I. Enrollment Management at ECU

Ron Mitchelson
Interim Provost and
Vice Chancellor for Academic Affairs
Enrollment Management at ECU

Luncheon Presentation & Discussion
ECU Board of Trustees
Executive Committee
September 18, 2014

Ron Mitchelson
Interim VC and Provost
Annual Percentage Change in Total Enrollment by Sector, 2010-2013

4-Year Publics
Faced moderate declines compared to other sectors

4-Year Privates
Have continued to grow despite high cost

4-Year For-Profits
Plummeting figures after 2010 political controversy

2-Year Publics
Restricted by funding cuts and capacity constraints

Census Bureau analysis attributes 90% of enrollment decline to adult students

Source: Educational Advisory Board, 2014
Enrolled (Headcount)

Note: Data for 2014 as of August 29, 2014. Census day snapshots.
Enrolled (Headcount)

Note: Data for 2014 as of August 29, 2014. Census day snapshots.
Total Graduate Enrollment

- **2006**
  - UG: 25%

- **2013**
  - UG: 20%
Portfolio

Graduate Programs - Fall Semester Enrollment

- Master's - research
- Education
- Business
- Master's - nursing
- PhD / Doctoral
- Master's - clinical
- Non-degree

![Bar chart showing enrollment trends across different programs from 2009 to 2013.](chart_image)

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Graduate Portfolio

2009 = 5,798 students

2013 = 4,903 students
Graduate Applicants by Region
Graduate Acceptances by Region

Charlotte Area & Western NC
Triad & Triangle Areas
Eastern NC
Out-of-State

Fall 2007
Fall 2008
Fall 2009
Fall 2010
Fall 2011
Fall 2012
Fall 2013
Fall 2014 (As of 15-AUG-2014)
Newly **Enrolled** Graduates by Region

![Bar chart showing newly enrolled graduates by region from Fall 2007 to Fall 2014.](chart_image.png)
## UNC Tuition Remissions

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Graduate applications for fall enrollment*

- Percent admitted
- Yield

Year:
- 2007
- 2009
- 2011
- 2013

Headcount:
- 85.0%
- 80.0%
- 75.0%
- 70.0%
- 65.0%
- 60.0%
- 55.0%
- 50.0%
Increasing Selectivity and Quality
Google ECU Ad Campaign

57.4 million impressions
89,185 “clicks”
646 completed applications
(MBA = 89, MAEd = 36, PhD = 66, Generic = 390, CET = 36)

$87,512
$0.98/click
$135.47/application
New Graduate School Web Presence
Launched April, 2014

Redesign based on market survey (summer 2013) of 6,236 prospective graduate students with 543 respondents.
New Graduate Application Platform
Going Live: September 15, 2014
Other Graduate Recruiting Efforts

Waiver of admission exams (GRE, GMAT) for highly qualified student segments
Reduced requirements for previous/old transcripts
Ended prohibition on partial assistantships

Assistantship ($) Reallocation Program (two year cycles)
Cycle 1 (program requests funding in 2012) with $400,000 in reallocations for 2013-15
Cycle 2 initiated this fall

We have protected GS assistantship funding ($6.5 million) since 2008.

New program development:
MS Biomedical Engineering, MS Health Informatics, MS Computer Science (on-line),
Doctor of Nursing Practice
Freshmen at ECU

- Total Complete Applications
- Total Accepted
- Total Enrolled
Transfer Students

Year: 2001 - 2014

Number of Transfer Students:
- 2001: 1,100
- 2002: 1,150
- 2003: 1,200
- 2004: 1,250
- 2005: 1,300
- 2006: 1,350
- 2007: 1,400
- 2008: 1,450
- 2009: 1,400
- 2010: 1,350
- 2011: 1,300
- 2012: 1,250
- 2013: 1,200
- 2014: 1,800
ECU will co-host ACE Credit workshop with UNC GA on assessing prior learning for military (serving and veterans)

Increase targeted marketing to select military bases. Improve packaging and marketing of attractive on-line degree programs: BSUS, MS Security Studies, MS Criminal Justice, MA Education, MBA, MSN

<table>
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<th>Military Student Data</th>
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<td><strong>Military Data Demographics</strong></td>
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<td>Active Duty</td>
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<td>NC National Guard</td>
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<tr>
<td>Reservist</td>
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<td>Retiree</td>
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<tr>
<td>Separated Veteran</td>
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<tr>
<td>Other National Guard</td>
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<td>Dependent or Spouse*</td>
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*Data only captures Dependent or Spouse and cannot account for if the student is also currently serving*

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<td>Applications</td>
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<td>TOTAL</td>
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Note: 2013 retention (81.4%) rate as of 09/04/2014.

Note: the retention rate at public universities (>18,000) = 79.6
ECU peers = 77.4
Six Year Graduation Rate

Note: the graduation rate at selective public universities (>18,000) = 55.8%
ECU peers = 52.2%
ECU Enrollment Task Force, Fall 2014

Of particular concern are: 1) developing/adopter appropriate analytic tools for gaining timely “business” intelligence, 2) creating essential enrollment targets to guide activities over the next five years, 3) developing an annual enrollment process calendar which specifies activities, products, and decisions that are needed and those responsible for them, 4) improving efficiency in executing all processes associated with admitting and enrolling students, and 5) developing a comprehensive marketing plan.

One primary focus of the EMTF is on how we can best use enrollment strategies to help manage ongoing fiscal constraints. Preliminary recommendations due December 2014 and final report due Spring 2015.

John Fletcher  Linda Kean  John Given
David Meredith  Erin Rogers  Tricia Anderson
Paul Gemperline  Chris Stansbury  Shannon Gibson
Jayne Geissler  Margaret Turner  Bob Thompson
William Downs  Rondall Rice  Stan Eakins, Chair
Every additional 100 students will provide the following revenue stream in a fiscal year:

<table>
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<th>Fee Description</th>
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<td>All other Fees</td>
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<td><strong>Grand Total</strong></td>
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The Path Dependency of Total Cost
Reducing Degree Costs through Articulation and Faster Time to Completion

- **Typical Option**
  - Four Years at Private University: $164 K
  - Six Years at Public University

- **3 + 2**
  - Three Years in BA Program
  - Two Years in Master’s: $90 K
  - Six years of room and board significantly increase total cost

- **2 + 2 Private**
  - Two Years at CC
  - Two Years at Private: $88 K
  - With this option, degree from private university costs less than six-year degree from public

- **“On Time” Graduation**
  - Four Years at Public University: $74 K

- **2 + 2 Public**
  - Two Years at CC
  - Two Years at Public: $43 K
  - By far the cheapest option, in part due to fewer years on campus

Source: Educational Advisory Board, 2014
Finding High-Growth Adjacencies

Peripheral Markets More Promising Than Core

Source: Educational Advisory Board, 2014
The sands are shifting-
Students as customers
Demographics
Competition from outside NC
Price competition and CC system
Emerging markets
Cost of attendance & debt

Almost ARRGH-
Attract
Recruit
Retain
Graduate

Enrollment Goals & Discussion