



Strategic Enrollment Management:  
*The Need for a Plan – The Western Technical College  
Partnership Story*

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Wisconsin Technical College District Boards Association: January 15, 2016



# Agenda for Today

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- Introduction of Maguire Partners: Denise Vujnovich
- Maguire Associates Overview: Jim Murtha
  - Company history and philosophy
  - Enrollment services
- Strategic Enrollment Management: Chris Bell
- Maguire/Western Technical College Strategic Enrollment Management Case Study:
  - Partnership and Process Overview: Chris Bell
  - Western's Experience: Denise Vujnovich

# Overview

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- Company founded in 1983 by Jack Maguire ...
- Focus on higher education and private schools – over 500 institutions served (public, private, large, small)
- Twenty two full-time employees: former higher education executives, practice leaders, Ph.D. researchers, & trained analysts.
- Recognized thought leader: national research for *The Chronicle of Higher Education*, frequent presentations at professional conferences, webinars, service to the industry as college trustees and pro bono advisors

# Approach

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- Scientific method orientation
- Client focused
- Collaborative style
- Sophisticated methods
- Data-informed decisions
- Actionable intelligence
  - rooted in research and
  - industry experience

## In a nutshell ...

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- Provide data-driven enrollment management solutions with a combination of close organizational analysis and support and sophisticated analytics
- Use general methodological principles and experience to guide specific solutions
- Help colleges, universities and schools achieve their strategic and financial objectives
- Assist clients in exploring the policy options and trade offs involved in landing classes of desired size and composition that fit with long-term goals
- Help clients develop strategic enrollment management plans so that they can take control of their future development

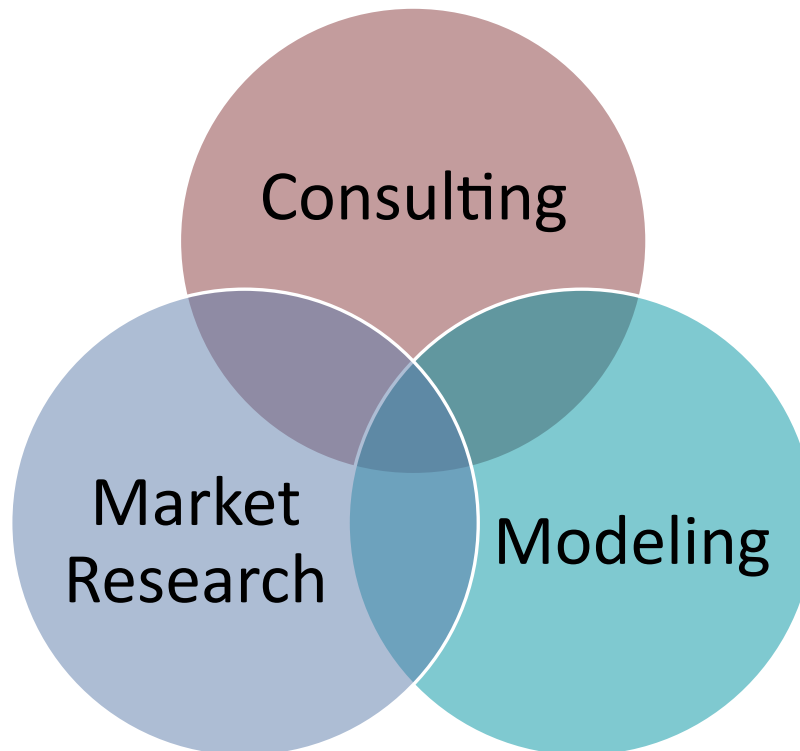
# Primary Services

## CONSULTING

- Enrollment Management Operational Efficiency/Best Practices
- Strategic Enrollment Management
- Marketing and Communications

## MARKET RESEARCH

- Program Portfolio Market Assessment
- Admitted Student Research
- Institutional Identity/Brand Analytics
- Price and Value Studies
- Customized Research



## MODELING

- **EMCIT™**  
Targeted Search and Recruitment Strategies
- **EMPOWR™**  
Inquiry-to-applicant Conversion Model
- **EMFASYS™**  
Financial Aid Leveraging and Yield Prediction
- **Retention**  
Multivariate, Statistical Models Predicting Student Success
- **Maguire Analytics**  
Data visualization and predictive analytics

# Demographics and Public Colleges

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- Demand from students directly from high school is low because of demographic shift
- Students flooded into community colleges and technical programs in the wake of the 2008 “great recession” to the point that some had to be turned away for lack of seats
- As the economy has rebounded and unemployment declined to near “full employment,” demand has slackened in the adult market
- Overall, the college participation rate of students leaving high school has declined, reversing a long-term, rising trend

# The Challenge of Participation

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- We have worked with the States of Connecticut and Massachusetts to address participation in today's economy
- Direct from high school: some students are lacking skills and orientation to higher education, implying additional outreach, pre-college preparation and financial aid
- Equally important challenge is the “incumbent worker” who needs additional education but needs an alternative to leaving work for college: on-line, blended learning, general “flexibility” in learning



# What is Enrollment Management?

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A systematic, integrated approach that strengthens colleges' and universities' relationships with students throughout the enrollment lifecycle – from first inquiry through application, admission, matriculation, persistence, goal or degree completion, and beyond.

# Western's Continuum

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Student Success:

Enrollment Management Continuum

1. Recruitment, Marketing and Inquiries
2. Applications
3. Acceptance
4. Registration
5. Learning and Development
6. Student Success
7. Employment

# Hallmarks of Strategic Enrollment Management

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- Dual Objectives:
  - Student Success
  - Institutional Sustainability
- Collaborates across functions
- Involves multiple constituencies
- Harnesses the power of technology
- Asserts strong, energetic leadership
- Includes diverse efforts supporting a coherent, grand design
- Empowers entire campus community

# Strategic Enrollment Management Plan

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A process, timeline and final product **unique** to every school and/or system, but consistently:

1. Founded on **principle** that EM health is synonymous with institutional health
2. Built upon your **mission and strategic plan**
3. Led by **experienced** enrollment leadership
4. A **constructive, respectful** partnership between school(s) and enrollment consultant

# Strategic Enrollment Management Plan

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A process, timeline and final product **unique** to every school and/or system, but consistently:

5. Heavily **data and culturally-driven**
6. Reliant on **synergy** between internal and external enrollment expertise and data
7. A **cross-campus and cross-constituency** discussion up, down and around
8. A **well-paced, disciplined** process that honors the institution and its resources

# Strategic Enrollment Management Plan

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A process, timeline and final product **unique** to every school and/or system, but consistently:

9. Builds on **strengths** to simultaneously and incrementally mitigate challenges
10. Recognizes **victories** of all kinds along the way
11. A **cultural transformation** tool with unlimited potential
12. **Fluid, ever-evolving**, and ‘**never fully done...**’ just like the institution, students and community it serves

# Why Seek Assistance with a Plan?

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- **Expand your capacity** with outside facilitation through complex and challenging topics
- May be **difficult to tackle** internally or alone *systematically*... while also meeting regular business needs
- Maximize its level of **impact**
- **See** the forest AND the trees

## Western Process: Oct 2013-Sept 2014

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- 3 extensive site visits involving carefully orchestrated feedback sessions
- High level of attention to internal voice
- Assessment of key operations, processes, services, marketing, institutional strengths, key data points and institutional challenges
- Regularly scheduled meetings with executive leaders between site visits



# Strategic Enrollment Plan Project Overview 2013-2014

Project	Date	Notes
Opportunity Analysis Site Visit and Report	October – November, 2013	Included Retention and Enrollment Management Workshop; November Report
Messaging and Communications Audit	January, 2014	Review of key marketing materials
Retention Diagnostic Questionnaire (RDQ) Report	January, 2014	
External Data Analysis	January, 2014	30-mile and 90-mile radius

# Maguire Project Overview 2013-2014

Project	Date	Notes
Operations and Recruitment Assessment Site Visit and Reports	February – May, 2014	February on-site visit; working draft reports; final report in May
Initial SEM Plan Template and Plan Year Chart Framework	May, 2014	Based on final Operations and Recruitment Assessment Report findings
SEM Theme Discussions	May – August, 2014	With senior leadership team members
SEM On Site Visit and Finalization of Full SEM Plan Draft	August – September, 2014	Final plan completed in Sept

# A Closer Look at the Process Stages

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1. **Start where YOU are** by honoring your current reality and not reinventing any wheels

***For All Schools:*** mission, strengths, challenges, data story, enrollment management philosophy

***For Western:*** referendum; new strategic plan; switching to PowerCampus and trimesters; leadership and unit transitions; high school and adult mix

# Stages of Process

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2. Identify **strategic enrollment themes** or goals aligned with the strategic plan

***For All Schools:*** Often similar themes...

***For Western:***

- 1. Student-centric culture*
- 2. Strategic alignment*
- 3. Financial messaging*
- 4. Recruitment practices*
- 5. Retention practices*

# Stages of Process

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## 3. Identify **objectives** within each strategic theme

- Highest, fastest impact?
- Require more time?

***For All Schools:** Objectives may differ in weight, timing or the 'how'*

***For Western:** Stay tuned for Denise's presentation!*

# Stages of Process

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4. Lay out objectives within an interwoven plan — by year — focusing first on **'synergy'**
  - your institutional AND your enrollment operation strengths
  - those challenges ALL more quickly agree can and should be tackled within your existing resources – your 'low-hanging fruit'
  - put more challenging topics on an incremental planning timeline

# Stages of Process

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5. Document and vet (and the reverse!)
  - a textual version of your plan for global consumption
  - a matching Gantt chart in a usable template (i.e. Excel) for working groups
6. Use the Gantt chart regularly: **No Shelving!**
  - Part of your regular business
  - Document results and adjust as go
  - Record all ideas — immediate and future

# Enrollment Management Top Tips

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1. If and when you cannot act on data, act on best practice... “just do the right thing”
2. Use numbers to motivate not threaten
3. Honor yet enhance your culture
4. Be ready for the plateau effect
5. Do not underestimate the power of operational intentionality
6. Focus on what you can do and honor one another in the process



# Western's Mission

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Western Technical College provides relevant, high quality education, in a collaborative and sustainable environment, that changes the lives of students and grows our communities.

# Western's Strategic Enrollment Management Promise

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- Serve the community...
- With sustainable resources in mind...
- Inspired and true to our primary mission of the academic endeavor...
- Supported by strategic planning...
- By positively serving our students with their success as our primary goal.