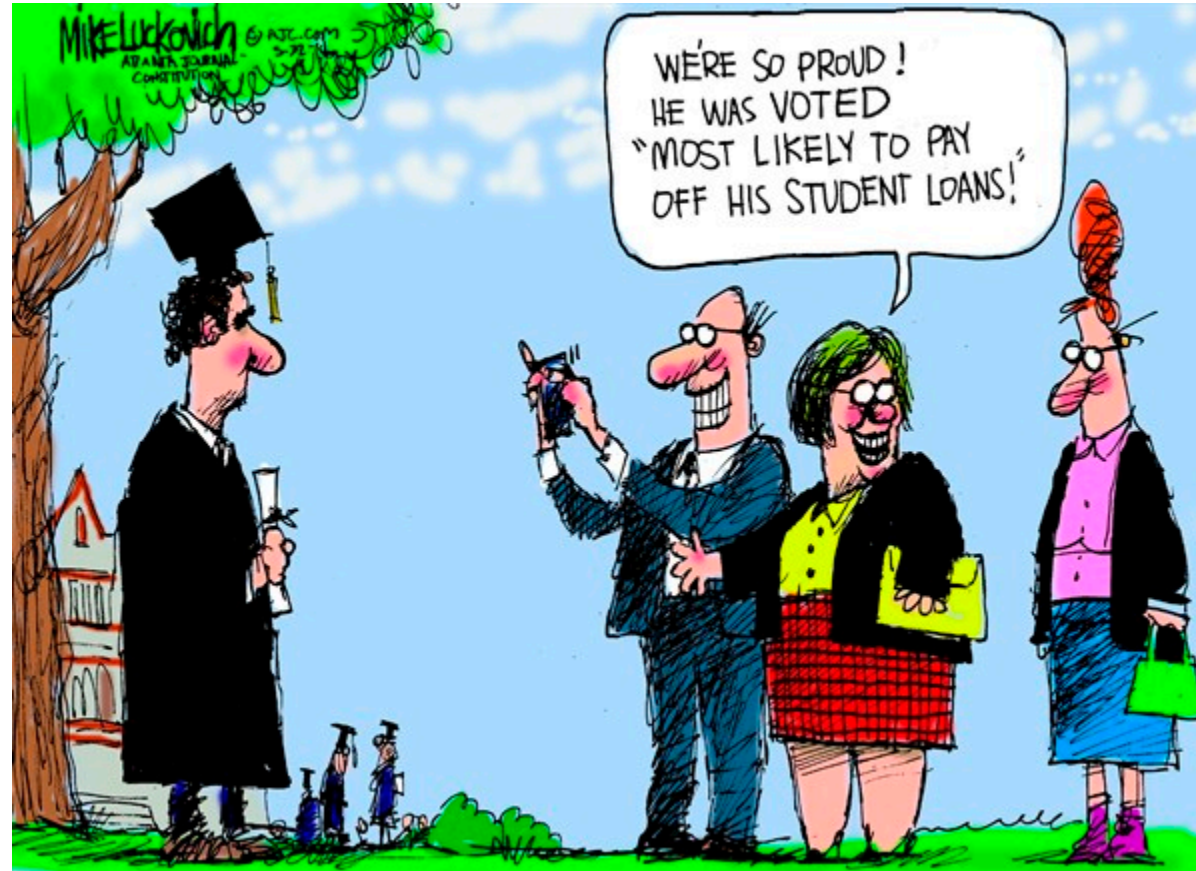# Enrollment & Institutional Strategy

Kristin Tichenor

Faculty Meeting, February 2019

Presentation Outline

- EM 101
- Cartoons
- Questions

Core Functions & Responsibilities

| Academic Support | UG Admissions | Grad Admissions | STEM Pipeline | Student Support |

IR / Data-Driven Decision-Making

Core Functions & Responsibilities

Academic Support

UG Admissions

Grad Admissions

STEM Pipeline

Student Support

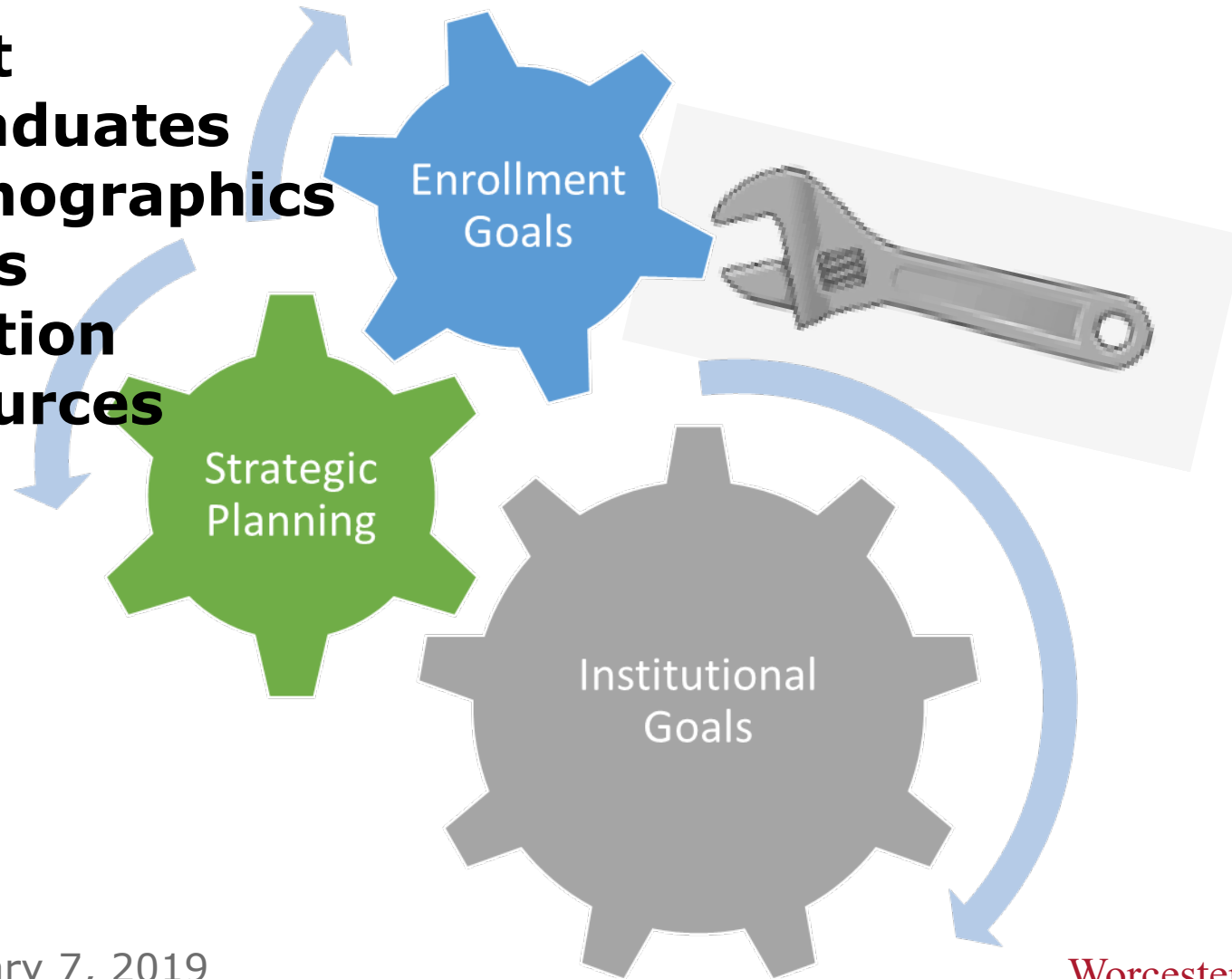IR / Data-Driven Decisio

Recruitment Revenue Reputation

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Theory...

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...and Practice

- **High Net Cost**
- **Fewer HS Graduates**
- **Regional Demographics**
- **Global Politics**
- **Stiff Competition**
- **Limited Resources**

Faculty Meeting, February 7, 2019

Worcester Polytechnic Institute

WPI faces strong competition from private peers for STEM students.

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Top Ten Competitors

Fall 2013

1. RPI
2. NORTHEASTERN
3. UMASS-AMHERST
4. UCONN
5. RIT
6. BU
7. UMASS-LOWELL
8. U OF ROCHESTER
9. LEHIGH
10. MIT

Fall 2017

1. NORTHEASTERN
2. UMASS-AMHERST
3. RPI
4. UCONN
5. RIT
6. BU
7. UMASS-LOWELL
8. PURDUE
9. GA TECH
10. U OF ILLINOIS

Source: National Student Clearinghouse (Nov. 2017)

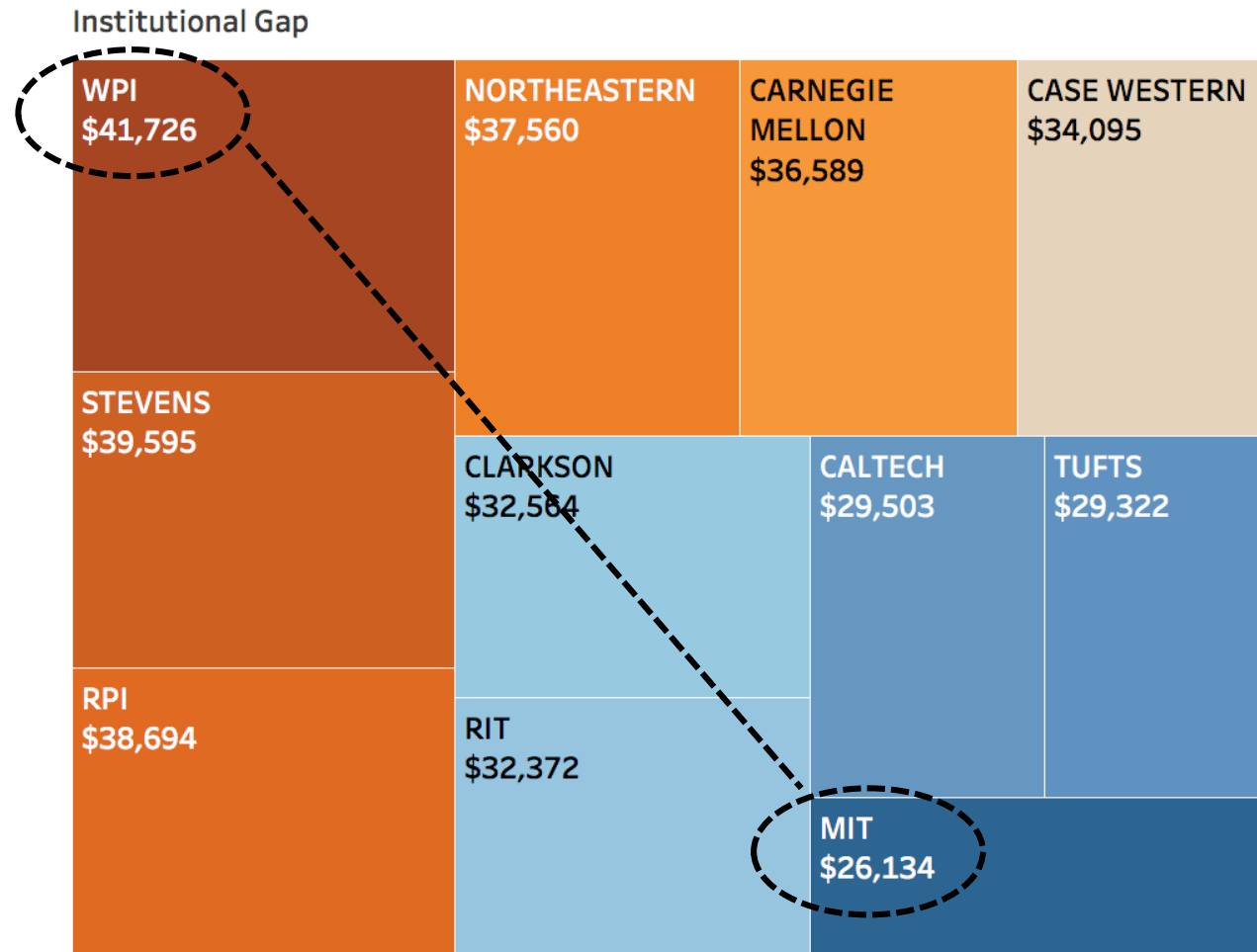Worcester Polytechnic Institute

Top Ten Competitors

Fall 2013

1. RPI
2. NORTHEASTERN
3. **UMASS-AMHERST**
4. **UCONN**
5. RIT
6. BU
7. **UMASS-LOWELL**
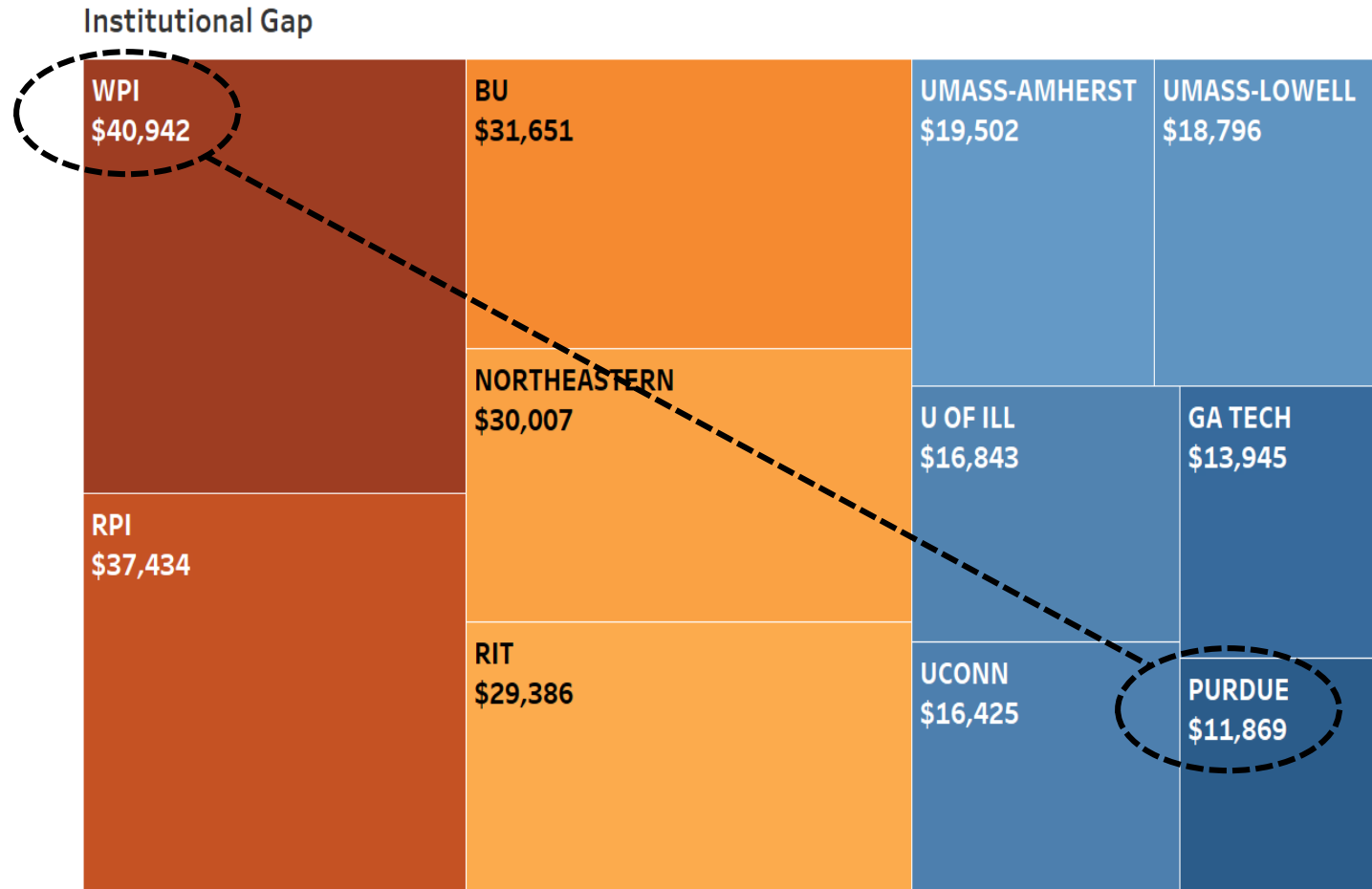8. U OF ROCHESTER
9. LEHIGH
10. MIT

Fall 2017

1. NORTHEASTERN
2. **UMASS-AMHERST**
3. RPI
4. **UCONN**
5. RIT
6. BU
7. **UMASS-LOWELL**
8. **PURDUE**
9. **GA TECH**
10. **U OF ILL**

Source: National Student Clearinghouse (Nov. 2017)

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WPI has the *largest institutional gap* among our private peers.

Institutional Gap

WPI $41,726	NORTHEASTERN $37,560	CARNEGIE MELLON $36,589	CASE WESTERN $34,095
STEVENS $39,595	CLARKSON $32,564	CALTECH $29,503	TUFFS $29,322
RPI $38,694	RIT $32,372	MIT $26,134	

Source: IPEDS 2015-16 Data (Oct. 2017)

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Institutional Gap for **ALL** Peers

Institutional Gap

WPI $40,942	**BU** $31,651	**UMASS-AMHERST** $19,502	**UMASS-LOWELL** $18,796
RPI $37,434	**NORTHEASTERN** $30,007	**U OF ILL** $16,843	**GA TECH** $13,945
	RIT $29,386	**UCONN** $16,425	**PURDUE** $11,869

Source: IPEDS 2015-16 Data (Oct. 2017)

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WPI continues to *achieve goals & increase tuition revenue*.

THE WALL STREET JOURNAL.

EDUCATION

Colleges Move to Close Gender Gap in Science

Nine of 10 largest STEM programs increased their share of women graduates, a WSJ analysis finds
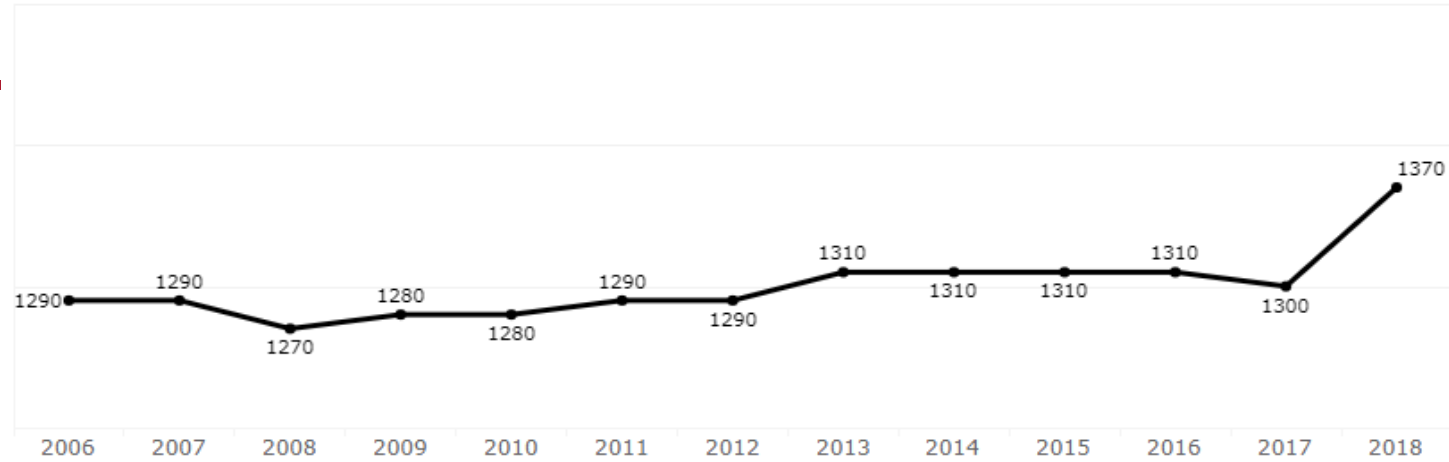

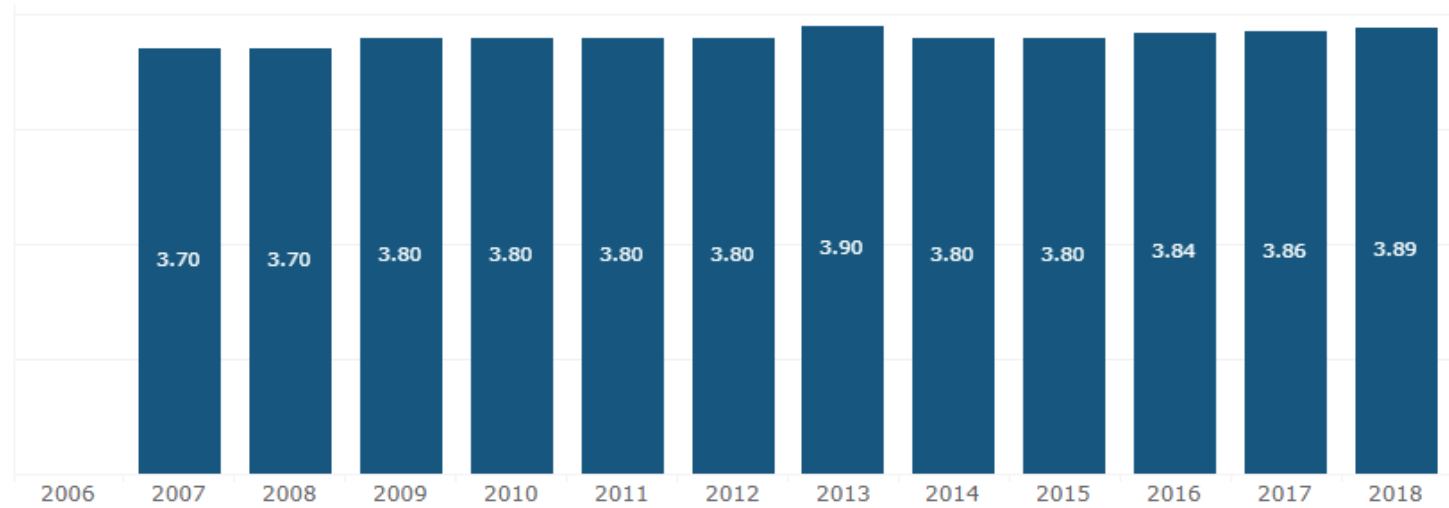Net Tuition Revenue per First-Year Student (2005-17)

$30,000

$28,000

$26,000

$24,000

$22,000

$20,000

$18,000

$16,000

Net Tuition Revenue Per Student

$17,969
$19,126
$21,100
$20,944
$19,943
$22,643
$23,637
$24,028
$23,782
$25,600
$26,583
$29,184
$28,604

2006 2008 2010 2012 2014 2016 2018

Year

Source: WSJ, College Scorecard

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Measures of Quality of the Incoming Class

Median SAT Score

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1290	1290	1270	1280	1280	1290	1290	1310	1310	1310	1310	1300	1370

Average HS GPA

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
	3.70	3.70	3.80	3.80	3.80	3.80	3.90	3.80	3.80	3.84	3.86	3.89

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Strong Retention and Graduation Rates

Retention and Graduation Rates by Fall Cohort (with trend)
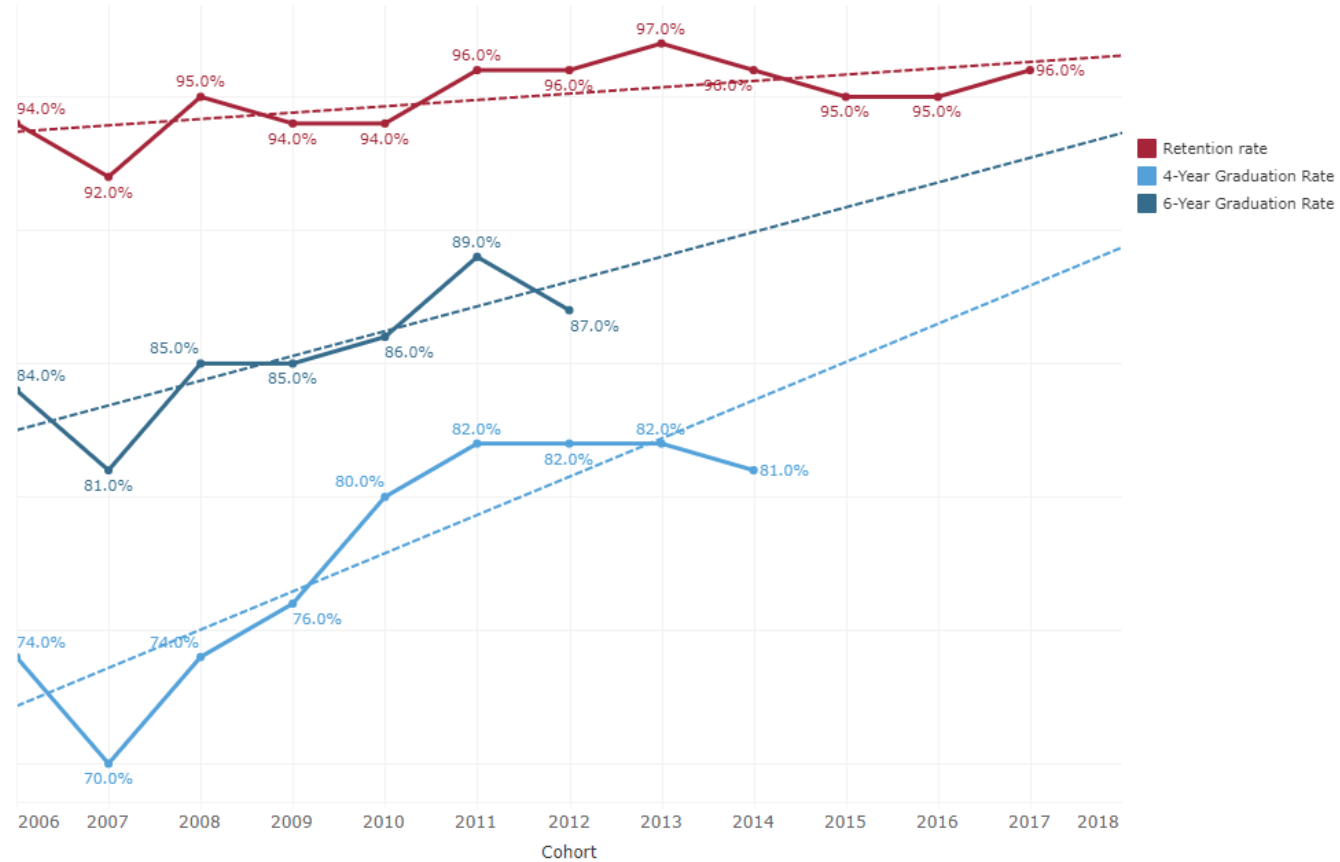
Worcester Polytechnic Institute

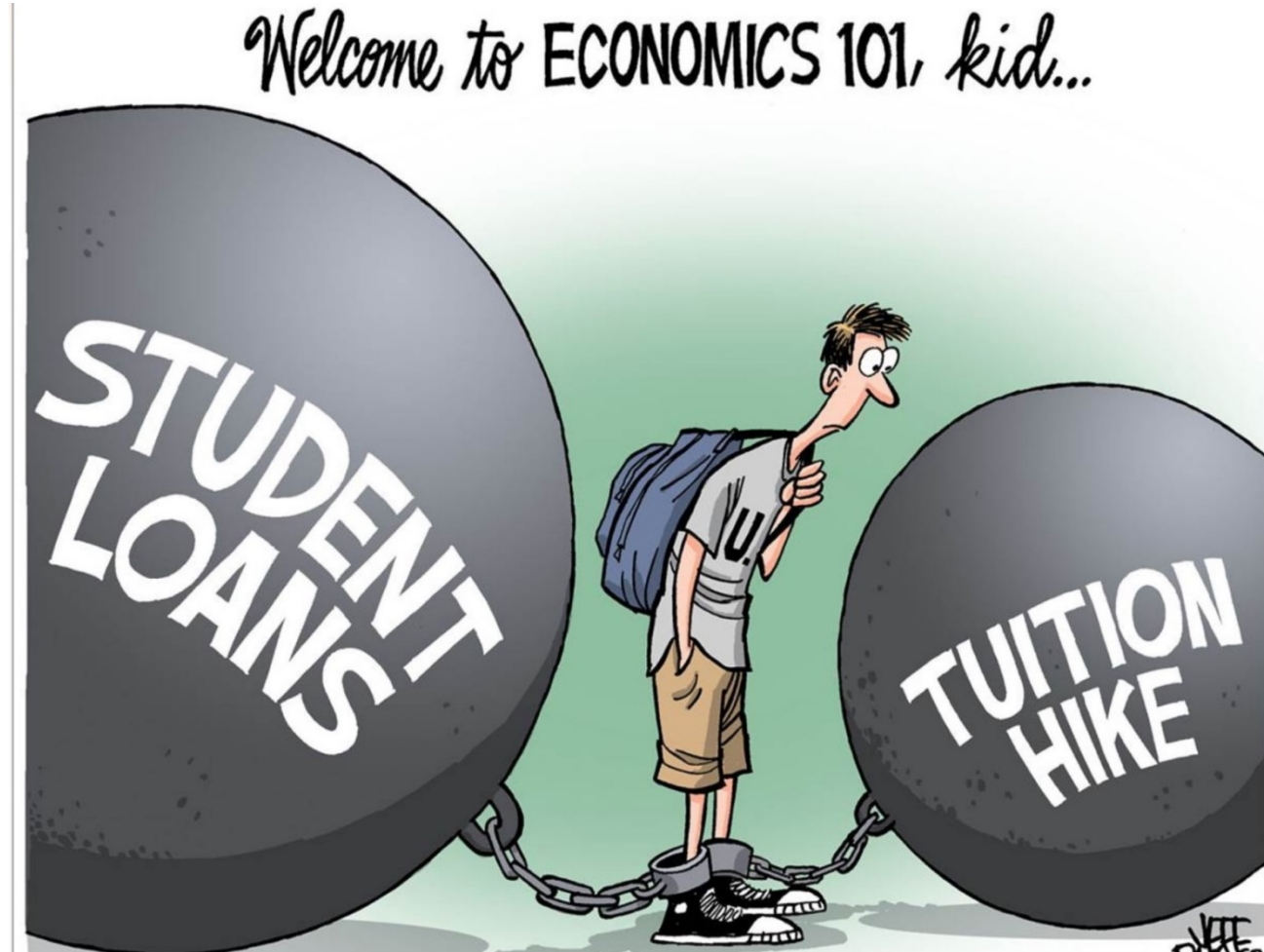# Building a STEM Pipeline

"I never asked to be a part of the WPI Launch program but from there on out I have declared that if I could learn for a living, I would. The WPI program has, for two years now, been the highlight of my summer….There isn't a solid curriculum, just the goal to teach in an engaging way that ends up exciting and new…The summer programs at WPI have made an impression on me that I would have never expected."

- Excerpt from Frontiers application, 2019

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Recruiting the Right Students

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Making WPI Affordable

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Meeting Revenue Goals

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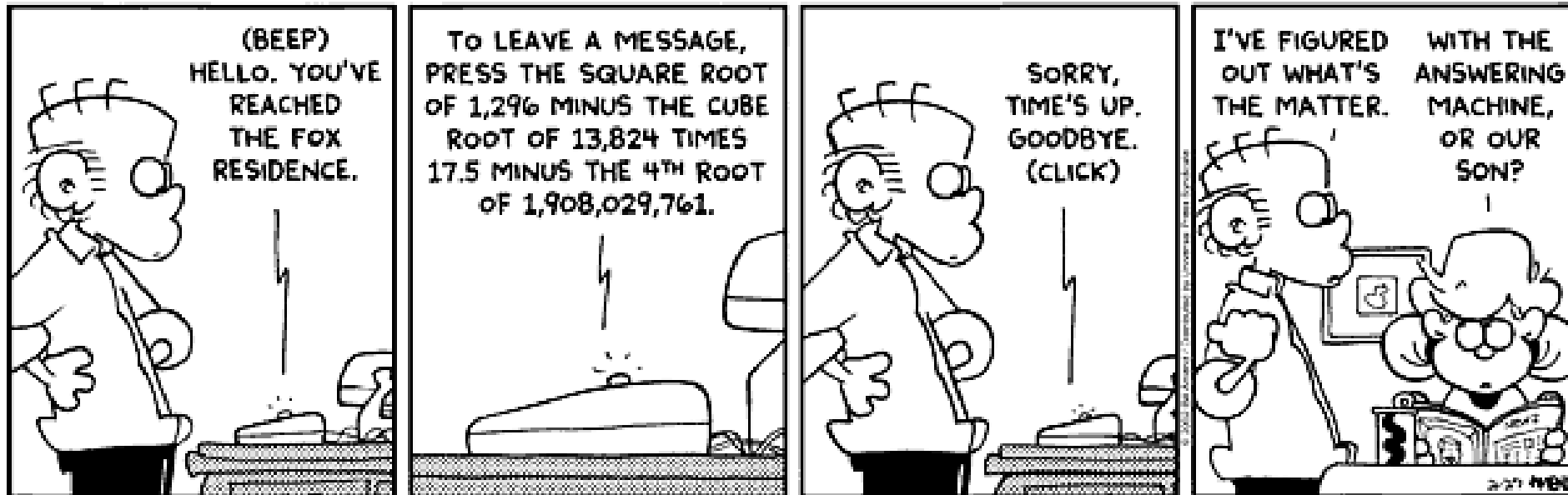
Institutional Research: Analytics for All!

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The role of the faculty…

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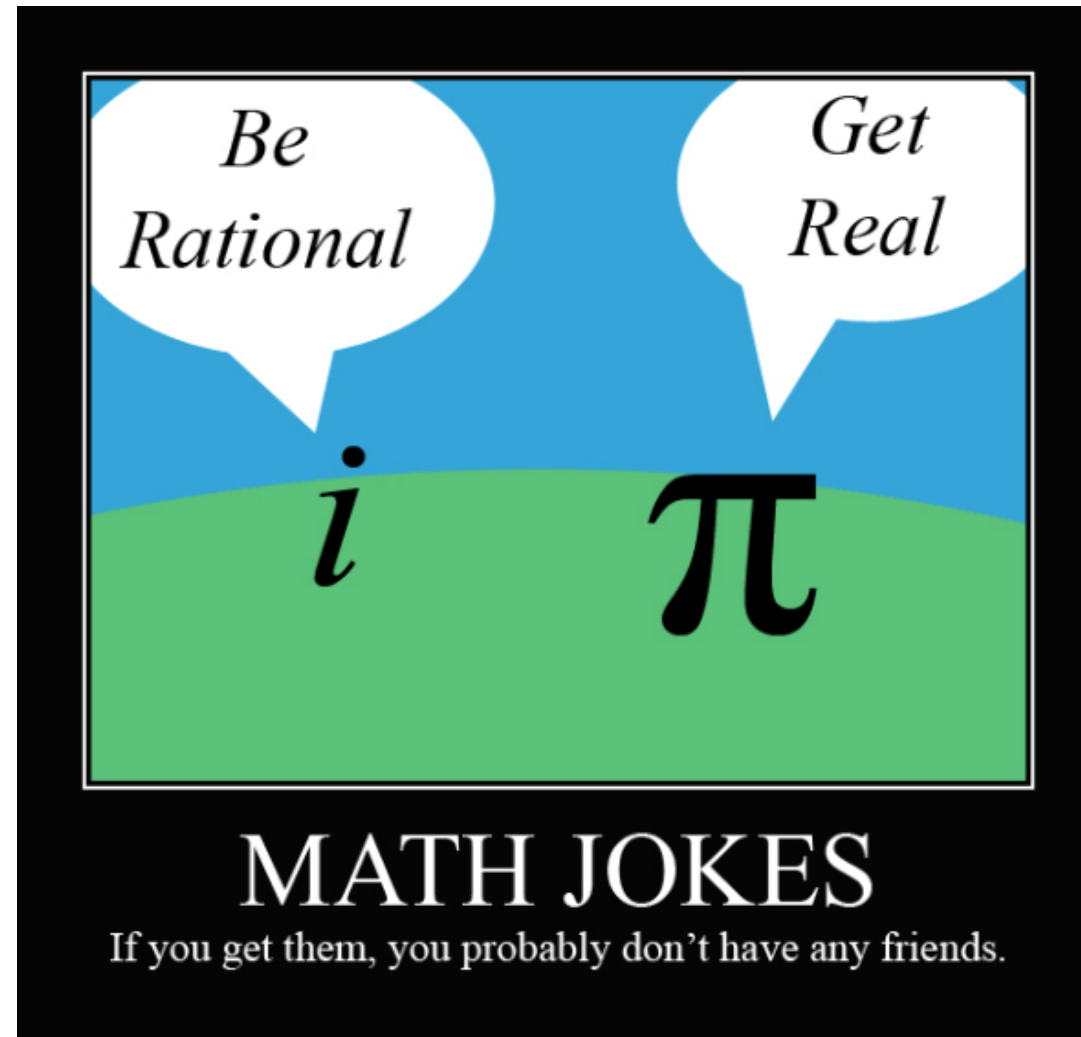
Where do we go from here?

Failure is not an option

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Questions?

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We can get a general sense of aid award competitiveness via IPEDS.

$$\frac{\text{Cost of Attendance} - \text{Average Institutional Aid}}{}$$

"Institutional Gap"

Not to be confused with an individual student's gap (which accounts for EFC)

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Supporting Student Success

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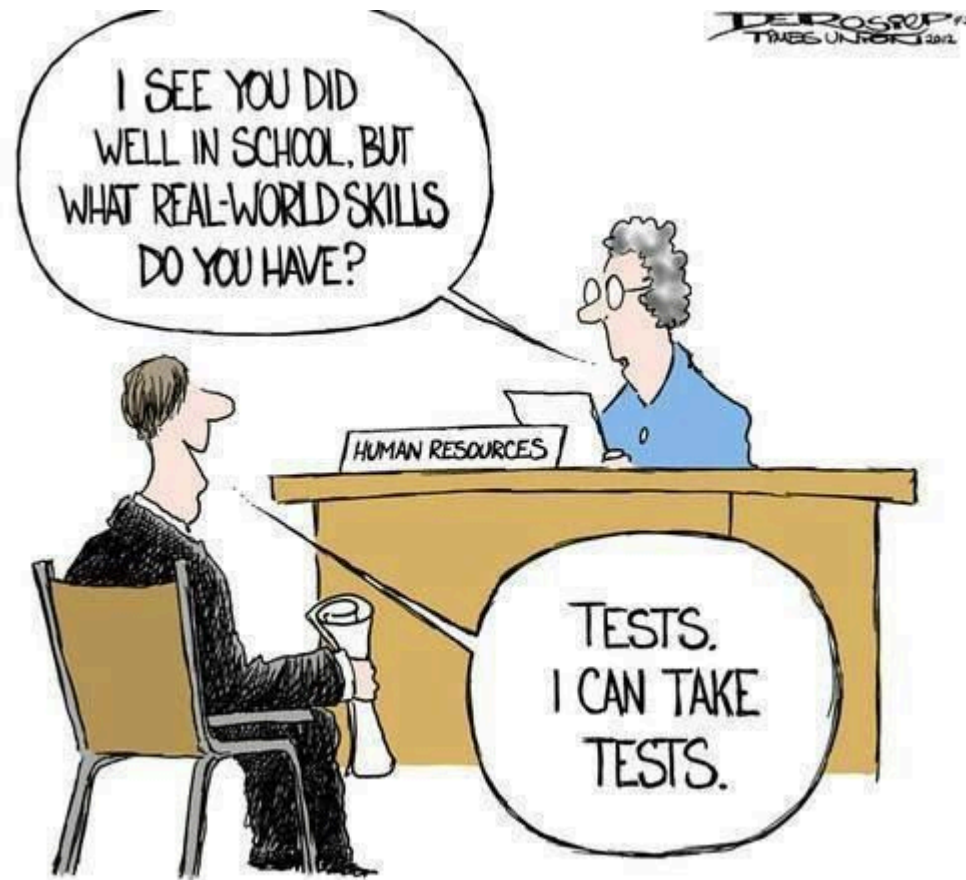
Core Functions & Objectives

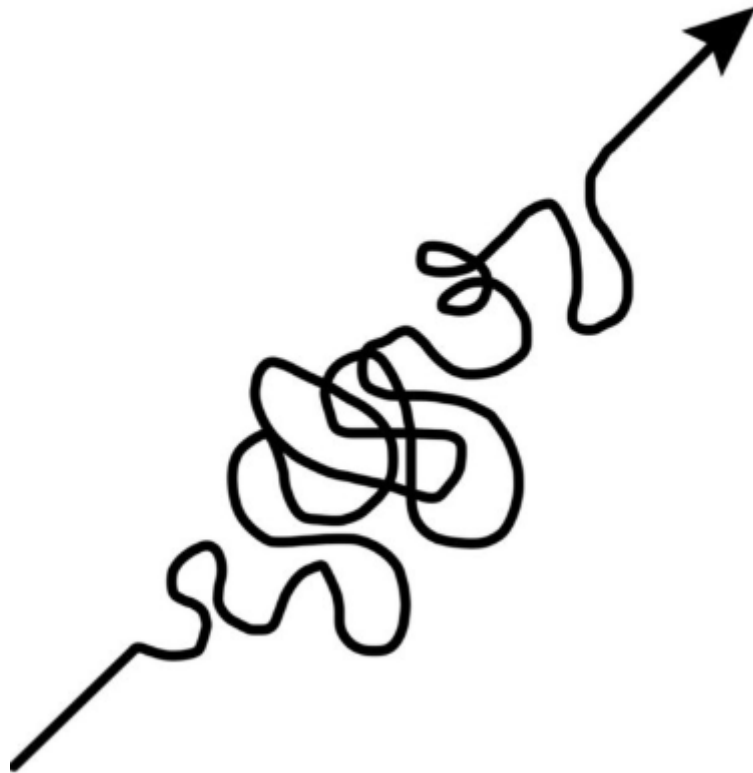|	
UG Enrollment Services	• Revenue & Reputation • Quality & Diversity
Grad Enrollment Services	• Revenue • Research
Institutional Research	• Data-Driven Decision-Making • Analytics for All
Pre-Collegiate Outreach	• Recruitment Pipeline • Talent Development
Office of the Registrar	• Academic Integrity • Student Success
Office of Multicultural Affairs	• Recruitment • Retention

EM = Getting the best students to and through WPI

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SUCCESS

APBP February 12, 2018

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Core Functions & Objectives

UG Admissions & Aid	• Revenue & Reputation • Quality & Diversity
Grad Admissions	• Revenue • Research
Institutional Research	• Data-Driven Decision-Making • Analytics for All
Pre-Collegiate Outreach	• Recruitment Pipeline • Talent Development
Office of the Registrar	• Academic Integrity • Student Success
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Step Four: Supporting Student Success

APBP February 12, 2018

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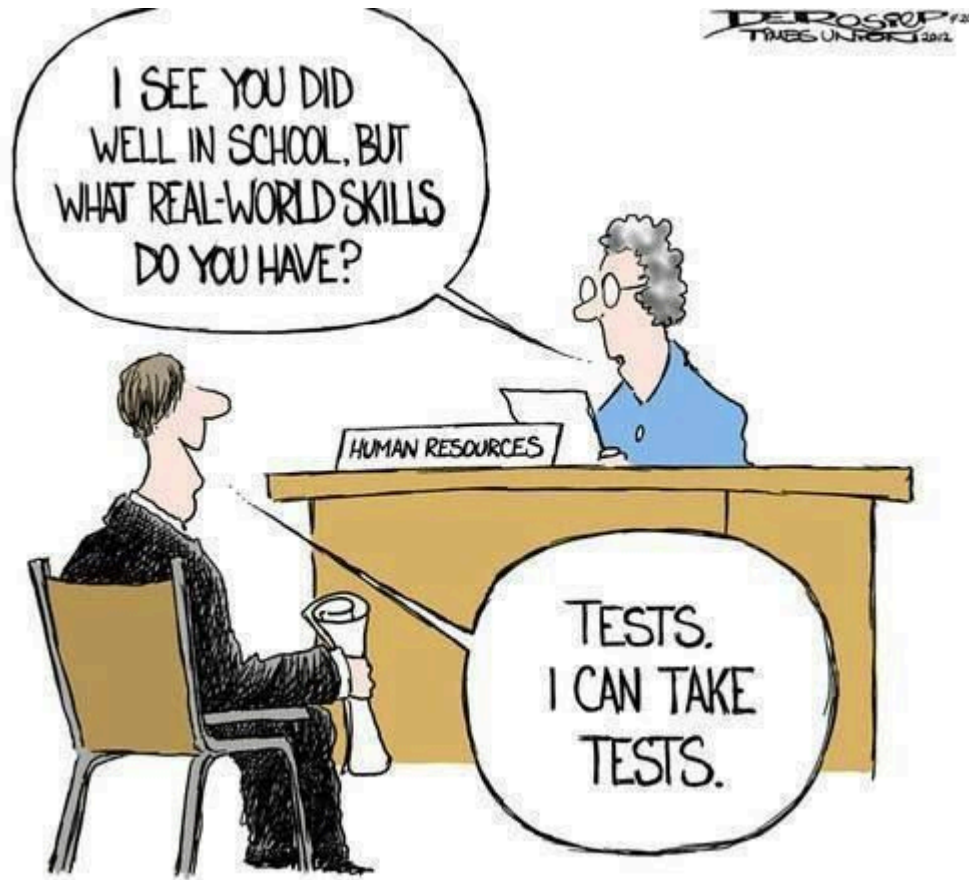
"Let's change 'brink of chaos' to 'Everything is wonderful.'"

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Enrollment Trends – Undergraduate

- Increasingly competitive marketplace

- High price-sensitivity

- Changing demographics

- Earlier application process (Adm & Aid)

Entering Class by Application Type

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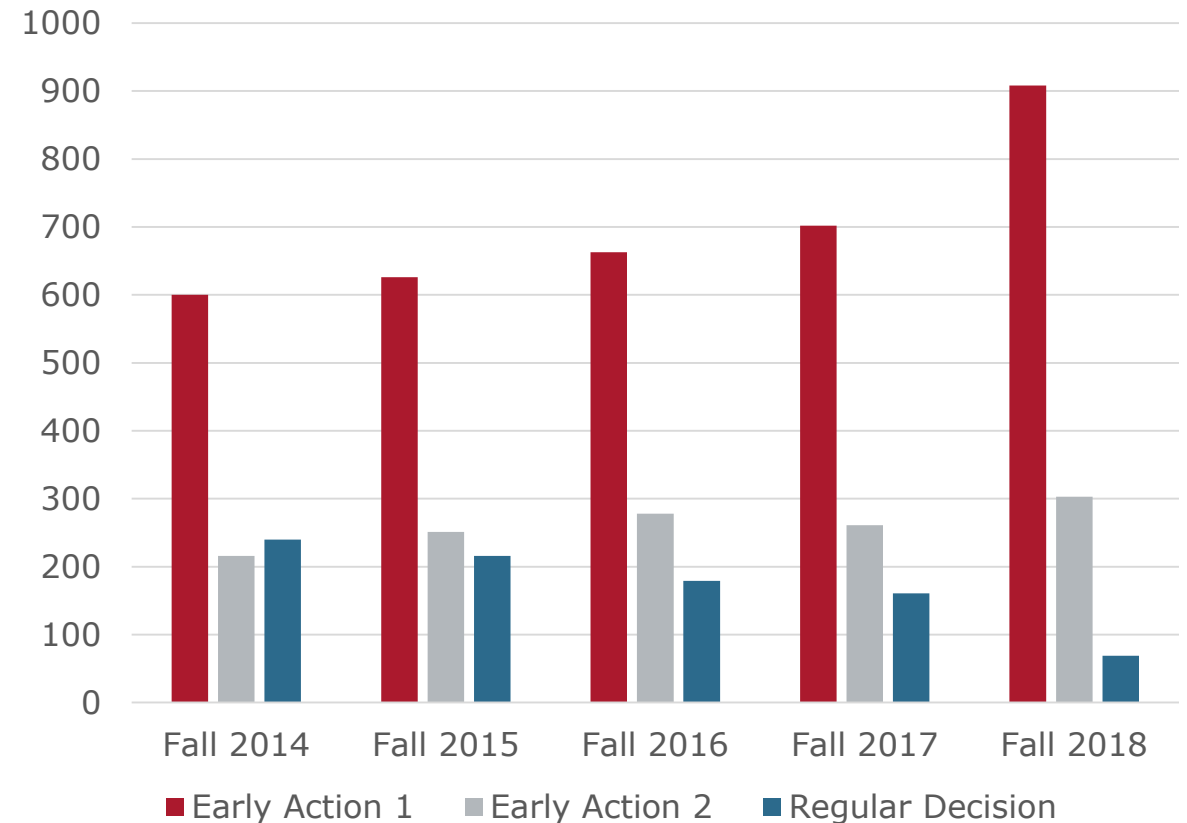
Enrollment Trends – Graduate

- Decrease in graduate apps for Fall 2019

- Concerns about pursuing graduate studies in the U.S.

- Graduate attrition rate of ~20-25%
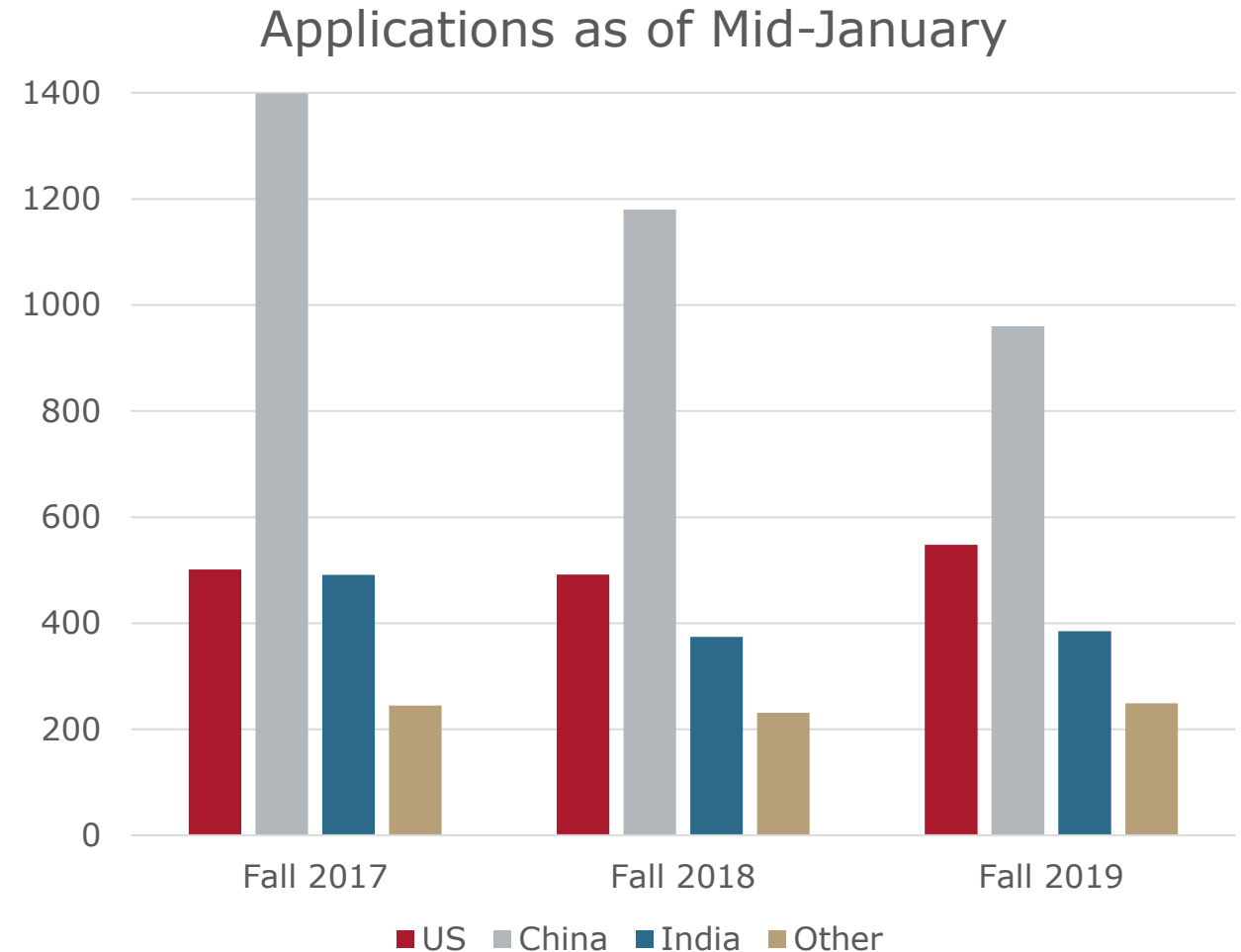
- STEM PhD candidates in high demand

Applications as of Mid-January

Legend: US, China, India, Other — Fall 2017, Fall 2018, Fall 2019

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Tableau: Data Analytics for All!

- Launched in April 2017, Tableau has grown to encompass all divisions across WPI

- Tableau Server Statistics
  - **407** Users
  - **59** Groups
  - **193** Workbooks
  - **756** Dashboards
  - **30** Datasources
  - **29** Projects

- This has all been accomplished with existing resources (after initial investment)

- Availability of data dashboards 24/7 has allowed increased efficiency and productivity for WPI

Elevate
Impact

A Strategic Plan for WPI
2015-2018

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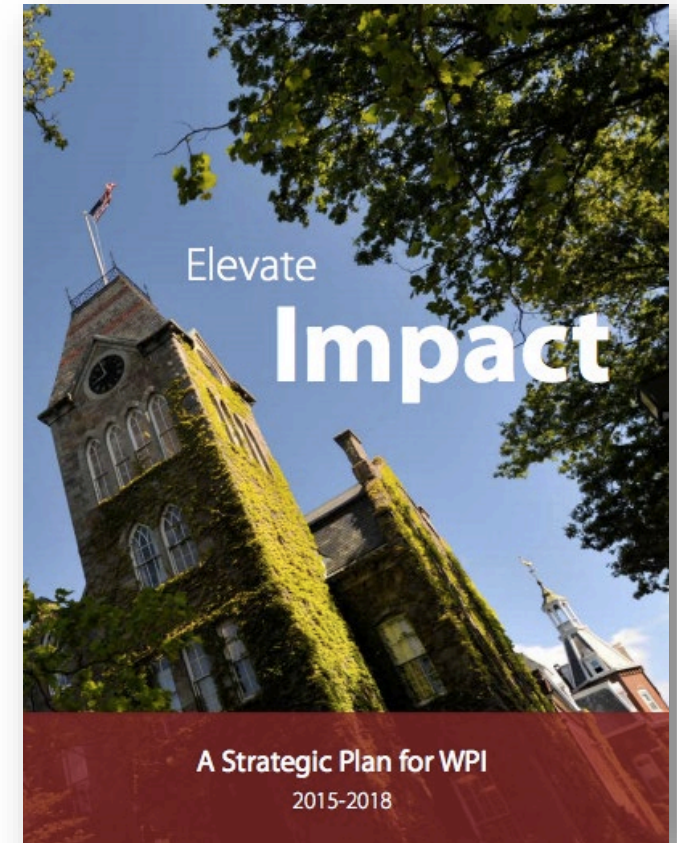
Workday—All Hands on Deck!

- Workday Payroll validation dashboards (huge time savings!)
- Custom report-writing for Workday Finance
- Enrollment IA = Reporting Lead for Workday Student

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Divisional Risks

- Global politics
- High net price in a price-sensitive market
- Departmental role in grad recruitment process
- Implementation of PowerFAIDs & Workday Student
- Need more technical bench strength
- Need for more space (PCOP)
- Competing priorities for faculty (PCOP, Grad Admissions)

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DEI Initiatives

- Expand travel scholarships for URM, women, 1st gen
- Implement Great Minds Matter Scholars Program
- Revamp recruitment process for LGBTQIA+ students
- Create sustainable advising model for DEI groups

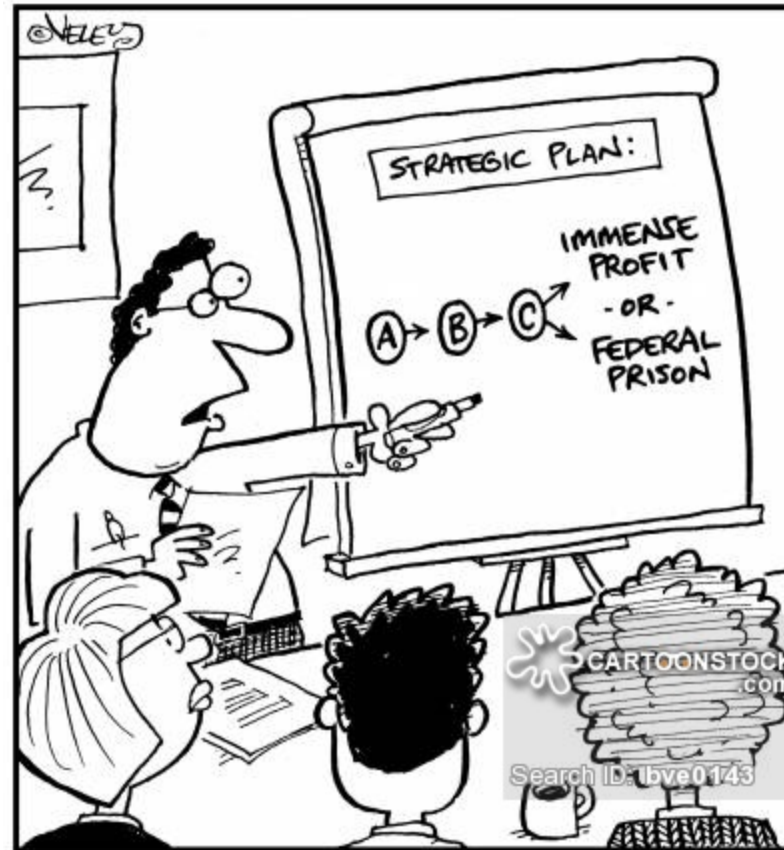Worcester Polytechnic Institute
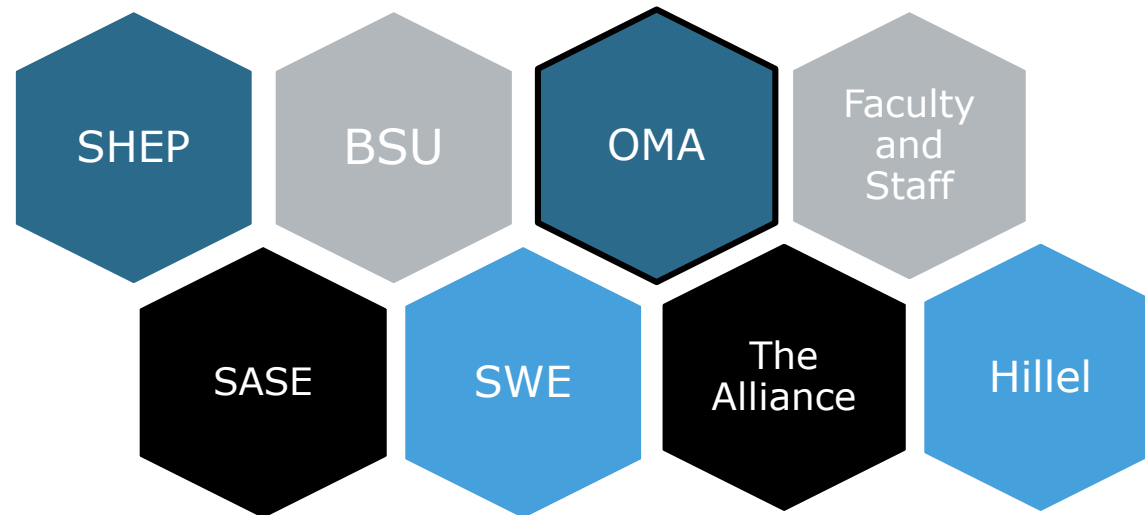
Enrollment Management 101

"Strategic enrollment management engages all major organizational units—the board; senior administrative and academic leadership; and admissions, financial aid, enrollment services, and communications staff—in an approach that generates a dynamic set of intentional experiences.

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Strategic Enrollment Management

"Strategic enrollment management engages all major organizational units—the board; senior administrative and academic leadership; and admissions, financial aid, enrollment services, and communications staff—in an approach that generates a dynamic set of intentional experiences. It is truly strategic only when the board and senior leadership, particularly the president and provost, closely integrate planning for the institution's future with enrollment objectives."

- excerpt from AGB publication: What Board Members Need to Know about Enrollment Management

Elevating Impact

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