

**Morton College  
Enrollment Projections and  
Scenarios, 2011 to 2030**

**Prepared by  
Voorhees Group LLC**

**March 2012**

**Executive Summary**

This report details both enrollment scenarios and projections for Morton College through the year 2030. Two distinct methodologies are used to build these scenarios based on enrollment types: (1) the establishment of existing market shares through overlaying current enrollments on official Cook County demographic projections, and (2) extrapolating these market shares in five year increments based on official population projections. We use these techniques to estimate enrollments based on the status quo, i.e., the effect of not changing the college's fundamental approach to enrollment management (creating new programs, eliminating nonproductive programs, pursuing new market segments, and/or improving student retention).

Official population projections for Cook County mitigate against large enrollment gains in younger age segments as well as mid-career adults. If Morton College maintains its *current* market shares, enrollment will decline slightly and remain relatively flat over the coming 20 years. Most of Morton College's growth potential to the year 2020 will be in increasing its market shares of young adults aged 15-24. Based on the 2010 U.S. Census, however, Cicero and surrounding communities appear to be younger than overall Cook County and this may be an offsetting factor. However, enrollment management efforts directed at increasing enrollment over the time period will be required if Morton College is to grow. The scenarios that conclude this report are intended to help Morton refine its future enrollment management efforts.

**Introduction**

In this report we provide a baseline enrollment projection for Morton College over the time period 2015-2030 and twelve enrollment management scenarios. These sets include:

- **Baseline (or Status Quo):** All market shares are held constant at current (2010) values. This projection assumes that Morton will choose not to increase its current penetration rates of available market segments nor will it engage in more aggressive recruiting efforts than is now the case.

- **Scenario A: Increase Youth (all races).** Market shares for youth ages 15-24 are increased over the baseline by 5 percent, 10 percent, and 15 percent over the baseline to the year 2030. This scenario models the effect of aggressive recruitment of youth and provides a benchmark from which to gauge whether its efforts are successful.
- **Scenario B: Increase Working Aged Adults (all races).** Current market shares for working aged adults (ages 24-54) are increased by 5 percent, 10 percent, and 15 percent over the baseline to the year 2030.
- **Scenario C: Increase Older Adults (all races).** Current market shares for older adults (55 and over) are increased by 5 percent, 10 percent, and 15 percent over the baseline to the year 2030.
- **Scenario D: Combined.** Scenarios 1 through 3 are combined to illustrate the effect of cumulative recruitment across youth, working-aged adults, and older adults.

We derived baseline projections for selected combinations of race/ethnicity and age by calculating the market shares of the population in each group currently enrolled at Morton College, and applying these market shares to population projections for Cook County obtained from the Illinois Department of Commerce and Economic Opportunity.<sup>1</sup> The projections for scenarios 1 through 4 were then obtained by increasing selected market shares over time.

### **Data Sources**

The projections rely on two types of data. The first set of data was obtained from the Illinois Department of Commerce and Economic Opportunity, and represent population projections for Cook County by race and age categories for the years 2005, 2010, 2015, 2020, 2025, and 2030.<sup>1</sup> The second set of data, provided to us by Morton College, contain information on all individual students who were enrolled at the institution in the fall of 2010. We grouped these student level data according to age, race, and gender, with the age and race categories chosen to correspond with the same categories that were available to us from the official population projections for Cook County. The population projections for Cook County obtained from the Illinois Department of Commerce and Economic Opportunity provide valuable insights into how Morton College market for students will change in the future. Table 1 contains a comparison of the population projections for Cook County by race/ethnicity from 2010-2030.

---

<sup>1</sup> Tabulated based on 2000 US Census data. Available online at: [http://www.ildeco.net/dceo/Bureaus/Facts\\_Figures/Population\\_Projections/](http://www.ildeco.net/dceo/Bureaus/Facts_Figures/Population_Projections/)

<sup>2</sup> ILDECO Population Projection Methodology. Available online at:

**Table 1: Population Projections by Age for Cook County, 2010 and 2030**

Age Range	2010 Projections	2030 Projections	# Change, 2010-2030	% Change, 2010-2030
0-4	385,527	406,134	20,607	5.35%
5-9	362,412	378,969	16,557	4.57%
10-14	341,755	362,871	21,116	6.18%
15-19	377,044	346,904	-30,140	-7.99%
20-24	390,892	386,979	-3,913	-1.00%
25-29	444,645	451,642	6,997	1.57%
30-34	412,887	424,734	11,847	2.87%
35-39	387,240	435,667	48,427	12.51%
40-44	374,373	389,503	15,130	4.04%
45-49	384,407	367,009	-17,398	-4.53%
50-54	375,465	340,941	-34,524	-9.19%
55-59	319,837	325,982	6,145	1.92%
60-64	267,019	310,319	43,300	16.22%
65-69	189,010	300,485	111,475	58.98%
70-74	145,455	271,559	126,104	86.70%
75-79	116,298	205,342	89,044	76.57%
80-84	96,235	143,509	47,274	49.12%
85+	101,928	141,694	39,766	39.01%
<b>Grand Total</b>	<b>5,472,429</b>	<b>5,990,243</b>	<b>517,814</b>	<b>9.46%</b>

Predicted trends in Cook County population show limited growth overall through 2030, with declines in Morton College's key demographics: the 15 to 24 year old age groups. The greatest growth is expected in the 35-39 age groups and the 60 and over demographic. These projections are based on 2000 Census data, and are calculated by expected births, deaths, and net migration, which itself is a calculation based on labor force supply and labor force demand projections.<sup>2</sup> However, according to the US Census Bureau State & County QuickFacts for 2010, Cook County saw a net outmigration of 3.4 percent between 2000 and 2010, and this trend was under-predicted in the 2000 projections.<sup>3</sup> While Cook County decreased the region, the Chicago-Joliet-Naperville Metropolitan statistical area, grew overall by 4 percent over the same period.<sup>4</sup>

<sup>2</sup> ILDECO Population Projection Methodology. Available online at:

<http://www2.illinoisbiz.biz/popProj/reference/Population%20Projection%20Methodology.pdf>

<sup>3</sup> U.S. Census Bureau State & County QuickFacts for Cook County, Illinois. Available online at:

<http://quickfacts.census.gov/qfd/states/17/17031.html>

<sup>4</sup> U.S. Census Bureau. (2010). 2010 Census Briefs: Population Distribution and Change: 2000 to 2010. Available online at: <http://www.census.gov/prod/cen2010/briefs/c2010br-01.pdf>

Changes in age ranges will challenge the College since several potential market segments are predicted to decrease. Most notably, the 15-19 year old age range is expected to decline by 8%. Since this group is most likely to be a source of full-time enrollment and, since competition for this segment will be intense, the College should consider whether strategies for attracting and retaining this younger demographic will return desired enrollment. This trend is balanced somewhat by the fact that Cicero and surrounding communities appear to be younger than Cook County as a whole. In another segment, Cook County's modest growth in working-aged adults may present additional opportunities for Morton to consider its current programming and whether it is adult-friendly.

Trends in racial and ethnic changes in Cook County population projections from 2010 to 2030 also are revealing. In terms of ethnicity, the Hispanic population is expected to grow by nearly 36 percent between 2010 and 2030. With reference to race, the Asian population is expected to increase between by nearly 78 percent, while the "other" race category, including multi-racial, American Indian, and other categories, is expected to grow by almost 55 percent (see Table 2).

**Table 2: Population Projections by Race/Ethnicity for Cook County, 2010 and 2030**

RACE	2010	2030	# Change, 2010-2030	% Change, 2010-2030
Asian	374,979	667,375	292,396	77.98%
Black	1,409,283	1,372,091	-37,192	-2.64%
Other	878,939	1,358,045	479,106	54.51%
White	2,809,228	2,592,732	-216,496	-7.71%
<b>Total</b>	<b>5,472,429</b>	<b>5,990,243</b>	<b>517,814</b>	<b>9.46%</b>

ETHNICITY	2010	2030	# Change, 2010-2030	% Change, 2010-2030
Hispanic	1,314,219	1,785,833	471,614	35.89%
Non-Hispanic	4,158,210	4,204,410	46,200	1.11%
<b>Total</b>	<b>5,472,429</b>	<b>5,990,243</b>	<b>517,814</b>	<b>9.46%</b>

## Study Strengths and Limitations

### *Study Strengths*

This study uses a "market share" approach to calculating enrollment projections as explained below. These projections, therefore, can be updated as official

demographic data become available from the Illinois Department of Commerce and Economic Opportunity or other sources. Second, these projections are based on stable data meaning that the market share approach lends itself to greater credibility than enrollment projections based on assumptions that may or may not be accurate. An additional advantage for the market share approach is to model the effect of different decisions a college can make to increase the proportion of enrollment in key market segments. These, like the baseline projections, can be modified to fit history as Morton College gains experience in penetrating markets using the data of this report as a starting point. Morton is encouraged to use the data presented here to make periodic adjustments and to monitor the effectiveness of its enrollment management strategies.

### **Limitations**

Projective data by age range and race/ethnicity needed to calculate market shares are unavailable from official sources for areas closest to the College. Thus, the external data source includes *all* of Cook County. As noted above, Cicero and surrounding communities are significantly younger, a fact that may create a larger, local recruitment pool in coming decades. A second limitation is that study projections and simulations do not factor the impact on enrollment of increased retention. That is, the scenarios offered here might produce even higher enrollment if current rates of student success also rise. Finally, the official population projections from the State of Illinois are based on 2000 Census projections, since 2010 Census data has not yet been made publicly available to the degree of granularity needed to conduct an analysis based on more current data. Expected trends may be somewhat but perhaps not markedly different from 2000 forward than it would be from 2010 forward.

### **Projections for Morton College**

We now proceed first with the enrollment projections for each of the simulations noted earlier for the institution as a whole. By dividing the enrollments in each age/race and age/ethnicity category by the corresponding population estimates for 2010, we obtained “market shares” for each group. The market shares represent the proportion of the county’s population in each age/race and age/ethnicity category that were enrolled in Morton College in fall 2011. Current market shares (for 2011) are shown in Tables 3 and 4.

**Table 3: Current Market Shares by Race and Age, 2010/2011**

<b>Market Shares by Race and Age, 2010/2011</b>					
<b>Age Range</b>	<b>All</b>	<b>White</b>	<b>Asian</b>	<b>Black</b>	<b>Other</b>
10-14	0.001%	0.000%	0.000%	0.000%	0.003%
15-19	0.328%	0.063%	0.037%	0.027%	1.503%

<b>Market Shares by Race and Age, 2010/2011</b>					
<b>Age Range</b>	<b>All</b>	<b>White</b>	<b>Asian</b>	<b>Black</b>	<b>Other</b>
20-24	0.504%	0.113%	0.107%	0.072%	2.256%
25-29	0.161%	0.048%	0.020%	0.074%	0.636%
30-34	0.123%	0.034%	0.018%	0.042%	0.481%
35-39	0.080%	0.024%	0.008%	0.020%	0.327%
40-44	0.057%	0.015%	0.003%	0.012%	0.289%
45-49	0.042%	0.011%	0.013%	0.008%	0.248%
50-54	0.022%	0.010%	0.000%	0.004%	0.134%
55-59	0.023%	0.006%	0.010%	0.009%	0.162%
60-64	0.009%	0.004%	0.000%	0.000%	0.065%
65+	0.004%	0.002%	0.003%	0.000%	0.049%

**Table 4: Market Shares by Ethnicity and Age, 2010/2011**

<b>Market Shares by Ethnicity and Age, 2010/2011</b>		
<b>Age Range</b>	<b>Hispanic</b>	<b>Non-Hispanic</b>
10-14	0.002%	0.000%
15-19	0.923%	0.063%
20-24	1.667%	0.115%
25-29	0.507%	0.060%
30-34	0.334%	0.041%
35-39	0.195%	0.027%
40-44	0.165%	0.015%
45-49	0.133%	0.015%
50-54	0.078%	0.009%
55-59	0.093%	0.008%
60-64	0.030%	0.003%
65+	0.028%	0.002%

*Notes:* Market shares represent the enrollments in 2011 divided by the population projections obtained from Illinois Department of Commerce and Economic Opportunity.

This analysis reveals Morton's largest market shares to be among Hispanics aged 20-24, at 1.7%, followed by Hispanics aged 15-19 at .9% and Hispanics aged 25-29 at .5%. Morton also has strong market shares in the "other" racial category in the 15-19 and 20-24 year old age groups.

### Enrollment Scenarios

In the baseline projections in Table 5, we assume that these market shares apply to each race/ethnicity and age category from 2010 through 2030. Accordingly, all changes in enrollment projections in the baseline model are due to changes in the population projections by race/ethnicity and age.

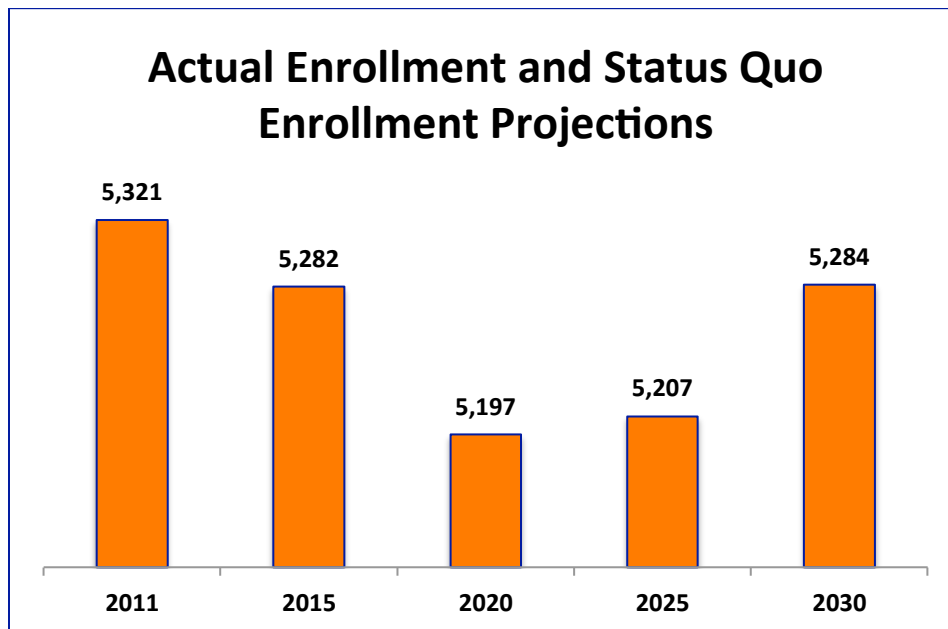
For each of the next simulations, we modeled what would happen to enrollment if Morton was to increase its enrollment of each of the following groups by 5, 10, and 15 percent: Youth 15-24, Working age Adults 25-54, and Adults over 55, while holding other market shares constant. The overview of these simulations is shown in Table 5.

**Table 5: Enrollment Projections by Year and Simulation, Morton College**

		2015 Projected Enrollment	2020 Projected Enrollment	2025 Projected Enrollment	2030 Projected Enrollment
Baseline		5,282	5,197	5,207	5,284
Youth 15-24	5% Increase	5,440	5,347	5,359	5,438
	10% Increase	5,598	5,497	5,593	5,593
	15% Increase	5,756	5,648	5,662	5,747
Working age Adults (25-54)	5% Increase	5,382	5,299	5,309	5,386
	10% Increase	5,481	5,401	5,411	5,488
	15% Increase	5,581	5,648	5,512	5,590
Adults over 55	5% Increase	5,289	5,204	5,215	5,291
	10% Increase	5,296	5,211	5,222	5,298
	15% Increase	5,303	5,218	5,229	5,306
Combined	5% Increase	5,514	5,457	5,468	5,548
	10% Increase	5,811	5,716	5,728	5,812
	15% Increase	6,075	5,976	5,988	6,076

Our baseline simulation shows that, given predicted population changes in Cook County between 2010 and 2030, if *Morton maintains its current market shares by age and race/ethnicity, enrollment will decline slightly and remain relatively flat over the coming 20 years, with enrollment of 5,284 in 2030, or about 50 learners less than the fall 2011 enrollment of 5,231 (see Figure 1).*

Figure 1



### ***Increasing Youth (15-24)***

Morton College's largest market shares are in the 15-24 year old age groups, representing 60.3% of all students enrolling in fall 2011. Table 7 shows fall 2011 enrollment by age group.

**Table 7: Morton College Enrollment by Age Group, Fall 2011**

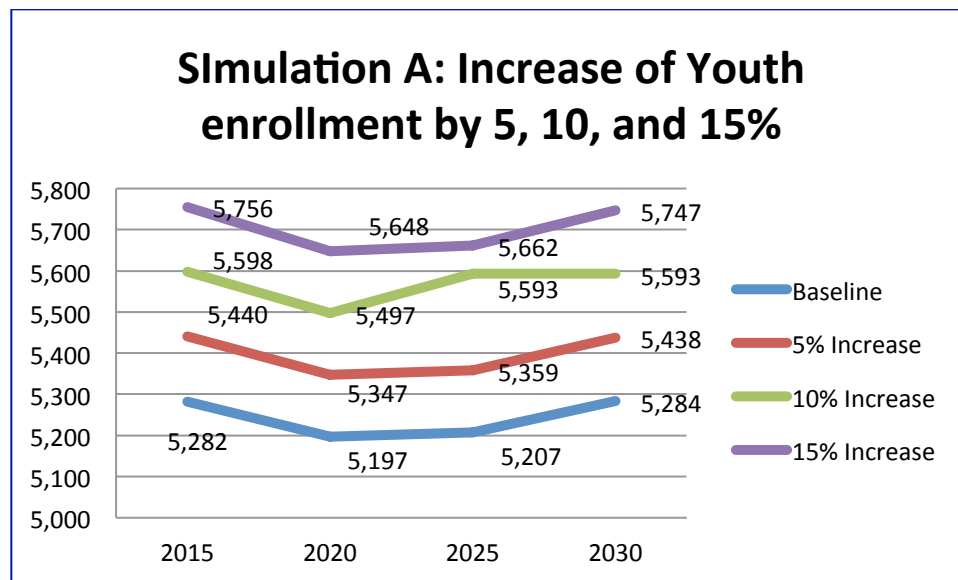
<b>Morton College Enrollment, Fall 2011</b>			
Age Group	Total	Male	Female
15-19 yrs. old	1,237	565	672
20-24 yrs. old	1,972	875	1,097
25-29 yrs. old	715	255	460
30-34 yrs. old	506	164	342
35-39 yrs. old	308	86	222
40-44 yrs. old	215	58	157
45-49 yrs. old	160	44	116
50-54 yrs. old	82	32	50
55-59 yrs. old	73	23	50



<b>Morton College Enrollment, Fall 2011</b>			
Age Group	Total	Male	Female
60-64 yrs. old	23	12	11
64+ yrs. old	28	13	15
Unknown/Other	2	0	2
	<b>5,321</b>	<b>2,127</b>	<b>3,194</b>

Increasing the market penetration of youth is the most direct way of increasing Morton's overall enrollment figures if effort is directed at a single group. Figure 2 depicts the effect of increasing youth enrollment by 5, 10, and 15 percent between now and 2030. A 15 percent increase would result in overall enrollment of 5,747 by 2030.

**Figure 2**



### ***Increasing Market Share for Working age Adults 25-54, and Adults over 55***

Modest population gains are expected in the working aged adults cohort of 25-44 years old over the next twenty years, these gains are offset by an expected population decline in the 45-54 year old age groups in Cook County (Table 1). These dynamics and a relatively smaller market share in these age groups now enrolled at Morton College mean more modest overall increases by 2030 (Table 5).

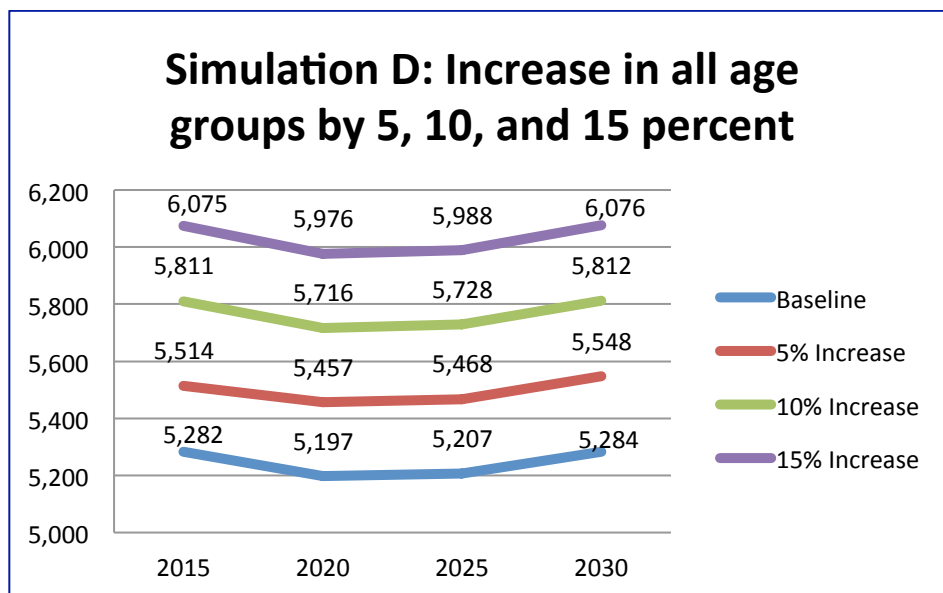
In contrast, the adult population aged 55 and over within Cook County is poised to experience marked growth between 2012 and 2030 of 47%. However, because of

limited current market share in these age groups, even a 15 percent increase in enrollment would add 22 just additional students by 2030 (Table 5).

### ***Increasing Market Share for All Age Groups***

Clearly, the largest overall enrollment gain for Morton in these projection scenarios would be to increase enrollments across all age groups. A 10% increase in enrollments across all age groups would result in gross enrollment of 5,812 in 2030, while a 15% increase in enrollments would result in a headcount of 6,076 in 2030. See Figure 3.

**Figure 3**



### **Summary**

Demographic shifts in Cook County's population pose challenges to enrollment growth at Morton College. Future growth in face-to-face enrollments will be constrained by decreases in the numbers of prospective younger students and early career working aged adults. Any college located in Cook County would be challenged by attempting to penetrate more deeply into these key market segments at a time when those market segments are shrinking. However, given Morton's strong market shares in and the projected growth of the Hispanic communities in Cicero and surrounding communities in general through 2030, Morton may continue draw on a larger pool of potential enrollments than its competitors.