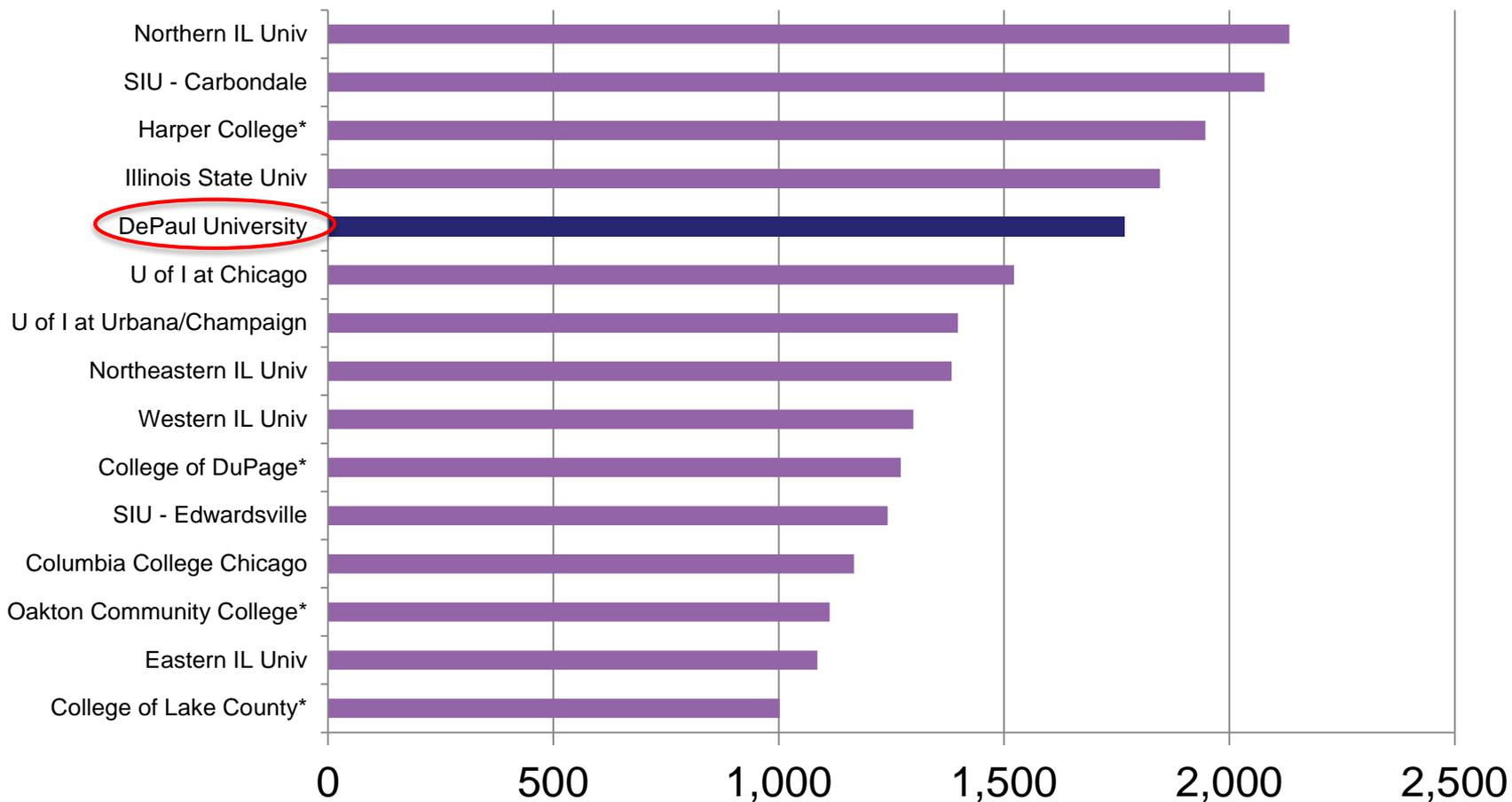


Questions to consider

- Is DePaul a transfer destination school?
- How are a school's transfer focus and a school's relevance as a source of transfers to DePaul quantified?
- How do the Illinois colleges and universities compare on transfer focus and transfer source for DePaul?
- When transfer relevance is considered based on enrollment activity and based on mission relevance, does the relative position of a specific institution change?
- Does the relative position of specific institutions challenge traditional wisdom?
- How can we prioritize and effectively plan our transfer student focus in the areas of enrollment and our mission-based values?

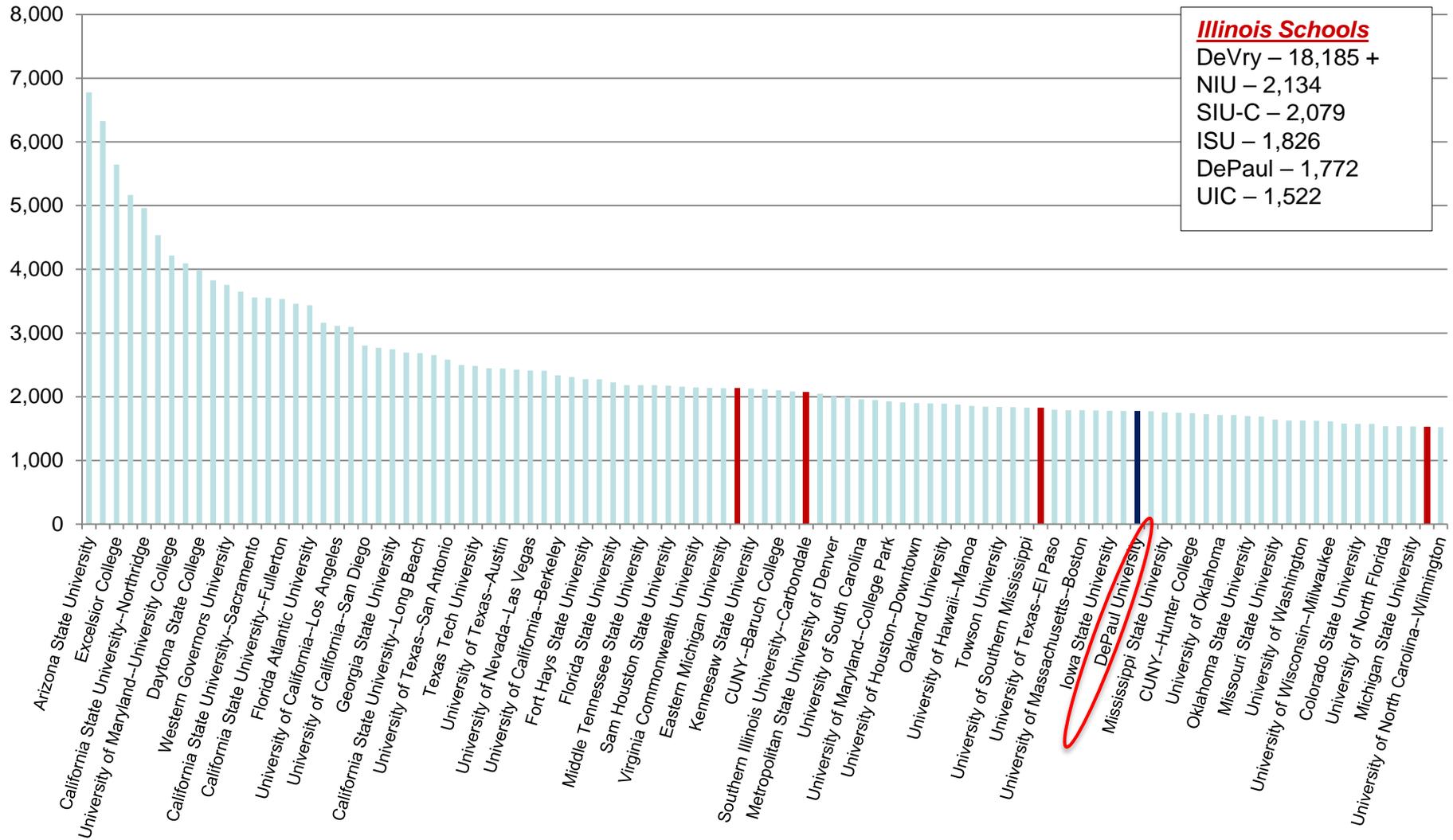
Illinois Transfer Destination Schools – Top 15 (IBHE, Fall 2011)



* = 2 Year Colleges

National Transfer Destination Schools (US News Fall 2011)

<http://colleges.usnews.rankingsandreviews.com/best-colleges/rankings/most-transfers>



+ DeVry not in graph due to scale.



Strategic Situation

- DePaul's transfer admissions department wanted to clearly identify market potential and evaluate success in obtaining and retaining transfer students.
- To support the transfer admissions strategic efforts to continue to grow the transfer student population, IRMA performed a review of 91 Illinois institutions who offer an associate degree and who in 2010-11 awarded at least 10 certificates and/or associate degrees.
- This analysis was done by building a matrix adapted from the GE/McKenzie matrix which looks at business unit strength and market attractiveness. We constructed a matrix of market potential against transfer success at DePaul.
- Suggestions are made for recruitment and admission strategies based on the intersection of these dimensions.
- While we included all institutions in our analysis to best understand our market position, four-year institutions do not recruit transfer students from other four-year institutions. Our recruitment planning using this analysis would focus on two-year institution opportunities.





Methodology

- Institutions were selected from the IPEDS Data if they were from Illinois, offered Associate Degrees, were Title IV eligible, and awarded at least 10 certificates/associate degrees in 2010-11. There were 91 institutions in this group.
- The model is based on two indexes:
 - **Transfer Student Focus:** For market potential, we considered five factors to measure each college's market potential. Data were obtained from the Integrated Postsecondary Education System (IPEDS).
 - **DePaul Success:** We have constructed four DePaul performance factors, including measures that reflect the enrollment focus as well as DePaul's mission based values. These data for these factors were obtained from the DePaul student data files.
- Once the data were obtained, the highest score was divided into every other score converting each measure to a percentage of the highest.



Methodology (cont.)

- With all of the measures scaled with a consistent methodology and having about the same spread, an average was formed for each dimension for both indexes.
- The institutions were divided into three groups based on their scores, a High Group, Moderate Group, and Low Group. This was done both for Transfer Focus (vertical axis) and DePaul Success (horizontal axis). These vertical and horizontal scales made it possible to place each institution into the nine cell matrix.
- For the transfer student success, there were 32 institutions where students have not transferred to DePaul in the last five years. These institutions were identified and put in a No Activity Group.



The recommendation of where to grow DePaul's transfer student population is illustrated based on the location of the institution within the matrix.

Transfer Student Market Matrix

		DePaul's Success in Obtaining/Retaining Students		
		High Success	Moderate Success	Low Success
Transfer Student Focus	High Focus	Grow/Differentiate	Grow/Build Relevance	Evaluate Desirability
	Moderate Focus	Grow/Build Select Programs	Evaluate case by case	Maintain
	Low Focus	Evaluate/Grow Focus	Maintain	Maintain

NOTE: For more information on using a matrix to manage portfolios, see Appendix.

Variables used to determine Transfer Focus and DePaul Success (Raw median scores listed)

TRANSFER FOCUS

1. Transfer Measures
 - a. Size of Institution
 - i. Undergraduate enrollment (3,039)
 - b. Tendency to Transfer
 - i. % associate degrees/total degrees awarded (46%)
 - ii. % associate degrees/total enrollment (9%)
 - iii. % deg. & cert. seeking students/total enrollment (84%)
 - iv. Transfer rate (22%)
 - v. Graduation rate (29%)
 - c. Student Profile
 - i. % Minority (34%)
 - d. Financial Aid
 - i. % Not receiving state or local grant aid (77%)
 - ii. Average state & local grant aid received by students receiving aid (reversed) (\$1,400)

DEPAUL SUCCESS

1. Enrollment Measures
 - a. Enrollment at DePaul
 - i. Continuity 5 year enrollment (5)
 - ii. Transfer enrollment (13)
 - b. Admission Qualification
 - i. Admit rate to DePaul (54%)
 - ii. Yield rate to DePaul (54%)
2. Mission Measures
 - a. Entering Student Profile
 - i. % of Underrepresented students of color (27%)
 - ii. % of Financial aid recipients (93%)
 - iii. % of Enrollment by college location (2%)
 - b. Academic Performance
 - i. Retention of students with >30 credit hours and >2.5 GPA in first year (55%)

NOTE: For more information on how the measures were pulled, see Appendix.

Count of Active* Institutions Evaluated

59 of the 91 institutions evaluated reported activity within DePaul
21 in Chicago, 18 in Chicagoland area, 20 in other parts of Illinois

- Private for-profit, 2-year (5)
- Private for-profit, 4-year or above (9)
- Private not-for-profit, 2-year (1)
- Private not-for-profit, 4-year or above (8)
- Public, 2-year (35)
- Public, 4-year or above (1)

*Active Institutions= Schools with enrollment activity in the past 5 years.

Categories of Inactive* Schools Evaluated

32 of the 91 institutions evaluated reported inactive within DePaul
5 in Chicago, 8 in Chicagoland area, 19 in other parts of Illinois

- Private for-profit, 2-year (8)
- Private for-profit, 4-year or above (7)
- Private not-for-profit, 2-year (1)
- Private not-for-profit, 4-year or above (3)
- Public, 2-year (13)
- Public, 4-year or above (0)

*Inactive Institutions= Schools with no enrollment activity in the past 5 years.

Evaluated Institutions by Location

	Active Institutions	Inactive Institutions
Chicago	20	4
Chicagoland Area (not including Chicago)	18	12
Other Illinois	21	16

*Active Institutions= Schools with enrollment activity in the past 5 years.

Transfer Student Market Matrix

NOTE: For more information on how the measures were pulled, see Appendix.

Transfer Student Market Matrix

59 colleges in 9 colored cells of the matrix

		DePaul's Success in Obtaining/Retaining Students		
		High	Moderate	Low
Transfer Student Focus	High	0-Private for-profit, 2-year 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>5-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> 0-Public, 2-year 0-Public, 4-year	<u>4-Private for-profit, 2-year</u> <u>4-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>1-Public, 2-year</u> 0-Public, 4-year
	Moderate	0-Private for-profit, 2-year 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>11-Public, 2-year</u> 0-Public, 4-year	<u>1-Private for-profit, 2-year</u> 0-Private for-profit, 4-year <u>1-Private not-for-profit, 2-year</u> <u>1-Private not-for-profit, 4-year</u> <u>6-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>2-Public, 2-year</u> 0-Public, 4-year
	Low	0-Private for-profit, 2-year 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year <u>2-Private not-for-profit, 4-year</u> <u>2-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>2-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>5-Public, 2-year</u> <u>1-Public, 4-year</u>	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>2-Private not-for-profit, 4-year</u> <u>3-Public, 2-year</u> 0-Public, 4-year

Only data for Traditional Age Transfers (<24 Years old) pulled in this matrix



Within the Transfer Student Matrix

- There is an even distribution of schools among the colors: 18 schools in the green cells, 22 in yellow, and 19 in red.
- 16 out of the 18 schools in the Grow (Green) cells are Public 2 year colleges.
- 8 out of 14 Private for-profit (both 2 and 4 year) schools are high in Transfer Focus but low in DePaul Success.
- Within the DePaul High Success column:
 - 18 out of 20 institutions are Public 2 Year colleges.
 - None of the for-profit schools are in this column.

Enrollment Measures Matrix

NOTE: For more information on how the measures were pulled, see Appendix.



Enrollment Measures

Transfer Student Market Matrix

		DePaul's Success in Obtaining/Retaining Students		
		High	Moderate	Low
Transfer Student Focus	High	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>5-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>2-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> 0-Public, 2-year 0-Public, 4-year	<u>4-Private for-profit, 2-year</u> <u>2-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>1-Public, 2-year</u> 0-Public, 4-year
	Moderate	0-Private for-profit, 2-year 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>9-Public, 2-year</u> 0-Public, 4-year	<u>1-Private for-profit, 2-year</u> 0-Private for-profit, 4-year <u>1-Private not-for-profit, 2-year</u> <u>1-Private not-for-profit, 4-year</u> <u>8-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>2-Public, 2-year</u> 0-Public, 4-year
	Low	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>2-Private not-for-profit, 4-year</u> <u>1-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>3-Public, 2-year</u> <u>1-Public, 4-year</u>	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>2-Private not-for-profit, 4-year</u> <u>6-Public, 2-year</u> 0-Public, 4-year

Only data for Traditional Age Transfers (<24 Years old) pulled in this matrix



Within the Transfer Student Matrix Enrollment Measures

- Among the High Transfer Focus Student level, two schools grew more relevant.
- Among the moderate Transfer Focus Student level, there was a lot of activity with four schools growing less relevant and four schools becoming more relevant.
- Among the low Transfer Focus Student level, three schools became more relevant, and six schools became less relevant, four of those moving from the moderate red cell to the low red cell.

Mission Measures Matrix

NOTE: For more information on how the measures were pulled, see Appendix.



Mission Measures

Transfer Student Market Matrix

		DePaul's Success in Obtaining/Retaining Students		
		High	Moderate	Low
Transfer Student Focus	High	0-Private for-profit, 2-year 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>4-Public, 2-year</u> 0-Public, 4-year	<u>2-Private for-profit, 2-year</u> <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>2-Public, 2-year</u> 0-Public, 4-year	<u>2-Private for-profit, 2-year</u> <u>4-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year 0-Public, 2-year 0-Public, 4-year
	Moderate	<u>1-Private for-profit, 2-year</u> 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year 0-Private not-for-profit, 4-year <u>10-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year 0-Private for-profit, 4-year <u>1-Private not-for-profit, 2-year</u> <u>1-Private not-for-profit, 4-year</u> <u>4-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>5-Public, 2-year</u> 0-Public, 4-year
	Low	0-Private for-profit, 2-year 0-Private for-profit, 4-year 0-Private not-for-profit, 2-year <u>1-Private not-for-profit, 4-year</u> <u>3-Public, 2-year</u> 0-Public, 4-year	0-Private for-profit, 2-year <u>1-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>2-Private not-for-profit, 4-year</u> <u>5-Public, 2-year</u> <u>1-Public, 4-year</u>	0-Private for-profit, 2-year <u>2-Private for-profit, 4-year</u> 0-Private not-for-profit, 2-year <u>2-Private not-for-profit, 4-year</u> <u>2-Public, 2-year</u> 0-Public, 4-year

Only data for Traditional Age Transfers (<24 Years old) pulled in this matrix



Within the Transfer Student Matrix Mission Measures

- Among the high Transfer Focus Student level, five schools became more relevant, and four became less relevant.
- Among the moderate Transfer Focus Student level, there was a lot of activity with five schools became more relevant and eight schools became less relevant.
- Among the low Transfer Focus Student level, four schools became more relevant and four schools became less relevant.

Market Opportunity shifts among Matrices

Transfer Colleges	All DePaul Success Measures			Enrollment Measures			Mission Measures		
Public, 2-year (35)	16	9	10	14	10	11	16	7	12
Private for-profit, 2-year (5)	0	5	0	0	5	0	3	2	0
Private not-for-profit, 2-year (1)	0	1	0	0	1	0	0	1	0
Public, 4-year (1)	0	0	1	0	0	1	0	0	1
Private for-profit, 4-year (9)	1	4	4	3	3	3	1	4	5
Private not-for-profit, 4-year (8)	1	3	4	2	3	3	1	2	5

Summary

- DePaul is a significant transfer destination and needs to integrate that status into its strategies.
- The methodology has been an informative way to categorize sources of transfer students, particularly as a part of helping with DePaul's Vision2012 plan to strategically grow the transfer student population.
- The analysis is strategic and additional work is needed to identify institution specific strategies.
- Institutional positions change based on defining success as Magnitude or as Mission.
- The presence and location of the Private-for-profit and the 4-year institutions challenge traditional wisdom.

Thank you