

**ENROLLMENT MANAGEMENT AND MARKETING REPORT  
TO THE  
BOARD OF REGENTS  
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This fall, California Lutheran University welcomed its largest and most diverse class. The 595 freshmen supported the overall enrollment of 4,127 students. Although these achievements demonstrate there is strong demand for the institution, challenges remain that will require greater attention on how best to maintain revenue for the university, while ensuring an affordable education for students.

As the State's budget improves, the University of California (UC) and California State University (CSU) systems are giving greater attention to expanding enrollment growth. The State has awarded \$25 million to the UCs to support 5,000 additional California residential students and has allocated more than \$100 million for 12,300 new seats in the CSU's 23-campus system. The State's commitment to increase public enrollment will require Cal Lutheran to continue differentiating itself in the market and deploying new marketing strategies.

International student enrollment is becoming increasingly vulnerable to geopolitical events. Students from countries that are oil-revenue dependent, which provide tuition subsidies to their citizens, have been challenged with plunging oil prices. As such, new and continuing students from these countries are less likely to enroll. Additionally, China's continuing efforts to invest in their higher education infrastructure seems to have had a modest impact on reducing the number of students looking overseas. Other global tensions such as in Russia, Ukraine and the Middle East also offer concerns. The undergraduate and graduate admission offices stay informed on these developments and must adjust recruitment tactics accordingly.

The non-traditional education market has also been experiencing significant changes in the public and for-profit sectors. Along with the Corinthian Colleges recent closure, DeVry University has announced it will close its Oxnard campus due to low enrollment. University of Phoenix will eliminate its Associate Degree program over the upcoming year and expects to downsize from a peak of 460,000 students in 2010 to 150,000 by 2016. The federal government's attention to the retention and student loan default rates of these universities is a key reason for these decreases. However, the declines are also occurring in community colleges nationwide. Enrollment of students over the age of twenty-four at two-year institutions has dropped by almost four percent over the past year. The improving economy is cited as a reason for this change.

## **Enrollment**

Total fall enrollment for Cal Lutheran is 4,127, including 2,812 undergraduate and 1,315 graduate students. Overall enrollment declined by one percent, while overall fall credits increased from 51,021 to 51,173.

The University welcomed 818 new traditional undergraduate students (595 First-time freshmen and 223 Transfers). This year's freshman class is the most diverse in Cal Lutheran history, with 52 percent identifying as being part of traditionally underrepresented populations. Of that amount, 30 percent are Latino. Enrollment of Lutheran students increased by 7.4 percent relative to the prior year, with 101 freshman students. Additionally, first generation students make up 40 percent of the total entering freshman and transfer class. These achievements were met while ensuring academic quality indicators such as grade point average (GPA), class profile and standardized test scores remained on par with previous years.

The freshman class showed greatest interest in the STEM programs, Psychology, Business Administration, and Communication. Biology, in particular, experienced significant interest with 64 enrollments, which is a 23 percent increase relative to Fall 2014.

[\[Insert TUG enrollment funnel\]](#)

The Financial Aid office has done a tremendous job in building efficiencies into the awarding process. Financial Aid awards went out to admitted students earlier than ever this past spring. Continuing student awards were also completed two weeks ahead of schedule, complementing the University's retention efforts by creating more opportunities for intervention, advising, and problem solving.

Early indicators show the University's cohort default rate will be 2.7 percent, which is well below the seven percent national average for private nonprofit institutions and is a one percent decrease from last fall. The rates measure a three-year default rate for student borrowers who began repaying their loans between October 1, 2011 and September 30, 2012.

The Bachelor's Degree for Professionals program has recently offered some positive signs in the areas of retention and new student enrollment, which should bode well for the 15-16 academic year. Summer and Fall credits outpaced last year by 74 units, a three percent increase. The new 2020 Tuition Guarantee pricing strategy is generating interest and seems to be increasing yield.

Overall graduate enrollment surpassed its Summer credit target of 6,112 by 42 units, while falling short of the Fall goal of 9,813 by 223 units. The Graduate School of Education (GSOE) continues to benefit from the California State budget improvements. Beyond increasing interest in the Teacher Preparation program, the GSOE developed a relationship with the Ventura Unified School District that yielded

two new M.A. in Educational Leadership cohorts that are being taught at the Oxnard campus. Plans for building similar relationships with other school districts in our region are being considered.

The School of Management continues to experience soft domestic demand for its MBA program, while the MPPA program suffers from international student declines. However, international demand for the MBA and M.S. in Information Systems and Technology programs remains strong.

The Graduate School of Psychology received accreditation from the American Psychological Association (APA) for its PsyD program this summer, which will increase prestige and future interest. Demand for the masters level graduate psychology programs in Counseling Psychology (MFT) and Clinical Psychology should remain strong in the upcoming year.

PLTS recruitment and scholarship strategies experienced comprehensive improvements that are data informed, customer-centric and offer tactics to attract a wider range of interest. This foundation yielded 18 new students this fall, which is six students greater than Fall 2014. We expect this upward trend will continue into next year.

[Insert Grad and Pros enrollment funnel]

## **Marketing**

The much anticipated redesigned website launched this June. In development for 18 months, the redesign simplifies navigation, enhances visual appeal and storytelling capabilities, and is mobile-responsive, adapting to all types of devices.

[Insert link to website: <http://www.callutheran.edu/> ]

To build on our “Purpose Changes Your Perspective” master brand advertising campaign, Marketing developed new video ads to run as YouTube pre-roll placements, or in other media requiring 15 or 30-second “TV-style” spots. The ads feature Cal Lutheran alumni who are living their purpose as professionals due to the influence of their Cal Lutheran education.

You can view each of the 4 ads at the following links:

[Insert Purpose Changes Your Perspective Jason and Bianca MP4]

[Insert Purpose Changes Your Perspective Jason MP4]

[Insert Purpose Changes Your Perspective Jacquelynne MP4]

[Insert Purpose Changes Your Perspective Eric and Jackie MP4]

Marketing also completed a major redesign of the printed Graduate and Bachelor’s Degree for Professionals admission materials, as well as some key undergraduate admission materials. Designed to inspire the prospect and entice them to learn

more on the web, the new collateral suite improves the University's visual presentation and messaging for all prospects.

[Link to Folder with Collateral:

<https://www.dropbox.com/sh/0o3k6u5c9axboy8/AADEwxaN0zkNPOUcNOM3sFLba?dl=0>]

We recently received the results of our biennial brand benchmark study, which indicates that our brand-building efforts over the past two years have been very effective. Overall awareness within our 25-mile radius increased 5 percentage points, from 82% in 2013 to 87% this year. Our most significant brand awareness marketing investment has been in the San Fernando Valley region, and that is also where we saw the most significant gains in awareness, climbing 12 points from 58% to 70% (nearly reaching our 2017 goal). All attribute associations are also trending positive, indicating that we are becoming known for our desired attributes. There remains work to do to increase awareness levels with those who are "not very familiar" to have them become "very or somewhat familiar," but these results indicate that our investments in brand building are paying dividends.

Advancement marketing remains a primary focus for the Marketing Department. You can see the results of our efforts to support the university's fundraising efforts as part of the Advancement Division's board report.

### **Enrollment Management and Marketing 2015-16 Goals**

The following section offers the 2015-16 Enrollment Management and Marketing (EMM) goals adopted by the EMM Leadership team in June.

[Insert 2015-16 EMM Board Goals]