Context

This paper will address historical enrollments at Eastern Washington University, as well as the overall status of higher education within the state—both current and well into the future. Eastern faces many strengths, weaknesses, opportunities and threats that you will read pieces of throughout the paper. For ease of reading, here is a bulleted SWOT analysis:

**Strengths**
1. Eastside market share
2. WUE market position
3. Market growth
4. Location in region
5. Cost of attendance
6. Enrollment Management Strategies
7. Student satisfaction/achievement
8. Entrepreneurial thinking
9. Facilities/campus appearance
10. School of opportunity
11. Positive press
12. Leadership of Administration
13. Dedicated faculty/staff
14. Value
15. Teaching focus

**Weaknesses**
1. Low westside market share
2. Few international/full pay non-residents
3. Location in state
4. State perception of academic quality
5. Cheney
6. Excessive GECR requirements
7. Inadequate scholarship funding
8. Remedial work needed of incoming students
9. State under-funding
10. Low expectations of some incoming students

**Opportunities**
1. Overall market growth → 2010
2. Continue gains in WUE populations
3. I-884- other legislation
4. HEC Board forecast (goals) vs. OFM forecast
5. Good analysis of market & data
6. Retention & graduation
7. Market share on Westside and non-resident/international
8. Value- cost/quality/access
9. Facilities/Recreation Center
10. Spokane facilities
11. Proximity to Native populations
12. Growing Hispanic Pop.
13. New Technology
14. Value- cost/quality/access
15. Facilities/Recreation Center
16. Technology- conversion

**Threats**
1. Two year system
2. WSU/UW unified front
3. I-884 – other legislation
4. Misunderstood information at the legislative/HECB level
5. Misunderstood information at the university level
6. Competition
7. Perception of EWU & Cheney
8. Branch campuses
9. Continued decrease in state funding
10. Aggressive distance education providers
11. Technology- conversion

Current Status

State funded enrollments at Eastern Washington University have grown 30% over the last seven years. In 1997, we hit a low of 7,537. Fall 2004 state funded headcount reached 9,775. Growth in the entering freshman class has contributed a great deal to the overall growth. **Freshman enrollments have increased 118%—** Fall 2004 totaled 1,426 compared to 672 in 1997. **Transfer student enrollment has increased by 12%—** 960 compared to an entering transfer class this year of 1,076. Graduate students reached 304 Fall 2004 compared to 269 Fall of 1997 (10\textsuperscript{th} day enrollment reports). EWU offers many self support programs throughout Washington. These programs continue to see increased enrollments.
The fall 2003 student population came from near and far – 88% were from Washington state. Spokane county is home to 46% of the students. Other top counties include King – 5.6%, Benton- 3.67%, Pierce- 3.0% and Stevens 2.55%. Non-resident students come to EWU from Idaho- 2.65%, Alaska- 1.76%, Montana- 1.6%, Oregon – 1.07%, and Hawaii- .6%. International students currently make up 1.48% of EWU students. They come from Japan, Canada, Taiwan, Korea and many other countries. Of our total student population, non-resident numbers have increased 44% from 1997-2003 going from 808 to 1161 (Fall 2003 10th day enrollment report).

EWU has seen a rise in the number of students of color (African American, American Indian, Asian, and Hispanic) served. Back in 1997, we served 864 students of color which totaled 11.5% of all students. As of Fall 2003, EWU is serving 1,144 students of color which totals 12.03% of all students (Fall 2003 10th day enrollment report).

Students come to EWU for many different reasons. The most recent Admitted Student Questionnaire (ASQ) (2002) shows what factors are important to admitted students when choosing a college. Of all admitted students who completed the survey, the top five most valued college characteristics included: availability of majors (87%), cost of attendance (78%), personal attention (66%), quality of academic facilities (65%), and academic reputation (57%). Of all the characteristics that were rated as very important, the only area that we rated lower than other colleges was in our academic reputation.

The ASQ indicates 68% of admitted students applied for need-based aid (ASQ 2002 p. 19). Of all admitted students, 74% have indicated that aid or cost of attendance (the total cost after financial aid and scholarships have been applied) is significant (ASQ 2002, p. 20). Figures indicate EWU is very competitive in offering work-study, loans, need-based scholarships and grants; but very low in merit based scholarships and grants. What other colleges are funding in merit-based funding, EWU is putting into student loans (ASQ 2002, p. 25). For example, Exhibit D-6 in the ASQ 2002 survey shows where EWU is ahead in the work and loan offers, while the need-based grant aid average award for enrolling students was $4,674 compared to $4,842 awarded by the college non-enrolling students attended. The larger gap is reflected in the merit grant amount. Enrolling student reported $2,774 in merit grant funding from EWU compared to $5,965 for non-enrolling students attending other colleges.

There is a correlation between the income of admitted students’ parents and their likelihood of enrollment. The graph to the side shows a higher percentage of enrolled students showing lower incomes and a higher percentage of non-enrolled students whose parents earned $80,000 or more. This is reflective of a recent report showing 49% of new freshmen, 42% of new transfers and an overall 46% of all new students indicating they are first generation students- neither of their parents earned a four-year college degree.
Over the period 2000-2002 the income reported of eligible aid applicants in the $60,000 & over category increased by 37%. Those reporting incomes of $36,000 - $59,999 showed an increase of 11%. The lower income range of $0 - $35,999 remained the same.

(Please note: any survey data (ASQ) or reports (FISAP) only represent a portion of the student body and thus there are limitations to the data.)

Admitted students who chose not to enroll at EWU are attending the following colleges according to the 2003 National Student Clearinghouse data-

<table>
<thead>
<tr>
<th>College</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington State Univ.</td>
<td>336</td>
</tr>
<tr>
<td>Central Washington Univ.</td>
<td>171</td>
</tr>
<tr>
<td>Western Washington Univ.</td>
<td>167</td>
</tr>
<tr>
<td>Spokane Falls CC</td>
<td>103</td>
</tr>
<tr>
<td>University of Washington</td>
<td>95</td>
</tr>
<tr>
<td>Spokane CC</td>
<td>66</td>
</tr>
<tr>
<td>Columbia Basin College</td>
<td>54</td>
</tr>
<tr>
<td>Gonzaga University</td>
<td>53</td>
</tr>
</tbody>
</table>

Fall 2003 freshman market share numbers show EWU just slightly behind Washington State University in the eastside. Currently, EWU holds the smallest share of the westside market- 4.26%.

WSU has been very effective in attracting students from the west. Their westside market share over the last three years has increased by 6.83%, while WWU and UW have seen a decrease in the same market.

The transfer market continues to be very strong for Eastern Washington University. There continue to be many strengths- the eastside market share and opportunities- the westside market.
As mentioned above, Eastern has seen a growing number of students from out of state. This has not been at the expense of Washington residents. We have been able to offer admission to all qualified Washington residents. **Official statistics from the Western Undergraduate Exchange (WUE)** indicate Washington is the highest net exporter of students under this program- sending 2,234 students outside the state and taking in 583 (see attached reports). It must be noted that these numbers do not reflect other non-resident programs – i.e. reciprocity. Since 2001, Washington has seen a significant increase in the number of students choosing to attend out of state via the WUE program.

It is important to note that the **OFM Application Match studies** (a process which matches applicants to Washington public four-year institutions with registered students in Washington public and independent higher education institutions) for Fall 2002 and 2003 have not shown an alarming unserved population. OFM notes “not all of the potentially unserved applicants are necessarily unserved.” Interpretations also state: some applicants may be attending institutions outside the state or one of the independent institutions within the state for which no enrollment data is available; many applicants (60%) denied admission for fall term are admitted to subsequent terms; since approximately 40% of all individuals admitted to a four-year institution never enroll, it is likely that some of these applicants would not enroll even if accepted.

While **OFM has projected incremental increases** in the demand for enrollment at the four year system up through 2010-2011, we see a significant decline thereafter. It is critical we be poised for the increase in demand in the near future, while positioning ourselves for a decline in the long-run.

![Projected Annual Increment FTE Enrollment Four Year Institutions 2004-2015](OFM June 2003)

**Growth needed to maintain current participation rates through the 2011-12 academic year.**

*Please note: participation rates have ranged from 11.55% and 12.76% in the last 10 years. The 12.76% in 2000 shows to be an anomaly.*

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Office of Financial Management Projections

- Data reflects a need to increase four year enrollments between 1,038 and 1,249 to maintain current participation rates through the 2011-12 academic year based on population projections.

General OFM Observations:
- Enrollment Trends have followed changes in the prime college-age population (ages 17-22)
- Participation rates (percentage of 17-22 yr olds enrolled in college) have been stable in the four year system.

Higher Education Coordinating Board Goals

- Increase participation rate in the four-year system, especially in the upper division, to achieve parity with the national average. (Note: the most recent OFM data in 2003 noted four-year institutions in Washington ranked at the 4th percentile compared to the new goal at the 50th percentile)
- Calling for a 12% increase in the total number of students who earn bachelor’s degrees per year by 2010 to put us at parity with the national average-- specifically, the number of student who earn bachelor’s degrees will increase by 4,100 per year to reach 30,000 per year. That equates to 22,800 for public institutions.

Given the goals stated by the HECB, there is a great need to increase both new student enrollment (participation), retention and graduation rates (degrees earned) throughout the entire system. This will be dependent on not only funding, but a very effective and efficient P-16 approach.

The most recent OFM data (June 2003) shows Washington’s four-year participation rate very low- ranked 49th. The two-year public participation rate is high- ranked 5th. Washington ranks 33rd in the number of bachelor’s degrees earned (HECB Draft October 2003- IPEDS and Census). While at the same time the number of associate’s degrees earned is ranked 6th.

The June 2003 OFM Higher Education Trends and Highlights also notes that Washington is ranked 10th in the percentage of its adult population with a bachelor’s degree or higher. The migration to Washington of educated persons of working age to take advantage of economic opportunities in the state contributes to this high ranking. It is imperative that we offer these opportunities first to our own citizens.
SWOT

Eastern Washington University is in a very good position to serve a growing number of students. Our strengths include our enrollment management team’s ability to increase new student enrollments and retain the students for first year (see CSRDE 2003-04 Survey). Given our size and ability to collaborate and communicate across campus, we are poised for whatever comes our way - the passage of I-884, the failure of I-884, further competition, new legislation, etc. The key is that we all work toward the same goal and understand the challenges we face.

The eastside has served EWU very well through the years, particularly Spokane county. Eastern has held the market share in Spokane for many years. However, depending too much on one area can be a threat should the demographics change or the competition increase.

There continue to be many recruitment opportunities on the Westside of the state - particularly the counties of King, Snohomish, Pierce, and Thurston.

Opportunities for Eastern include a focus on retention beyond the second year and a clear focus on graduation efficiencies. While we tend to be above the national average for retention of first-time, full-time, degree-seeking freshmen; we have clear room for improvement in our graduation rates. We graduate 17.9% of these freshmen in four years, 35.5% in five years, and 43.5% in six years (CSRDE 2003-04). Goals must be set and achieved at much higher graduation rates.

It is time we position ourselves to serve an increasingly diverse student body. Demographics of students in the State of Washington continue to change significantly (OSPI, 2004). The National Center for Education Statistics shows this trend continuing through 2015. Overall age projections from OFM show an increase of 3.6% in 17 year olds and a 7% increase of 18 year olds between 2005 and 2010 (OFM, June 2003). After 2010, the population levels off.