State University of New York
University at Buffalo

Lee H. Melvin
Vice Provost for Enrollment Management

A tradition of excellence, a vision for the future
University at Buffalo
Office of Enrollment Management
September 9, 2015

Recruitment & Enrollment Kick Off
Fall 2016 Recruitment & Enrollment Kick-Off

Meeting Agenda

• Welcome
• Fall 2015 UB Enrollment Landscape
• Graduate Enrollment Services Update
• New Undergraduate Recruitment Plan
• Strategic Enrollment Plan Update
WELCOME

A. Scott Weber
Senior Vice Provost for Academic Affairs
Fall 2015 Enrollment Landscape

Numbers for Today

• Regularly Funded Enrollment Numbers
• Not Final Census Data (September 18)
• Continuous movement and filtering ahead
Big Picture by the Numbers

- 27,667 University Enrollment Plan
- 28,077 Current Enrollment
- +410 Increase

Undergraduate
- 18,197 Planned
- 18,587 Enrolled
- +390 Over Plan

Graduate
- 9,470 Planned
- 9,490 Enrolled
- +20 Over Plan
Freshman Enrollment

- 3,375 Planned
- 3,582 Enrolled
- +207 Over Plan

Positive Factors in Freshman Enrollment

- 26.1% Domestic Yield, a 1.2% Increase
- Increase in Honors College Enrollment
- Increase in Diversity Enrollment
- Strategic Use of Scholarship Funds
- SAT 1150 as Calculated Median
- Increased Interest in Engineering
- Full Campus Participation in Admission and Enrollment Activities
Transfer Enrollment

• 1,700 Planned
• 1,788 Enrolled
• +88 Over Plan

Positive Factors in Transfer Enrollment

• 82.1% Yield, a 1.6% Increase
• Increase Outreach to Community Colleges
• Enhanced Processing of Applications
• Intentional Monitoring of the Transfer Admissions Experience
• Overall GPA of 3.08
New Graduate Student Enrollment

- 3,018 Planned
- 3,324 Enrolled
- +306 Over Plan

Positive Factors in Graduate Enrollment

- New Admissions Strategies Implemented
- Increased Outreach by Faculty and Staff
- Enhanced Messaging to Admitted Graduate Students
INTERNATIONAL RECRUITMENT & ENROLLMENT
Stephen C. Dunnett
Vice Provost for International Education
Overall Enrollment Landscape Challenges

- Decline in Applications both Undergraduate and Graduate
- Additional Funding to Support Highest Achieving Admitted Students
- Shifting Public Interest in Pursuing Higher Education
- Managing Increased Interest in STEM Fields
Overall Enrollment Landscape Opportunities

- Challenge to Grow Enrollment by 2,000 by 2020
- Changing Landscape of Undergraduate and Graduate Enrollment Pipeline
- Embracing and Branding our Flagship Status
- Implementation of a New Customer Relations Management System (CRM)
- Experienced Enrollment Team
GRAVADUATE ENROLLMENT MANAGEMENT SERVICES

Christopher Connor
Assistant Dean for Graduate Enrollment Services
NEW UNDERGRADUATE RECRUITMENT PLAN

Jose A. Aviles
Associate Vice Provost & Director of Admissions
Overview

• Context
  • Demographic trends
• Path Forward
  • Competitiveness in Primary Markets
  • Academically talented students
  • Expand nationally
  • Diversity
Percent Change Between 2008-09 and 2019-20 in Total High School Graduates, by State
RAPID DIVERSIFICATION
Proportion of Minority Public High School Graduates, 2019-20 (Projected)
Number of Students Receiving Pell Grants

*measured in millions

(College Board, 2014)
COLLEGE READINESS
SAT National Average 2006-2015
Percent Meeting ACT College Readiness Benchmark by Race/Ethnicity
Implications

“In regions or states facing substantial declines in White students, will institutions that have traditionally relied on these students seek to better serve students of color, particularly the growing Hispanic population? Or will they begin to search more vigilantly for students outside their current service area who are more like those they have traditionally served?”

- WICHE, 2013
2015-16
RECRUITMENT PLAN
Planning Framework

- Developed 4 cross-functional work teams
- Data collection – internal, College Board, Clearinghouse, WICHE, NRCCUA
- Environmental scan – internal strengths and weaknesses, and external opportunities and threats
- Strategies, tactics, accountability
Goals

1. Maintain and enhance competitiveness in primary markets among our cross-application institutions.
2. Refine and realign recruitment practices that focus on academically talented students.
3. Create concentrated initiatives to develop new markets for the university. Create intentional efforts to expand recruitment out-of-state.
4. Increase diversity of the incoming class, thereby expanding the educational benefits of diversity for all students who study and interact at UB.
PRIMARY MARKETS
# Data Snapshot of Primary Markets Volume

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th><strong>% change</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Erie County</td>
<td>8239</td>
<td>7787</td>
<td>7844</td>
<td>-5%</td>
</tr>
<tr>
<td>Rochester &amp; Monroe</td>
<td>6239</td>
<td>5685</td>
<td>5739</td>
<td>-8%</td>
</tr>
<tr>
<td>Brooklyn</td>
<td>16554</td>
<td>16194</td>
<td>16558</td>
<td>0%</td>
</tr>
<tr>
<td>Queens</td>
<td>15473</td>
<td>15183</td>
<td>15647</td>
<td>1%</td>
</tr>
<tr>
<td>Manhattan</td>
<td>13432</td>
<td>13149</td>
<td>13610</td>
<td>1%</td>
</tr>
<tr>
<td>Staten Island</td>
<td>4436</td>
<td>2159</td>
<td>4235</td>
<td>-5%</td>
</tr>
<tr>
<td>Bronx</td>
<td>10552</td>
<td>9948</td>
<td>10325</td>
<td>-2%</td>
</tr>
<tr>
<td>Westchester</td>
<td>9677</td>
<td>9622</td>
<td>9964</td>
<td>3%</td>
</tr>
<tr>
<td>Nassau</td>
<td>16122</td>
<td>15241</td>
<td>15555</td>
<td>-4%</td>
</tr>
<tr>
<td>Suffolk</td>
<td>16138</td>
<td>15614</td>
<td>15882</td>
<td>-2%</td>
</tr>
</tbody>
</table>

Based on EPS Total Test Takers by Geo-Market
*Percent change compares 2014 to 2012*
Strategies
Primary Markets

• Clearly define primary markets
• Maximize exposure and visibility with intentional recruitment to increase market coverage/penetration
• Develop/work with guidance counselor groups. Create counselor specific programming
• Use institutional gift monies more strategically
Strategies

Primary Markets (cont’d)

• Transition into a CRM environment
• Evaluate/grow on & off campus programming
• Develop more intense, segmented & sequential marketing/communication
• Improve time to notification
• Begin yield process sooner
ACADEMICALLY TALENTED STUDENTS
## Market share of SAT 1200+

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Erie County</td>
<td>658</td>
<td>602</td>
<td>495</td>
<td>-25%</td>
</tr>
<tr>
<td>Rochester &amp; Monroe</td>
<td>255</td>
<td>252</td>
<td>246</td>
<td>-4%</td>
</tr>
<tr>
<td>Brooklyn</td>
<td>450</td>
<td>481</td>
<td>461</td>
<td>2%</td>
</tr>
<tr>
<td>Queens</td>
<td>310</td>
<td>314</td>
<td>263</td>
<td>-15%</td>
</tr>
<tr>
<td>Manhattan</td>
<td>441</td>
<td>422</td>
<td>370</td>
<td>-16%</td>
</tr>
<tr>
<td>Bronx</td>
<td>154</td>
<td>143</td>
<td>104</td>
<td>-32%</td>
</tr>
<tr>
<td>Westchester</td>
<td>150</td>
<td>138</td>
<td>114</td>
<td>-24%</td>
</tr>
<tr>
<td>Nassau</td>
<td>424</td>
<td>388</td>
<td>328</td>
<td>-23%</td>
</tr>
<tr>
<td>Suffolk</td>
<td>98</td>
<td>98</td>
<td>100</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2940</td>
<td>2838</td>
<td>2481</td>
<td>-16%</td>
</tr>
</tbody>
</table>

Based on EPS Score Senders in Primary Markets

*Percent change compares 2015 to 2013*
Top 20 Competing Institutions for SAT 1200+

- SUNY Binghamton
- SUNY Stony Brook
- RIT
- SUNY College – Geneseo
- Syracuse
- NYU
- St. John’s
- Penn State
- SUNY Albany
- CUNY Hunter
- CUNY Baruch
- Clarkson
- University of Rochester
- Ohio State
- Northeastern
- Pittsburgh
- Cornell
- Rensselaer
- Canisius
- CUNY City College

(National Clearinghouse, 2015)
Strategies
SAT 1200+

• Intentionality/focus on 1200+
• Align recruitment effort to achieve maximum exposure in primary markets based on data
• Implement targeted, sequential, segmented (where possible) marketing communication for highly desirable academic students
• Construct and implement robust *holistic* evaluation method to convey greater selectivity
Strategies
SAT 1200+ (cont’d)

• Align, expedite, and exceed time to notification of decision with top competitors in primary region
• Review/implement a strategic merit-awarding strategy to maximize competitiveness
• Expand yield activities and maximize engagement of highly desirable admitted students
HUGs
NY Diversity Picture

• Fast growing Latino sub-population
• HS grad population will be 49% Non-White by 2027-28
• Internal data shows consistent growth in applications, but inconsistent yields
• Over-reliance on EOP for diversity headcount
Cumulative Percentage Projected in Public HS Graduates in Northeast
Strategies - HUGs

• Create sustainable pipelines coming from NYC
• Increase presence in Buffalo Schools - create college-going culture/focus on increased participation in higher education
• Incorporate more constituents in recruitment of HUGs
  • Current students
  • Key Faculty/Staff
  • Alumni
• Focus on partnerships - key schools & specifically CBO’s (nationally renown)
Strategies – HUGs (cont’d)

• Build *holistic* evaluation methods using research
• Develop a segmented marketing communication plan
• Improve effectiveness and efficiency in operations and practices (timely follow-up, decision notifications, etc.)
• Design and implement admission events focused on HUGs
• Develop cultural competency of admission staff
Strategies – HUGs (cont’d)

• Work with campus to recognize changing landscape
  • Have a student success focus
• Transfer students are key to increasing diversity
DOMESTIC EXPANSION
## Applications

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Jersey</td>
<td>369</td>
<td>372</td>
<td>314</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>136</td>
<td>120</td>
<td>141</td>
</tr>
<tr>
<td>Ohio</td>
<td>53</td>
<td>58</td>
<td>61</td>
</tr>
<tr>
<td>Connecticut</td>
<td>86</td>
<td>85</td>
<td>74</td>
</tr>
<tr>
<td>California</td>
<td>86</td>
<td>101</td>
<td>85</td>
</tr>
<tr>
<td>Illinois</td>
<td>31</td>
<td>31</td>
<td>49</td>
</tr>
<tr>
<td>DC Metro</td>
<td>74</td>
<td>113</td>
<td>101</td>
</tr>
</tbody>
</table>
Strategies
Domestic Expansion

- Focus on developing key markets: California and Chicago, IL, and D.C. metro
- Maintain presence in NJ, PA, OH, and CT
- Align Search Strategy and recruitment activity to concentrate on identified developing markets
- Collaborate with Marketing and Communications to develop a clear strategy to develop name recognition, brand equity
- Collaborate with Alumni Engagement to create synergy in efforts
- Work with guidance communities to develop relationships with UB counselor programs
Strategies
Domestic Expansion (cont’d)

• Develop concentrated follow-up with recruits
• Expand yield tactics to achieve maximum engagement of admits in developing markets
• Use institutional gift monies strategically
• Academics – develop synergy with national work of faculty and our defined regions
• Examine the need for regional recruiters
Summary

• Recruitment Plan was constructed by cross-functional teams in admissions
• Data-driven analysis of external marketplace
• Intentional/directed strategy will align investment of time, effort, and financial resources
• Will provide analysis of outcomes at end of cycle
STRATEGIC ENROLLMENT PLAN UPDATE
Enrollment Planning Structure

President

Provost

Enrollment Management Council

Deans and VPs in an advisory role

Enrollment Plan Steering Committee

Enrollment Resource Planning Committee

Recruitment Strategies and Implementation

Retention, Academic Services, and the Student Experience Strategies and Initiatives

Price, Aid, and Affordability Strategies and Implementation

Post-baccalaureate Enrollment Strategies and Initiatives
Strategic Plan Goal

Recommend a 5-year enrollment plan that identifies the number of students UB will serve, the planned distribution of students enrolling by level, program, residency and background (gender, age, race/ethnicity) and the strategies that will enable the recruitment and retention of this number and mix of students over this period. The plan document will provide the rationale for these recommendations and reflect a broad-based engagement of appropriate campus stakeholders.
Guiding Principles

• Enroll 30,000 students by 2020
• Maintain mix of enrollment by level and by program
• Increase the quality of entering cohorts at all levels
• Increase degree completion rates and time to degree at all levels
• Increase the net revenue per student at all levels
• Increase the percentage of students enrolling from outside NYS
• Increase enrollment from underrepresented groups and underrepresented minorities
• Increase the number of students from non-traditional age groups
• Continuous review and modification of goals and aspirations to maintain relevance
Enrollment Management Council has explored growth within these aspirations, and three scenarios have been articulated. These are to:

- Maintain enrollment at current levels of approximately 28,000 regularly funded students,
- Grow overall enrollment by seven percent across all units and sectors to approximately 30,000 regularly funded students, and
- Grow overall enrollment by seven percent but focus on graduate/professional growth, primarily at the masters level.
Committees and Chairs

Recruitment Strategies and Implementation
• Co-Chairs: Jose Aviles, Associate Vice Provost & Director of Admissions
  Jeff Smith, Associate Vice President for Marketing and Digital Communications

Retention, Academic Services, and the Student Experience Strategies
• Co-Chairs: Barbara Ricotta, Dean of Students & Associate Vice President for Student Affairs
  Andrew Stott, Vice Provost & Dean of Undergraduate Education

Price, Aid, and Affordability
• Co-Chairs: Laura Barnum, Associate Vice President for Resource Planning
  John Gottardy, Director of Financial Aid

Post-baccalaureate Enrollment Strategies and Initiatives
• Co-Chairs: Katherine Ferguson, Associate Dean for Academic Programs, School of Management
  Graham Hammill, Vice Provost for Graduate Education, Dean of the Graduate School
Timeline and Process

• From Senior Leadership Retreat, a challenge to grow by perhaps 2000 students (28,000 to 30,000 regularly funded)
• Charge given to Enrollment Management Council to coordinate to make recommendations by early fall 2015
• Enrollment Plan Steering Committee, Chaired by Lee Melvin, formed in May/June 2015
• Enrollment Management Council has been meeting over the summer to finalize enrollment scenarios for Steering Committee to act on
• Iterative process between senior leadership, Enrollment Management Council and Steering Committee
QUESTIONS?
MORE INFORMATION

HTTP://ACADEMICAFFAIRS.BUFFALO.EDU/UNITS/ENROLLMENT

HTTP://ACADEMICAFFAIRS.BUFFALO.EDU/UNITS/ENROLLMENT/SEP