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 Decision

Recruitment
Revenue
Reputation

Faculty Meeting, February 7, 2019

Worcester Polytechnic Institute
Theory...

EM = Getting students to and through WPI
...and Practice

- High Net Cost
- Fewer HS Graduates
- Regional Demographics
- Global Politics
- Stiff Competition
- Limited Resources
WPI faces strong competition from private peers for STEM students.
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
## Top Ten Competitors

<table>
<thead>
<tr>
<th></th>
<th>Fall 2013</th>
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<th>Fall 2017</th>
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<tbody>
<tr>
<td>1</td>
<td>RPI</td>
<td>1</td>
<td>NORTHEASTERN</td>
</tr>
<tr>
<td>2</td>
<td>NORTHEASTERN</td>
<td>2</td>
<td>UMASS-AMHERST</td>
</tr>
<tr>
<td>3</td>
<td>UMASS-AMHERST</td>
<td>3</td>
<td>RPI</td>
</tr>
<tr>
<td>4</td>
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<td>4</td>
<td>UCONN</td>
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<tr>
<td>5</td>
<td>RIT</td>
<td>5</td>
<td>RIT</td>
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<tr>
<td>6</td>
<td>BU</td>
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<td>PURDUE</td>
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<td>U OF ILL</td>
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</tbody>
</table>

Source: National Student Clearinghouse (Nov. 2017)
WPI has the **largest institutional gap** among our private peers.

### Institutional Gap for **ALL** Peers

<table>
<thead>
<tr>
<th>Institution</th>
<th>Gap</th>
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<tbody>
<tr>
<td>WPI</td>
<td>$40,942</td>
</tr>
<tr>
<td>BU</td>
<td>$31,651</td>
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<tr>
<td>UMASS-AMHERST</td>
<td>$19,502</td>
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<td>UMASS-LOWELL</td>
<td>$18,796</td>
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<tr>
<td>NORTHEASTERN</td>
<td>$30,007</td>
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<td>U OF ILL</td>
<td>$16,843</td>
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<tr>
<td>GA TECH</td>
<td>$13,945</td>
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<tr>
<td>RPI</td>
<td>$37,434</td>
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<tr>
<td>RIT</td>
<td>$29,386</td>
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<tr>
<td>UCONN</td>
<td>$16,425</td>
</tr>
<tr>
<td>PURDUE</td>
<td>$11,869</td>
</tr>
</tbody>
</table>

WPI continues to achieve goals & increase tuition revenue.
Strong Retention and Graduation Rates

Retention and Graduation Rates by Fall Cohort (with trend)

Source: Student snapshot and completions data
Created by: Office of Institutional Research
Date: January 2019

Worcester Polytechnic Institute
“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
Recruiting the Right Students
Making WPI Affordable
Meeting Revenue Goals
Institutional Research: Analytics for All!

Dogbert Consults:

You need a dashboard application to track your key metrics.

That way you’ll have more data to ignore when you make your decisions based on company politics.

Will the data be accurate?

Okay, let’s pretend that matters.
The role of the faculty...
Where do we go from here?

**Comic Strip:**
- **Panel 1:** If we work day and night, we can match our competitor’s features within twelve months.
- **Panel 2:** Are we catching up to where they will be in a year, which is unknowable, or where they are now, which is stupid?
- **Panel 3:** Well played. I got the next one!
Failure is not an option
Questions?
We can get a general sense of aid award competitiveness via IPEDS.

Cost of Attendance

Average Institutional Aid

“Institutional Gap”

*Not to be confused with an individual student’s gap (which accounts for EFC)*
Supporting Student Success

I see you did well in school, but what real-world skills do you have?

Tests. I can take tests.
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**
### Core Functions & Objectives

<table>
<thead>
<tr>
<th>Department</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>UG Admissions &amp; Aid</td>
<td>• Revenue &amp; Reputation</td>
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<tr>
<td></td>
<td>• Quality &amp; Diversity</td>
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<tr>
<td>Grad Admissions</td>
<td>• Revenue</td>
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<td></td>
<td>• Research</td>
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Step Four: Supporting Student Success

I see you did well in school, but what real-world skills do you have?

Tests. I can take tests.

"Sign me up!"

PREP FOR THE NEW SAT

KEEP THAT "even playing field" TILTED YOUR WAY
“Let's change 'brink of chaos' to 'Everything is wonderful.'”
Enrollment Trends - Undergraduate

- Increasingly competitive marketplace
- High price-sensitivity
- Changing demographics
- Earlier application process (Adm & Aid)
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
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
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
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)
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
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."
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

“Stay with me now, people, because in Step C, things get a bit delicate.”