Preparing for Strategic Enrollment Planning at The University of Texas at San Antonio

December 5-6, 2017

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UTSA®
The University of Texas at San Antonio™

Today's agenda

9:00 a.m.	Fundamentals of strategic enrollment planning and applications for UTSA
10:45 a.m.	Working group break-outs: SWOT identification
12:30 p.m.	Working group lunch with presentation: Data site preview and preparing for the situation analyses
1:45 p.m.	Working group break-outs: complete SWOTs; identify focus area PIs and corresponding data needs; initial strategy ideation
3:00 p.m.	Working groups adjourn
3:00 p.m.	Task Force debrief

Mission

The University of Texas at San Antonio is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property – for Texas, the nation and the world.

Vision

To be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.

Core Values

We encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration and innovation are fostered.

Strategic Enrollment Task Force's Charge

The Strategic Enrollment 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 task force will create a set of guiding assumptions around work force needs, WSCH production, and differentiated tuition, as well as capital, infrastructure, student services, and faculty line needs. Considerations will include the 60/30 TX Higher Education Plan (Texas Higher Education Coordinating Board) as well as the optimal mix of undergraduate and graduate students, in-state and out-of-state students, and international students.

Fundamentals of SEP
and
The Shape of Our Work Together

SEP encompasses the entirety of the student lifecycle
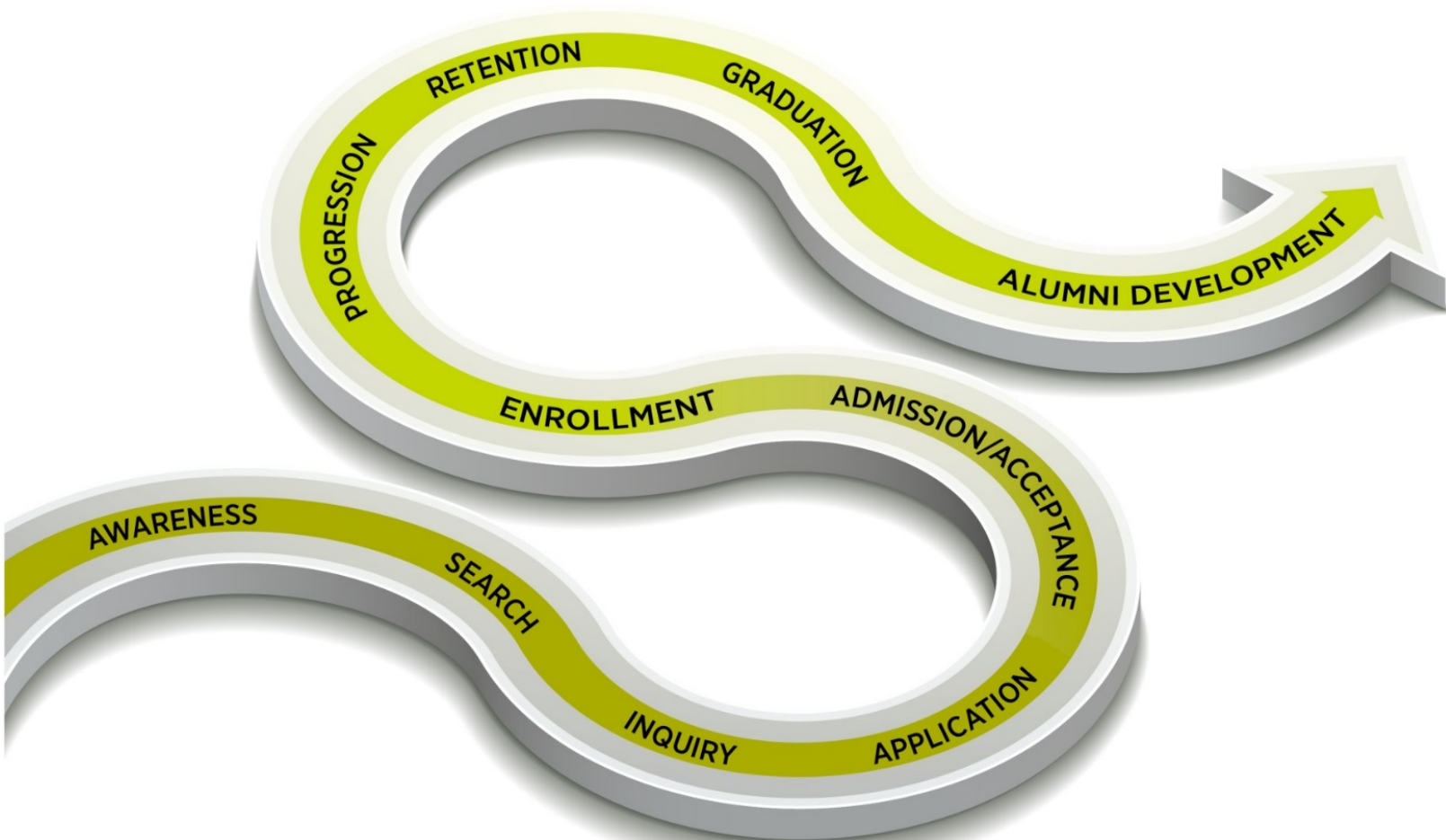
Traditional Planning

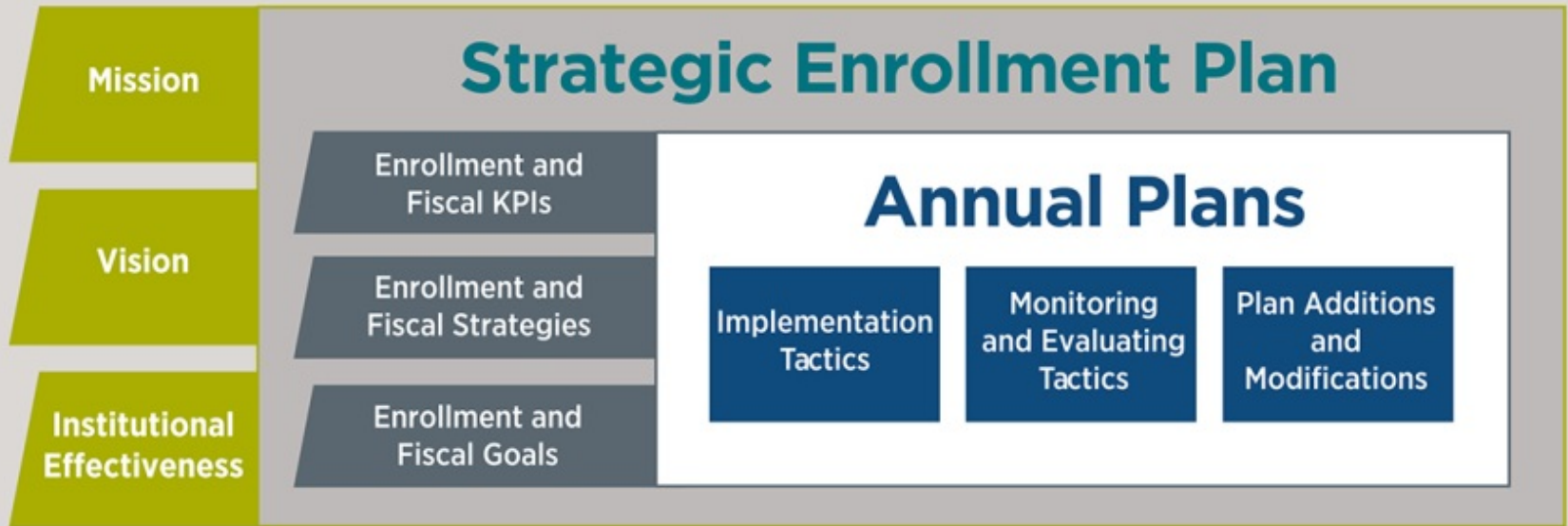Set goals then develop steps to achieve those goals

Strategic Planning

Align organization with its environment to promote stability, sustainability, growth, and/or excellence
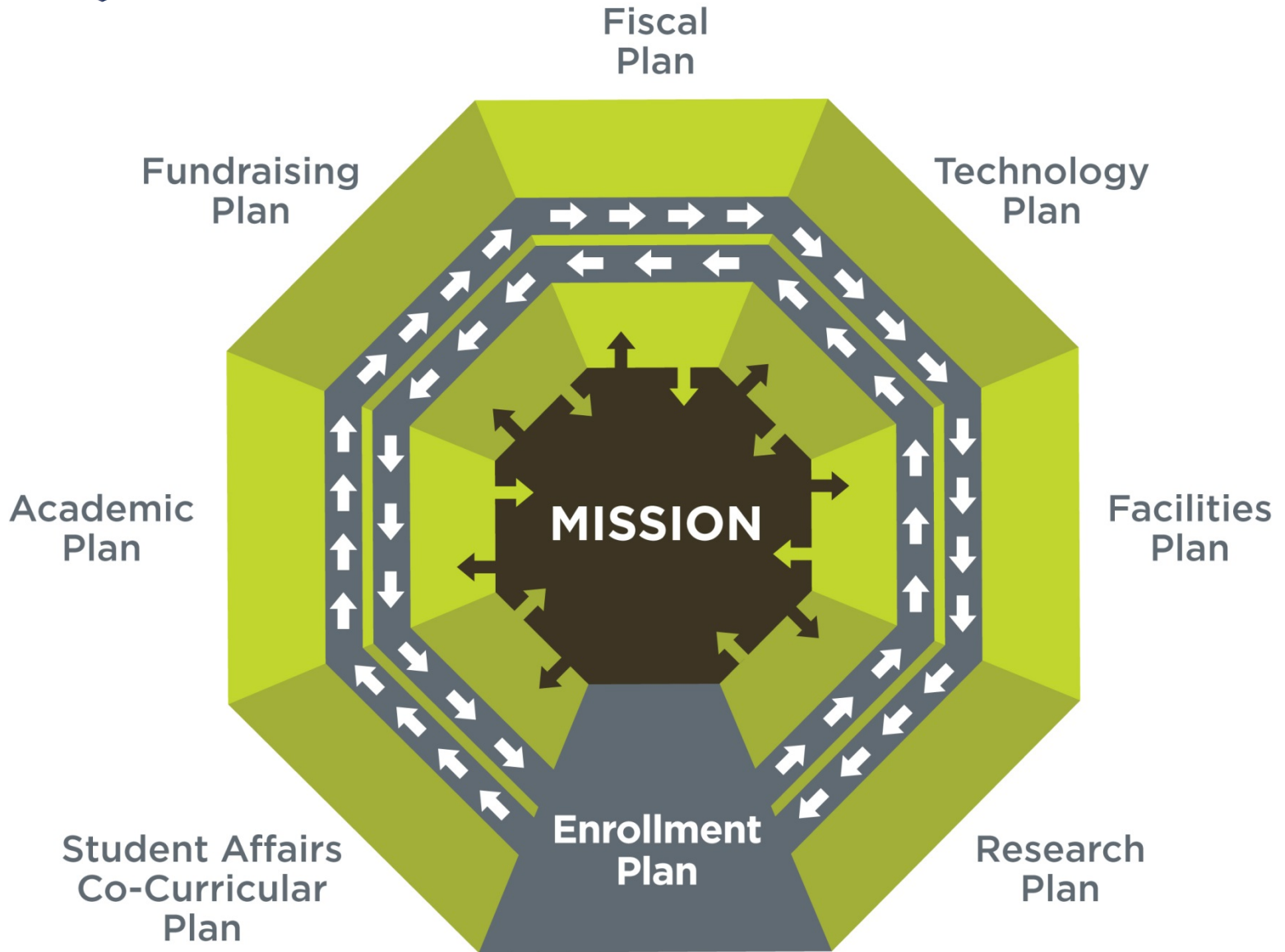
Strategic enrollment planning is a continuous and data-informed process that:

- 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.

Active Planning

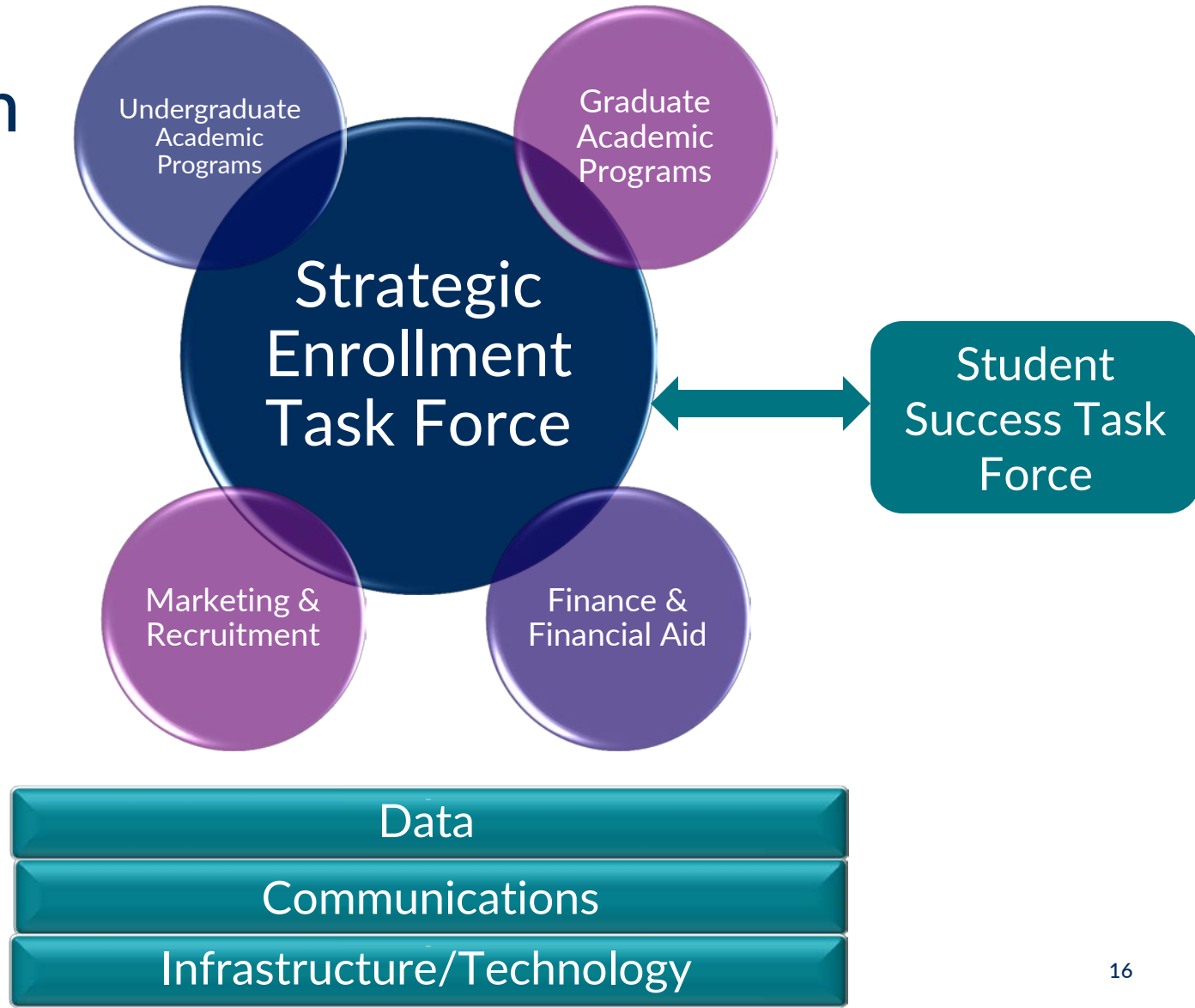| Leadership Engagement	
Agreement on Process	Planning Context

Grounded in Data		
Internal	CURRENT	External

Broad Participation		
Leadership	Communication	Right People

Phases of strategic enrollment planning

Preparation & Data Analysis
- Preparation
- Key Performance Indicators
- Data Collection
- SWOT Identification
- Situation Analysis

Strategies
- Strategy Ideation
- Action Plan Development
- ROI Considerations
- Strategy Prioritization

Enrollment Goals
- Enrollment Projections
- Goal-Setting
- Finalize Written Plan

Implementation & Continuation
- Implementation of Plan
- Monitoring and Evaluation
- Refresh Situation Analysis
- Plan Modifications and Revisions

Continuous process

SEP Timeline

Visit Number	Date	Objectives/Focus
One	November 7-8, 2017	SEP process discussion with leadership; solidify organization; identify preliminary planning assumptions and KPIs; set the stage
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Eight	Fall 2018	Implementation follow-up

UTSA's SEP Organization

Strategic Enrollment Task Force

- Undergraduate Academic Programs
- Graduate Academic Programs
- Marketing & Recruitment
- Finance & Financial Aid

Student Success Task Force

Data

Communications

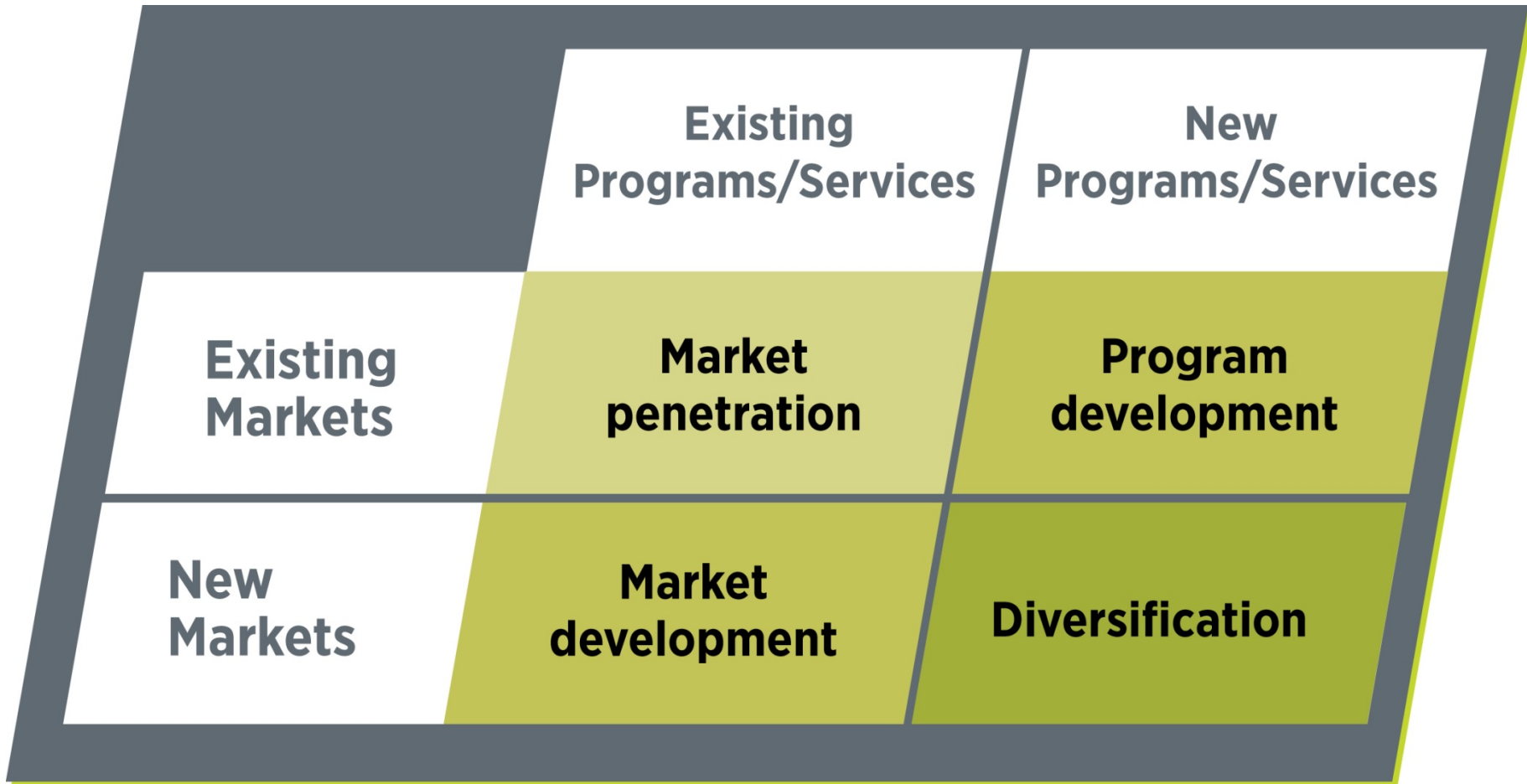Infrastructure/Technology

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Strategic Enrollment Task Force Responsibilities

- Coordinate data collection and review (with data team)
- Review the working groups' situation analyses
- Ensure the working groups meet and collaborate
- Strategy ideation
- Review and sharpen the strategy action plans
- Prioritize the SEP strategies
- Make recommendations to the President
- Write the plan
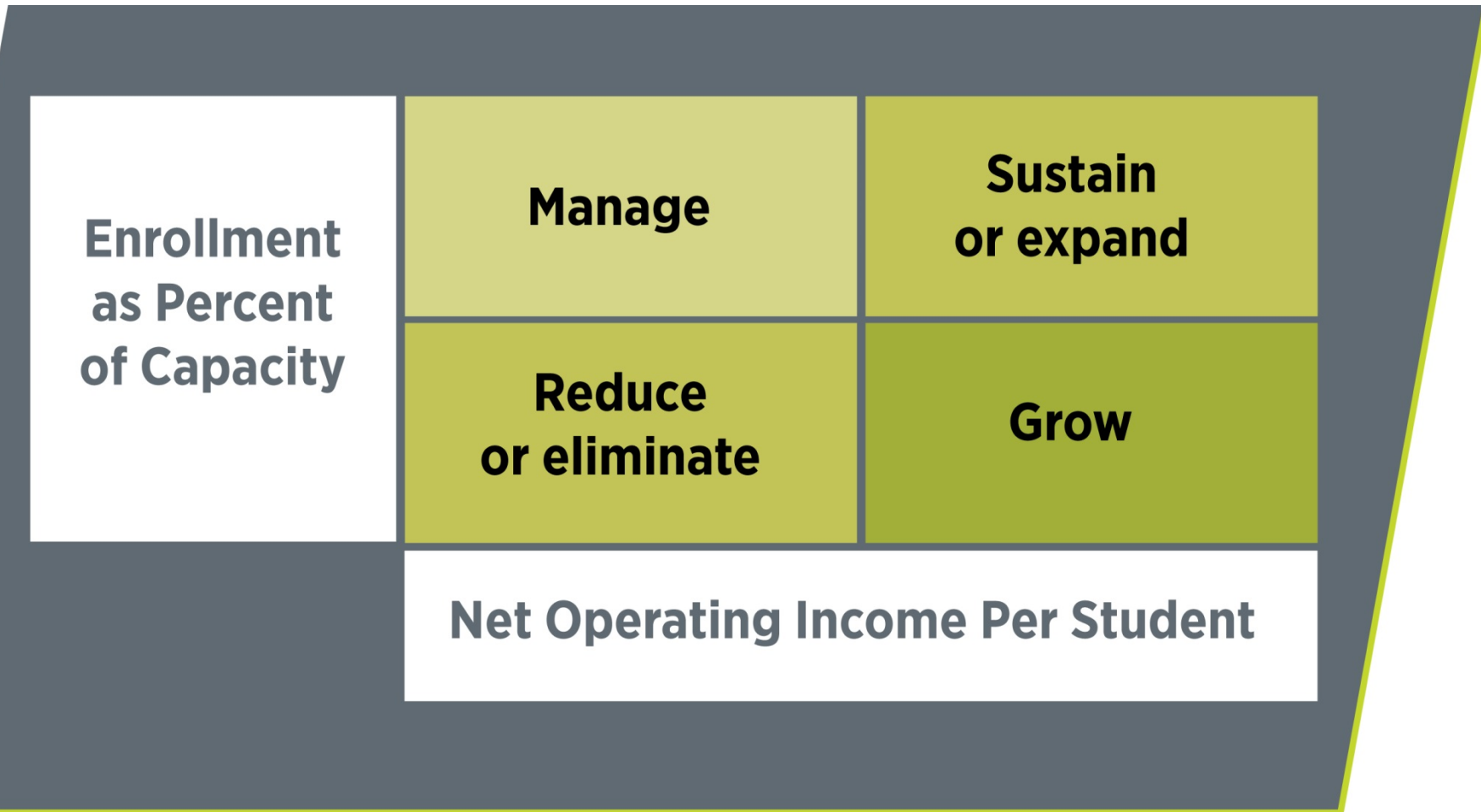- Ensure transition to the implementation and continuation phase

Working Group Responsibilities

- Focus area situation analyses

- Strategy ideation

- Develop long-term, practical, data-informed, and tangible action plans that are executable
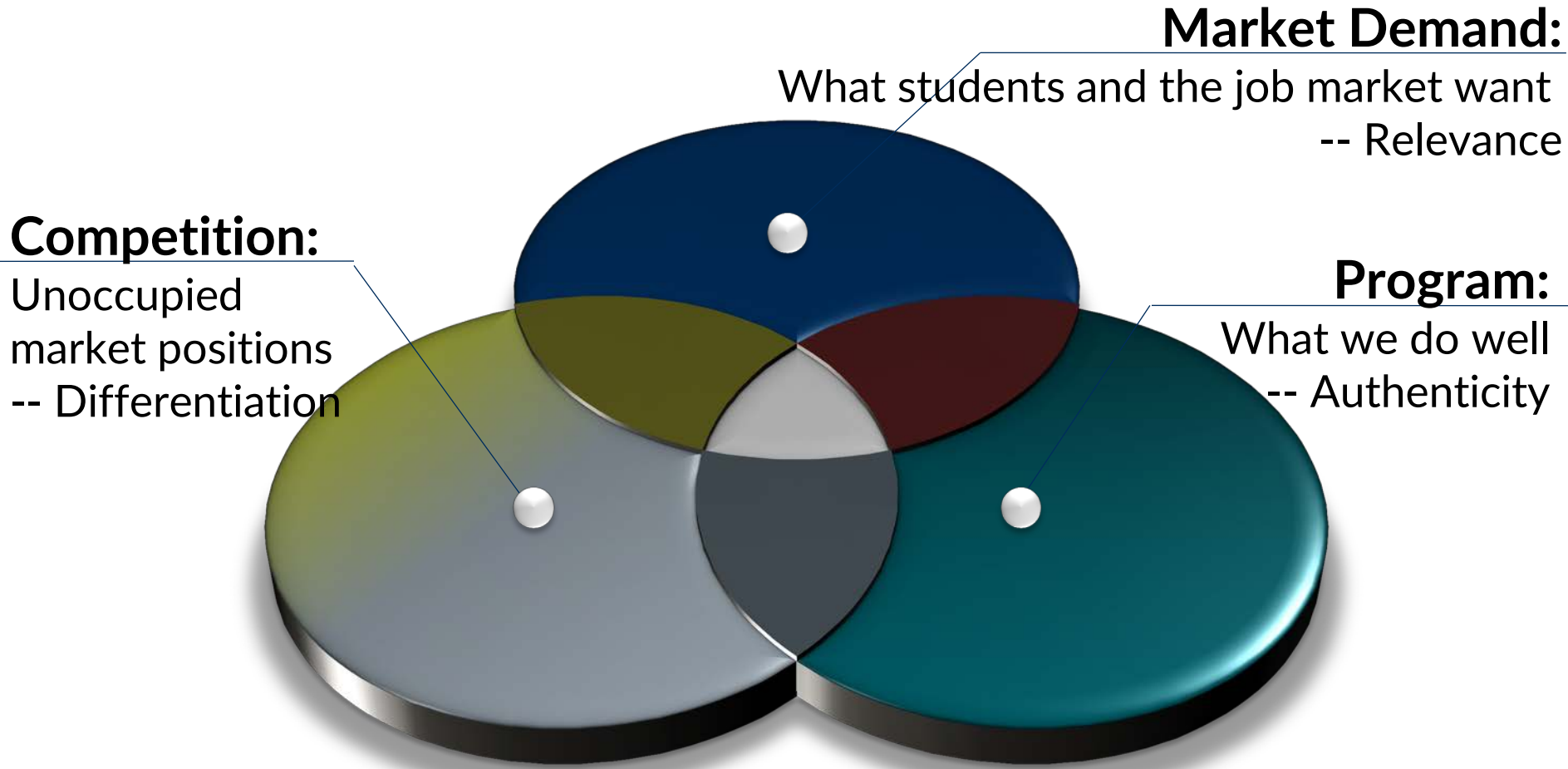
Enrollment growth strategy matrix

	Existing Programs/Services	New Programs/Services
Existing Markets	Market penetration	Program development
New Markets	Market development	Diversification

Academic and co-curricular programs

Enrollment as Percent of Capacity	Manage	Sustain or expand
	Reduce or eliminate	Grow
	Net Operating Income Per Student	

Competition, market demand, program strength

Market Demand:
What students and the job market want
-- Relevance

Competition:
Unoccupied
market positions
-- Differentiation

Program:
What we do well
-- Authenticity

A Balanced Plan

- **Program** (academic, co-curricular, services, support)
- **Place** (on-site, off-site, online, hybrid)
- **Price and Revenue** (tuition, fees, discounts, incentives)
- **Promotion** (marketing, recruitment, web presence)
- **Purpose and Identity** (mission, distinctiveness, brand)
- **Process** (data-informed, integrated planning)

Planning Assumptions and Key Performance Indicators

Planning Assumptions

- There will continue to be growth in the number of high school graduates in Texas.
- SEP will consider both the Main Campus and the Downtown Campus.
- Ours is a highly competitive environment for enrollment.
- SEP will consider opportunities that extend beyond Texas.
- SEP will reconsider admission criteria at the University and college level.
- Transfer students represent a significant portion of UTSA enrollments, and transfer enrollment growth is important.
- Each SEP strategy should be revenue aware.
- UTSA serves a high-need population.
- SEP informs and should be informed by other institutional planning efforts.
- SEP will be aware of the needs of traditional and lifelong learners.
- SEP will consider a variety of instructional delivery modalities.
- SEP will consider UTSA's role as a Hispanic Serving Institution (HSI).
- SEP will consider UTSA's heavy first-generation population.

Planning Assumptions

- SEP will consider UTSA significant military and military family population.
- SEP will need to consider the multicultural discovery enterprise, urban-serving, and world-engaged themes.
- SEP will consider UTSA's large part-time enrollments.
- UTSA has reached its on-campus housing capacity on Main Campus.
- SEP should not assume increases in state funding.
- SEP should not assume significant increases in tuition rates.
- SEP will consider how to enhance UTSA's brand position.
- SEP will lead to an optimal mix between graduate and undergraduate enrollments.
- SEP will consider the changing demographic profile of our students.
- SEP will be responsive to changes in instructional technology and materials.
- SEP will be consistent with UTSA's mission, vision, and values.

Planning Assumptions

- Increases in enrollment through SEP will necessitate investments in faculty lines.
- San Antonio is a working-class city with a relatively small corporate base.
- SEP will consider graduate student success, development, and quality of life.
- SEP will deal with our "unfinished business."
- SEP will consider international students.
- SEP will consider DACA students.
- SEP will be sensitive to the differences in needs between undergraduate and graduate students.
- SEP will consider potential enrollment pathways between K-12, undergraduate, and graduate programs.
- SEP will consider the student perspective in strategy development.
- Faculty engagement is a critical factor in student retention, persistence, and graduation.

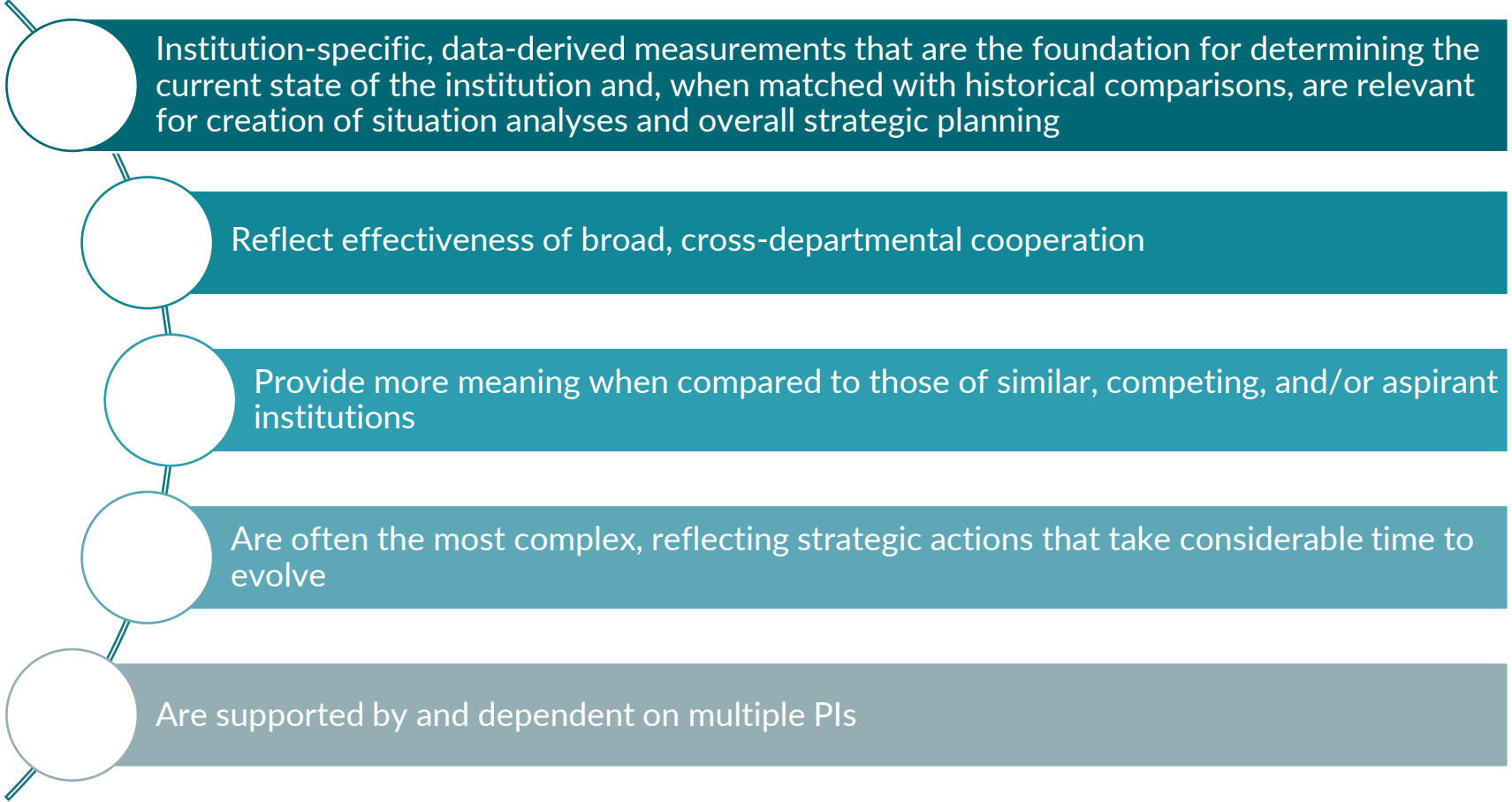# What are key performance indicators (KPIs)?

Key Performance Indicators

- KPIs are commonly-acknowledged measurements that are directly related and critical to the mission and fiscal health of the institution

Performance Indicators

- PIs are important measurements that are indirectly related to the mission and support critical performance metrics.

KPIs – Drive strategic enrollment management

Institution-specific, data-derived measurements that are the foundation for determining the current state of the institution and, when matched with historical comparisons, are relevant for creation of situation analyses and overall strategic planning

Reflect effectiveness of broad, cross-departmental cooperation

Provide more meaning when compared to those of similar, competing, and/or aspirant institutions

Are often the most complex, reflecting strategic actions that take considerable time to evolve

Are supported by and dependent on multiple PIs

Typical KPI Categories

Enrollment

Student Quality

Student Outcomes
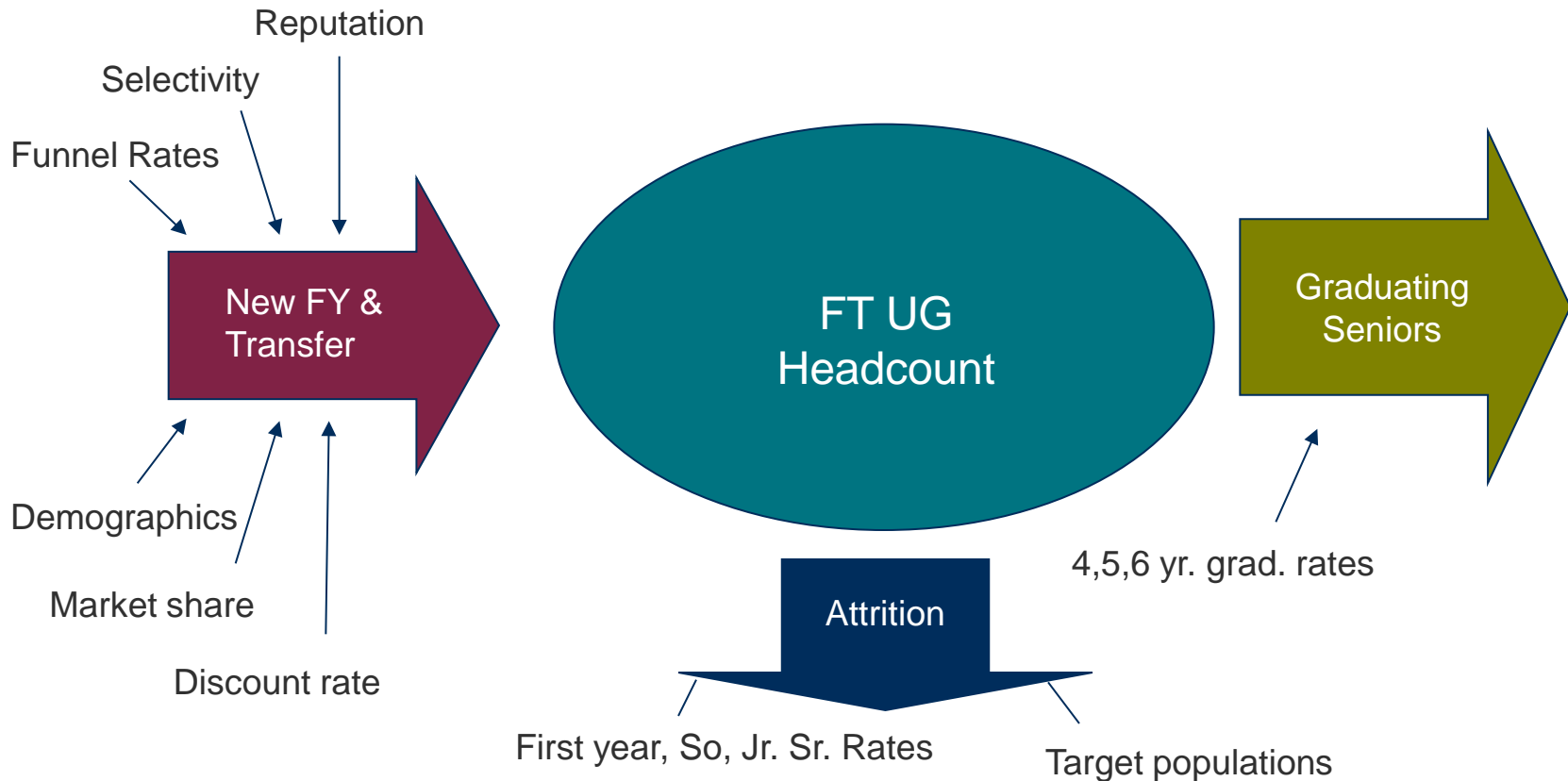
Market Position

Fiscal Health
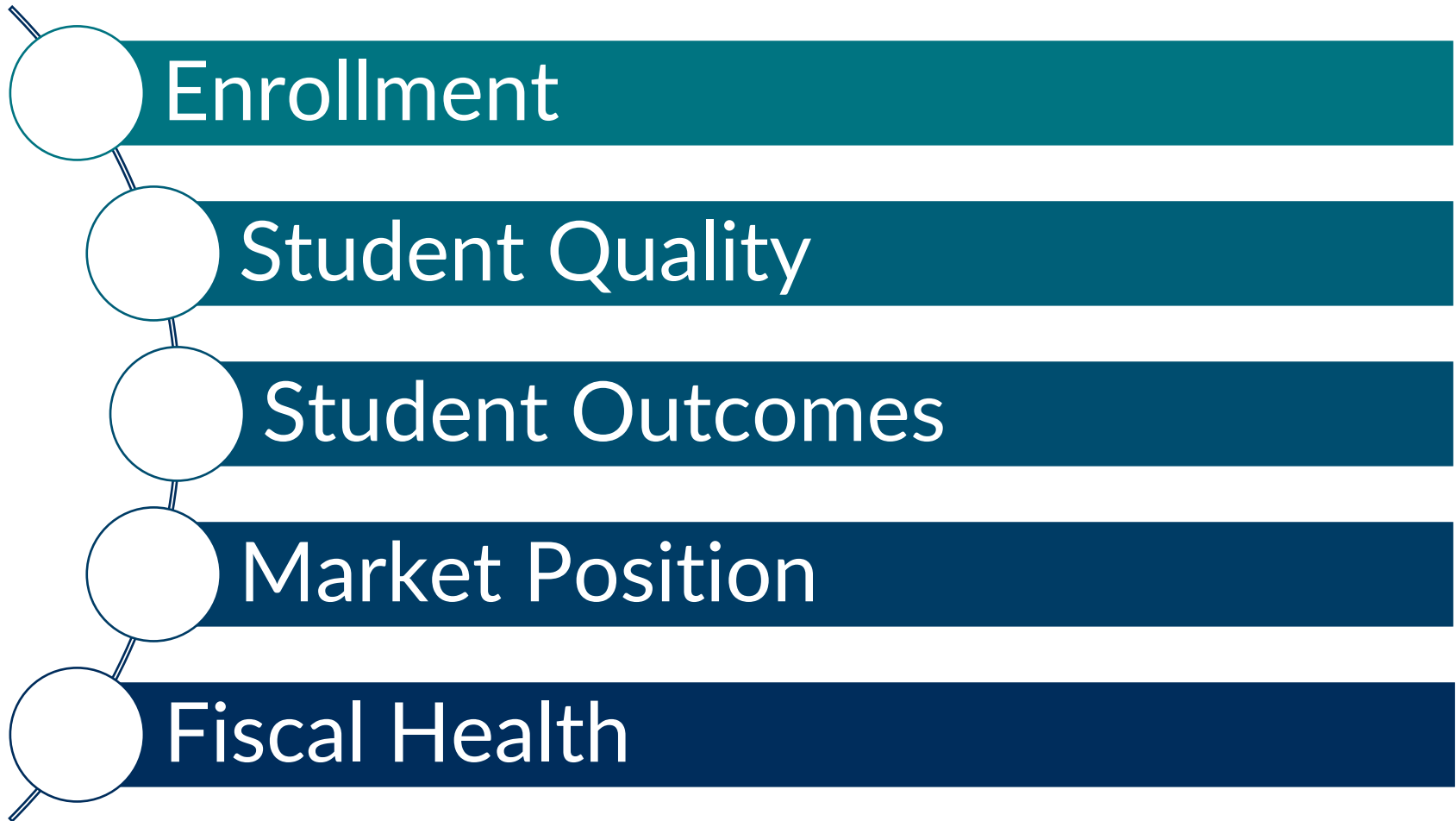
Why KPIs are so important

1. KPIs help **define and evaluate the institution's success** and its progress toward long range goals. They are often a part of the institution's data dashboard.

2. KPIs are the **unifying force** that brings together the institution's community to a common cause and vision. A small number of KPIs helps ensure "top of mind" common cause.

3. KPIs **provide focus**, and, therefore, they are the **prerequisite** for efficient and effective strategic enrollment planning, especially for data analyses, strategy development, assessment, and evaluation.

KPIs are often the most complex, reflecting strategic actions that take considerable time to evolve

Example KPI: Full-time Undergraduate Headcount

Reputation

Selectivity

Funnel Rates

New FY & Transfer

Demographics

Market share

Discount rate

FT UG Headcount

Graduating Seniors

4,5,6 yr. grad. rates

Attrition

First year, So, Jr. Sr. Rates

Target populations

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Possible KPIs for UTSA

- Overall enrollment
- Retention rate
- Graduation rate
- Student academic profile
- Net tuition revenue
- Degrees awarded
- Credit hour production
- Post-degree placement
- Campus diversity and inclusion
- Formula funding per FTE

Preparing for the SWOT Identification

SWOT Elements Defined

- **Strengths** are existing internal characteristics – physical, human, and financial – that clearly contribute to institutional success and the achievement of enrollment goals.

- **Weaknesses** are existing internal characteristics that detract from institutional success and the achievement of enrollment goals.

- **Opportunities** are external factors that have the potential to be capitalized on by the university.

- **Threats** are external conditions that are obstacles to institutional success and achievement of enrollment goals.

. . . or the simplified version

Driving Forces: Strengths and Opportunities
Strategies must be developed to take full advantage of these forces.

Restraining Forces: Weaknesses and Threats
Strategies must be developed to:

- Manage the weaknesses and threats; and
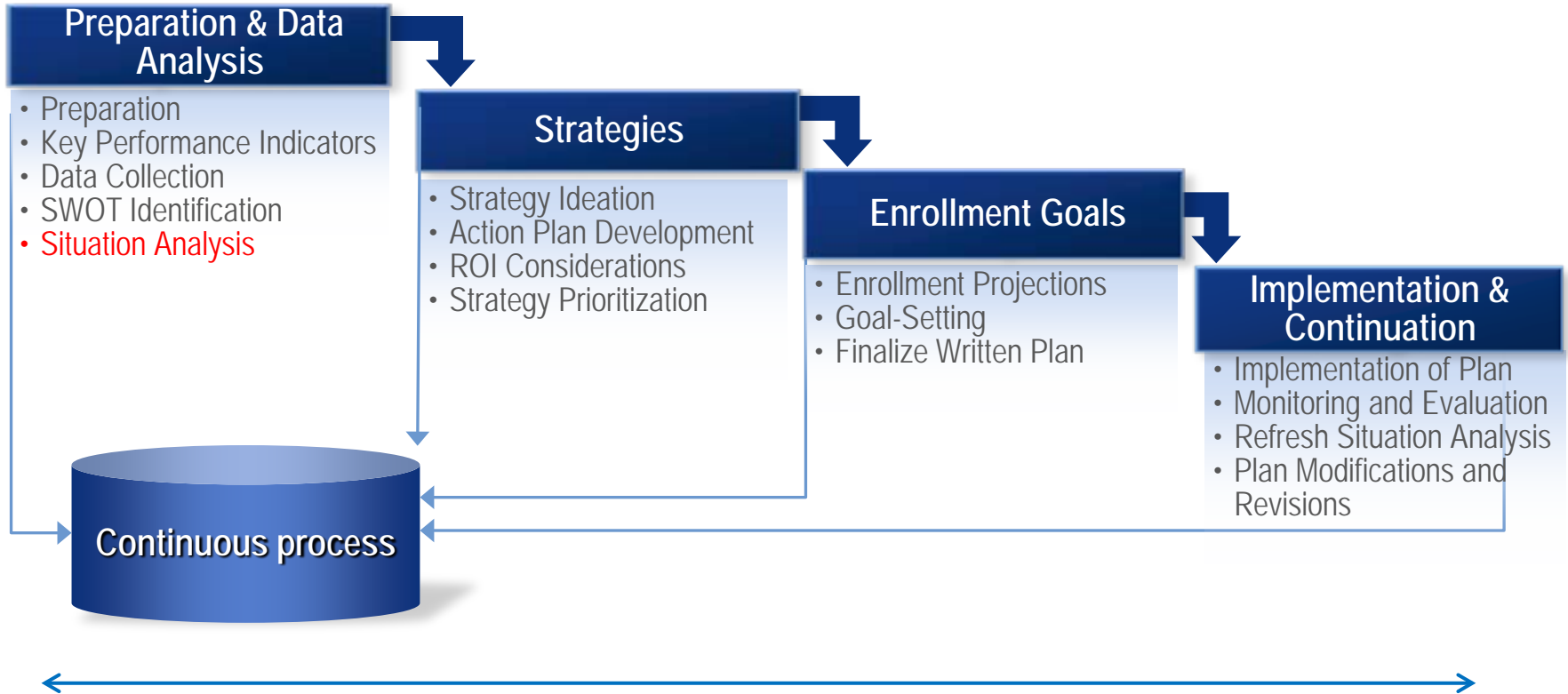- Turn institutional weaknesses into strengths

First Working Session – SWOT Identification

- Introductions
- Discuss and record strengths, weaknesses, opportunities, and threats for your focus area
- If you have time,
    - Begin exploring how your focus area connects to existing KPIs
    - Draft a preliminary list of data needs that may be important for your focus area
- Return at 12:30 for lunch

Preparing for the Situation Analysis

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Continuous process

A situation analysis. . .

- Provides an assessment of the current and projected strengths, weaknesses, opportunities and threats that need to addressed in the development of enrollment strategies.

- Should relate to the KPIs that have been identified earlier in the planning process.

- Should be based on both the best quantitative data that is available and the qualitative information and views of experienced environmental observers.

The situation analysis must therefore. . .

- *Quantify* threats and opportunities.
- Employ a blend of **written narrative** and the **visual representation of key data**.
- Create a **direct** link between identity, actions, and outcomes.
- *Motivate* specific actions with specific desired results.

Avoid letting data speak for itself

| Model Variable	Risk Category	Risk Threshold	At Risk Count	At-Risk Persistence
Campus Visit Flag	Educational Aspiration	Values of 0 - No Campus Visits	418	74.9%
Binned Institutional Rating	Academic Preparation	Categories with persistence rates below 78.1% - 75.0 or Lower	573	74.9%
Gender	Demographic	Values of 0 - Female	865	78.4%
No. of Days as Applicant	Educational Aspiration	Values below 203	465	77.0%
Binned Avg. HH Income	Financial Needs	Categories with persistence rates below 78.9% - $75,550 to $134,563	340	75.9%
Student Ethnicity	Demographic	Categories with persistence rates below 78.6% - Asian, Hispanic, or Black	187	73.8%

Guidelines for the data-informed analysis

- Data should be collected to support a narrative of mission and competitive strategy.

- Data claims in the narrative should be provided with comparative historical context.

- If there is no data, the claim is suspect.

- Does the story make sense in light of the data?

- Peers should review/critique the story.

Second Working Session – Data Needs and Initial Strategy Ideation

- Develop an initial list of your group's data and information needs as you begin to prepare a comprehensive situation analysis for your focus area.

- Capture any preliminary strategy ideas for your focus area. Based on your initial SWOT, what might UTSA do? What strategy ideas are already "out there" for your area?

- Organize yourself and make plans for your next meeting/e-discussion

- Strive for a 3:00 p.m. conclusion; we will not reconvene as a large group.

Where we are headed
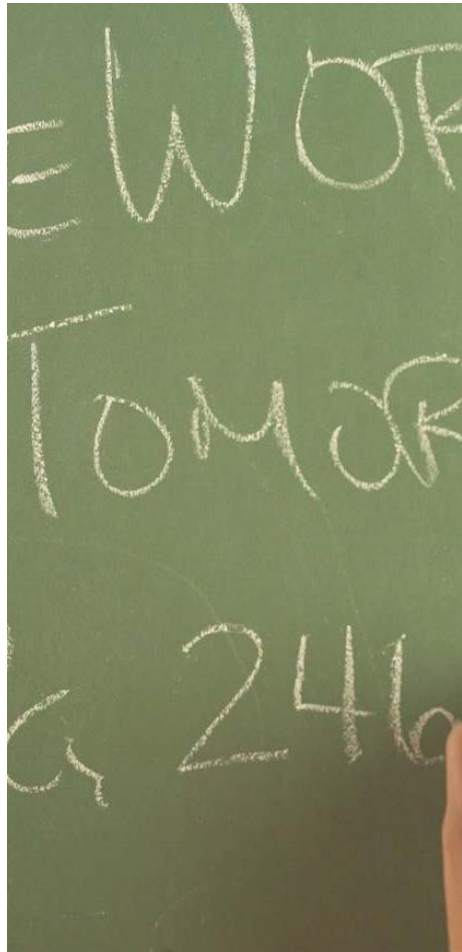
Working Groups:

- Coordinate through the Task Force on data collection

- Drafts of focus area narratives: start telling the data-informed story

- Identification of data points (PIs to support the narrative & that connect to KPIs)

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Questions and Discussion