



**UTSA**<sup>®</sup>

The University of Texas at San Antonio

**Strategic Enrollment Task Force**

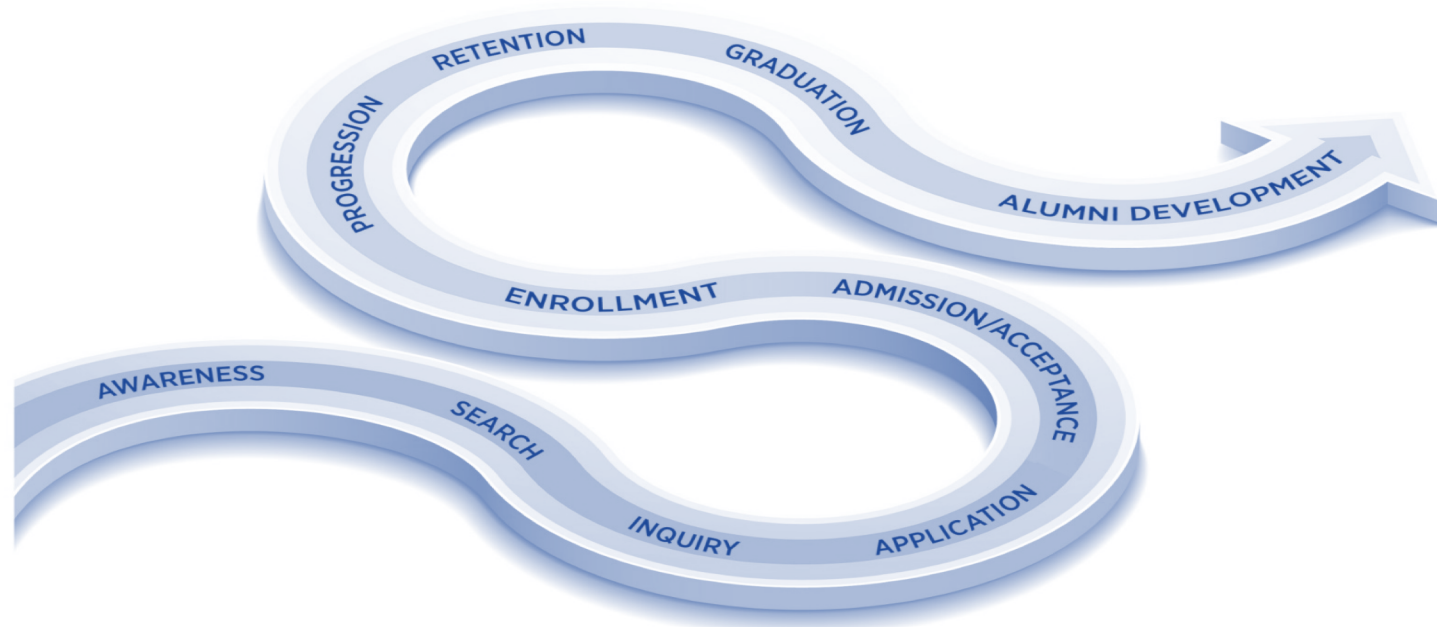
March 26, 2018

## **STRATEGIC ENROLLMENT PLANNING (SEP) TASK FORCE**

### **Charge**

The Strategic Enrollment Planning Task Force will develop an integrated strategic enrollment plan that includes goals, metrics, accountability and self-assessment. The plan will adopt a creative, data analytics-driven strategy for strategic enrollment, examining both the Main and Downtown Campuses as well as online offerings. The plan seeks an optimal mix of undergraduate and graduate students, in-state and out-of-state students, and international students.

## Ruffalo Noel-Levitz (RNL) SEP encompasses the entirety of the student lifecycle

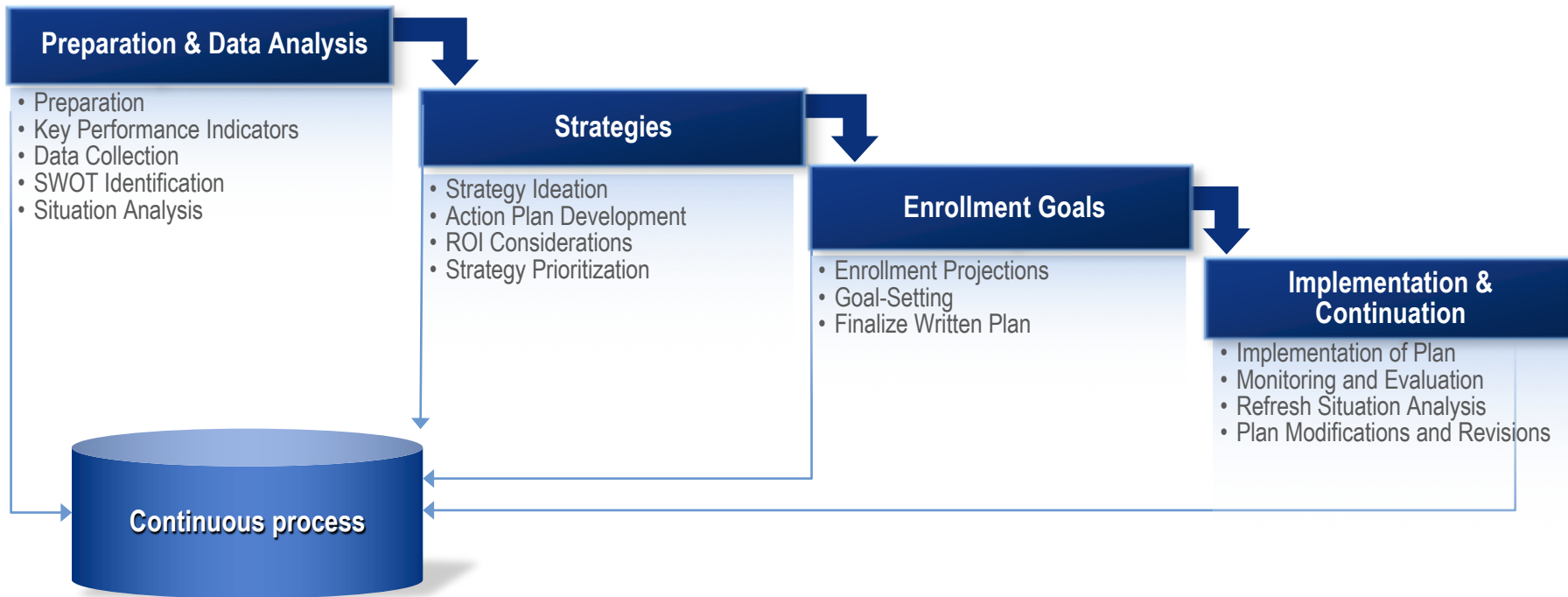


## **RNL: STRATEGIC ENROLLMENT PLANNING IS:**

A continuous and data-informed process that:

- Provides realistic, quantifiable goals;
  - Uses a return-on-investment (ROI) and action item approach;
  - Aligns the institution's mission, current state, and changing environment; and
  - Aligns and integrates academic and co-curricular planning with marketing, recruitment, retention, and financial aid strategies...
- .....to foster planned long-term enrollment and fiscal health

## RNL: PHASES OF STRATEGIC ENROLLMENT PLANNING



## RNL – CREATING A CULTURE OF STRATEGIC ENROLLMENT MANAGEMENT

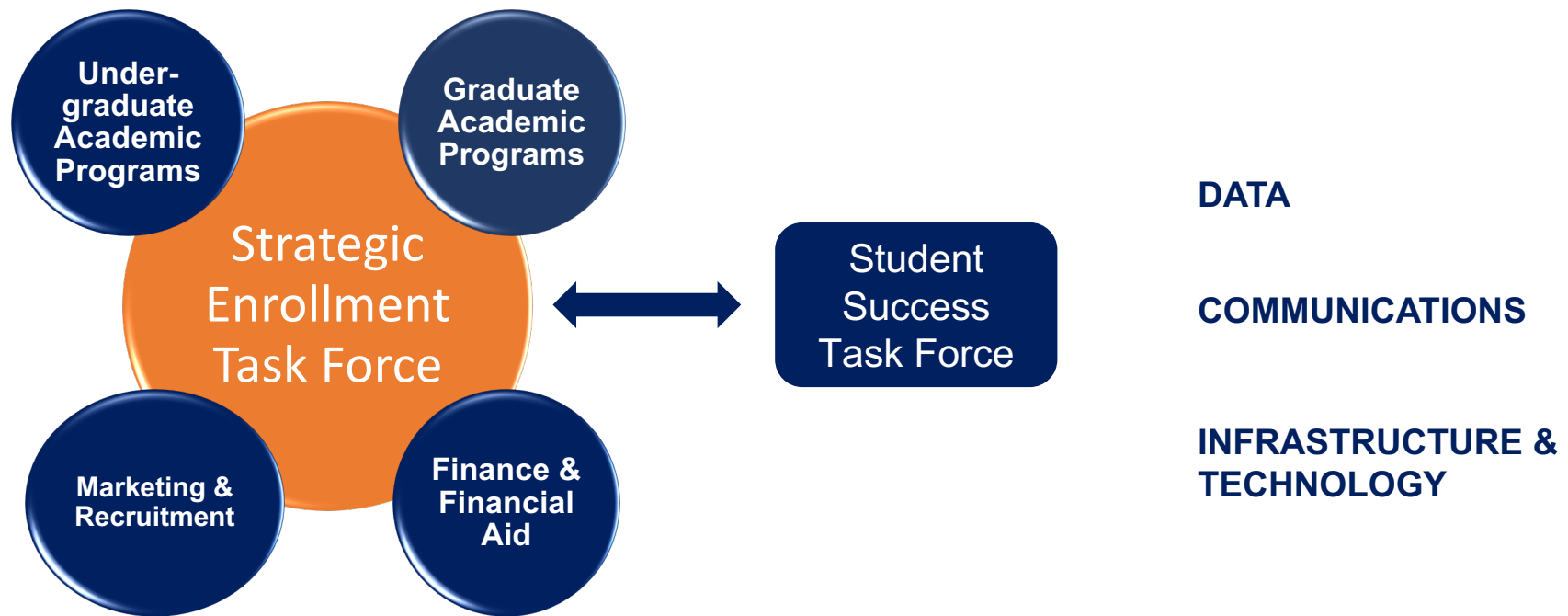
### Pre-SEP Culture

- Inconsistent use of data in decision-making
- Inconsistent environmental scanning
- Poor data management
- Lack of internal communication
- Limited collaboration
- Enrollment “isn’t my job”
- Fiscal disconnect

### Strategic Enrollment Culture

- Data-informed decision-making
- Shared understanding of the impact of market forces and institutional processes
- Clear relationship between enrollment priorities and resource allocation
- Communication and collaboration between the faculty, staff and administration
- Enrollment is a shared responsibility
- Connection to other strategic planning

## UTSA'S SEP TASK FORCE ORGANIZATION



## RUFFALO NOEL LEVITZ DIAGNOSTIC - KEY FINDINGS

- The budget model needs to incentivize smart growth and contributions to broader university enrollment goals.
- Data needs to be consistent, accessible, understood, and fully utilized
- The absence of a Constituent Relationship Management (CRM) solution limits UTSA in several enrollment areas
- UTSA needs a compelling brand
- Undergraduate enrollment had been relatively flat until this fall when enrollment increased by 7%. The increase was driven by a 15% increase in First-Time Freshmen (FTF), a 13% increase in new transfers, and continued improvements in retention.
- UTSA's primary markets are expanding, and the university captured back significant market share in Fall 2017
- FTF academic profile has gradually declined since Fall 2013.



## RUFFALO NOEL-LEVITZ DIAGNOSTIC – KEY FINDINGS

- Recent application increases have outpaced market growth, there is considerable opportunity to drive application volume and yield through improvements in prospect/inquiry management and communication flow.
- Increases in application volume will allow for more intentional shaping of the class.
- There are opportunities for a more collaborative and intentional recruitment and enrollment model.
- UTSA needs a coordinated, university-wide marketing and recruitment effort that includes colleges and departments
- UTSA can better leverage its scholarship, fellowship, and financial aid resources.
- UTSA needs a cohesive online learning strategy, opportunities for expansion

## RUFFALO NOEL-LEVITZ DIAGNOSTIC – KEY FINDINGS

- UTSA has dramatically improved its retention and graduation rates but still falls behind its peers.
- UTSA's enrollment processes and procedures need to align in order to remove barriers for students.
- UTSA requires a more consistent and data-informed course management practice
- Students need consistent access to student support services
- UTSA has an opportunity to leverage the Downtown Campus more effectively as part of its enrollment strategy

## MAJOR KPI'S FOR STRATEGIC ENROLLMENT AT UTSA

- Overall enrollment
- First year retention rate
- Graduation rate
- Student Academic Profile
- Net Tuition Revenue

## RECOMMENDED INITIATIVES

- Budget model that connects enrollment goals to resource allocation
- Data governance
- Customer/Constituent Relationship Management (CRM) system
- Strategic course management
- New academic program development or enhancement
- Online learning strategy
- University-wide marketing coordination
- University-wide recruitment coordination

## RECOMMENDED INITIATIVES

- Scholarship/Fellowship management
- ASAP improvements
- Dual-Credit programs
- Prospect and inquiry management
- Prospective student communication flow
- Transfer student recruitment
- Financial aid leveraging
- Financial aid/Finance messaging
- Work-study program modifications

## COLLEGE AND DEPARTMENT ENGAGEMENT IN SEP

- Explore new or enhanced academic programs
- Develop and execute enrollment plans in collaboration with central enrollment units and that align with the university's enrollment strategy.
- Develop and execute benefits-centered messages and marketing plans in collaboration with UCM and admissions and that align with the university's marketing strategy.
- Collaborate with other colleges/departments and the registrar in data-informed course management practices
- Participate in a university-wide scholarship and fellowship management program
- Collaborate in the development of an online learning strategy. Support and ensure sound instructional design and pedagogy.
- Ensure that college and departmental policies and procedures consider the students you serve.

## **RUFFALO NOEL-LEVITZ ACADEMIC PROGRAM DEMAND ANALYSIS (RESEARCH IN PROGRESS)**

- Enrollment Funnel Analysis
- Market Demand and Share (IPEDS data)
- Employment Data
- Primary Survey Research

## QUESTIONS AND DISCUSSION

After today, we welcome your comments or questions at:

[initiatives@utsa.edu](mailto:initiatives@utsa.edu)



## Presidential Initiative Town Halls

### Student Success

Monday, March 19 | 4:00 – 5:30 p.m. | Denman Room, UC 2.01.28 | Main Campus

Thursday, March 22 | 4:00 – 5:30 p.m. | Frio Street Building, FS 1.512 | Downtown Campus

### Strategic Enrollment

Monday, March 19 | 4:00 – 5:30 p.m. | Aula Canaria, BVB 1.328 | Downtown Campus

Monday, March 26 | 3:00 – 4:30 p.m. | Retama Auditorium, UC 2.02.02 | Main Campus

### Finance & Budget Modeling

Tuesday, March 27 | 1:30 – 3:00 p.m. | Retama Auditorium, UC 2.02.02 | Main Campus

Wednesday, March 28 | 3:00 – 4:30 p.m. | Frio Street Building, FS 1.512 | Downtown Campus

