INSTITUTIONAL CAPACITY ANALYSIS: KICKOFF MEETING

HURON

UNIVERSITY OF WYOMING

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INTRODUCTION
THE HURON TEAM

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UNIVERSITY-WIDE PLANNING EFFORTS
UNIVERSITY OF WYOMING INSTITUTIONAL CAPACITY ANALYSIS

The Institutional Capacity engagement will build from several recent planning and assessment efforts.

UW's Strategic Plan

- **August 2016,** UW's Board of Trustees approved the development of an integrated, comprehensive strategic plan
- Initiatives focused on enhancing student recruitment, enrollment, and overall success

5-Year Enrollment Management Plan

- **Fall 2016**, UW and Huron co-create a Five-Year Student Enrollment Management (SEM) Plan
- The plan focused on increasing the size of incoming undergraduate cohorts (both freshman and transfer) and improving student retention and graduation

Outreach School & UW Casper Assessment

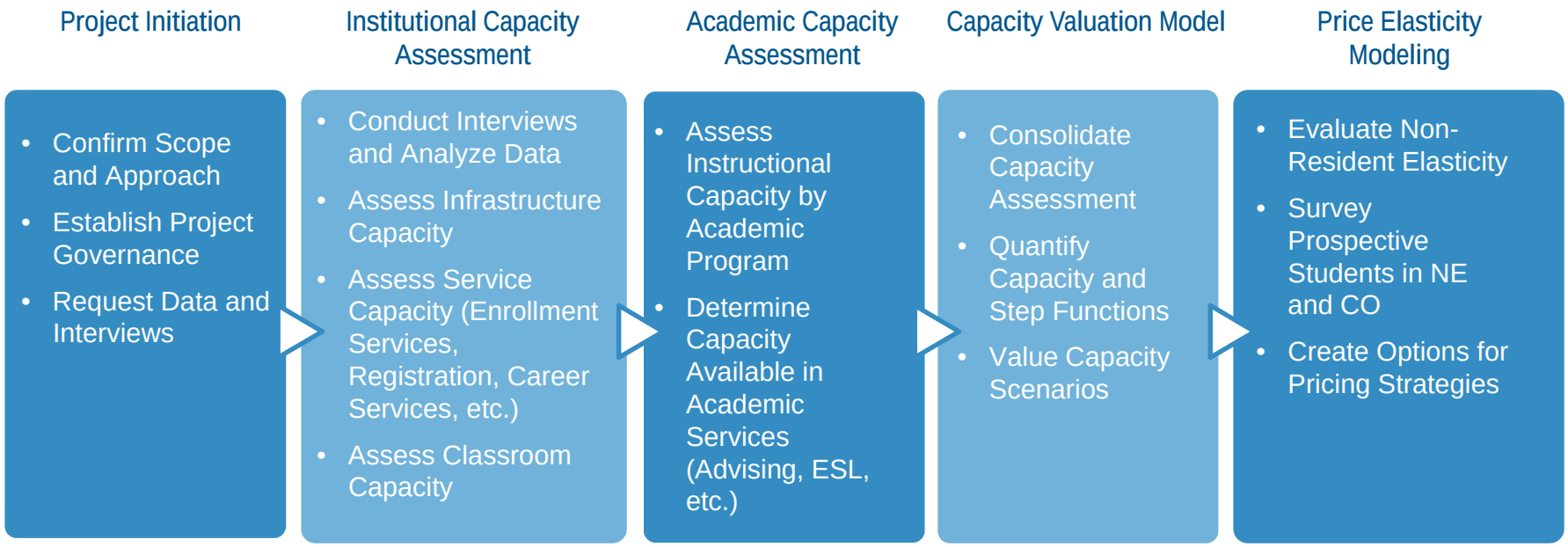
- **Spring 2017**, UW worked to assess the realignment plans for the Outreach School and UW Casper in order to validate that operational functions maintain continuity and redundant functions were eliminated
- In partnership with Huron, the project included a strategic assessment of online learning at UW to understand its market position and the opportunities and barriers to online enrollment growth

Institutional Capacity Engagement

- University leadership would like to pursue a study to determine the enrollment capacity of the University given current facilities and resources
- This study will enable the University to make strategic decisions about how and where to increase its headcount and adjust its pricing in the coming years

APPROACH
PROJECT OVERVIEW

The Institutional Capacity Analysis will be divided into 5 key tasks.



In the next few weeks Huron will:

- Partner with UW to establish University leadership team who will oversee this effort
- Conduct interviews with key stakeholders
- Request relevant contextual information and documents

INSTITUTIONAL CAPACITY ASSESSMENT
APPROACH

Identify the university's capacity for future enrollment growth through understanding impact on student services and university infrastructure.

- Conduct interviews with a selection of Wyoming's leaders and staff responsible for student and academic programs
- Assess and quantify capacity limits associated with the University's infrastructure and services
- Leverage institutional data to evaluate space metrics:
  - Room Utilization
  - Seat Utilization
  - Square feet of instructional space per FTE

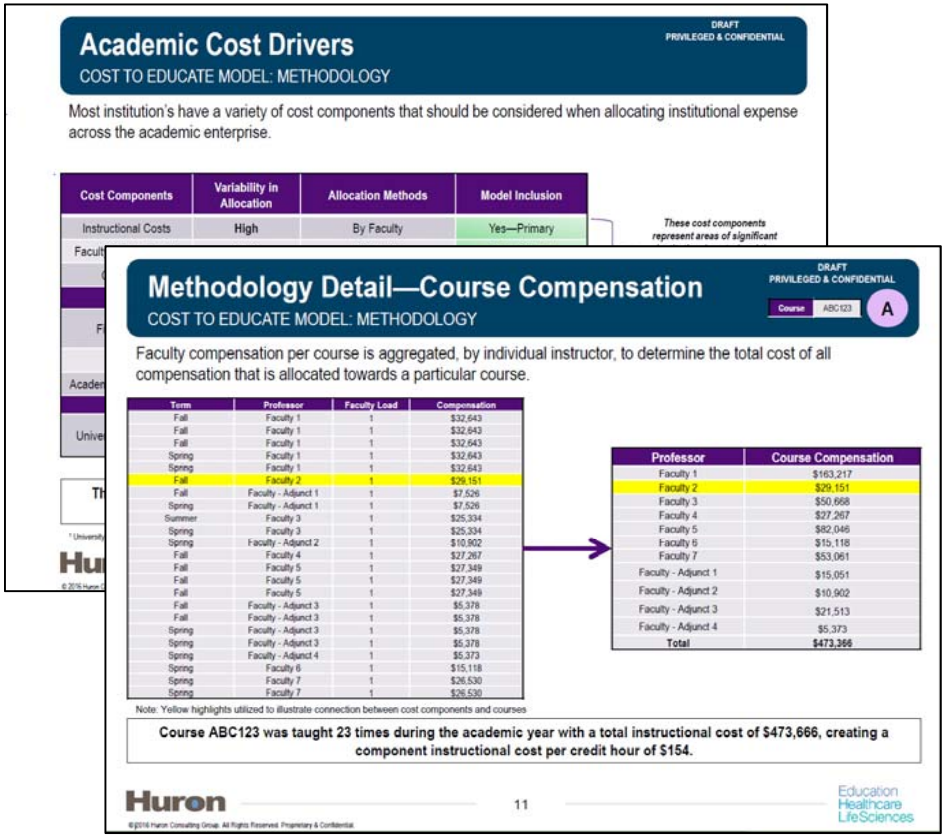
Infrastructure Perspective
- Classroom (Space) Capacity
- Residence Life
- Auxiliaries
- Parking

Service Perspective
- Financial Aid
- Registration
- Student Accounts
- Student Programming
- Counseling and Advising

ACADEMIC CAPACITY ASSESSMENT
APPROACH

Determine instructional capacity within the current sized and staffed portfolio.

+ Isolate academic programs that have the potential to increase institutional activity without significant additional expenditures
+ Determine the cost to provide a credit hour the department level by incorporating individually identified cost components
+ Provide insight into the differentiation of the costs to deliver education by academic program
+ Understand the impact of growth on academic support services



Academic Cost Drivers

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COST TO EDUCATE MODEL: METHODOLOGY

Most institution's have a variety of cost components that should be considered when allocating institutional expense across the academic enterprise.

Cost Components	Variability in Allocation	Allocation Methods	Model Inclusion
Instructional Costs	High	By Faculty	Yes—Primary

These cost components represent areas of significant

Methodology Detail—Course Compensation

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Course ABC123 A

COST TO EDUCATE MODEL: METHODOLOGY

Faculty compensation per course is aggregated, by individual instructor, to determine the total cost of all compensation that is allocated towards a particular course.

Term	Professor	Faculty Load	Compensation
Fall	Faculty 1	1	$32,643
Fall	Faculty 1	1	$32,643
Fall	Faculty 1	1	$32,643
Spring	Faculty 1	1	$32,643
Spring	Faculty 1	1	$32,643
Fall	Faculty 2	1	$29,151
Fall	Faculty - Adjunct 1	1	$7,526
Spring	Faculty - Adjunct 1	1	$7,526
Summer	Faculty 3	1	$25,334
Spring	Faculty 3	1	$25,334
Spring	Faculty - Adjunct 2	1	$10,902
Fall	Faculty 4	1	$27,267
Fall	Faculty 5	1	$27,349
Fall	Faculty 5	1	$27,349
Fall	Faculty 5	1	$27,349
Fall	Faculty - Adjunct 3	1	$5,378
Fall	Faculty - Adjunct 3	1	$5,378
Spring	Faculty - Adjunct 3	1	$5,378
Spring	Faculty - Adjunct 3	1	$5,378
Spring	Faculty - Adjunct 4	1	$5,373
Spring	Faculty 6	1	$15,118
Spring	Faculty 7	1	$26,530
Spring	Faculty 7	1	$26,530

Professor	Course Compensation
Faculty 1	$163,217
Faculty 2	$29,151
Faculty 3	$50,668
Faculty 4	$27,267
Faculty 5	$82,046
Faculty 6	$15,118
Faculty 7	$53,061
Faculty - Adjunct 1	$15,051
Faculty - Adjunct 2	$10,902
Faculty - Adjunct 3	$21,513
Faculty - Adjunct 4	$5,373
Total	$473,366

Note: Yellow highlights utilized to illustrate connection between cost components and courses

Course ABC123 was taught 23 times during the academic year with a total instructional cost of $473,666, creating a component instructional cost per credit hour of $154.

Huron 11 Education Healthcare LifeSciences

DEVELOP CAPACITY VALUATION MODEL
APPROACH

Build an excel-based model that will consolidate the University's existing capacity constraints and demonstrate the marginal costs of additional students.

+ The focus will be on quantifying capacity opportunities and viable investment opportunities, though the model will have built-in flexibility that allows for changes in student headcount and type, dollar amounts and ratios associated with costs estimates.

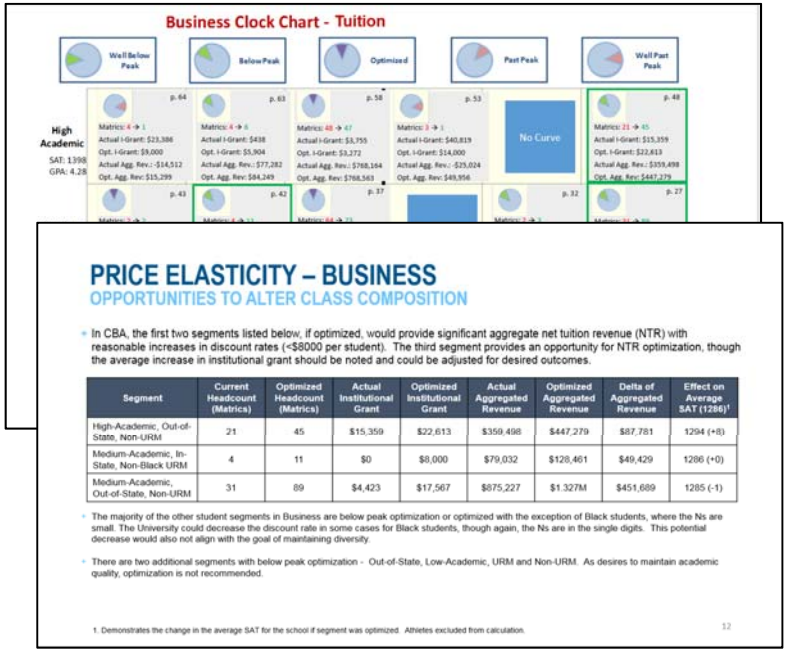
Methodology
• Break-out capacity opportunities and potential investment needs by school (and in some case programs or majors)
• Incorporate elements of the University's academic calendar and program delivery structure (in-person v. online) into the capacity model to illustrate various types of capacity
• Determine 2-3 scenarios for utilizing and/or growing capacity, which we will then tie to student revenue forecasts and our costing data in order to provide a valuation for the quantified capacity

PRICE ELASTICITY MODELING
APPROACH

Build a tuition-net price model to help Wyoming explore and assess a wide range of pricing scenarios for applicants from Colorado and Nebraska.

+ Pursue a price elasticity analysis to evaluate how Wyoming could alter its pricing strategy for students from NE and CO
  - Utilize a multidimensional approach using the historical behavior of admitted students that explicitly considers distinct price-response effects attributable to strength of profile, family ability to pay, level of net cost, and affinity

+ Develop an understanding of where Wyoming can increase and/or decrease its price to utilize or grow capacity and maximize net tuition revenue



PRICE SENSITIVITY FOR PROSPECTIVE STUDENTS
APPROACH

Develop and field a survey to examine the needs and values of prospective students from Colorado and Nebraska.

+ Examine perceptions of Wyoming's value proposition and reactions to changes in pricing/discounting with prospective students

+ Survey a representative sample of prospective students, with coverage of all the key segments of prospects, including:
  - Geography
  - Academic area of interest
  - Other agreed-upon segments

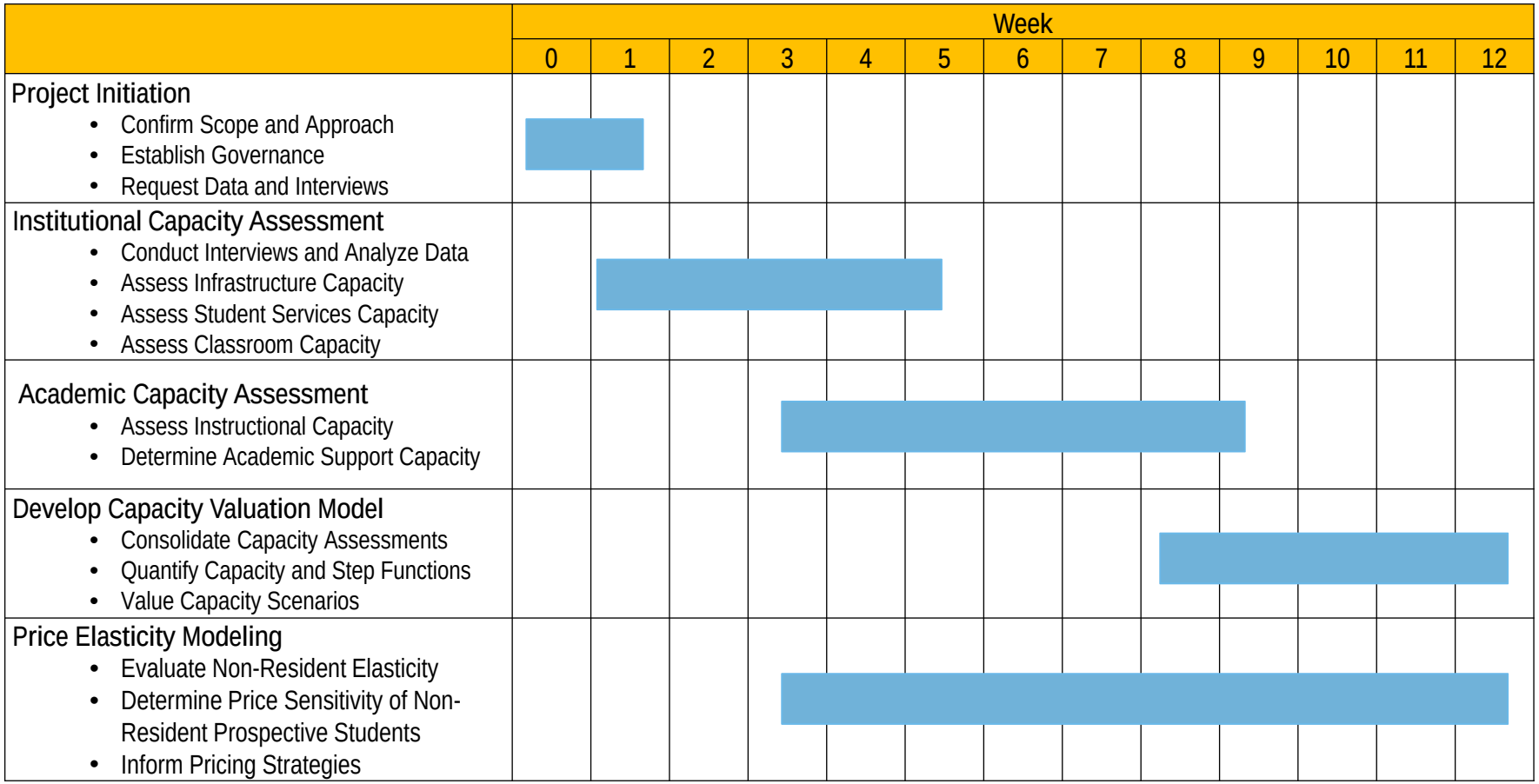
+ Provide insight into pricing and discounting strategies that will enable Wyoming to achieve headcount growth from students in the Nebraska and Colorado regions and a deeper understanding of prospective students' perceptions of the University of Wyoming

Prospective Student Survey Focus

- How do prospective students in Colorado and Nebraska weigh the importance of price when comparing the University of Wyoming to its competitors?
- How do these prospective students weigh geography, size, ranking, and other key attributes in their decisions?
- How are these regional prospects likely to react to new pricing/discounting at Wyoming?

TIMELINE
KEY MILESTONES

These five key phases will take place over a twelve week period with stakeholder updates at key milestones across the phases:




QUESTIONS?
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