



DEPAUL

Developing a Data Driven Marketing Plan

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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

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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

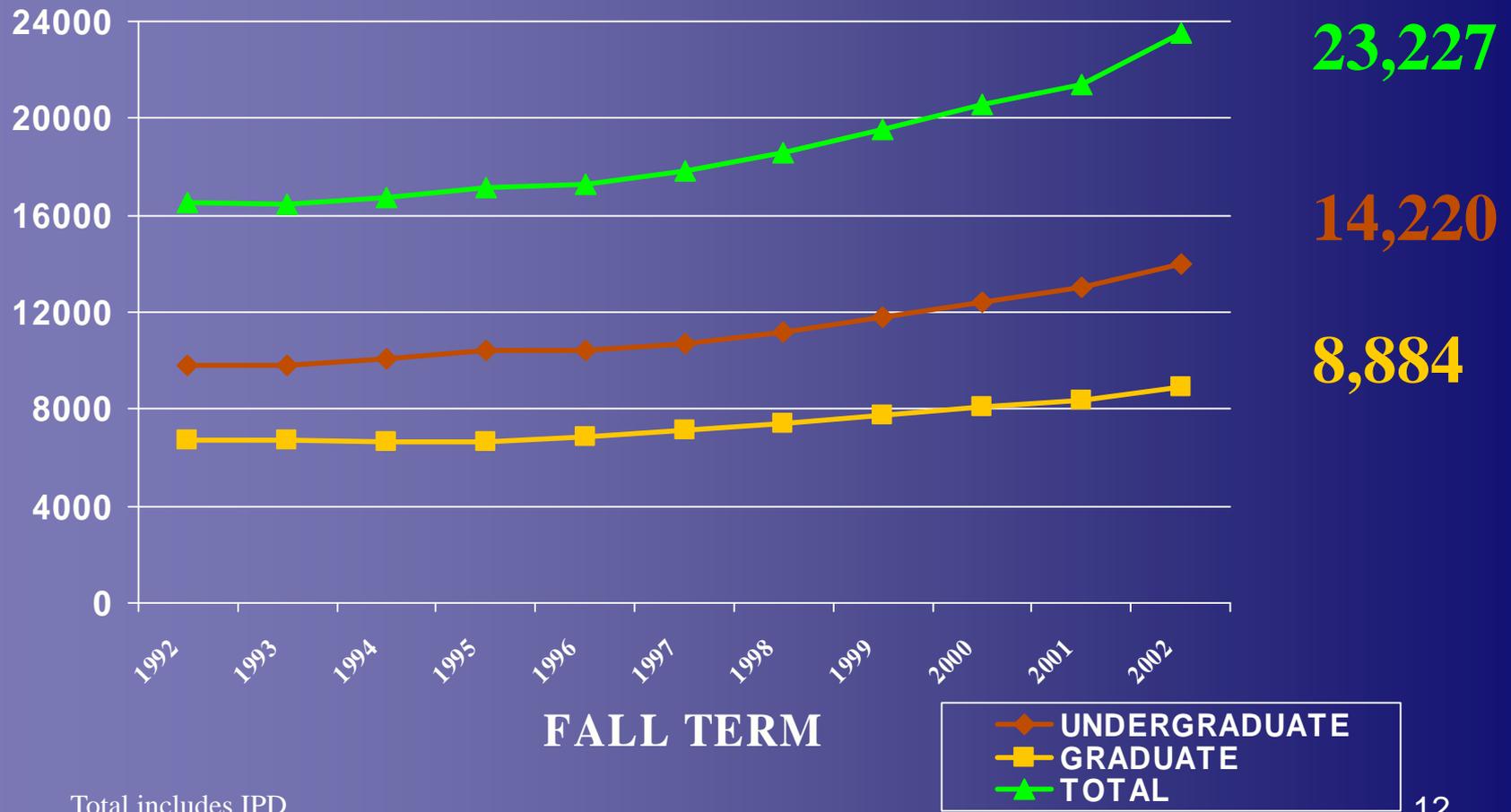
Loop Campus

Ideally located in the
heart of Chicago's
thriving business
district

Enrollment Profile

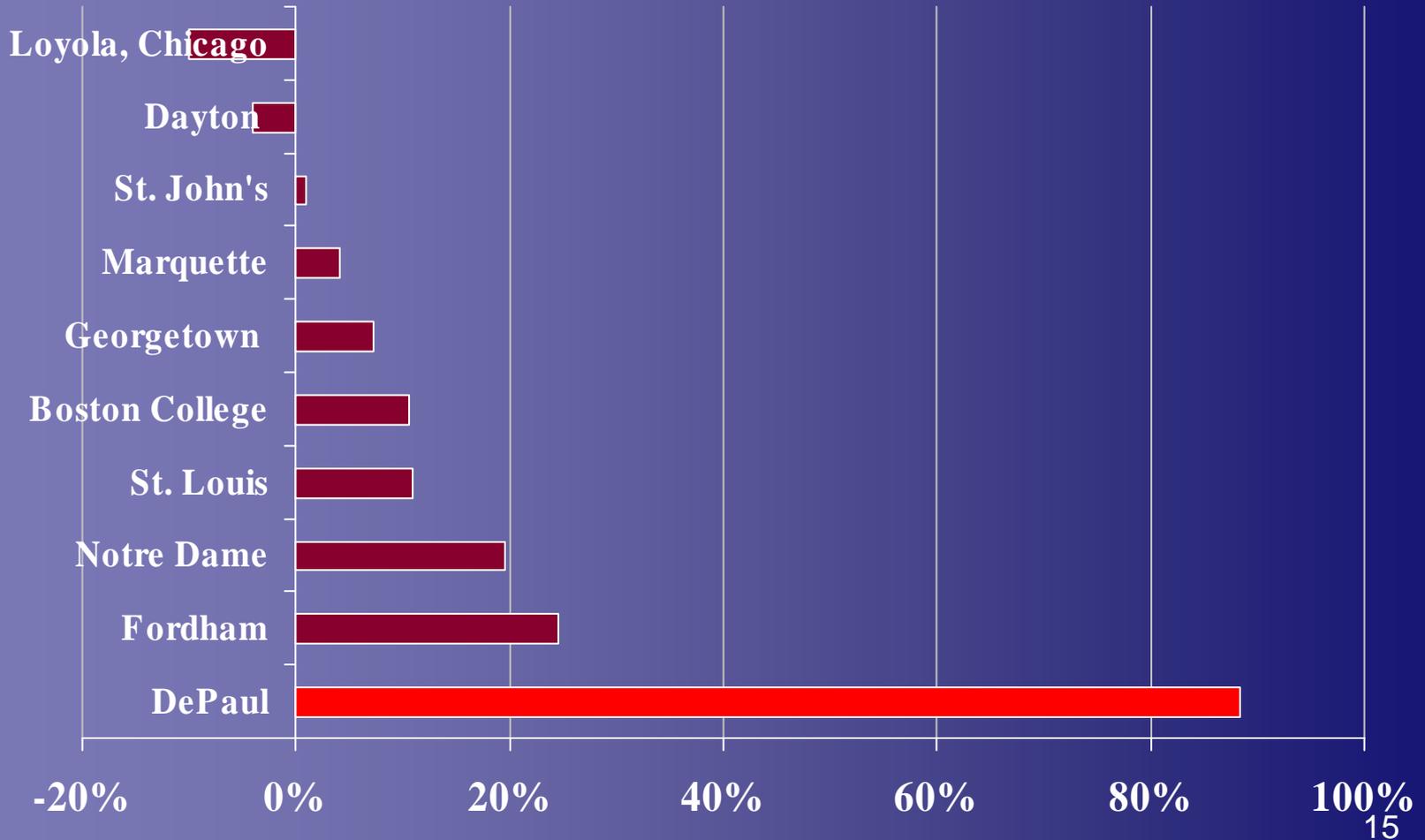
A Decade of Accelerating Enrollment Growth at DePaul

1992-2002



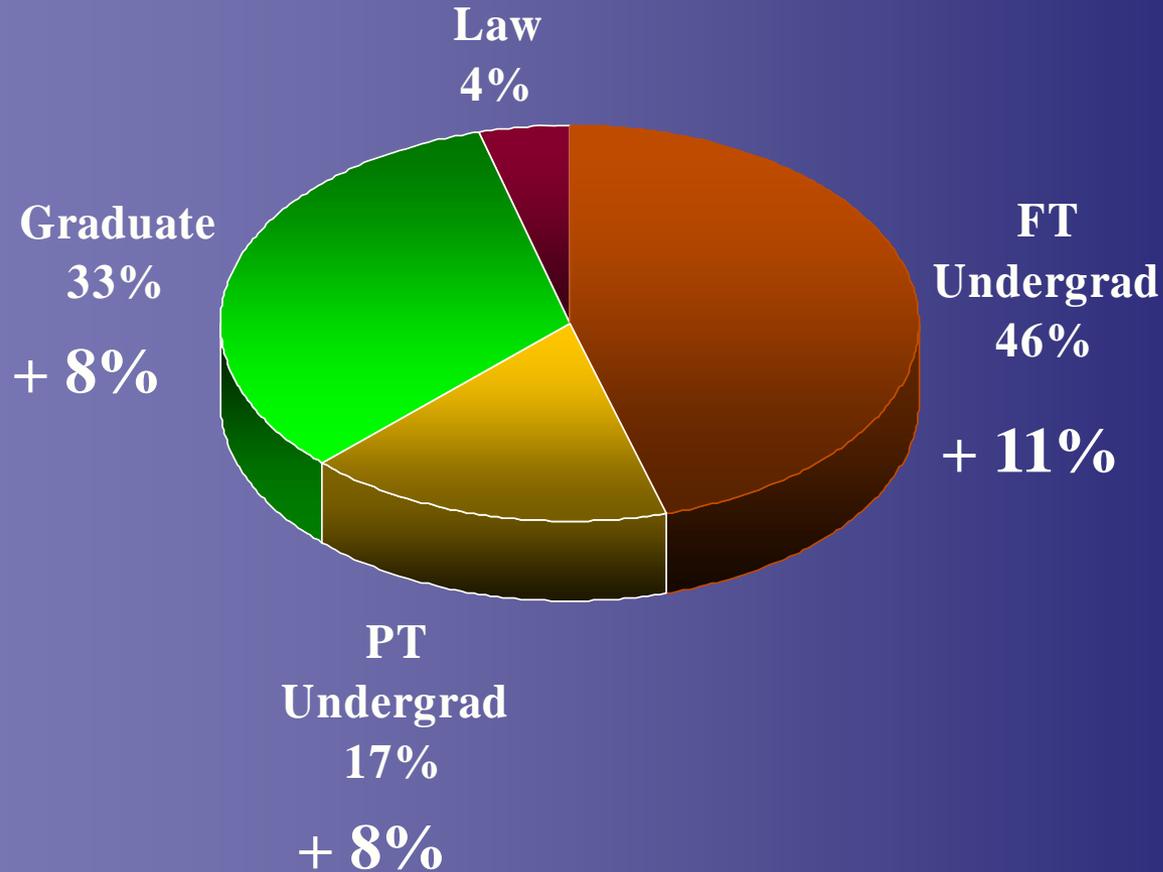
Total includes IPD

Enrollment Growth in America's 10 largest Catholic Universities: 1984 - 2002



DePaul Enrollment Profile

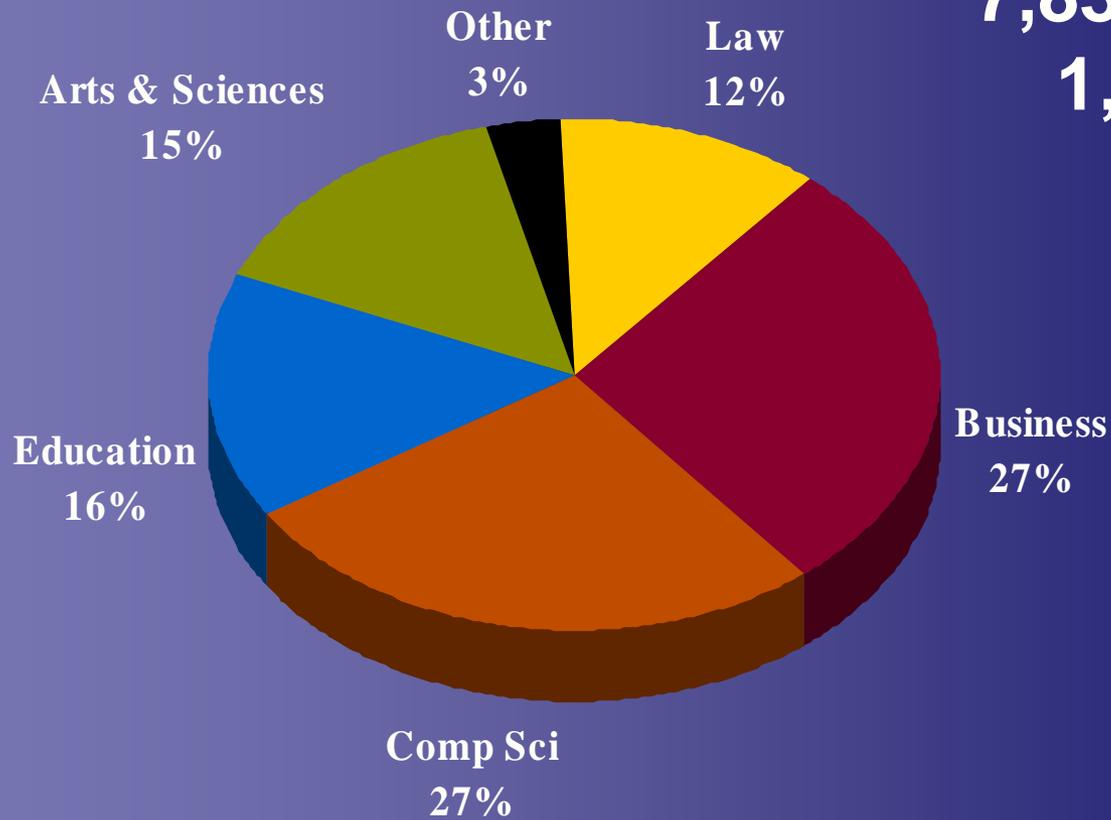
Fall 2002



Graduate & Professional Enrollment

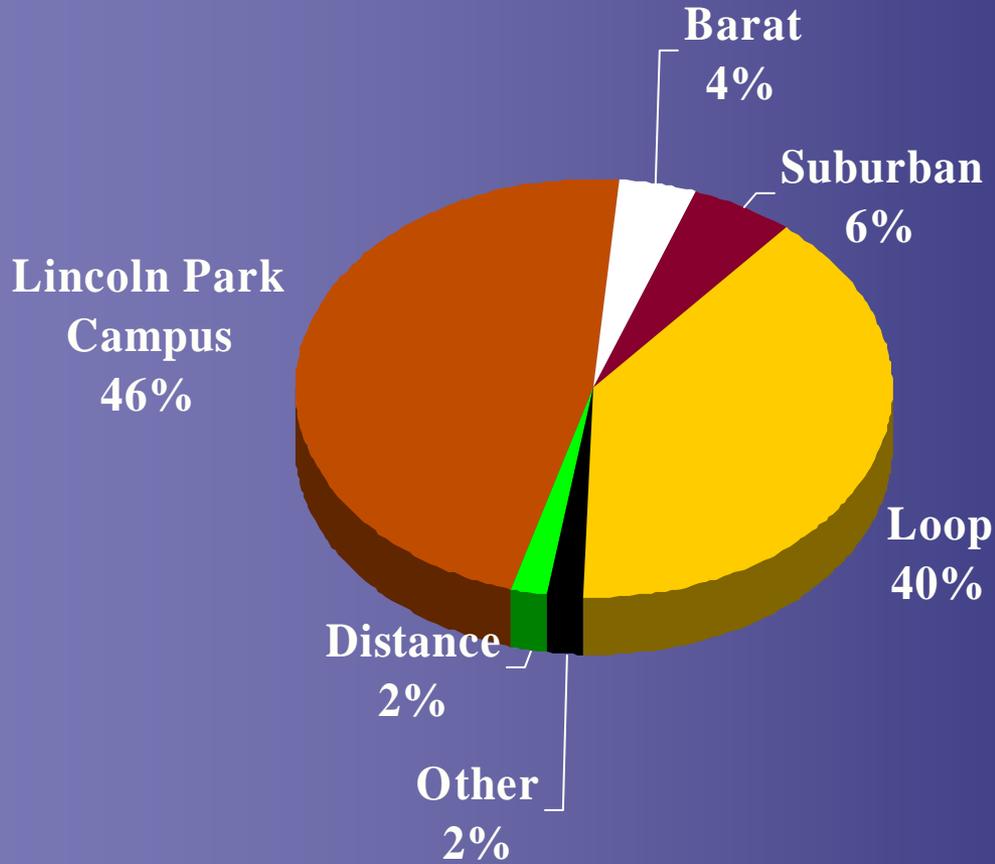
Fall 2002

7,837 Graduate
1,047 Law



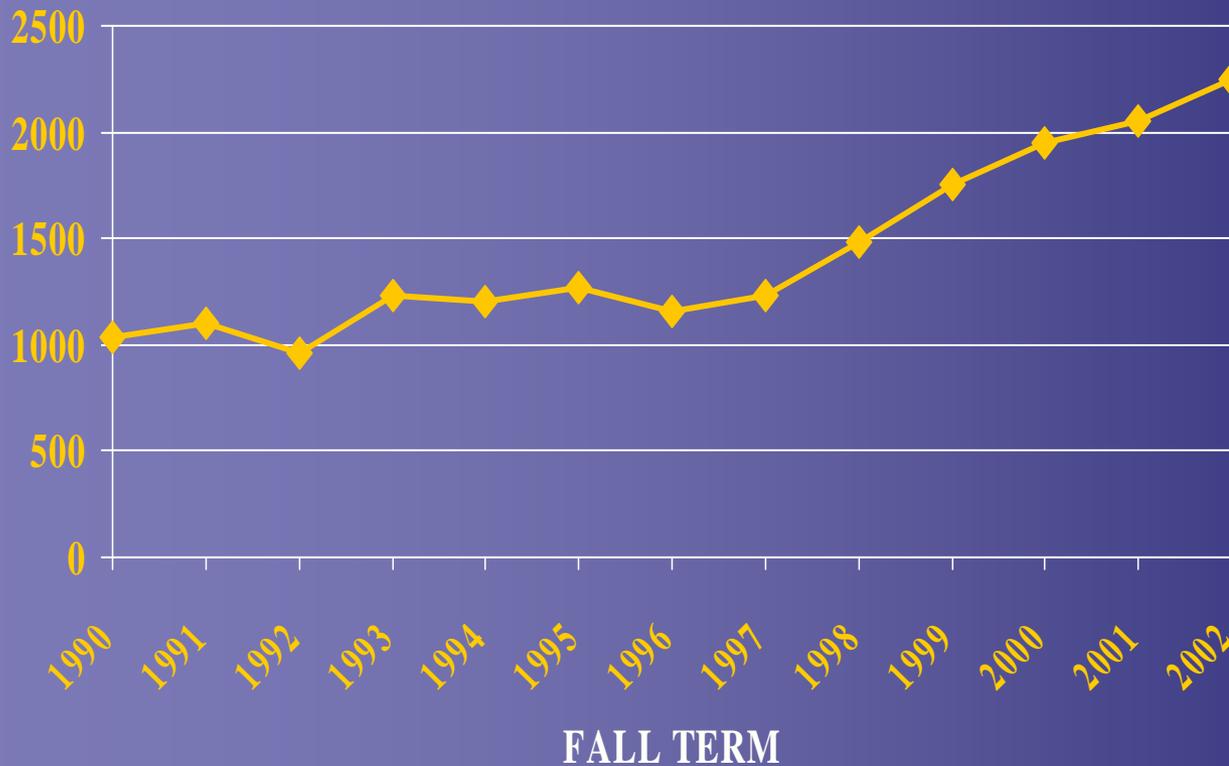
Enrollment by Campus

Fall 2002



**Percent of
Credit Hours
Taught**

Freshman Enrollment

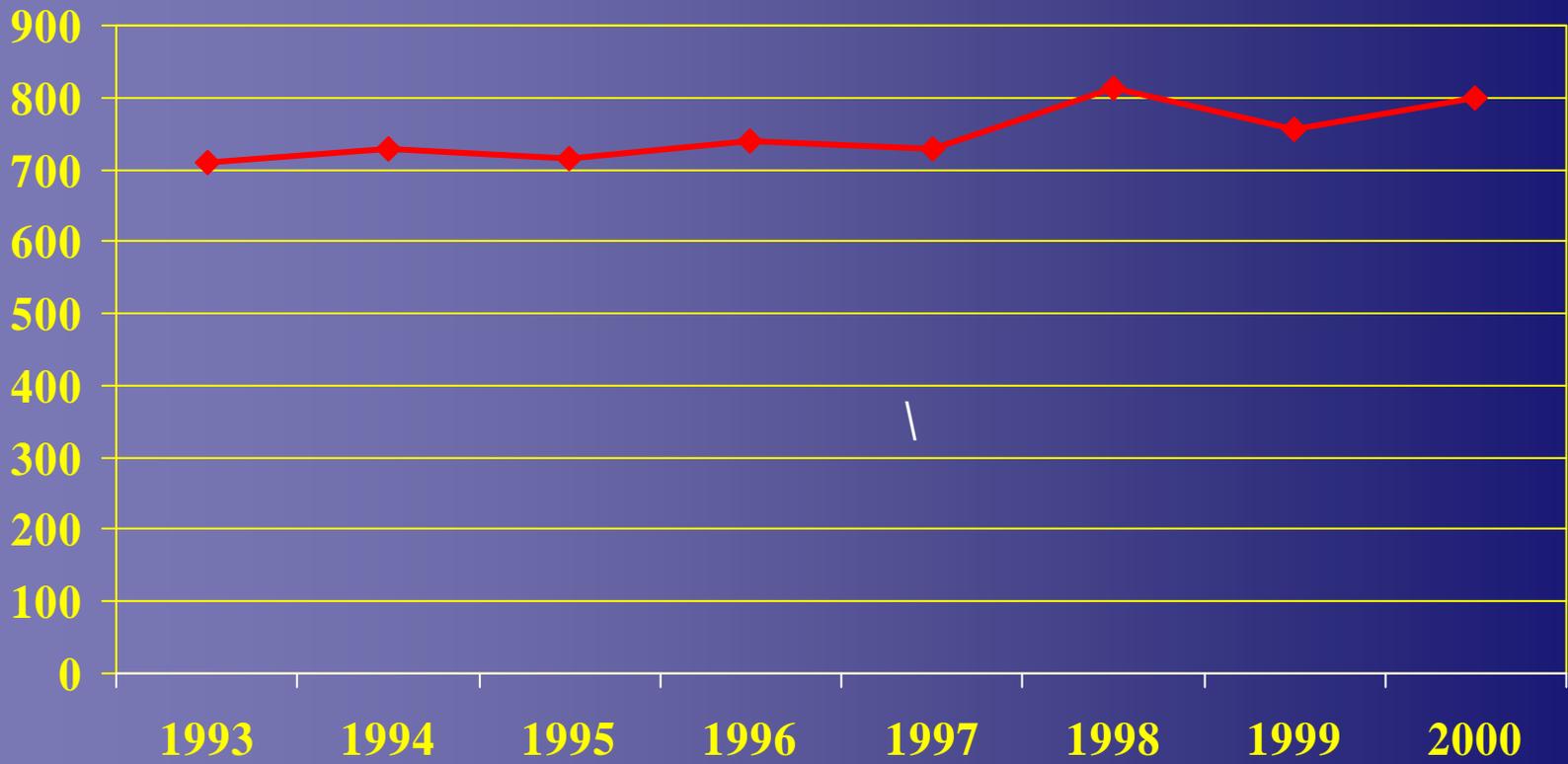


**2,256
freshmen**

**+ 10%
since 2001;**

**+80%
since 1997**

Barat Undergraduate Enrollment 1993-2000



DePaul & Barat: Comparative Enrollment Profile

Undergraduate Enrollment - Fall 1999

	<u>DePaul</u>	<u>Barat</u>
Total enrollment	11,776	757
Total full time	7,784	507
Total part time	3,992	250
Percent full time	66%	67%
Percent male	41%	26%
Percent minority	36%	23%
Percent out of state	15%	18%
Average ACT	21	26

DePaul & Barat: Comparative Enrollment Profile

Freshmen - Fall 1999

	<u>DePaul</u>	<u>Barat</u>	
Freshman Applicants	6,050	322	
Freshman Enrollment	1,749	96	(29%)
Top 10% of HS Class	19%	9%	
Top 25% of HS Class	45%	25%	
Top 50% of HS Class	75%	48%	
Average HS GPA	3.30	3.00	
ACT 25-75 percentile	21 - 26	18 - 23	

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)

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)

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

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 - Loyola University
 - 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

The Lake County Market

Top 50 Leaders in Market Presence

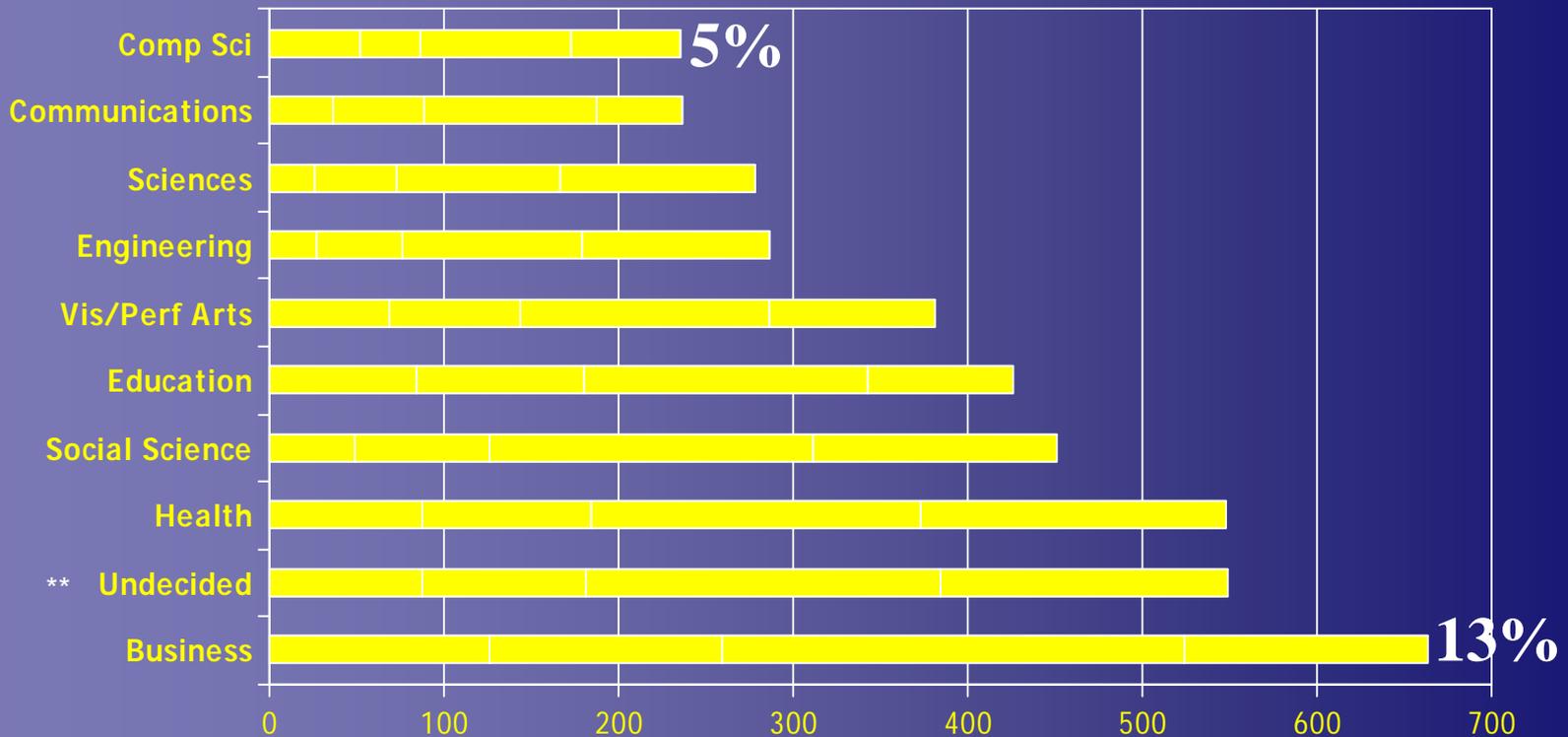
TOP 10

1	University of Illinois	(21%)
2	Northern Illinois	(14%)
3	Illinois State	(11%)
4	Coll of Lake County	(10%)
5	U of Illinois, Chicago	(8%)
* 6	Northwestern	(7 %)
7	SIU - Carbondale	(6%)
8	Univ of Wisconsin	(6%)
* 9	DePaul University	(6%)
10	Western Illinois	(5%)

Misc others

15	Loyola	(3%)
16	U of Michigan	
17	U of Chicago	
18	Marquette	
22	Lake Forest	(2%)
25	Carthage	
41	UCLA	(1%)
42	Barat College	(< 1%)
50	UW- Milwaukee	

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



Market Share for Business Prospects: Fall 1997 and Fall 2000

Fall 1997

Top Market Share Statewide:

1	U of I	22 %
2	Northern Ill	17 %
3	Illinois State	16 %
4	UI- Chicago	11 %
7	DePaul	8 %

Fall 2000

Top Market Share Statewide:

1	U of I	26 %
2	Northern Ill	20 %
3	Illinois State	19 %
4	UI- Chicago	13 %
6	DePaul	11 %

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”**

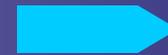
Counselor Insights

- **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



THE BARAT EXPERIENCE

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

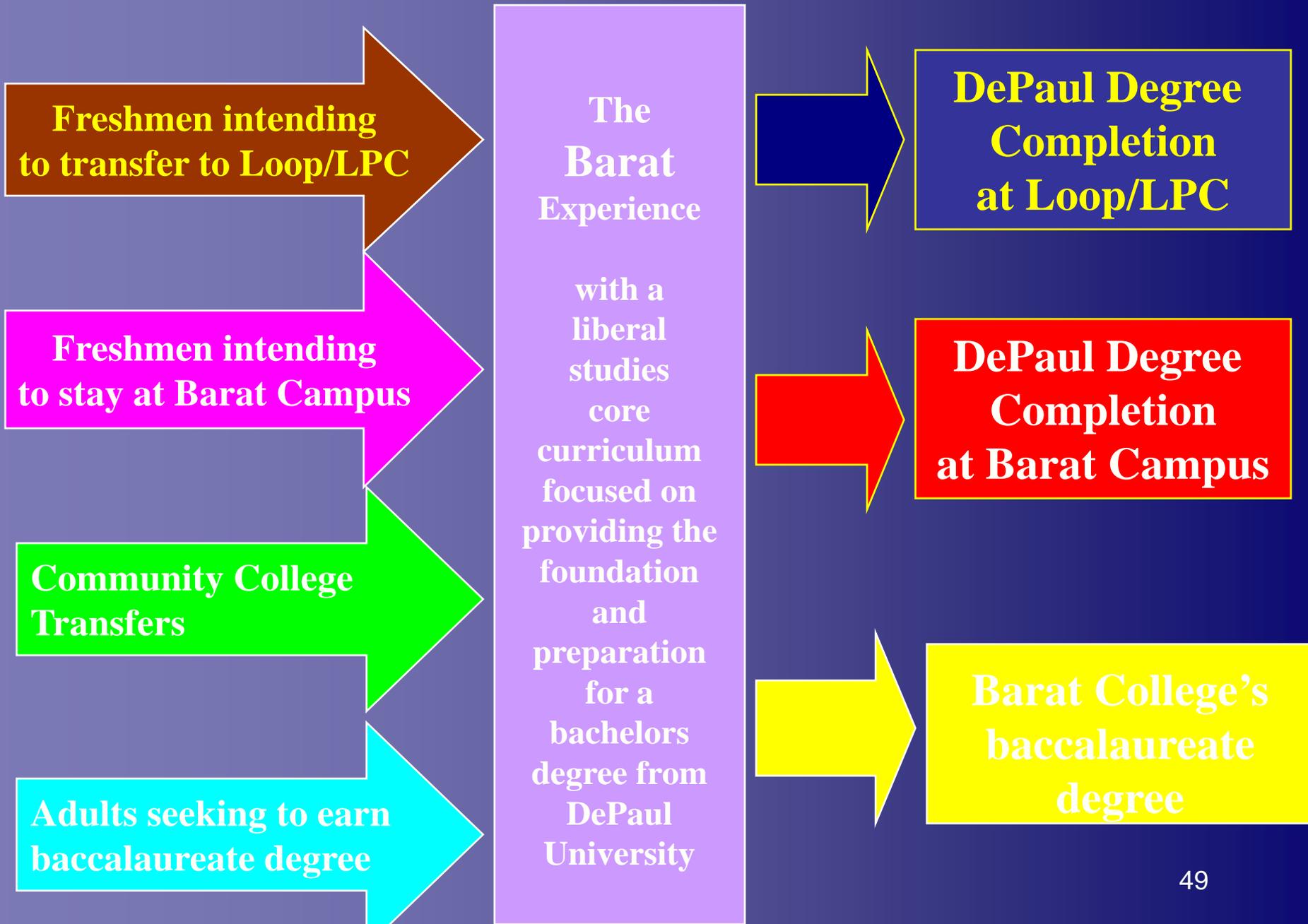
- Commerce:
 - B.S. Business Administration
- Education:
 - B.A. Elementary Education
 - B.A./B.S. Secondary Education
 - B.A. Special Education
- CTI:
 - B.S. Computer Studies
 - B.S. Information Systems
- School for New Learning:
 - B.A. Customized
 - B.A. Computing (joint program with CTI)
- Theatre:
 - 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



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)

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

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