



# INSTITUTIONAL TRANSFORMATION

**Board Meeting**  
**March 8, 2021**

# DISCUSSION ROADMAP

## Part I: Enrollment & Marketing Analysis

- Enrollment Competitive Overview
- Strategic Enrollment Management
- Enrollment & Marketing External Scan
- Enrollment & Marketing Internal Capabilities

**Today's Session**

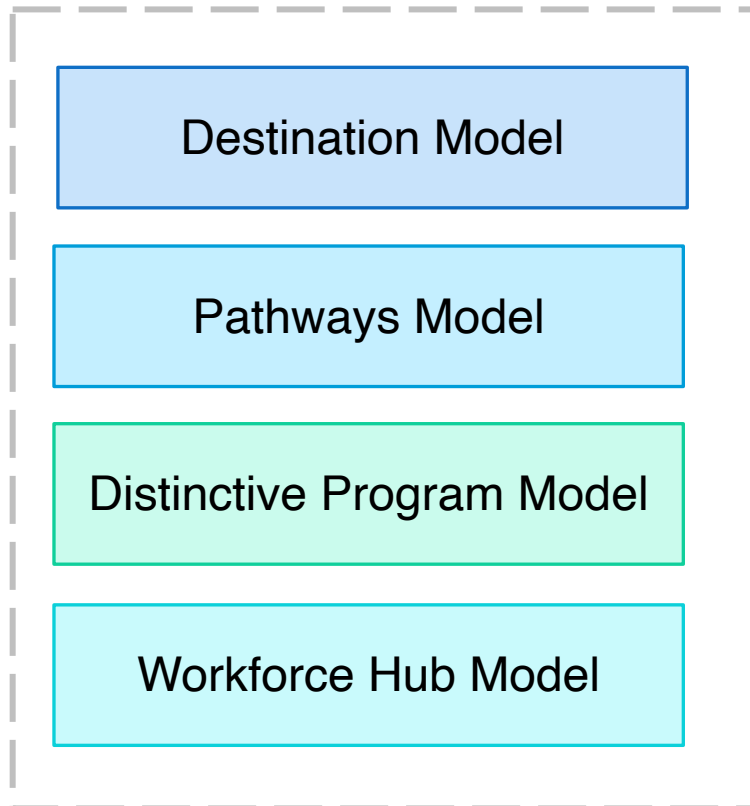
**Next Session**

## Part II: Academic Program Analysis

# OVERVIEW OF CORE MODELS FEEDBACK

What has been discussed to date?

# INITIAL FEEDBACK ON CORE MODELS



Egg Carton	Umbrella	Integrated Ecosystem
Models stand on their own equally	One overarching model with component models underneath	Models are indistinguishable from another in programs & experiences
Ability to attract different segments of students with different, but visible experiences	Ability to express a clear identity and focal point, while integrating components of other models in education	Ability for students to emphasize and choose components that are appropriate for them

# ENROLLMENT COMPETITIVE OVERVIEW

Who is Northwest College's  
Competition regarding  
student markets?

# COMPETITIVE FORCES



WORKFORCE &  
LABOR MARKET



CORPORATE &  
ON-THE-JOB  
TRAINING



MOOCs &  
WORKFORCE  
ACCELERATORS



ONLINE  
HIGHER  
EDUCATION



2 YEAR & 4 YEAR  
COLLEGES &  
UNIVERSITIES



# NEW COMPETITIVE LANDSCAPE

## TRADITIONAL COMPETITIVE LANDSCAPE + EMERGING TECHNOLOGIES/PARTNERSHIPS



From the  
Student  
Perspective

Learning & Skill Development

Verifying Skills & Experience

### Bootcamps & Immersion

Short-term, intense training sessions



### Micro-Credentials

Proof of competency in targeted area



### Digital Apprenticeships

Focus on mentoring & experience



### MOOCs

Open online courses & credential paths



### Vocational

Job-specific skills development



### Workplace Training

Upskilling platforms & corporate training



### Digital Badges

Verify skill development



### Blockchain Credentials

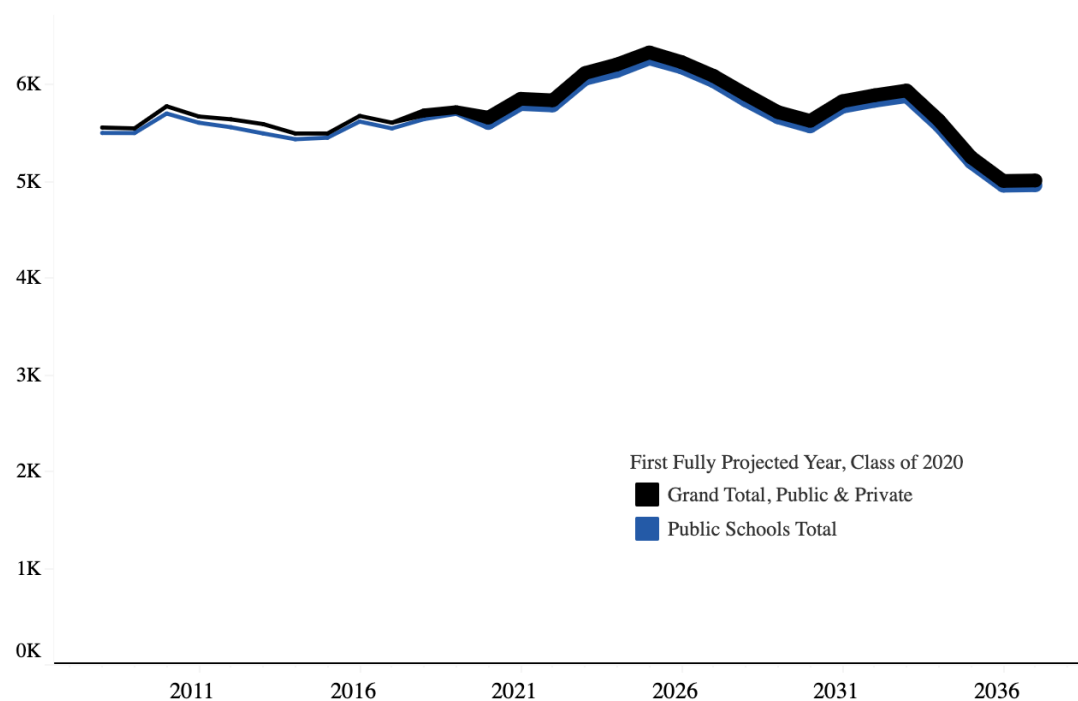
Secure digital credentialing



# SHRINKING MARKET, INCREASED PRESSURE ON MARKET SHARE

Natural decline in number of students is part of the reason for enrollment loss. . .

. . . but greater competition for market share is likely to contribute to loss in market loss.



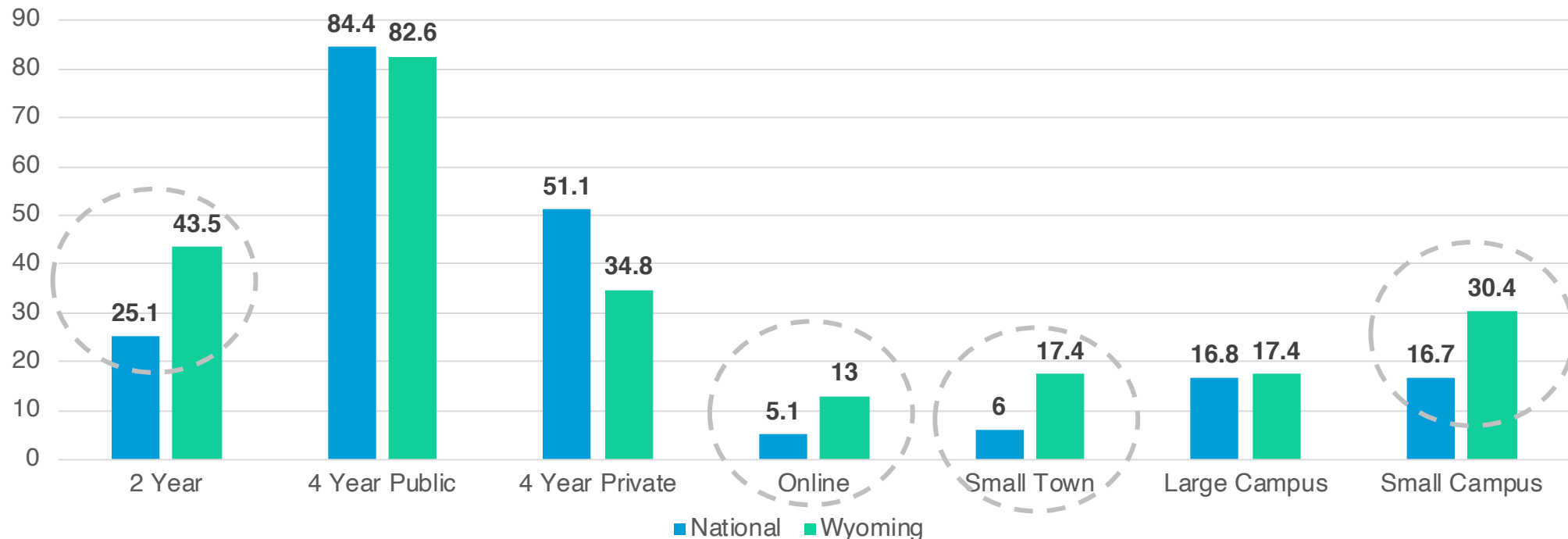
Wyoming New Student Change Annualized Growth Rates	
Wyoming Community Colleges	-2.30%
University of Wyoming, Undergraduate Residents	-0.70%
Out-of-State First-Time Freshman	-1.60%
Out-of-State Online Enrollments	+1.09%

Source(s): Western Interstate Commission on Higher Education, Knocking at the College Door, 2020 Projections, Wyoming. National Center for Education Statistics, IPEDS; University of Wyoming Office of Institutional Research, Headcount Enrollment by County of Origin; NC-SARA Out-of-State Online Enrollment, Fall 2016 to Fall 2019 (Does not include California and Florida and Massachusetts were excluded from the analysis to ensure consistent measurement of growth rate as these two states joined the NC-SARA Compact later than the remainder of the country.)



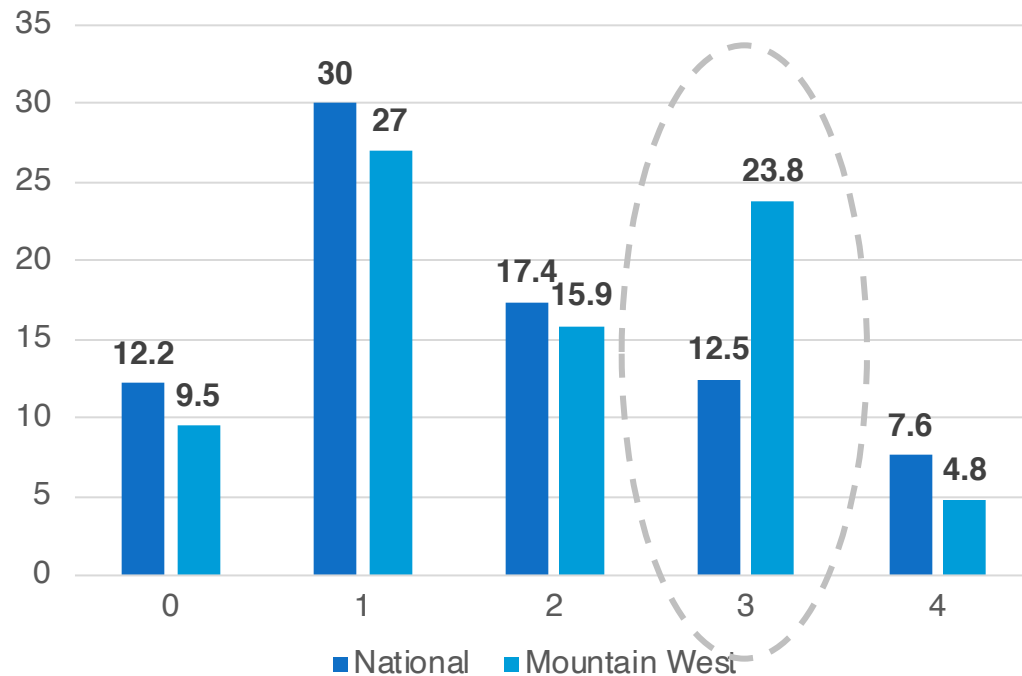
# WYOMING PROSPECTIVE STUDENTS MORE LIKELY TO CONSIDER COMMUNITY COLLEGE, ONLINE, & SMALL ENVIRONMENTS

Comparison of Prospective College Student Preferences  
Wyoming vs. National, 2020

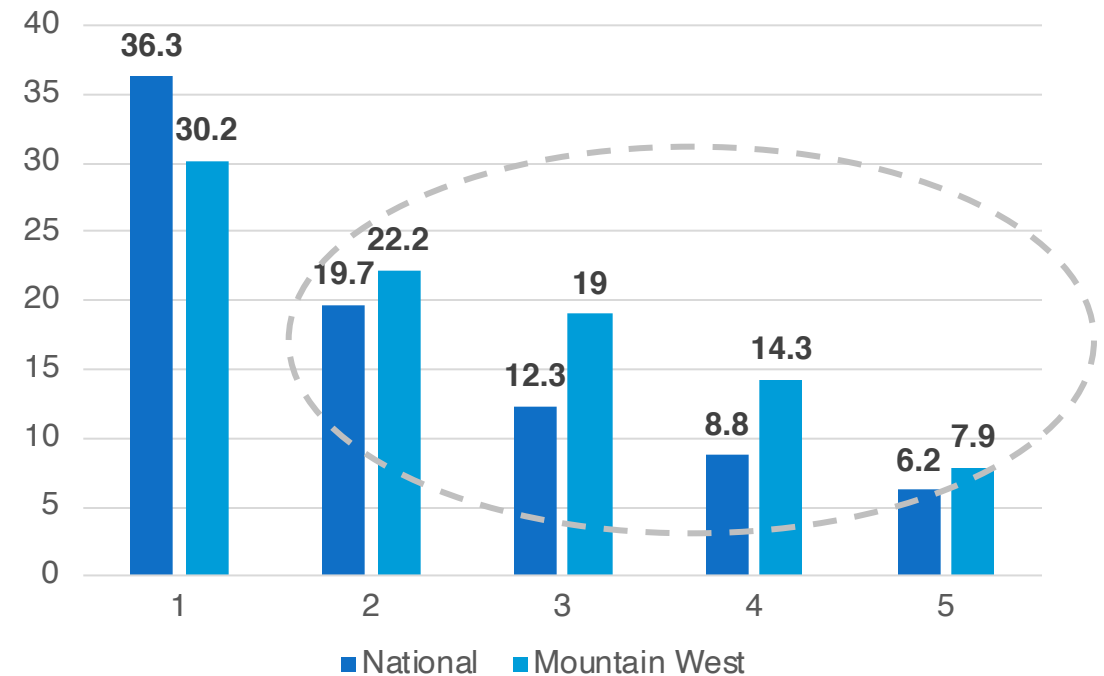


# COMMUNITY COLLEGE STUDENTS IN MOUNTAIN WEST WERE MORE LIKELY TO CONSIDER MULTIPLE INSTITUTIONS DURING INQUIRY & APP STAGES

Inquiries Submitted by 2-Year College Enrollees from Rural Public High Schools in the Mountain West Region, 2020



Applications Submitted by 2-Year College Enrollees from Rural Public High Schools in the Mountain West Region, 2020



# STRATEGIC ENROLLMENT MANAGEMENT

Governance and the  
Evolving Art & Science of  
Enrollment Management

# DEFINING STRATEGIC ENROLLMENT MANAGEMENT



## Comprehensive Goal Setting

Number and types of students to fulfill institutional mission



## Promoting Student Success

Improving access, transition, persistence, and graduation



## Strategic & Financial Planning

Enabling effective planning, forecasting, implementation, and plan monitoring



## Data Informed Decision Making

Creating data-rich environment to inform decisions and evaluate strategies



## Strengthen Communications & Marketing

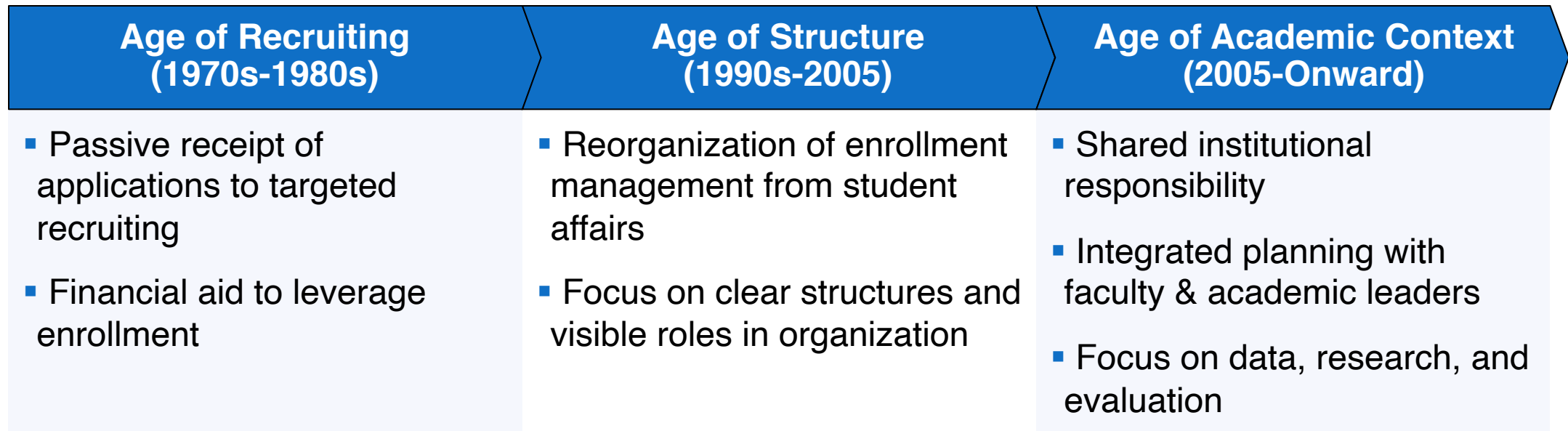
Ensuring appropriate engagement of internal and external stakeholders



## Increase Collaboration Across Campus

Supporting the enrollment program by making connections from existing roles and processes to enrollment

# EVOLUTION OF STRATEGIC ENROLLMENT MANAGEMENT



# WHAT MAKES STRATEGIC ENROLLMENT MANAGEMENT, STRATEGIC?

“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**

# STUDENT'S PURCHASING CRITERIA REQUIRES BROAD INSTITUTIONAL INVOLVEMENT IN ENROLLMENT MANAGEMENT

## Top Factors in Student's Decision to Enroll

Top Enrollment Decision Criteria	Traditional Prospect	Adult Learner Prospect
Academic Program/Major	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cost	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Financial Aid	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Academic Reputation/ Professors	<input checked="" type="checkbox"/>	
Campus Safety	<input checked="" type="checkbox"/>	
Credit Transferability		<input checked="" type="checkbox"/>
Distance from Campus/Location	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

# ROLE OF GOVERNANCE IN STRATEGIC ENROLLMENT MANAGEMENT

- Adding a “lens” to existing governance responsibilities
  - Strategic visioning
  - Plan progress and monitoring
  - Academic policies
  - Tuition, fee, & payment policies
  - Admissions, financial aid, & marketing policies
- Asking the right questions that help to inform existing decision making and assess college’s current market position
- Continue to understand and learn about trends, understand how institutional data connects to the work of the board

## Sample Questions



### Marketing & Communications

How do we know what the right level of investment in enrollment marketing should be?



### Admissions & Recruiting

What current admissions policies exist? How are they monitored and evaluated?



### Financial Aid & Scholarships

What is the impact on financial aid if we increase enrollment?



### Academic Affairs

How does the College connect course scheduling to student demand and needs?



# THE STORY OF ENROLLMENT MANAGEMENT AT NORTHWEST COLLEGE

## Building Infrastructure

## Increasing Efficiencies

## Expanding Effectiveness

- Oil & Gas Prices spur 12% appropriation drop
- Largest 10-year drop in enrollments
- SEM Planning Process begins
- Student success initiatives

- Additional appropriations cuts
- Expanding capabilities
- Student success



2008-2013

- Peak enrollment period
- Creation of Institutional Effectiveness Committee



2014-2016

- Oil & Gas Prices spur 12% appropriation drop
- Largest 10-year drop in enrollments
- SEM Planning Process begins
- Student success initiatives



2017-2019

- Drop in appropriations of 11% & personnel reduction
- Approval of SEM Plan
- One-Stop shop
- Frontline technology investments



2020-2021

- Additional appropriations cuts
- Expanding capabilities
- Student success

# NEXT STEPS

- Enrollment & Marketing External Scan & Opportunity Identification
- Enrollment & Marketing Internal Capabilities Assessment
- Academic Program Competitive Analysis
- Academic Program Opportunity Analysis