Budget Planning Council Meeting Agenda
April 4, 2019 • 11:00am – 1:00 pm
Baker Center ~ Multicultural Center MPR 219

1. Benefits Advisory Council: FY20 Update (Greg Fialko)

2. Enrollment Update (Craig Cornell)

Next Meeting: April 18, 2019 11:00 AM
Topics: Student Services Committee Report & Operating Reserve Presentation
*Vote: Fee Requests for June BOT
Schoonover Center ~ Room 380
Benefits Update for BPC

April 4, 2019
Benefits Update for BPC

• BAC Recommendation for FY19-20:
  • Use reserve levels to ensure plan costs remain below 5% annual cost containment goal. (See chart)

• Through February 2019 benefits costs are within 0.5% of projected budget. (See chart)

• No change in budget planning assumption of 2.5% growth in department benefits standard rate for FY20 and FY21

• The university annual trend continues to be in the 5%-7% range.
  • Typical for groups of our size

• Benefits projections should be accurate to within 3%-5%
  • Every 1% is $700,000
  • Results outside of this range are typically due to changes in the number of covered lives, or a spike in claims (especially large claims - claims over $50,000)
### BAC Recommendations

<table>
<thead>
<tr>
<th>Options</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deductible</td>
<td>$200/$400</td>
<td>$400/$800</td>
<td>$450/$900</td>
<td>$500/$1000</td>
<td></td>
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<td>$700/$1,400</td>
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<tr>
<td>Co-Insurance Maximum</td>
<td>$1000/$2000</td>
<td>$1500/$3000</td>
<td>$1750/$3500</td>
<td>$2000/$4000</td>
<td></td>
<td>$2,500/$5,000</td>
<td>$2,750/$5,500</td>
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<tr>
<td>Out of Pocket Maximum</td>
<td>$1200/$4200</td>
<td>$1900/$3800</td>
<td>$2200/$4400</td>
<td>$2500/$5000</td>
<td></td>
<td>$3,000/$6,000</td>
<td>$3,235/$6,500</td>
<td></td>
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<tr>
<td>Co-Insurance %</td>
<td>90%</td>
<td>85%</td>
<td>80%</td>
<td></td>
<td></td>
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<tr>
<td>Office Visit Copays</td>
<td>$20</td>
<td>$25</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Rx Retail Copays</td>
<td>$10/$20/$30</td>
<td>$20/$30/$40</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Rx Mail Copays</td>
<td>$15/$30/$45</td>
<td>$25/$35/$55</td>
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<tr>
<td>Premium</td>
<td>15%-15%-15%</td>
<td>15%-16%-17%</td>
<td>15%-17%-19%</td>
<td>15%-17.5%-20%</td>
<td>*</td>
<td>*</td>
<td>17%-19%-21%</td>
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<tr>
<td>Rx Advanced Utilization</td>
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<td>Rx Advanced Utilization Review</td>
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<tr>
<td>Plan Savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dependent Verification Plan Savings</td>
<td>Use of Reserves ($900K)**</td>
<td>Potential Use Reserves From FY19 if Over budget</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>HMO Plan Elimination</td>
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</tbody>
</table>

*In years where the percent of premiums paid by employees does not changing, premiums still increase as they are tied to the annual expected increase in health care costs.

** Planned use of reserves in FY19 was not needed.
# Budget Projections and Cost Savings Needed to Maintain 5% Goal

<table>
<thead>
<tr>
<th></th>
<th>FY19 (Budget)</th>
<th>FY19 (Update)</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Claims</td>
<td>46,737,000</td>
<td>46,242,000</td>
<td>48,666,000</td>
<td>50,849,000</td>
<td>53,900,000</td>
<td>57,134,000</td>
</tr>
<tr>
<td>Rx Claims</td>
<td>12,061,000</td>
<td>11,108,000</td>
<td>12,126,000</td>
<td>13,136,000</td>
<td>14,450,000</td>
<td>15,895,000</td>
</tr>
<tr>
<td>Dental Claims</td>
<td>2,292,000</td>
<td>2,309,000</td>
<td>2,395,000</td>
<td>2,484,000</td>
<td>2,576,000</td>
<td>2,671,000</td>
</tr>
<tr>
<td>Fees/Other Ins</td>
<td>7,148,000</td>
<td>7,197,500</td>
<td>7,634,760</td>
<td>7,926,405</td>
<td>8,385,453</td>
<td>8,936,422</td>
</tr>
<tr>
<td>Total</td>
<td>68,238,000</td>
<td>66,856,500</td>
<td>70,821,760</td>
<td>74,395,405</td>
<td>79,311,453</td>
<td>84,636,422</td>
</tr>
<tr>
<td>Use of Reserves</td>
<td>(969,450)</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Claims + Fees Net Premiums</td>
<td>53,359,950</td>
<td>53,431,500</td>
<td>55,950,733</td>
<td>58,905,066</td>
<td>63,072,189</td>
<td>67,604,721</td>
</tr>
<tr>
<td>Percent Increase</td>
<td></td>
<td></td>
<td>4.7%</td>
<td>5.3%</td>
<td>7.1%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Savings needed to reach 5% goal*</td>
<td>(152,342)</td>
<td>(3,163)</td>
<td>1,218,549</td>
<td>2,658,399</td>
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</tr>
</tbody>
</table>

* Use of reserves for FY20 only if over budget
BAC Discussions for FY20+

• USI consulting relationship (new cost projections, new data warehouse and reporting, etc.)

• IUC RFP for life, disability, and dental insurance plans.
  • RFP process is underway. Each university decides whether to contract with RFP finalist. Impact for Ohio University contracts would be July 1, 2020.

• USI likely to conduct RFP for Express Scripts And/Or Anthem Contract for July 1, 2020 Effective Date
  • Last full RPF was conducted in 2009-10

• Long term road map for benefits
  • Attempt to move from premium/cost sharing changes to other options
    • High Deductible Health with Health Savings Accounts
    • Targeted care management programs
    • Narrow provider network
    • Cost/Quality transparency tools
    • Etc.

• Impact of Affordable Care Act Cadillac Plan Tax on Faculty/Staff plan and AFSCME plan
  • Possibility of combining plans and subsequent impact
Benefits Advisory Council Background Information

• BAC formed in March 2014

• Charge: Analyze and make recommendations regarding university benefits and to consider financial sustainability, competitiveness, and fairness in recommendations.

• 14 Members include representatives from Faculty Senate (Co Chair), Administrative Senate, Classified Senate, AFSCME Union, as well as a Dean, an Executive Dean, a Vice President, an Academic Chair/Director, an Associate Provost, and the Chief HR Officer
Benefits Advisory Council Background Information

• Guiding Principles
  • Eliminate structural deficits
  • Avoid Affordable Care Act Cadillac Plan Tax (required by state law)
  • Establish a maximum university contribution to the annual inflationary cost of benefits (no more than 5%)

• Previous Recommendations have included a mix of
  • Premium increases: All employees pay more
  • Cost-Sharing Increases: Users of the plan pay more
  • Consumerism (Rx Advanced Utilization Review): Influence “smarter” utilization
  • Wellness: Supporting wellness via HealthyOhio rewards and web based wellness platform, Wellworks 100 visit incentive, sponsor CHIP program, etc.

• Previous recommendations include (but not limited to):
  • Three year (FY16, FY17, FY18) plan to mitigate costs (5% goal) and avoid Cadillac plan tax included increases in deductibles, copays, out of pocket maximum and etc.
  • Increase the percent of premiums paid by employees
  • Changing benefits eligibility or staff to positions with an FTE of 0.75 or greater and appointment length of 4 months or longer (included grandfathering)
  • Offer new vision and short term disability plans
  • Ensure benefit plans provide coverage for transgender health care needs
  • Funding for HealthyOhio, specifically the VirginPulse wellness program web site
  • Adding Advanced Utilization Management Programs for Prescription Drug Plan
    • Prior Authorization, Step Therapy, etc. in addition to exclusive home deliver and generics preferred program
  • Elimination of HMO plan for Eastern Campus Employees
  • Conduct Dependent Eligibility Audit
Benefits Update for BPC

April 4, 2018
BPC Enrollment Update

April 4th, 2019
Historic Outcomes for OHIO Enrollment
Historic Enrollments

- OHIO has, over the past years, outperformed all of the State Public, Regional and National Institutions in enrollment attainment by a significant margin.
- However, over the past two years, we have begun to fall closer in line to those other institutions with our overall enrollments, while still outperforming them.
Historic Enrollments

- This has partially been due to a decline in the market, as well as market share
- Meeting the same market share in 2019 will actually yield 53 fewer in-state students

<table>
<thead>
<tr>
<th>Year</th>
<th>Ohio High School Graduates</th>
<th>Graduates Attending University</th>
<th>Ohio University Freshman Class – Actual</th>
<th>OU Share of Graduates attending University</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>137,087</td>
<td>38,842</td>
<td>3,394</td>
<td>8.7%</td>
</tr>
<tr>
<td>2012</td>
<td>136,066</td>
<td>37,688</td>
<td>3,292</td>
<td>8.7%</td>
</tr>
<tr>
<td>2013</td>
<td>135,042</td>
<td>35,075</td>
<td>3,629</td>
<td>10.3%</td>
</tr>
<tr>
<td>2014</td>
<td>125,152</td>
<td>36,072</td>
<td>3,789</td>
<td>10.5%</td>
</tr>
<tr>
<td>2015</td>
<td>122,825</td>
<td>36,340</td>
<td>3,756</td>
<td>10.3%</td>
</tr>
<tr>
<td>2016</td>
<td>125,662</td>
<td>34,817</td>
<td>3,774</td>
<td>10.8%</td>
</tr>
<tr>
<td>2017</td>
<td>123,075</td>
<td>34,583</td>
<td>3,530</td>
<td>10.2%</td>
</tr>
<tr>
<td>2018</td>
<td>124,473</td>
<td>34,976</td>
<td>3,427</td>
<td>9.8%</td>
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</tbody>
</table>

Equal market share from 2018 to 2019 will actually mean a drop of in-state enrollment by 53 students for in-state.

Focusing on non-resident enrollments to off-set potential impacts of resident demographic challenges.
Enrollment Progression for Fall Term
Fall Enrollment Progression

Transfer Students

- Athens transfer student applications are down by 25% following state-wide community college enrollment trends, but admits are currently up by 20%

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<thead>
<tr>
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<tbody>
<tr>
<td>Total Applications- Transfer</td>
<td>736</td>
<td>578</td>
<td>-158 (-21%)</td>
</tr>
<tr>
<td>Total Admits- Transfer</td>
<td>311</td>
<td>323</td>
<td>12 (3.8%)</td>
</tr>
</tbody>
</table>

Graduate Students

- Overall Fall application trends for Athens graduate applications are tracking down by 56 students (-1.9%) over this time last year
- International graduate student applications are up 53 (4.6%)
- OU-HCOM is essentially flat

<table>
<thead>
<tr>
<th></th>
<th>2018 (as of 3/15/18)</th>
<th>2019 (as of 3/15/19)</th>
<th>Difference 2018-2019 (as of 3/15/19)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Applications- Athens Graduate</td>
<td>2,906</td>
<td>2,850</td>
<td>-56 (1.9%)</td>
</tr>
<tr>
<td>Total Applications- OU-HCOM</td>
<td>4,981</td>
<td>4,943</td>
<td>-25 (0.51%)</td>
</tr>
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Enrollment Progression- Freshmen

New Freshman Students

- OHIO is maintaining a very strong position regarding student interest, but we are seeing a softening on the confirmations at this point in time this year:

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</thead>
<tbody>
<tr>
<td>Resident</td>
<td>15,884</td>
<td>12,791</td>
<td>2,411</td>
<td>16,482</td>
<td>14,123</td>
<td>2,188</td>
<td>598</td>
<td>1,332</td>
<td>-223</td>
</tr>
<tr>
<td>Domestic Non-Resident</td>
<td>6,737</td>
<td>4,459</td>
<td>318</td>
<td>6,908</td>
<td>5,010</td>
<td>265</td>
<td>176</td>
<td>551</td>
<td>-53</td>
</tr>
<tr>
<td>International</td>
<td>565</td>
<td>374</td>
<td>9</td>
<td>565</td>
<td>334</td>
<td>8</td>
<td>-5</td>
<td>-40</td>
<td>-1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>23,186</strong></td>
<td><strong>17,624</strong></td>
<td><strong>2,738</strong></td>
<td><strong>23,955</strong></td>
<td><strong>19,467</strong></td>
<td><strong>2,461</strong></td>
<td><strong>769</strong></td>
<td><strong>1,843</strong></td>
<td><strong>-277</strong></td>
</tr>
</tbody>
</table>

*All data as of 4/3/19

- Therefore, our focus now shifts to one of the most multi-faceted aspects of enrollment progression...
Enrollment Progression - Freshmen

New Freshman Students

+106 gain in past week from -360 to -254
Student Yield
Student Yield

- Yield is defined as the percentage of Enrolled to Admitted students

\[
\text{Yield} \% = \frac{\text{Enrolled Students}}{\text{Admitted Students}}
\]

- Growing student Yield is influenced by many decision points a prospective student takes into consideration throughout the entire enrollment cycle.

- For instance, the following examples all influence a perspective student at different times and ultimately coming together these final months:
  - Institutional Reputation
  - Rankings
  - News Stories
  - Timing of Campus Events
  - Wider Geographies Yield at Lower Rates
  - Affordability
  - Other

Top Reasons Students Remove Colleges From Their Lists
Student Yield

Each student has a unique set of needs that ultimately influence their decision. As we can not go door to door and assess where each and every student is at the exact time when all of the factors converge to a single point of decision and “deadline” of May 1, we have turned up all of the dials to assure that we are in the best possible position to yield the necessary students.

“…I grew up in a somewhat isolated area, I wanted to try the city.”

“I appreciate the scholarship and offers that I have received from Ohio University even though I am not attending.”

“Ohio University was a very pleasant experience when applying. The campus and schools vibe was very amazing…it just came down to cost.”

“Ohio University was my best educational offer but I had other personal goals and commitments.”
Student Yield

- To meet the enrollment goal of 4,025 students (SEMs summer planning goal) in the freshman class, there are several approaches we take:

1. Increase admit numbers and maintain yield % the same as 2018 –

<table>
<thead>
<tr>
<th>Year</th>
<th>Admits</th>
<th>Yield Rate</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>19,398</td>
<td>20.9%</td>
<td>4,045</td>
</tr>
<tr>
<td>2018</td>
<td>18,311</td>
<td>21.7%</td>
<td>3,980</td>
</tr>
<tr>
<td>2019</td>
<td>18,548</td>
<td>21.7%</td>
<td>4,025</td>
</tr>
</tbody>
</table>

Goal: 19,000
Needed if Yield Stays the Same: 18,548
Current: 19,106
Estimated Final: 19,500+

2. Increase yield % with same admit numbers through more aggressive yield campaigns –

<table>
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<td>4,025</td>
</tr>
</tbody>
</table>

Anticipated Admits goal of 19,000 Admits:
Yield of 20.9% = 3,971
Yield of 21.7% = 4,123
Yield of 22% = 4,180

We will know this at Fall Census in September
Student Yield

Yield is everyone’s responsibility, so following are some of the newest initiatives in place to grow student yield:

**All Campus** - Full participation from all colleges, many departments (D and I, Veterans Services, International Studies, etc.) and many individual schools and departments in our annual yield efforts

- Tactics include print, text, letters, e-mails, phone calls, postcards, text messaging, online chats, webinars, digital campaigns
- FOCUS- Academics, Personal Approach, Value and ROI

**The OHIO Honors Program** – Full program launch this fall with invitations going out now with a goal of 200+ students. Currently at 246!

- FOCUS- Academics, Value

**Enhanced Visit Events** – Open Houses and In-Territory events

- Visits up over 2% last year and 10% over 2017
- Up-Close events (our largest ones) moving from 6 to 7 dates with 8 new “meet-the-Dean” sessions
- In-Territory “Next Steps” (deposit focused) events moved from 18 events in 12 cities to 21 events in 16 cities with registrations running ahead by 164%
- FOCUS- Academics, Personal Approach, Campus, Value and ROI
Student Yield

Experiential Learning –
New experiential learning initiatives being launched this upcoming year are being shared with prospective students

- FOCUS- Academics, Personal Approach, Value and ROI

Financial Aid Enhancements –

- Full financial aid awards have been distributed to entering freshmen starting on 2/18/19; Approximately a week earlier than last year

- We were among the first publics in Ohio this year awarding $164,045,850 to 16,175 students at all campuses for entering students

- OHIO Guarantee highlighted and our distinct advantage

- Full value (not just one year value) of a scholarship highlighted for students

- FOCUS- Cost, Affordability, Value, ROI

Signature Scholarship Analysis and Efficacy – Will be shared at next Board meeting, including impacts on student success
Additional Freshman and Online Recruitment Emphasis Going Forward, 2019+
Expanded Marketing and Brand Development – New branding research project underway and will work closely with new VP for UCM team

Alumni / Admissions Coordination – Stronger Alumni and Enrollment Office collaborations to use our alumni ambassadors to support helping us recruit the best and brightest!

VAAN (Volunteer Alumni Admissions Network) –
- Launched 5 weeks earlier this year and are at a record number with 626 volunteers compared to 255 last year!
- Each volunteer writes postcards to prospective students who share similar interests, geography, etc.
- Advertising in The OHIO Alumni e-newsletter and targeted emails to alumni
Additional Freshman and Online Recruitment Emphasis

Continued and expanded efforts to drive freshman enrollments initiated recently:

**Aggressive Out-of-State Recruiting** – Stronger focus on out-of-state recruitment strategies, including:

- **New staff** – Washington, D.C. and Atlanta regions (Spring 2019)
- **Expanded Outreach** – Significant more presence in out-of-state markets including fairs, high school visits, etc.
- **PA as a 3 “C”** – Treating Pittsburg like we do Cleveland, Columbus and Cincinnati equally in our recruitment, communication and outreach efforts

**Expanded International Recruiting**

- **Recruitment Staff:**
  - 2 New Staff in China (Fall 2017)
  - 1 in Malaysia (Fall 2018)
  - 1 in Vietnam (Fall 2018)
- **Marketing and Outreach** – Significant development of marketing and outreach across the globe in new areas of focus (WeChat, Native Language Viewbooks, etc.)

**Online Growth and Opportunities**

- **HSP Growth** – Additional 13 states just added, making a total of 23 states (plus D.C) we are in with the RN-to-BSN program in (2019-2020)
- **Expanded Marketing** – Increased marketing budget by 64% for undergraduate online programs, starting Spring 2019 due to successful enrollment growth we have experienced (+31% non RN-to-BSN undergraduate enrollments for Spring 2019)
Additional Emphasis: Student Success
Additional Enrollment Emphasis: Student Success

New Focused Student Success Efforts:

- **SEEC (University Student Success Planning Sub-Group)** – Developing a holistic strategy & goals with a focus on closing the gap for First Generation, Pell eligible, and African American students

- **Retention Rate** – Currently up almost 2 percentage points (3-year rolling average) from 2012 - 2017 cohort

- **National Initiatives** – Participating in several prominent efforts:
  - *Strong Start to Finish*
  - APLU Transformation Cluster Initiative
  - Nudge to the Finish Line

- **Holistic re-enrollment campaigns**
Budget Planning Council Meeting Notes  
April 4, 2019, 11:00 AM – 1:00 AM  
Baker Center Room 219

BPC Members In Attendance: Chaden Djalali, Joe McLaughlin, Madison Sloat, Susan Williams, Amanda Graham, Sarah Helfrich, Tim Epley, Joe Shields, Jason Pina, Randy Leite, Matthew Shaftel, Maria Modayil, Hans Meyer, Dale Masel

BPC Members Absent: Deb Shaffer, Faith Voinovich

Non-voting Members: Katie Hensel, Chad Mitchell, Kayla Righter, Jennifer Cox, Jim Sabin, Dawn Weiser, Austin McClain, John Day, Rosanna Howard, Craig Cornell, Greg Fialko, Colleen Bendl

Benefits Advisory Council: FY20 Update – Greg Fialko
  - FY20 BAC budget recommendation is no change to plan design or employee cost share due to costs projected at 4.7% growth, lower than the 5% annual cap set for university increases in health benefits costs; the BAC recommended changes for FY20 have been pushed to FY21
    - A $1.2M balancing issue is projected for FY22; UHR looks at providers and coverages continually to drive future cost down and contain increases
    - Mid-year changes do not result in coverage changes; provider issues are managed so change is seamless to employees
  - There are 9 salary brackets for employee premium levels; premiums increase with each salary bracket
  - BAC has been discussing a longer-term strategy for benefits – may have maxed out the value and benefit of the current premium / cost sharing structure
    - Through RFP, USI is the new consultant for analyzing health care data and assisting with plan design & projections
    - ACA Cadillac Plan Tax has been postponed until FY22; University benefits plans for AFSCME and faculty / staff will need evaluated and restructuring if required to avoid tax (which is prohibited to be incurred by any state agency per state law)

Enrollment Update – Craig Cornell
  - Craig reviewed OHIO’s growth in enrollments compared to other public institutions over the last decade
  - The past 2 years OHIO has begun to experience declining freshmen and total enrollments due in part to the decline in Ohio high school graduates, a trend which will continue through the next decade
  - Based on OHIO and national demographics, more focus is being placed on non-resident enrollments (domestic and international) to offset the OHIO drop in high school graduates
  - OHIO’s Fall 2019 enrollment progression
    - Fall 2019 transfer applications are down compared to the same time last year
      - Mirrors the decline in community college and regional campus enrollments
      - Transfer admits are trending higher which should result in favorable yield
    - Dip in graduate applications over prior year - domestic applicants are down; being partially offset by international
    - Freshmen progression reflects more admits (approximately 1,800), but confirmations, evidenced by housing deposits, are down 277 over prior year at this time
      - Deposits have recovered by over 100 in the past week; deposits were down 362 at March 21 BoT meeting
  - To grow the Fall 2019 yield rate, a two-pronged approach has been put into play
    - Increasing the numbers of admits -> same percentage yield, if maintained, should generate higher enrollment attainment
    - Increase yield percentage - Aggressive yield campaigns are underway by all departments and colleges to yield the targeted freshmen class
      - Providing personal touches through direct correspondence with students and parents
Highlighting OHIO’s academics
Campus visits and Up-Close events are hitting large numbers of prospective students and families
New “Next Steps” events are taking place in targeted areas across the country
Aid packages totaling $164M were awarded to Fall 2019 prospective students starting Feb 18, one week earlier than last year.

- Initiatives underway to benefit future recruitment efforts include:
  - Expanded University marketing and branding
  - Coordination of alumni networks for more focused enrollment and admission activities
  - Involvement of volunteer alumni to reach out to prospective students from their region – more than doubled the number of volunteers over prior year to 630+
  - Out-of-state and international recruiting with new staff in key areas of Washington DC and Atlanta domestically and Malaysia and Vietnam internationally
  - Online growth and expansion continue in the RN-to-BSN program across 13 new additional states (23 total) and in other undergraduate online completion programs
  - Success in recruiting and retaining students through graduation is a key focus of the Strategic Enrollment Executive Committee (SEEC)

Discussion
- How are the past investments in new markets being assessed; are we seeing success?
  - Investments in recruiters in China, since Nov 2017 show momentum building; OHIO is becoming known
    - Lower than anticipated applications but hoping for higher yield; if Fall 2019 enrollments do not materialize for China, may move those resources to other markets
    - Vietnam and SE Asia are showing promise with new staff building relationships, spreading the word, and recruiting
  - Same ROI analyses will be needed for all new market investments, domestically and internationally
  - A phenomenon being observed in recruiting is student sensitivity to price and aversion to debt; this seems to follow the 2008 recession when many students witnessed the financial fallout in their communities and in their own families

Next Meeting – Thursday, April 18, 2019 – Schoonover 380