ALL HANDS ON DECK (NO, REALLY): Enrollment Management at Northern Arizona University



Maribeth Watwood Dean, NAU Graduate College

Total enrollment: 30,736 Graduate: 4,223 Flagstaff: ~75,000





REMEMBER THE "WHY"

Mission:

The Arizona Board of Regents is committed to ensuring access for qualified residents of Arizona to undergraduate and graduate institutions...

Budget Realities: Near reversal of contributions of state vs. tuition over past decade.

Arizona Leads the Nation in Higher Ed Budget Cuts Since the Great Recession

By RYAN HEINSIUS . MAY 13, 2015

Arizona Constitution, Article 11: The university and all other state educational institutions shall be open to students of both sexes, and the instruction furnished shall be as nearly free as possible.

IMPACT ARIZONA

GOAL ONE EDUCATE

Drive Student Educational Success and Learning Deliver a high quality university education.

OBJECTIVES

- Enroll a diverse student body that reflects the overall demographics of Arizona
- Engage students with guality and innovative teaching and learning experiences
- · Provide a stimulating, politically and intellectually diverse and respectful atmosphere that attracts, inspires and retains students, faculty and staff while recognizing our place
- Encourage public service, research experience, internships, clinical placements and other types of professional engagement as an integral part of the overall student experience
- Provide outstanding extracurricular activities
- Maintain excellent and significant international programs Equip graduates with 21st-century communication, analytical and problem-solving skills
- · Produce graduates who are thoughtful, intellectually well-rounded and have an appreciation for lifelong learning

MISSION

Arizona's public university enterprise exists to provide opportunities for learning, discovery, research, public service and economic development for Arizona residents and the global community.

APPROACH

OBJECTIVES

The Arizona public university enterprise employs an entrepreneurial approach with an innovative leadership and organizational design that recognizes each university's unique mission; holds the enterprise to the highest standards of quality and accountability; and works collaboratively to achieve statewide goals.

> GOAL THREE DISCOVER

GOAL TWO ACHIEVE

flexible degree options

in educational delivery

and career-ready individuals

postsecondary credentials

support services

Advance Educational Achievement Within Arizona Lead the effort to increase the number of Arizonans with a college degree or certificate.

· Promote the value of education and college attainment

Embrace and utilize technology to create more efficiency

· Improve time to a degree by providing excellent student

Play a key role in K-12 to produce more college

of high school graduates and individuals with

Seek greater alignment of outcomes between K-12,

· Govern through an enterprise approach with differentiated university

missions and an innovative management and organizational structure

Provide access and sufficient scale through numerous affordable and

Promote policies and innovations that encourage greater numbers

Build a college-going culture in Arizona and America

problems and enhance lives.

OBJECTIVES

- Increase research activity
- Build on each university's strengths and differences in research to benefit Arizona

Discover New Knowledge - Create new knowledge, collaborations, inventions, and technology to solve critical

- Increase the commercialization of research into the marketplace by expanding the rate of technology transfer and start-up creation Connect university research to Arizona's business and industry to
- foster greater collaboration and advance economic growth Encourage a culture of collaboration among the universities
- to enhance the public university enterprise and compete more effectively nationally and globally on behalf of Arizona
- · Develop a broad range of government, industry and philanthropic sources of research funding

ARIZONA BOARD OF REGENTS ASU . NAU . UA

GOAL FOUR MPACT

Impact Arizona - Engage and serve our communities through initiatives, and partnerships focused on supporting, improving, and enhancing Arizona's economy and competiveness.

OBJECTIVES

- · Communicate to all constituencies and policymakers the value of Arizona's public universities to the state
- · Increase higher education attainment necessary to impact
- Arizona's economy and make the state more competitive Support university research, technology transfer and
- entrepreneurial program activities in a manner that has the greatest impact on Arizona's economy and makes the state more competitive
- Increase universities' community service and engagement activities by students, faculty and staff
- · Be an engaged and respected advisor in addressing critical issues facing our state
- Align with and advance statewide economic development goals
- Collaborate with businesses to grow Arizona's economy
- · Support the creation of new business start-ups driven by university intellectual property and student entrepreneurial programs
- · Operate in a financially responsible manner
- Keep Arizona's workforce competitive

METRICS AND MEASURES METRICS AND MEASURES METRICS AND MEASURES METRICS AND MEASURES Number of bachelor's degrees awarded – total and residents Research and development activity Freshman retention Public service activity Undergraduate and graduate enrollment · Graduate degrees awarded Licenses and options executed · Number of degrees awarded in high-demand fields

- Education and related expenses per degree
 - · Number of university level specialized certificates and credentials

· Freshman and transfer graduation rates Post-graduation outcomes

CHALLENGES & RISKS

Total enrollment

- Entering Arizona student preparedness
- Arizona's college-going rate
- · Community college transfer rate
- Investment needed to strengthen academic programs
- Need to redesign educational spaces for improved teaching and learning environment
- Need for improved analytics to increase student success Increasing student expectations for support services

and campus amenities

- **CHALLENGES & RISKS**
- Need for a stronger college-going culture in Arizona
- Large number of students with financial need
- Declining state funding support and consequent
- pressures on tuition rates and financial aid
- Lack of state funding model
- · Less federal monies to support students
- · Structural costs and burdensome regulation,
- including health insurance and other employment benefits · Increased reliance on non-resident and international student tuition

CHALLENGES & RISKS

Invention disclosures

- · Risk of further reductions in research funding
- Funding for new faculty and laboratory upgrades/expansion
- · Effectively demonstrating economic impact of research
- Research facilities capacity
- · Attracting, retaining and supporting the highest quality research faculty

- Number of university faculty and staff involved in Arizona service activities

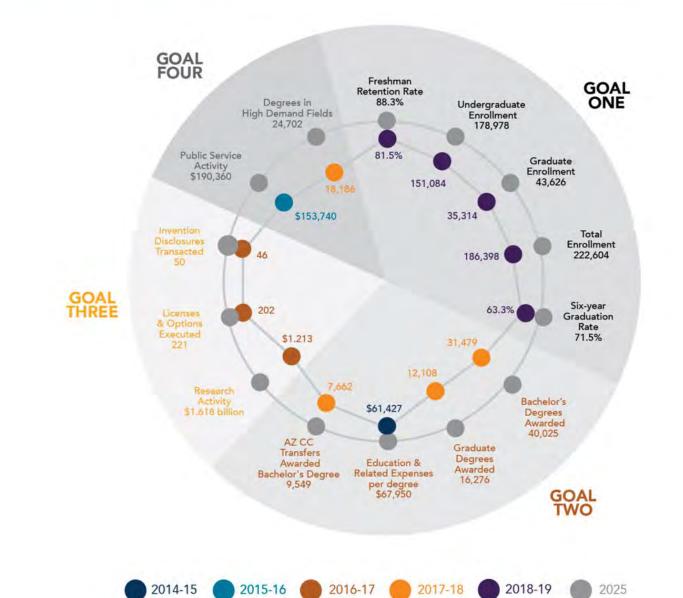
CHALLENGES & RISKS

- Inadequate mechanisms for working with businesses
- and government to determine long-term workforce needs
- Navigating the complexities of multiple partnerships to combine resources and talent
- Decentralization of education in Arizona
- with no coordinating body across systems
- · Effectively demonstrating to policymakers the contribution of higher
- education to Arizona's quality of life and economic development

- workforce demands Partner with other Western states to provide broad student access
- community colleges and universities Increase alignment of coursework between K-12, community colleges and universities Create modern, sustainable funding and regulatory design
 - · Develop new and innovative financial aid models
 - Work with policymakers to develop student-centered financial aid
 - Partner with other state entities to meet Arizona's

Arizona Higher Education Enterprise

2025 Metrics and Goals



MAY 2019

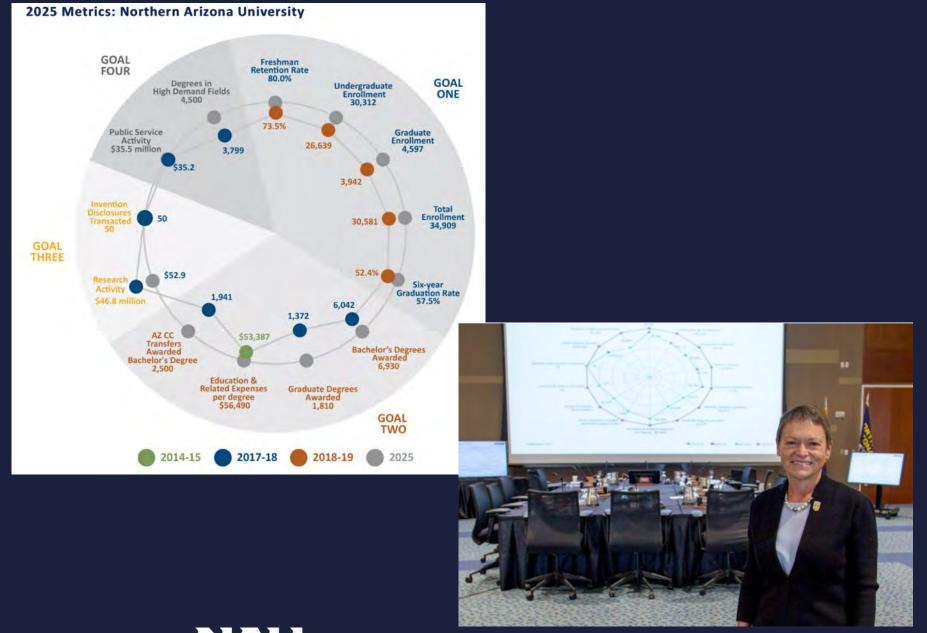
ARIZONA BOARD OF

ASU + NAU + UA

G

R

2



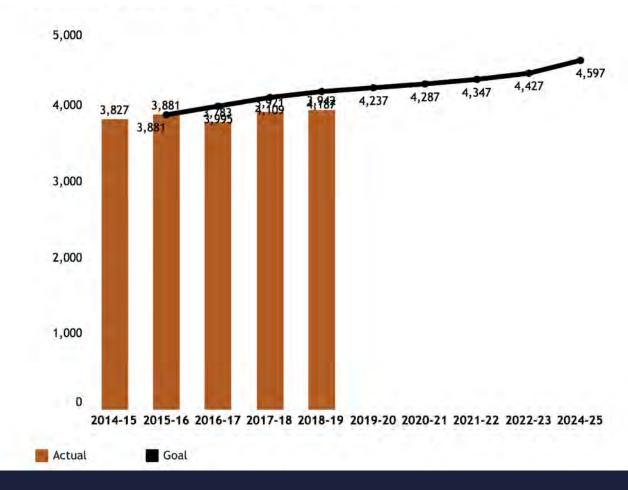
Graduate Enrollment



2019 GOAL: 34,835 2025 GOAL: 43,626

Producing more degree holders at all levels provides economic prosperity for individuals and an educated workforce for the state to meet job demands that increasingly require education past high school.

GOAL 1: PROMOTE STUDENT SUCCESS AND LEARNING Graduate Enrollment (Fall) NAU



HOW WE MEASURE IT ABOR* 2025 Metrics

Freshman Retention Rate	Undergraduate Enrollment 2018 ► 26,783	
2025 • 80%	2025 > 30,312	Bachelor's D
Graduate Enrollment	Total Enrollment	2017 • 5,
2018 > 3,921	2018 > 30,704	2025 • 6,
2025 • 4,579	2025 ► 34,909	Graduate De 2017 ► 1.
6-Year Graduation Rate		
2018 > 55.3%		2025 ► 1,{
2025 ► 57.5%		Arizona Con Awarded Ba

'Arizona Board of Regents

Bachelor's Degrees Awarded 2017 ► 5,901 2025 ► 6,930

HIEVE

Graduate Degrees Awarded 2017 ► 1,366 2025 ► 1,810

Arizona Community College Transfers Awarded Bachelor's Degrees

2018 > 2,083 2025 > 2,500



MAJOR FACETS OF ENROLLMENT GROWTH CAMPAIGN: COMMUNICATION, STRUCTURE, PROCESS, DATA ANALYSIS, ACCOUNTABILITY

*Communication – goal is whole campus buy-in. Multi-level effort, led by messaging at highest levels.

*Shift from faculty-focused to student-focused processes

*Centralization of services including ITS, administrative support

*Restructuring staff structure and deployment

*Examination of faculty workload policies and practices

*Change Management - ADKAR

EXTERNAL CONSULTANTS GUIDE DECISIONS



STRUCTURAL ANALYSIS OF GRADUATE COLLEGE *Revamped entire graduate admissions structure and processing *Graduate and undergraduate in University Admissions STRATEGIC ENROLLMENT MANAGEMENT PLAN *Rolls into university plan; guides college / departmental strategic plans *Planning to plan, planning to implement: goals, strategies, tasks, challenges, responsible people positions *Granular modeling approach requires campus buy-in LEAD GENERATION *Examine every aspect of the enrollment funnel *Coordinate communication flows *Identify target audiences NAU NORTHERN ARIZONA UNIVERSITY

MARKET ANALYSIS FOR EXISTING AND NEW PROGRAMS What does growth mean to you? *Access mission

- *Hidden opportunities waiting for support
- *Unique pockets of faculty expertise
- *Resuscitating struggling programs

*Resource allocations – haves and have nots

SWEET SPOTS FOR GROWTH: Online master's degrees Community campuses Professional / non-thesis master's Accelerated programs Alternative credentials



ONE SPECIFIC APPROACH – IDENTIFY 'BUCKETS'

*Capacity vs. prestige vs. quality *Short term, mid, and longer term goals *Marketing needs specified in detail for programs in each budget category *Detailed and frequent check-ins with deans and program leaders

*Evolving role of Graduate College



RESULTS TO DATE:

Fall 2019 graduate enrollments up 5.7%

Graduate enrollments are up across the board: Flagstaff Mountain Campus Online Yuma Community Campuses Phoenix Biomedical Campus International



ONGOING EFFORTS:

Daily Enrollment Reports

Daily Enrollment Funnel Reports



Monthly Cabinet reports and accountability

Monthly Provost Academic Leadership reports and accountability

Implementation of Strategic Enrollment Management Plan

Alternative Credentials Taskforce

Remember the 'why' every single day -

