

# ENROLLMENT MANAGEMENT – DOMESTIC

## Context

- Freshmen enrollment continues to drop from a high of almost 4,500 in 2008.
- Persistence rates are low (currently 79%) compared to the peer average of 84%.
- KU is one year into a 3-6 year implementation process to improvement enrollment, with the process changes beginning to show results (i.e., Fall 2012 applications are up by over 100% over prior two years.)
- The lack of centralized KU branding and communication plan is a significant impediment to student prospecting and recruitment.
- Incentives for schools and faculty to “own” enrollment, persistence, and graduation goals are critical to the success of those efforts.

## Goals

- KU aspires to increase first-year retention rate to 90% and the six-year graduation rate to 70% by
  - Creating a robust first-year experience as part of Bold Aspirations
  - Designing a new core curriculum, the KU Core
- Strengthening the recruiting pipeline through more aggressive and earlier outreach to prospective students and their families, the alignment of scholarship packages with the achievement of enrollment goals and the use of data modeling and advanced analytics to maximize resource (human and fiscal) allocation.
- Enhance transfer student recruitment and retention through the implementation of processes, policies and systems designed to facilitate transfer student recruitment and persistence.
- Increase domestic student enrollment for both freshmen and transfer students through enlarged applicant pool and yield management. Increase international enrollment and persistence.
- Increase applicant pool through more coordinated University approach to branding and outreach.
- Create a sense of ownership of enrollment goals by faculty and staff throughout the University through creation "enrollment management council" and through the alignment of budget incentives.

## Challenges

- The most significant risks are related to school and faculty participation in enrollment management.
- KU's decentralized marketing currently fails to leverage the marketing power of KU and presents a diluted brand image to potential students.
- International student markets can be volatile and are reactive to external forces that KU has no ability to influence; KU must diversify its student recruitment base and develop sustainable partnerships.
- Existing admission standards at KU do not reflect the level of academic preparation necessary to be successful at a research intensive institution.

## Opportunities

- KU is one year into a three to six year implementation process to improve enrollment including process changes already implemented (streamlined application, scholarship deadline, retooled publications, CRM application pushes, etc.).
- Students perceive that KU's financial support is lower than schools of similar size. New scholarship and enrollment policies are being deployed; however, buy-in and support is needed from the academic units to fully leverage institutional aid to achieve enrollment targets.
- The lack of centralized KU branding and communication plan and accompanying budget is a significant impediment to the overall university branding/marketing and recruitment effort.
- Bold Aspirations addresses challenges in persistence through development of several new programs. The business case focuses specifically on coordinating around Early Warning Systems and Learning Communities. Additional programs include a Common Book Program and Learning Seminars.