THE HURON TEAM

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INTRODUCTION
WHAT WE’VE LEARNED

Performance Improvement Findings: Opportunities

Improve Overall Student Retention
- University of Wyoming’s First-Year retention is 4% lower than its 80% target
- For the last three years of available data, first to second year transfer student retention at UW is 72.5%¹
- There is no clear “owner” of retention or student success

Increase Transfer and First-Time-Full-Time Enrollments
- Transfer headcount has declined by 290 students over the past 6 years²
- Transfer orientation is currently optional, and only 25% of UW transfers attend orientation

Address Current Pricing Strategies
- Tuition and fees for residents and non-residents are among the lowest in the nation: $5,056 for residents, $16,216 for non-residents
- Wyoming’s “College-Going Rate” has decreased to 56%, from above 60%, despite the low cost of education

Help achieve President Nichols’ goal of increasing enrollment by 500 students

Source: ¹ University of Wyoming Office of Institutional Analysis
Source: ² University of Wyoming Office of Institutional Analysis Student Enrollment Summaries
The Student Enrollment Management Engagement will be divided into 3 key phases.

**PHASE 1:**
Diagnostic of Current State Opportunities and Challenges
- New Student Recruitment Assessment
- Market Demand Analysis
- Retention Diagnostic

**PHASE 2:**
Assessment of Organization and Resource Requirements
- Organizational Assessment
- Transfer Admissions, Onboarding, and Retention Review
- Retention Activity Inventory

**PHASE 3:**
Development of 5-Year Student Enrollment Management Plan
- Define realistic student enrollment goals
- Develop sequenced road-map for accomplishing goals

Over the coming weeks Huron will:
- Return to campus to conduct interviews with key stakeholders
- Upon receiving data, commence current state assessment data analysis
- Develop a presentation summarizing the current state in preparation for the Midpoint Strategy Meeting
These 3 key phases will take place over a 12-week period.

- **October - November**
  - Conduct kickoff and planning meetings
  - Host interviews and focus groups with Wyoming stakeholders to understand challenges and opportunities
  - Use primary research and enrollment data to develop in-depth understanding of market demand, recruitment, and retention
  - Review research conducted to date

- **December**
  - Review initial findings for Midpoint Strategy Meeting
  - Assess current organizational structure and portfolio of responsibilities within enrollment offices
  - Catalog campus-wide resources that support transfers, onboarding, and retention activities
  - Review research conducted to date

- **January**
  - Examine key findings and confirm realistic enrollment goals and priorities with Wyoming leadership
  - Assess implications and develop business plans
  - Provide “strategy roadmap” to execute on the goals for enrollment and incorporate additional feedback from Wyoming leadership
  - Determine communication strategy to socialize changes for enrollment to the University community

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# EXPECTATIONS
## ROLES AND RESPONSIBILITIES

The roles and responsibilities for the Huron team and the University of Wyoming are outlined below:

<table>
<thead>
<tr>
<th>Huron</th>
<th>University of Wyoming</th>
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<tbody>
<tr>
<td>✓ Provide initial insight and foundation for understanding the current state of Wyoming’s undergraduate enrollment and retention</td>
<td>✓</td>
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<tr>
<td>✓ Conduct research to assess Wyoming's current state and areas for improvement</td>
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<td>✓ Agree upon unified future vision for undergraduate enrollment</td>
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<td>✓ Propose strategic goals for achieving future state</td>
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<td>✓ Research, develop, and test options for execution, including defining success</td>
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<td>✓ Steer and facilitate: help identify trade-offs, inform decision-making, facilitate communications and coordination, and build buy-in</td>
<td>✓</td>
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<tr>
<td>✓ Actualize change: make decisions, assume key roles, and operationalize strategic goals</td>
<td>✓</td>
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QUESTIONS?
THANK YOU
APPENDIX:
SEM TASK FORCE SURVEY
Question: The University has a stated goal of increasing undergraduate enrollment by 500 students for the fall of 2017. From the options listed below, what should be the primary focus of the University’s enrollment efforts?

- First-Time, Full-Time Freshman (N=7) 26%
- First-Time Transfer Students (N=5) 19%
- Retaining Currently Enrolled Students (N=15) 56%
Question: The University has a stated goal of increasing undergraduate enrollment by 500 students for the fall of 2017. From the options listed below, what should be the primary focus of the University’s enrollment efforts? Please briefly explain your thinking for this response.

First Time Full Time
- Increase yield by involving colleges and current students
- Opportunities to expand to new markets
- Create a college-going culture in WY

Transfer
- Untapped opportunity, under-recruited
- Low-hanging fruit
- Improved Community College pipeline

Retention
- Make the most progress / impact right away
- Focus on the students who are already here, committed, and invested

Many responses emphasized the need to focus on all 3 simultaneously
Similar Concerns: time, resources, coordination
Question: What are your concerns, if any, for the University's enrollment moving forward?

- Balancing in-state and out-of-state recruiting efforts
- Ripple effect on student support services
- Lack of faculty, staff, student, & alumni involvement in recruiting
- Declining Wyoming HS population / small pipeline
- ROI on recruitment initiatives
- Having seats available
- Ensuring goals are realistic and achievable
- Looming tuition and fee increases
Question: In your opinion, what is the University of Wyoming's value proposition? What are areas of strength relative to competitors?

- Small town atmosphere, safe & friendly
- Nurturing, hands on, personalized, loyal
- Undergraduate research opportunities
- Strong job placement & career preparation
- Small class size & faculty student ratio
- World class faculty, facilities, & international opportunities
- Access to professors & individual attention
- Low cost, low student debt, best value
- Outdoor opportunities, recreation, & adventure
Question: Are there any missed opportunities that the University of Wyoming can take advantage of to attract and enroll the best class?

- Additional scholarship opportunities (transfer + international)
- International travel support
- We're too humble. It's a Wyoming thing. We need to brag
- Offer high achieving prospects more stories of UW grads
- Empower colleges with tools to retain students
- Use the Common App to attract more out of state students
- Leverage prestige of Honors program
- Collective recruiting by interest area (not just major or school)
In your opinion, what does the ideal University of Wyoming student look like? What types of students get the most out of their University experience?

- Engaged in activities outside of class
- Willing to take risks and make mistakes
- Admit when they need help, seek help
- Want quality education in a rural environment
- Seek real-world applications to their intended field
- Independent, Curious, Resilient, Adventurous, Eager
- Intellectually curious, strong work ethic, self-motivated