STATE OF THE UNIVERSITY

- 2014-2015 Financial Results
- Enrollment Census
- Enrollment Insights
- Operating Budget Adjustments
- Enrollment Action Plans
2014-2015 Financial Results

- 38th consecutive year of balanced budget
- Net income from operations - $1.4 m
- Graduate Programs: net tuition revenues of approx. $2.4 m
- CAL Programs: net tuition revenues of approx. $1.5 m
- Long-term debt $9.3 m
- $42 m comprehensive campaign
2014-2015 Financial Results

- **Endowment Value**
  - June 30, 2015: $45.0 m
  - June 30, 2014: $41.9 m
  - June 30, 2004: $13.7 m

- **Current Endowment**
  - Quasi Endowment: $26.3 m
  - True Endowment: $18.7 m
## Census Enrollments Fall 2015

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ft undergrad</td>
<td>1,384 (-5%)</td>
<td>1,464</td>
<td>1,501</td>
<td>1,492</td>
<td>1,555</td>
</tr>
<tr>
<td>new freshmen</td>
<td>279 (-12%)</td>
<td>317</td>
<td>303</td>
<td>302</td>
<td>352</td>
</tr>
<tr>
<td>new transfers</td>
<td>85 (-39%)</td>
<td>140</td>
<td>131</td>
<td>123</td>
<td>134</td>
</tr>
<tr>
<td>Total new</td>
<td>364 (-20%)</td>
<td>457</td>
<td>434</td>
<td>425</td>
<td>486</td>
</tr>
<tr>
<td>IN RESIDENCE</td>
<td>619 (-5%)</td>
<td>652</td>
<td>701</td>
<td>686</td>
<td>637</td>
</tr>
</tbody>
</table>

Note: Census data will be printed in next issue of *Connections*. 
## Census Enrollments Fall 2015

<table>
<thead>
<tr>
<th>Headcounts</th>
<th>2015</th>
<th>2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total F-T undg.</td>
<td>1,384</td>
<td>1,464</td>
<td>-5%</td>
</tr>
<tr>
<td>CAL headcount</td>
<td>371</td>
<td>440</td>
<td>-16%</td>
</tr>
<tr>
<td>Grad headcount</td>
<td>851</td>
<td>745</td>
<td>+14%</td>
</tr>
<tr>
<td>Total headcount</td>
<td>2,677</td>
<td>2,746</td>
<td>-2.5%</td>
</tr>
</tbody>
</table>
## Census Enrollments Fall 2015

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BSNC f2f/online</td>
<td>162 (-18%)</td>
<td>196</td>
<td>226</td>
<td>232</td>
<td>228</td>
</tr>
<tr>
<td>All other CAL</td>
<td>209 (-14%)</td>
<td>244</td>
<td>269</td>
<td>289</td>
<td>328</td>
</tr>
<tr>
<td>MASL</td>
<td>56 (+10%)</td>
<td>51</td>
<td>50</td>
<td>51</td>
<td>49</td>
</tr>
<tr>
<td>MBA</td>
<td>114 (+4%)</td>
<td>110</td>
<td>96</td>
<td>105</td>
<td>106</td>
</tr>
<tr>
<td>Ed Ldr. WI</td>
<td>168 (-10%)</td>
<td>186</td>
<td>184</td>
<td>167</td>
<td>162</td>
</tr>
<tr>
<td>Ed Ldr. IA</td>
<td>73 (+12%)</td>
<td>65</td>
<td>44</td>
<td>50</td>
<td>59</td>
</tr>
<tr>
<td>Ed. Read/SECC</td>
<td>105 (106%)</td>
<td>51</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>MAEd. Other</td>
<td>54 (-10%)</td>
<td>60</td>
<td>16</td>
<td>16</td>
<td>11</td>
</tr>
<tr>
<td>MSN</td>
<td>10 (-64%)</td>
<td>28</td>
<td>46</td>
<td>60</td>
<td>61</td>
</tr>
<tr>
<td>MSMHC</td>
<td>58 (-9%)</td>
<td>64</td>
<td>61</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td>Ed Post Bach.</td>
<td>36 (+28%)</td>
<td>28</td>
<td>18</td>
<td>36</td>
<td>34</td>
</tr>
<tr>
<td>DNP</td>
<td>40 (+66%)</td>
<td>24</td>
<td>6</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Enrollment Insights

- Freshmen
  - CRM late rollout in 2014
    - Application funnel: 1,393 vs. 1,614
    - 9/11/15 Applications 397 vs. 118
    - See CHART
  - 3 new admission staff in 2014
    - No turnover in 2015
  - Expanded geographic search
    - Predictive modeling in place
Enrollment Insights

Freshmen

- CRM late rollout in 2014
  - Application funnel: 1,393 vs. 1,614
  - 9/11/15 Applications 397 vs. 118
  - See CHART

- 3 new admission staff in 2014
  - No turnover in 2015

- Expanded geographic search
  - Predictive modeling in place
Enrollment Insights

Freshmen (cont.)

- Fewer students in lower ACT/income grids

- Quality  
  
<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPA</td>
<td>3.53</td>
<td>3.53</td>
</tr>
<tr>
<td>ACT</td>
<td>23.4</td>
<td>23.3</td>
</tr>
</tbody>
</table>

- WAICU Schools, down 8%
Enrollment Insights

- Transfers
  - Near stop in activity in summer
  - National trend (stronger economy)
    - WAICU Schools, down 24%
  - Lixin University relationship
    - 20 in 2014, 6 in spring 2015; 0 in fall 2015
    - 22 of 26 Lixin students graduated or returned
    - 6 are continuing in MBA
    - Additional resources for international students
    - New structure for international student recruitment (CAL and Grad too)
Enrollment Insights

– Athletic Recruitment (preliminary)
  ▪ Roster Goal - minus 33 (336 goal)
    – Exceeded total roster goal past five years
    – 3 of 17 teams exceeded roster goal
    – Total Rosters 303 vs. 319 last fall
  ▪ Track and Field – minus 18
    – Conversations for new track & lacrosse
  ▪ 2 New Athletic Coaches in 2014
    – No turnover in 2015
    – Baseball recruiting philosophy change, freshmen vs. junior college transfers
Enrollment Insights

- Retention – 3rd Semester 78% vs. 71%
  - New Advising Center cluster
  - HIP initiatives (High Impact Practices)
- Nursing – admit 163 vs. 151 (88 in 2011)
- Residence Life – 40 more students returning as upperclassmen in fall 2015 than fall 2014
Enrollment Insights

- **CAL**
  - f 2 f decline, online increase
  - Total online: 217 vs. 167 (+30%)
  - BSNC Impact of Competition and Price

- **Graduate**
  - Reading and Cross Cat Special Ed
    - 105 vs. 51
    - Many start dates after census
Enrollment Insights

- **WAICU picture**
  - Freshmen Net: -7.8% (Viterbo -12%)
    - 10 up, 7 down, 4 no report
  - Transfers Net: -23.9% (Viterbo -39%)
    - 7 up, 10 down, 4 no report

- **UW-L** Impact of admitting +50?
Recommended Budget Adjustments

- Decreases in Net Revenues
  - Undergraduate tuition $1,340,000
  - CAL $ 651,000
  - Graduate $ 430,000
  - Room and board $ 261,000
  - ESL $ 15,000

Subtotal $2,697,000
Recommended Budget Adjustments

- Increases in Net Revenues
  - Dietetic interns tuition – Spring $27,000
  - Net Fees $16,400
  - Executive Education contracts $30,000

Subtotal $73,400

Total Net Revenue Adj. $2,623,600
Recommended Expense Adjustments

Reductions:

- SSS, budgeted but grant funded $230,000
- Health insurance rates below proj. $140,000
- Misc. personnel vacancy savings $ 70,000
- Misc. personnel turnover savings $ 40,000
- Compensation pool $370,000

Subtotal $850,000
Recommended Expense Adjustments

- CAL – enrollment related exp. $ 86,000
- Grad – enrollment related exp. $185,000
- Various adjustments $109,600
- Utilities projected savings $115,000

Subtotal $495,600

- Contingency (+McDonald trsf) $1,350,000
- Total Reductions $2,695,600
- Increase for new athletic conf. $ 72,000

Total Net Expenditure Adj. $2,623,600
2016-2017 Planning

- Expedited Process
  - IIT requests
  - Physical Plant requests
  - Put Backs from 2015-2016

- Enrollment Planning
  - Detailed goals by programs
  - 5 year enrollment projections
Enrollment Action Plans

- Summer Activities
  - Ruffalo Noel Levitz Enrollment Assessment

- June 18 Retreat: Feedback and Agreements
  - Eliminate barriers (processes, practices)
  - Change policies
  - Change communication and messaging
  - Engage consultants (enrollment, website)
  - Consistent branding messages
  - Improve campus visit experience
Enrollment Action Plans

- August Retreat
- Enrollment Consulting
  - Predictive modeling (includes high school junior name buys)
  - Monthly consultant visits (Ian Mortimer)
- Policies and Practices (examples)
  - Supplemental financial aid form
  - Nursing transfer requirements
  - Financial Aid training for admission counselors
Enrollment Action Plans

- Communications Flow
  - Messages and content
  - New publication for freshmen parents
  - President’s letter and admission certificate

- Web Page
  - Prioritize branding and messaging, esp. on key landing pages
  - Dominant calls to action on key pages (Apply Now, Visit, Request Information)
  - Requesting campus visit
Enrollment Action Plans

- **Web Page (cont.)**
  - Content responsibility on key landing pages
  - External consultant in future

- **Branding and Messaging**
  - RFP for external consultant
  - Internal task force for immediate input

- **Role of Faculty**
  - Recruiting and campus visits
  - Articulation agreements
Enrollment Action Plans

- Campus Visit Experience
  - Survey of employees re: campus visits
  - Focus group of employees
  - More user friendly online reservation process
  - Einstein availability for STAR
  - (Einstein availability for Saturdays)

- Academic Department Visits
  - Admission and Communication & Marketing
Enrollment Action Plans

- Front Line Office Training
- Transfer Student
  - Policies and Practices (scholarship levels, nursing, VUSM, calls from deans, articulation agreements, RCTC pilot)
- International Admission Process (new structure, revise scholarship levels)
Enrollment Action Plans

- Ashford University Initiatives
  - Opportunities for Spring 2016
  - Opportunities for Fall 2016
State of the University

- Questions?
- Comments?

LET’S GO FORWARD