Data-Informed Situation Analysis

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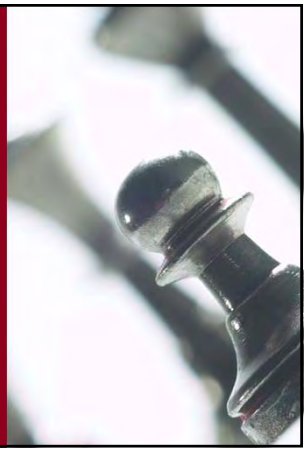
Noel-Levitz

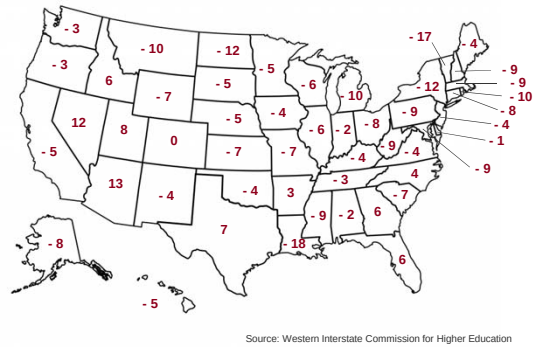
Creating/Enhancing a "Data-informed Strategies" Culture



Noel-Levitz phases of strategic enrollment planning

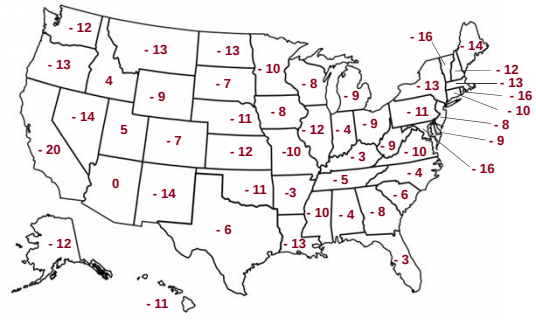
1. Preparation
2. Key Performance Indicators (KPIs) identification
3. **Situation analysis and assessment**
4. Strategy development
5. Action and support plan development (potential investments)
6. Prioritization of strategies and actions based on readiness and attractive ROIs
7. Quantifiable goal and ROI identification
8. Plan evaluation and modification

Projected % change in the number of high school graduates, 2009-10 to 2014-15



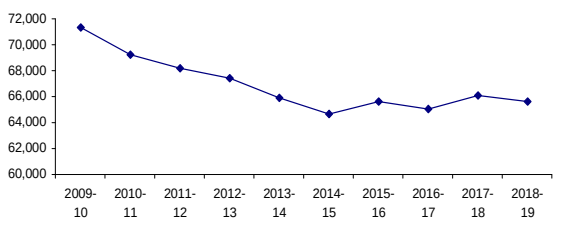
Source: Western Interstate Commission for Higher Education

Projected % change in the number of Caucasian high school graduates, 2009-10 to 2014-15



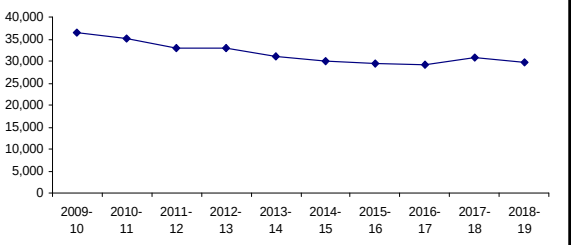
Source: Western Interstate Commission for Higher Education

Projected number of public and nonpublic high school graduates in Massachusetts



Source: Western Interstate Commission for Higher Education
Knocking at the College Door March 2008

Projected number of public and nonpublic high school graduates in Louisiana



Source: Western Interstate Commission for Higher Education
Knocking at the College Door March 2008

Strategic Enrollment Planning involves:

- ***Product*** (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)

Evaluating the Economics of Programs Strategic Response

Enrollment as % of Capacity		
	Manage	**Sustain or Build**
	Reduce or Eliminate	**Grow**

Net Operating Income Per Student

Narrowing your Data Analysis

What data will you need to make accurate projections?

- Historical trend data
- Operations research
- Cost-benefit analyses
- Market research
- Environmental data from secondary sources
- Student aid response data
- Institutional self-assessments
- Predictive modeling

Historical Trend Data

Funnel volume and conversions for key populations

- Total
- First-year, transfer, and graduate
- By academic program
- In-state and out-of-state
- Traditional and adult

Further Variables for Trend Analysis

Geography
- In-state versus out-of-state
- County in-state
- Counselor territory

Demographics
- Gender
- Ethnicity

Cost-benefit Analyses

What do our major recruitment activities cost us per resulting enrolled student?

- Travel-related
  - College fairs
  - Open houses
  - High school visits
  - Employer visits
- Web-based initiatives
- Direct-mail campaigns
- Advertising

Cost-benefit Study of Travel Expenses

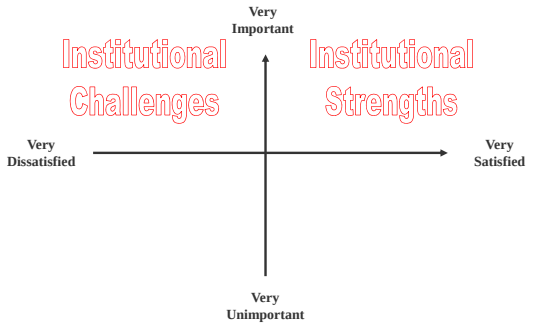
Program	Students Seen	Applicants	Enrolled
College Fairs	2,250	122	38
High School Visits	971	211	85
Off-Campus Receptions	203	117	47
Totals	3,424	450	170
Average Cost*	$9.03	$68.74	$181.96

* Based upon $30,933 in travel expenditures

Environmental Data from Secondary Sources

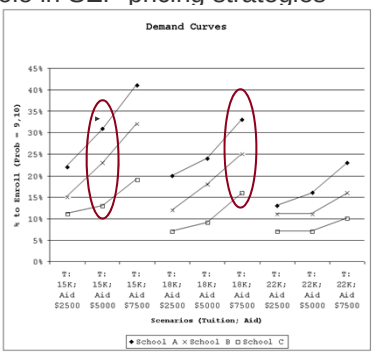
- Understand your market and the environment in which you operate
- High school population
  - Current high school seniors and one- to five-year projections
  - Migration patterns
  - Major of interest
  - Average test scores
  - Diversity
  - Socioeconomic profile
- Educational attainment of adult population
- Job/industry trends

SSI results play a significant role in product strategy development

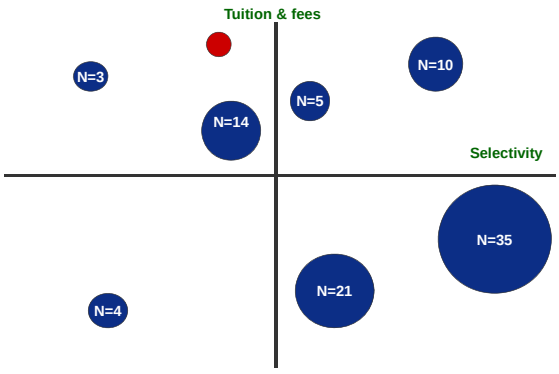


Price elasticity research plays a significant role in SEP pricing strategies

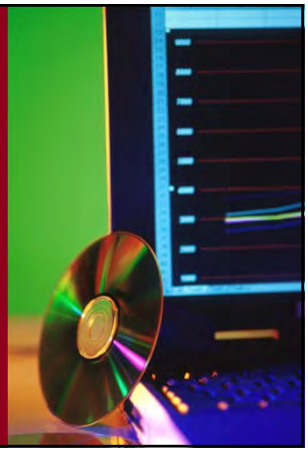
Price elasticity research is particularly valuable when a non-incremental change in price is contemplated



Competitor analysis is important to SEP



Data-informed Situation Analysis



Situation Analysis - Strength

Strengths

- The university offers degree programs in twelve of the top twenty fastest growing occupations in the state of _____, showing of total of XX,XXX new jobs by 2015.
- The university offers degree programs in fifteen of the top twenty occupations with the most openings in the state of _____, showing a total of X,XXX jobs by 2014.
- The university offers degree programs in fifteen of the top twenty occupations with the largest employment opportunities in the state of _____, showing a total of XXX.XXX jobs by 2015.
- According to Career One Stop, www.careerinfonet.org, there are no occupations requiring a bachelor's degree or higher that are forecasted to have declining employment in the state of _____ by 2015.

Situation Analysis - Weakness

Weaknesses

- The workforce need more people trained with certificates and associate degrees; our institution only provides XX associate degrees
- Of the _____ lowest growth jobs, the university provides majors for all of these jobs.
- Employer surveys report a high need for technology-based skills training; currently the university only requires XX majors to complete those skill-based courses.

Situation Analysis - Opportunity

- The university should take this opportunity to investigate more thoroughly the correlation between our degree programs and the future job market in the state of _____.
- Although registered nurses are not required to hold a bachelor's degree, our source shows a XX% growth rate for jobs in this field.
- Positions in information technology and networking account for eight of the top twenty fastest growing occupations in the state, with approximately X,XXX new positions forecasted.
- Positions in education account for six of the top twenty occupations with the most openings in the state, with approximately X,XXX openings.
- Positions in education account for six of the top twenty occupations with the largest employment in the state, with approximately XX,XXX positions.
- Positions in medical technology are projected to grow at XX% for a total of XXX new positions. There is potential to recruit additional students for this program to reduce the per-credit-hour cost of this program while supplying the demand.

Situation Analysis - Threat

Threats

- There have been no reported growth projections for future employment in the area of _____(one of institution's majors).
- There have been no reported growth projections for future employment in the area of _____(one of institution's majors).
- Six for-profit organizations have opened within a fifty-mile radius offering majors for all employment areas demonstrating the largest growth by 2015.
- Faculty credentialed in _____ (major) have a salary average XX% higher than entering salary expectations.

Exercise:
Data Informed SWOT Analysis

Blend historical enrollment into forecasting enrollment

Desired Enrollment State

- Size/enrollment level
- Geography (in-state/out-of-state, territories)
- Academic profile
- Racial/ethnic diversity
- Academic majors/programs
- Co-curricular interests
- Financial profile
- Residents vs. commuters
- Traditional vs. nontraditional


Questions &
Discussion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