

Working in an Enrollment Management Environment

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Agenda

- History of strategic enrollment management
- Definition of enrollment management
- Goals of enrollment management
- Developing an enrollment management plan
- Why financial aid matters
- USF's enrollment management evolution
- Developing your enrollment management competency
- Data you need to know
- What's in it for you?



History of Strategic Enrollment Management

Strategic Enrollment Management (SEM) resulted from the work of a number of people and organizations since schools started being concerned with this area in the early 1970s. Boston College (through the work of Jack Maguire in 1976) and Northwestern University (through the work of William Ihlantfeldt) began to use research and specific communication strategies to increase enrollment at their schools. The idea of research and using the data to **target communication and marketing efforts** resulted in positive enrollment numbers.

In the late 1970s, companies arose to help schools manage the data analysis needed to launch effective SEM efforts.

What does "enrollment management" mean?


Enrollment Management is a term that is used frequently in higher education to describe well-planned *strategies and tactics to shape the enrollment of an institution and meet established goals*. Plainly stated, enrollment management is an organizational concept and a systematic set of activities designed to enable educational institutions to exert more influence over their student enrollments.

What are the goals of enrollment management?

- Improving admission
- Increasing net revenue (tuition revenue less institutional aid expenditures), inquiries, applications, admission (conversion) and enrollment (yield)
- Increasing demographic diversity
- Influencing the "mix" of students
- Improving retention rates
- Improving graduation rates
- Improving academic stature



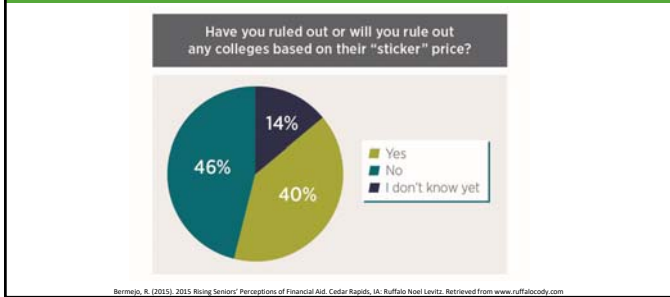
What are the components of enrollment management?

- | | |
|---|---|
| <ul style="list-style-type: none"> • Institutional characteristics <ul style="list-style-type: none"> • Type • Control • Geographic location • Institutional mission • Enrollment size • Student recruitment • Cost and financial aid • Retention |  <ul style="list-style-type: none"> • Institutional marketing • Academic advising • Orientation • Career services • Degree programs • Types of degree delivery • Campus life • Campus facilities |
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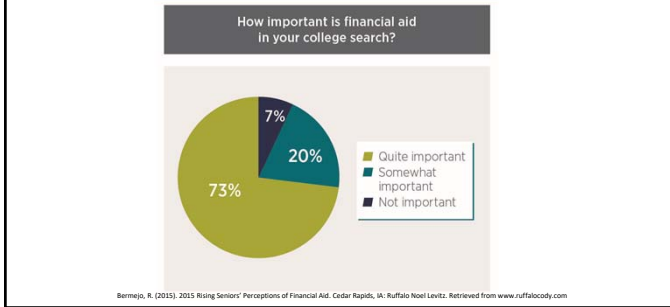
Why is Financial Aid Critical in Enrollment Management?



Student perceptions about paying for college



Student perceptions about paying for college



Enrollment Management at USF



University of South Florida System

- System of 3 separately accredited institutions with unique missions.
 - Tampa, Research 1 campus – 51,000
 - St. Petersburg – 6,000
 - Sarasota – 2,600
- Enrollment Planning & Management includes system Financial Aid and Registrar's Offices, campus based Admissions Office
 - 150 FTE in EPM unit
 - 2 data analysts supporting Enrollment Management
- Financial Aid Office reports to the Tampa campus Associate Vice President for Enrollment Planning & Management.



Influences For Improved Enrollment Management

- Overall student success goals as one tenet of our strategic long range plan
- State funding is being allocated across the SUS system based on student performance metrics
 - Six year graduation rates
 - 2nd year freshmen retention
 - Pell grant recipients
 - Employment metrics
 - Degrees in STEM fields
- Aspiration to have the “pre-eminent” designation in Florida, along with UF and FSU
- Significantly improve the academic profile of our entering freshmen while maintaining head count enrollment



Influences For Improved Enrollment Management, continued

- Improved spending of institutional resources and maximization of tuition revenue
- New campus funding model that budgets colleges based on credit hour production
- Tampa campus aspires to be in the AAU and has been on a path of increasing admissions standards for the last five years
- College Rankings
- Other consumer information rankings
- Predictive analytics

Structure to Support SEM Goals

- Reorganization in July 2016
 - Enrollment Planning & Management
 - Student Affairs
 - Undergraduate Studies
- Yield Team
 - Includes Admissions, Financial Aid, Orientation, Housing, Student Accounting, Bookstore, Food Service, Student Health, Academic Advisors – meets bi-weekly
- Persistence Committee
 - Predictive Analytics
- Weekly Reports to key stakeholders with application, acceptance, deposits and enrollment data



Financial Aid Leveraging to Support Enrollment Management

- Financial Aid Policy and Awarding Committee – required by Board of Governors
 - Guide allocation of aid sourced by:
 - State appropriations
 - Financial Aid Fees
 - Tuition Differential
- Began the process to hire a financial aid leveraging consultant in Fall 2010
- Implemented a leveraging plan for summer/fall 2012
 - Included adjustments to academic scholarships
 - Awarded need based aid with academic credentials considered
- Enrollment targets by term, level, residency, international



Developing Your Enrollment Management Competency



New things to think (and learn) about...

FINANCIAL AID LEVERAGING

- Are you spending the least to get to your enrollment targets?
- Are you looking at overall headcount and credit hour production (if credit based tuition) since that affects revenue?
- How do you package to maximize net tuition revenue?
 - Smaller scholarships/grants to many students?
 - Larger scholarships/grants to fewer students?
 - Do you implement an equity cap?
 - Do your financial aid policies "encourage" full time enrollment?
 - Refining overawarding percentages in response to effectiveness of plan
- How do you know?
 - Yield rate comparisons by segmented populations based on merit and/or need
 - Affect of awarding timing on yield
 - 1st year retention rates

New things to think (and learn) about...

NET TUITION REVENUE

- How much institutional aid do you award from the revenue you collect to enroll the students you want?
- Do you "stack" scholarships or share the wealth?
- Are you able to participate in discussions surrounding discount rate?
- How do you work with other areas awarding aid?



New things to think (and learn) about...

GUIDING YOUR OFFICE IN THE NEW ENVIRONMENT

- What new partnerships do you need to make?
- What is the quality of your partner relationships?
- Do staff need to be trained on how to talk to families in this new environment?
- Are your awarding policies so complex that difficulty is being added to an already challenging job for staff?
- Are you ready to respond to the perception that the office is obstructionist?
- Does your boss need to be educated on potential conflicts?
- Can you talk to your boss if concerns arise?
- Have you developed an understanding of marketing and how it affects communication to students?

Data You Need (or need to know about)!



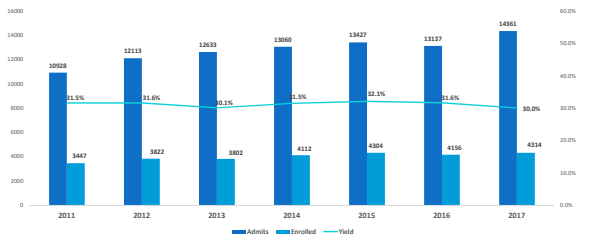
Strategic Enrollment Management Plan

New Students at the University of South Florida 2013 - 2018 Enrollment and 2017 Targets												
	2013 - 2014			2015 - 2016			2016 - 2017			2017 - 2018		
	Target	Enrolled	% Change	Target	Enrolled	% Change	Target	Enrolled	% Change	Target	Enrolled	% Change
Graduate Programs												
Enrollment	2,000	2,000	100%	2,000	2,000	100%	2,000	2,000	100%	2,000	2,000	100%
Target	2,000	2,000	100%	2,000	2,000	100%	2,000	2,000	100%	2,000	2,000	100%
Undergraduate Programs by Degree												
Enrollment	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%
Target	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%
Undergraduate Programs by Degree												
Enrollment	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%
Target	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%	15,000	15,000	100%
International Students												
Enrollment	1,000	1,000	100%	1,000	1,000	100%	1,000	1,000	100%	1,000	1,000	100%
Target	1,000	1,000	100%	1,000	1,000	100%	1,000	1,000	100%	1,000	1,000	100%

Packaging Grid

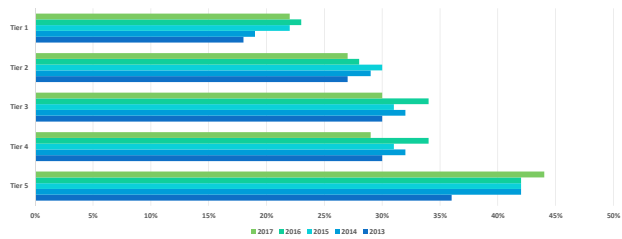
	M 1,000		M 2,000		M 3,000		M 4,000		M 5,000		Total	
	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18	2017-18
	Enroll	Cost	Enroll	Cost	Enroll	Cost	Enroll	Cost	Enroll	Cost	Enroll	Cost
MC 1000	12	12	12	12	12	12	12	12	12	12	12	12
Number of admits	12	12	12	12	12	12	12	12	12	12	12	12
Number confirmed	12	12	12	12	12	12	12	12	12	12	12	12
Yield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Need	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
% met with gft ¹	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average institutional gft	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average net T&E revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Number awards	0	0	0	0	0	0	0	0	0	0	0	0
Number awarded / total cost	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
MC 2000	12	12	12	12	12	12	12	12	12	12	12	12
Number of admits	12	12	12	12	12	12	12	12	12	12	12	12
Number confirmed	12	12	12	12	12	12	12	12	12	12	12	12
Yield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Need	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
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Average net T&E revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Number awards	0	0	0	0	0	0	0	0	0	0	0	0
Number awarded / total cost	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
MC 3000	12	12	12	12	12	12	12	12	12	12	12	12
Number of admits	12	12	12	12	12	12	12	12	12	12	12	12
Number confirmed	12	12	12	12	12	12	12	12	12	12	12	12
Yield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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Average net T&E revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Number awards	0	0	0	0	0	0	0	0	0	0	0	0
Number awarded / total cost	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
MC 4000	12	12	12	12	12	12	12	12	12	12	12	12
Number of admits	12	12	12	12	12	12	12	12	12	12	12	12
Number confirmed	12	12	12	12	12	12	12	12	12	12	12	12
Yield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Need	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
% met with gft ¹	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average institutional gft	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average net T&E revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Number awards	0	0	0	0	0	0	0	0	0	0	0	0
Number awarded / total cost	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
MC 5000	12	12	12	12	12	12	12	12	12	12	12	12
Number of admits	12	12	12	12	12	12	12	12	12	12	12	12
Number confirmed	12	12	12	12	12	12	12	12	12	12	12	12
Yield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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Number awards	0	0	0	0	0	0	0	0	0	0	0	0
Number awarded / total cost	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

First Year Results and Yield Rates



Academic Tier Historical Distribution


Yield Rates first-year students



Net Revenue and Discount Rates							
	2012	2013	2014	2015	2016	2017	% CHANGE
Class Size	3822	3802	4112	4096	4156	4314	12.9%
Tuition Revenue	\$25,722,577	\$26,125,583	\$28,678,214	\$30,374,749	\$30,408,190	\$31,053,816	20.7%
Institutional Funds	\$11,584,955	\$11,362,720	\$11,671,313	\$11,369,665	\$12,116,152	\$11,750,361	1.4%
Net Tuition/Fee Revenue	\$14,137,622	\$14,762,863	\$17,006,901	\$19,005,084	\$18,292,038	\$19,303,455	36.5%
Average Net Tuition/Fee Revenue	\$3,699	\$3,883	\$4,136	\$4,640	\$4,401	\$4,475	21.0%
Discount Rate	45.0%	43.5%	40.7%	37.4%	39.8%	37.8%	-16.0%


Challenges for the Financial Aid Office


- Closer alignment with Admissions dates
- Management of Admissions Scholarship budgets
- Packaging policies
- Collaboration with other scholarship awarding units
- Satisfactory Academic Progress
- Scholarship Renewals
- Data, data, and more data
- Lots of new initiatives – alternative calendar courses/programs, special populations
- PPY – what does that look like in the Enrollment Management environment
- Conflicts with areas who are accountable (Admissions) for new student enrollment
- Ethical situations that you may need to work through



How can you benefit from an enrollment management model?

- Gain recognition for the importance of what the financial aid office contributes to institutional enrollment goal.
- Resources – people, financial aid dollars
- An empirical understanding of your operation
- Improved student service with a focus on student success
- Data driven management
- Improved communication and with campus partners
- Development of new skills and higher level competencies
- A job as an enrollment management professional!





Questions
are
guaranteed in
life;
Answers
aren't.
