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Strategic Enrollment Management Update

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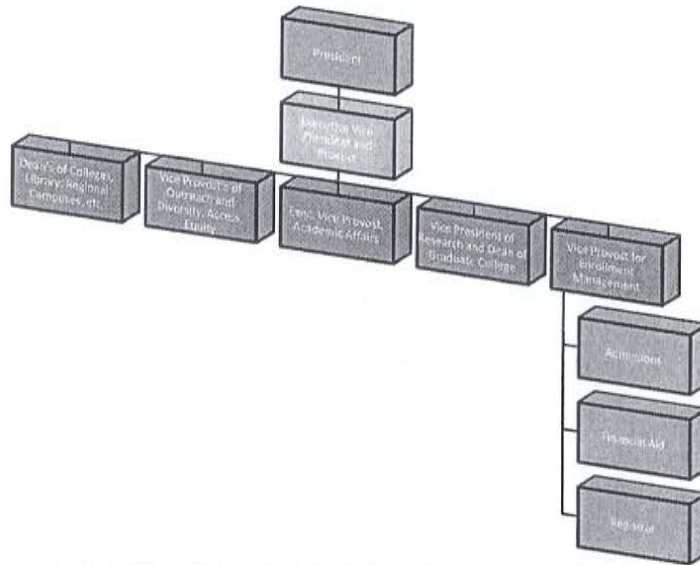
Overview

- 🏛️ *Who are you?*
- 🏛️ *What is Strategic Enrollment Management?*
- 🏛️ *Where is OU this year with enrollment and where is it all heading?*
- 🏛️ *Questions?*



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Who are you?



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What is Strategic Enrollment Management Our Approach



What is Enrollment Management?

(i.e. why are you employed here)

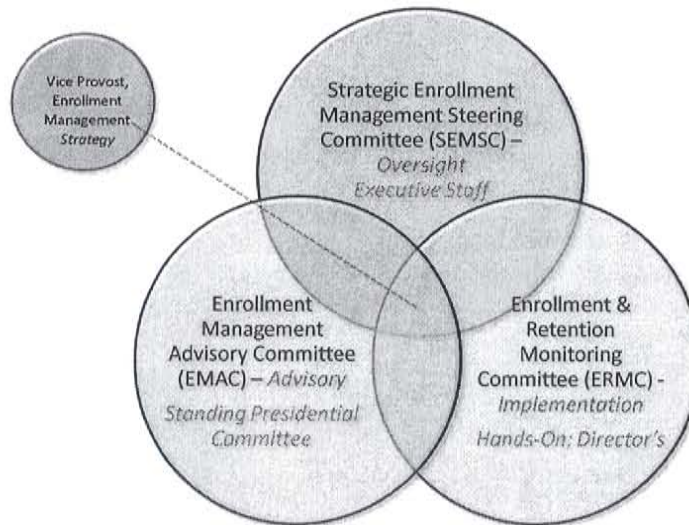
Strategic Enrollment Management

- A definition

A comprehensive approach to integrating all of the University's programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with "optimal" defined by the mission, academic vision, and strategic plan of the institution.

Enrollment management becomes *Strategic Enrollment Management* when it actively integrates planning, strategies and structures in the formal enrollment management units with the institution's evolving strategic planning, its academic vision and its fundamental mission.

Strategic Enrollment Management Committee Structure, 2008





Strategic Enrollment Management Committee Structure, 2008

Committee Memberships:

EMAC	SEMSC	ERMC
<p>Faculty Matt White '08 (Chair);</p> <p>10, comprised of 7 at large (one of whom is the committee chair), one of whom is the chair; the EPSA Chair; the UCC Chair; the Graduate Council Chair</p> <p>Students: 2 graduate, 3 undergraduate</p> <p>Administrators: 4 at-large (with one from Regional Higher Education); Assistant Deans' Council representative; University Communication and Marketing representative; Executive Assistant to President for Institutional Equity (or designee); representative from Multicultural Programs; Director of Residence Services; an academic dean</p> <p>Classified Staff: 1 at large</p>	<p>EVPP and Provost, Chair EVP for Finance and Administration VP, Student Affairs CIO Chair, EMAC Dean, Arts and Sciences Exec. Dean of Regional Campuses Exec. Vice Provost, Academic Affairs Chief of Staff/President's Office Vice Provost, Enrollment Management Vice Provost, Diversity, Access and Equity Vice Provost, Univ. Outreach Exec. Director, Marketing and Comm. Assoc. Provost, Inst. Research and Enrollment Planning Assistant VP, Alumni Relations</p>	<p>Vice Provost for Enrollment Management, Chair Dean, University College Dean of Students Associate Dean of the Graduate College Director of Admissions Director of Financial Aid University Registrar Bursar Asst. V.P. for Auxiliary Services Assoc. Provost for Institutional Research and Enrollment Planning Academic Advisor Director of Lifelong and Distance Learning, Director, Enterprise Applications Art Director, Communication and Marketing Asst. V.P. Residence Life Sr. Director of Marketing Communications Information Technology Project Leader Director of Housing Assoc. Dir. of Diversity, Access and Equity, Articulation Coordinator, University Outreach</p>



Strategic Enrollment Management

- our approach



- Collaboration
 - Paramount to success
 - Successful Enrollment and retention success is a series of approaches – it's a shotgun of multiple efforts and not a magic bullet (consultants).
 - Meet with all levels of leadership across campus to develop combined efforts
 - Meetings with Dean's
- Assessment, assessment, assessment
- Develop Strategic Planning and strategies against enrollment projections in conjunction with Vision Ohio and USO goals
 - Targeted Enrollment
 - Leverage Scholarship Programs
 - Reduce bottlenecks, streamline services, provide exemplary customer service
 - Collaboration
 - Technology development
 - Efficiencies in staffing models



Where is OU this year with Enrollments?



Ohio University Athens Campus Fall 2008 Enrollment Projections Projection Compared to Actual

	Projected/Budgeted			Final Actual			Difference			Percent Difference		
	Resident	Nonres	Total	Resident	Nonres	Total	Resident	Nonres	Total	Resident	Nonres	Total
Freshman	3,077	473	4,050	3,510	469	3,980	-41	-4	-85	-1.7%	-0.8%	-1.8%
Transfer	380	63	453	441	77	518	51	14	65	13.1%	22.2%	14.3%
Other New	699	69	768	610	74	684	-89	5	-84	-12.7%	7.2%	-10.9%
Continuing	10,266	1,144	11,430	10,422	1,108	11,530	156	-36	120	1.5%	-3.1%	0.9%
Total Undergraduate	14,952	1,749	16,701	14,989	1,728	16,717	37	-21	16	0.2%	-1.2%	0.1%
Graduate-Athens	1,136	1,036	2,672	1,277	1,449	2,726	141	113	54	12.4%	8.5%	2.0%
Graduate-Outreach/Other	324	273	597	309	263	572	-15	-10	-25	-4.6%	-3.7%	-4.2%
Graduate Total	1,460	1,309	3,269	1,586	1,712	3,298	126	123	3	8.6%	9.4%	0.1%
Online/Other Medical	423	39	462	426	39	465	3	0	3	0.7%	0.0%	0.7%
Total	17,015	3,276	20,413	17,021	3,440	20,501	6	162	168	0.1%	5.0%	0.4%



**OHIO UNIVERSITY ATHENS CAMPUS
TOTAL HEADCOUNT ENROLLMENT**

ENROLLMENT PROJECTION TRANSITION TERMS--WINTER AND SPRING

	Winter 2008 Projected			Winter 2008 Actual			Winter 2008 Difference		
	Resident	Nonresident	Total	Resident	Nonresident	Total	Resident	Nonresident	Total
Freshman	43	4	49	25	23	48	-18	-17	-1
Reentry	239	23	262	202	21	203	-37	-2	-39
Special	15	14	29	12	19	31	-3	5	2
Transfer	120	2	122	117	20	137	-3	18	15
Relocate	130	3	133	119	7	126	-11	4	7
Total New	547	56	603	535	90	625	-12	34	20
Continuing	11,852	1,411	13,264	13,620	1,418	15,238	-33	7	20
Total	14,400	1,467	15,867	14,155	1,508	15,663	-45	59	-13

	Spring 2008 Projected			Spring 2008 Actual			Spring 2008 Difference		
	Resident	Nonresident	Total	Resident	Nonresident	Total	Resident	Nonresident	Total
Freshman	10	3	13	8	12	20	-2	9	7
Reentry	212	14	228	210	22	232	-2	8	4
Special	5	12	17	10	6	16	5	-6	-1
Transfer	33	5	41	36	21	57	3	13	10
Relocate	134	4	138	116	4	120	-18	0	-18
Total New	395	43	438	399	65	464	4	22	20
Continuing	11,446	1,359	12,805	13,338	1,420	14,758	-108	61	-47
Total	12,841	1,402	14,243	13,737	1,485	15,222	-104	63	-21

Winter and Spring Total Difference: Resident -149, Nonresident 122, Total 27

Office of Institutional Research



**OHIO UNIVERSITY ATHENS CAMPUS
TOTAL DEGREES GRANTED
2007-2008**

	Expected			Actual			Difference		
	Resident	Nonresident	Total	Resident	Nonresident	Total	Resident	Nonresident	Total
Fall	798	52	850	551	49	600	-247	-3	-250
Winter	832	50	882	530	53	583	-302	3	-299
Spring	2,242	189	2,432	2,181	208	2,389	-61	19	-42
Total	3,282	292	3,574	3,272	311	3,583	-10	19	9

Office of Institutional Research

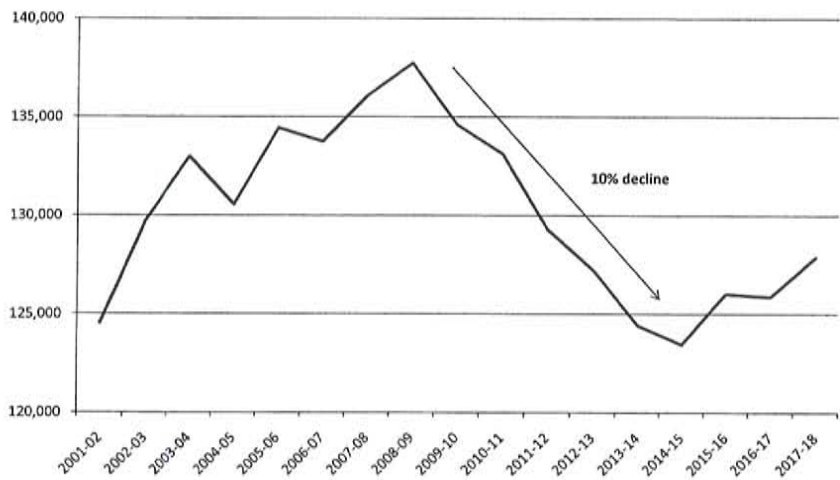
Where is it all going?

storm clouds



horizon

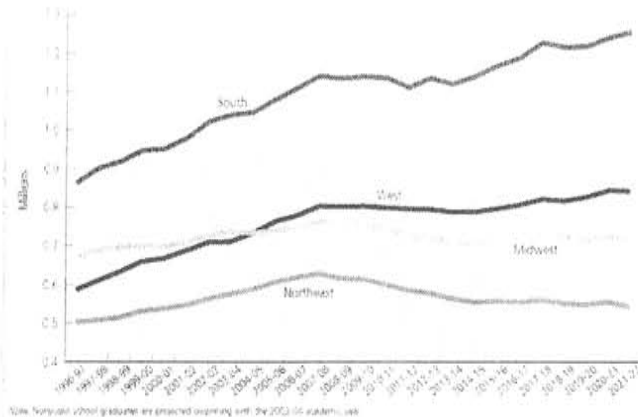
State of Ohio high school graduating class projection



Source: Knocking at the College Door, Projections of High School Graduates by State, Income and Race/Ethnicity; WICHE, ACT and The College Board, March 2008

Future of Enrollment in Ohio and the Region

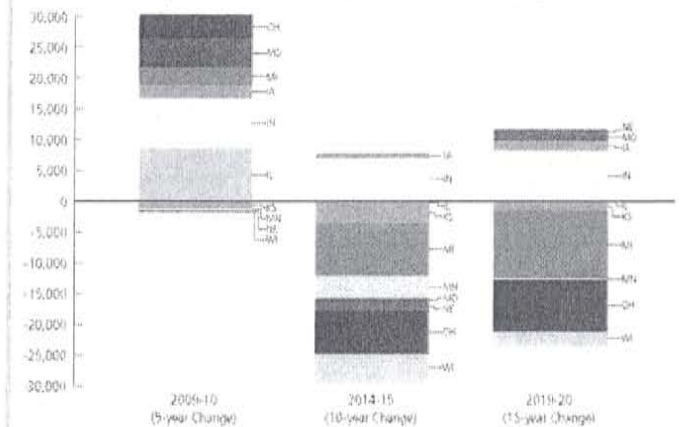
Figure 2.7. Public and Nonpublic High School Graduates by Region 1996-97 to 2004-05 (Estimated), 2005-06 to 2021-22 (Projected)



Source: Knocking at the College Door, Projections of High School Graduates by State, Income and Race/Ethnicity, WICHE, ACT and The College Board, March 2008

Future of Enrollment in Ohio and the Region

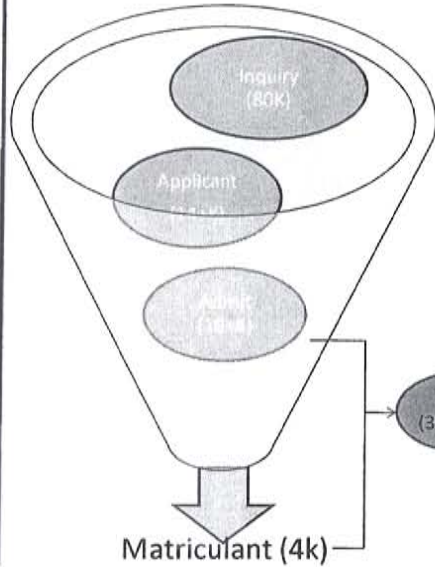
Figure 2.14. Contribution to the Midwest's Change in Total High School Graduates (Relative to 2004-05) by State



Source: Knocking at the College Door, Projections of High School Graduates by State, Income and Race/Ethnicity, WICHE, ACT and The College Board, March 2008



Freshmen Enrollment, 2008-09

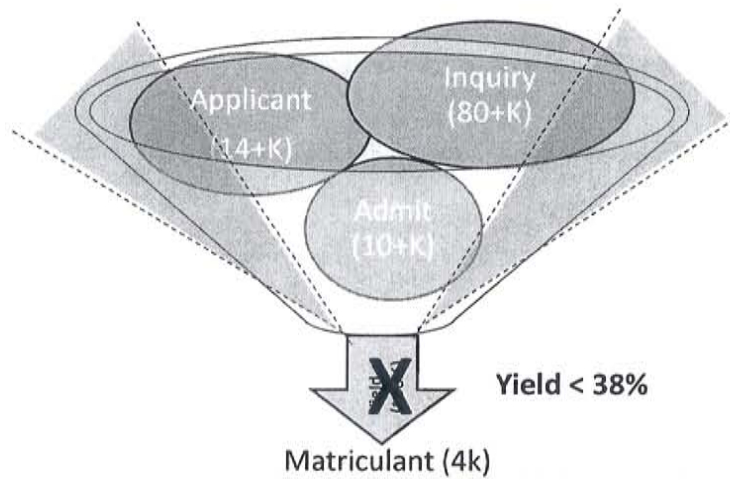


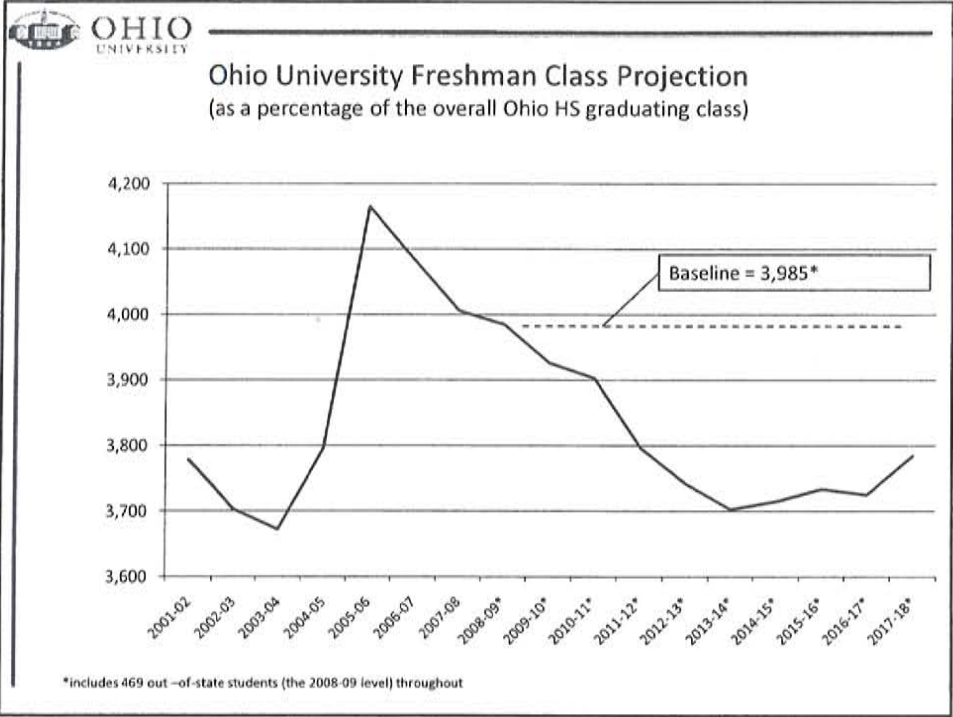
- Record, 14,046 applications; over 1,000 more than last year interest
- 4% lower admit rate -78% selectivity
- Yield (36-38%)
- Approximately 4,000 students targeted



Future of Enrollment in Ohio and the Region

The Enrollment Funnel





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Ohio University Freshman Class Projection

(as a percentage of the overall Ohio HS graduating class)

Tuition and Fees Fiscal Impact of Previous Chart:

	Year One (2009-2010)	Year Two	Year Three	Year Four	4 year potential lost revenue
Tuition (\$8,907)	\$872,886	\$1,568,612	\$1,875,948	\$3,661,668	\$7,979,113

Assume 100% retention years 3-4 and out-of-state consistent at 2008-09 levels

Fiscal Challenges

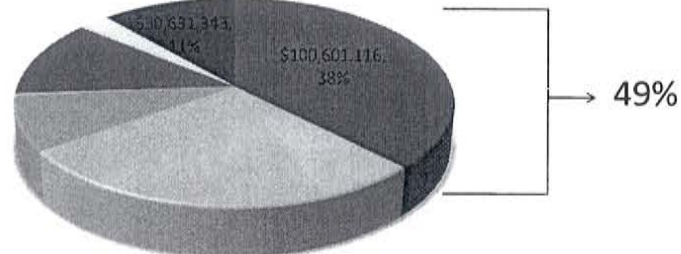


Future of Enrollment in Ohio and the Region

Fiscal Challenges

- Student Loan crisis issues
 - FFEL vs. Direct Loans and Private Loans

2006-07 Total Aid Awarded: \$267,828,054
percentage of students on aid 77%



■ Federal Loans	■ Inst. Work	■ Inst. Aid	■ Fed. Grants
■ Fed. Work	■ State Grant/Schl.	■ Mis./Other	■ Alt. Loans



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Fiscal Challenges

Private Lender Notifications

2007-08 : 2,956 students, \$32,263,479

	Disbursements (# students) 2006-07	Disbursements (# students) 2007-08	Disbursements (# students) 2008-09 anticipated	2009-2010
KeyBank #2 lender for OU private loans	\$4,759,427 (490)	\$5,064,147 (430)	\$4,150,071 (317)	Gone
campusdoor Lehman Brothers	\$1,414,379 (155)	\$1,561,177 (163)	\$1,843,299 (121)	Gone
Education Finance Partners (where 4 th largest in nation)			12; Have been moved to new programs	Gone Shut down 9/2008

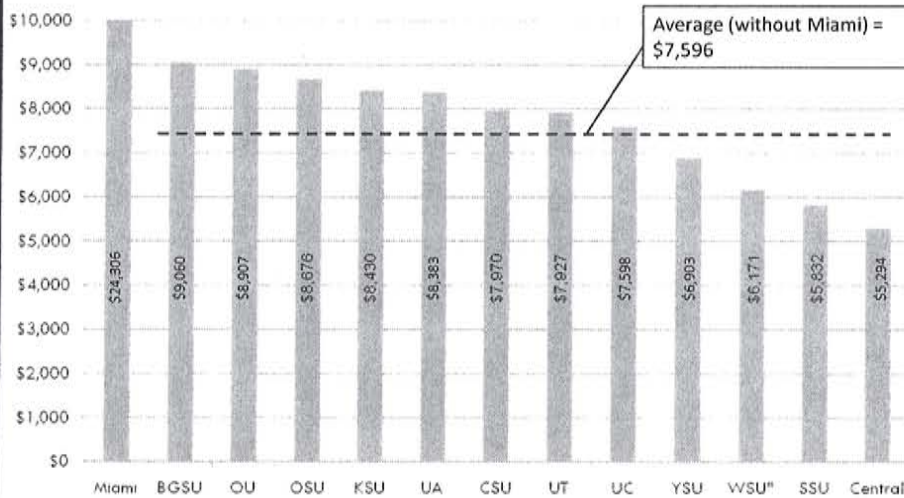


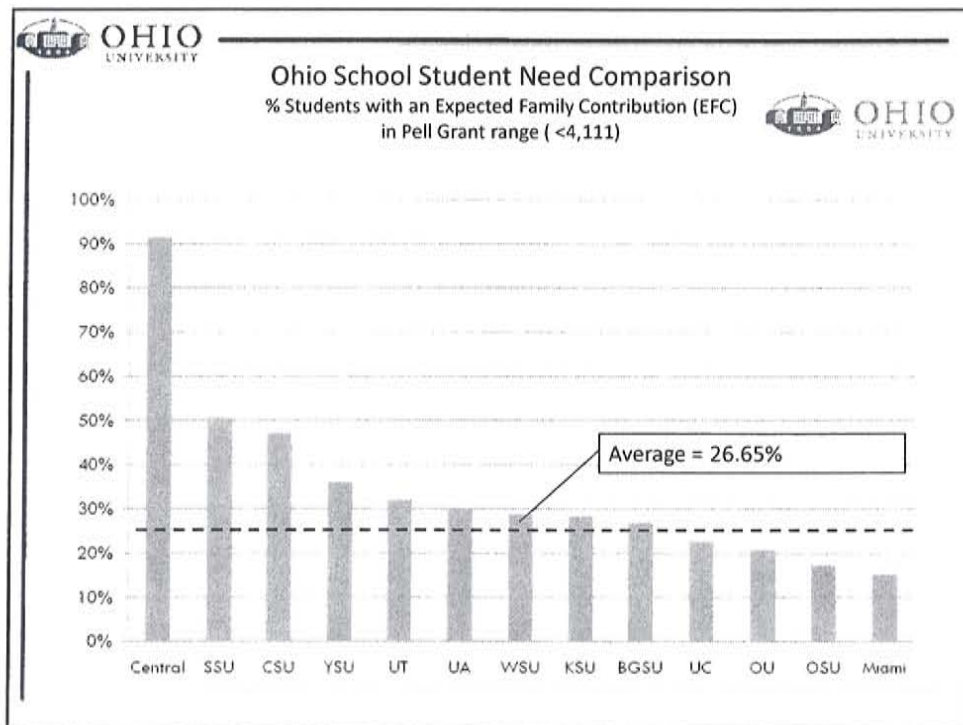
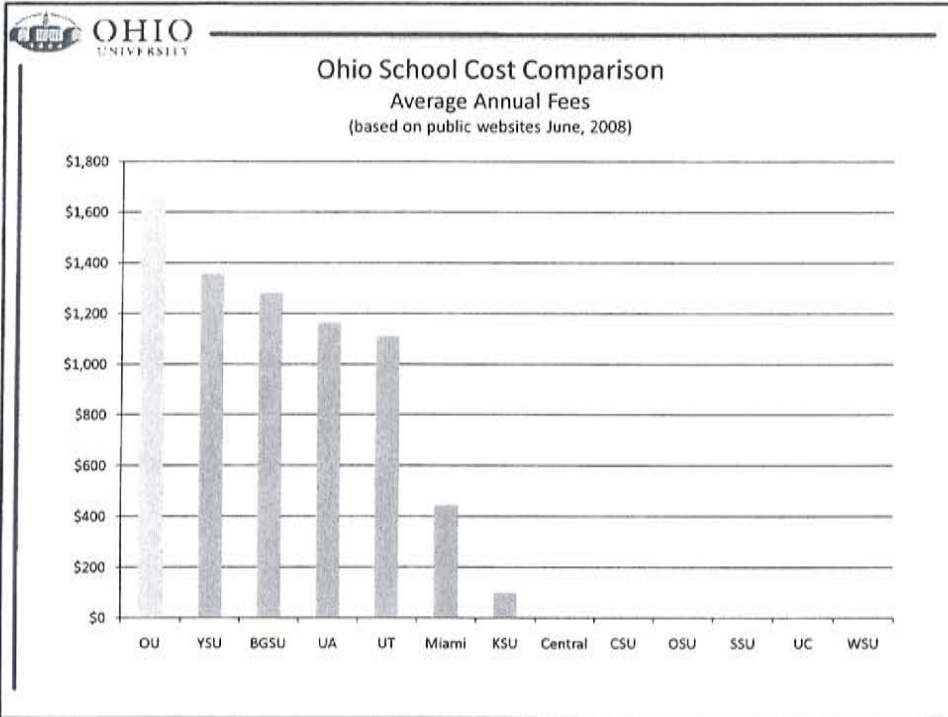
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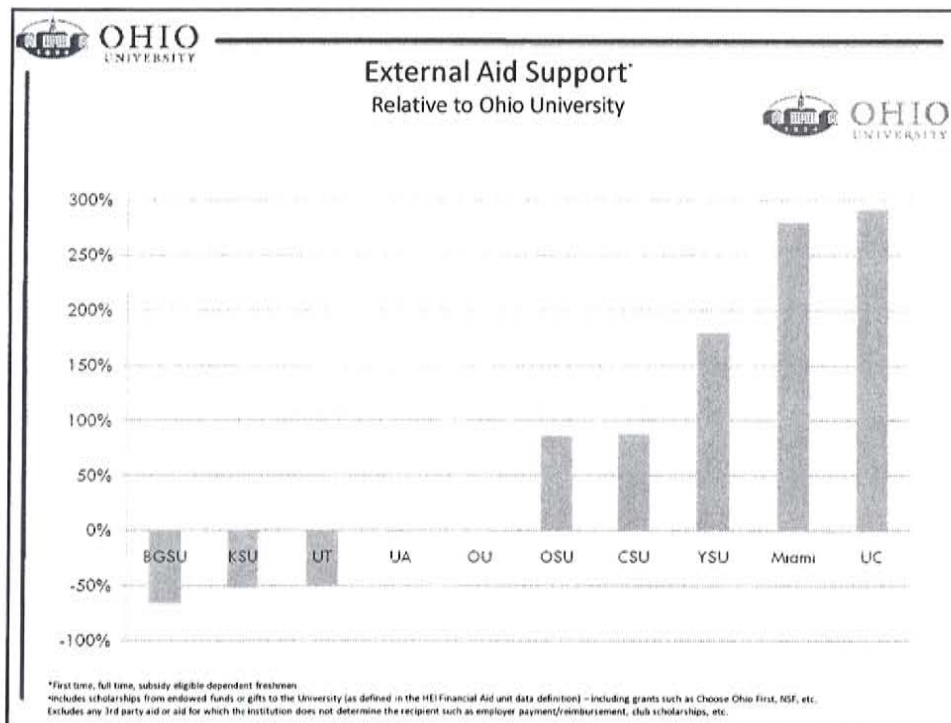
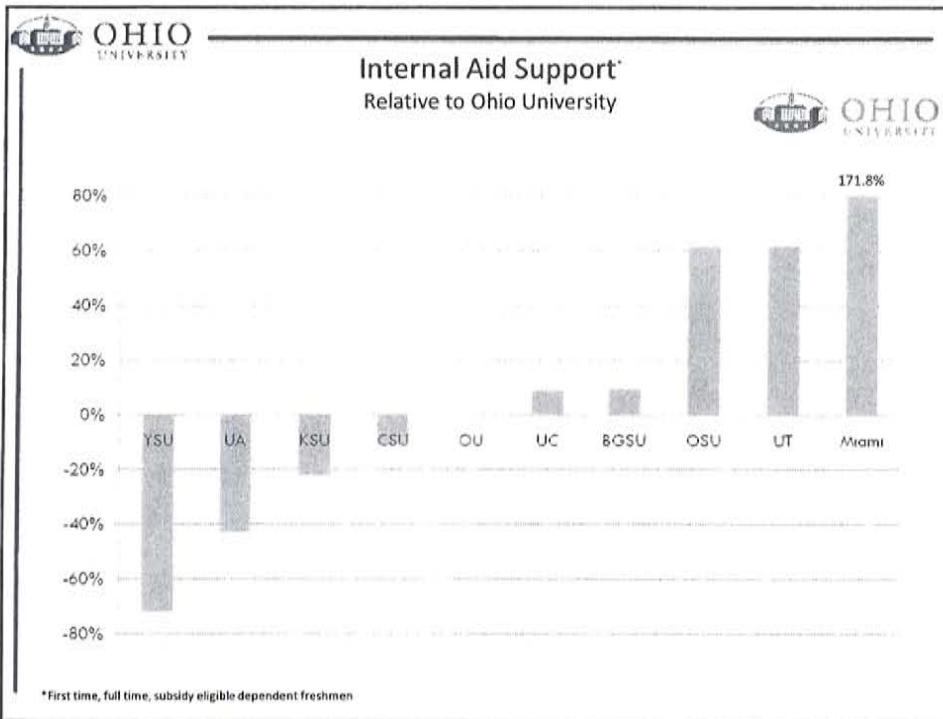
Ohio School Cost Comparison Average Freshman Tuition

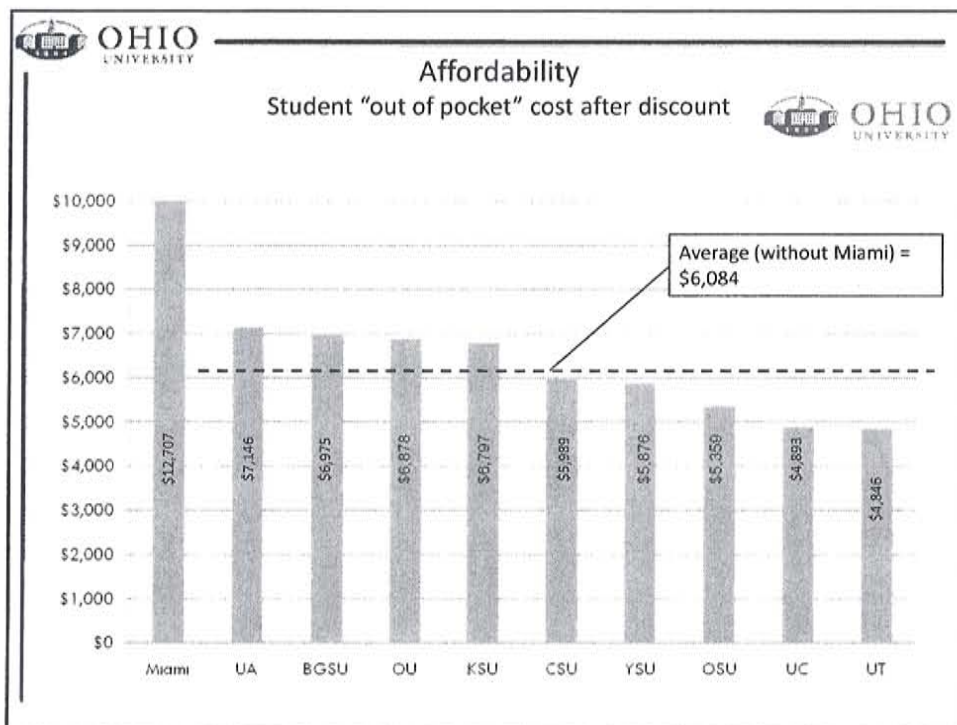
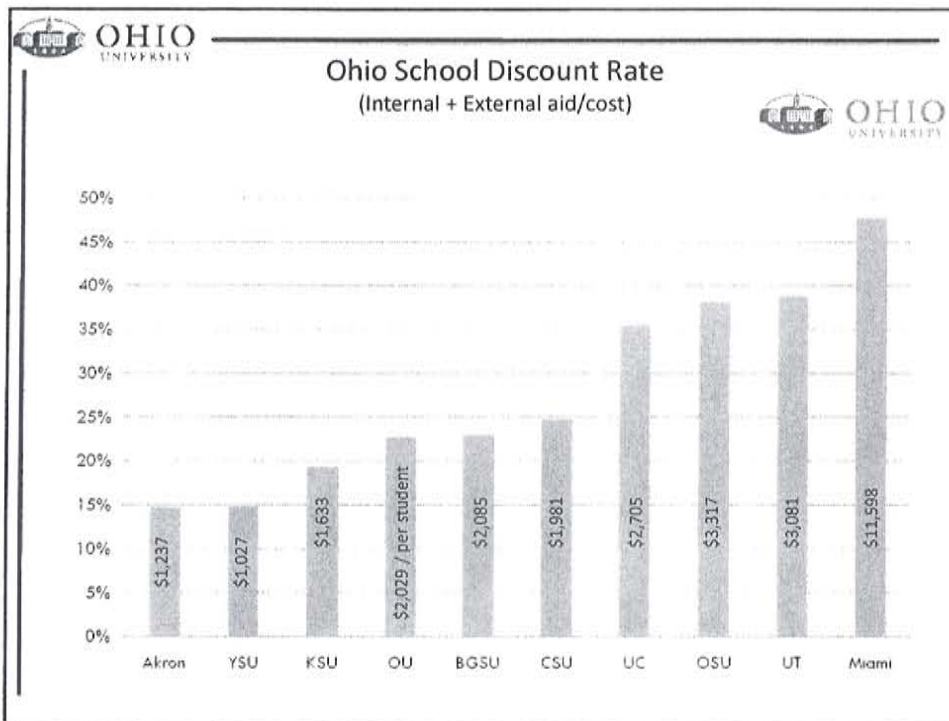


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Additional Challenges for Ohio Families



	2006-07	2007-08
Ohio Resident Tuition and Fees	\$8,907	\$8,907
% Ohio University students with EFC < tuition/fees	38%	40%
% Ohio University FAFSA filers qualifying for Pell	20%	25%
% Ohio University FAFSA filers qualifying for OCOG	13%	16%



When, Why and How we can work together?





*-SEM and Institutional Success:
Integrating Enrollment, Finance
and Student Access*

The increased reliance on tuition revenues by public colleges and universities necessitates greater coordination of budget and enrollment planning activities.

-Gil Brown



Strategic Enrollment Management and Institutional Finance

- our approach



- Collaboration/Coordination
 - These are two areas that have historically been mutually dependent on one another, however, the landscape is changing to a point where coordination is essential.
 - A formal enrollment management plan is in development. This will involve enrollment projecting, an analysis of the environmental landscape against the projection and a formal plan creating targets along the entire VisionOhio goals and objectives. The rub is:
 - Alignment of these goals against budgetary needs
 - Fiscal uncertainty in the lending markets could affect these numbers substantially
 - Scholarship discounting needs against our competition for effective leveraging
 - Demographic changes effecting all of these plans
- In a nutshell, the environment is going to potentially create unanticipated swings that we need to be in constant contact about between our two areas