Developing a Data Driven Marketing Plan

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DePaul University – Barat Campus

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DePaul University

AACRAO’s 12th Annual SEM, San Diego, CA
Overview

- DePaul’s Division of Enrollment Management
- DePaul’s Alliance with Barat College
- Data Driven Market Analysis
- How Data Drove Decision-making
- Fall 2001 & 2002 Outcomes
- Continued Challenges & Lessons Learned
Division of Enrollment Management

**ENROLLMENT SERVICES**
- Financial Aid
- Community Outreach
- **Admissions**
  - *Freshmen*
  - *Adult*
  - *Graduate*
  - *International*

**MARKETING**
- Media Relations
- Advertising
- Publications & Communications
- Web Office
- Special Events

**CAREER & ALUMNI NETWORKS**
- Career Networking & Placement
- Student Employ.
- Internships
- Alumni Relations
- Annual Giving

**STUDENT INFO. SYSTEMS & PEOPLESOFT ERP**

**RESEARCH & EVALUATION**

**ALUMNI INFO. SYSTEMS & BSR**
The Mission of Enrollment Management at DePaul University

to improve and enhance DePaul’s competitive market position and market prominence
Institutional Characteristics

DePaul University

• Founded by Vincentian priests in 1898
• Located in Chicago, Illinois
• Largest Catholic institution in the nation
• In 2001, 9th largest private university in the nation
• Serves over 20,000 students on 2 urban and 6 suburban campuses
Institutional Characteristics

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Barat College

- Founded by Sisters of the Society of the Sacred Heart in 1858
- Small, private liberal arts college
- Located in Lake Forest, a northern suburb of Chicago
- Serving under 1,000 students
Institutional Missions

DePaul University

As a university, DePaul pursues the preservation, enrichment and transmission of knowledge and culture across a broad scope of academic disciplines. It treasures its deep roots in the wisdom nourished in Catholic universities from medieval times. The principal distinguishing marks of the university are its Catholic, Vincentian and Urban Character.

Barat College

The Barat educational experience provides the basis for ongoing career fulfillment and lifelong personal growth. In the tradition of its founders...Barat is committed to academic excellence and to a holistic education that provides opportunities for each student to develop mind, spirit, and body. Barat fosters freedom of thought and expression, and respect for the sacredness of personal belief.
History of the Alliance

• Discussions began in Summer 2000
• Agreement signed February 1, 2001
• Transition to DePaul faculty and staff July 1, 2001
• Expand opportunities for students in Lake County
• Four year transition period
DePaul’s Residential Campuses

Barat Campus
Small college setting with a focus on personal attention

Lincoln Park Campus
One of the most vibrant urban campus communities

Loop Campus
Ideally located in the heart of Chicago’s thriving business district
Enrollment Profile
A Decade of Accelerating Enrollment Growth at DePaul
1992-2002

Total includes IPD
Enrollment Growth in America’s 10 largest Catholic Universities: 1984 - 2002

-20%  0%  20%  40%  60%  80%  100%

- Loyola, Chicago
- Dayton
- St. John's
- Marquette
- Georgetown
- Boston College
- St. Louis
- Notre Dame
- Fordham
- DePaul
DePaul Enrollment Profile
Fall 2002

- FT Undergrad: 46% (+11%)
- PT Undergrad: 17% (+8%)
- Graduate: 33% (+8%)
- Law: 4%

DePaul University
Graduate & Professional Enrollment
Fall 2002

- Business: 27%
- Comp Sci: 27%
- Education: 16%
- Arts & Sciences: 15%
- Law: 12%
- Other: 3%

7,837 Graduate
1,047 Law
Enrollment by Campus
Fall 2002

Lincoln Park Campus: 46%
Loop: 40%
Suburban: 6%
Distance: 2%
Other: 2%
Barat: 4%
Percent of Credit Hours Taught
Freshman Enrollment

2,256 freshmen
+10% since 2001;
+80% since 1997
# DePaul & Barat: Comparative Enrollment Profile

**Undergraduate Enrollment - Fall 1999**

<table>
<thead>
<tr>
<th></th>
<th>DePaul</th>
<th>Barat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total enrollment</td>
<td>11,776</td>
<td>757</td>
</tr>
<tr>
<td>Total full time</td>
<td>7,784</td>
<td>507</td>
</tr>
<tr>
<td>Total part time</td>
<td>3,992</td>
<td>250</td>
</tr>
<tr>
<td>Percent full time</td>
<td>66%</td>
<td>67%</td>
</tr>
<tr>
<td>Percent male</td>
<td>41%</td>
<td>26%</td>
</tr>
<tr>
<td>Percent minority</td>
<td>36%</td>
<td>23%</td>
</tr>
<tr>
<td>Percent out of state</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Average ACT</td>
<td>21</td>
<td>26</td>
</tr>
</tbody>
</table>
### DePaul & Barat: Comparative Enrollment Profile

**Freshmen - Fall 1999**

<table>
<thead>
<tr>
<th>Category</th>
<th>DePaul</th>
<th>Barat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman Applicants</td>
<td>6,050</td>
<td>322</td>
</tr>
<tr>
<td>Freshman Enrollment</td>
<td>1,749</td>
<td>96</td>
</tr>
<tr>
<td>Top 10% of HS Class</td>
<td>19%</td>
<td>9%</td>
</tr>
<tr>
<td>Top 25% of HS Class</td>
<td>45%</td>
<td>25%</td>
</tr>
<tr>
<td>Top 50% of HS Class</td>
<td>75%</td>
<td>48%</td>
</tr>
<tr>
<td>Average HS GPA</td>
<td>3.30</td>
<td>3.00</td>
</tr>
<tr>
<td>ACT 25-75 percentile</td>
<td>21 - 26</td>
<td>18 - 23</td>
</tr>
</tbody>
</table>
Evaluating Barat’s Market Position
The Illinois Market: 2001
89,311 College Bound High School Seniors

- Increased 13% since 1995 (to 2000)
- 45% males
- 27% minority
- 45% have a college-prep core curriculum
- Mean ACT of 21.6, Mean GPA of 3.10

- 68% plan to attend in-state (61,000)
- 31% plan to commute to college (27,000 students)
- 19% plan to attend a private university (17,000)
- 6% prefer private university with enrollment between 1000 and 5000 (5600 students)

SOURCE: ACT
The Lake County Market : 2001
5,516 College Bound High School Seniors

• 47% are males
• 19% minority students
• 52% have college-prep core curriculum
• Mean ACT 24.7, Mean GPA 3.15

• 55% plan to attend in-state (3000 students)
• 18% plan to commute to college (1000 students)
• 20% plan to attend a private university (1100 students)
• 6% prefer private university with enrollment between 1000 and 5000 (about 300 students)

SOURCE: ACT
Defining the Niche

- Applicants who choose not to enroll at DePaul tend to enroll at:
  - University of Illinois, Chicago
  - Loyola University
  - University of Illinois
  - Northwestern
  - Big 10
  - Illinois’ Regional Public Universities
  - Area community colleges

SOURCE: National Student Clearinghouse
Defining the Niche

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  – University of Illinois
  – Northwestern
  – Big 10
  – Illinois’ Regional Public Universities
  – Area community colleges

• Applicants who choose not to enroll at Barat tend to enroll at:
  – College of Lake County
  – Lake Forest College
  – Elmhurst College
  – Columbia College
  – Cardinal Stritch
  – University of WI - Parkside
  – Oakton Community College

SOURCE: National Student Clearinghouse
The Lake County Market
Top 50 Leaders in Market Presence

<table>
<thead>
<tr>
<th>TOP 10</th>
<th>Misc others</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 University of Illinois (21%)</td>
<td>15 Loyola (3%)</td>
</tr>
<tr>
<td>2 Northern Illinois   (14%)</td>
<td>16 U of Michigan</td>
</tr>
<tr>
<td>3 Illinois State      (11%)</td>
<td>17 U of Chicago</td>
</tr>
<tr>
<td>4 Coll of Lake County (10%)</td>
<td>18 Marquette</td>
</tr>
<tr>
<td>5 U of Illinois, Chicago (8%)</td>
<td>22 Lake Forest (2%)</td>
</tr>
<tr>
<td>6 Northwestern        (7%)</td>
<td>25 Carthage</td>
</tr>
<tr>
<td>7 SIU - Carbondale    (6%)</td>
<td>41 UCLA (1%)</td>
</tr>
<tr>
<td>8 Univ of Wisconsin   (6%)</td>
<td>42 Barat College (&lt; 1%)</td>
</tr>
<tr>
<td>9 DePaul University   (6%)</td>
<td>50 UW- Milwaukee</td>
</tr>
<tr>
<td>10 Western Illinois   (5%)</td>
<td></td>
</tr>
</tbody>
</table>

SOURCE: ACT
Top Academic Interests of 5,178 Lake County High School Graduates: 2000

- **Business**: 650
- **Health**: 590
- **Social Science**: 470
- **Engineering**: 390
- **Communications**: 250
- **Comp Sci**: 210
- **Sciences**: 200
- **Vis/Perf Arts**: 180
- **Education**: 170
- **Undecided**: 130

SOURCE: ACT
### Market Share for Business Prospects: Fall 1997 and Fall 2000

#### Fall 1997

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>U of I</td>
<td>22 %</td>
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#### Fall 2000

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</table>

*SOURCE: ACT*
Conclusions drawn from the data

• Compared to DePaul, Barat has a small market presence

• Barat’s market is different from DePaul’s
  – Current overlap institutions differ
  – Barat’s position as small residential college draws different students

• Academic programs can blend existing market and leverage DePaul strengths
Insights gleaned from local high school counselors
Participants

- Susan Biemeret  Adlai E. Stevenson High School
- David Boyle  Glenbrook North High School
- Naomi Ewing  Woodlands Academy
- Aliza Gilbert  Highland Park High School
- Dan Gin  Libertyville High School
- Melanie Leach  Adlai E. Stevenson High School
- Gloria Moore  Niles West High School
Counselor Insights

• Tremendous excitement and support for alliance
• Thrilled to be included in the process
• Great PR for both institutions
• Open…Honest…Blunt
• What we learned exceeded our expectations
Counselor Insights

- Can’t be all things to all people
- Be clear on your message and mission for Barat
Counselor Insights

- Barat Campus
- Barat College
- DePaul University
- Barat College of DePaul University

- “Difficult concept to understand”
- “The external environment is not going to recognize all of these distinctions”
Counselor Insights

- Small
- Highly personalized
- Nurturing
- Suburban
- Safe
- Caring
- Values based
- Catholic

- “It is the environment and atmosphere of Barat that attracts students”
Counselor Insights

- Name Recognition
- Visibility
- Desirability

- ‘DePaul’s name will attract students”
- “It is already happening”
Counselor Recommendations

The convergence of DePaul’s name, reputation, breadth and depth

with Barat’s location, atmosphere, personal attention

creates a dynamic that did not previously exist & capitalizes on the strengths of both institutions.
Data Informs Positioning

• Position Barat as DePaul’s 9th college, and use DePaul’s visibility to market the Barat Campus as a small college
  – Merger vs. affiliation: research other models
  – How we are doing this
Data Informs Programming

• Leverage strong Barat College programs with viable market potential and create additional unique programs to draw new market
  – Business
  – Special Education
  – Interdisciplinary programs
Barat College of DePaul (BC) Programs
Offered at Barat Campus

- BC Interdisciplinary
  - B.A. Foundations of Leadership
  - B.A. Humanities
  - B.A./B.S. Science, the Environment and Health
  - B.A. Social Justice and Global Studies
  - B.A. Creative Arts Therapy
  - B.S. Math/Computer Studies

- BC In Conjunction with LA&S:
  - B.A. Art
  - B.A. Art History
  - B.A. English
  - B.A. History
  - B.A. Political Science
  - B.A. Psychology
  - B.A. Sociology

- BC Liberal Studies Program
DePaul Undergraduate Programs Offered at the Barat Campus

- **Commerce:**
  - B.S. Business Administration

- **Education:**
  - B.A. Elementary Education
  - B.A./B.S. Secondary Education
  - B.A. Special Education

- **CTI:**
  - B.S. Computer Studies
  - B.S. Information Systems

- **School for New Learning:**
  - B.A. Customized
  - B.A. Computing (joint program with CTI)

- **Theatre:**
  - B.A. Theatre Arts
Data Informs Recruiting Strategies

• Develop new strategies for serving this new market segment
  – Not business as usual for DePaul
  – Personalize the recruitment process
Data Informs Staffing

• Positioning Barat as DePaul’s 9th college means integration is key for access to potential students and visibility in the marketplace
  – All admission staff at DePaul are cross-trained to represent any DePaul program
  – Focused Admission presence on the Barat Campus
Freshmen intending to stay at Barat Campus

Freshmen intending to transfer to Loop/LPC

Community College Transfers

Adults seeking to earn baccalaureate degree

The Barat Experience

with a liberal studies core curriculum focused on providing the foundation and preparation for a bachelors degree from DePaul University

DePaul Degree Completion at Loop/LPC

DePaul Degree Completion at Barat Campus

Barat College’s baccalaureate degree
Results

• Enrollment Goals for Barat Campus Fall 2002 set after an analysis of conversion rates for both Barat College and DePaul University
  – 180 Freshman
  – 100-120 Transfers into Barat Campus, regardless of major
  – Sophomore Transfers Into Majors

• Enrollment Goals for Barat Campus 2004-2005
  – 2500 students*
    • 1,000-1,200 Full-time Undergraduate
    • 600-800 Part-time Undergraduate (Barat, SNL, CTI, Commerce & Education)
    • 600-700 Graduate (Commerce, Education, CTI)

*Source: DePaul University’s Barat Campus Marketing Plan 2001
Barat College of DePaul:  
Fall 2001 & 2002

- **Fall 2001**
  - 103 Freshmen
  - 30% Male; 70% Female
  - 92% < 24 Years of Age
  - 61% Caucasian, 14% Hispanic, 7% African American, 5% Asian
  - 57% Suburban

- **Fall 2002**
  - 197 Freshmen, 101 Transfers
  - 42% Male; 58% Female
  - 92% < 24 Years of Age
  - 48% Caucasian, 21% Hispanic, 14% African American, 12% Asian
  - 56% Suburban
Fine-tuning the Analysis

• National Student Clearinghouse Data for Barat 2001 Applicants
  – Accounts for about 50% of Barat applicants who didn’t enroll in Barat:
    • 52% Enrolled in independent universities
    • 24% Enrolled in state supported universities
    • 24% Enrolled in 2 year colleges
Fine-tuning the Analysis

• What Clearinghouse Data Tells Us About Barat Applicants Who Enrolled Elsewhere:
  – Enrollment mostly regional, but did span about 20 States Nationwide
  – Schools in Cook County Drew A High Percentage of Barat College Applicants
  – The Majority Enrolled in Schools Having a Moderately Difficult Entrance Level
  – About ½ Chose an Independent 4 year college
  – Nearly Half Enrolled in a College with 1,000 – 5,000 UG Enrollment
Challenges

- Positioning, identity, branding
- Campus-wide integration
Lessons Learned

- Confusion-to-clarity circle
- Evolving student base
- Data provides foundation for making smart decisions, tempers emotional nature of experience
For more information or copies of this presentation

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- Liz Sanders: lsander3@depaul.edu, 312-362-5289