Strategic Enrollment Planning
June Assembly
1. Project Overview and Objectives
2. Enrollment History and Opportunities
3. Proposed Goals and Methodology
4. Strategy for Success
Project Roadmap

1. Assess Opportunity Set for Freshman Recruitment
2. Establish Specific Enrollment Objectives for 2019-2022
3. Assess Impact to Campus-Wide Enrollment and Revenue Models
4. Outline Key Strategies and Resource Needs
5. Execute the Strategies
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More aggressive marketing has driven application gains

Fall Freshman Submitted Applications
Entering Classes 2012-2017

- 2012: 2,717
- 2013: 4,369
- 2014: 7,252
- 2015: 8,597
- 2016: 12,317
- 2017: 11,321

- Prior to EAB Partnership
- EAB Partnership Years
Enrollment has been strong, but may have reached a plateau

Full-Time Fall Freshman Enrollment
Entering Classes 2012-2017

- Prior to EAB Partnership
- EAB Partnership Years

- 2012: 927
- 2013: 1,050
- 2014: 1,241
- 2015: 1,237
- 2016: 1,303
- 2017: 1,330
A Rigorous Foundation for CU Denver Goal Setting

1. **6 Cycles of Recruitment Data**
   Application and yield trends, zip code level target market data, marketing response data and application platform management.

2. **Econometric Modeling**
   Revenue and Financial Aid management model back-tested against CU Denver’s actual aid policy and student’s price-response.

3. **Qualitative Assessments**
   Trade-Off Assessment, SWOT analysis, input from CU Denver admissions, national and regional trends.

4. **Best Practice Research & Experience**
   EABs research library, deep experience, testing bank, input from former enrollment professionals and lessons from the field.
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<table>
<thead>
<tr>
<th>Strategic Option</th>
<th>Outcome</th>
<th>Difficulty</th>
<th>Time (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Stabilize and Retain&quot;</td>
<td>Target consistent enrollment of 1325-1375 FTF – Heavy Retention Focus</td>
<td>Moderate</td>
<td>One to Two</td>
</tr>
<tr>
<td>&quot;Market Share &amp; NTR&quot;</td>
<td>Target enrollment of 1500 to 1600 FTF – Focus on CO, WUE and select out-of-state Markets</td>
<td>High</td>
<td>Two to Four</td>
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<tr>
<td>&quot;Go National&quot;</td>
<td>Target enrollment of 1650-1750 with significant expansion out-of-state</td>
<td>Very High</td>
<td>Four to Six</td>
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</table>
Recommended Goals

2. "Market Share & NTR"

- Target enrollment of 1500 to 1600 FTF
- Focus on CO & Denver Market Share
- Grow WUE and select out-of-state Markets

Plan Specifics

<table>
<thead>
<tr>
<th></th>
<th>Enrollment Cohort 2019</th>
<th>Enrollment Cohort 2020</th>
<th>Enrollment Cohort 2021</th>
<th>Enrollment Cohort 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enrollment</strong></td>
<td>1,350</td>
<td>1,425</td>
<td>1,500</td>
<td>1,575</td>
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<tr>
<td><strong>Freshman NTR</strong></td>
<td>$14.5M</td>
<td>$15.5M</td>
<td>$16.5M</td>
<td>$17.5M</td>
</tr>
<tr>
<td><strong>WUE Enrolls</strong></td>
<td>80</td>
<td>120</td>
<td>150</td>
<td>170</td>
</tr>
<tr>
<td><strong>Profile</strong></td>
<td>Stable GPA/SAT</td>
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</tr>
</tbody>
</table>
Revenue Impact of Changing the Enrollment Mix

**FY 18-19 Budgeted New Freshmen**
- Resident 84%
- WUE 6%
- Domestic 7%
- International 3%

**FY 18-19 New Freshmen with 100 student moved from Resident to WUE**
- Resident 77%
- WUE 13%
- Domestic 7%
- International 3%

+$0.9M full-time tuition and fees
Putting into Context: The first layer in developing the overall enrollment strategy

Total CU Denver Campus Enrollment

Undergraduate Enrollment

- New Freshmen
- New Transfers
- Continuing (retention)
- Resident/Nonresident Mix
- Online/In person

Graduate Enrollment

- New Grad Students
- Continuing (retention)
- Resident/Nonresident Mix
- Online/In person
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1. Direct Marketing and Search Strategy

Goal – Drive Pipeline and Application Growth from Key OOS Areas

Strategy Summary

1. **WUE Pipeline Generation**
   Sophomore and Junior Search efforts build new markets immediately

2. **WUE Application Generation**
   Comprehensive application generation campaign to build strong out-of-state pools

3. **Predictive Modeling and Yield**
   Triage and workflow tool to manage volume, predict outcomes and enhance vision

*Items 1 and 2 critical to success – item 3 enhances performance but is less critical
2. Recruitment and Admissions Strategy

Goal – Scale High Touch Recruitment to Drive Completion and Yield

Strategy Summary

1. **Enhanced Visit Strategy**
   Campus Visit & Events Coordinator and campus visit overhaul

2. **New Travel Strategy**
   Enhanced commitment to WUE and out-of-state travel, regional receptions, WUE counselor

3. **Scaling Recruitment Personnel**
   Two additional admissions counselors, AI chat bot and training and professional development

4. **Affinity and Brand Building**
   New collateral, digital campaigns and event specific content and swag

*Items 1 and 2 and 3 critical to success – items 4 enhances performance but is less critical
3. Financial Aid Strategy

Goal – Optimize Aid to Drive Headcount and NTR

Strategy Summary

1. **Need Based Aid**
   Continue to move to funding that creates guaranteed need based aid for Coloradans

2. **Merit Awards**
   Review and model merit awards to optimize CO and out-of-state enrollment and revenue

3. **Four-Year Awards**
   Continue to expand awards to sustain over four-years (with restrictions)

4. **Staff Support**
   Optimize staff to support both recruitment and retention efforts