

University Planning Committee

Enrollment Resources Working Group

PRESENTATION TO PLANNING COMMITTEE

APRIL 7, 2016

Overview & Charge



The purpose of this group is to

- do a deep and thorough investigation of university enrollment trends and opportunities,
- propose a comprehensive enrollment strategy/forecast that aligns with university mission and priorities, and is achievable and affordable within in a five-year planning window,
- assess current obstacles/vulnerabilities, internally and externally, to recommend enrollment priorities with clearly identified strategies and benchmarks,
- highlight implications, academically, financially (investment needed/revenue expected) and in terms of student support.

The primary focus of this group is on developing a sound resources platform for university planning. The group is not tasked to make judgments about the profile/demographics of the student body. Rather its focus is on an optimum mix of headcount, quality and affordability.

Working Group Members:

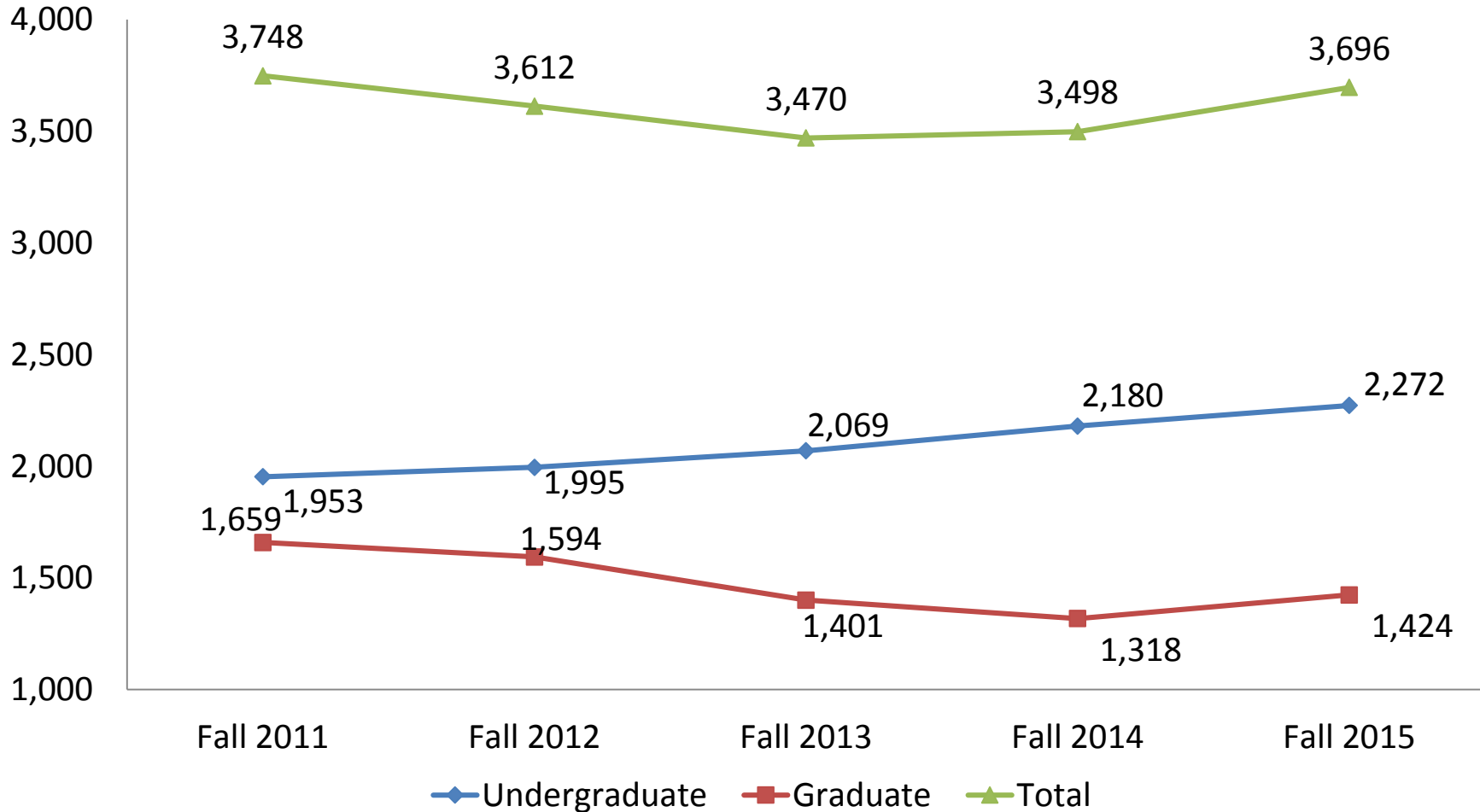


- Jill Albin-Hill
- Roberto Curci
- Cyrus Grant
- Douglas Keberlein Gutierrez
- Matt Hlinak
- Pam Johnson
- Amy McCormack, Chair
- Elizabeth Silk

Enrollment Overview & Historical Trends



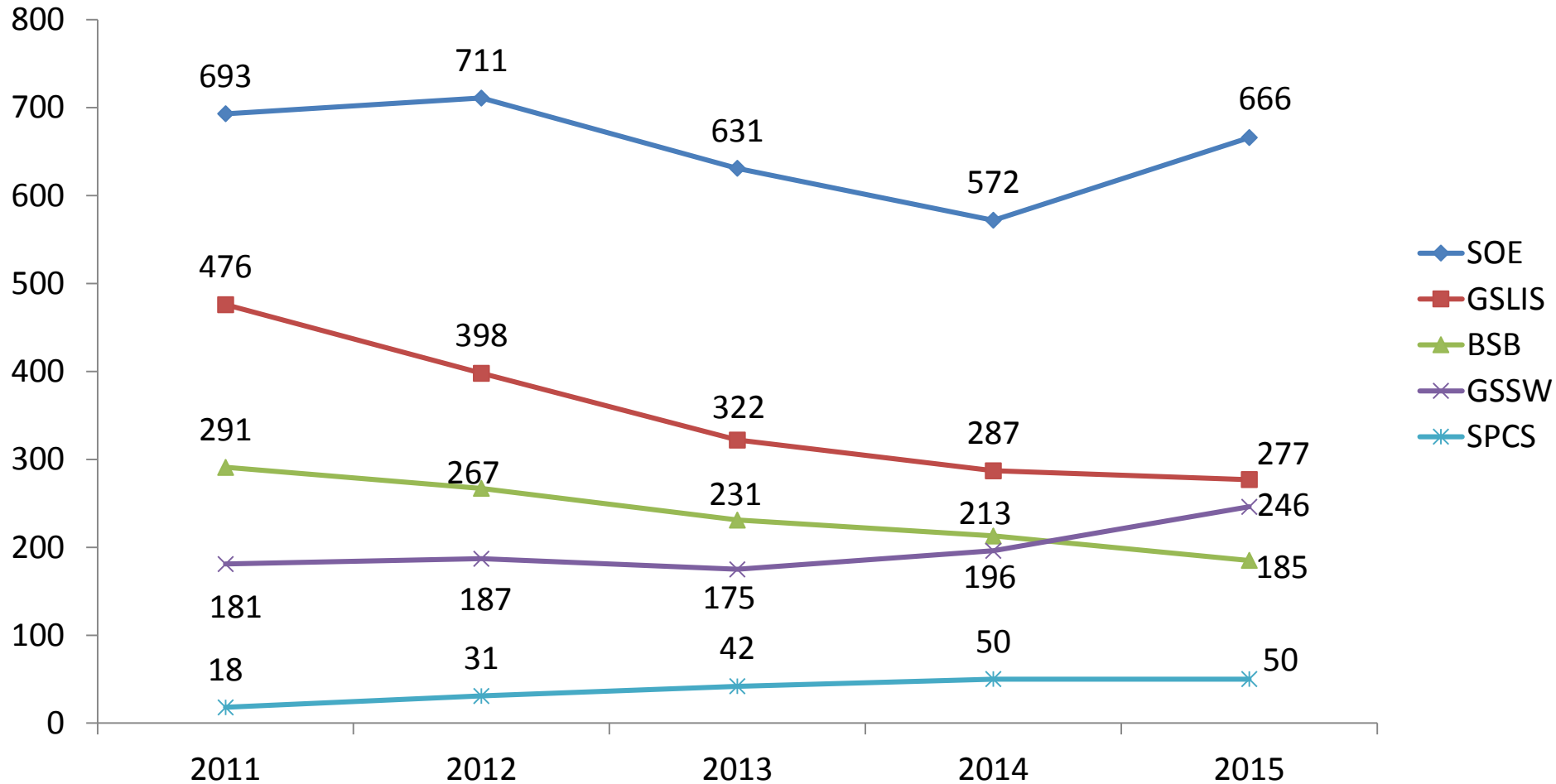
Fall Headcount Enrollment - Fall 2011 to Fall 2015



Graduate Enrollment Overview & Historical Trends



Graduate Schools Fall Term Headcount Enrollment



Enrollment Overview & Historical Trends



Trend in New Freshmen Enrollment - Selectivity and characteristics

| | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Percent Hispanic | 47% | 49% | 54% | 58% | 63% |
| Freshmen in Top 25% of HS Class | 49% | 50% | 48% | 48% | 51% |
| ACT Composite (25th-75th Percentile) | 20-25 | 20-24 | 20-24 | 20-24 | 19-24 |
| Pell Award | 60% | 58% | 62% | 59% | 63% |
| First Generation | 47% | 43% | 60% | 60% | 63% |

New Freshmen Admissions Trends

| | Fall 2009 | Fall 2010 | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Applications | 1769 | 2521 | 2727 | 3056 | 3509 | 3692 | 4161 |
| Gross Admits | 1277 | 1545 | 1609 | 1745 | 2113 | 2240 | 2611 |
| Acceptance Rate | 72.2% | 61.3% | 59.0% | 57.1% | 60.2% | 60.7% | 62.7% |
| Enrolled | 405 | 427 | 416 | 406 | 497 | 473 | 484 |
| Yield | 31.7% | 27.6% | 25.9% | 23.3% | 23.5% | 21.1% | 18.5% |

Source: Admissions Office

Peer Data



West Suburban Deans Fall 2015 Enrollment (Head Count Numbers)

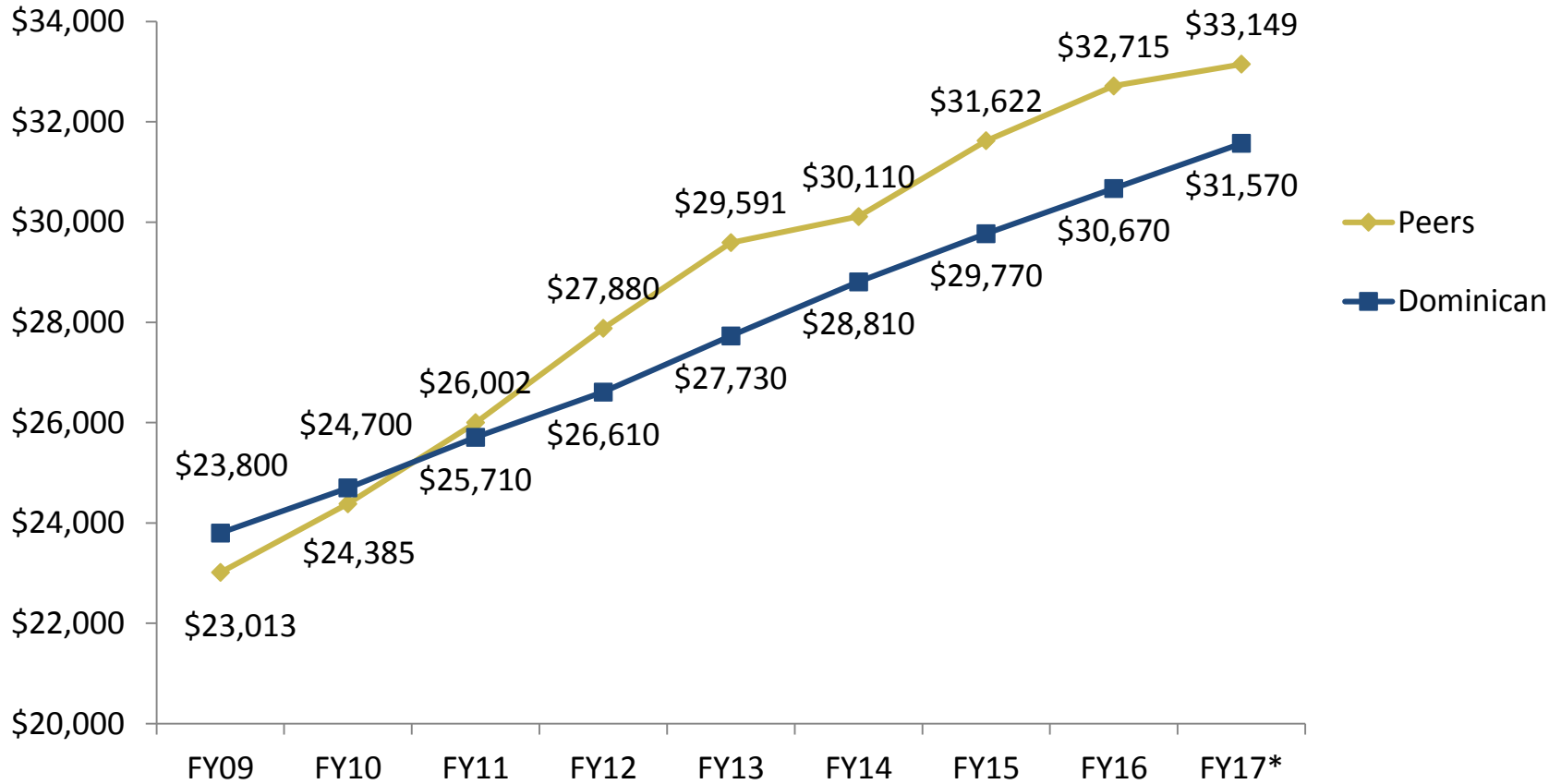
| Institution | New Freshmen | | New Transfer students | | Total Adult Degree Completion | | Total Undergraduates | | Total Graduate | | Grand Total | | Ratio FR/TR |
|---------------------------|--------------|-------------|-----------------------|-------------|-------------------------------|-------------|----------------------|--------------|----------------|--------------|--------------|--------------|-------------|
| | Fall 2015 | Fall 2014 | Fall 2015 | Fall 2014 | Fall 2015 | Fall 2014 | Fall 2015 | Fall 2014 | Fall 2015 | Fall 2014 | Fall 2015 | Fall 2014 | Fall 2015 |
| Aurora University | 640 | 606 | 491 | 410 | 610 | 526 | 3580 | 3383 | 1843 | 1644 | 5423 | 5027 | 77% |
| Benedictine University | 445 | 674 | 471 | 540 | 692 | 770 | 3347 | 3820 | 2607 | 2487 | 5954 | 6307 | 106% |
| Concordia University | 294 | 300 | 178 | 190 | 188 | 211 | 1509 | 1538 | 3504 | 3500 | 5013 | 5038 | 61% |
| Dominican University | 484 | 473 | 151 | 144 | 6 | 23 | 2272 | 2180 | 1424 | 1318 | 3696 | 3498 | 31% |
| Elmhurst College | 478 | 510 | 311 | 290 | 176 | 160 | 2840 | 2853 | 458 | 404 | 3298 | 3257 | 65% |
| Judson University | 148 | 201 | 64 | 68 | 333 | 289 | 1118 | 1156 | 164 | 134 | 1282 | 1290 | 43% |
| Lewis University | 702 | 744 | 478 | 453 | 632 | 715 | 4678 | 4781 | 2028 | 1933 | 6706 | 6714 | 68% |
| North Central College | 599 | 579 | 251 | 280 | NA | NA | 2733 | 2810 | 229 | 267 | 2962 | 3043 | 42% |
| Saint Xavier University | 621 | 571 | 343 | 362 | 396 | 442 | 3002 | 2983 | 927 | 1068 | 3929 | 4051 | 55% |
| Trinity Christian College | 191 | 190 | 105 | 100 | 284 (8) | 262 | 1237 (8) | 1337* | 83 | 69 | 1320 | 1406* | 55% |
| University of St. Francis | 181 | 217 | 174 | 178 | 318 | 358 | 1667 | 1740 | 2240 | 1897 | 3907 | 3637 | 96% |
| Wheaton College | 605 | 607 | 60 | 62 | NA | NA | 2463 | 2432 | 466 | 482 | 2929 | 2914 | 10% |
| totals | 5388 | 5672 | 3077 | 3077 | 3351 | 3756 | 29209 | 29676 | 15973 | 15203 | 46419 | 44776 | 57% |
| DU market share | 9.0% | 8.3% | 4.9% | 4.7% | 0.2% | 0.6% | 7.8% | 7.3% | 8.9% | 8.7% | 8.0% | 7.8% | |

*includes dual enrollment students

Tuition Rate Overview & Historical Trends



Annual Tuition and Fees

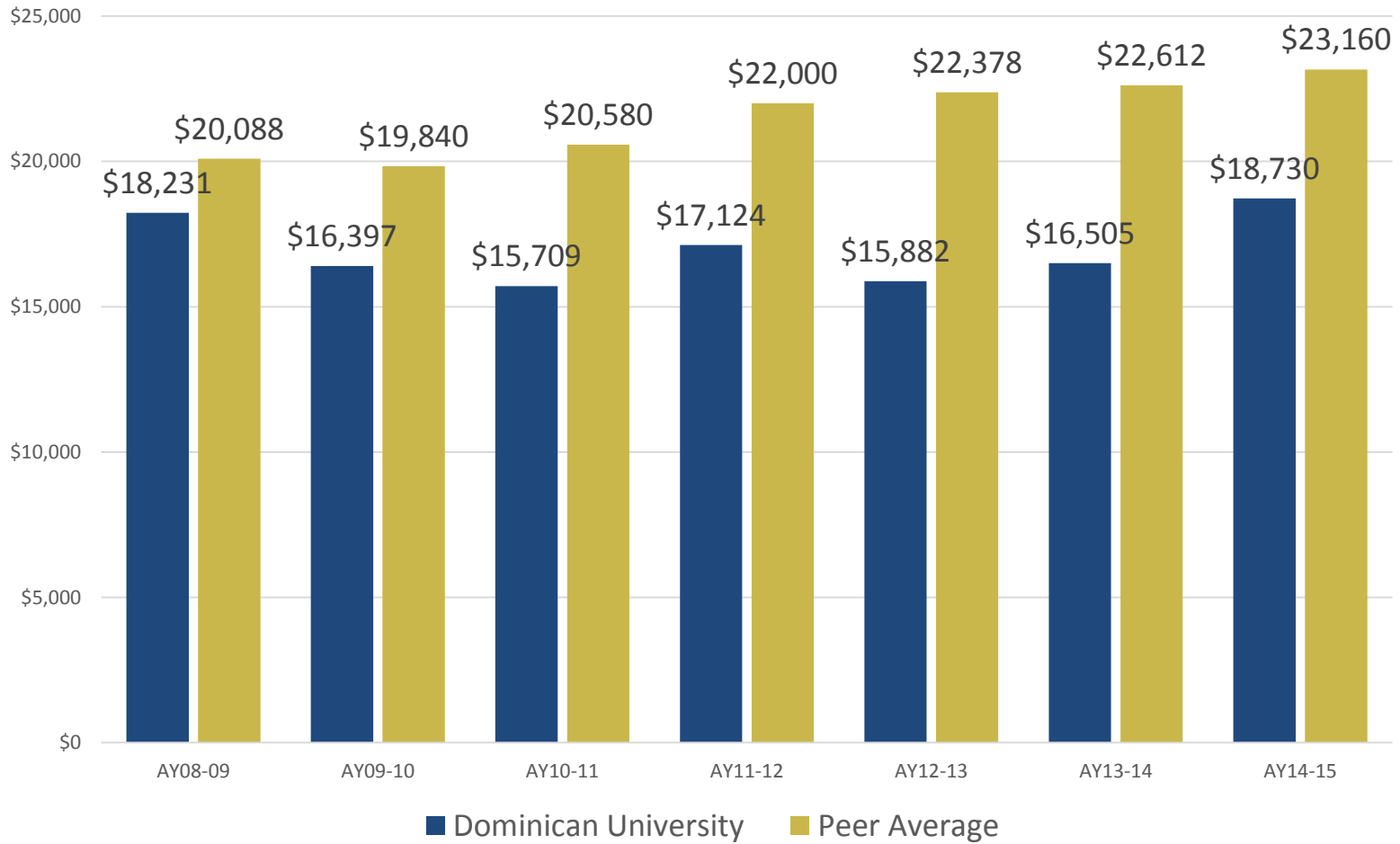


* Preliminary

Net Tuition Rate & Trends



Ave. Net Price of Tuition for Students Receiving Grant or Scholarship Aid



Realities & Context for Planning through 2020



Undergraduate Challenges

- Very high numbers of low income student
- MAP dependency and uncertainty
- Retention drop
- Slight drop in ACT and Middle 50%
- International Students
 - Saudi Student Funding Gone
 - Challenge to maintain numbers & NTR
 - Opportunity to expand diversity among students

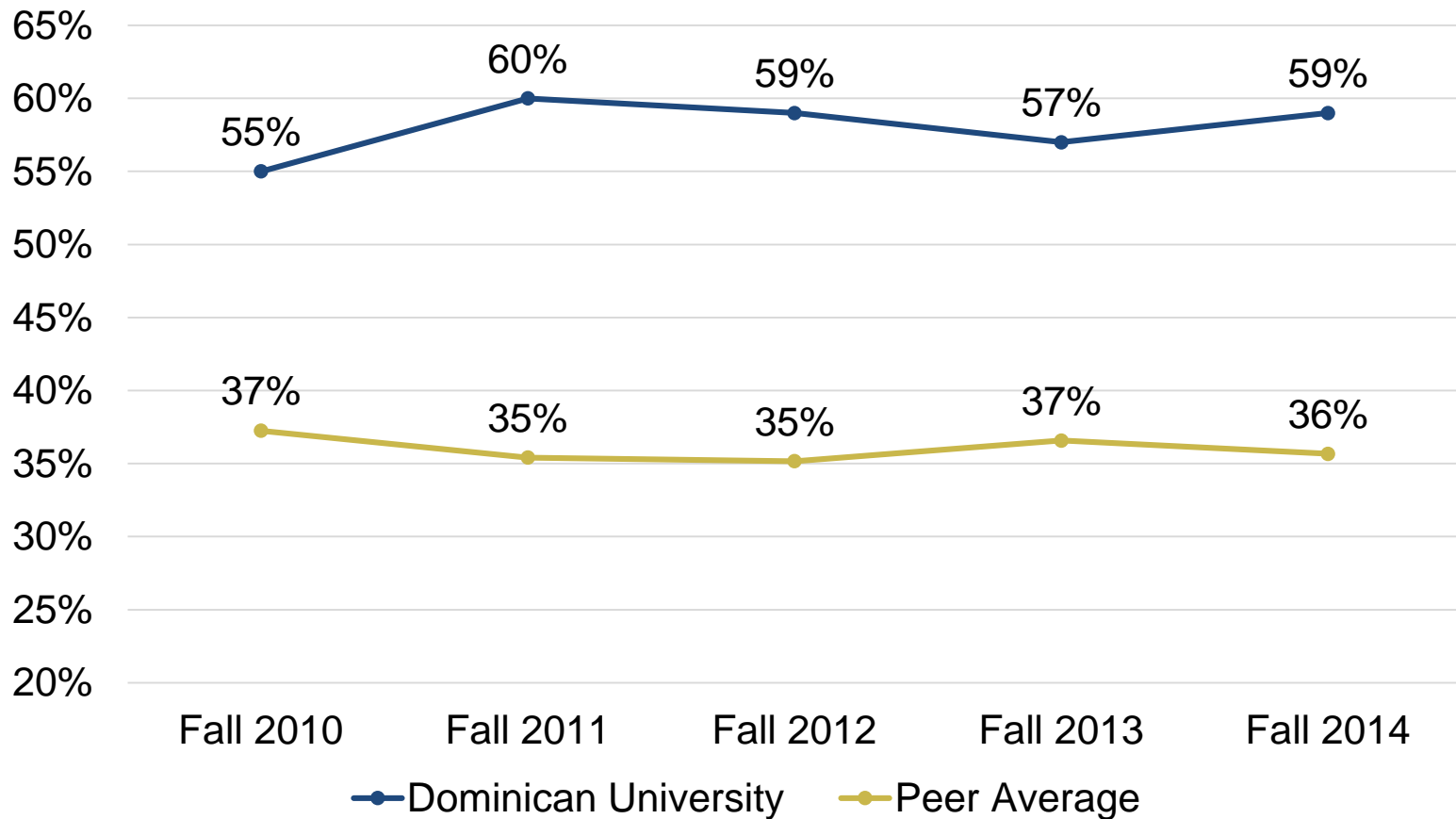
Graduate Challenges

- Declining enrollments in core programs
- Growth will come from innovation

PELL Dependency



% of First-time, Full-time Freshmen Receiving Pell Grants



MAP Dependency: *beyond our capacity*



| 2014-15 MAP Awards at Competitor Institutions | | | | | |
|---|-----------------------|----------------------|-----------------------|--------------------------|-------------------|
| <i>Institution</i> | <i>Amount Awarded</i> | <i>UG Enrollment</i> | <i>MAP Recipients</i> | <i>Average MAP Award</i> | <i>Percentage</i> |
| Benedictine University | \$ 5,130,449 | 3,818 | 1392 | \$3,686 | 36% |
| Columbia College Chicago | \$ 7,365,318 | 9,003 | 1906 | \$3,864 | 21% |
| Concordia University | \$ 2,388,408 | 1,538 | 583 | \$4,097 | 38% |
| DePaul University | \$ 20,066,476 | 16,153 | 5256 | \$3,818 | 33% |
| Elmhurst College | \$ 3,736,686 | 2,853 | 891 | \$4,194 | 31% |
| Illinois State University | \$ 15,477,176 | 18,155 | 4252 | \$3,640 | 23% |
| Lewis University | \$ 5,740,806 | 4,752 | 1411 | \$4,069 | 30% |
| Loyola University Chicago | \$ 9,457,934 | 10,322 | 2227 | \$4,247 | 22% |
| North Central College | \$ 3,393,201 | 2,782 | 781 | \$4,345 | 28% |
| Northeastern Illinois University | \$ 7,417,721 | 8,412 | 2883 | \$2,573 | 34% |
| Roosevelt University | \$ 5,520,129 | 3,793 | 1553 | \$3,554 | 41% |
| Saint Xavier University | \$ 6,461,301 | 2,974 | 1623 | \$3,981 | 55% |
| University of Illinois-Chicago | \$ 30,253,396 | 16,718 | 7724 | \$3,917 | 46% |
| Dominican University | \$ 4,898,202 | 2,180 | 1132 | \$4,327 | 52% |

Reducing Dependency on low income students



Replace MAP in the near term to maintain enrollments

- Increases discount; decreases net tuition revenue

Develop out-of-state and international recruitment strategies

Add Adult UG degree completion programs

- Example: RN to BSN

Add high demand programs/DIV III Athletics

- Broadens pool
- Protects retention

Increase the numbers of transfer student

- Informatics, evening weekend business program

Undergraduate Opportunities



Strengthen the middle, supplemented by strong honors and transitions programs

- Goal to improve retention and graduation rates

More transfer students to manage discount and replace lower freshmen numbers

- Manages capacity for academically at risk students & housing constraints

Expand geographic reach

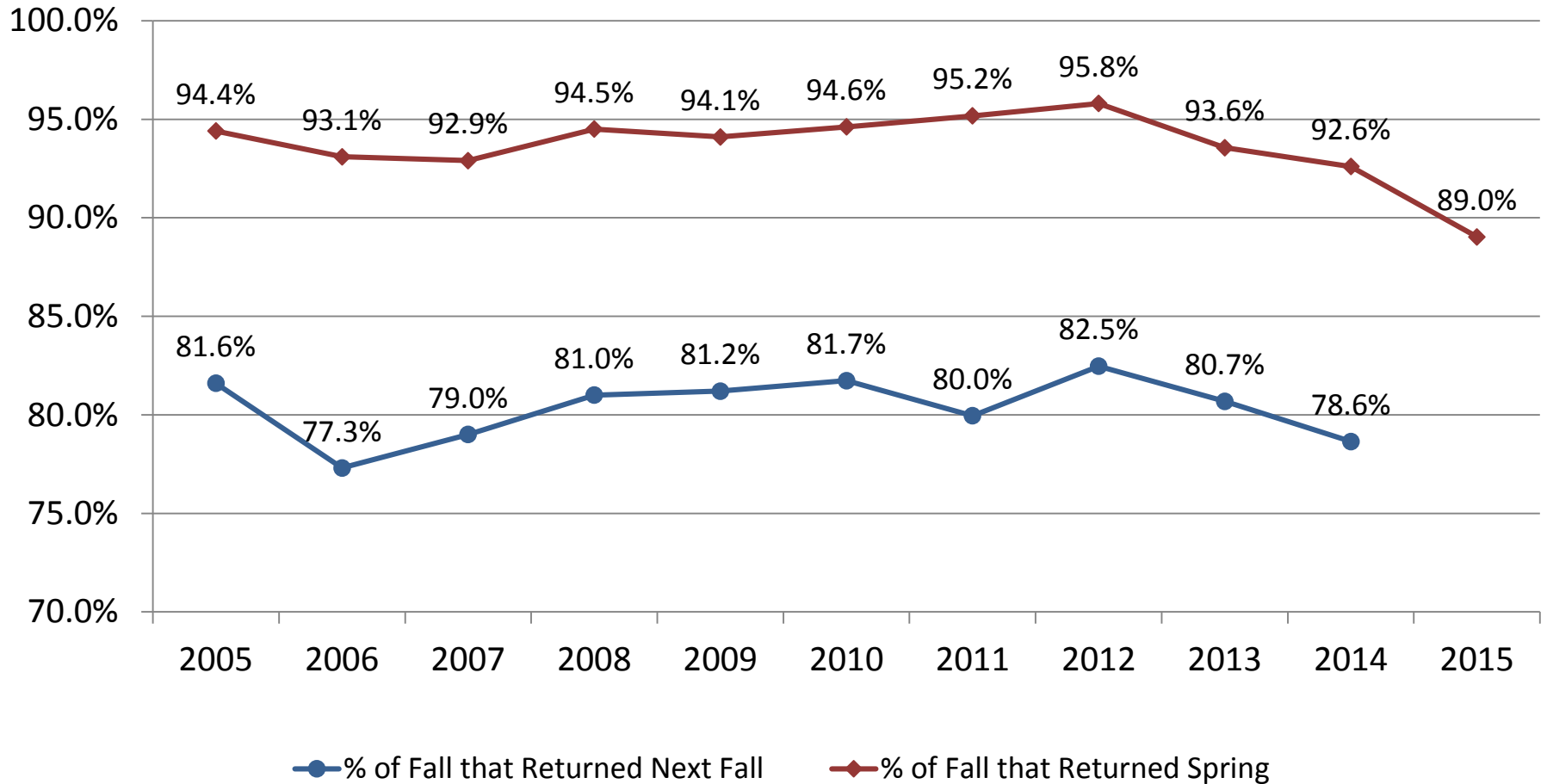
- Manages MAP dependency and generates R&B revenue

International – replacing Saudi, plus retention and residential stabilization

Retention



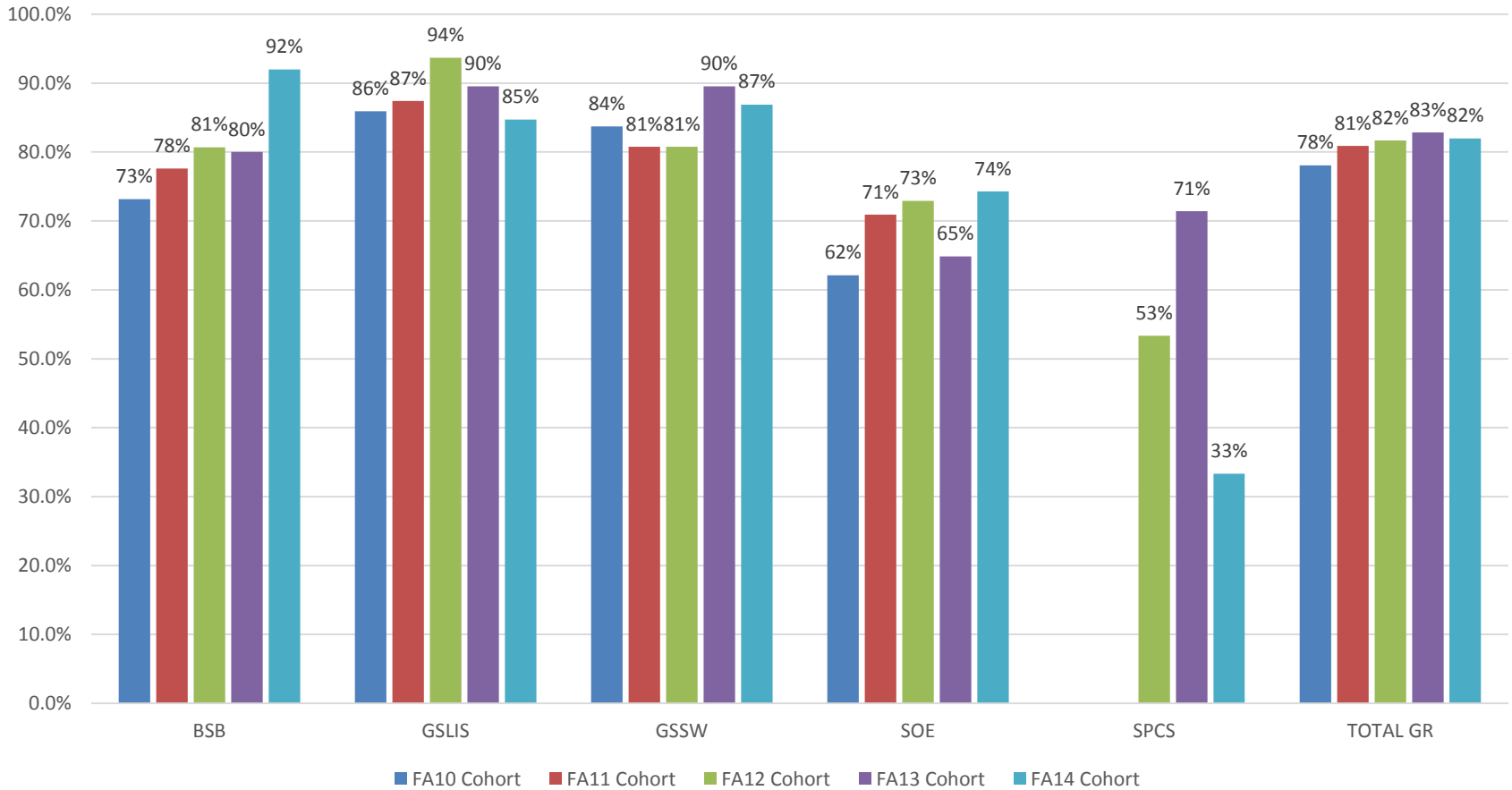
**Full-time, First-time Freshmen
Fall-to-Spring and Fall-to-Fall Retention Rates**



Graduate Retention



Fall to Fall Retention, Degree-Seeking Incoming Graduate Student Cohorts



Fall 2015 to Spring 2016: Undergrads

- Weaker freshman class led to more academic performance issues
- Increasing percentage of Pell grant recipients has increased the numbers of students with financial challenges
- We may have reached the tipping point in the number of riskier students we can effectively support.

Fall 2015 to Spring 2016: Grad

- Attrition was higher than expected for many programs; needs program level attention

Looking Forward



Balancing competing priorities

- Recruit high-quality students, maintain diversity and affordability, and grow revenues.
- Tasked with balancing mission and margin.

How can we address our institution's immediate needs without losing sight of long-term strategies?

Projections 2018 - 2022



Assumptions

Current programs are generally stable or declining

Growth will come from innovation and new programs/delivery

Continued pressure on pricing

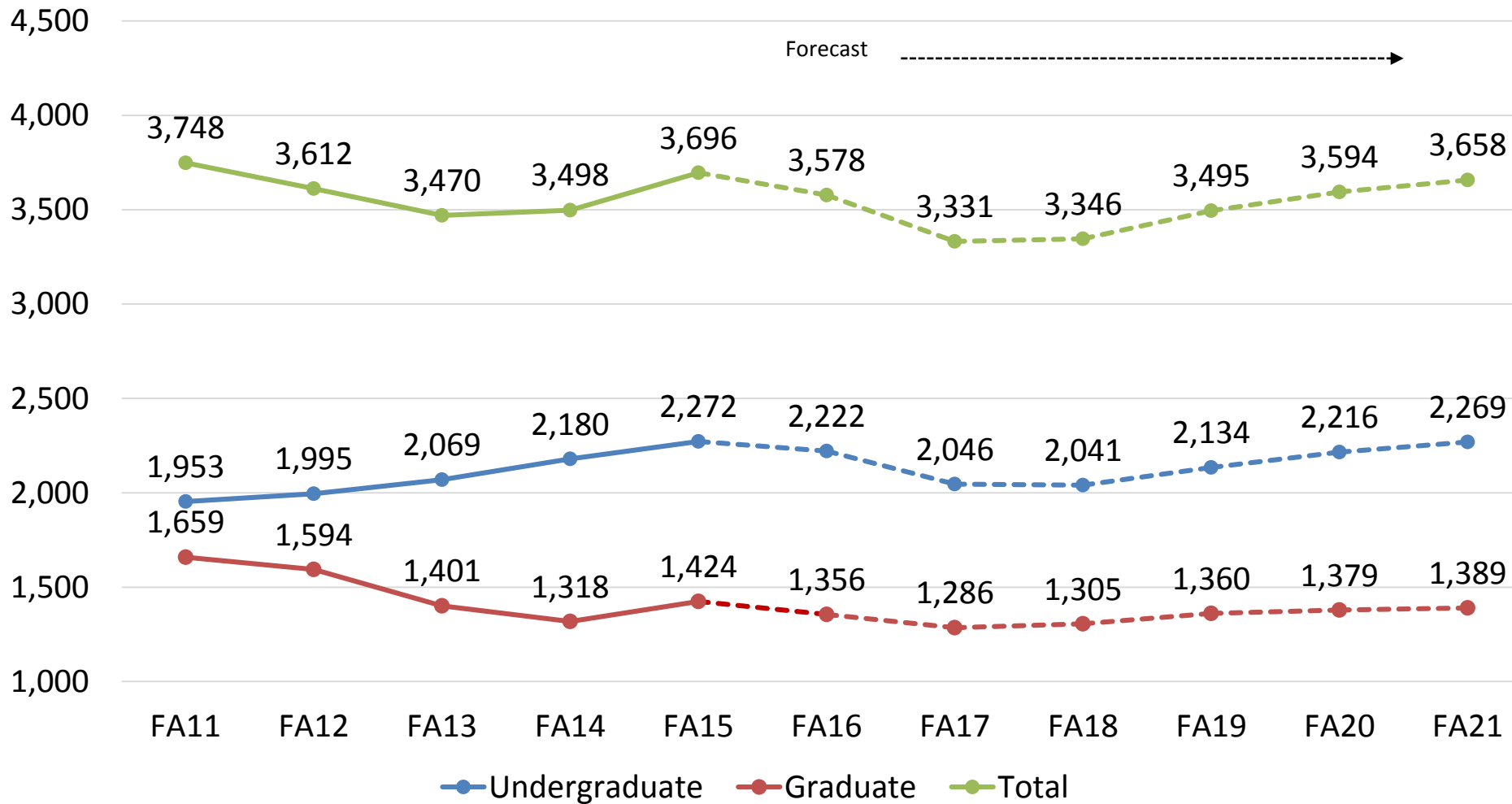
Increase in discount rate

Improve retention

Projections 2018 - 2022



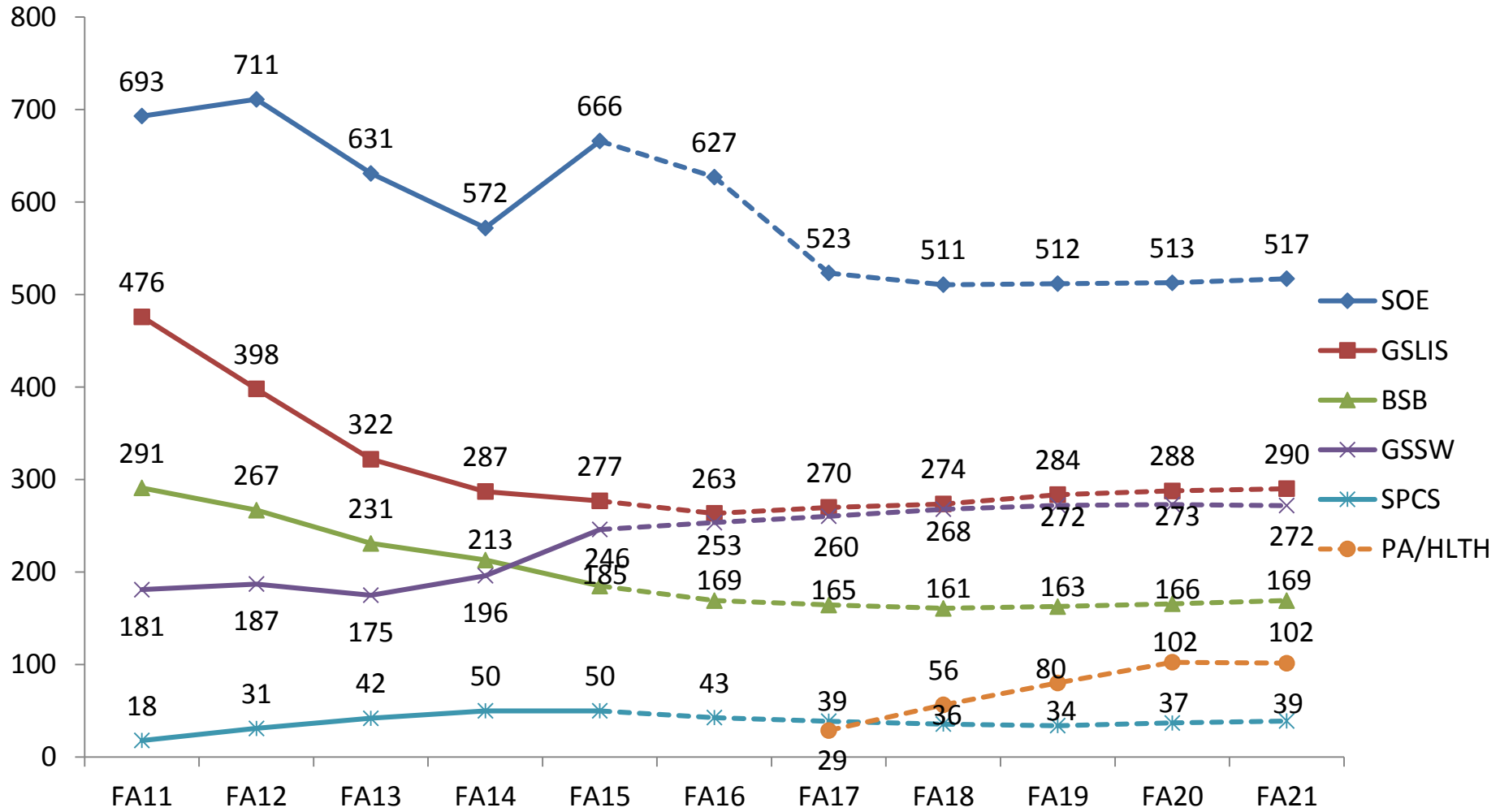
Fall Headcount Enrollment - Historical and Forecast



Projections 2018 - 2022



Graduate Schools Fall Headcount: Historical and Forecast Enrollment

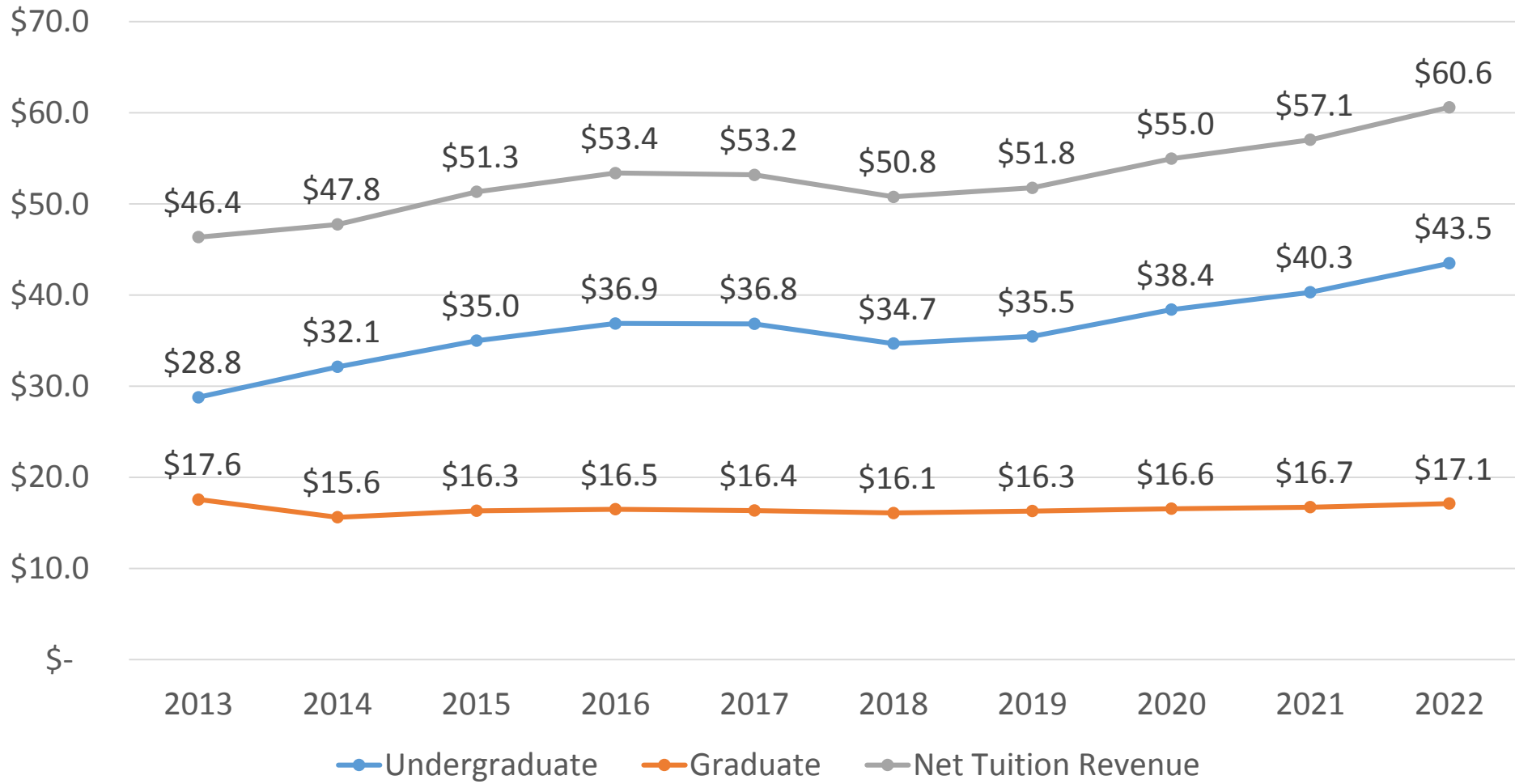


Translating Enrollment into Resources: Challenges and Opportunities

Projections 2018 - 2022



Net Tuition Revenue



Projections 2018 - 2022



Observations FY 17-FY 19: Decline in Net Tuition Revenue

Modest increase in discount could be conservative.

Ongoing MAP cuts will impact discount and/or near term enrollment.

Flat overall revenues from graduate education during period of replacement of SCH.

Deans & Budget Committee to address expense side.

Opportunities for Growth



UG

- Improve Retention
- Change freshman/transfer mix
- Business Evening & Weekend Program

Graduate

- Improve Retention
- MSIM
- Health Sciences
- Business (RD/MBA, New, MSA)

Adult Ed

- Technology Certificates to Degrees
- Healthcare (RN to BSN)

Continuing Ed

- Revenue Goals versus Enrollment Goals
- CEUs, certificates, Prep
- Business Executive Education

International

- Higher NTR
- Diversity goals
- Housing revenue

Online

- Innovative/Quality
- Demand
- Classroom capacity

A Lifelong Partnership



Potential to Serve Students Across a Career and a Lifetime

The Promise: "Institution of Choice"

"Try Before You Buy" Offerings

Low Commitment Paid Offerings

Certificate-to-Degree Stacks

Post-Degree Add-Ons



The Reality:

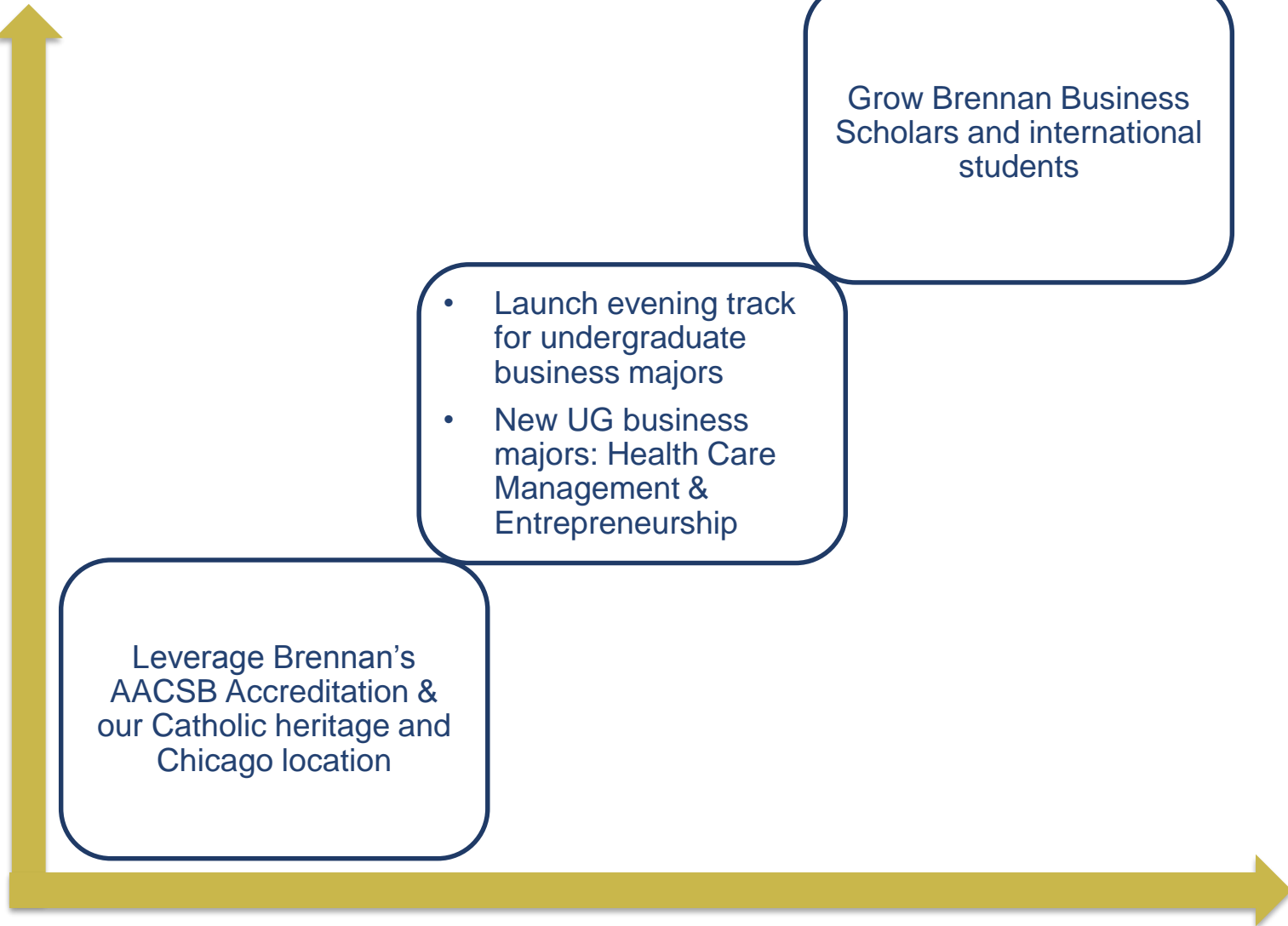


Portfolio rarely aligned to serve students at every point along a career path



Repeat enrollments not guaranteed, even if you offer courses matched to exact need

Quality



Growth

International



Undergraduate

- Replace, manage loss of Saudi students
- International Partnerships/Exchanges

Graduate Growth Opportunities

- China, exchange programs, ELS

Requires Investments

- Recruitment, Student & Academic Support

3 Years for Results

Online



Sections coded in Jenzabar

Online defined as more less than 20% of time F2F

| AY | BSB | | GSLIS | | GSSW | | SOE | | RCAS | | SPCS | | Total |
|------|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|-------|
| | ONLINE | HB | ONLINE | HB | ONLINE | HB | ONLINE | HB | ONLINE | HB | ONLINE | HB | |
| 2015 | 17 | 6 | 19 | 28 | 13 | 1 | 54 | 51 | 44 | 31 | 39 | 1 | 304 |
| 2014 | 18 | 4 | 20 | 24 | 7 | | 42 | 57 | 46 | 21 | 41 | | 280 |
| 2013 | 17 | 5 | 24 | | 9 | | 77 | 23 | 25 | 5 | 45 | | 230 |
| 2012 | 17 | | 24 | | 5 | | 90 | | 10 | | 26 | | 172 |

Online options exist today:

- Business (MBA)
 - LIS & MSIM
 - TFA
 - Legal Studies
- Courses in RCAS and GSSW

Future Growth Options

- Social Work w/ weekend option
 - Health Sciences?

Need new revenue options

Beyond the Classroom Ideas



Revenue Generating Investment Ideas

Business ventures that have student involvement

Summer academies & camps

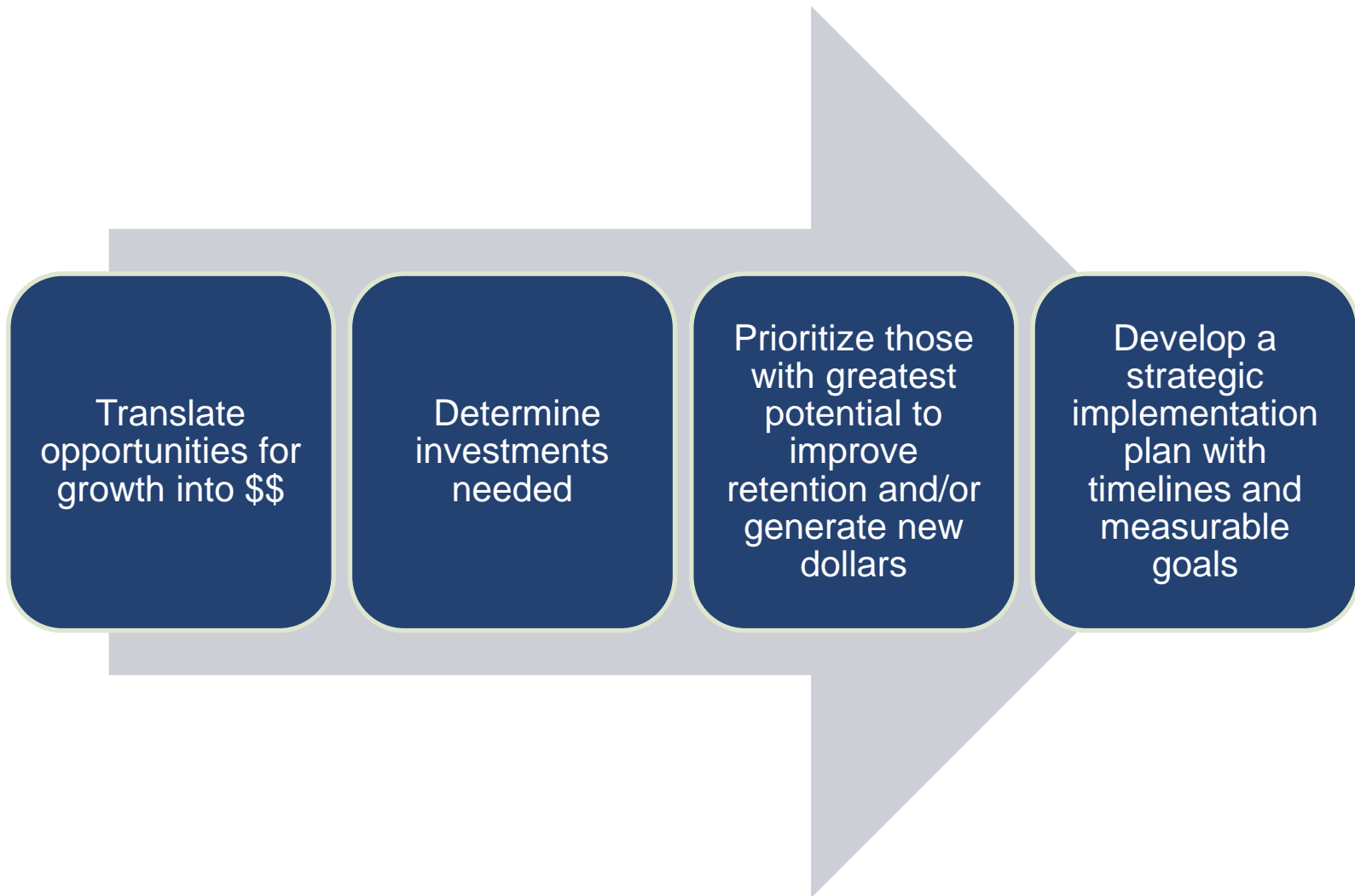
Language and cultural experiences for local adults/high school students

Expand study abroad programs to local community (to subsidize student programs)

STEM academies for minorities and women (govt. & foundation grants available)

Wellness clinic:
Nutrition, GSSW, PA,
PT/AT

Next Steps for Strategic Planning Process



Questions & Comments

