



Enrollment Management Report September 15, 2023

Agenda Item #1: Dashboards

Information

Action

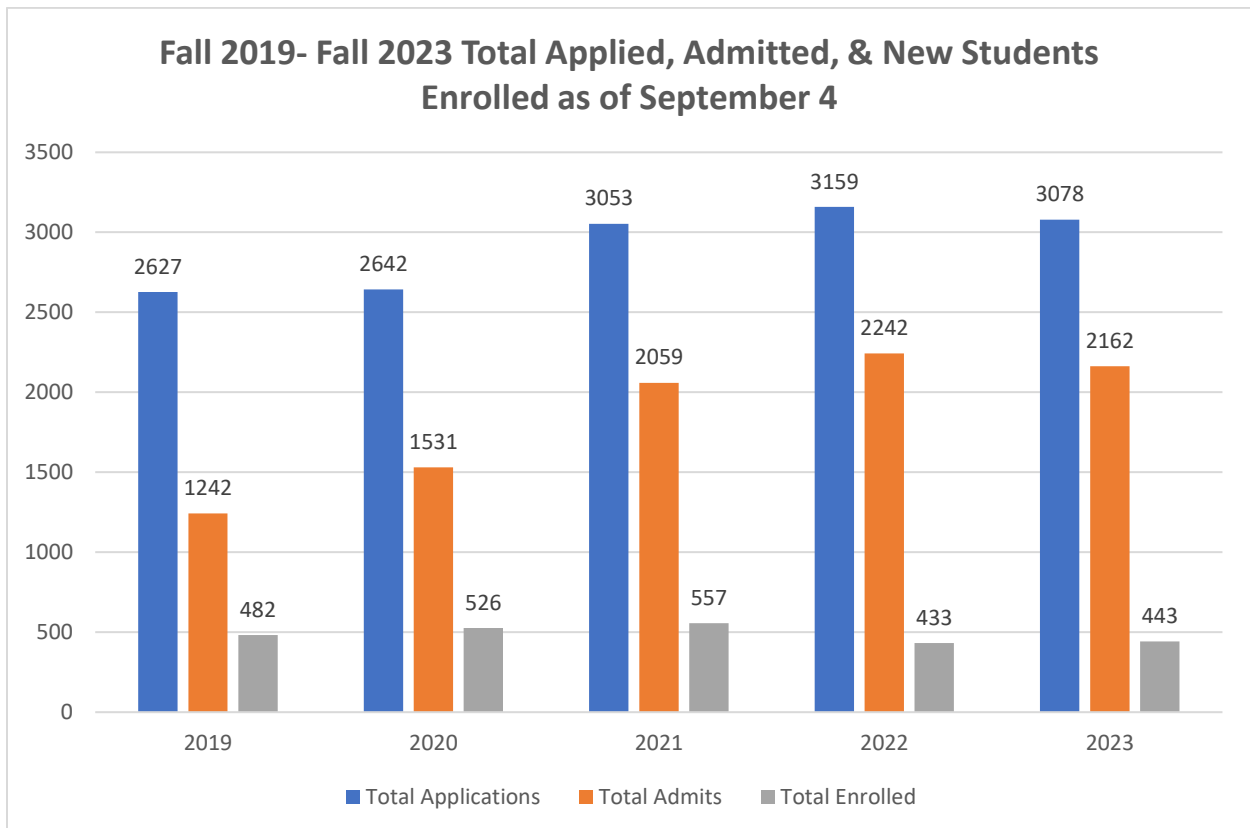
Discussion

Purpose:

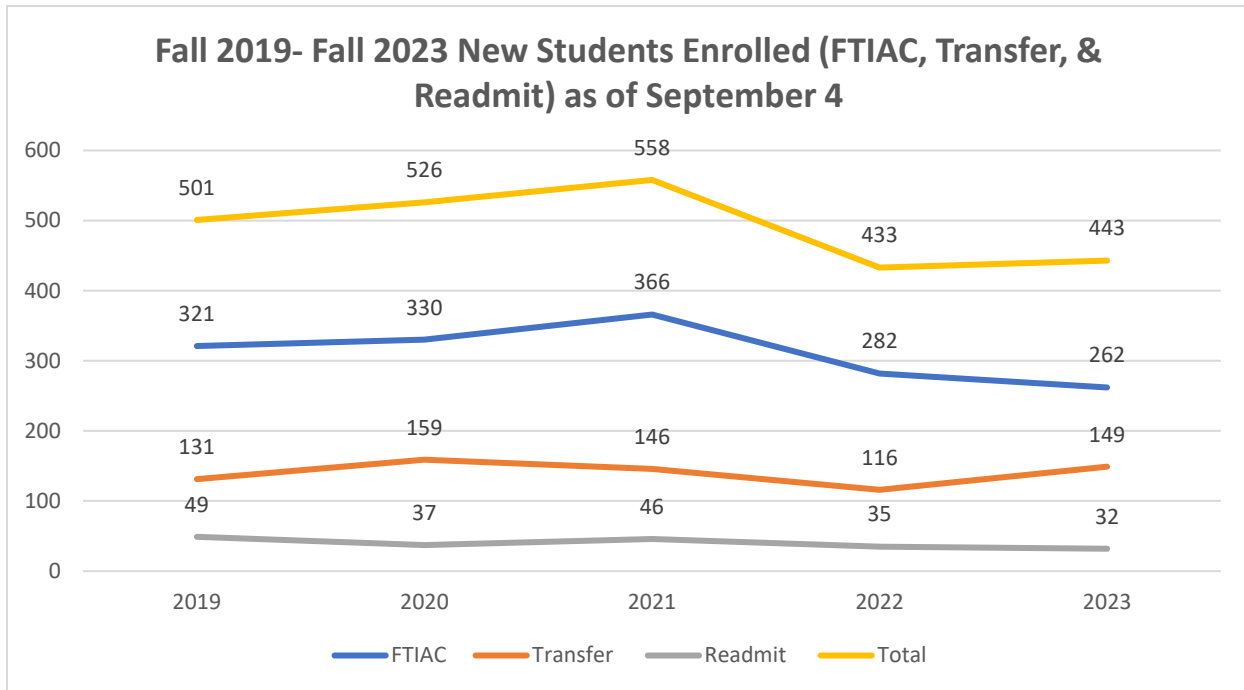
The purpose of this information is to provide an update on the progress associated with enrollment management.

Background:

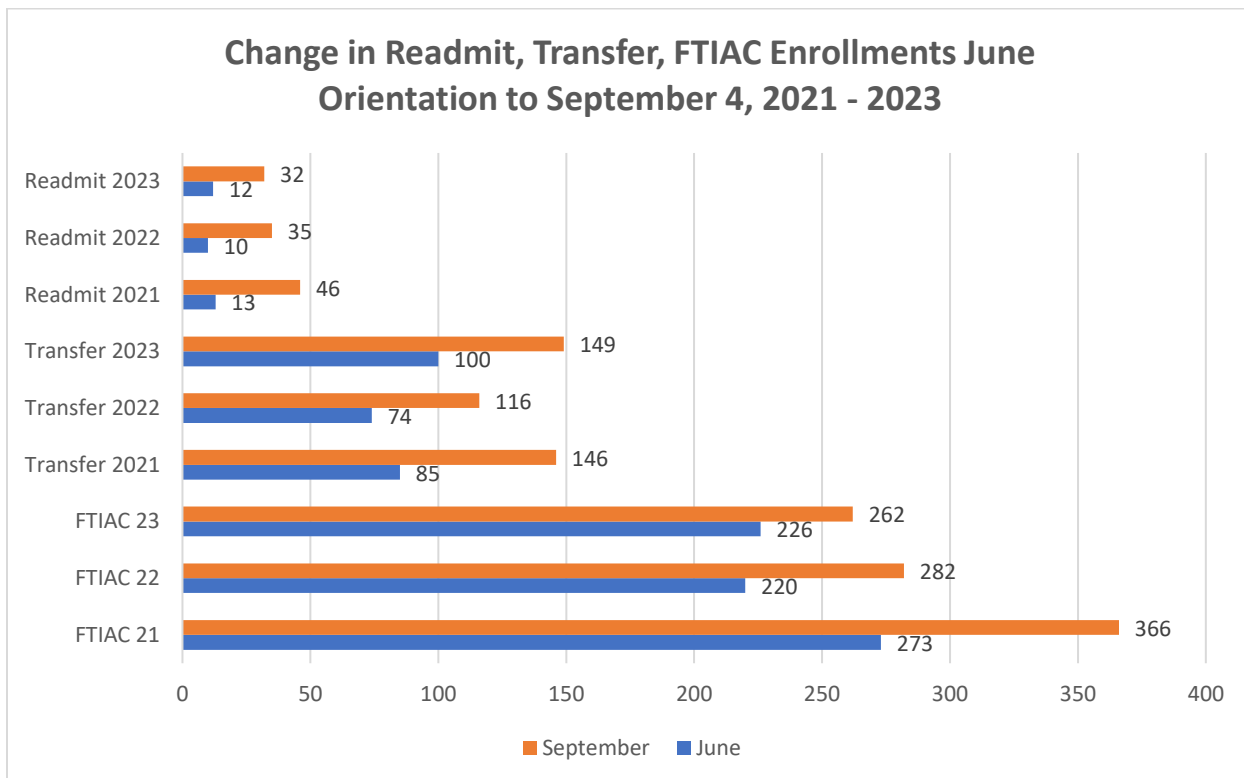
The Applied, Admitted, and New Students Enrolled dashboard outlines year over year comparisons of the Fall 19 – Fall 23 activity as of September 4.



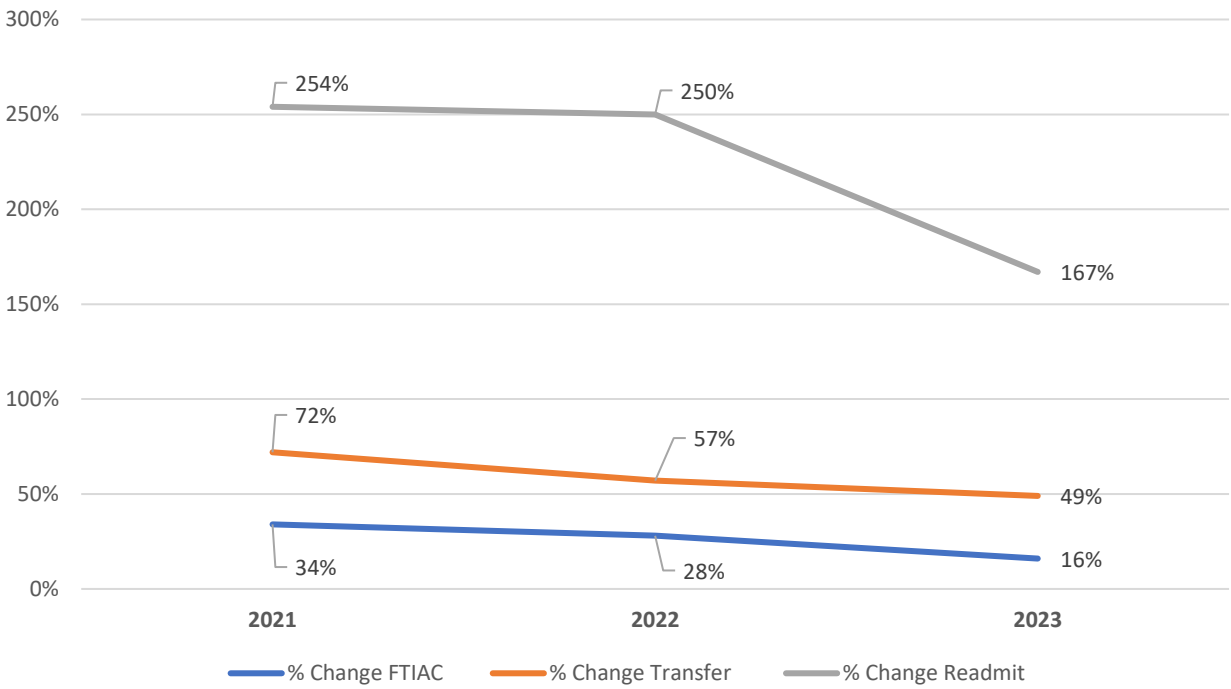
The New Students Enrolled dashboard highlights the trends in First Time in Any College (FTIAC), Transfers, and Readmitted Students 2019 – 2023 as of September 4.



Of particular note is the downward trend in late in the cycle enrollment pattern, particularly among FTIAC students.



Percentage Change in Readmit, Transfer, & FTIAC Enrollments June Orientation to September 4, 2021- 2023





Enrollment Management Report

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Agenda Item #2: Recruitment/Enrollment Analysis

Information

Action

Discussion

Purpose:

The purpose of this information is to provide an update on the progress in the area of Enrollment Management.

Background:

Since our last board meeting we have been working toward the last orientation and final registrations. Traditionally, Lake Superior State University increased its overall new student enrollment by as much as 50% in the waning days of the recruitment cycle, and the trend has been particularly acute among First Time in Any College (FTIAC) students. As the most sensitive time in the cultivation process, consistency in messaging across all platforms and robust support of late decision makers is key.

We produced enough interest through our application and admissions activities based on our traditional yields, however our final results are diminished. As the dashboards indicate our transfer activity rebounded this year, but our FTIAC yield (11% of applications) continued to be lower than our historical data would project 15-16%. Furthermore, LSSU traditionally increased new FTIAC enrollment by as much as 30% in the last days of the cycle, however this year we only produced a 16% increase.

These data are further reinforced by the Michigan Achievement Scholarship data. New FTIAC students must indicate their first choice school to the Michigan Department of Treasury and 259 spring 2023 high school graduates indicated LSSU as their first choice, a by-product of recruitment activities given that messaging was left to the higher education institutions. However, only 118, or 46%, of our potential awardees enrolled and claimed the scholarship. Those 118 represent 54% of the Michigan students enrolled as FTIAC students for the Fall 2023.

Fall 2023 or Fiscal Year 24 Plan

Given our results in the Fall 2022 or Fiscal Year 23 campaign last September our administration identified 4 strategies to diversify our student body given the demographic challenges that lie ahead, which are conflated by inflation, high entry level wages, and decreased societal value in college education:

1. International Recruiting
2. Stop Out Populations
3. Prison Education Program

4. Micro Credentials

International Recruiting

The administration identified GROK International as the firm to provide Lake Superior State University with a comprehensive assessment of our readiness to pursue an international recruitment strategy. Their consultants conducted numerous interviews with faculty, staff, administrators, and students as well as culling through ten years of enrollment data. Their conclusions indicated LSSU needs to make significant investments in academic support and campus life to be positioned competitively in the market space and with those investments we are looking at a five year window to see any significant return. Many of their recommendations align with needs to enhance our scaffolding for our current student population.

Stop Out Populations or Adult Learners

LSSU in collaboration with seven other Michigan public institutions partnered with **ReUp Education** to pursue the re-enrollment of students who have stopped out for various reasons. In collaboration with the Provost we made a conscientious decision to enable their organization to pursue any student who had been out 12 months (the required time away for a dismissed student). This early intervention hopefully incentivizes their work. Our current readmit data of 32 students suggests their engagement has not as of yet altered our readmit enrollment pattern in the first 6 months. They have worked with 14 of the 32 students that have re-enrolled, however they have 89 prospects in the pipeline and their real impact tends to show in the data at the 18 month mark. We have an evaluation of our pipeline scheduled for November 1.

Prison Education Program

Given the Federal Government's approval of pell eligibility for incarcerated students and our proximity to Kinross and Chippewa Correctional facilities LSSU, under the leadership of Dr. Kimberly Mulley, Dr. Kathy Berchem, and Dr. Steven Johnson, pursued the approval to deliver educational programs on site. We are pending the Michigan Department of Corrections final approval prior to launch and we expect enrollments in Spring 2023.

Micro Credentials

LSSU also partnered with **Focus EduSolutions** to endorse the delivery of 13 Micro Credential certificates that align with our institution's program array. To date 1 student has completed a certificate.

Traditional Recruitment

Given we have not had a traditional recruitment season since the Fall of 2019 we also needed to evaluate the residual impacts on the traditional recruitment activities of fairs, school visits, and visitation. Given a lack of Michigan experience and the unknown effects of the pandemic it was very much a season of being open to everything and evaluating effectiveness. Key takeaways:

- Fair participation (representation) is critical. The lack of vaccinated representatives impeded some participation.
- School visits are substantially more effective, but far less efficient than fairs.

- Events and competitions produce virtually no return on an enrollment investment.
- School counselors are currently minimizing school access in the spring.
- Territory 4 (Greater Detroit) has too much volume and needs a more sophisticated approach than 1 recruiter is capable of delivering.
- Enhanced Native American Recruiting – we gained access to all Native American Schools in Michigan and made multiple visits to schools across the UP and Ontario with significant Native American populations. Only 5 of our FTIACs chose to indicate Race/Ethnicity. One data point is the percentage of students receiving the Michigan Indian Tuition Waiver ticked up slightly from 5.9% to 6%.
- Most importantly we needed to arrest the decline in interest from Chippewa County and Sault Area Schools.

Overall New FTIAC Results

| Student Characteristics | Fall 22 | Percent | Fall 23 | Percent |
|---------------------------------|---------|---------|---------|---------|
| Michigan | 235 | 85% | 221 | 83% |
| Out-of-State | 23 | 8% | 21 | 8% |
| International (includes Canada) | 26 | 7% | 18 | 9% |
| Canada | 18 | 5% | 13 | 6% |
| Men | 145 | 51% | 127 | 49% |
| Women | 137 | 49% | 130 | 51% |

Michigan FTIAC Territory Difference 2022 -2023

TY 1 – U.P.

TY 2 – Northern Lower

TY 3 – Grand Rapids

TY 4 – Greater Detroit

| Michigan | Applications | Admitted | Enrolled | Pell-Eligible |
|-----------------|--------------|----------|----------|---------------|
| TY1 Difference: | 20 | 14 | -11 | -1 |
| TY2 Difference: | -50 | -72 | -8 | 4 |
| TY3 Difference: | -85 | -70 | 1 | -2 |
| TY4 Difference: | 46 | 26 | 0 | 0 |
| Total | -69 | -102 | -18 | 1 |

Applications and Admits lagged in Territory 2 and 3 which is likely a by-product of the loss of the TY 2 Admissions Representative in October 2022 and the representatives from TY 1 and TY3 splitting that duty through the replacement hire May 1.

Reductions in the number of students enrolling in TY 1 and TY 2 is of concern. On a positive note, enrollment from Chippewa County increased from 62 to 64 and most importantly students enrolling from Sault Area Schools increased from 14 in Fall 22 to 36, a more traditional enrollment pattern. Fall 22 resulted in significant declines from TY 1 (especially Chippewa County) and TY4 as well as a reduction in pell-eligible students to 28%. This year 38% of the enrolled FTIAC's were pell-eligible and the 53% of the fall student enrollment. Strategies to stabilize activity in TY 1 and TY 4 resulted in decent results and an increase of 12 students in TY

4 in the 2023 top producing counties. In TY 2 the Tip of the Mitt still produces stable enrollment, however more work is necessary across the territory.

Top 11 Counties for Enrollment

| County | Territory | Fall 2022 Enrolled | Fall 2023 Enrolled |
|-----------|-----------|--------------------|--------------------|
| Chippewa | TY1 | 62 | 64 |
| Oakland | TY4 | 6 | 12 |
| Macomb | TY4 | 8 | 9 |
| Otsego | TY2 | 1 | 6 |
| Eaton | TY3 | 1 | 6 |
| Cheboygan | TY2 | 4 | 6 |
| Saginaw | TY4 | 4 | 6 |
| Osceola | TY2 | 1 | 5 |
| Ottawa | TY3 | 2 | 5 |
| Lenawee | TY4 | 2 | 5 |
| Muskegon | TY3 | 0 | 5 |

Plans for Fall 24 or Fiscal Year 25

Key strategies for the new cycle will be to maximize effective deployment of the Admissions Representatives across our territories with specific attention to continuing to repair the damaged relationships in the Eastern Upper Peninsula and stabilizing TY3 and TY2 production. Based on last year’s returns on investments we will have particular prioritization on school visits in the fall.

Eastern Upper Peninsula

We will continue to partner heavily with the EUPISD to bring all their students onto campus for pre-college enrollment, events, competitions, and exposure. We have a number of enhancements to our execution planned:

- Direct/Guaranteed Admission for all EUPSID seniors
- Change the Chippewa County and Anchor Awards to grant all EUPSID seniors and Eastern Upper Peninsula Award of \$2,000 per year renewable up to 4 years.
- Planning a dedicated EUP visit day for Fall and Spring.
- Moved our Fall MACAC fair from evening to a daytime event.
- Proposed leveraging Gear/UP in more EUPSID schools
- Continue to explore expansion of concurrent/dual/early middle college partners and enrollment.

All Students

- All Institutional Aid will be included in first admissions letters rather than coming under separate cover from Financial Aid
- Expanded parental communications strategy

Michigan

- Continue to develop content specifically as it relates to the impact of the Michigan Achievement Scholarship on the total Cost of Attendance (COA).

Canada

- Plan and execute a Sault Ontario visitation day in the Fall. Attempted one last spring and feedback clearly indicated it should be a fall endeavor.
- Re-establish our rotation pattern in Sault Ontario Schools.

Suggested Action/Motion:

N/A

President's Recommendation:

N/A

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Agenda Item #3: Contributions to the Strategic Plan

Information Action Discussion

Purpose:

The purpose of this item is to report on activities related to the 2020-2025 LSSU Strategic Plan.

Background:

The LSSU Board of Trustees approved the 2020-2025 LSSU Strategic Plan at a Special Board Meeting on April 24, 2020. Items reported here illustrate contributions to a subset of the strategic plan initiatives. The division of Enrollment Management will have either direct or indirect responsibility for a much larger number of initiatives which will be reflected in future reports.

1.2.4 Develop a Canadian recruiting plan, and increase the number of Canadians to 5% of the total number of students at LSSU.

1. Planning a dedicated Canadian Visitation Day for Fall 2023 for Sault Ste. Marie, Ontario schools.

3.2.1 Expand overall university enrollment with a goal of 1,925 students by 2025.

1. Increased the number of New Transfer Students enrolled from 116 to 149.

4.4.1 Develop an outreach program with regional middle schools and high schools to showcase the university and enhance LSSU's recruitment opportunities.

1. New Direct Admissions Program for all schools under the Eastern Upper Peninsula Intermediate School District (EUPISD) administration.

4.4.4 Enhance K-12 student opportunities on campus as a way to strengthen a sense of belonging at the university.

1. Expanded Kids Camp to 38 students and generated net revenue of \$11,000.

Suggested Action/Motion:

N/A

President's Recommendation:

N/A