



Session Handouts

Enrollment Trends and Retention Ideas

September 23, 2014 Trustees Conference

Contents

1. **Enrollment Trends**

(Sean Nelson's and Carlos Santiago's PowerPoint presentation)

2. **Enrollment Strategies**

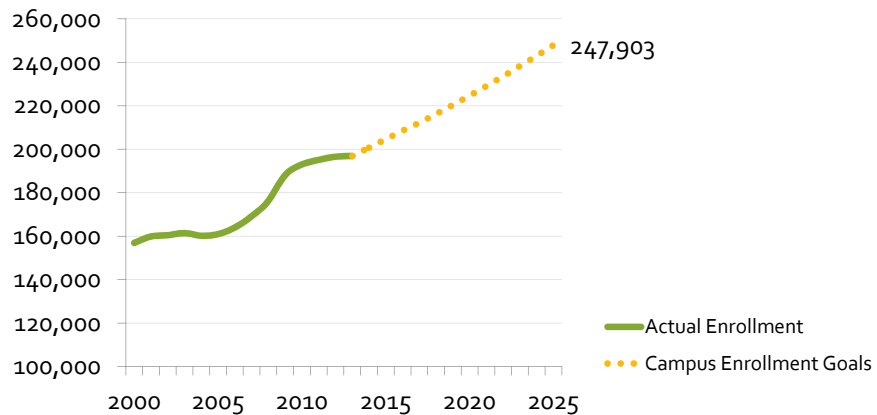
(A document created by the Enrollment Planning Group)

DHE Enrollment Projection Project

we seek to analyze future enrollment scenarios in light of **demographic** projections and economic projections of **workforce demand**.

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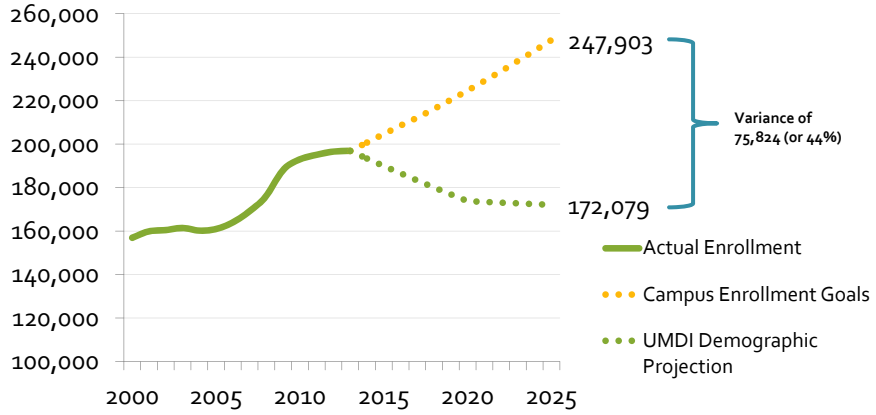
Enrollment Projections: Campus Goals



* University of Massachusetts Donahue Institute

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Enrollment Projections: UMDI* and Campus Goals

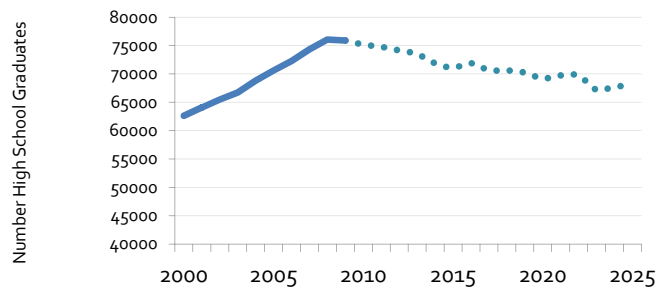


* University of Massachusetts Donahue Institute

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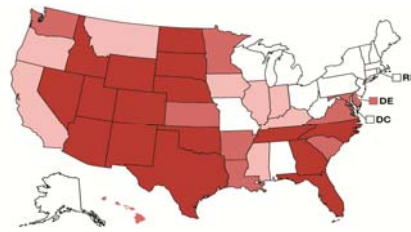
Projections of High School Graduates: WICHE

Western Interstate Commission for Higher Education (WICHE)
2014 - 2025
Projection of High School Graduates in Massachusetts



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Projections of High School Graduates: NCES



*National Center for Education
Statistics (NCES)*
2010-2023
Change in
Public High School Graduates

- Decline 5% or more
- Decline up to 5%
- Grow up to 5%
- Grow 5% or more

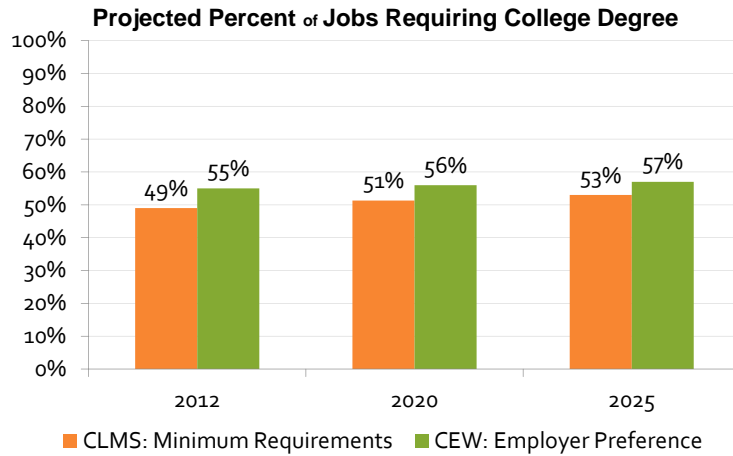
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Implications for the Workforce

Workforce demands will continue to increase despite enrollment declines

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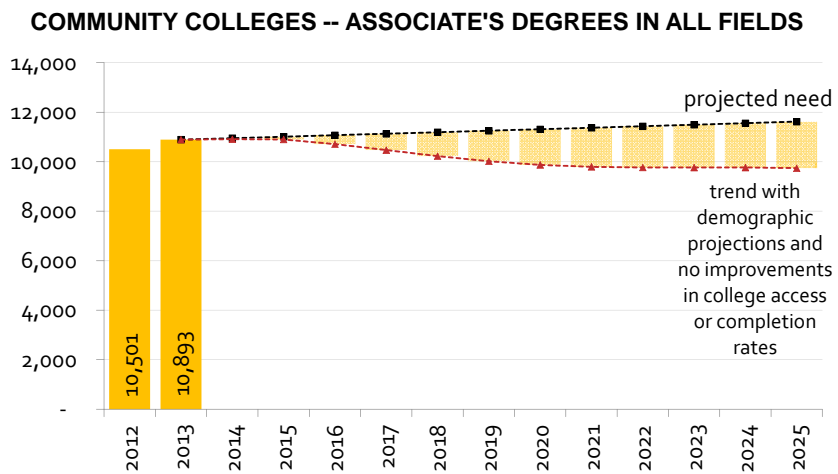
Demand for College Degrees Rising



Andrew Sum, Ph.D. Center for Labor Market Studies Northeastern University (CLMS)
 Carnevale, Ph.D. Center for Education and the Workforce, Georgetown University (CEW)

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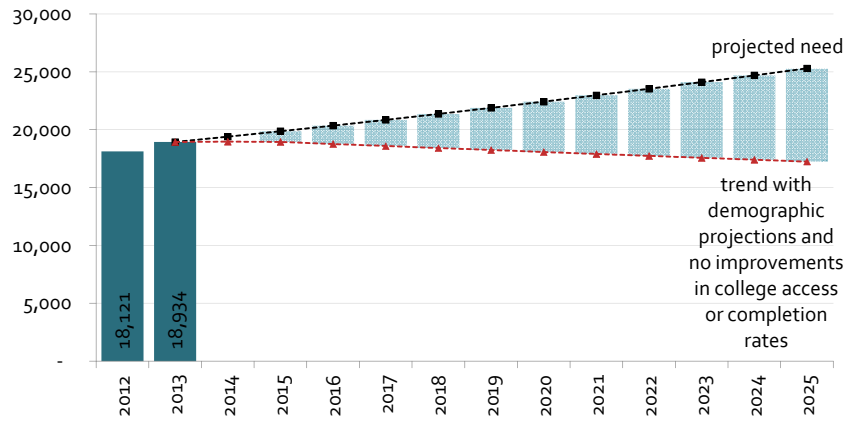
The Gap: Demand and Supply



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The Gap: Demand and Supply

UNIVERSITIES -- BACHELOR'S DEGREES IN ALL FIELDS



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Campus and System Level Strategies

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Campus and System-level Strategies

- Implement new and enhanced recruitment strategies
- Increase retention and completion rates
- Better address the needs of adult and non-traditional students
- Close achievement gaps
- Increase the enrollment of high-achieving students
- Strengthen communication and marketing strategies

ENROLLMENT STRATEGIES

FROM THE ENROLLMENT PLANNING DISCUSSION GROUP

We present the following strategies for your consideration; in many cases, these strategies are already being implemented on our campuses, but they could be scaled up to serve a larger number of students. These strategies are organized in accordance with the following framework that reflects the primary goals and outcomes of the Vision Project, campus goals, and the need to increase awareness on the part of many stakeholders about the excellence and affordability of our community colleges and state universities. Note: these strategies are not presented in order of preference or priority.

- Implement new and enhanced recruitment strategies
- Increase retention and completion rates
- Better address the needs of adult and non-traditional students
- Close achievement gaps
- Increase the enrollment of high-achieving students
- Strengthen communication and marketing strategies

This list is the result of our discussions about strategies that are already being implemented on our campuses and also promising strategies, based on initial data and research, which should be explored in greater detail.

GOAL: Implement new and Enhanced Recruitment Strategies

POTENTIAL STRATEGIES

- Expand dual enrollment and early college programs
- Organize engaging and inviting events to introduce students to colleges (for example, expand the Massachusetts College of Liberal Arts model of inviting 3rd and 6th graders and high school students to campus), and increase outreach and recruitment efforts at local/regional middle and high schools
- Provide targeted assistance to high school students in partnership with the Department of Elementary and Secondary Education and school districts to increase college and career readiness
- Implement targeted recruitment efforts for specific populations of students such as veterans, adult/non-traditional students, and international students – and implement policies to better address the needs of these students, including offering credit for previous academic, career, and other experiences; offering online and hybrid courses to accommodate different types of schedules; and offering 2+2 associate and baccalaureate degree programs as well as accelerated master’s degree programs

- Collaborate with business and industry partners to increase both credit and non-credit workforce development programs
- Provide more on-campus employment opportunities for students
- Establish satellite campuses to better serve neighboring communities
- Adjust campus billing models to offer tuition discounting and free courses above a certain credit threshold to increase access and affordability

GOAL: Increase Retention and Completion Rates

POTENTIAL STRATEGIES

- Implement “recruit-back” strategies in order to re-enroll students who need to earn a small number of credits to complete certificate and degree programs
- Restructure gateway courses to increase enrollment in and completion of college-level, credit bearing courses, and implement accelerated models for developmental education courses
- Enhance reverse transfer policies and strengthen partnerships between community colleges and state universities
- Provide open-source educational resources to decrease costs for students
- Implement intrusive advising models, provide integrated advising services (including comprehensive academic, career, and other types of support), and explore technology-based efforts (such as the Early Alert model) to increase responsiveness to students’ needs
- Provide more experiential and service learning opportunities
- Increase students’ sense of ownership and engagement with the campuses
- Provide more on-campus employment opportunities for students
- Decrease the student to faculty ratios and also increase the number of full-time faculty members
- Explore additional possibilities related to online learning/hybrid instructional models

- Collaborate with business and industry partners to increase both credit and non-credit workforce development programs, and ensure that public colleges and universities are listed as a preferred vendor for state employee trainings
- Increase alignment between Adult Basic Education and degree programs

GOAL: Better Address the Needs of Adult and Non-Traditional Students

POTENTIAL STRATEGIES

- Implement new and enhanced strategies to award credit for prior academic and professional experiences (for example, build on campus efforts to provide credit to student veterans, and establish policies to award credit to other groups of students)
- Increase enrollment and completion rates for student veterans by increasing campus capacity to provide comprehensive academic and support services and also offer orientation and transition programs (such as the Veterans Upward Bound Program)
- Enhance current 2+2 partnerships between community colleges and state universities by establishing clearly defined academic and career pathways

GOAL: Close Achievement Gaps

POTENTIAL STRATEGIES

- In addition to all of the retention and completion strategies listed on page 6, which should be implemented to close persistent achievement gaps, we recommend the following two strategies.
- Establish financial support centers and provide more comprehensive social services to students
- Implement targeted strategies for specific populations of students (for example, in partnership with DHE, campuses could develop and implement strategies to increase enrollment and completion rates for low-income males and males of color)

GOAL: Increase the Enrollment of High-Achieving Massachusetts Students

POTENTIAL STRATEGIES

- Provide more scholarships and institutional aid by restructuring the Adams Scholarship; providing students with financial aid packages that could cover tuition, fees, and other costs; and guaranteeing tuition and fee rates for 4 years at our state universities
- Provide more academic enrichment opportunities such as participating in undergraduate research and specialized learning communities
- Offer accelerated programs to complete bachelor's and master's degrees in 5 years
- Enhance the Commonwealth Honors Program
- Decrease student to faculty ratios to enhance the undergraduate learning experience

GOAL: Strengthen Communication and Marketing Strategies

POTENTIAL STRATEGIES

- Increase engagement with high school guidance counselors to provide current information about our community colleges and state universities (including the Commonwealth Honors Program), and complement current efforts by the State University Council of Presidents (SCOPE) and the campuses to provide information about degree and certificate programs and data about student enrollment and outcomes
- Conduct targeted outreach to international students in high-need and under-enrolled programs and expand exchange programs
- Conduct targeted outreach to out-of-state students
- Convene regional events for targeted populations (such as non-traditional students, student veterans, and students of color) and build on the Go Public! events to attract all students to our public institutions
- Better utilize social media, Internet, and other tools to communicate with prospective students and their families, guidance counselors, and other key stakeholders

