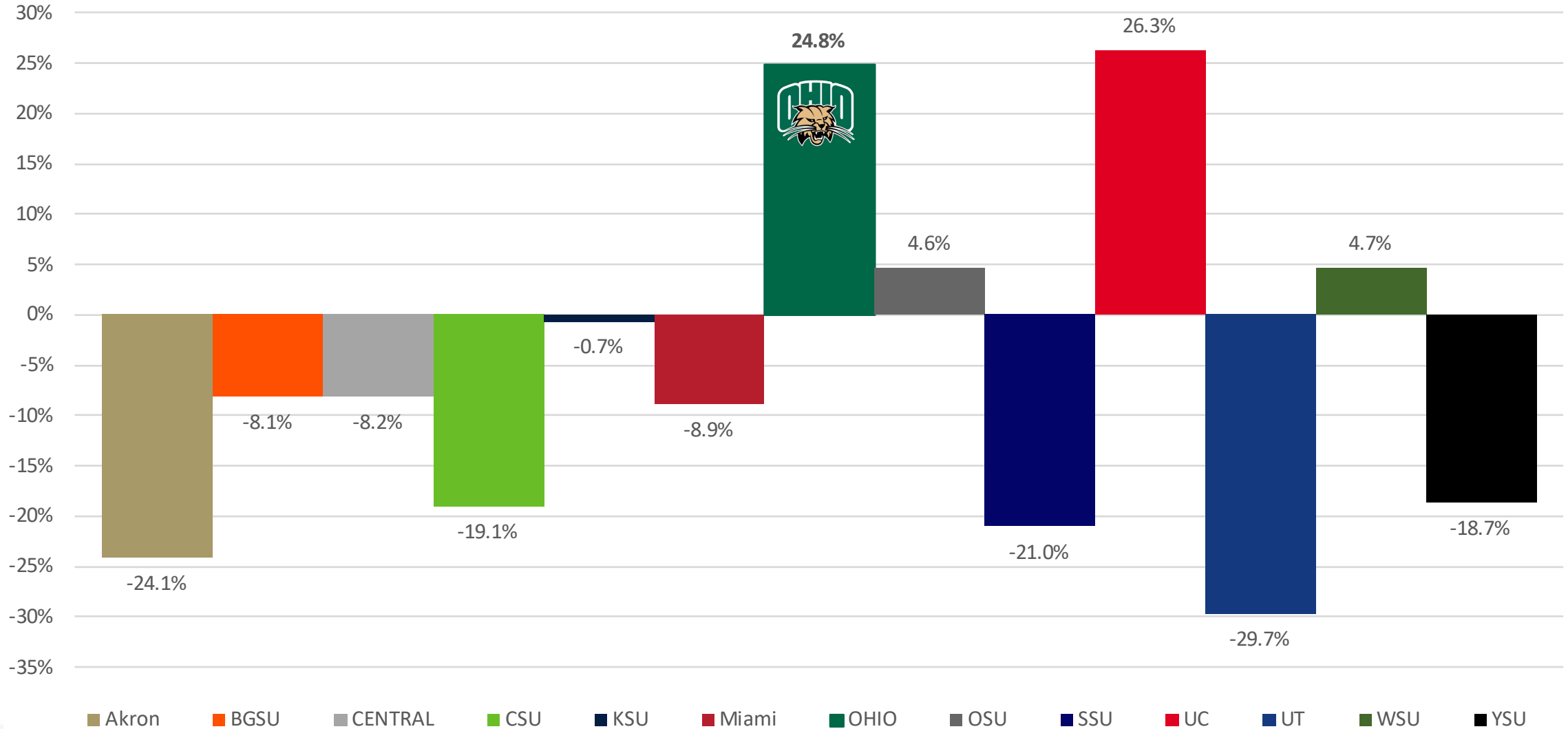
Athens Campus Freshman Enrollment

Athens campus freshman enrollment climbed again to set another new record at 4,517 enrolled. (+44% over 2020 low point)



Emerging from the pandemic and a period of enrollment decline, OHIO's rebound in first-year enrollment out-performed most OHIO publics.

Change in New First-time Freshman Class Size, Fall 2019 to Fall 2023



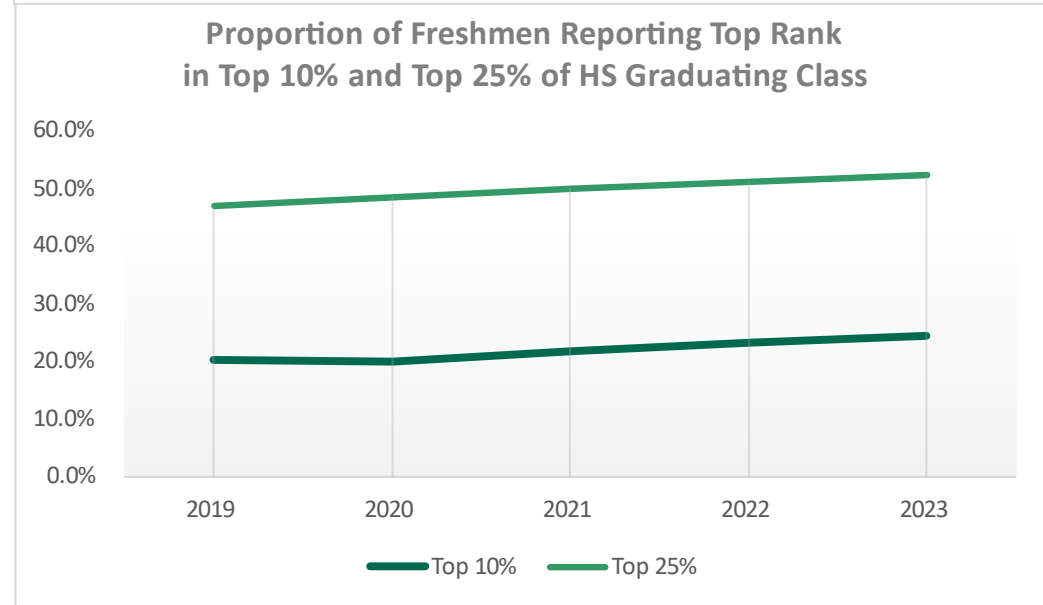
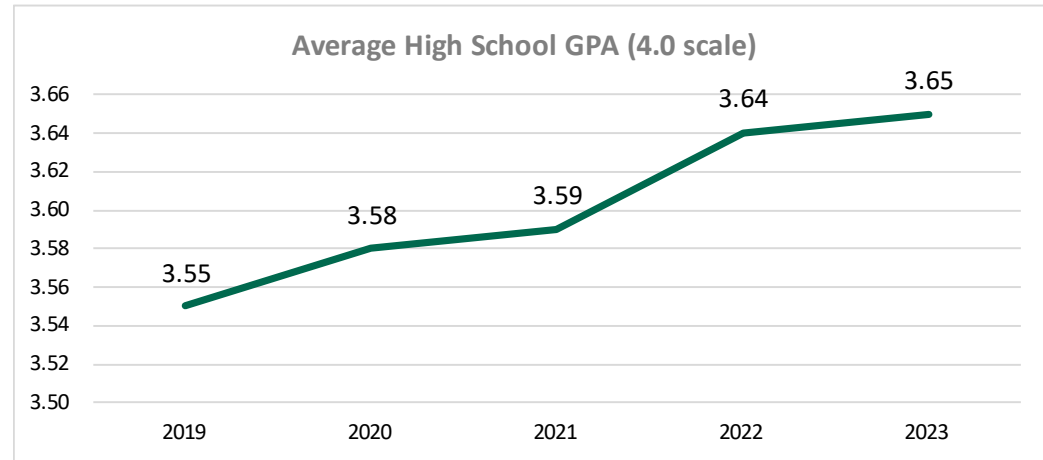
Freshman Class Highlights: Quality, Diversity, Size

RECORD Average HS GPA:
3.65

RECORD Proportion in Top 25% of Class:
52.4%

RECORD Honors and Scholars Enrollment:
394 OHIO Honors freshmen. 1,242 total
115 new freshmen in 1804 Scholars Program (*New!*)

RECORD Incoming Class Size:
Arts and Sciences (1,161)
Business (774)
Fine Arts (280)
Engineering and Technology (433)
Health Sciences and Professions (645)



Freshman Class Highlights: Quality, Diversity, Size

Strong Non-Resident Enrollment:

Students from 37 states, DC & PR
611 (+38% vs 2020)

RECORD URM Freshman Enrollment:

620 (+37% vs 2020)

RECORD Hispanic/Latinx* Freshman Enrollment:

203 (+42% vs 2020)

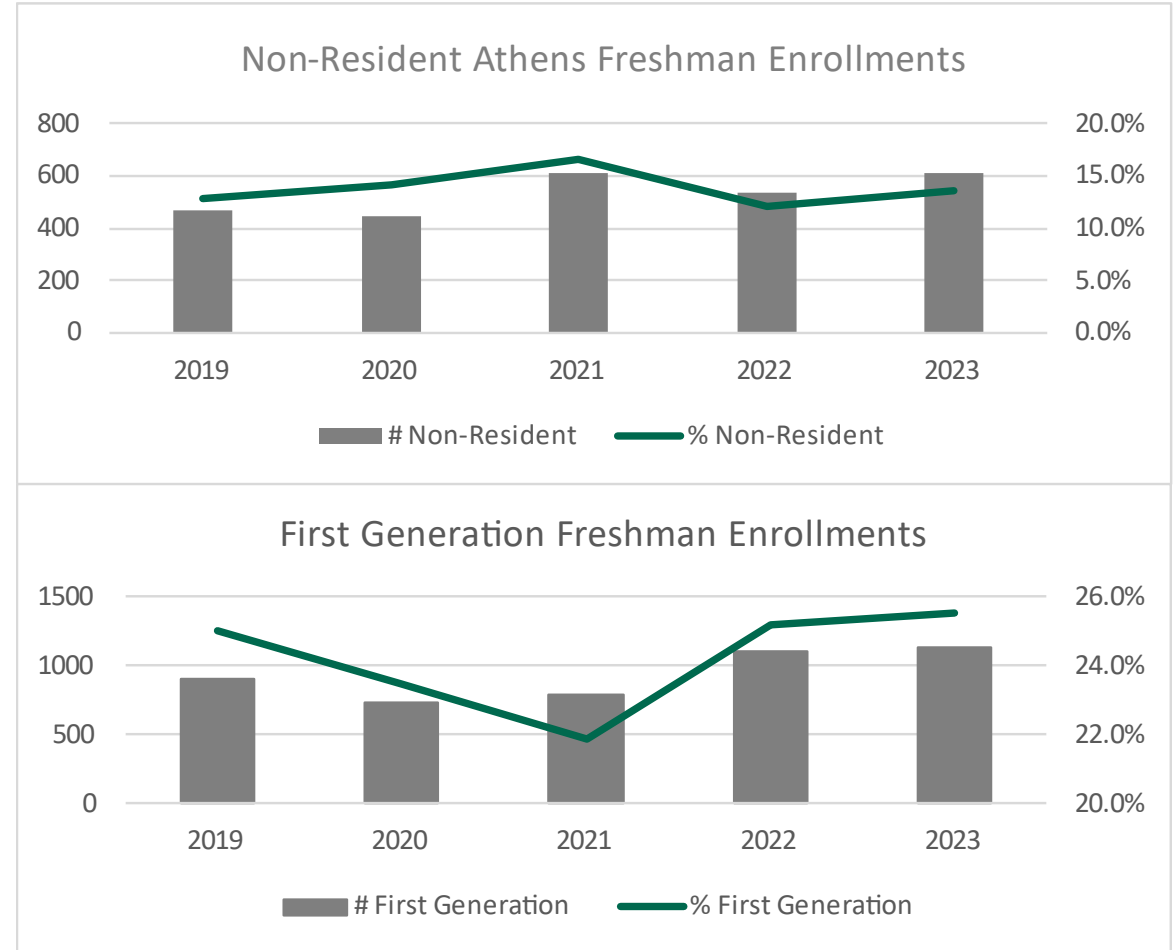
RECORD in Appalachian County Enrollment:

772 (+33% vs 2020)

RECORD First Generation Enrollment:

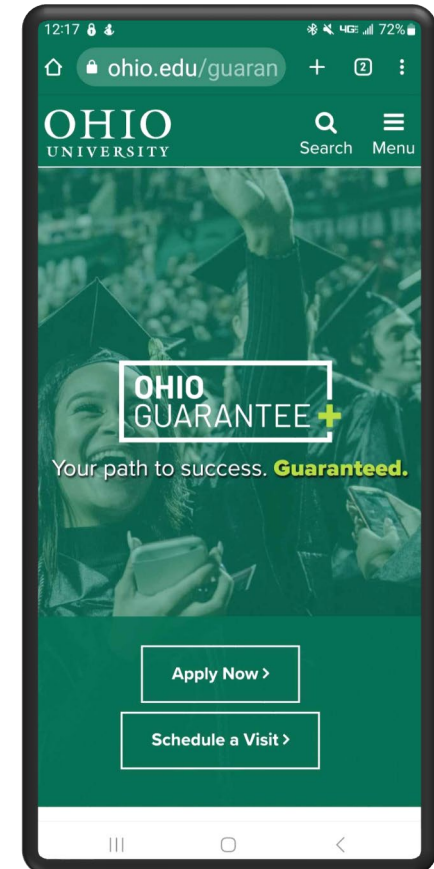
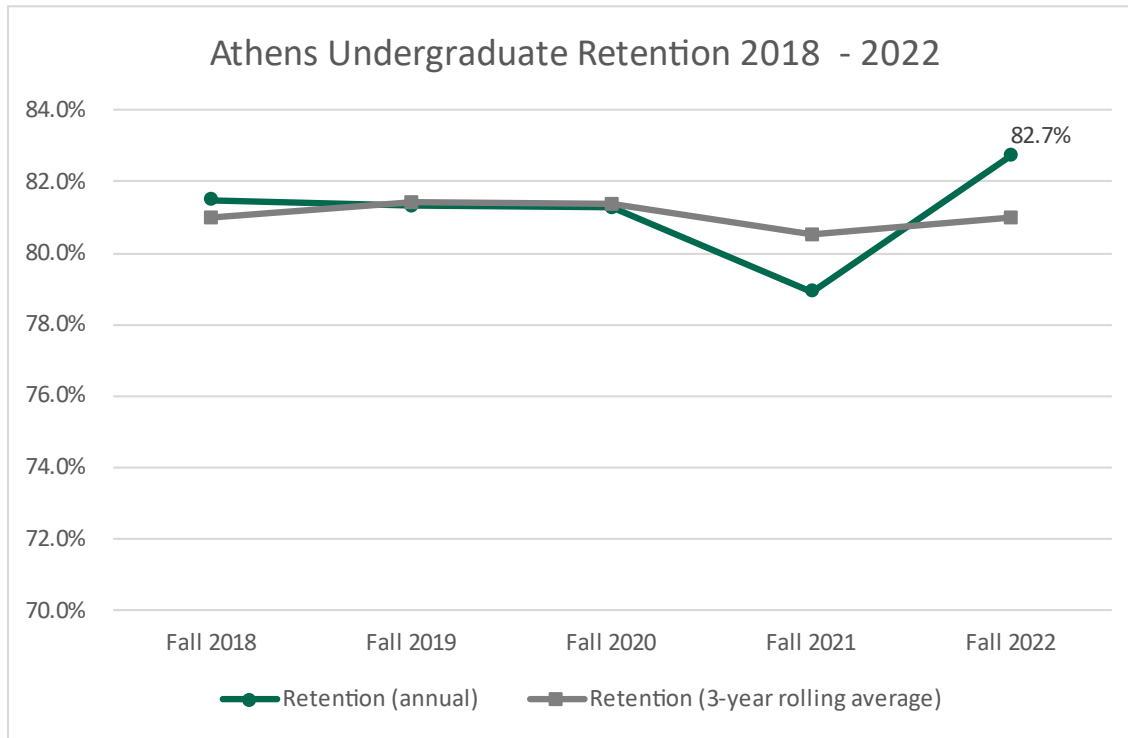
1,138 (+43% vs 2020)

**Federal race codes as reported to IPEDS*



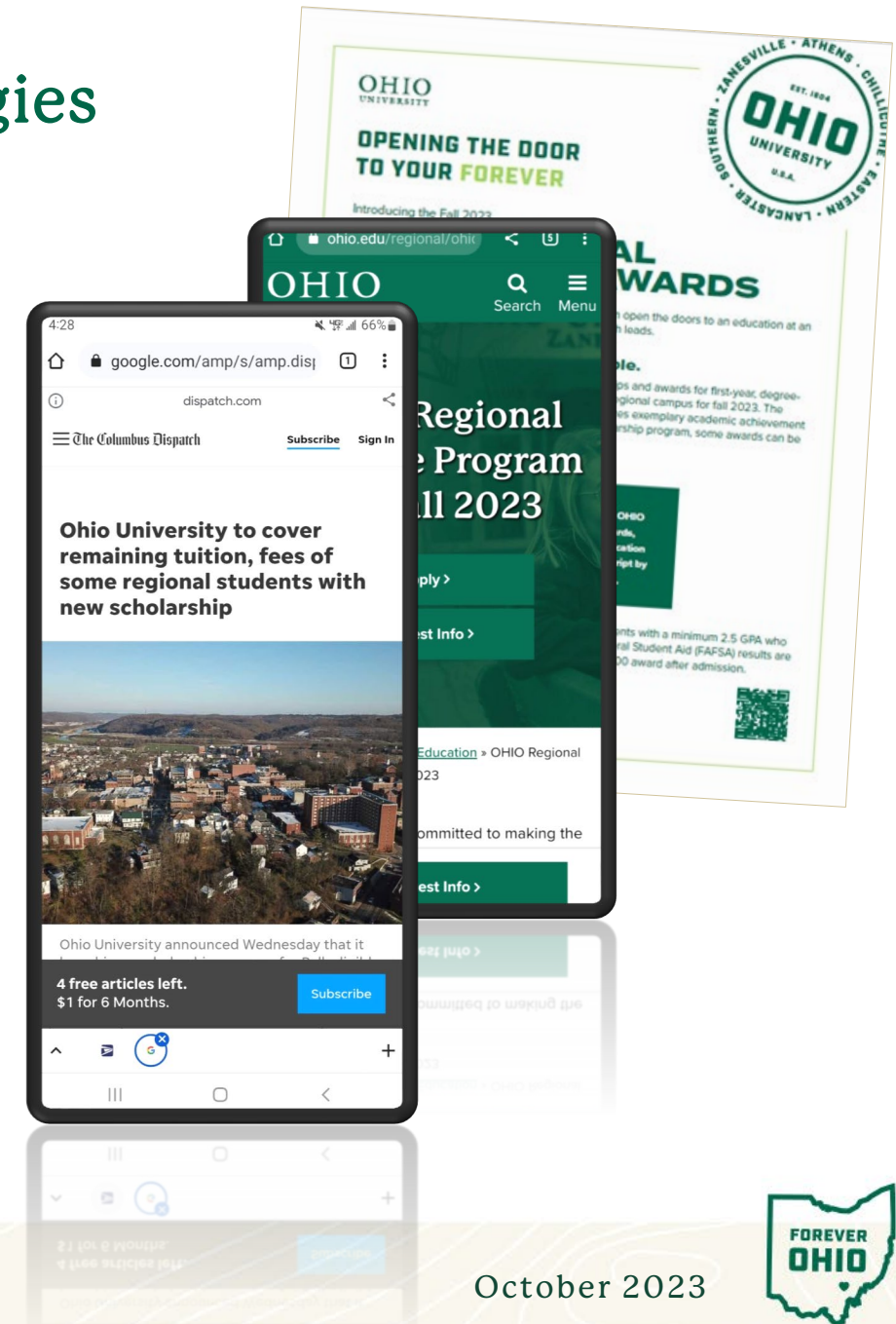
Student Success: Retention and Graduation

- OHIO’s retention rates have historically outperformed national averages among public universities.
- Increased investments are strategically targeted to support continued student success.
- Fall 2022 retention gains follow rollout of OHIO Guarantee+ graduation plans and other student success initiatives.



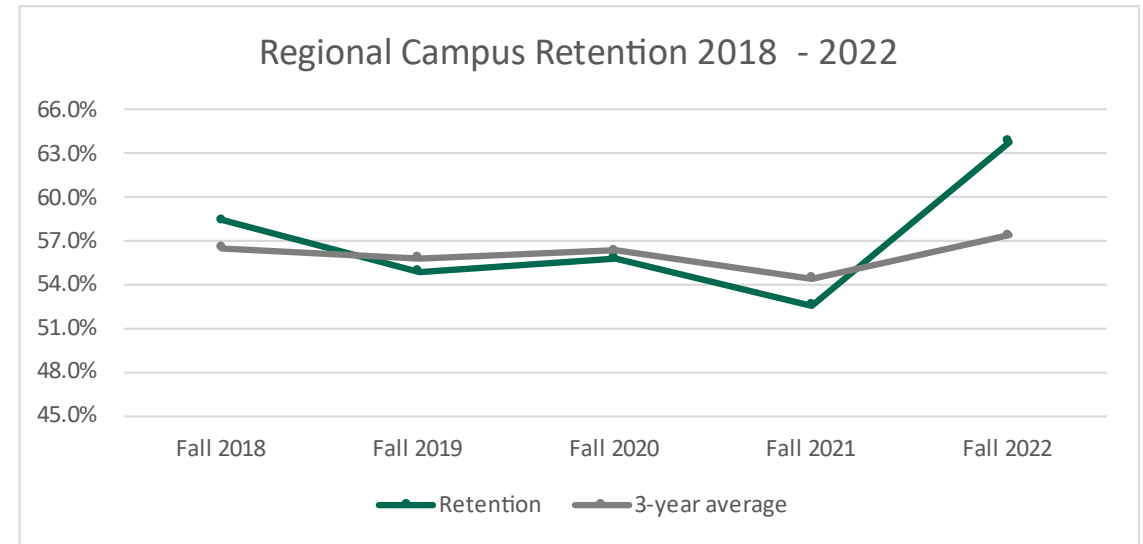
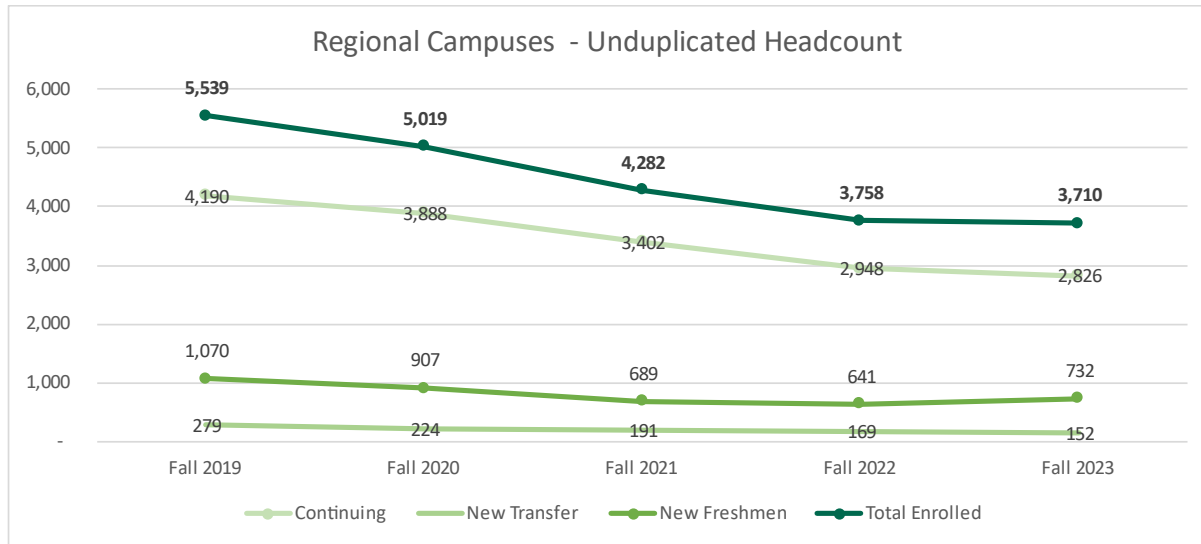
Regional Campus Strategies

- Rationalized academic portfolio strategy: in-demand academic programs with professional emphasis, meta-majors, relocation pathways
- Managed course carousel with multiple modalities
- New financial-aid eligible certificates available to support semi-conductor industry
- Coordinated enrollment management strategy and infrastructure
 - Embedded recruitment model
 - Centralized admissions and transfer credit operations
 - Professionally managed enrollment marketing activities
 - Coordinated and optimized scholarships and aid
- Reinvigoration of dual enrollment strategies
 - University-wide College Credit Plus enrollment up 5.7% for fall 2023, to 1,157 (RECORD)



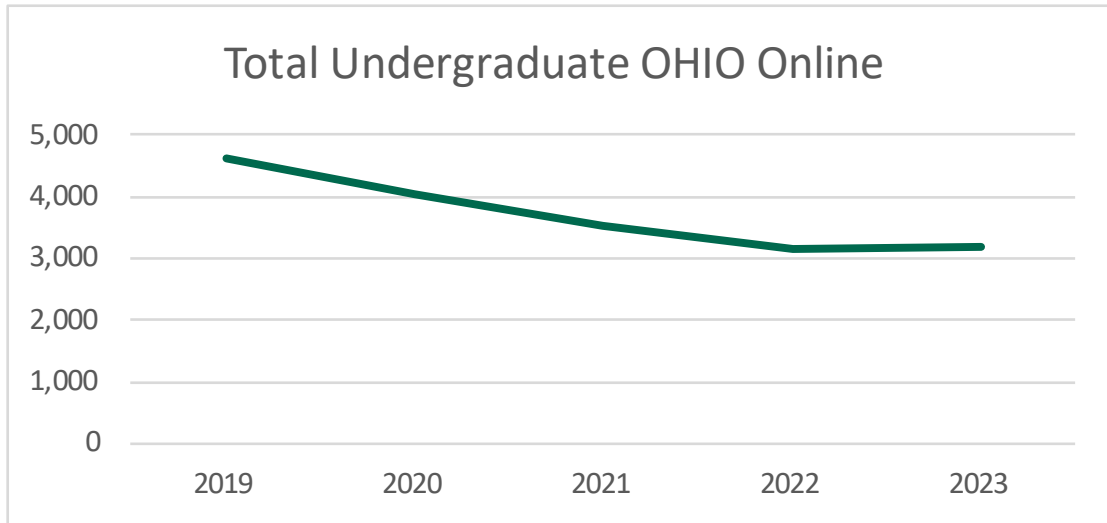
Regional Campus Enrollment

- Stabilized enrollment streams due to new academic strategies, attention to infrastructure and operational excellence, and supportive aid programs
- Significant gains in first-year student retention as community impacts of the pandemic subside and the labor market cools

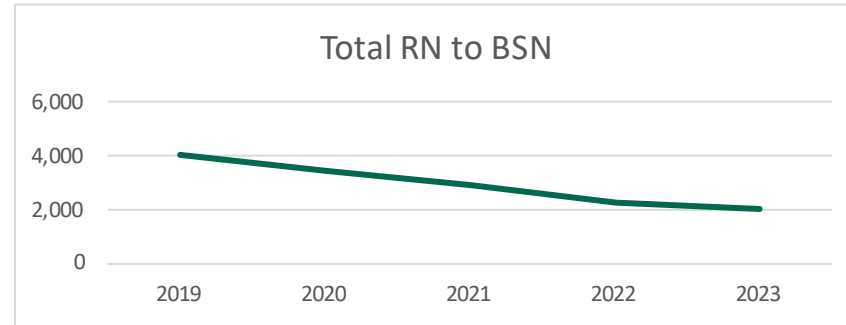


Undergraduate Online Programs

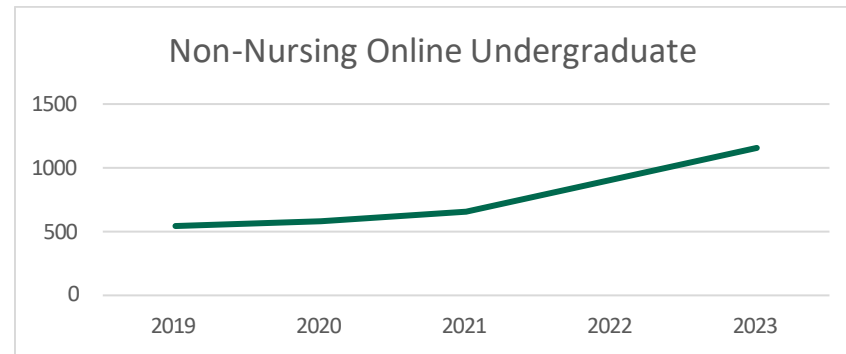
- Focused emphasis on operational excellence, transferability, articulation, and employer partnerships
- **Fall 2023 marks interruption of decline in new student enrollment in online RN to BSN, up 10% vs 2022**
- Non-nursing online new student enrollment continues to grow, up 14% vs 2022
- Strategic employer partnerships and transfer credit improvements support enrollment activities



Total Undergraduate Online Students
• **Census Enrollment: 3,178**



RN-to-BSN Students
• **Census Enrollment: 2,021**

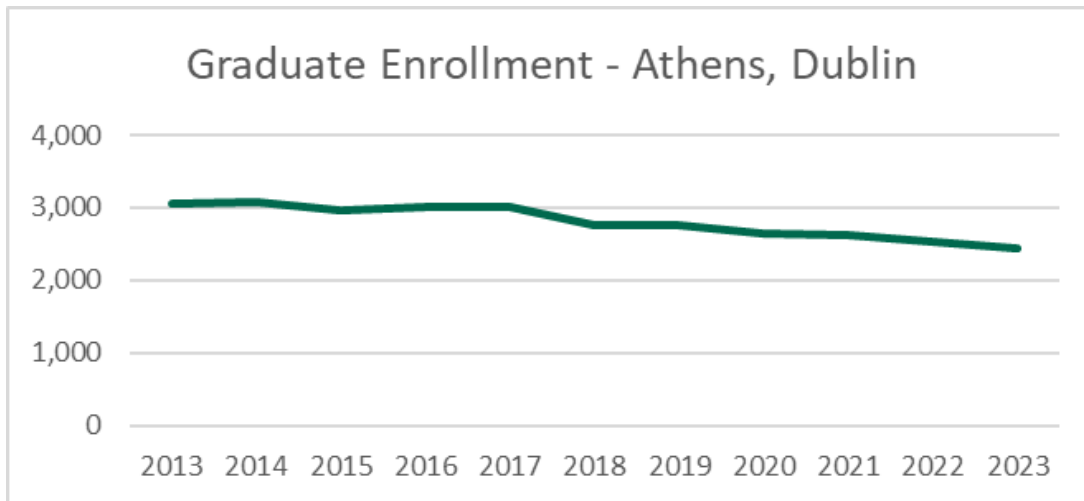


Non-nursing Students
• **Census Enrollment: 1,157 (RECORD again)**

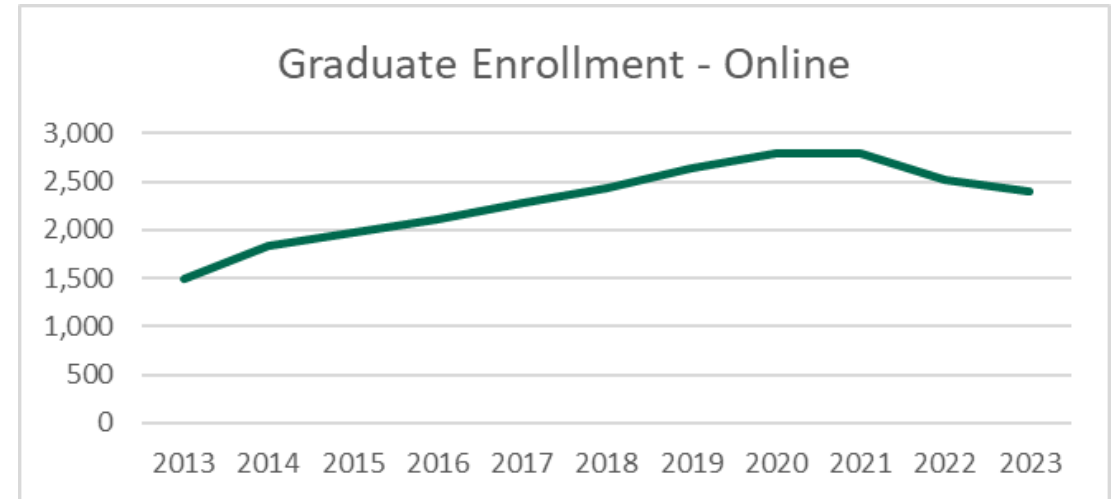


Athens Graduate Enrollments

- Portfolio review of graduate offerings underway, emphasis on workforce/industry needs, modular carousel, R1 strengths
- Return to pre-pandemic enrollment levels in online graduate programs; expect return to 5k students followed by moderate growth. Current enrollments include growth in online chemistry, social work, health administration
- Online program management partner change in process now; shift includes investment in OHIO's internal capacities



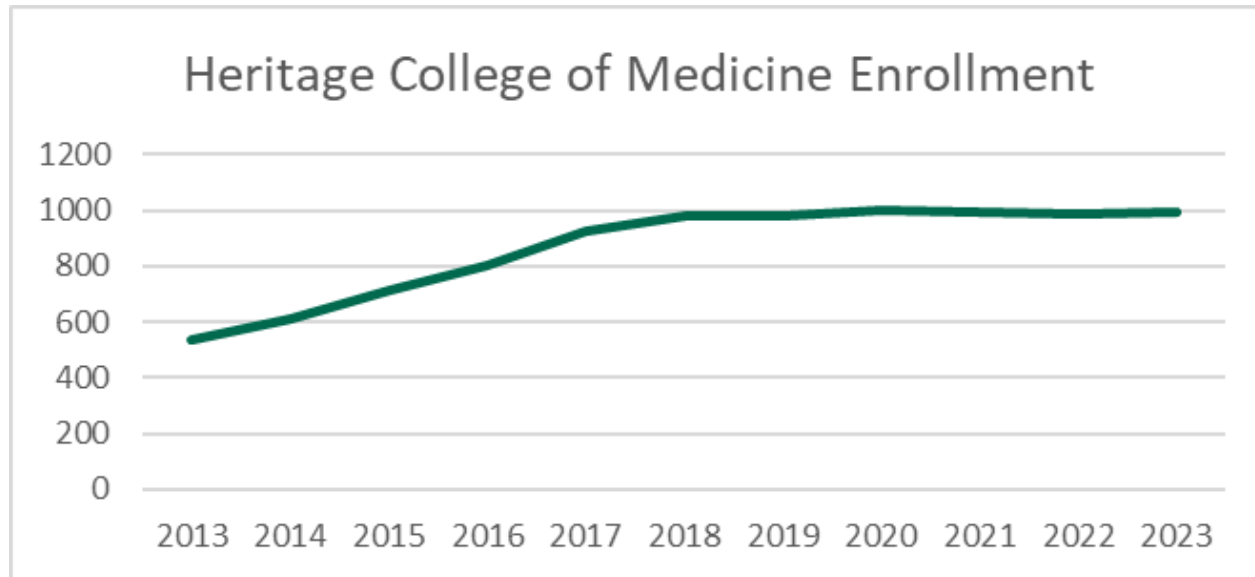
Graduate / Ground-Based and Hybrid
 • **Census Enrollment: 2,436 Students**



Graduate Online Programs
 • **Census Enrollment: 2,405 Students**

Heritage College of Osteopathic Medicine Enrollment

- Continued stability in enrollment in the Heritage College of Osteopathic Medicine
- Shifting from enrollment focus to shaping the class
- Leading provider of physicians in Ohio, with campuses in Athens, Dublin, Cleveland
- Strategic partnerships with major healthcare systems



- **Census Enrollment: 996 Students**
- Fall 2018 was final year of planned growth.

Overview:
Building the Fall 2024
Freshman Projection

Fall 2024: Important Milestones



Continuous recruitment...

Communication, recruitment travel, on- and off-campus events, virtual events, visits/tours, call campaigns, etc.

...and yield



August 1

Application Opens



November 15

Early Action Application Deadline



December 1

Housing Contract Opens



December

OHIO Excellence Award Scholarship Letters Mailed & FAFSA Opens



February 1

Regular App Deadline



February 15

FAFSA Priority Deadline



March

Financial Aid Packages Mailed



May 1

National Candidate's Reply (Confirmation) Deadline



June

Bobcat Student Orientation



Aug 26:
Fall 2024 semester begins



Undergraduate Recruitment Strategy

Creating the Enrollment Pipeline

- **Prospects (~500k)**
 - Testing agencies (College Board, ACT | NRCCUA)
 - Digital marketing
 - Survey-based list sources
 - Referrals
 - Partnerships with schools, institutions, community-based organizations, licensure agencies, and employers
- **Inquiries (~100k)**
 - Traditional, digital, and web-based advertising/marketing
 - Test scores (ACT, SAT, AP, TOEFL, IELTS, CLEP, etc.)
 - Application search campaigns
 - Recruitment travel and on- and off-campus events
 - Academic camps, summer programming, CC+
 - Alumni engagement and referrals
 - School counselor, parent, and other influencer engagement



Building Enrollment Projections



Landscape and market data



National trends, precedents, surveys



Graduation rates and trends



Competitive info and intelligence



YTD metrics and milestones



Interest indicators and activities



Scholarship predictive modeling



Economic conditions



Government actions, restrictions, orders



Institutional changes



International considerations



COVID-19 impacts and outlook

Building Enrollment Projections

National Data Sources and Research

- [IPEDS Data Center](#)
- [College Navigator](#)
- [Common Data Set Initiative](#)
- [National Student Clearinghouse](#)
- [Knocking at the College Door](#) (WICHE)
- [The College Board](#)
- [National College Attainment Network](#)
- [ACT | NRCCUA Encoura](#) and Eduventures reports
- [NSSE](#)
- [High-Schools.com](#)
- [EAB](#)
- [United States Census Bureau](#)
- [Bureau of Labor Statistics](#)

State Resources

- ODHE [Enrollment Reports](#)
- ODHE [Higher Education Information](#) (HEI) System

Marketing

- Admitted Student Questionnaire
- Proprietary and commissioned research
- Google Analytics

Institutional Data

- CRM database (Technolutions Slate)
- [Institutional Effectiveness and Analytics](#) publications and ad hoc reporting
- [Oracle Business Intelligence](#)
- Analytics and Decision Support System
- Advisory boards

Projection Development: Market Share Approach

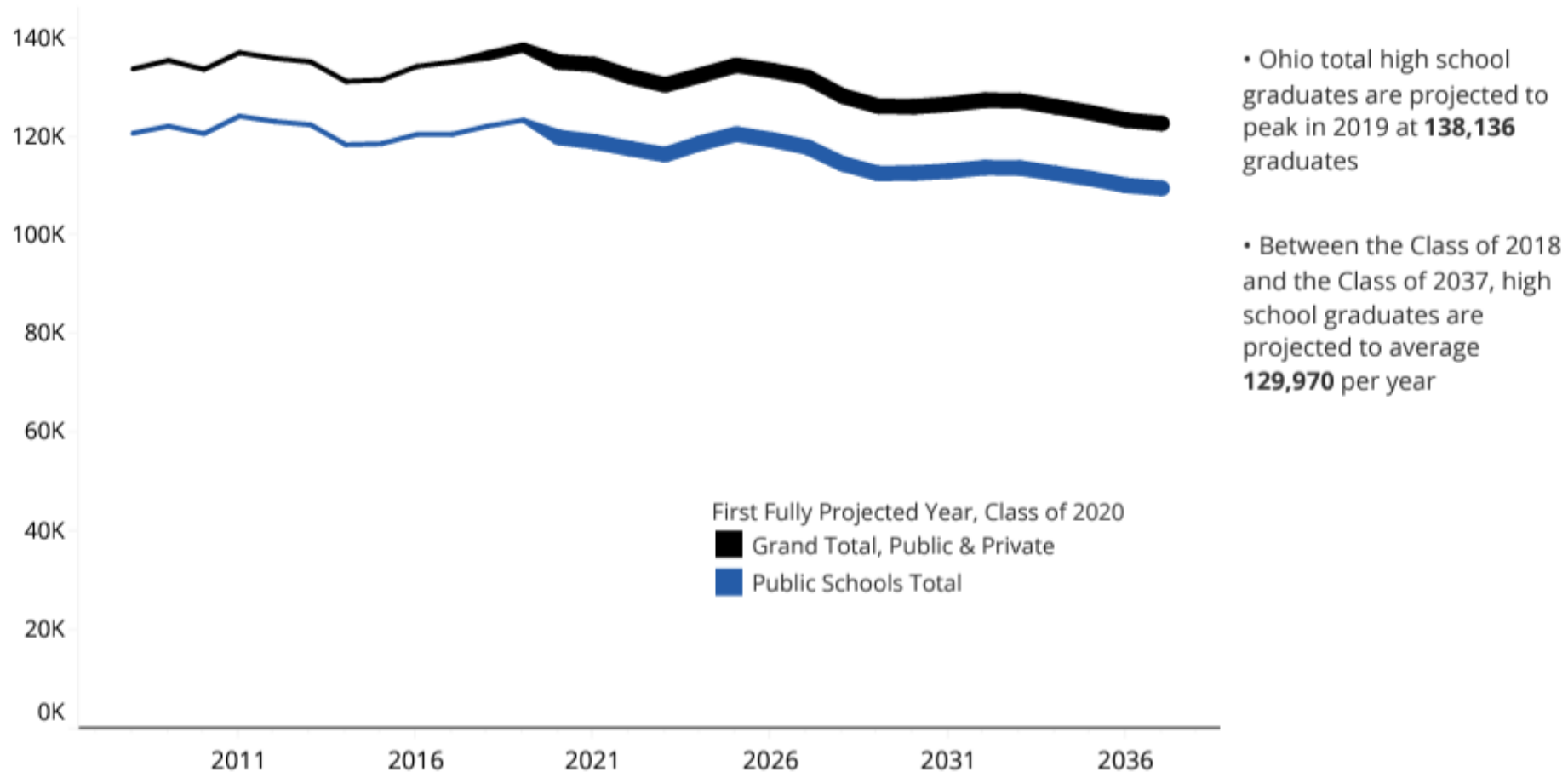
1. Understand predicted HS graduation in Ohio and nationally (WICHE).
2. Analyze first-time college students attending any USO college or university (ODE and ODHE).
3. Determine volume of students attending university.
4. Apply WICHE rates of change to historical populations to project future available HS grads.
5. Track stated goals and progress of major competitors. Understand intentions of competitors—what share will they take?
6. Assume and apply OHIO's anticipated rate of market-share change in Ohio.
7. Analyze out-of-state and international initiatives to project trends.
8. Validate against actuals in progress and predictions.
9. Generate prescriptions, implement interventions and **iterate throughout the cycle.**

High School Graduates Profile for

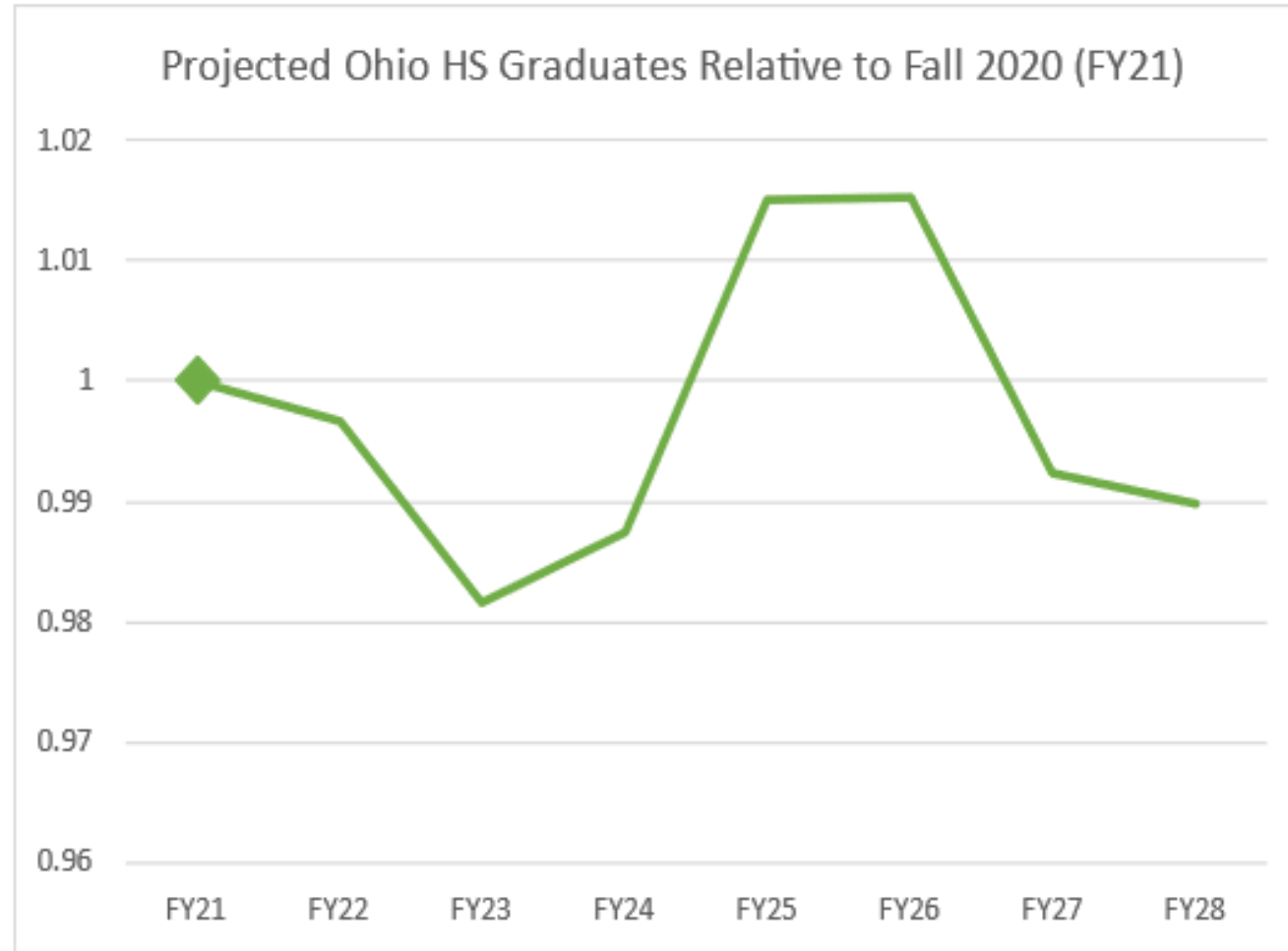
Ohio

Projected values are displayed as either thicker or darker in the profile charts. See the notes for more details.

Total & Public High School Graduates, Class of 2008 to 2037



WICHE Data for Ohio



Source: Enrollment Management analysis of WICHE's [Knocking at the College Door](#), 10th edition, Ohio data.

Fall 2024 Observations and Considerations

- Competitive landscape and national trends
- Cyclical changes—***up or early?*** deferrals?
- Inquiry pool
- Applications
- FAFSA submissions
- Impact of CC+ trends and community college enrollment
- Predictive and descriptive variables in each lifecycle phase
- Layered strategy ROI analysis
- Yield efforts—yield *rate* fluctuation

Looking ahead...

- Steady focus on operational excellence and continuous improvement of the student experience on all campuses and modalities
- Strategic enrollment management planning process as byproduct of University-wide dynamic strategy development
 - Long-term optimal size conversation within context of hyper-competitive market and University resources—Which are elastic? Which are fixed?
 - Continued emphasis on diversified enrollment streams in alignment with University mission, including attention to the non-consumer population
 - Continued strategic attention to price, price position, aid optimization and net revenues (tuition, total, lifecycle)
 - Ongoing sophistication of operations and analytics
- Continued elevation of reputation and brand through university-wide implementation of a progressively mature marketing model
- Ongoing analysis of academic portfolio—market demand, credentials offered, instructional modality
- Enhancement of strategic partnerships with industry and education

Questions & Discussion