INSTITUTIONAL CAPACITY ANALYSIS: KICKOFF MEETING

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INTRODUCTION
THE HURON TEAM

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The Institutional Capacity engagement will build from several recent planning and assessment efforts.

### UW’s Strategic Plan
- **August 2016**, UW’s Board of Trustees approved the development of an integrated, comprehensive strategic plan
- Initiatives focused on enhancing student recruitment, enrollment, and overall success

### 5-Year Enrollment Management Plan
- **Fall 2016**, UW and Huron co-create a Five-Year Student Enrollment Management (SEM) Plan
- The plan focused on increasing the size of incoming undergraduate cohorts (both freshman and transfer) and improving student retention and graduation

### Outreach School & UW Casper Assessment
- **Spring 2017**, UW worked to assess the realignment plans for the Outreach School and UW Casper in order to validate that operational functions maintain continuity and redundant functions were eliminated
- In partnership with Huron, the project included a strategic assessment of online learning at UW to understand its market position and the opportunities and barriers to online enrollment growth

### Institutional Capacity Engagement
- University leadership would like to pursue a study to determine the enrollment capacity of the University given current facilities and resources
- This study will enable the University to make strategic decisions about how and where to increase its headcount and adjust its pricing in the coming years
The Institutional Capacity Analysis will be divided into 5 key tasks.

**Project Initiation**
- Confirm Scope and Approach
- Establish Project Governance
- Request Data and Interviews

**Institutional Capacity Assessment**
- Conduct Interviews and Analyze Data
- Assess Infrastructure Capacity
- Assess Service Capacity (Enrollment Services, Registration, Career Services, etc.)
- Assess Classroom Capacity

**Academic Capacity Assessment**
- Assess Instructional Capacity by Academic Program
- Determine Capacity Available in Academic Services (Advising, ESL, etc.)

**Capacity Valuation Model**
- Consolidate Capacity Assessment
- Quantify Capacity and Step Functions
- Value Capacity Scenarios

**Price Elasticity Modeling**
- Evaluate Non-Resident Elasticity
- Survey Prospective Students in NE and CO
- Create Options for Pricing Strategies

In the next few weeks Huron will:
- Partner with UW to establish University leadership team who will oversee this effort
- Conduct interviews with key stakeholders
- Request relevant contextual information and documents
INSTITUTIONAL CAPACITY ASSESSMENT

APPROACH

Identify the university’s capacity for future enrollment growth through understanding impact on student services and university infrastructure.

- Conduct interviews with a selection of Wyoming’s leaders and staff responsible for student and academic programs
- Assess and quantify capacity limits associated with the University’s infrastructure and services
- Leverage institutional data to evaluate space metrics:
  - Room Utilization
  - Seat Utilization
  - Square feet of instructional space per FTE

**Infrastructure Perspective**
- Classroom (Space) Capacity
- Residence Life
- Auxiliaries
- Parking

**Service Perspective**
- Financial Aid
- Registration
- Student Accounts
- Student Programming
- Counseling and Advising

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ACADEMIC CAPACITY ASSESSMENT

APPROACH

Determine instructional capacity within the current sized and staffed portfolio.

+ Isolate academic programs that have the potential to increase institutional activity without significant additional expenditures

+ Determine the cost to provide a credit hour the department level by incorporating individually identified cost components

+ Provide insight into the differentiation of the costs to deliver education by academic program

+ Understand the impact of growth on academic support services
# Develop Capacity Valuation Model Approach

Build an excel-based model that will consolidate the University’s existing capacity constraints and demonstrate the marginal costs of additional students.

- The focus will be on quantifying capacity opportunities and viable investment opportunities, though the model will have built-in flexibility that allows for changes in student headcount and type, dollar amounts and ratios associated with costs estimates.

## Methodology

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<th>Methodology</th>
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<tr>
<td>• Break-out capacity opportunities and potential investment needs by school (and in some case programs or majors)</td>
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<td>• Incorporate elements of the University’s academic calendar and program delivery structure (in-person v. online) into the capacity model to illustrate various types of capacity</td>
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<td>• Determine 2-3 scenarios for utilizing and/or growing capacity, which we will then tie to student revenue forecasts and our costing data in order to provide a valuation for the quantified capacity</td>
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PRICE ELASTICITY MODELING

APPRAOCH

Build a tuition-net price model to help Wyoming explore and assess a wide range of pricing scenarios for applicants from Colorado and Nebraska.

- Pursue a price elasticity analysis to evaluate how Wyoming could alter its pricing strategy for students from NE and CO
  - Utilize a multidimensional approach using the historical behavior of admitted students that explicitly considers distinct price-response effects attributable to strength of profile, family ability to pay, level of net cost, and affinity

- Develop an understanding of where Wyoming can increase and/or decrease its price to utilize or grow capacity and maximize net tuition revenue
PRICE SENSITIVITY FOR PROSPECTIVE STUDENTS

APPROACH

Develop and field a survey to examine the needs and values of prospective students from Colorado and Nebraska.

+ Examine perceptions of Wyoming’s value proposition and reactions to changes in pricing/discounting with *prospective students*

+ Survey a representative sample of prospective students, with coverage of all the key segments of prospects, including:
  - Geography
  - Academic area of interest
  - Other agreed-upon segments

+ Provide insight into pricing and discounting strategies that will enable Wyoming to achieve headcount growth from students in the Nebraska and Colorado regions and a deeper understanding of prospective students’ perceptions of the University of Wyoming

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**Prospective Student Survey Focus**

- How do prospective students in Colorado and Nebraska weight the importance of price when comparing the University of Wyoming to its competitors?
- How do these prospective students weigh geography, size, ranking, and other key attributes in their decisions?
- How are these regional prospects likely to react to new pricing/discounting at Wyoming?
These five key phases will take place over a twelve week period with stakeholder updates at key milestones across the phases:

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<th>Week</th>
<th>Project Initiation</th>
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