

**Revisiting the Why:  
Shifting the  
Enrollment  
Management  
Conversation to the  
Financial and Human  
Return on GP  
Investments**



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# About NCII

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**Authentic, large-scale improvement begins with colleges' rethinking how their policies, programs, and services come together to create the optimal student experience.**

## ***Focus Areas:***

- **Guided Pathways**
- **Student Financial Stability**



# Agenda

- 1. Evolving our Thinking on Enrollment Management**
- 2. Return-on-Investment to the Student: Living Wage Data Considerations**
- 3. Return-on-Investment to the College of Innovative Approaches such as GP/SFS**
- 4. Final Thoughts**

# A Framing Note...

- Today we will be exploring issues of funding, return-on-investment to the college, and return-on-investment to the student
- None of today's conversation is intended to detract from our missions of equity, social justice, economic mobility, anti-racism, or workforce & community development
- **In fact, this work is designed to support the case for doing more innovative work to create equitable and improved outcomes for all students - especially those underserved historically – *The Economics of Innovation***

# Enrollment Management – Past, Present & Future

# Enrollment Management

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*Past (and a little bit of present)...*  
Enrollment management was/is mostly:

- Recruiting of new students from variety of segments - focus on K-12 pipeline
- Focusing on (or complaining about) marketing and the website as a recruiting tool
- Offering new programs to attract students

# Enrollment Management

*Past (and a little bit of present)...*

Enrollment management was/is occasionally:

- Analysis of and work to optimize application-to-1<sup>st</sup> day of classes loss of potential students



# Something to think about...

*While this is an oversimplification, consider a hypothetical college...*

## Scenario A (Pre-Pandemic Enrollment Loss)

- 1,000 new students a year, and on average each student takes 24 units total in their first three years at the college

1,000 students \* 24 units =  
24,000 units taken

## Scenario B

- 800 new students a year, average of 30 units total in first three years at the college

800 students \* 30 units =  
24,000 units taken



# And also...

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## Scenario C (Pre-Pandemic Enrollment Loss)

- **2,000 students fill out your application, 1,000 students show up the first day of classes and average 24 units total in their first three years at the college**

**1,000 students \* 24 units =  
24,000 units taken**

## Scenario D

- **1,600 students fill out your application, 1,000 students show up the first day of classes and average 24 units total in their first three years at the college**

**1000 students \* 24 units =  
24,000 units taken**

# The Holy Grail...

- Scenario E: 1,600 students fill out your application, 1,200 students show up the first day of classes and average 30 units

**1,200 students \* 30 units = 36,000 units taken**

- Scenario A – 24,000 units
- Scenario E – 36,000 units

**This would be a 50% increase in your funding with fewer students, by capturing more of the potential students who apply and having more of those who show up make progress and complete**

# The Holier Grail?

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- **Scenario F: 2,000 students fill out your application, 1,500 students show up the first day of classes and average 30 units**

**1,500 students \* 30 units = 45,000 units taken**

**Scenario F with 45,000 units taken would be 88% higher than the 24,000 units from pre-pandemic in this scenario**

# What would it take to get there?

Improving the value proposition to prospective and current students – including:

- Making a much clearer connection for students between their education and living wage employment
- Structuring and nurturing a sense of validation, psychological safety and belonging upon entry especially for underserved communities of color

Focusing on guided pathways and holistic student financial stability as equity-guided retention-and-completion-based return-on-investment (ROI) strategies

# **Part II: The Bottom Line for Economic Mobility and Equity - Living Wage Jobs and Careers**

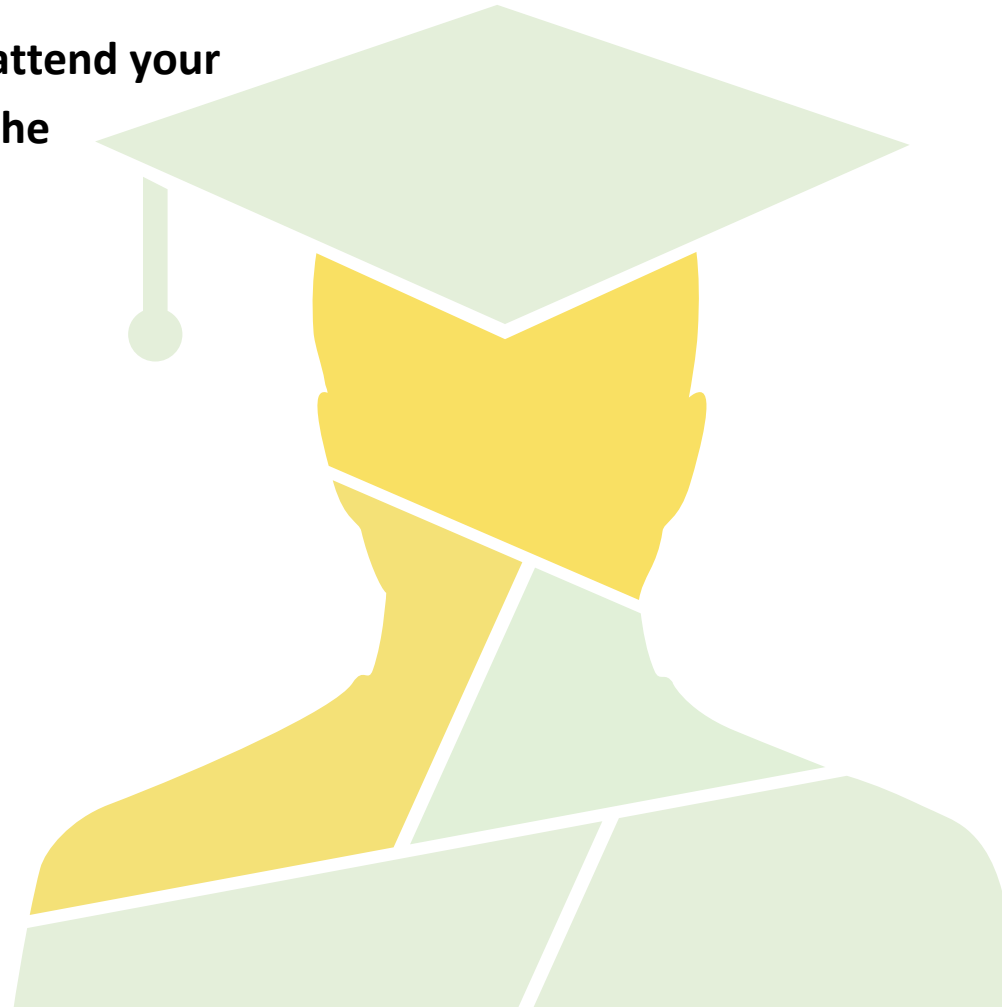
# To our students...

*It's true that to us higher education is about more than just economic mobility. But...*

◆ What % of your students attend your college solely because of the love of learning?

◆ Doesn't mean liberal arts ed. isn't imp't. - might be more so

◆ Race & economic mobility – zip code analysis of net worth



◆ 98%+ of your students are "career focused"

◆ Economic mobility is particularly important to the lower half of the income spectrum

# Our Value Proposition of Economic Mobility

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If students are coming to us with a primary goal of advancing their quality of life and sustaining their families via economic mobility...



# Then...

- **We need to elevate the consideration of and strategy development around improving the post-graduation outcomes of our students in the workforce (and with transfer on the path to...)**
- **Doesn't diminish the other lenses with which we view CCs as important...but need to address the base of Maslow's need hierarchy for our students first...**



# Occupations / Jobs Questions LMI Data Can Help Address

**#1**

What are the jobs in my region with the most workers in them? What are the median wages of those jobs?

**#2**

What are the fastest growing jobs in my region over the last 3-5 years? How did the pandemic affect different occupational sectors in my region?

**#3**

What are the occupations that are forecasted to grow the most in my region in the next 5 years?

**#4**

What is the diversity rate of workers in high-paying and low-paying occupations in my region?

# Living-Wage Questions LMI Data Can Help Address

**#5**

What percentage of the jobs in my region pay a cost-of-living adjusted living wage?

**#6**

Which are the largest occupations in my region in terms of number of jobs that pay a living wage? Which are the fastest growing?

**#7**

What are the entry level education requirements of the jobs in my region, and how does that relate to living wage attainment?

**#8**

What are the entry-level and median wages for specific occupations in my region that our programs at the college lead to?

**#9**

What is the relationship in my region between living-wage jobs and the diversity of workers in those jobs?

# Hiring / Job Posting Questions LMI Data Can Help Address

**#10**

What is the annual demand for jobs across educational levels in each pathway?

**#11**

What are the pathways with the most job openings in my region more likely to lead to higher-paying jobs?

# Occupations / SOC Codes

- **The US Bureau of Labor Statistics (BLS) categorizes jobs with a system called the Standard Occupational Classification System – or “SOC Codes”**
- **At the most granular level, there are about 800 six-digit SOC codes (“detailed occupations”)**
- **They roll up into roughly:**
  - **450 five-digit codes (“broad occupations”)**
  - **100 three-digit codes (“minor groups”)**
  - **22 two-digit codes (“major groups”)**

# Illustrative Example of SOC Levels

- **2-digit SOC Code**
  - **29-0000: Healthcare Practitioners and Technical Occupations**
- **3-digit level within 29: three total, largest example being:**
  - **29-1000: Healthcare Diagnosing or Treating Practitioners**
- **5-digit level within 29: 27 total, largest example being:**
  - **29-1140: Registered Nurses**
- **6-digit level within 29: 71 SOC codes, another large one after Nurses and Physicians being:**
  - **29-2052: Pharmacy Technicians**

# Illustrative Example

- **29-0000: Healthcare Practitioners and Technical Occupations**
  - In Asheville, NC in 2022, there were **15,393** people employed in jobs with this SOC Code
- **29-1000: Healthcare Diagnosing or Treating Practitioners**
  - **10,376** employed in Asheville in 2022
- **29-1140: Registered Nurses**
  - **5,009** employed in Asheville in 2022
- **29-2052: Pharmacy Technicians**
  - **738** employed in Asheville in 2022

# Data We Can Pull by SOC Code by Region:

- **Number of Workers in Jobs\*** in a Given Year
- **Median Wages**
- **Entry-Level (10<sup>th</sup> percentile) Wages**
- **COL Adjusted Entry-Level or Median Wages\*\***
- **Annual Openings in Occupation**
- **Predicted Growth**
- **Diversity of Workers in a Given Occupation**
- **Typical Entry Level Education (6-digit level only)**
  
- **\*As determined by QCEW**
- **\* COL Adjustment using C2ER Index & Georgetown CEW**

# **Part III-B: Examples of Insight from Kansas & Cloud County CC (KS) Service Areas**

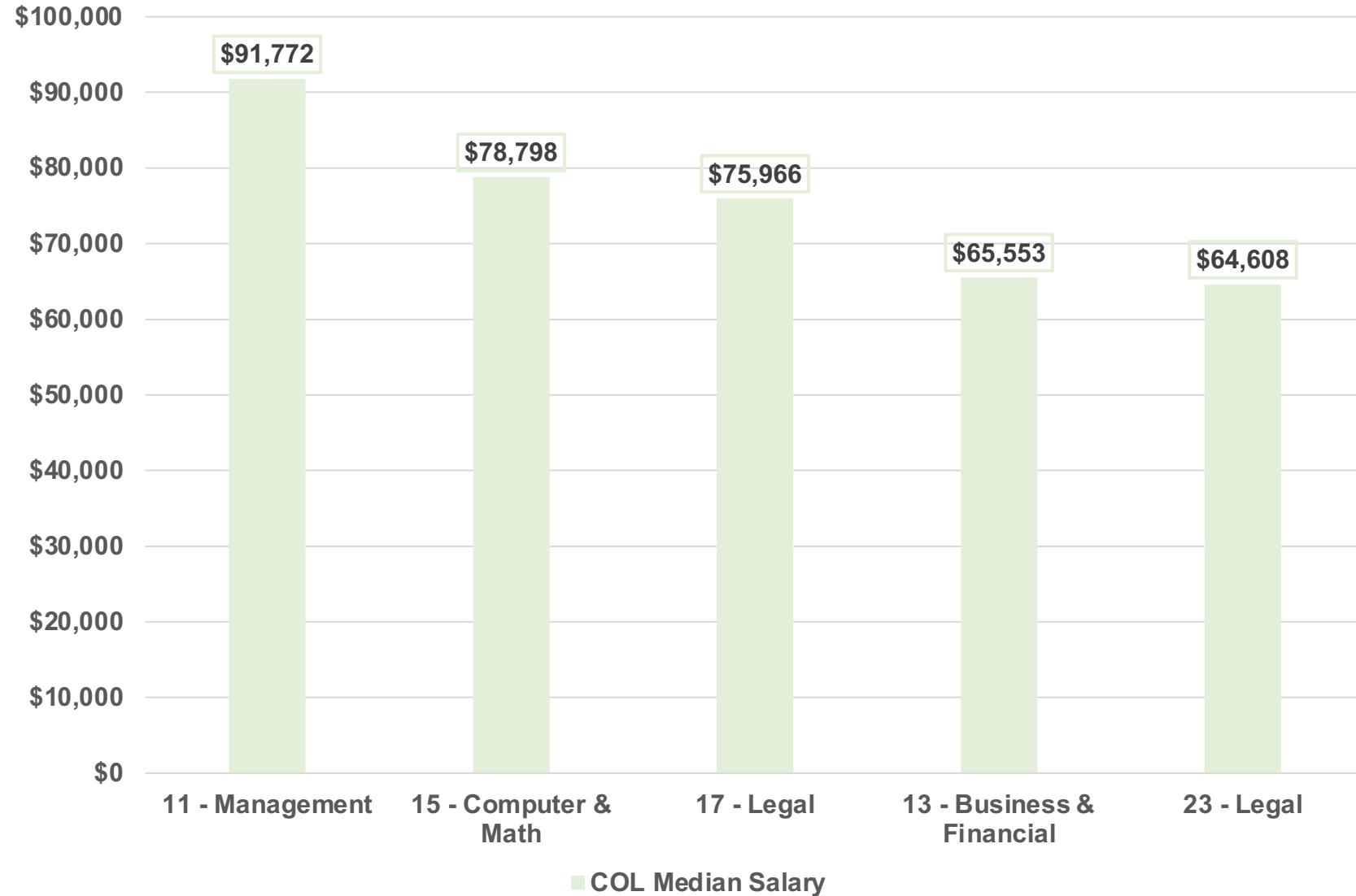


# Example #1: What are the Top Five 2-Digit Occupations in Numbers of Jobs in Kansas in 2022?

SOC Code / Description	2022 Jobs	Median Salary	COL Median Salary
<b>43-0000:</b> <b>Office &amp; Administrative Support Occupations</b>	<b>177,877</b>	<b>\$36,580</b>	<b>\$37,250</b>
<b>53-0000:</b> <b>Transportation &amp; Material Moving Occupations</b>	<b>128,777</b>	<b>\$35,522</b>	<b>\$36,174</b>
<b>41-0000:</b> <b>Sales &amp; Related Occupations</b>	<b>121,699</b>	<b>\$29,332</b>	<b>\$29,870</b>
<b>35-0000:</b> <b>Food Preparation and Serving Related Occupations</b>	<b>113,109</b>	<b>\$22,819</b>	<b>\$23,238</b>
<b>51-0000:</b> <b>Production Operations Occupations</b>	<b>107,665</b>	<b>\$38,059</b>	<b>\$38,757</b>
<b>All Two-Digit Occupations</b>	<b>1,370,404</b>		

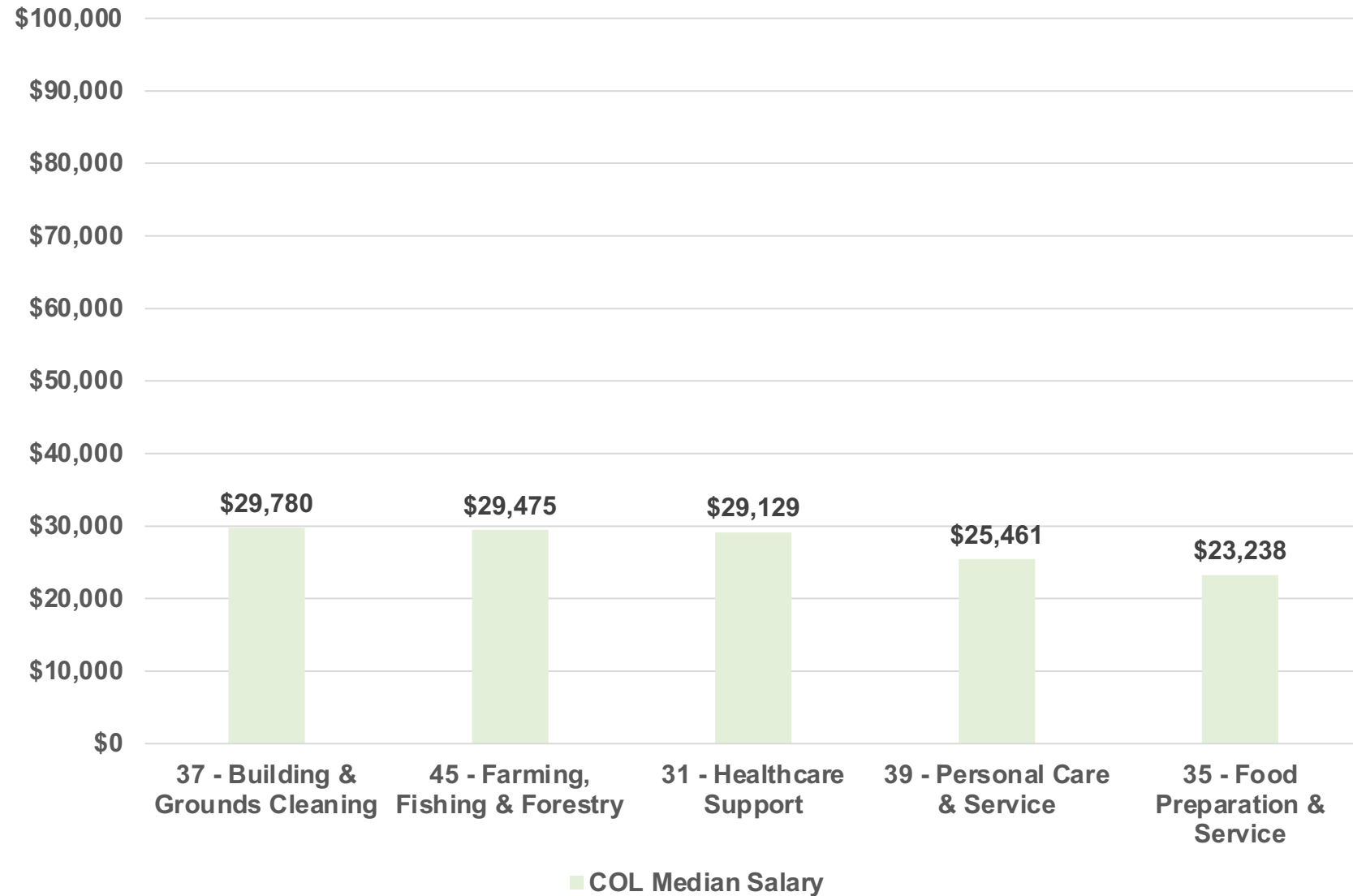
Note:  
COL Index in  
Kansas is  
98.2

# #2: Which 2-Digit Occupations in Kansas Pay the Most?



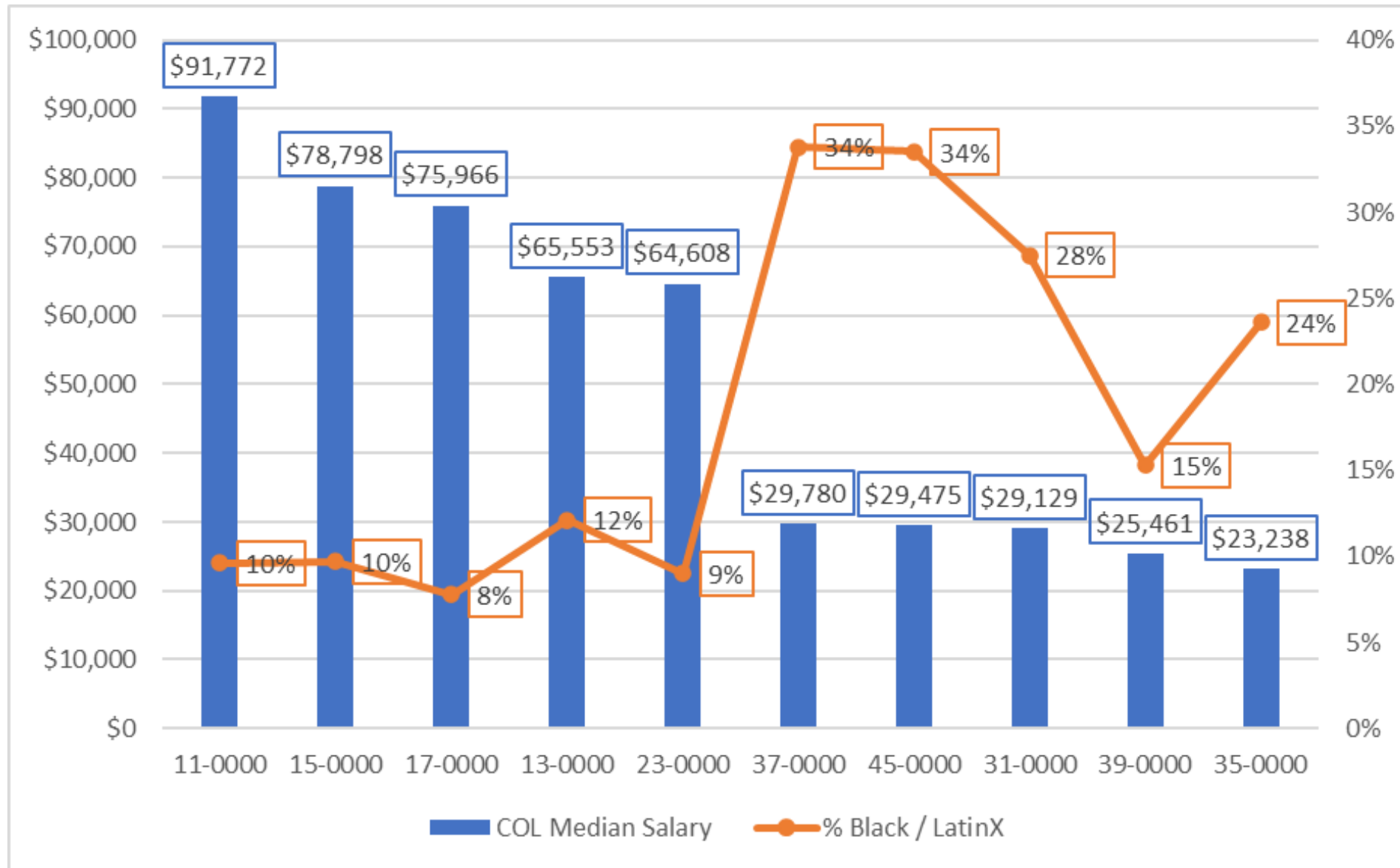
**Note:**  
COL Index in  
Kansas is  
98.2

# #3: Which 2-Digit Occupations in Kansas Pay the Least?



Note:  
COL Index in  
Kansas is  
98.2

# #4: What are the Diversity Rates in the Highest vs. Lowest Paying Jobs in Kansas?



**Note:**  
COL Index in Kansas is 98.2;  
% Black / LatinX is 18%



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# #5a: What are the Fastest Growing 3-Digit Occupations in Numbers of Jobs in Kansas in 2022?

SOC Code / Description	2019 Jobs	2022 Jobs	% Change	COL Median Salary
29-9000: Other Health Care Practitioners	1,350	2,141	59%	\$50,111
39-2000: Animal Care and Service Workers	2,882	3,650	27%	\$23,554
53-1000: Supervisors of Transportation & Material Moving	5,067	6,140	21%	\$53,408
11:1000 - Top Executives	22,146	26,645	20%	\$81,698
19-1000: Life Scientists	2,351	2,750	17%	\$68,280
<b>All Three-Digit Occupations</b>	<b>1,393,184</b>	<b>1,370,404</b>	<b>-2%</b>	

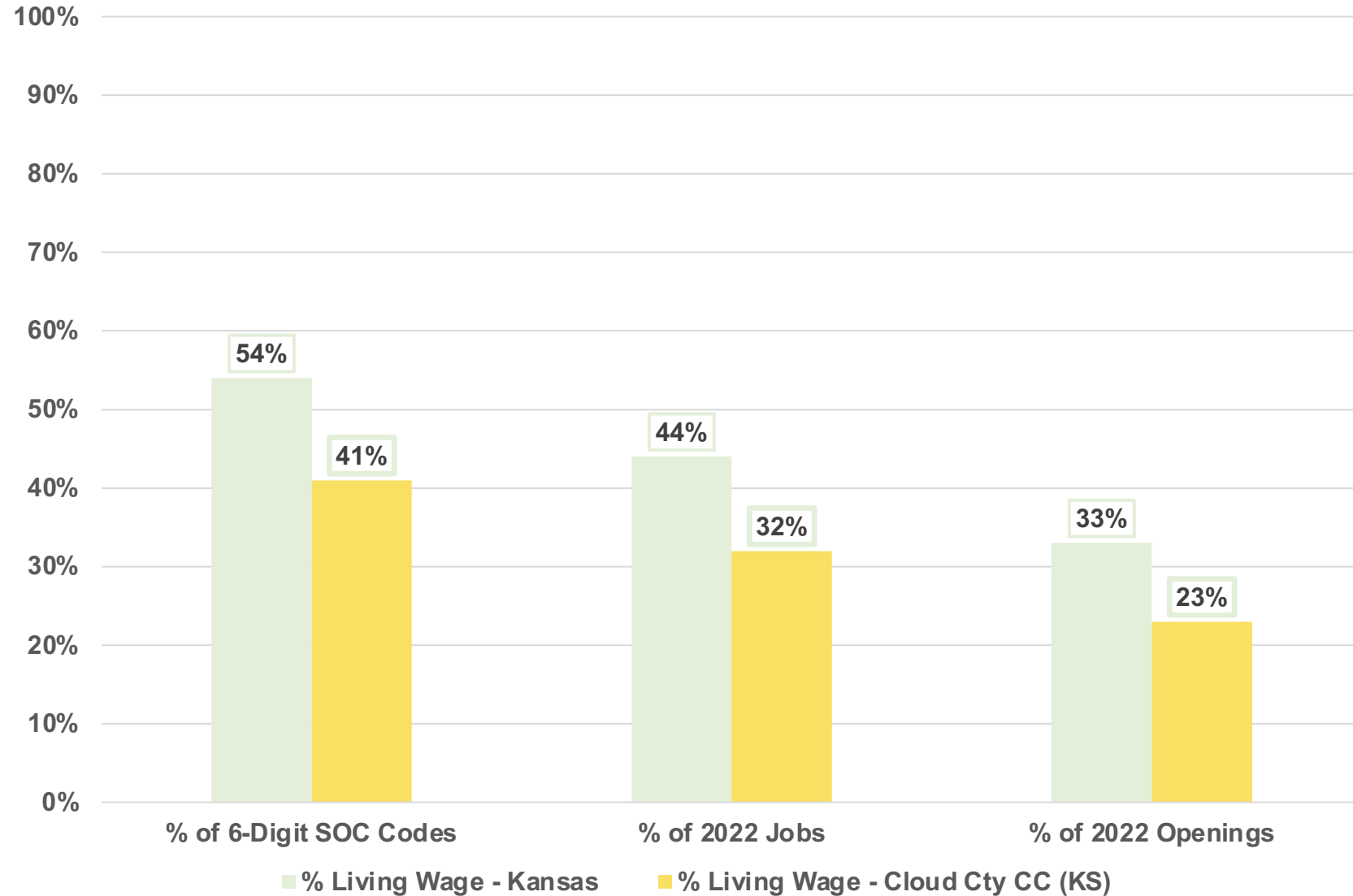
Note:  
COL Index in Kansas is 98.2;  
Minimum Requirement of 1,000 Jobs

# #5b: What are the Fastest Growing 3-Digit Occupations in Numbers of Jobs in Cloud County CC Service Area in 2022?

SOC Code / Description	2019 Jobs	2022 Jobs	% Change	COL Median Salary
41-3000: Sales Representatives, Services	270	351	30%	\$41,960
51-3000: Food Processing Workers	243	316	30%	\$34,304
11-1000: Top Executives	616	769	25%	\$67,063
21-1000: Counselors, Social Workers, & Social Service Specialists	437	538	23%	\$40,595
19:4000: Life, Physical, and Social Science Technicians	103	127	23%	\$39,257
<b>All Three-Digit Occupations</b>	<b>37,704</b>	<b>37,394</b>	<b>-1%</b>	

Note: COL Index in Cloud County CC Service Area is 99.4; Minimum Requirement of 100 Jobs

# #6: What % of the Jobs in Kansas and in the Cloud County CC Service Area Pay a Living Wage?



**Note:**  
COL Index in  
Kansas is  
98.2; Cloud  
County CC is  
99.4

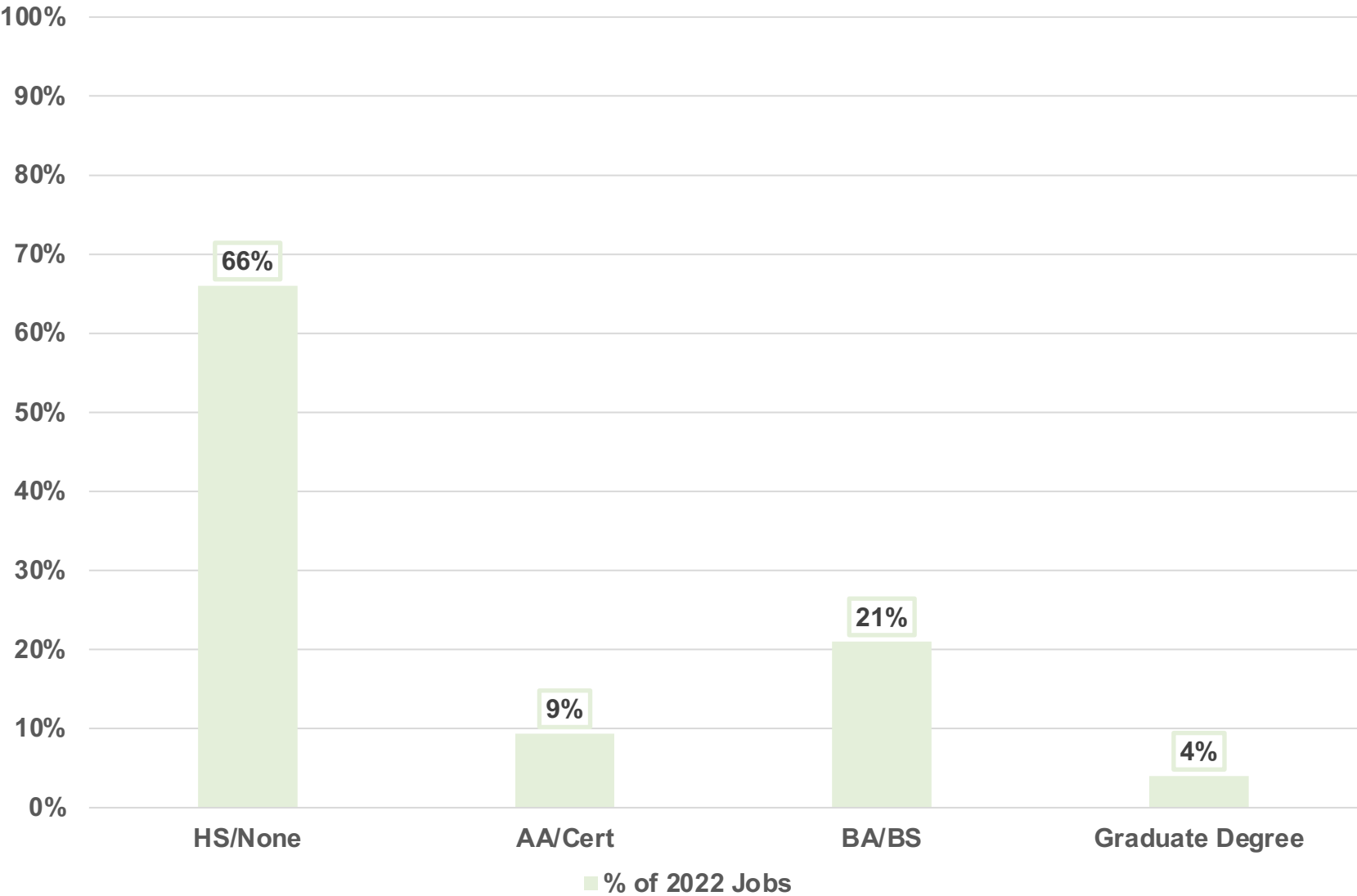
# #7: Does Working in Healthcare in Kansas Guarantee a Living Wage?

2-Digit SOC Code	2022 Jobs	COL Median Salary	% Black / LatinX
29: Healthcare Practitioners & Technical Occupations	86,991	\$62,243	12%
31: Healthcare Support Occupations	59,868	\$29,129	28%

- **Most Common Six-Digit Occupations in SOC Code 29:**  
Registered Nurses, LPN/LVNs, Pharmacy Technicians, Physicians, Clinical Lab Technicians
- **Most Common Six-Digit Occupations in SOC Code 31:**  
Home Health Care and Personal Care Aides, Nursing Assistants, Medical Assistants, Dental Assistants, Veterinary Assistants



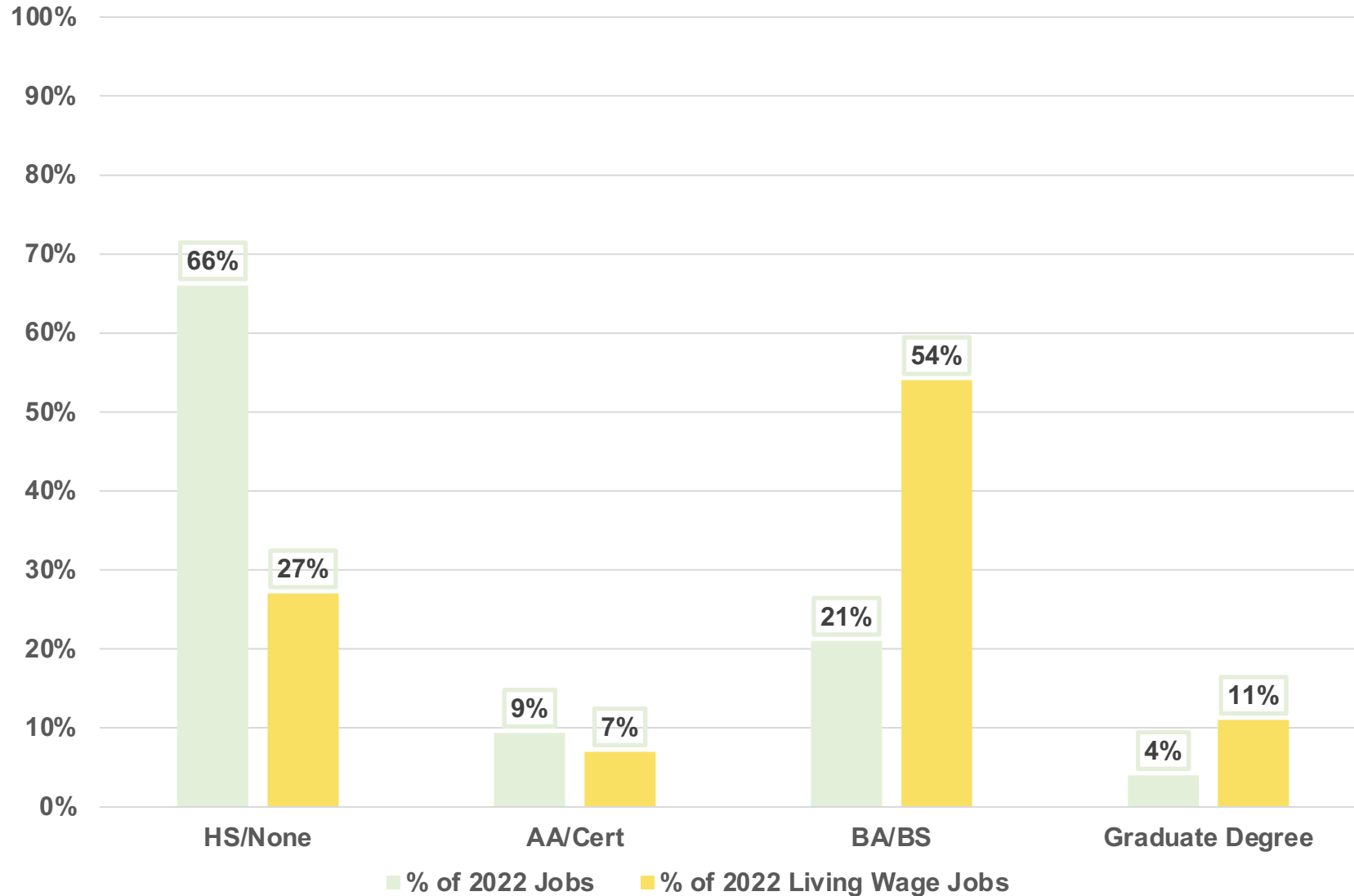
# #8: How Does Entry-Level Education for Occupations in Kansas Relate to Numbers of Jobs & Living Wages?



**Note:**  
Entry-Level  
Living  
Wage  
Threshold  
set at COL-  
adjusted  
salary of  
\$35,000

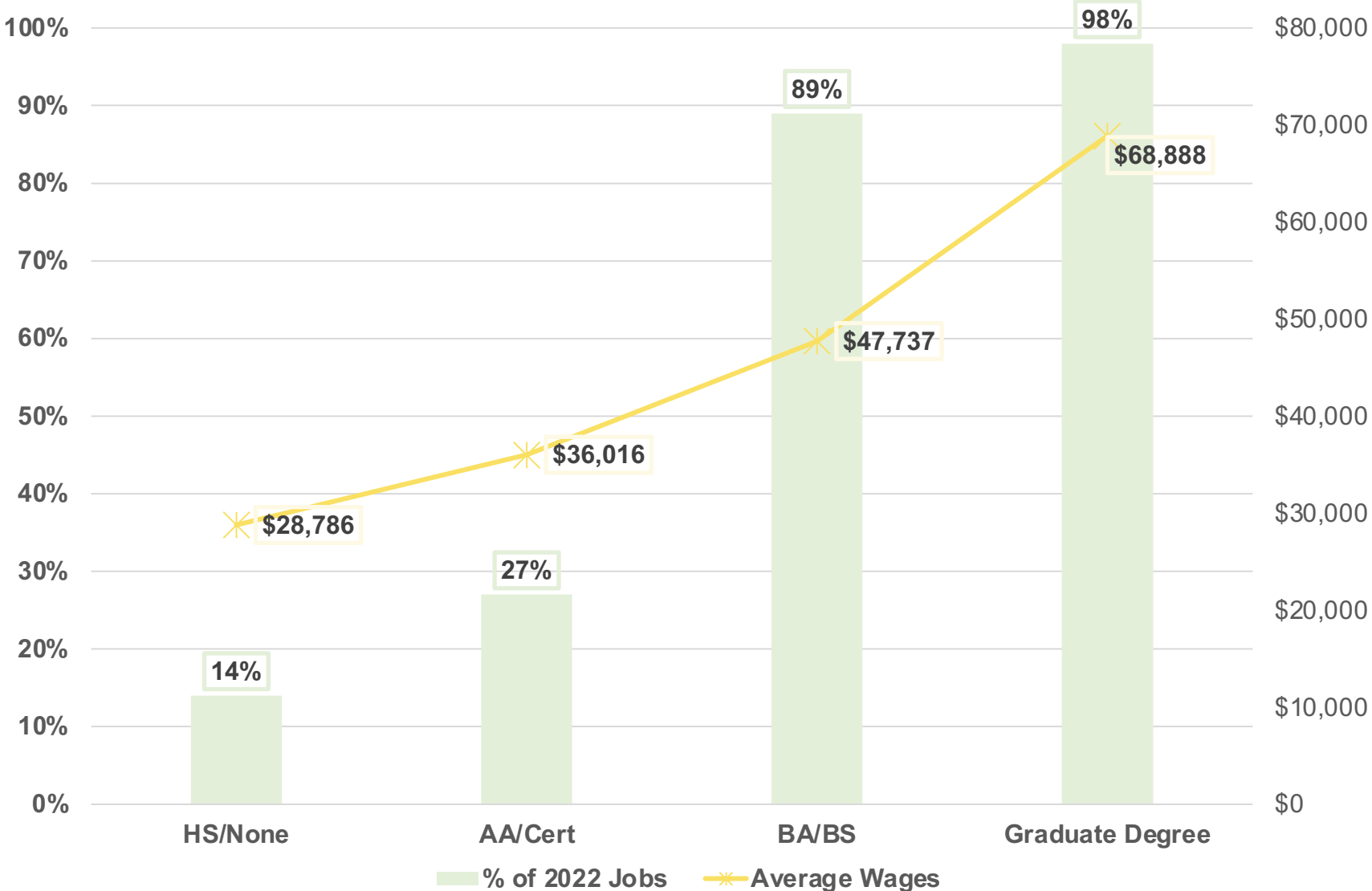


# #8: How Does Entry-Level Education for Occupations in Cloud Cty CC Area Relate to Numbers of Jobs & Living Wages?



**Note:**  
Entry-Level Living Wage Threshold set at COL-adjusted salary of \$35,000

# #9: What Percentage of Jobs in Kansas with Differing Entry-Level Education Requirements Lead to Living Wages?



# #10a: What are the 5-Digit Occupations that Pay an Entry-Level Living Wage with the Most Openings in Kansas?

SOC Code	Description	Openings	COL Med Salary
11-1020	General and Operations Managers	2,433	\$78,921
29-1140	Registered Nurses	2,221	\$62,930
25-2020	Elementary and Middle School Teachers	1,742	\$52,754
15-1250	Software and Web Developers, Programmers, and Testers	1,427	\$94,331
43-1010	First-Line Supervisors of Office and Administrative Support Workers	1,326	\$59,752
13-2010	Accountants and Auditors	1,249	\$64,137
13-1190	Miscellaneous Business Operations Specialists	953	\$78,011
51-1010	First-Line Supervisors of Production and Operating Workers	948	\$62,654
25-2030	Secondary School Teachers	933	\$51,227
53-1040	First-Line Supervisors of Transportation and Material Moving Workers	859	\$53,408

# #10b: What are the 5-Digit Occupations that Pay an Entry-Level Living Wage with the Most Openings in Cloud County CC?

SOC Code	Description	Openings	COL Med Salary
25-2020	Elementary and Middle School Teachers	77	\$48,575
11-1020	General and Operations Managers	67	\$66,499
25-2030	Secondary School Teachers	51	\$48,804
29-1140	Registered Nurses	46	\$59,000
51-1010	First-Line Supervisors of Production and Operating Workers	28	\$58,269
13-2010	Accountants and Auditors	27	\$61,549
13-1190	Miscellaneous Business Operations Specialists	25	\$63,919
49-1010	First-Line Supervisors of Mechanics, Installers, and Repairers	23	\$60,946
43-5050	Postal Service Workers	23	\$46,933
15-1250	Software and Web Developers, Programmers, and Testers	16	\$74,377

# Part III: Demonstrating an ROI Approach for Guided Pathways



# Fiscal Approaches to Consider

1. College: Cost efficiency / Cost per Completer
2. College: Cost analysis
3. College: Cost effectiveness / ROI
4. Student: Cost / Net price reductions
5. Student: Wage gains
6. Communities: Economic impact

# Potential Questions an ROI Model Could Address

**1. More generally, how can we start thinking more intentionally about the financial ROI of incremental investments in new positions / people or incremental fixed costs to help students achieve their goals and improve student outcomes?**

**2. How much of a change in student retention / course taking would be necessary to “break even” financially on new guided pathways related investments we are considering making?**

**3. What needs to happen in terms of student retention / overall course taking to help us sustain guided pathways investments we’ve been using grant money to fund?**



# Part IV: Final Thoughts

# Final Thoughts & Scheduling Your Calls...

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- Through the Rural GP Project, you can set up to three 1-hour calls with Rob to:
  - Run living wage data customized for your region (MSA, County, Zip Codes, Service Area) and explore together the nuance and implications
  - Customize the ROI model to your local innovative GP or SFS approaches
- The ROI model and supporting documentation is available as “NCII GPRS #3” here: <https://ncii-improve.com/gprs/>

*Contact Rob directly at [rob@ncii-improve.com](mailto:rob@ncii-improve.com) to set up either or both types of calls*



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