Strategic Planning Data Analysis

Enrollment Resources Management

June 8th, 2021

Committee Charge

Conduct a review of the enrollment management relative to resources, focused on maintaining and strengthening academic excellence through a seamless recruitment and admission process. This should include a creative marketing and recruitment plan, external benchmarking, recruitment trend analysis to determine best practices, and the evolution of a model for enrollment resource management. Identify strategic enhancement opportunities or changes that create a more robust enrollment management system.

Data Collection / Analysis

Enrollment Resource Data Analysis Primary Foci:

- External Scan Data:
    - IPEDS Peer Comparisons
    - Competition Analysis – FSU (peer)/Tennessee State (aspirational)
    - State and National Demographic Trends
    - Ruffalo Noel Levitz Consultant Benchmarking
- Admissions Funnel Historical Trends and Performance
- Staffing Benchmarking for Student Success
- Scholarship Resource Analysis and Peer Comparison
- Marketing Strategy and Resource Analysis
- Departmental fill rates, intercurricular dependencies

IPEDS Peer Comparison Summary

- Strong freshmen classes
- Excellent yield rate compared to peers
- Comparable incoming class academic quality
- Skew heavily female compared to peers
- Excellent transfer classes compared to peers
- Slightly behind on graduate enrollment percentages/totals
- Very affordable but higher Pell and loan percentages
- Well below peers on institutional aid
- Well ahead on retention and graduation rates

Our Incoming Students
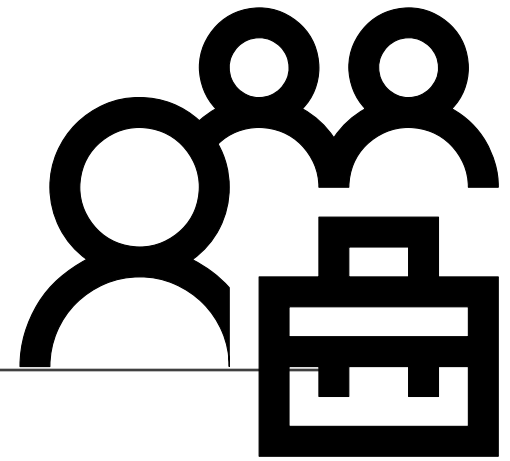
- First-choice institution for 58% of freshmen (first or second for 90%)

- 80% of applicants applied to at least 3 other schools

- 75% have "some" or "major" concern about financing education

- 5% have been homeless for at least a month

- 17% feel frequently depressed

- Top 3 reasons students choose WSSU:
  - Academic program/reputation
  - Social/extracurricular reputation
  - Graduates get good jobs

- Student body trending younger and more traditional

Summary of Findings

○ Growth in freshmen funnel showing positive trends

○ Stable freshmen class applicant pool and yield percentages last 6 years

○ High school demographic decline not expected in South until 2026, and even then less impact than national averages

○ Transfer funnel challenges: community college enrollment declines (-11% in NC for 2020); increased competition; lack of marketing spend

○ Graduate challenges: increased competition (FSU is a local example); lack of marketing spend

○ Lack of institutional aid is a major disadvantage and far off state/national public averages

○ Staffing declines add strain to existing service models

○ Departmental inequities (section fill rates, intercurricular dependencies, etc.) may need review to improve course availability, scheduling efficiency, and advising/teaching work loads

S.W.O.T. Analysis

Strengths (S): Analysis and institutional knowledge to identify factors that set the University apart from peers. What are the University's internal strengths?

Weaknesses (W): Analysis and institutional knowledge to identify factors that must be improved to become effective. What are the University's internal weaknesses?

Opportunities (O): What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?

Threats (T): What are the external factors, situations, or changes that could have negative impacts?

SWOT - Internal and External Assessment

| Internal	External
Strengths	Opportunities
Weaknesses	Threats

Strengths

- Strong, stable freshmen classes with high yield rates compared to peers
- High freshmen retention compared to peer institutions and HBCUs nationally
- Strong 4, 5, and 6-year graduation rates compared to peer institutions and HBCUs nationally
- Consistent growth in overall graduate and professional programs
- Excellent School of Health Sciences reputation
- Small class sizes
- Affordable tuition and fee structure
- A first-choice institution for majority of new students
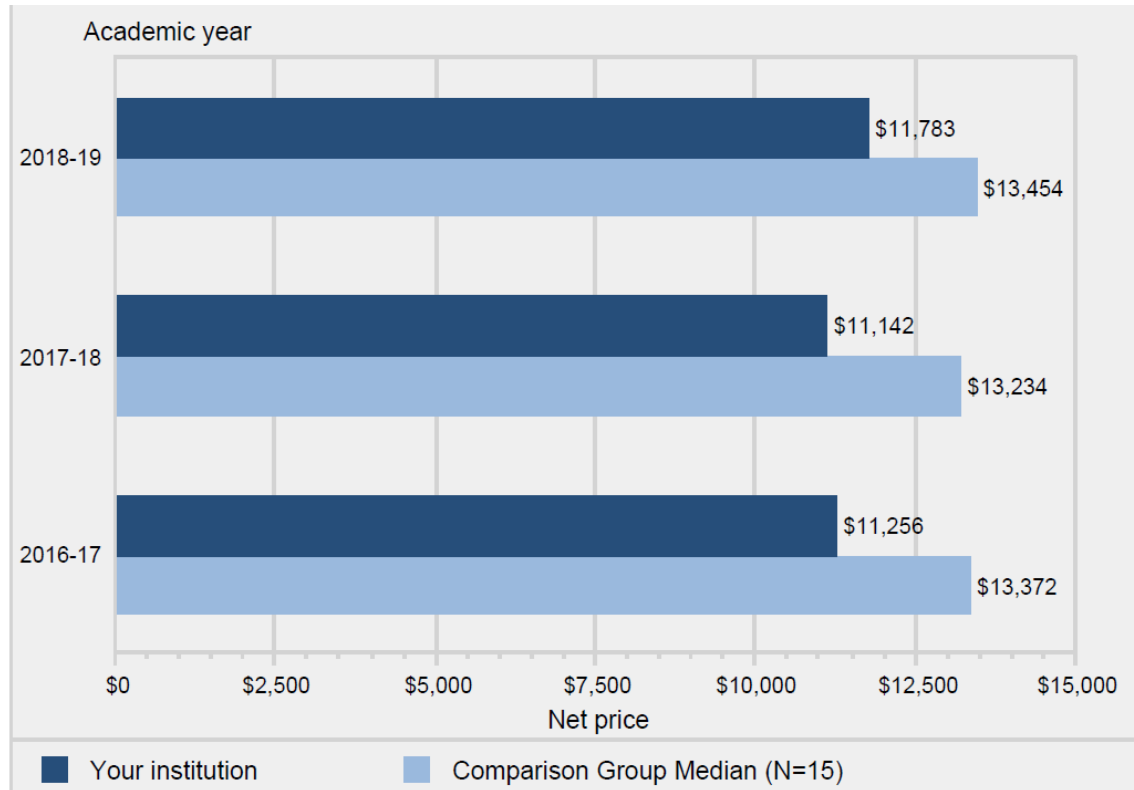- Reputation for social mobility and social justice work

Yield
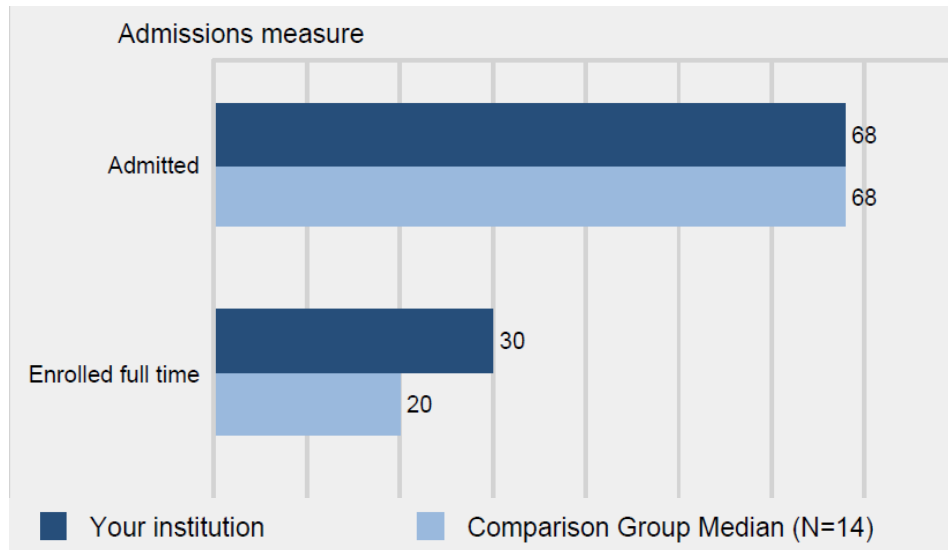
Retention
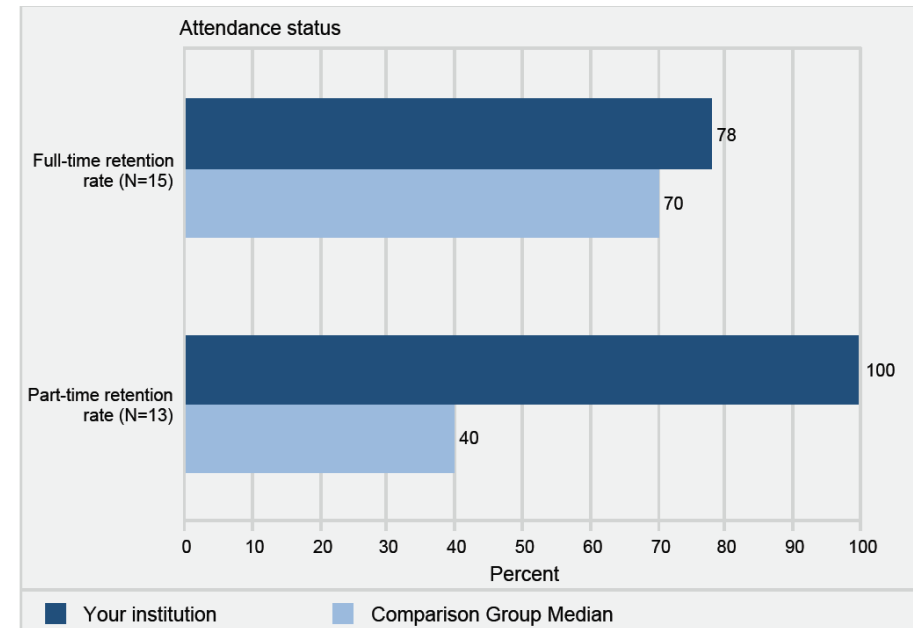
Affordability

Reputation

First-Choice Institution: 58%
First or Second Choice: 90%

Weaknesses

- Institutional aid lags far behind peers and public 4-year institutions our size; limits growth and leads to increase in cost/debt for students
- 2nd-to-3rd year retention
- Transfer retention and support systems
- Shrinking male student population
- Lack of flexible course delivery models limits transfer growth
- Not competitive in terms of marketing spend
- Understaffed in key service areas compared to national benchmarks (leading to service reputation damage)
- Short of UNC system targets for rural and low-income growth
- Departmental inequities and lack of data-driven course scheduling
- Lack of resources impacts quality staff and faculty recruitment and retention

Scholarship Aid

Institutional grants (N=15)	Your institution: $2,913	Comparison Group Median: $4,789
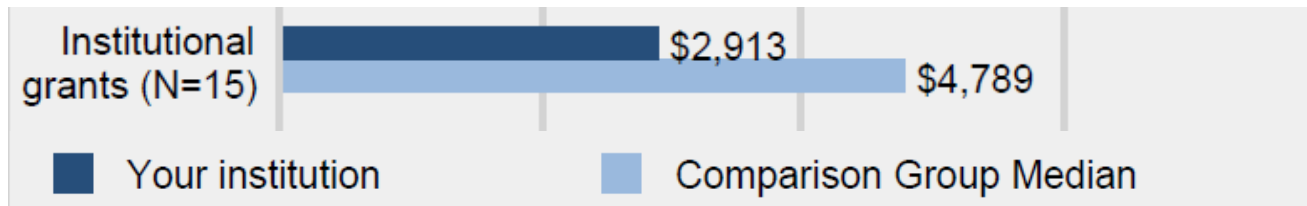
Transfer Retention

25. Persistence and Retention Rates (Transfers)

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
First to second term persistence rate	85.6	89.9	87.6	89.7	88.8
First to second year retention rate	58.3	58.0	60.3	63.0	68.4

Marketing spend

Category	FY 2016 - 2017 Budget	FY 2017 - 2018 Budget	FY 2018 - 2019 Budget	FY 2019 - 2020 Budget	FY 2020 - 2021 Budget	Difference 2016-2021
Current Services Pool(L4)	170,160.00	113,116.00	95,943.00	46,000.00	73,822.00	-57%
Communications Pool(L4)	18,200.00	17,300.00	11,631.00	9,186.00	7,500.00	-59%
Printing Binding Pool(L4)	99,000.00	35,828.00	13,724.00	39,017.00	19,040.00	-81%
Totals	287,360.00	166,244.00	121,298.00	94,203.00	100,362.00	-65%

Opportunities

- Transfer partnerships and dual admissions program expansions
  - Academic articulation agreements
  - Non-academic articulations for joint advising, ease of admission, and degree planning
  - MOUs to establish firm partnerships and pipelines
- Reimagined online program or growth of online, hybrid, or evening course offerings
- Development of new programs based on market research and competition analysis
- Use of gifts and campaigns to increase scholarship leveraging opportunities
- Corporate partnerships for enrollment pipelines

Threats

- Increased competition, especially in certain programmatic areas
- Overcoming historical HBCU stigmas or misrepresentations
- Lasting impacts of COVID-19 pandemic
  - Financial hardships for students and families
  - 11% decline in NC community college enrollment
- Competition in saturated digital marketing space
- Declines in state funding
- Increases in scholarship offerings from competition

Priorities or Areas of Focus

- Assess, enhance and expand strategic academic offerings
- Assess, enhance and expand strategic online and hybrid offerings
- Improve customer service through staff benchmarking, centralization, training and leveraged technology
- Grow endowed funds to ensure scholarship program stability and leveraging opportunities to shape future classes and retain current students
- Improve transfer strategic partnerships, recruitment opportunities, scholarships, advising models, and campus support systems
- Address marketing spend deficiencies to remain competitive
- Assess departmental inequities and improve data-driven course scheduling and advising models

Priorities or Areas of Focus

Short-Term Priorities (Years 1-2)

- Address staffing deficits in key operational and strategic areas

- Address marketing spending strategy and stabilization of resources (undergrad and graduate)

- Stabilize merit scholars program and devote resources to new student scholarships (freshmen, transfer, and graduate)

- Create a focused, segmented approach to transfer student onboarding and support services

- Improve customer service through staff benchmarking, centralization, training and leveraged technology

Priorities or Areas of Focus

Intermediate Priorities (Years 3-4)

- Assess, enhance and expand strategic academic offerings (undergrad and graduate)
- Assess, enhance and expand strategic online and hybrid offerings via WSSU Online initiative
- Address faculty inequity across departments (training and hiring)

Priorities or Areas of Focus

Long-Term Priorities (Years 5+)

- Grow and diversify the university's endowment and scholarship offerings for long-term stability and impact

- Utilize endowed professorship program to attract new talent and support development of new programs to drive enrollment growth

- Improve retention via faculty/staff retention, advising model evolution, and enhancement of student support services