

# Enrollment Management

**Kathleen B. Davis**  
**VP for Enrollment Management**

March 5, 2026



# Agenda

- **Define Enrollment Management (EM)**
- **Introduce EM Leadership Team**
- **Domestic and International Landscape**
- **Strategic Implications**
- **Statistics: February 15, 2026**

## What is Enrollment Management (EM)?

***“Enrollment management is a strategic and data-driven approach used to attract and enroll students. It involves coordinating various departments to meet institutional goals.”***

# Key Components of Enrollment Management (EM)

- **Recruitment and EM Marketing**
- **Admissions and Financial Aid**
- **Research and Reporting**

# Enrollment Management Leadership Team



**Kathleen Davis**  
*Vice President  
Enrollment Mgmt.*



**Colleen Peterson**  
*Associate VP  
Enrollment Mgmt.*



**Elizabeth Sullivan**  
*Associate VP  
EM Marketing and  
Global Strategy*



**Meaghan Drumm**  
*Assistant VP  
Financial Aid and  
Scholarships*



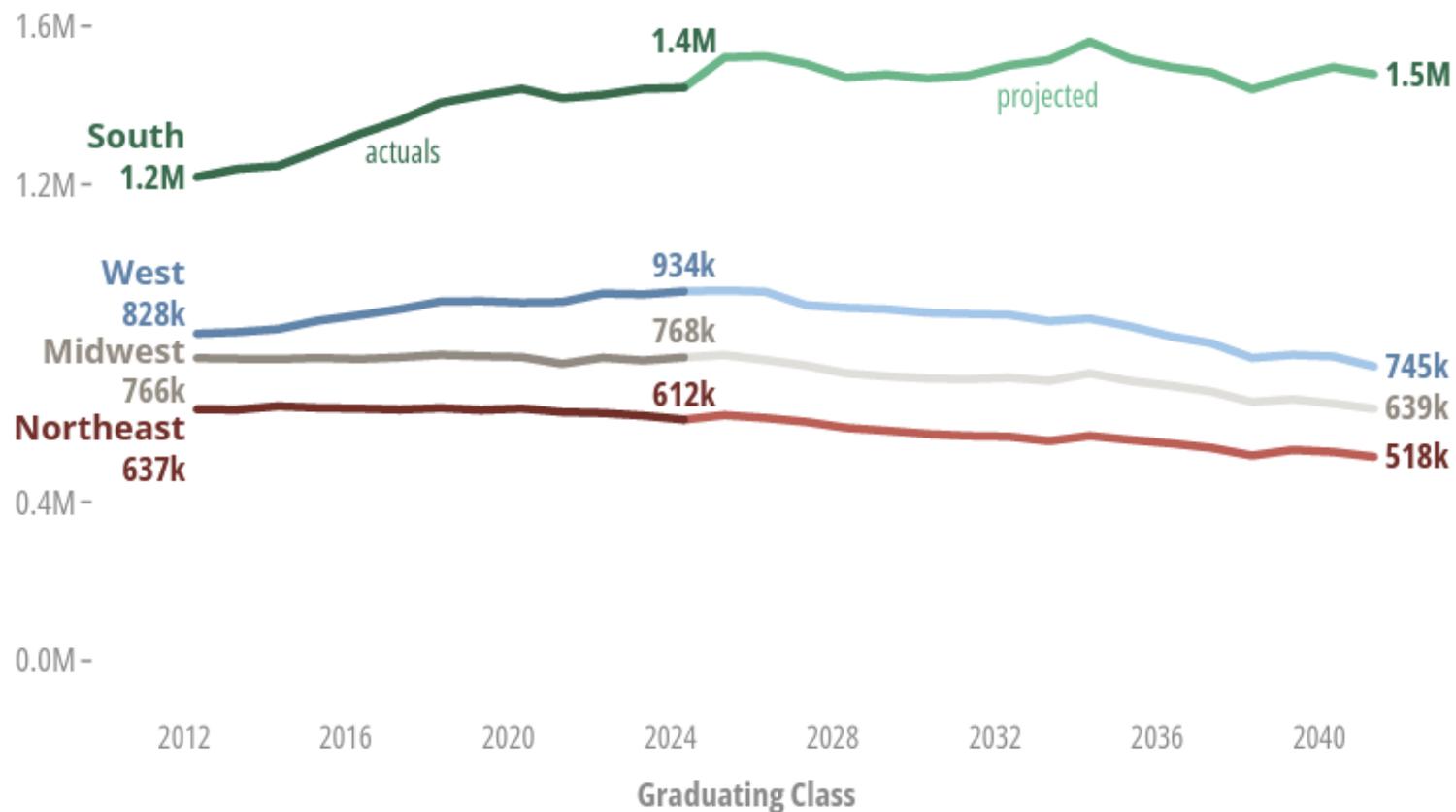
**Allan Mathew**  
*Assistant VP  
Dean of Admission*



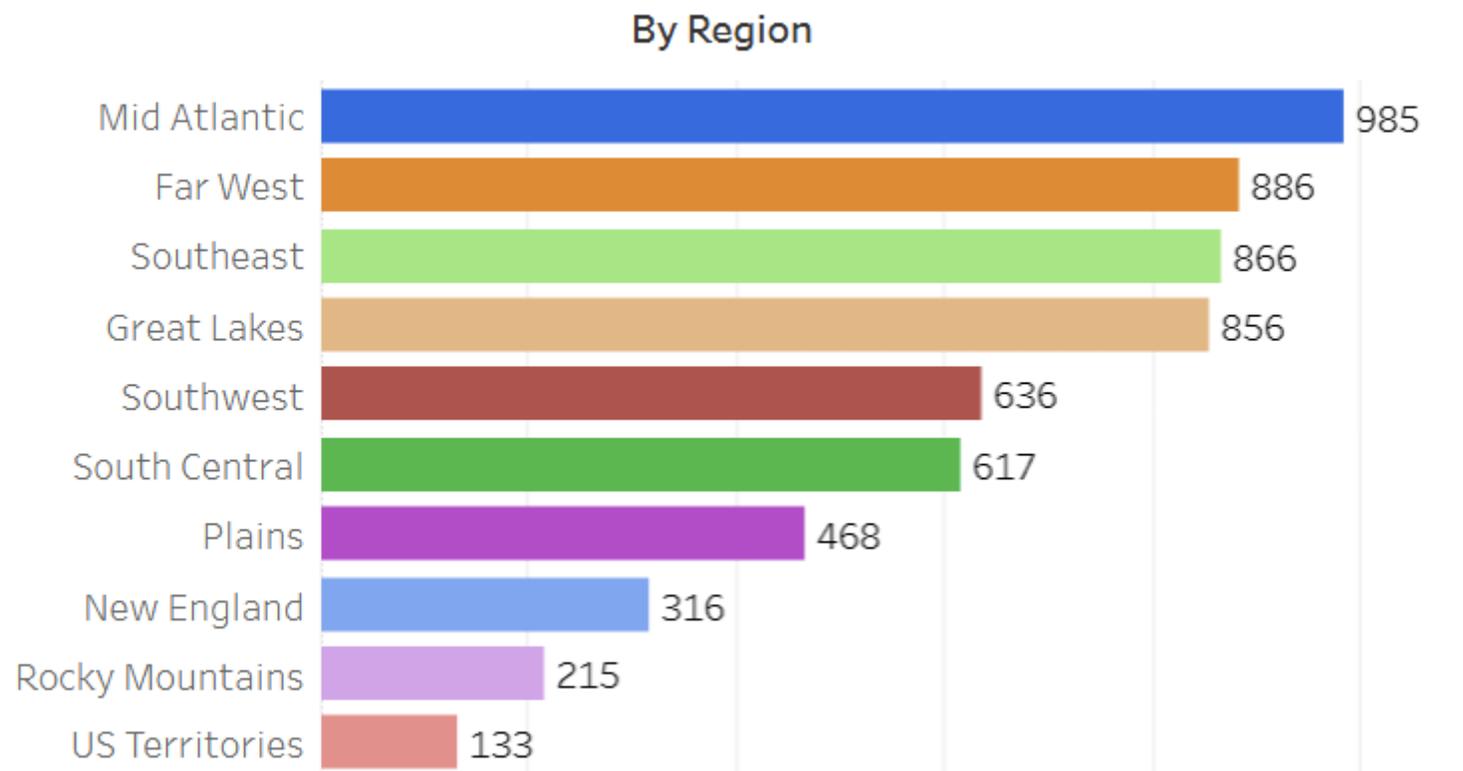
**Michael McGwin**  
*Assistant VP  
Operations and  
Enrollment Analytics*

# Domestic Landscape

# Declining Demographics: Projected HS Graduation Rates



# Higher Education Institutions by Region

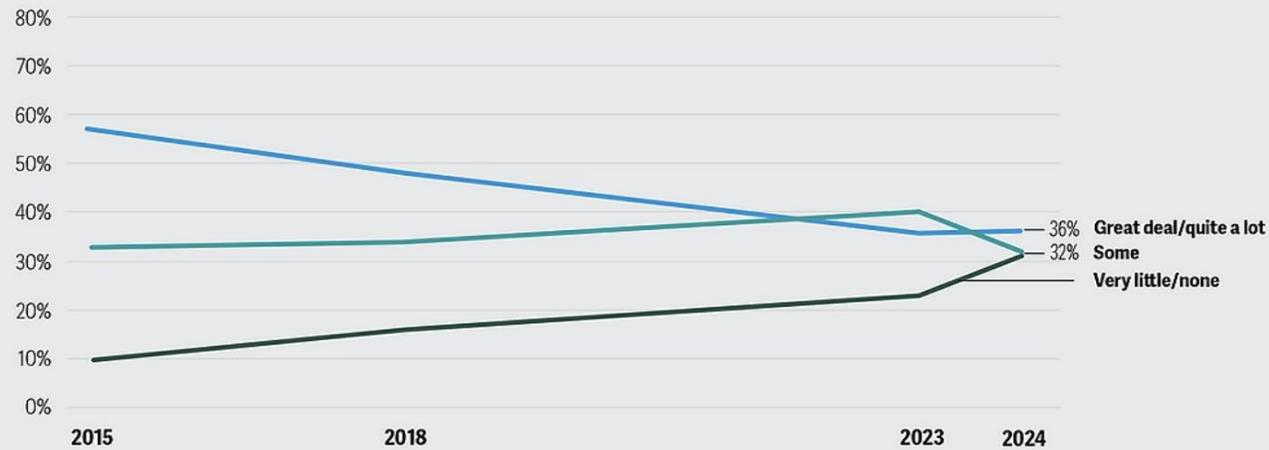


# Declining Public Trust

Figure 1

## Public confidence in the value of US higher education has declined sharply over the past decade

Confidence in US higher education



Notes: "None" is a volunteered response. No opinion percentages are not shown.

Q: Please tell me how much confidence you have in higher education—a great deal, quite a lot, some, or very little?

Source: Jeffrey M. Jones, "U.S. confidence in higher education now closely divided," *Gallup News*, July 8, 2024.

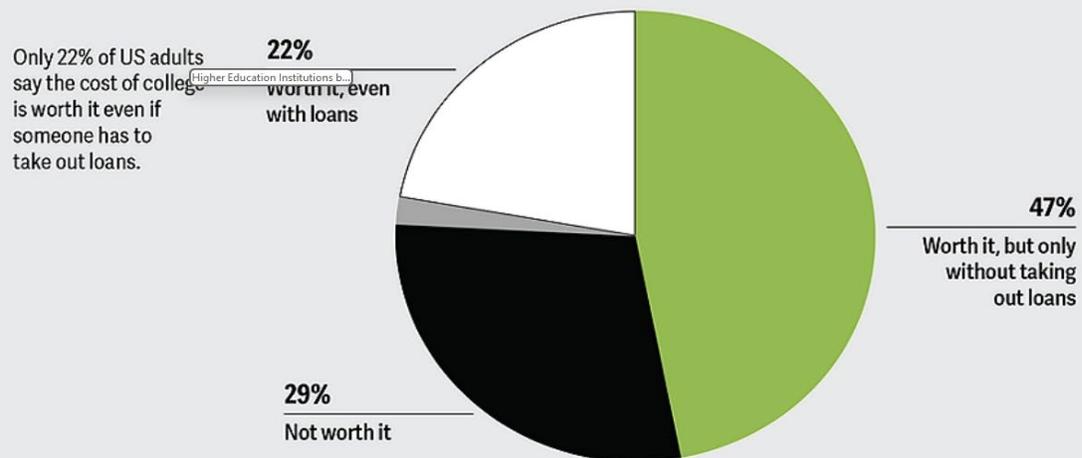
Deloitte  
Insights | [deloitte.com/insights](https://deloitte.com/insights)

# Families Question the Value of a Degree

Figure 5

## Fewer than half of US adults say the cost of college is worth it if students don't have to take out loans

Percentage saying the cost of getting a four-year college degree today is ...



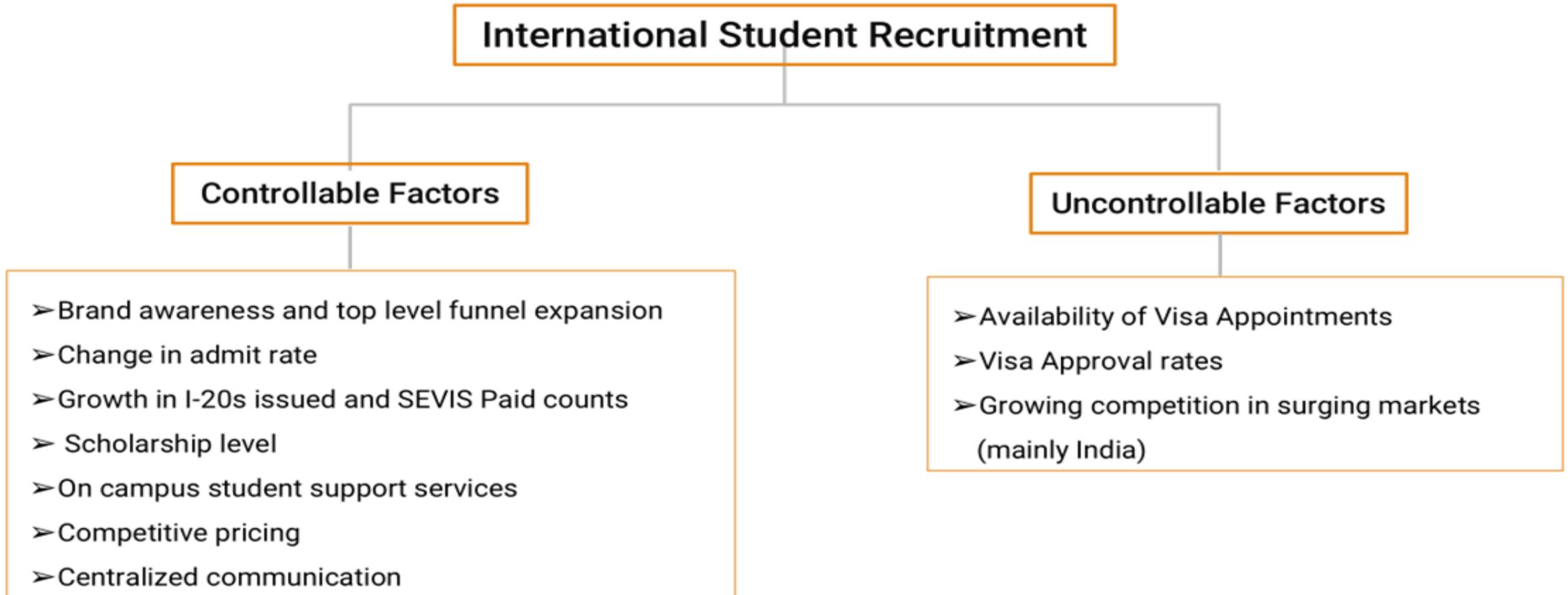
Only 22% of US adults say the cost of college is worth it even if someone has to take out loans.

Note: Share of respondents who didn't offer an answer is shown but not labeled.

Source: Survey of US adults conducted between between Nov. 27 and Dec. 3, 2023; Pew Research Center, "Is college worth it?" May 15, 2011.

# International Landscape

# International Student Enrollment Factors



# Strategic Implications

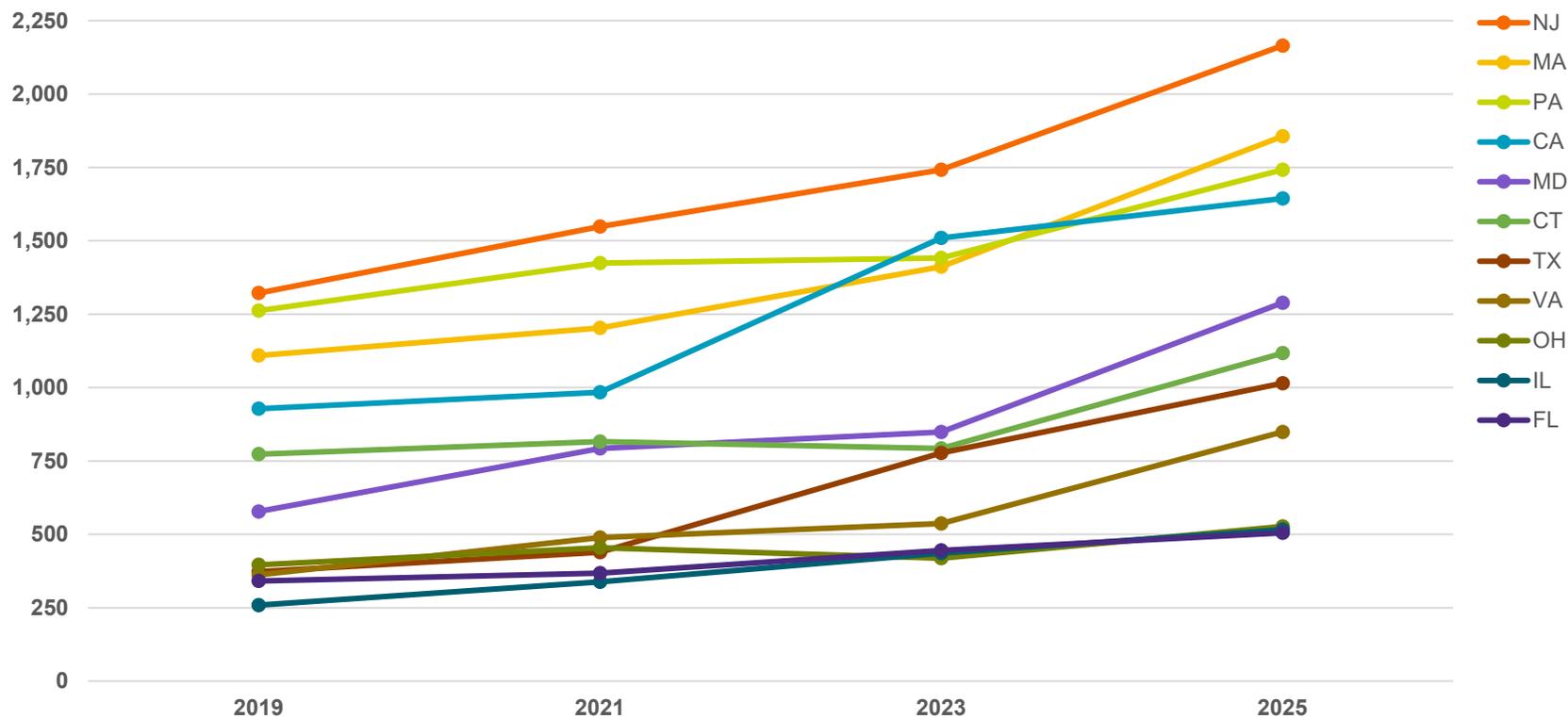
# Strategic Implications

- **Need for Diversified Enrollment Pipelines**
- **Strengthen Domestic Recruitment and Retention**
- **Enhance Visa Support and Global Partnerships**
- **Align Academic Offerings with Market Demands**

# Statistics

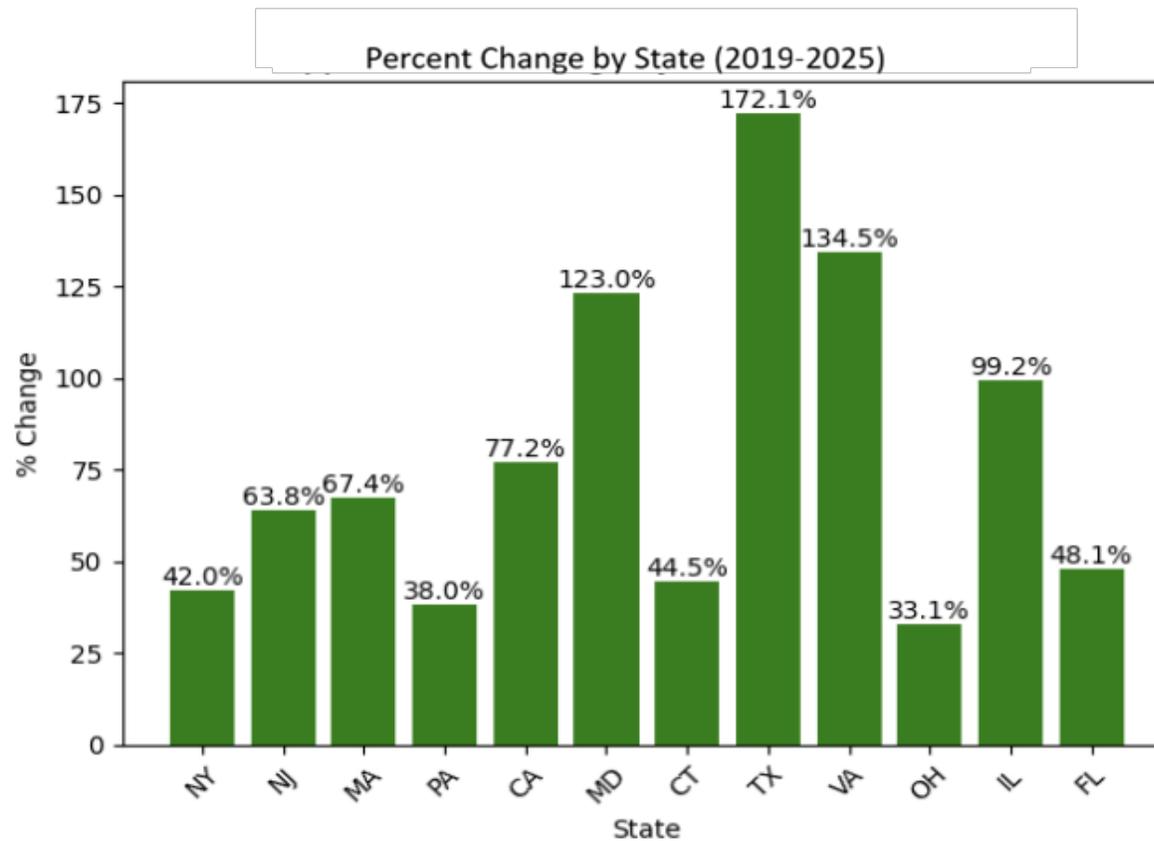
# Top States: First Year Applications

2019, 2021, 2023, 2025 (excluding NY)



\*Source: EM Geo Market Trends. Census  
 \*\*Includes Complete and Incomplete Apps

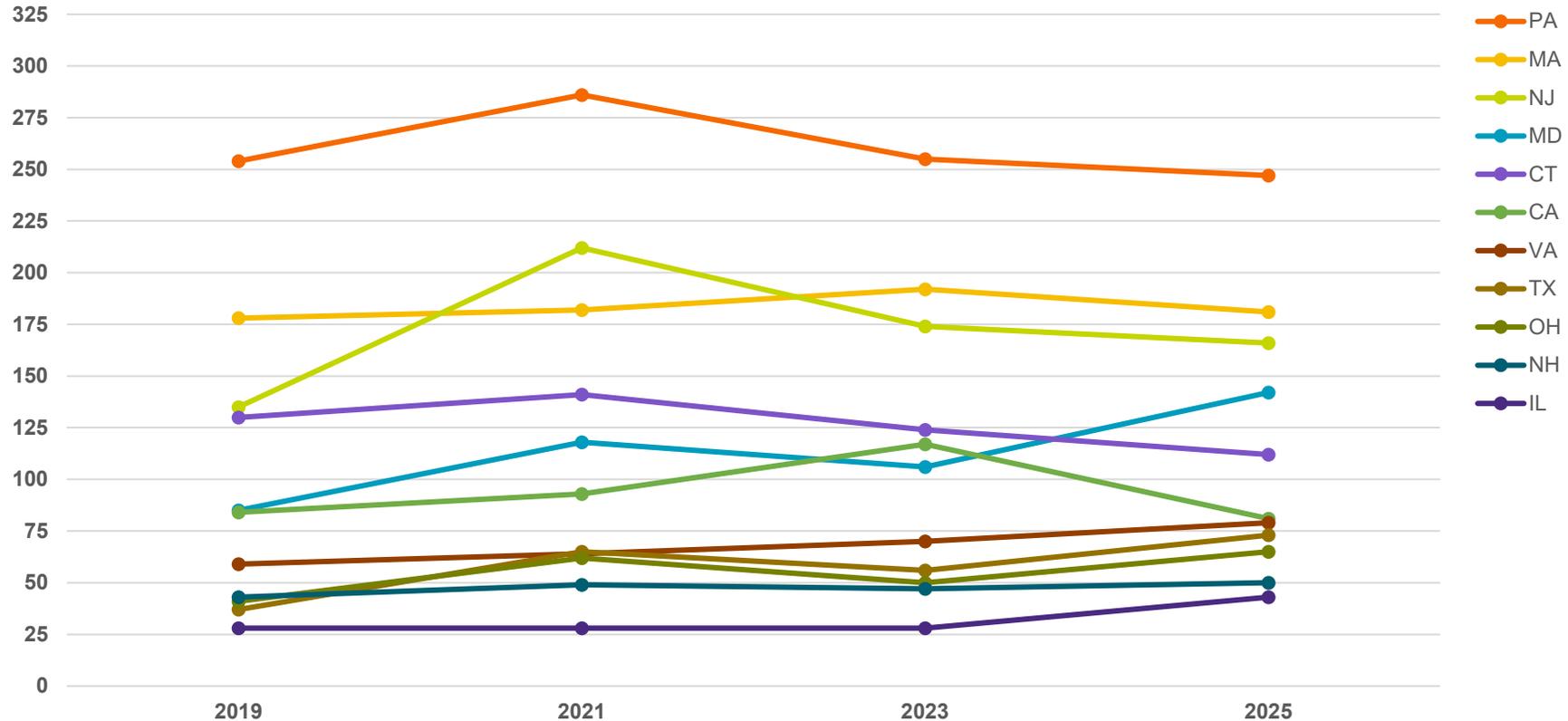
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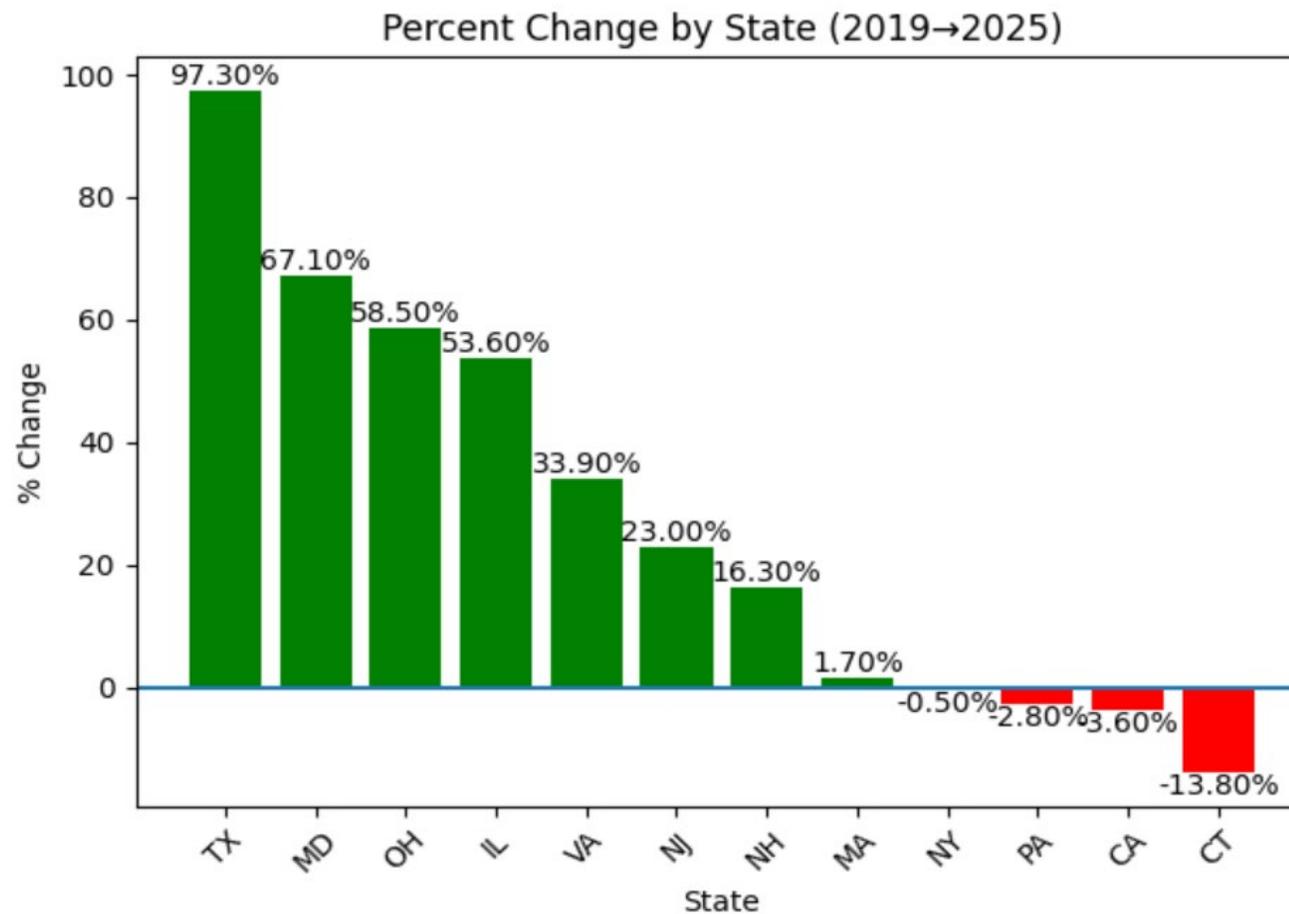
# Top States: First Year Enrolled 2019-2025

2019, 2021, 2023, 2025 (excluding NY)



\*Source: EM Geo Market Trends. Census  
 \*\*Includes Complete and Incomplete Apps

# Top States: First Year Enrolled



\*Source: EM Geo Market Trends. Census  
\*\*Includes Complete and Incomplete Apps

# Applications by Student Type

		Fall 2024	Fall 2025	Fall 2026
<b>First Year</b>	<b>Early Decision 1</b>	1,158	834	828
	<b>Early Decision 2</b>	998	601	551
	<b>Early Action</b>		16,033	20,557
	<b>Regular Decision</b>	26,398	14,533	16,193
	<b>Total</b>	28,554	32,001	38,129
<b>Transfer</b>				
	<b>Regular Decision</b>	974	885	974
	<b>Total</b>	974	885	974
<b>Graduate</b>				
	<b>Masters (Online)</b>	116	99	93
	<b>Masters (On-ground)</b>	2,938	2,977	1,487
	<b>PhD</b>	1,275	1,526	1,070
	<b>Total</b>	4,329	4,602	2,650

\*Data as of 2/15 EM Timepoint

\*\*Includes complete and incomplete submitted applications.

# First Year Applications by College (2/15/26)

Fall Term	CAD	CET	CHST	COLA	COS	GCCIS	NTID	KGCOE	SCOB	SOIS	Total
<b>2025 YTD</b>	2,506	2,918	2,179	1,877	3,578	6,544	244	10,020	2,063	72	32,001
<b>2026 YTD</b>	2,547	3,413	2,910	2,335	4,539	5,852	231	13,589	2,630	65	38,129
<b>% YTD Delta</b>	1.6%	17.6%	33.5%	24.4%	26.9%	-10.6%	-5.3%	35.6%	27.5%	-9.7%	19.1%
<b>Final Submitted 2025</b>	2,514	3,546	2,223	2,012	3,740	6,603	298	9,415	2,231	68	32,650

\*Data as of 2/15 EM Timepoint

\*\*Includes complete and incomplete submitted applications.

# Fall Masters Applications: Online & On-Campus

Fall Term	CAD	CET	CHST	COLA	COS	GCCIS	NTID	KGCOE	SCOB	SOIS	GIS	Total
<b>2024 YTD</b>	<b>357</b>	<b>90</b>	<b>80</b>	<b>49</b>	<b>144</b>	<b>1,520</b>	<b>29</b>	<b>213</b>	<b>428</b>	<b>21</b>	<b>123</b>	<b>3,054</b>
<b>2025 YTD</b>	<b>382</b>	<b>104</b>	<b>95</b>	<b>45</b>	<b>133</b>	<b>1,560</b>	<b>25</b>	<b>230</b>	<b>333</b>	<b>30</b>	<b>139</b>	<b>3,076</b>
<b>2026 YTD</b>	<b>255</b>	<b>53</b>	<b>68</b>	<b>29</b>	<b>91</b>	<b>646</b>	<b>29</b>	<b>98</b>	<b>216</b>	<b>20</b>	<b>75</b>	<b>1,580</b>
<b>% YTD Delta</b>	<b>-33.2%</b>	<b>-49.0%</b>	<b>-28.4%</b>	<b>-35.6%</b>	<b>-31.6%</b>	<b>-58.6%</b>	<b>16.0%</b>	<b>-57.4%</b>	<b>-35.1%</b>	<b>-33.3%</b>	<b>-46.0%</b>	<b>-48.6%</b>
<b>% 2yr Delta</b>	<b>-28.6%</b>	<b>-41.1%</b>	<b>-15.0%</b>	<b>-40.8%</b>	<b>-36.8%</b>	<b>-57.5%</b>	<b>0.0%</b>	<b>-54.0%</b>	<b>-49.5%</b>	<b>-4.8%</b>	<b>-39.0%</b>	<b>-48.3%</b>
<b>Final Submitted 2024</b>	<b>458</b>	<b>147</b>	<b>106</b>	<b>85</b>	<b>223</b>	<b>1,988</b>	<b>65</b>	<b>367</b>	<b>737</b>	<b>54</b>	<b>268</b>	<b>4,498</b>
<b>Final Submitted 2025</b>	<b>473</b>	<b>152</b>	<b>122</b>	<b>81</b>	<b>223</b>	<b>2,133</b>	<b>55</b>	<b>349</b>	<b>722</b>	<b>66</b>	<b>239</b>	<b>4,615</b>

\*Data as of 2/15 EM Timepoint

\*\*Includes complete and incomplete submitted applications.

# Fall Ph.D. Applications

Fall Term	COS	GCCIS	GIS	KGCOE	SCOB	SOIS	Total
2024 YTD	448	211	137	280	174	25	1,275
2025 YTD	518	278	136	294	219	81	1,526
2026 YTD	386	223	108	210	110	33	1,070
% YTD Delta	-25.5%	-19.8%	-20.6%	-28.6%	-49.8%	-59.3%	-29.9%
% 2yr Delta	-13.8%	5.7%	-21.2%	-25.0%	-36.8%	32.0%	-16.1%
Final Submitted 2024	457	221	115	279	190	32	1,294
Final Submitted 2025	527	282	126	317	218	77	1,544

\*Data as of 2/15 EM Timepoint

\*\*Includes complete and incomplete submitted applications.