

Annual Report of the Enrollment Management Group
ACADEMIC, RESEARCH AND STUDENT AFFAIRS COMMITTEE

June 3, 2019

In June of 2012, the Enrollment Management Group (EMG) was established to consider programs and practices associated with enrollment management. In addition to matters pertaining to financial aid, student success, and admissions, the EMG continues to annually review the progress of the university in achieving its diversity efforts through the continued narrowly-tailored consideration of race and ethnicity in admissions selections, and to make recommendations for incremental changes in practice, policy and funding that ensure the success of enrollment management. The results of the annual review of the Enrollment Management Group are shared annually with the Academic, Research, and Student Affairs Committee of the Board of Visitors as an information item.

RECOMMENDATION:

That the Academic, Research, and Student Affairs Committee of the Board of Visitors accept the Annual Report of the Enrollment Management Group.

June 3, 2019



Undergraduate Enrollment Management Annual Report

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Vice Provost for Enrollment Management

An abstract graphic at the bottom of the page consisting of several overlapping, semi-transparent geometric shapes in shades of maroon, orange, and grey, creating a sense of depth and movement.

2018-2019

Overview

The goals set for the new entering undergraduate class of 2019 were as follows:

- Total freshman class of 6,600 students (includes 100 additional students added to GE target after Innovation Campus announcement in November 2019) with the following mix:
 - 1,905 out of state (OOS) students
 - 395 international (Intl) students
 - 4,300 Virginia (IS) students
- Total transfer target set at 1,250 students

In order to achieve the freshman enrollments in the fall term, a total of 6,973 accepted offers were needed by May 1, the national commitment deadline for freshman admission to college.

The following is a summary of the freshman class results as of May 1:

	Target	Actual accepts on May 1	Projected enrolled with assumed melt	Projected delta from target	Assumed melt rate
IS	4,300	5,170	4,982	+682	0.04
OOS	1,869	2,211	2,047	+178	0.07
Intl	428	632	550	+122	0.13
TOTAL	6,600	8,013	7,579	+982	

Strategic Populations	Actual Accepts on May 1	Number difference from 2018	Percent Difference from 2018
Total Underserved/ Underrepresented	2,400	+391	+19.5%
First Generation	1,338	+295	+28.2%
Pell Eligible	1,566	+348	+28.6%
Underrepresented Minority	1,111	+167	+17.6%
Veterans	12	+6	+100%

The outcome achieved was unexpected, as early forecasting pointed to a maximum yield of 31.7%, based on the number and mix of offers extended, the academic profile of the offered cohort and the financial aid leveraging model parameters used. On May 1, the achieved yield was 36.4%.

Two plausible explanations are believed to account for the larger than expected yield on admissions offers. One is the unprecedented coverage and brand recognition that Virginia Tech received with the announcement of the new innovation campus in Northern Virginia and our role in filling the tech-talent pipeline for the Commonwealth. Almost 50% of the current overage in accepted offers is in the College of Engineering, and close to 50% of the overage in the college is concentrated in two majors—computer science and computer engineering—that are linked to the Commonwealth’s plans to expand the pipeline of tech talented graduates. Furthermore, the proportion of full-pay students (students without demonstrated need who did not receive any financial assistance) increased 42% compared to the 2018 incoming cohort, at a time when other universities generally are not realizing any growth among full-pay students. Additionally, prior to May 1, the trend lines for international students were predicting a decline for universities across the nation and also for Virginia Tech, mainly due to a 16 percent decline in applications received this year. However, our international student acceptances were 60% higher than the target. We tripled acceptances from India, did not experience a significant decline from China and acceptances from South Korea and the United Arab Emirates increased significantly. It generally takes about three years of concerted effort and increased investment to accomplish increased yields in international markets and full-pay students.

Another plausible explanation relates to the increased capacity of our on-campus visit programs and updated admissions processes. Campus visits by students offered admission are known to play an important role in predicting a student’s decision to enroll, but these had been limited in the past. In this 2019 admissions cycle, the number of visitors was 78% higher than in 2018 and 50% higher than 2017. The ability to visit the campus likely played a role in converting applicants to enrolled students.

A number of substantive changes to recruitment and admissions procedures have been implemented since the previous admissions cycle. As the number of high school graduates stagnates and starts to diminish in the next few years, it is imperative that Virginia Tech remain competitive, and the results of this cycle provide evidence that the changes made are effective. Amongst the most important initiatives completed in the 2018-2019 academic year are the following:

- Established a territory management plan for recruitment using geo market demographic data, which allowed us to be intentional about expanding some emerging recruitment territories and exploring new ones based on this data-informed approach.
- Implemented the Coalition Application Platform. This allowed us to streamline the application fee waiver process for low income students and veterans. Waivers went from about 6% of the applicant pool last year to 21% of the applicant pool this year.
- Developed and applied a new strategic financial aid leveraging plan to support enrollment management outcomes. With an econometric statistical model as its foundation, the plan aims to accomplish four main objectives:

- Determine the appropriate amount of aid to promote optimal enrollment of strategic populations.
 - Directly contribute to the achievement of retention and graduation goals of different segments in the new and returning student population.
 - Optimize the distribution of aid to serve more students.
 - Balance attainment of enrollment goals with net tuition revenue goals and tuition discounting caps.
- Added an Early Action (non-binding) admission opportunity. The great majority of applicants (60%) chose this plan.
- Consolidated each admission offer letter with financial aid notification in a single, personalized packet.
- Implemented the Self-Reported Academic Record (SRAR), which expedited the review of applications by at least 4 weeks.
- Implemented Holistic admissions technology and process. Over 180 university wide volunteers received training on the reading and scoring of the 4 short-essays that make up the *Ut Prosim* Profile. These volunteers read over 63,500 freshman profiles (each applicants requires a minimum of two reads) with 253,744 prompt responses and up to 30,449,280 words, all in 130 days.
- Made the completion of the FAFSA required for all centrally managed financial aid awards. This resulted in 75% of the 2019 accepted-offer cohort completing a FAFSA vs 58% of the 2018 accepted-offer cohort.
- Implemented Slate, a new constituent/customer relationship system (CRM) for management of recruitment- and admissions-related activities and processes to include:
 - recruitment interactions for close to half a million prospects for class of 2024, 2025, 2026;
 - communications tracking, integration and analytics;
 - relationships (parents, counselors, alumni) tracking;
 - events management;
 - travel management;
 - applications management and *Ut Prosim* Profile reading; and
 - recruitment materials tracking of production cost, effectiveness and ROI calculations.

- Deployed the VT micro scholarship program on Raise.me to facilitate and reward activities and behaviors that promote college-going culture and create early affinity with Virginia Tech. Currently, over 14 thousand students are associated with VT on this platform, with over 9 thousand of them from the high school graduating classes of 2020, 2021, 2022.
- Planned and deployed the VT College Access Tour, funded with a competitive grant from the Coalition for College. In the span of one month, the recruitment team visited 22 different sites around the state disseminating information regarding financial aid, changes to the admissions process and the use of the Coalition Application.
- Expanded visit and on-campus event capacity, which enabled hosting an additional 8,266 visitors/event attendees from September 2018 through April 2019 compared to the same time span the last academic year.

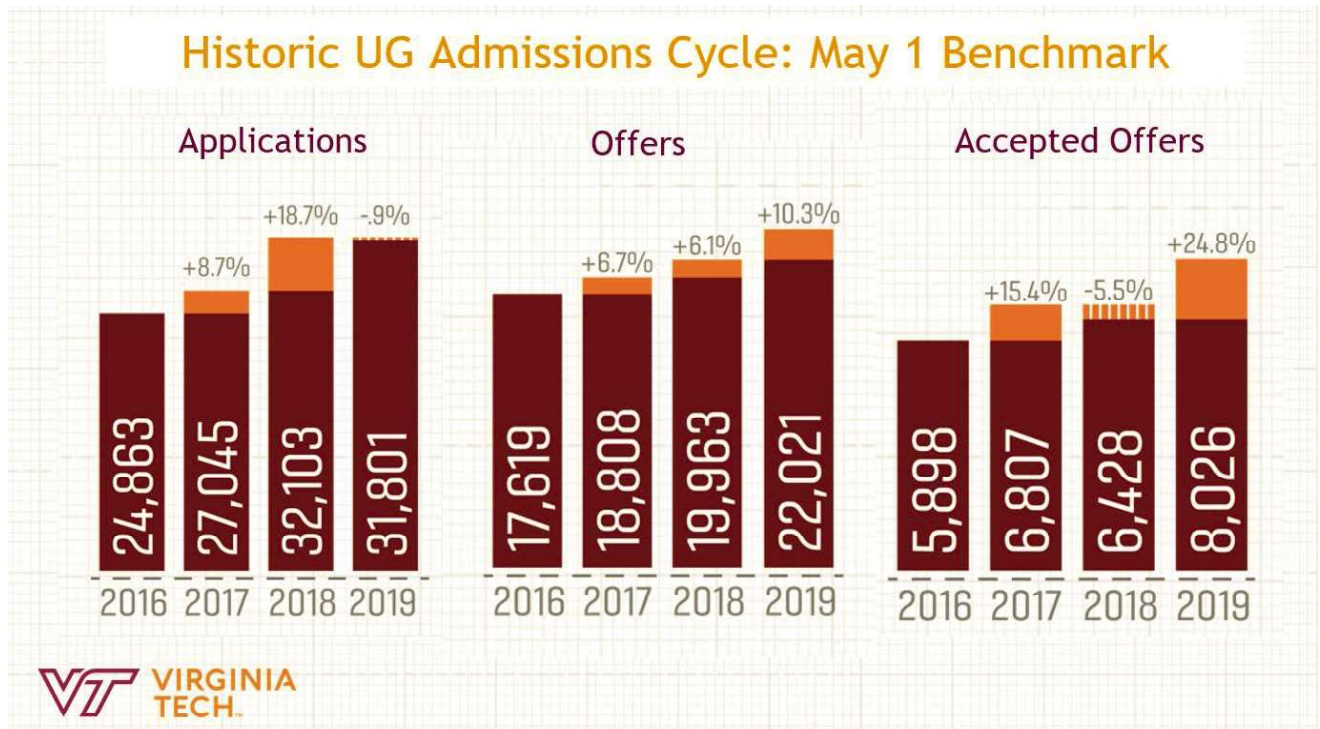
There is no doubt that the larger than expected freshman class presents challenges for Virginia Tech. Provost Clarke has already convened a working group to prepare for the larger than anticipated enrollment and preserve the quality of the Virginia Tech experience. Solutions being explored include the following:

- Work with colleges and the Registrar to implement ways to optimize scheduling of classrooms and courses, thus increasing of instructional space utilization.
- Fund and recruit additional instructors and graduate teaching assistants necessary to accommodate increased enrollment in high-demand courses (chemistry, physics, mathematics, English)
- Modify the requirement that all first-year students live on campus for the 2019-20 year.
- Secure additional university housing off-campus.
- Optimize and supplement dining plans.
- Incentivize students to delay matriculation at Virginia Tech and/or take classes during Summer Academy, to reduce course enrollments across the full academic calendar.

Strategies to address the enrollment surge will be implemented over the summer in preparation prepare to welcome all new students in the fall.

2019 Entering Freshman Class Outcomes

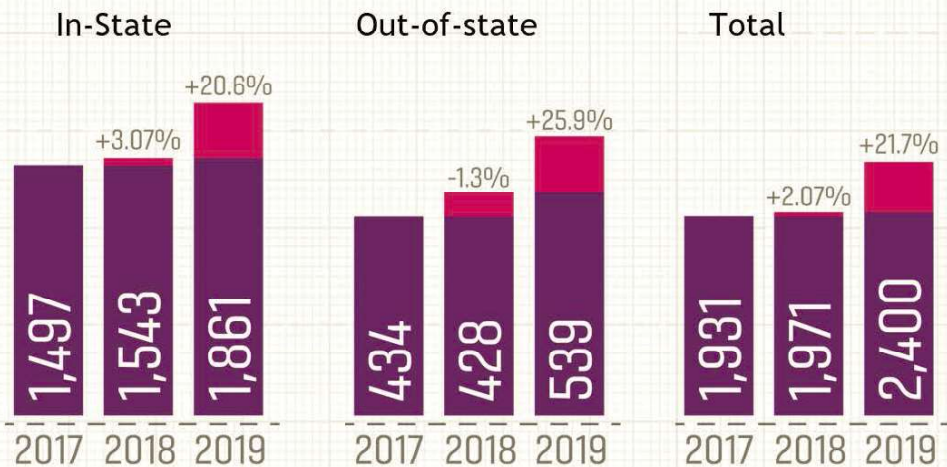
The graphs below depict the May 1 outcomes of the 2019 freshman cohort:



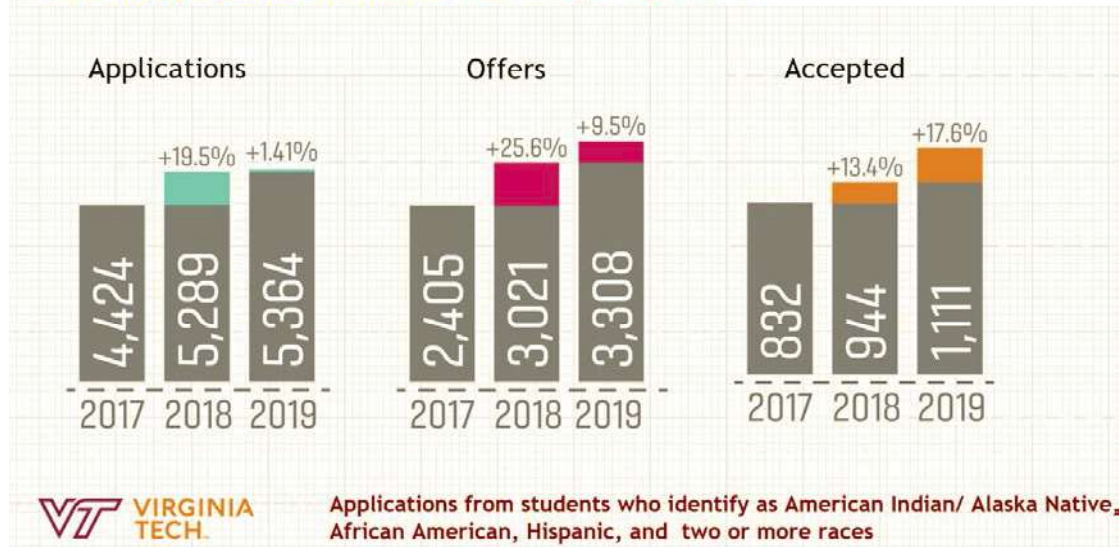
2019: Freshman Class Profile



Diversity Benchmarks: Overall Underserved/ Underrepresented



Diversity Benchmarks: Underrepresented



Diversity Benchmarks: Underserved- First-Generation



Diversity Benchmarks: Underserved-Pell Grant-Eligible In-State



Diversity Benchmarks: Underserved-Pell Grant-Eligible Out-of-State



Diversity Benchmarks: Underserved- Veterans



Legacy



Corps of Cadets

1924
APPLICATIONS

1223
OFFERS

411
ACCEPTS



First-Year Scholars

PROVOST ACHIEVEMENT SCH.

200

PRESIDENTIAL SCHOLARS INIT.

95

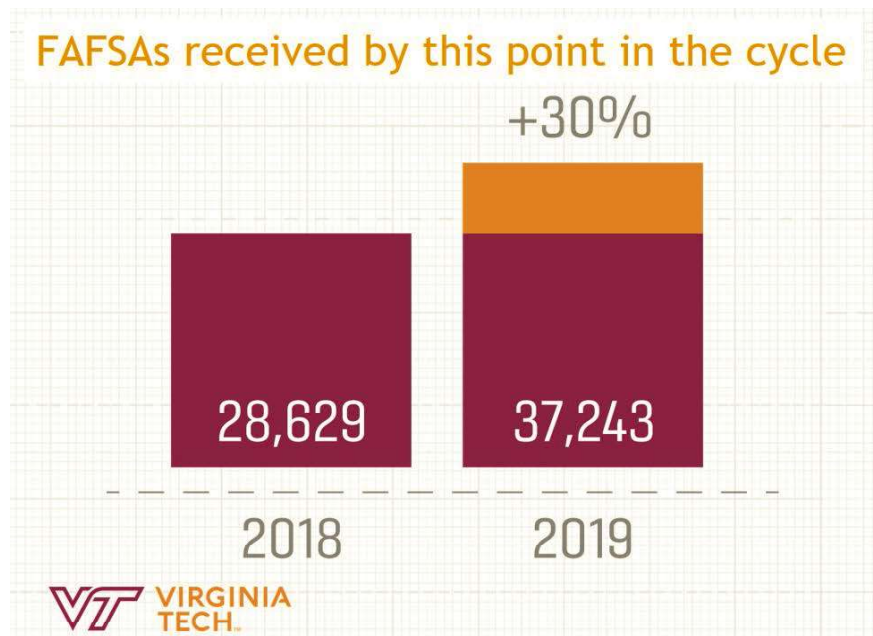
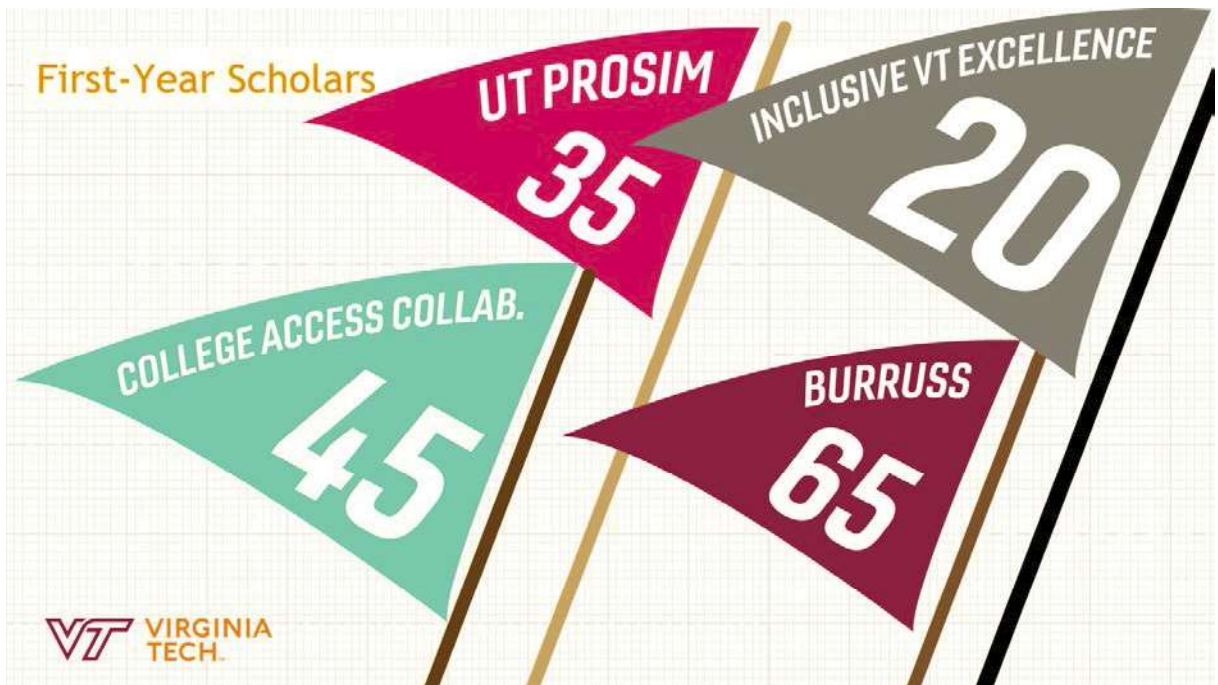
VT SCHOLARS

250

CLARK SCHOLARS

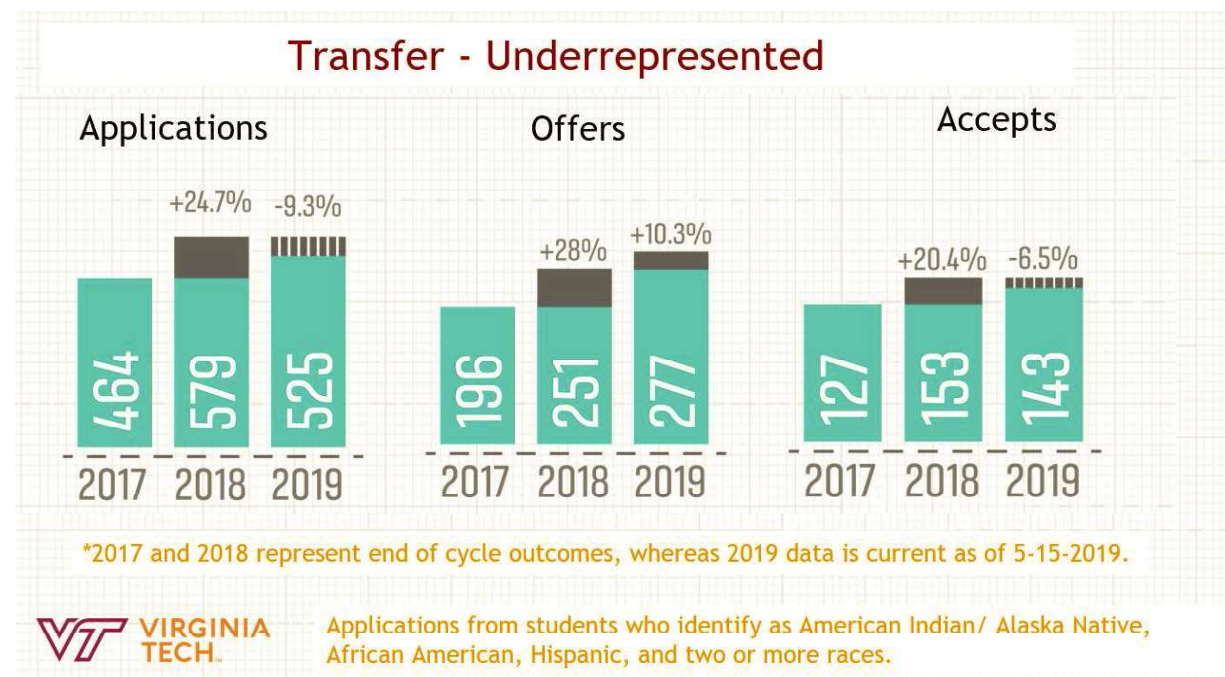
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Transfer Students

The State of Virginia continues to work toward facilitating transfer of credits between the 2 and 4 year institutions and to strive for a more robust approach to increasing the production of post-secondary degrees. To that effect the Transfer VA initiative has been launched and, in alignment with our Land Grant mission, Virginia Tech has begun work to ensure successful outcomes. This year we aimed to increase our target of transfer students to 1250. The deadline to accept offers of admissions for transfer students is June 1, therefore the outcomes below should be considered interim until such date.



Transfer- First Generation



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.



Transfer - Pell-Eligible



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.



Transfer- Veterans



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.



Transfer - Virginia Community College System, Percent of all Transfer Applications



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.

