Institutional Identity Matters: The Relationship between Students and Schools

Cara Quackenbush
Eduventures VP of Research at ACT | NRCCUA
Stakeholders in Institutional Identity

- Prospective Students
- Current Students
- Parents
- Legislature
- Community
- Athletics
- Faculty/Admin
- Alumni

Identity
Stakeholders in Institutional Identity

- Prospective Students
- Current Students
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Identity
The Institutional Identity Problem
Position Based on your Market Performance

DISTINCTIVENESS

CENTRALITY

Unconventional
Peripheral
Mainstream
Aspirational
The Domestic Institutional Identity Map

- Haverford
- The New School
- University of Alaska - Fairbanks
- BYU Idaho
- Embry-Riddle
- MIT
- Harvard
- Johns Hopkins
- Chicago State Seton Hall
- URI
- GA Tech
- Stanford
- NYU
- Texas A & M
- UCLA

* Standardized scores

DISTINCTIVENESS — CENTRALITY

Private Baccalaureate
Private Masters
Private Doctoral
Eduventures Prospective Student Survey

Nation’s largest market segmentation and institutional identity survey

- Students’ imagined pathway
- Identity perceptions of the colleges

1,437 Institutions
159,172 Ratings
We Can Organize Students into Mindsets

**Career**
- EXPERIENTIAL INTEREST
  - Career Pragmatists: 19%

**Experience**
- SOCIAL FOCUS
  - Exploration & Meaning: 18%

**Academic**
- CAREER THROUGH ACADEMICS
  - Grad School Bound: 14%

17%
<table>
<thead>
<tr>
<th>Experiential Interests</th>
<th>Social Focus</th>
<th>Career Pragmatist</th>
<th>Exploration and Meaning</th>
<th>Career through Academics</th>
<th>Grad School Bound</th>
</tr>
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<tbody>
<tr>
<td>Extroverted</td>
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<td>![100%]</td>
<td>![0%]</td>
<td>![0%]</td>
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<td>![0%]</td>
<td>![100%]</td>
<td>![0%]</td>
<td>![0%]</td>
<td>![0%]</td>
</tr>
<tr>
<td>Emotionally Stable</td>
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<td>![100%]</td>
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<td>![0%]</td>
<td>![0%]</td>
</tr>
<tr>
<td>Conscientious</td>
<td>![100%]</td>
<td>![0%]</td>
<td>![100%]</td>
<td>![60%]</td>
<td>![0%]</td>
</tr>
<tr>
<td>Open</td>
<td>![100%]</td>
<td>![100%]</td>
<td>![100%]</td>
<td>![100%]</td>
<td>![100%]</td>
</tr>
</tbody>
</table>
## Demography Is Not Destiny

<table>
<thead>
<tr>
<th>Experiential Interests</th>
<th>Career Pragmatists</th>
<th>Social Focus</th>
<th>Exploration and Meaning</th>
<th>Career through Academics</th>
<th>Grad School Bound</th>
</tr>
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<tbody>
<tr>
<td>First Generation</td>
<td>23%</td>
<td>17%</td>
<td>14%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Less than $40K</td>
<td>22%</td>
<td>17%</td>
<td>16%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>20%</td>
<td>23%</td>
<td>11%</td>
<td>19%</td>
<td>12%</td>
</tr>
<tr>
<td>Latino/Hispanic</td>
<td>23%</td>
<td>16%</td>
<td>17%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Black/African-American</td>
<td>21%</td>
<td>21%</td>
<td>17%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Asian/Asian-American</td>
<td>21%</td>
<td>21%</td>
<td>16%</td>
<td>12%</td>
<td>17%</td>
</tr>
<tr>
<td>Female</td>
<td>21%</td>
<td>23%</td>
<td>14%</td>
<td>13%</td>
<td>10%</td>
</tr>
<tr>
<td>Top Grades</td>
<td>21%</td>
<td>19%</td>
<td>15%</td>
<td>16%</td>
<td>20%</td>
</tr>
</tbody>
</table>

*Note: The percentages are indicative of distribution among different groups for each category.*
Organizing Principles
Institutional Identity Segments
Top Words Used to Describe Colleges

What’s the first word that comes to your mind…

Fun
Expensive
Affordable
Opportunity
Close
Beautiful
Challenging
We Can also Organize Institutions into Identity Segments

What’s the first word that comes to your mind…
Most Higher Ed. Identities Cluster into Big Segments

But some drive outsized interest

Public Segments

- Small Regionals
- Mid-sized Close
- Large Close
- Flagship Athletics Dominant
- Flagship Athletics Important
- Diverse or Urban
- Natural Beauties
- Prestige
- UC Beach
- Engineering

Ratings

Institutions
Most Higher Ed. Identities Cluster into Big Segments

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Ratings Institutions
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- Engineering

Ratings vs Institutions
Most Higher Ed. Identities Cluster into Big Segments

But some drive outsized interest

Private Segments

- Small, often Religious
- Small, often unaffiliated
- Quality, but Expensive
- Christian Identity
- Urban Diversity
- Liberal Arts
- Prestige 3
- Prestige 2
- Prestige 1
- Large Christian
- NYU

Ratings

Institutions

0% 10% 20% 30% 40% 50% 60% 70%
Most Higher Ed. Identities Cluster into Big Segments

But some drive outsized interest

Private Segments

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- Small, often unaffiliated
- Quality, but Expensive
- Christian Identity
- Urban Diversity
- Liberal Arts
- Prestige 3
- Prestige 2
- Prestige 1
- Large Christian
- NYU

Ratings  Institutions

0%  10%  20%  30%  40%  50%  60%  70%
Most Higher Ed. Identities Cluster into Big Segments

But some drive outsized interest

Private Segments

Small, often Religious
Small, often unaffiliated
Quality, but Expensive
Christian Identity
Urban Diversity
Liberal Arts
Prestige 3
Prestige 2
Prestige 1
Large Christian
NYU

Ratings
Institutions

0% 10% 20% 30% 40% 50% 60% 70%
## Mindset Membership for Public Clusters

<table>
<thead>
<tr>
<th></th>
<th>Experiential Interests</th>
<th>Social Focus</th>
<th>Career through Academics</th>
<th>Exploration and Meaning</th>
<th>Career Pragmatists</th>
<th>Grad School Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prestige</strong></td>
<td>17%</td>
<td>11%</td>
<td>21%</td>
<td>20%</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Natural Beauties</strong></td>
<td>18%</td>
<td>12%</td>
<td>25%</td>
<td>18%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Mid-sized Close</strong></td>
<td>20%</td>
<td>24%</td>
<td>18%</td>
<td>16%</td>
<td>15%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Mid-Sized Close (*Public*)

- Admitted: 74%
- Enrollment: 10,650
Mid-Sized Close (*Public*)
Natural Beauties

68% Admitted

18,933 Enrollment
Natural Beauties

community affordable pretty fun close expensive big affordable
cold diverse nature engineering
definite comfortable outdoors mountains academic
Prestige Publics

smart, liberal, exciting, big, home, rigorous, challenging, opportunity, academic, selective, diverse, beautiful, close, fun, competitive, known

UCLA, University of Michigan, Texas, Berkeley
Mindset Membership for Private Clusters

**Liberal Arts**
- Experiential Interests: 10%
- Career Pragmatists: 7%
- Social Focus: 25%
- Exploration and Meaning: 26%
- Career through Academics: 10%
- Grad School Bound: 22%

**Quality, but Expensive**
- Experiential Interests: 19%
- Career Pragmatists: 14%
- Social Focus: 22%
- Exploration and Meaning: 19%
- Career through Academics: 14%
- Grad School Bound: 12%

**Small and often Religious**
- Experiential Interests: 19%
- Career Pragmatists: 21%
- Social Focus: 19%
- Exploration and Meaning: 18%
- Career through Academics: 15%
- Grad School Bound: 7%
Small, often Religious (Private)

68% Admitted
2,083 Enrollment
Small, often Religious (Private)
Quality, but Expensive

62% Admitted

4,998 Enrollment
Quality, but Expensive
National Liberal Arts

23% Admitted
2,582 Enrollment
National Liberal Arts
Learning about Your Institutional Identity
California Publics by Identity Segment

- Small Regional
- Mid-sized Close
- Large Close
- Natural Beauties
- CA Beach U
- Prestige

Humboldt State

CSU - Stanislaus
- CSU - Channel Islands
- Sonoma State
- CSU - Dominguez Hills
- CSU - Bakersfield
- CSU - San Bernardino
- CSU - San Marcos
- CSU - Monterey Bay

CSU - Chico
- CSU - East Bay
- UC - Santa Cruz

CSU - Northridge
- San Jose State
- CSU - Sacramento
- Cal Poly Pomona
- UC - Riverside

UC - Santa Barbara
- UC - Santa Cruz
- UC - San Diego

UC - Berkeley

Cal Poly San Luis Obispo
- CSU - Long Beach

San Diego State
- UCLA
Monterey Bay = Beach + Ocean; Santa Cruz = Beach + Forest

Cross-applicant comparison: top 25 words

CSU – Monterey Bay: opportunity, affordable, beach, ocean, big, location, fun, community, pretty, cool, close, beautiful, home, marine, familiar, nice, research, affordable, nature, diverse.

UC – Santa Cruz: environment, far, diverse, beach, cool, close, unique, pretty, fun, trees, nice, relaxing, opportunity, ocean, slug.
Monterey Draws Career-Driven; Santa Cruz Experience-Driven

Mindset profiles of competitors

<table>
<thead>
<tr>
<th>Institution</th>
<th>Experiential Interests</th>
<th>Career Pragmatists</th>
<th>Social Focus</th>
<th>Exploration and Meaning</th>
<th>Career through Academics</th>
<th>Grad School Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC - Santa Cruz</td>
<td>15%</td>
<td>14%</td>
<td>20%</td>
<td>21%</td>
<td>11%</td>
<td>18%</td>
</tr>
<tr>
<td>CSU - Monterey Bay</td>
<td>20%</td>
<td>28%</td>
<td>13%</td>
<td>19%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>CSU - Chico</td>
<td>15%</td>
<td>31%</td>
<td>23%</td>
<td>15%</td>
<td>11%</td>
<td>5%</td>
</tr>
<tr>
<td>CSU - San Marcos</td>
<td>23%</td>
<td>24%</td>
<td>16%</td>
<td>22%</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Monterey Bay – Friendliest, Fun, Affordable

Less well-known, less diverse, lacks the challenge of Santa Cruz

Associated Identity Constructs

- Friendly/Comfortable/Community
- Affordable/Value
- Diverse
- Fun/Exciting
- High Quality/Challenging/Intelligent
- Well-known

CSU - Monterey Bay
- 66% Friendly/Comfortable/Community
- 38% Affordable/Value
- 30% Diverse

CSU - Chico
- 54% Friendly/Comfortable/Community
- 42% Affordable/Value
- 27% Diverse

UC Santa Cruz
- 60% Friendly/Comfortable/Community
- 35% Affordable/Value
- 19% Diverse

CSU - San Marcos
- 61% Friendly/Comfortable/Community
- 38% Affordable/Value
- 22% Diverse
# Monterey Bay – Focus on Natural Science Majors

## What other programs can build institutional identity?

<table>
<thead>
<tr>
<th>Program</th>
<th>CSU Monterey Bay</th>
<th>UC Santa Cruz</th>
<th>CSU San Marcos</th>
<th>CSU Chico</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Sciences</td>
<td>21%</td>
<td>16%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>Health Professions</td>
<td>12%</td>
<td>15%</td>
<td>31%</td>
<td>24%</td>
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<tr>
<td>Psychology</td>
<td>8%</td>
<td>10%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Not sure</td>
<td>8%</td>
<td>6%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Business</td>
<td>7%</td>
<td>6%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>6%</td>
<td>1%</td>
<td>0%</td>
<td>12%</td>
</tr>
<tr>
<td>Liberal Arts &amp; Humanities</td>
<td>5%</td>
<td>6%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>5%</td>
<td>6%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Criminal Justice &amp; Protective Services</td>
<td>3%</td>
<td>3%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Computer Science, Math and Statistics</td>
<td>2%</td>
<td>7%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Engineering</td>
<td>2%</td>
<td>4%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Environmental Science and Forestry</td>
<td>2%</td>
<td>7%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Sports Science and Management</td>
<td>1%</td>
<td>0%</td>
<td>4%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Identity Building Strategies
Keeping in Mind…

Our data shows us that

- Students belong to Mindsets
- Institutions belong to unseen identity segments
- Little depth of knowledge in many segments
- Recruitment presents an opportunity for grassroots identity building
- Accomplished by understanding your position relative to students and competitors in market
5 Questions to Stimulate Prospective Student Institutional Identity Strategy

- Which students are the right fit?
- Which institutions are the right peers?
- What role will academic programs play?
- What elements of your student experience enhance identity?
- How will communications match identity promise to student expectations?
Institutional Identity Matters: The Relationship between Students and Schools

Thank you.

Cara Quackenbush
Eduventures VP of Research at ACT | NRCCUA

ENCOURA.ORG
Prospective Student Survey

Find and Engage Your Best-Fit Prospective Students

Participate in the Eduventures Prospective Student Survey™ to:

- Reveal prospective student perceptions of your institution’s identity
- Personalize prospective student engagement through Student Mindsets™
- Learn which institution-specific messages resonate — and which don’t — to connect with your best-fit students
- Access Eduventures Advisory Services to refine your communications flow, website messaging, and more

Visit encoura.org/pss to sign up!

Deadline to Participate: October 25, 2019
Visit us at NACAC

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At ACT® | NRCCUA®, our purpose is to continue to improve the way we support students, colleges, and universities. In the coming weeks, we’ll be making several important changes to provide our member institutions with richer and more in-depth student solutions so that you can find and engage with students to better serve them.

Ask us about:

- Receiving the ACT Test Scores Sent to you by Students
- Transitioning ACT EOS from Enroll to Encoura Data Lab™
- Launching the new Encoura Class Planner™ App
- Release Dates

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Learn:
- Practical implications of changing your score-use policy
- Factors to consider when adopting superscoring
- Lessons learned from those who currently superscore

Available on demand at pages2.act.org/superscoring-lessons
Questions?
Thank you.