An Enrollment Planning Discussion with Budget Planning Council
Division of Enrollment Management: Units and Leadership

www.ohio.edu/enrollment-management

- **Undergraduate Admissions:** Dr. Mateo Remsburg, AVP and executive director
- **OHIO Online Enrollment:** Ginny Valentin, senior director
- **Enrollment Marketing and Operations:** Katie Troyer, senior director
- **Office of Student Financial Aid and Scholarships:** Valerie Miller, executive director of Student Financial Aid and Scholarships
- **Office of the University Registrar:** Deb Benton, University Registrar
  - Veterans and Military Student Services Center: Terry St. Peter, director
- **Enrollment Initiatives:** Rob Callahan, senior director

**Division Support**
- Jennifer Dillie, senior business manager
- Justine Beasecker, special projects manager and assistant to the vice president
# Enrollment Management Planning Groups 2022-2023

<table>
<thead>
<tr>
<th>Group</th>
<th>Purpose</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Enrollment Executive Group</strong></td>
<td>Deciding</td>
<td>Dedicated convenings of Executive Budget Group to enact decisions related to strategic enrollment management and associated resources. Includes President, EVPP, VPFA, and support personnel.</td>
</tr>
<tr>
<td><strong>Enrollment Strategy Steering Group</strong></td>
<td>Recommending</td>
<td>Prepares and advances strategic and resource recommendations with input from other groups. Validates enrollment projections. Composition: VP UCM, VP EM, Deans (2), VP Undergraduate Education, Academic Budget Office</td>
</tr>
<tr>
<td><strong>Strategic Enrollment Advisory Group</strong></td>
<td>Advisory</td>
<td>Cross-functional group with representation from all divisions and faculty senate. Includes ad hoc working groups.</td>
</tr>
<tr>
<td><strong>Scholarship Leveraging Group</strong></td>
<td>Recommending</td>
<td>Supports design and implementation of OHIO’s strategic use of aid to optimize enrollment, generate revenue, and achieve desired profile.</td>
</tr>
<tr>
<td><strong>University Recruitment Council</strong></td>
<td>Informational</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Other groups as needed</strong></td>
<td>Variable</td>
<td>Examples: CC+ Strategy, RHE Enrollment Integration</td>
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</table>
Featured Enrollment Initiatives

- Regain lost share and expanding new markets
- Enhance targeted recruitment, with emphasis on diversity and special populations
- Evolve the role of academics in recruitment and yield
- Support scholarship leveraging for regional campuses
- Implement a new transfer credit experience
- Optimize College Credit Plus as a pipeline
- Innovate our technology infrastructure for enrollment and student success
- Hire, retain, and support the growth and development of talented EM staff
- Further expand OHIO Online enrollment efforts, including community college partnerships and diverse employer partner pipelines
Quick Recap:
Fall 2022 Enrollment Outcomes
Slight upward shift in proportion of Athens campus traditional undergraduates in Fall 2022 (50.6% in 2021).
Total University Enrollment

Fall 2022 Preliminary Final Census Total Headcount: 27,634

Census date: 9/5/2022
Diff vs. 2021: -1,136 (-3.9%)

Data considered preliminary; changes are anticipated due to multiple-start online programs.
Regional Campuses

RHE Census Enrollment: 3,758
• Difference vs. 2021: -524 (-12.2%)
• Credit hours will continue to include Athens students taking RHE courses
Undergraduate Online Programs

Total Undergraduate Online Students
- Census Enrollment: 3,160
- Difference vs 2021: -381 (-10.8%)

RN-to-BSN Students
- Census Enrollment: 2,247
- Difference vs 2021: -643 (-22.2%)

Other Online Programs Outside of RN-to-BSN
- Census Enrollment: 913 (RECORD again)
- Difference vs 2021: +262 (+40.2%)
Athens Graduate Enrollments

Graduate / Ground-Based and Hybrid
- Census Enrollment: 2,521 Students
- Difference vs 2021: -99 (-3.8%)

Graduate Online Programs
- Census Enrollment: 2,524
- Difference vs 2021: -261 (-9.4%)
HCOM Enrollments - All Campuses

Heritage College of Osteopathic Medicine

• Census Enrollment: 987 Students
• Difference vs 2021: -6 (-0.6%)
• Fall 2018 was final year of planned growth
TOTAL Enrollments - Change Analysis

Total Enrollment Variance

Undergraduate Athens: 135
Regional Campuses: (524)
Undergraduate Online: (381)
Graduate Ground: (261)
Graduate Online: (99)
Medical: (6)

Total Difference vs 2021: (1,136)
Overview:
Building the Fall 2023 Freshman Projection
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
Expanded Geography: Athens Fall Freshmen Prospects

National recruitment approach
Expanded Non-resident Initiatives

Fall 2022 Application Volume by Market
(≈25k applications)

International in-market staffing:
- Vietnam
- India
Fall 2023: 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
- **January 15**: FAFSA deadline
- **February**: Regular app deadline & financial aid packages mailed
- **May 1**: National Candidate’s Reply (Confirmation) Deadline
- **June**: Bobcat Student Orientation

**Aug 28:** Fall 2023 semester begins

**Important considerations:**
- The cycle for many students begins in 10th grader or earlier.
- Traditional recruitment such as high school visits and college fairs are still impacted by COVID.
- Campus visits are in high demand by prospective students!
- Housing Application opens on December 1.
# Building Enrollment Projections

<table>
<thead>
<tr>
<th>Landscape and market data</th>
<th>National trends, precedents, surveys</th>
<th>Graduation rates and trends</th>
<th>Competitive info and intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD metrics and milestones</td>
<td>Interest indicators and activities</td>
<td>Scholarship predictive modeling</td>
<td>Economic conditions</td>
</tr>
<tr>
<td>Government actions, restrictions, orders</td>
<td>Institutional changes</td>
<td>International considerations</td>
<td>COVID-19 impacts and outlook</td>
</tr>
</tbody>
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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
# Athens Undergraduate New Student Enrollment & Preliminary Budget Targets

<table>
<thead>
<tr>
<th></th>
<th>Fall 2020 Final</th>
<th>Fall 2021 Final</th>
<th>Fall 2022 Preliminary Target</th>
<th>Fall 2022 Final</th>
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<tbody>
<tr>
<td><strong>Athens Undergraduate</strong></td>
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<tr>
<td>Total Freshman Class</td>
<td>3,126</td>
<td>3,664</td>
<td>3,711</td>
<td>4,441</td>
</tr>
<tr>
<td>Total Transfer Class (including Intl)</td>
<td>325</td>
<td>309</td>
<td>325</td>
<td>310</td>
</tr>
<tr>
<td><strong>New Student Total</strong></td>
<td>3,451</td>
<td>3,973</td>
<td>4,036</td>
<td>4,751</td>
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<tr>
<th><strong>Freshman Detail</strong></th>
<th>Fall 2020 Final</th>
<th>Fall 2021 Final</th>
<th>Fall 2022 Preliminary Target</th>
<th>Fall 2022 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio Resident</td>
<td>2,682</td>
<td>3,055</td>
<td>3,082</td>
<td>3,908</td>
</tr>
<tr>
<td>Domestic non-resident</td>
<td>421</td>
<td>568</td>
<td>588</td>
<td>494</td>
</tr>
<tr>
<td>International (FR)</td>
<td>23</td>
<td>41</td>
<td>41</td>
<td>39</td>
</tr>
<tr>
<td><em>Estimated</em> Ohio Market Share (Univ Enrollment)</td>
<td>7.9%</td>
<td>9.0%</td>
<td>9.3%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Non-resident Proportion</td>
<td>14.2%</td>
<td>15.5%</td>
<td>15.8%</td>
<td>12.0%</td>
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</table>

*Share of Ohio HS grads attending University. Estimated pending release of source data (actuals) from ODHE.*
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.
# Current Budget Planning Assumptions

Subject to change.

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<tbody>
<tr>
<td><strong>Ohio University Revenue Assumptions</strong></td>
<td>FY24 vs FY23</td>
<td>FY25 vs FY24</td>
<td>FY26 vs FY25</td>
<td>FY27 vs FY26</td>
<td>FY28 vs FY27</td>
<td>FY29 vs FY28</td>
</tr>
<tr>
<td><strong>UG Gross Tuition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>UG Guarantee Rate Increases</td>
<td>4.5%</td>
<td>4.5%</td>
<td>4.0%</td>
<td>4.0%</td>
<td>3.5%</td>
<td>3.5%</td>
</tr>
<tr>
<td>UG Freshman: Fall Enrollments</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
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Fall 2023 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
Questions & Discussion