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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 Ihlanfeldt) 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.

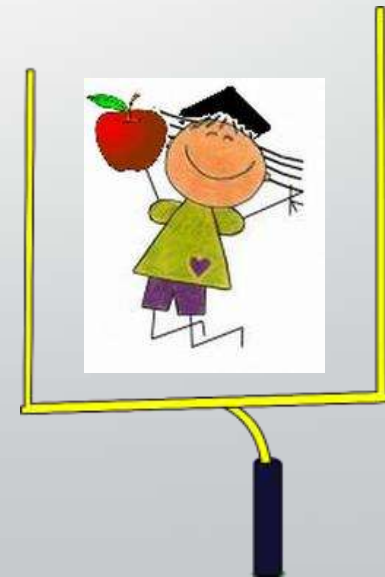
In the late 1970s, companies arose to help schools manage the data analysis needed to launch effective SEM efforts.

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



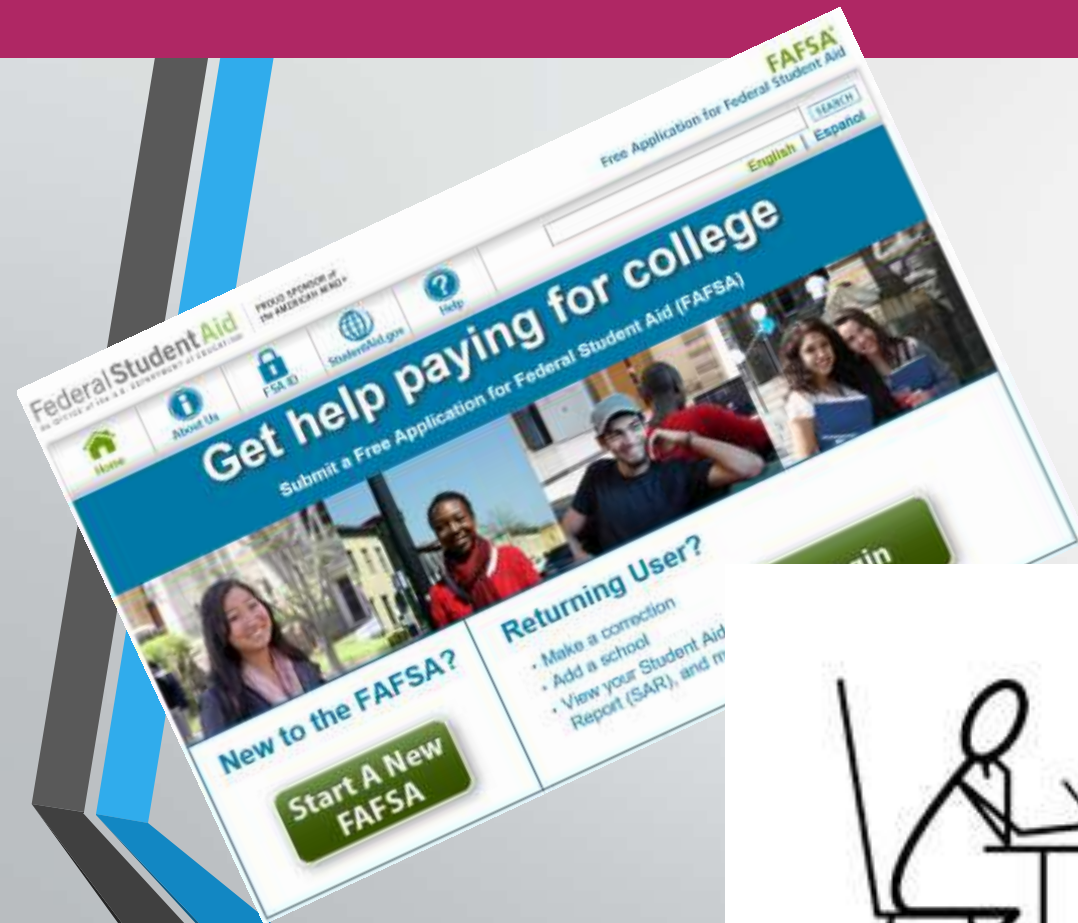
What are the components of enrollment management?

- Institutional characteristics
 - Type
 - Control
 - Geographic location
- Institutional mission
- Enrollment size
- Student recruitment
- Cost and financial aid
- Retention



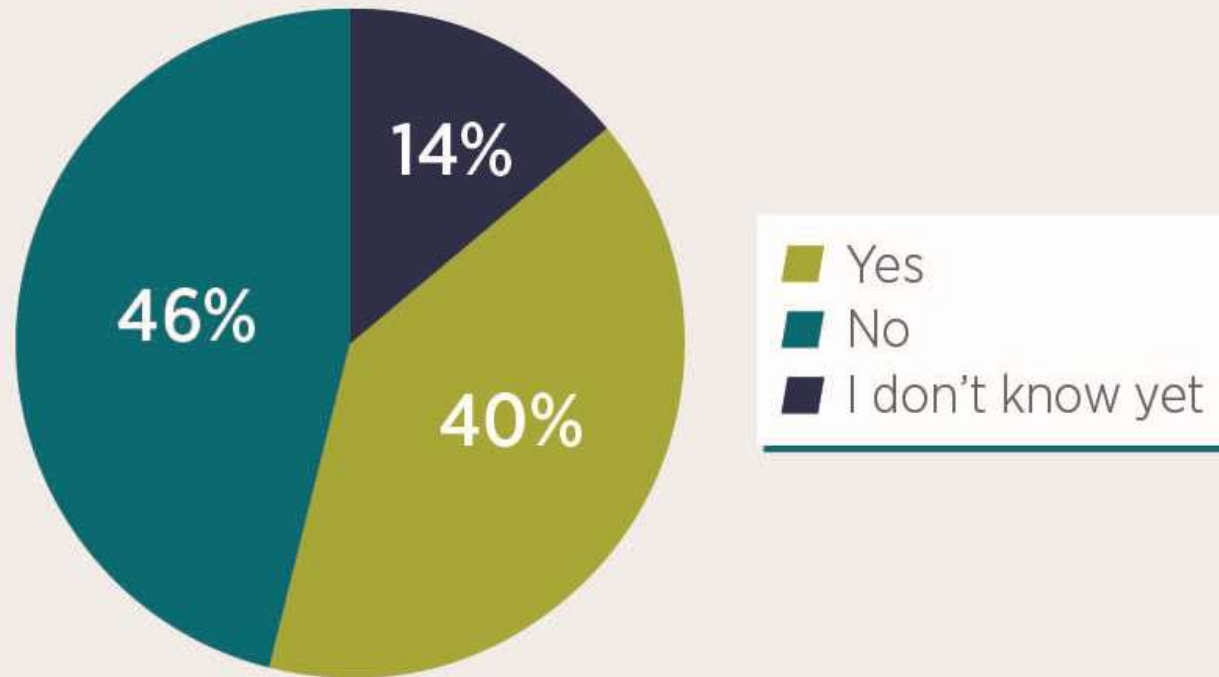
- Institutional marketing
- Academic advising
- Orientation
- Career services
- Degree programs
- Types of degree delivery
- Campus life
- Campus facilities

Why is Financial Aid Critical in Enrollment Management?



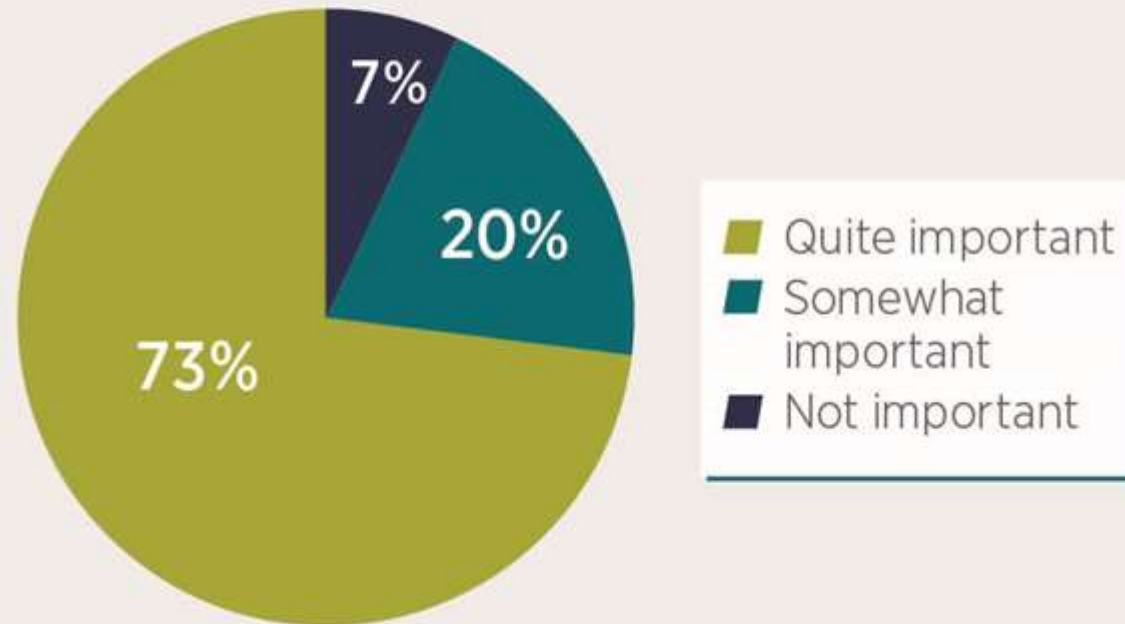
Student perceptions about paying for college

Have you ruled out or will you rule out any colleges based on their “sticker” price?



Student perceptions about paying for college

How important is financial aid
in your college search?



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
- EPM 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?

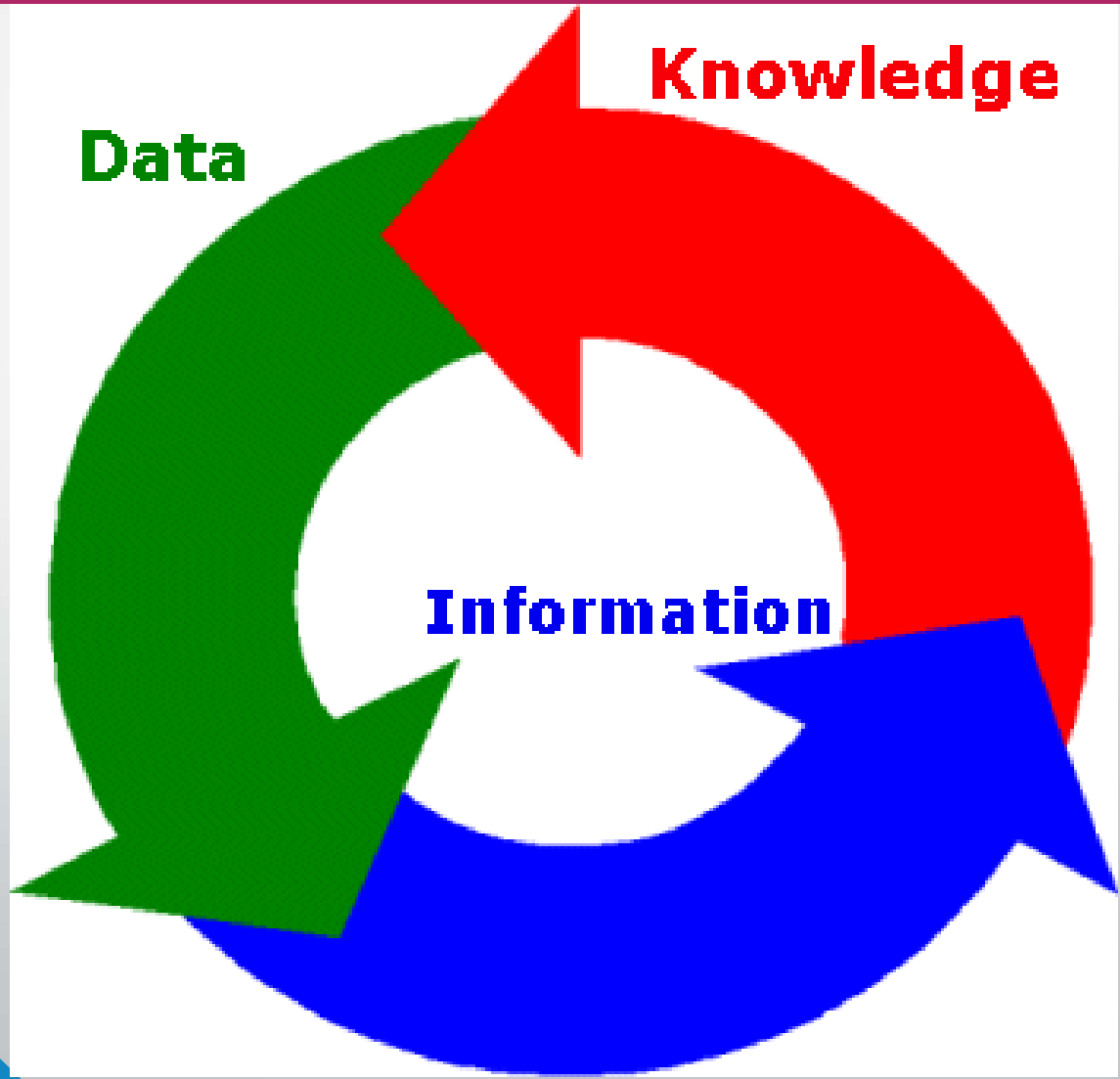


New things to think (and learn) about...

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)!



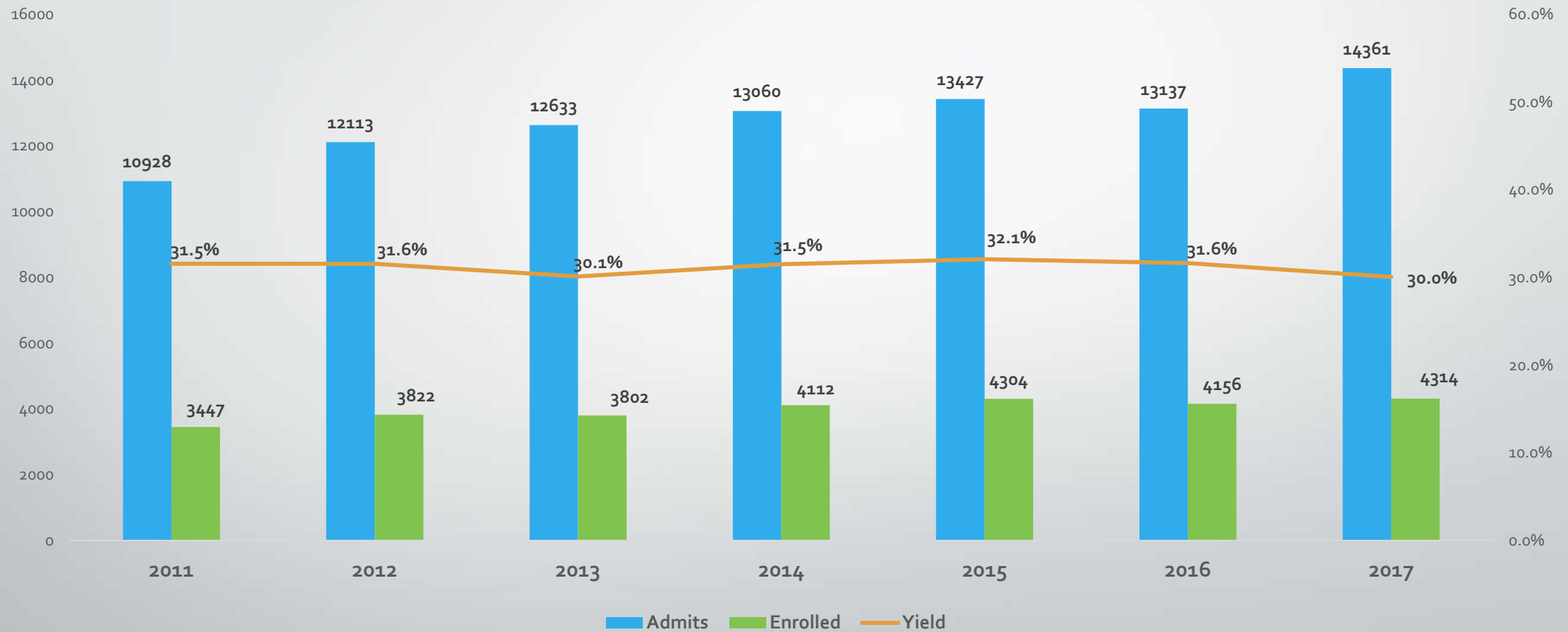
Strategic Enrollment Management Plan

New Students at the University of South Florida															
2013 - 2016 Enrollment and 2017 Targets															
	2013-2014			2014-2015			2015-2016			2016-2017			2017-2018		
	Headcount			Headcount			Headcount			Headcount			Headcount		
	Target	Enrolled	% Change	Target	Enrolled	% Change	Target	Enrolled	% Change	Target	Enrolled	% Change	Target	Enrolled	% Change
Freshman Headcount															
Summer	1,050	1,066	-3.88%	1,200	1,278	19.89%	1,500	1,549	21.2%	1,550	1,633	5.4%	1,650	1,647	0.9%
Fall	2,750	2,888	3.55%	2,800	2,930	1.45%	2,600	2,643	-9.8%	2,600	2,465	-6.7%	2,475	2,552	3.5%
Spring	400	403	21.02%	400	435	7.94%	400	384	-11.7%	400	368	-4.2%	300		
Total	4,200	4,357	2.98%	4,400	4,643	6.56%	4,500	4,576	-1.4%	4,550	4,466	-2.4%	4,425	4,199	-6.0%
Freshman Headcount by Origin															
Florida Residents		3,830	3.73%	3,450	4,019	4.93%	3,475	3,950	-1.7%	3,890	3,860	-2.3%	3,800	3,646	
Non-Florida Residents		336	-22.62%	350	403	19.94%	400	401	-0.5%	415	393	-2.0%	400	353	
International Students		191	30.89%	200	221	15.71%	225	225	1.8%	245	213	-5.3%	225	200	
Total		4,357	2.89%	4,000	4,643	6.56%	4,100	4,576	-1.4%	4,550	4,466	-2.4%	4,425	4,199	
Transfer Headcount															
Summer	700	753	1.35%	650	806	7.04%	700	806	0.0%	750	774	-4.0%	750	842	8.8%
Fall	3,850	3,866	-1.10%	3,825	3,694	-4.45%	3,850	3,777	2.2%	3,800	3,795	0.5%	3,850	4,002	5.5%
Spring	1,900	1,996	-3.01%	1,900	1,896	-5.01%	1,800	2,105	11.0%	1,900	1,934	-8.1%	1,900		
Total	6,450	6,615	-1.42%	6,375	6,396	-3.31%	6,350	6,688	4.6%	6,450	6,503	-2.8%	6,500	4,844	-25.5%
Transfer Headcount by Origin															
Florida Residents		6,066			5,771	-4.86%		5,943	3.0%	5,750	5,797	-2.5%	5,750	3,996	
Non-Florida Residents		245			230	-6.12%		303	31.7%	300	294	-3.0%	300	475	
International Students		304			395	29.93%		442	11.9%	400	412	-6.8%	450	373	
Total		6,615			6,396	-3.31%		6,688	4.6%	6,450	6,503	-2.8%	6,500	4,844	
Masters Headcount															
Summer	300	322	10.65%	325	273	-15.22%	350	270	-1.1%	375	259	-4.1%	300	352	15.8%
Fall	2,100	2,152	5.34%	2,250	2,268	5.39%	2,500	2,282	0.6%	2,575	2,429	6.4%	2,500	2,648	2.9%
Spring	750	901	16.11%	750	1,003	11.32%	800	873	-13.0%	800	879	0.7%	800	0	
Total	3,150	3,375	8.52%	3,325	3,544	5.01%	3,650	3,425	-3.4%	3,750	3,567	4.1%	3,600	3,000	-15.9%
Masters Headcount by Origin															
Florida Residents		2,493	2.30%		2,504	0.44%	2,550	2,281	-8.9%	2,550	2,271	-0.4%	2,450	1,922	
Non-Florida Residents		418	5.29%		482	15.31%	510	425	-11.8%	500	406	-4.5%	450	439	
International Students		464	68.12%		558	20.26%	590	719	28.9%	700	890	23.8%	700	639	
Total		3,375	8.52%		3,544	5.01%	3,650	3,425	-3.4%	3,750	3,567	4.1%	3,600	3,000	
Doctoral Headcount															
Summer	35	40	8.11%	35	8	-80.00%	40	18	125.0%	40	17	-5.6%	20	27	58.8%
Fall	375	350	-8.38%	380	394	12.57%	390	385	-2.3%	400	432	12.2%	450	459	6.3%
Spring	75	65	-16.67%	75	114	75.38%	80	114	0.0%	85	122	7.0%	90		
Total	485	455	-8.45%	490	516	13.41%	510	517	0.2%	525	571	10.4%	560	486	-14.9%
Doctoral Headcount by Origin															
Florida Residents		258	-15.41%		312	20.93%	310	258	-17.3%	315	278	7.8%	295	239	
Non-Florida Residents		99	-3.88%		89	-10.10%	90	126	41.6%	95	117	-7.1%	110	130	
International Students		98	10.11%		115	17.35%	110	133	15.7%	115	176	32.3%	155	117	
Total		455	-8.45%		516	13.41%	510	517	0.2%	525	571	10.4%	560	486	

Packaging Grid

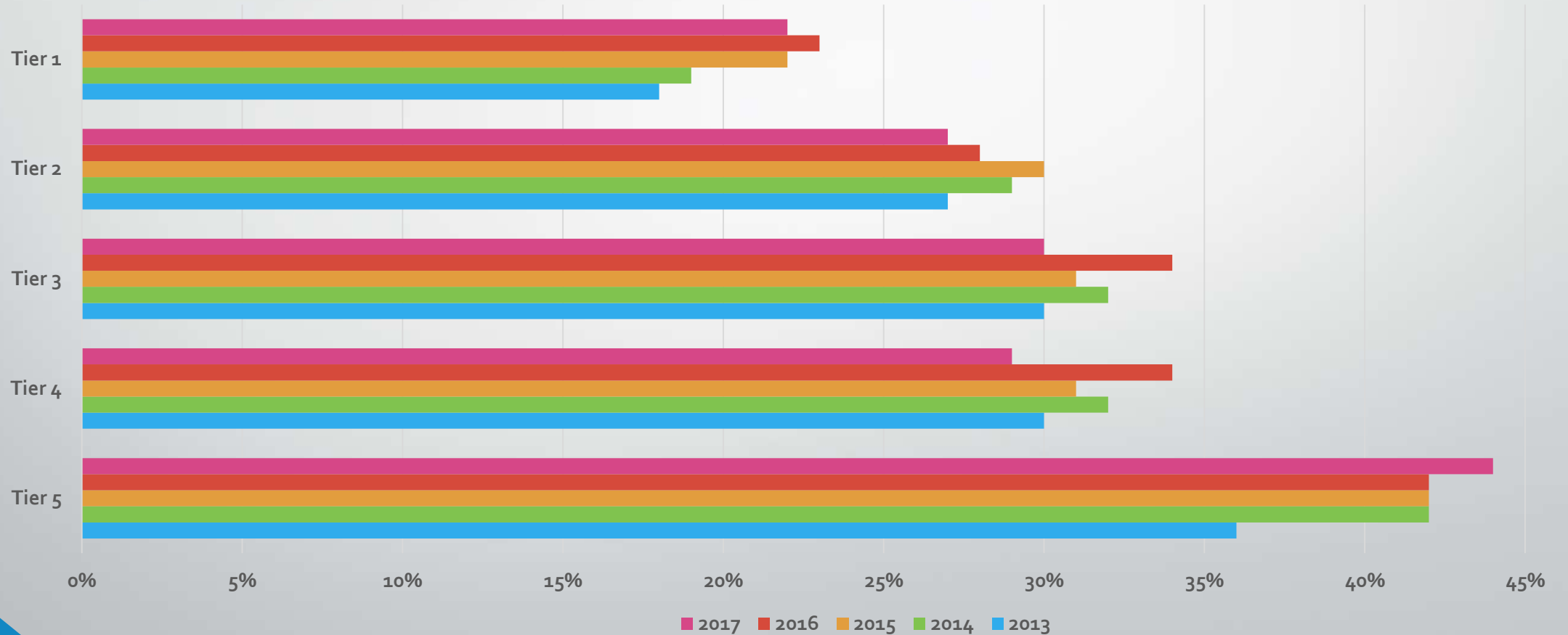
	IR: 1.000		IR: 2.000		IR: 3.000		IR: 4.000		IR: 5.000		Total			
	2017-18 To-date	2017-18 Goal	2017-18 To-date	2017-18 Goal	2017-18 To-date	2017-18 Goal	2017-18 To-date	2017-18 Goal	2017-18 To-date	2017-18 Goal	2017-18 To-date	2017-18 Goal	% of goal	Disc. % ²
EFC: \$0	Cell 1		Cell 2		Cell 3		Cell 4		Cell 5		EFC: \$0			
Number of admits	53	52	156	148	359	312	960	689	296	253	1824	1454	125%	
Number confirmed	11	15	58	62	131	153	351	293	152	147	703	670	105%	
Yield	21%	29%	37%	42%	36%	49%	37%	43%	51%	58%	39%	46%		
Average Need	\$26,481	\$23,622	\$23,041	\$21,052	\$21,345	\$21,402	\$21,023	\$21,227	\$21,163	\$21,342	\$21,365	\$21,330		
% met with gift ¹	59.0%	78.0%	68.4%	68.0%	68.6%	62.6%	50.4%	49.2%	45.6%	43.6%	54.5%	53.5%		
Average Institutional gift	\$6,437	\$8,931	\$4,896	\$5,453	\$4,263	\$5,109	\$2,345	\$2,958	\$1,893	\$1,910	\$2,878	\$3,584		
Average net T&F revenue	\$3,276	\$396	\$3,500	\$1,628	\$2,466	\$1,832	\$4,302	\$3,893	\$4,213	\$4,337	\$3,857	\$3,232	119%	42%
Number pending	0		0		0		0		0		0			
Number melted / Melt rate	0 / 0%		0 / 0%		7 / 5%		42 / 11%		54 / 26%		103 / 13%			
EFC: \$1 to \$2,500	Cell 6		Cell 7		Cell 8		Cell 9		Cell 10		EFC: \$1 to \$2,500			
Number of admits	50	41	111	129	287	234	649	478	158	165	1255	1047	120%	
Number confirmed	18	12	45	49	110	92	251	179	74	101	498	433	115%	
Yield	36%	29%	41%	38%	38%	39%	39%	37%	47%	61%	40%	41%		
Average Need	\$23,250	\$20,469	\$20,863	\$20,737	\$19,878	\$19,814	\$19,730	\$20,283	\$20,219	\$19,625	\$20,065	\$20,086		
% met with gift ¹	66.6%	79.2%	70.3%	67.3%	66.1%	61.4%	44.0%	41.8%	37.2%	39.9%	51.4%	49.5%		
Average Institutional gift	\$6,905	\$5,879	\$5,270	\$6,559	\$4,235	\$5,265	\$2,172	\$2,656	\$1,713	\$1,861	\$3,022	\$3,556		
Average net T&F revenue	\$2,515	\$1,270	\$2,231	\$1,208	\$2,626	\$1,570	\$4,297	\$4,399	\$4,194	\$4,120	\$3,658	\$3,285	111%	44%
Number pending	0		0		0		0		0		0			
Number melted / Melt rate	0 / 0%		1 / 2%		3 / 3%		20 / 7%		26 / 26%		50 / 9%			
EFC: \$2,501 to \$5,234	Cell 11		Cell 12		Cell 13		Cell 14		Cell 15		EFC: \$2,501 to \$5,234			
Number of admits	42	24	119	98	204	140	348	344	100	104	813	710	115%	
Number confirmed	12	6	41	37	89	66	119	143	56	46	317	298	106%	
Yield	29%	25%	34%	38%	44%	47%	34%	42%	56%	44%	39%	42%		
Average Need	\$24,711	\$18,025	\$17,370	\$16,921	\$17,713	\$16,554	\$17,442	\$17,685	\$17,132	\$17,170	\$17,729	\$17,267		
% met with gift ¹	57.4%	79.9%	84.0%	71.0%	56.0%	60.1%	37.7%	35.8%	30.6%	26.4%	49.1%	44.7%		
Average Institutional gift	\$10,116	\$7,963	\$6,458	\$6,784	\$4,685	\$5,572	\$2,217	\$2,798	\$1,577	\$1,378	\$3,708	\$3,792		
Average net T&F revenue	\$1,873	-\$1,441	\$826	\$86	\$2,485	\$835	\$4,631	\$4,199	\$4,548	\$4,974	\$3,376	\$2,950	114%	51%
Number pending	0		0		0		0		0		0			
Number melted / Melt rate	0 / 0%		0 / 0%		2 / 2%		8 / 6%		3 / 5%		13 / 4%			
EFC: \$5,235 to \$13,000	Cell 16		Cell 17		Cell 18		Cell 19		Cell 20		EFC: \$5,235 to \$13,000			
Number of admits	122	87	204	177	386	326	717	569	144	155	1573	1314	120%	
Number confirmed	38	34	74	78	135	152	225	248	74	75	546	587	93%	
Yield	31%	39%	36%	44%	35%	47%	31%	44%	51%	48%	35%	45%		
Average Need	\$15,875	\$13,114	\$13,172	\$12,387	\$12,592	\$11,843	\$12,688	\$12,634	\$11,962	\$11,929	\$12,853	\$12,334		
% met with gift ¹	78.0%	87.2%	79.8%	64.9%	55.6%	54.0%	19.4%	18.7%	16.1%	12.8%	41.3%	37.1%		
Average Institutional gift	\$7,225	\$7,632	\$4,793	\$5,448	\$3,452	\$4,139	\$1,015	\$1,622	\$646	\$824	\$2,517	\$3,028		
Average net T&F revenue	\$3,345	\$489	\$2,323	\$1,671	\$3,669	\$2,765	\$5,682	\$5,313	\$5,485	\$5,163	\$4,535	\$3,871	117%	36%
Number pending	0		0		0		0		0		0			
Number melted / Melt rate	1 / 3%		4 / 5%		3 / 2%		15 / 6%		6 / 8%		29 / 5%			

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
- 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?



Questions
are
guaranteed in
life;
Answers
aren't.