

Changing For Excellence Business Case Goal Completion Report

Enrollment Management – Domestic

Report Date

August 2016

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 improve 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

Original:

For each goal answer the following: What percent is this goal complete? If the goal has been met, please describe how it was met. If the goal has not been met, how will you be completing this goal or why will it not be complete?

- 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.

Overall, how did goals change during Changing For Excellence and what goals were added or removed:

All goals are 100% complete. The overarching goals established at the beginning of the initiative largely remain the same. Emphasis and energy continues to be expended on developing structures, systems and strategies to both recruit and retain students. Significant investments have been made in retention management efforts over the past 24-36 months. Unfortunately these efforts have not led at this point to any substantial increase in the first-year retention rate or six-year graduation rate. However, the performance of first-year students (as measured by KU GPA and accumulation of KU credits in the first-year) has increased with 41% of the Fall 2013 entering class meeting the High Performance thresholds (30 KU hours/2.5+ KU GPA) compared to 28% of the entering class of 2008. As four and six year graduation rates

are highly correlated with first-year performance, it is anticipated the six-year graduation rate for the entering 2013 class will be approximately 68% given historical trends.

Efforts to strengthen the pipeline through earlier and enhanced contact and communications with prospective students and their families have been highly successful. In January 2011, the senior inquiry pool consisted of 28,406 students. In comparison, the senior inquiry pool in January 2015 has 75,535 inquiries. Through the use of on-line college search portals and both test and survey-based lead generation activities, which were largely funded through CFE, the number of qualified inquiries has increased at all student levels (freshmen through senior). These efforts enable KU to position itself in an increasingly competitive market in an effort to cultivate interest and relationship with the university over a more sustained period of time. Additionally, EM, in collaboration with Marketing Communications developed and implemented targeted Affordability marketing campaigns. In 2015, these affordability messages will be expanded to include personalized outreach to newly admitted students who indicate an interest in financing their education when they register for Orientation.

The scholarship program was realigned in an effort to better support the achievement of new and continuing student enrollment goals. This program has been highly successful in increasing student demand. In addition, the increase in the number of first-year students in the High Performance category after the first year also coincides with the first year renewable scholarship criteria included the accumulation of a minimum credit hour threshold in addition to a GPA threshold. The transparency provided by the existing scholarship matrix has been beneficial in streamlining both communications and processing associated with scholarship awarding and scholarship management. Academic units have been supportive (for the most part) in picking-up rising student scholarships which has enabled the office of Financial Aid and Scholarships to continue to make aggressive best offers at the time of admissions. Additionally, the KU Pell Advantage programs was designed and implemented to ensure access to KU among high-need, academically prepared in-state students. EM will continue to monitor and track retention and progression rates among scholarship and Pell Advantage students to ensure these programs continue to contribute to institutional enrollment goals (recruitment, retention, progression and graduation).

While systems and structures have been enhanced in order to build the transfer pipeline, these efforts have not proven successful. The transfer market at KU has not grown and has in fact declined over the past several years. The transfer decrease can be seen most dramatically in the number of entering transfer students from Kansas four-year and out-of-state four-year institution which have historically served as a large percentage of the entering transfer population even though no active recruitment efforts are undertaken targeting the currently enrolled four-year student market. The continuing decline in the Kansas community college transfer enrollments have also served to negatively impact the entering transfer population particularly from Johnson County Community College. As cost and convenience become more significant drivers of transfer enrollments, the competition for these students has increased particularly in the KC Metro area which is heavily populated with lower cost education providers (both public and private) who have developed curriculum, academic calendars, delivery system, academic policies, academic and student support systems and cost structures specifically designed to attract this audience.

The size of the freshmen applicant pool has increased and exceeded 16,000 in fall 2014. This increase is the result of adopting a best-practice approach to search, application generation and territory management. The development and implementation of a robust search and application generation campaign targeting both students and their parents, the streamlining of the application processing through the use of process mapping and the purchase and adoption of technology and the shift to student self-reporting have all had a positive impact on application volume. A much tighter coupling now exists between the Office of Admissions, Financial Aid and Scholarships, and Marketing Communications. Through the implementation of a CRM philosophy and accompanying tools and technologies, a robust multi-channeled communication plan has been developed designed to increase conversion and yield rates at each funnel stage for different target markets.

EM principles and practices have moved across many academic units who, through the use of the CRM, are becoming increasingly sophisticated in their approach to recruitment and enrollment management. A campus-wide recruitment council consisting of representatives from academic and support units across the campus meets five times a year to discuss data, provide updates, and ensure coordination and alignment of efforts. In addition, regular emails are sent from the Director of Admissions to this group with additional updates. For the past several years EM has produced, in collaboration with the university community, a yield management plan that outlines the depth and breadth of the efforts being undertaken across the enterprise to secure the first-year class. Prior to CFE, efforts were not aligned or integrated to the level that currently exists.

In addition, EM staff members have worked across units to assist International Programs, Honors, Edwards and the Graduate School in developing EM plans and strategies. Data, historically unavailable to them, is now available at their finger-tips and they are able to maximize their time and energy building relationships with those more likely to apply and subsequently enroll at KU. Academic units have assumed greater responsibility and accountability for recruitment efforts particularly in those schools (Engineering, Business) where they have been incentivized to grow as part of their business plans. Schools have added, or expanded, the number of staff devoted to assist with recruitment efforts and many of the professional schools have adjusted their academic policies and programs to ensure that academically qualified freshmen are directly admitted to their professional school of choice.

Campus visits remain the most important conversion and yield strategy. The shifting to a paid student ambassador model with accompanying increases in staffing charged with recruiting, training and managing this group, has led to greater standardization and professionalism of tour guides. Post-visit survey data as well as anecdotal feedback indicate high levels of satisfaction with the tour and the tour experience. While efforts have been undertaken to keep tour groups small in an effort to provide greater levels of personalization, the size of the visit and the size of KU in general continue to appear as negative in formal feedback mechanisms.

Challenges

Original:

- 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.

Describe if these challenges were encountered during Changing for Excellence and what unanticipated challenges occurred during the process:

- Efforts to systematically and strategically build, and then communicate, with an expanding inquiry and applicant pool has challenged the budget particularly due to the increases in the cost of publications and mailing.
- Existing Marketing and Communications resources devoted to managing the Admissions/EM account are not adequate and place stress on the system.
- While academic program recruitment efforts have improved in some areas, other areas such as the College remain largely uninvolved in the overall recruitment effort due to lack of designated staff members assigned this responsibility.

- Scholarship award criteria and award levels are largely the same as they were when the program launched. Increases in cost of attendance coupled with increased competition resulted in a significant decline in yield rates among those offered scholarships in Fall 2014 as the purchasing power of the award amounts lessened due to continued increases in tuition.
- Despite continuous negative feedback regarding the lack of scholarship offered to incoming students, the number of in-state students enrolling at KU has not elevated significantly since the program was introduced. During the first-year of the program, in-state freshmen enrollment elevated approximately 6%. Since that time, new resident enrollment has remained relatively stable which, considering the amount of concern expressed by all external constituencies related to the scholarship program, is surprising.
- The number and amount of restrictive scholarships continues to escalate. Ensuring these funds are distributed is challenging particularly in a decentralized operating environment where the academic units control these funds. Fund-switching is an entirely manual process that absorbs a significant amount of time.
- Space and parking are becoming more profound issues in EM. The increase in the number of admission representatives, the consolidation of Enrollment Management staff in the KU Visitor Center, the shift to a more formalized student ambassador program, increasing tour and visit volume and now the integration of SIS staff into the already crowded Visitor Center due to McCollum being razed have been stressors to the system.
- The KU Visitor Center is an aging facility that is in need of repair/updating. This is a high-show area for prospective students and their families and there have not been any significant improvements/upgrades to the facility in 10 years.
- Despite the consolidation of the unit formerly known as DATA and OIRP, EM's appetite for data and actionable intelligence has outstripped OIRP's ability and bandwidth. As a result, it was necessary to contract with an outside research firm in order to enhance our capabilities. Considering that staff resources in OIRP expanded during the merge with DATA, the need to contract with an outside research firm was unexpected and not funded.
- Increasing tour volume, coupled with changing expectations of students and their families, has led to dramatic increases in the number of students requesting academic appointments. Staffing levels, and faculty incentive structures, put strain on the system particularly in those academic units and areas in high demand.
- Despite changes in scholarship program, cost continues to be a primary driver of enrollment and the most prevalent reason for not enrolling at KU based on data obtained from Admitted Student Questionnaires. Cost is increasingly becoming a driver of college choice. The increasing cost of tuition, as well as the increases in on-campus housing, and meal plans, all contribute to the overall increasing costs for students and families.
- The transfer market continues to be volatile. Efforts have been made to address transfer issues in an effort to facilitate the transfer process, but the market has not responded to these interventions.
- Quality, quantity, diversity and net revenue are competing, yet complimentary, goals. Managing the tensions and trade-offs associated with pulling these different enrollment levers is difficult when goals are not defined. The short-term enrollment objective at the start of CFE was clearly in restoring the size of the entering class.
- Changes in Federal Title IV financial aid regulations result in increased administrative responsibilities, which require additional staffing resources that must be funded to minimize the risk to the Institution and demonstrate administrative capability.

- Federal Perkins Loans are scheduled to expire in 2015-16, which will result in a loss of Federal Administrative Cost Allowance, which currently funds positions within FAS and the Comptroller's Office.

Opportunities

Original:

- 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 though 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.

Describe if these opportunities occurred during Changing for Excellence and what unanticipated opportunities were realized during the process:

Nearly all front-end enrollment processes have been redesigned over the course of the project:

A sampling of tactics and initiatives includes:

- CRM technology purchased, installed and implemented across all undergraduate academic units
- Multi-list, multi-cycle, multi-channeled search implemented
- Marketing collateral developed across platforms that links and aligns to KU brand
- Adoption of student self-reporting to facilitate admission processing and decisions
- Adoption of territory management approach to recruitment and the expansion of regional recruiters into secondary markets
- Campus visit and campus tour programs revised and expanded
- Scholarship program developed to support enrollment goals through the use of a transparent and automatic award matrix
- KU Pell Advantage Program developed to enhance access to KU among academically prepared, high-need Kansas residents
- Imaging technology purchased and deployed to facilitate admissions, enrollment, and financial aid processing
- Data from previously disparate systems (student, admissions, financial aid) aggregated in effort to enhance both strategic and operational aspects of EM functions and units
- Data visualization tool deployed at enterprise level designed to help target and assess efficacy of recruitment effort

Changing For Excellence Summary

Summarize the process to date and lessons learned. Provide specific future direction, next steps, and strategy for this business case. Indicate what metrics will be used to measure success:

In order to achieve enrollment results, one must first establish the capacity to achieve enrollment goals. At the onset of the CFE project, the human, fiscal and technological infrastructure necessary to

achieve enrollments results was not present. Student Search (building the pipeline) was virtually non-existent due to budget limitations. CRM technology was not in place. Data across multiple systems was not aggregated for use in strategic decision-making and scholarship processing and aid packaging were process oriented rather than outcome oriented.

Over the past several years, the freshmen class has increased in size, ability and diversity (racial-ethnic, geographic, socio-economic). As smaller entering classes of Fall 2009, Fall 2010 and Fall 2011 begin to migrate through and exit the system, they are being replaced by the larger classes of Fall 2012, Fall 2013 and Fall 2014. This is having an impact on the overall enrollment which is beginning to once again elevate in overall size. In addition to the freshmen enrollment growth, other enrollment/market development strategies designed to help balance/solidify the enrollment portfolio have begun to bear fruit as well as a result of partnership programs implemented in both the Graduate School and International Admissions designed to expand into online and international markets where KU has historically not had an active presence.

Future Direction and Strategy for Business Case:

Efforts are continually being undertaken to secure KU's preferred enrollment future in a turbulent and competitive market through environmental scanning. The following directions and strategies should be top-of-mind as strategic plans develop and evolve:

- While the number of Kansas high school graduates is expected to increase in the foreseeable future, the demographic and racial/ethnic make-up of these students will be different than the market KU has historically served. Issues of access and affordability will increase particularly in light of KU's price-point and move to more selective admissions. This shift will have a significant impact on the availability and amount of need-based institutional aid KU will have to invest in order to maintain its desired demographic and financial mix. The amount allocated to need-based aid has been relatively flat over the past 10 years despite continued tuition increases. As costs continue to escalate, additional institutional investments in need-based aid programs must be considered in an effort to strike a balance between merit and need-based aid programs.
- Optimal capacity, optimal mix, optimal profile and optimal revenue targets must be established in order to begin to more strategically shape future enrollment strategies.
- A more robust recruitment system, structure and strategy needs to be developed to better position the College of Liberal Arts and Sciences. This is an area where there has been an under-investment in resources. A strategic investment in a cluster approach to both recruitment and advising in CLAS could have enormous impact on both recruitment and retention at the University particularly given the size of the College.
- Budgets must mirror expectations. Continued investments must be made to increase search and funnel management activities. As the number of students at all funnel stages increases, budgets, and staffing levels, must increase to accommodate the growth in the prospect, inquiry and applicant pools, as well as the continual increase in the number of students applying for financial aid.
- In order to achieve the established retention and graduation targets, KU must elevate and enhance its current market position and market profile:
 - Increase demand for freshmen class through expanded marketing and recruitment initiatives
 - Expanded search
 - Launching of new admission standards
 - Introduction of essays as admissions criteria based on Sedlacek's non-cognitive predictors of success
 - Resuscitating the Mt. Oread Scholars Program
 - Build-out and staffing of Exploratory Tracks program for deciding students

- Non-resident students are price elastic. The current maximum award of 150% on in-state tuition should be reviewed to determine if headcount and revenue gains could be made by increasing the yield rate among the current non-resident students by providing additional institutional aid
- The regional reps are currently funded by KUEA on a three-year pilot. It is unlikely KUEA will continue to fund these positions after that time. Consideration needs to be given in future budget and planning cycles for these positions to be continuously funded, and possibly expanded, given existing market conditions.
- The Hobsons CRM was similarly funded by KUEA. Consideration will need to be given in future budget and planning cycles to continue to fund the Hobson CRM solution or to move to another CRM platform.
- The Edwards Campus is well positioned to serve the transfer market. Efforts should be undertaken to develop and launch degree completion programs (Edwards, On-Line, hybrid) designed to meet the needs of the adult degree completer as well as the workforce needs in Kansas City. Cost structures, pricing, delivery system and support services should be developed that pivot around this market in an effort to stabilize/increase transfer enrollments.
- Partnership efforts and opportunities should be developed with key feeder community colleges in an effort to increase the student pipeline. In addition to degree completion programs, dual admissions/degree partnerships, reverse transfer, accelerated degrees, etc. should be implemented.
- As data continues to be collected and analyzed, effort will need to be undertaken to review and modify the scholarship program in order for it to be continue to be relevant. While transparency has served the institution well during this particular time period, the transparency enables competition to easily know and match award levels. For the in-state population, it is cost prohibitive to increase aid levels across all scholarship award levels given the current yield rates. Due to budget limitations, decisions will have to be made in the near future regarding whether to continue the matrix approach or shift to another scholarship awarding and packaging strategy.
- The vast majority of scholarship dollars obtained through the campaign have restrictions. In order to ensure these awards are distributed, staffing levels need to increase due to labor intensive process associated with awarding these types of awards.
- Space needs will have to be addressed. Current discussions are being held with KU Unions to determine if visit team staff members, admissions representative and student ambassadors can be relocated to the KU Union. This would alleviate the current parking compression which has resulted from increasing tour volume, greater numbers of staff members and a reduction in parking stalls that has occurred as a result of development on Daisy Hill.

Post-Changing For Excellence Updates (Completed Projects Only)

The CFE business cases, while complete for routine reporting purposes, are never considered done as they are constantly being monitored and grown. With this in mind, please provide your detailed strategies on the continued growth and development of these business cases. Information about how units continue to improve and innovate from these business cases should be addressed. Details could include information about refining processes, new projects, measuring success, metrics being reviewed, and other methods for understanding improvements.

Efforts are continually being undertaken to secure KU’s preferred enrollment future in a turbulent and competitive market through environmental scanning. As a result of budget reductions across all EM units over the past 12-18 months, efforts have largely been undertaken to maintain the existing strategy sets and service levels. A set of key performance indicators anchors the EM enterprise and serves to provide

direction and focus related to the complimentary, yet competing, enrollment goals related to prestige, access, net revenue generation, selectivity, etc.

The following directions and strategies should be top-of-mind as strategic plans develop and evolve:

- Budgets must mirror expectations. Continued investments must be made to increase search and funnel management activities. As a result of budget restraints and increasing inquiry pools, top-of-funnel search and conversion strategies have been reduced.
- Demands for concierge-type services for micro-populations is increasing.
 - If donor, in-state Johnson County legacies are a priority market, the infrastructure to support more highly personalized and customized recruitment and visit experiences needs to be greatly enhanced particularly in light of changes to FLSA which shift admissions representatives from salary to hourly employees.
 - If outside donor requirements, and/or institutional initiatives (such as OPTIONS) require individualized financial aid services, staffing resources need to be dedicated to ensure resources align with expectations.
 - Boutique programs (DPP, Dual Enrollment, Everspring, AEC, etc.) have administrative costs that are not factored into the business plan. If we continue expanding small entrepreneurial programs that do not fit within the system configurations and/or desire more concierge service levels revolving around enrollment management processes, more support is needed to fund the staff to provide these labor-intensive services. Historically we were able to absorb budget cuts via staff attrition and the higher automation of the system. As we swing to models that do not take advantage of system automation we must return to the higher staffing levels needed when processes were manual.
- Optimal capacity, optimal mix, optimal profile and optimal revenue targets must be established in order to begin to more strategically shape future enrollment strategies. Given existing capacity (human, fiscal, time), clarity must be established regarding multiple enrollment priorities. Which markets are **MOST** important **NOW**? The development and deployment of strategy, tactics, budgets and accompanying human resources are dependent on answers to that question.
- While the number of Kansas high school graduates is expected to increase in the foreseeable future, the demographic and racial/ethnic make-up of these students will be different than the market KU has historically served. Issues of access and affordability will increase particularly in light of KU's price-point and move to more selective admission. Cost is increasingly becoming a driver of college choice, including the increasing cost of tuition, as well as the increases in on-campus housing and meal plans, all of which contribute to the overall increasing costs for students and families. This shift will have a significant impact on the availability and amount of need-based institutional aid KU will have to invest in order to maintain its desired demographic and financial mix. The amount allocated to need-based aid has been relatively flat over the past 10 years despite continued cost increases. As costs continue to escalate, additional institutional investments in need-based aid programs must be considered in an effort to strike a balance between merit and need-based aid programs.
- The campus visit is the most important conversion and yield strategy. Increasing tour volume coupled with changing expectations of students and their families, has led to dramatic increases in the number of students requesting academic appointments. Staffing levels and faculty incentive structures put strain on the system particularly in those academic units and areas in high demand. Likewise facilities and parking see the strain of not only increased volume but also increased competition from renovations at our key competitor.

- The increasing cost of facilities, food and parking have caused strains on the budget. Universities in our competitive market are providing free lunches or t-shirts and KU does not provide this and it is being noticed.
- A more robust recruitment system, structure and strategy is being developed in the College of Liberal Arts and Sciences. This is an area where there has been an under-investment in resources. However, as a result of new leadership in CLAS, an opportunity exists to begin to develop a more robust enrollment management culture in the College. The hiring of a recruiter in the College, the creation of an on-line degree program and the refocusing of an Associate Dean position to serve in a chief enrollment officer capacity are all strong indicators of adopting a more EM conscious culture.
- The University has successfully transitioned to the adoption of a new set of admission requirements designed to more accurately reflect the expectations of students attending an AAU institution. Continued efforts will be undertaken to mine existing data to determine the relationship pre-entry variables and student success. A research plan has been developed to assess the impact of non-cognitive variables on first-year performance in an effort to continually improve and enhance the selection process.
- Changes in federal and state regulations have resulted in increased administrative responsibilities. In Financial Aid and Scholarships, a position was recently approved to coordinate regulations and requirements related to Gainful Employment. The ending of the Quality Assurance Program will result in the number of students selected for verification to increase from approximately 400 per year to over 4,000. Staffing levels in the verification area reflect the volume of verifications that have historically been done. Current review of staffing levels and technology solutions designed to facilitate the verification process are being undertaken. In addition, Federal Perkins Loans are scheduled to expire in 2016, which will result in a loss of Federal Administrative Cost Allowance, which currently funds positions within FAS and the Comptroller's Office. In the veteran's and athletic certifications areas within the Office of the University Registrar, increased scrutiny and regulations have caused staff resources during the peak verification periods to become unmanageable without either significant compensatory time accruals, delayed verifications, or both.
- Retention and graduation rates are not institutional achievements as much as they are institutional attributes related to position and profile. The old adage that retaining a student is cheaper than recruiting a new one should be called into question considering the amount of resources that have been devoted to improving retention and graduation rates over the past few years and the relative lack of efficacy of those efforts in elevating retention and completion rates. While providing academic and support services to at-risk students is undoubtedly the right thing to do, these efforts will most likely result in little, if any, improvement to the aggregate institutional retention and completion rates. Preliminary results show a dramatic increase in the four-year graduation rate of those receiving renewable scholarships stemming from the revised scholarship program which took effect in Fall 2012. The renewable aspects of the scholarship, coupled with the renewal policy that required the completion of 30 credit hours across the three terms (Fall, Spring, Summer), played a significant role in the increase. From a net revenue optimization perspective that takes into account the expected life of a student, utilizing and allocating institutional aid dollars to elevate and enhance the profile of the entering class as part of the overall retention and completion strategy would result in not only an improved entering profile but increased retention and completion rates associated with that profile.
- Brand building. Significant work has been undertaken to identify, optimize and elevate KU's position in the market. A robust and integrated marketing and communications plan has been deployed in an effort to generate more qualified leads and better orchestrate the conversion path from inquiry through initial enrollment. Efforts are currently being undertaken to create a university-wide branding platform

designed to better leverage and channel the marketing efforts and marketing spend across the various units and channels.

- Advanced marketing and digital strategies have been deployed to enhance lead generation and conversion efforts. However, due to limited resources, we are not fully maximizing digital and accompanying web personalization tools to the degree possible. Edwards, Graduate, and International have not developed or deployed a digital strategy which, considering their relatively niche markets, could have enormous impact on recruitment efforts.
- The Undergraduate Admissions site is being redesigned in partnership with Marketing Communications and a third party vendor with the goal of improving the user experience.
- The Edwards Campus is well positioned to serve the transfer market. Efforts should be undertaken to develop and launch degree completion programs (Edwards, On-Line, hybrid) designed to meet the needs of the adult degree completer as well as the workforce needs in Kansas City.
- Partnership efforts and opportunities have been developed with key feeder community colleges in an effort to increase the student pipeline. State led initiatives such as course articulation and reverse transfer have been put into place. A Degree Partnership Program has been established with JCCC in an effort to improve the relationships and ease of transfer. The University Advising Center has deployed resources to provide on-site advising services at JCCC on a weekly basis. These programs are staffed with existing resources. If determined to be a strategic initiative of the university, additional resources need to be devoted to continue to enhance this program. A Degree Partnership Program is being discussed with KCKCC with a launch of 2017.
- EM continues to expand its partnerships with Foundations and other organizations designed to improve access. KU was selected as the Midwest expansion site for the Evans Scholars program which, once the program reaches maturity, will pay for tuition, fees and room for 50 mostly non-resident students making it one of the largest, if not the largest, annual contributor to KU. EM has also established an exclusive contract with Raise Me, a Micro-Scholarship Program, designed to enhance the college going-culture and academic readiness of students. The program is being launched across Kansas in high schools meeting a certain percentage of free and reduced lunch. Partnerships have also been launched with the Kansas City Public Schools, the Kauffman Foundation, the Summerfield Foundation and discussions occurring with other foundation such as Give Something Back.
- Dual credit programs have been launched with both Lawrence and Free State High Schools in an effort to provide greater services to Lawrence students and their families. Determination will have to be made whether these programs build affinity to KU or simply provide a service, as well as the best way to conduct the mechanics of these programs and the assignment of resources to do so.
- EM's appetite for data and actionable intelligence has outstripped OIRP's ability and bandwidth. As a result, it was necessary to contract with an outside research firm in order to enhance our capabilities. Considering that staff resources in OIRP expanded during the merge with DATA, the need to contract with an outside research firm was unexpected and not funded. Through our relationship with Human Capital Research Corporation (HCRC), data continues to be collected and analyzed in an effort to develop predictive models designed to focus limited staff time and energy on those inquiries most likely to apply and admits most likely to matriculate. In addition, HCRC provides us with the opportunity to fully leverage scholarship dollars allocated to Financial Aid and Scholarships through the use of econometric modeling designed to ascertain price sensitivity and elasticity. Centralized funding for this external research has ended, however, and the current budget situation makes this valuable modeling tool's funding tenuous.
- The vast majority of scholarship dollars obtained through the KU Endowment Capital Campaign have restrictions. Data continues to indicate large balances remain in many of the academic units' scholarship

accounts. In order to ensure awards are distributed, Financial Aid and Scholarships has partnered with KU Endowment, to purchase Academic Works software designed to provide better tracking and information to scholarship coordinators, enhanced donor relations and a more integrated and enhanced experience for students.

- Space needs in EM continue to be an area of concern. The Office of Admissions rents space from KU Unions which provides space for Student Ambassadors and key front-line professional staff. Discussions are currently underway with the KU Alumni Association to build an enhanced Welcome Center designed to enhance the experience for students and their families visiting campus as well as better align the space to meet the changing needs of the Alumni Association. If the current facilities are to be the long-term solution, investments need to be made in the facility and parking to remain competitive with the facilities at other institutions as well as to provide a front-door that matches the branding of KU as a top-quality institution.