

NWC Institutional Transformation Advisory Group Meeting Notes

April 29, 2021

Focus Group Data Discussion Groups:

1) What questions or insights do these data raise for you?

- Provided the reminder of the affordability, spectrum representative of our population (traditional, athlete, international, non-traditional student).
- Helps us determine where to use our money for marketing international students.
- It reflects that social media is not the primary way of students finding us.
- It gives us a chance to check what we think with what is real.
- Reminds us of the importance of picking local high school “influencers” to share their experiences about NWC.
- Helps us ask the right questions:
 - How do you get resources to follow up on contacts? (Follow ups in the enrollment funnel.)
 - Could there be more students who are attracted to NWC because of location?
 - How is lack of transportation a factor in students, particularly international students, who choose to come here?
 - How do we give high school guidance staff updated information? Something like our to-go recruiting kits? Invite them to campus regularly? See which program connects with them personally?

2) What is the desired outcome?

- Choose NWC.
- Ways to strategically choose where to spend our money within the institution.
- Maintain enrollment.
- Reality of the world (regardless of efforts) it will take a year or two to determine a reasonable goal of maintaining vs growth.
- Higher conversion rate to increase tuition.
 - Of those who choose college, what is our conversion rate vs comparing with numbers where individuals do not choose college.
- Slightly concerned that the affordability is the reason why people choose NWC, yet we are increasing costs and scholarships are decreased. The dollar is not going nearly as far right now.
- As far as looking for goals, the word of mouth, the personal outreach, that is showing to be most effective.
- Goal can be there is a disconnect in our marketing as an institution, International program has been doing things on their own.
 - There is a lot we can do to become more efficient in our marketing collectively...maximize our efforts and resources.

3) What does success look like for us in 3 years?

- Not having enrollment drive cuts every year.
- Enrollment balance to keep costs low for the students.
- Not increasing costs to cover our budget.
 - One of our goals is fiscal stability (costs for students). Flat or increasing slightly.
 - Stability for our costs would be a success.
- Head count of 1200 students and an increasing cost less of cost of living for state of Wyoming 2-4%.

4) What strategies are most likely to result in the achievement of success?

- Financial aid and academic programs.
- National recognition that would drive word of mouth.
- Word of mouth is improving our relationships with high schools. Cody and Worland are non-existent.
- Investing in relationships and being efficient in using our resources.
- Making connections with faculty and families. That is what sets us apart.
- Realization of where everyone plays a role in it. Everyone matters.
- Academic programs with faculty building connections.
- Investing in the ability of the recruiting office, recruiting program.
- Maybe it is field trips for faculty to visit with potential students.
- Being present in the communities.
- Teach once a week in the high schools.
- Worland as an example of increasing students.
- Schools have put up barriers.
- Dual enrollment office hours on high school campus.
- CRH hang out in commons (Math and the other highest enrolled dual enrollment course) in a tutoring type of role. Education related, not recruitment related possibly. Used to us as a place to go for education.
- Making us more visible (booths, rodeo, agriculture shows) as a partner in learning/growing not as a last resort.
- Students are our best word of mouth. Good experience and tells everyone. Finding ways to use our students to recruit for us. Parents want to talk to students.
- Figure out ways you can offer scholarship if student does a presentation for you?
- Referral rewards (scholarships given for sending students our way).

5) What are your first three action items and who will own these?

- Revisit the structure and function of our SEM committee: SEM is responsible party for all points. As this is restructured, ensure that all are present at the table for the discussion, includes shifting of resources to SEM to be able to accomplish the following items:
 - Rebuild relationships with our high schools (offer tutoring on-site in local high schools) and local communities through presence and ambassadorship: Responsibility Academics & Enrollment Services (Trailblazers), athletic teams

- Increase presence through employees serving as ambassadors for NWC (setting up table at the rodeo in Cody, floats in parades, Home and Garden show, etc.)
- Repurpose some of the marketing money and shift to establishing arms of recruitment/enrollment that involves everyone. (Not just recruiters, but use travel money/ professional development awardees to stop off along the way to recruit. Use a media kit to recruit everywhere).

Enrollment Trends Data Discussion Group:

- Slide 18: Admits to applicants seems the area on which to focus efforts. Focus heavily on the “onboarding” process. We suggested strategic or targeted virtual fairs that yield the biggest ROI and heavily solicit participation from faculty.
- Slide 20: What administrative lessons can we learn from international recruitment? Enroll rate is high (by nature of that focus student population), but perhaps there are some administrative practices (timing of contact, follow up frequency, brevity vs detail in communications, etc.) that we could adapt to US enrollment.
- Slide 21: If HR resources are limited, focus hard on UTAH & Colorado, which appear to be on the rise. Stay the course with Montana (stays stable). We recognize that this data could be heavily influence by Athletics when a Coach has ties to an area...
- Slide 23: Compare NWC to Western environments. Why are they our biggest competitor? Is it offerings & environments, or policies/processes that give them the advantage?
- Slide 24: When time is short, go after out of state students when possible. Better ROI on effort. Bigger T&F, better SAP, <bad debt