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

Recruitment
Revenue
Reputation
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

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6. BU  
7. UMASS-LOWELL  
8. PURDUE  
9. GA TECH  
10. U OF ILLINOIS

Source: National Student Clearinghouse (Nov. 2017)
# Top Ten Competitors

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

Institutional Gap for ALL Peers

WPI continues to achieve goals & increase tuition revenue.

Source: WSJ, College Scorecard
 Measures of Quality of the Incoming Class

Median SAT Score

Average HS GPA

Source: Admissions data—Banner and Salesforce
Created by: Office of Institutional Research
Date: January 2019
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
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
Recruiting the Right Students
Making WPI Affordable

Welcome to ECONOMICS 101, kid...

STUDENT LOANS

TUITION HIKE
Meeting Revenue Goals

"Yeah, but our discount rate is lower than theirs..."
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...

Be Rational

Get Real

MATH JOKES
If you get them, you probably don’t have any friends.
Where do we go from here?
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

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<th>Unit</th>
<th>Objectives</th>
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IS YOUR PLAN CONSISTENT WITH OUR CORPORATE STRATEGY?

HOW WOULD I KNOW?

DON'T YOU KNOW OUR STRATEGY?

NO, DO YOU?

OF COURSE I DO. IT'S SOMETHING ABOUT LEVERAGING OUR PLATFORMS.

DOES YOUR PLAN LEVERAGE OUR PLATFORMS?

NO, BUT I CAN REWRITE MY PLAN SO IT SEEMS AS IF IT DOES.

GOOD. GO BACK AND DO THAT.

THERE'S NO POINT IN HAVING A STRATEGY IF YOU Arent GOING TO PRETEND TO FOLLOW IT.
Step Four: Supporting Student Success
“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

APBP January 15, 2019
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
“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.”