



Strategic Enrollment Management: Leveraging Financial Aid

The webinar will begin at approximately
11:00 a.m. PT | 12:00 p.m. MT | 1:00 p.m. CT | 2:00 p.m. ET
The audio portion of our presentation will not be heard until the session starts.

Speaker



Amy Cable, PhD

Executive Director of Enrollment Management
Louisiana Community and Technical College System

Agenda

- Strategic enrollment management
- Goals of enrollment management
- Developing an enrollment management plan
- Why financial aid matters
- Data you need to know
- What's in it for you

Who is with us today?

ABOUT YOU

What's your role in enrollment management?



Financial Aid Office 76%
Admissions 4%
Enrollment 4%

Direct student-facing 3%
Other 10%

SEM Defined



Strategic Enrollment Management (SEM) is a comprehensive process designed to achieve and maintain the optimum recruitment, retention, and attainment of students where “optimum” is defined within the academic context of the institution.

- Dolence

The Beginning of SEM

Research began in the early 70s

- Need grew out of school concerns engaging numerous individuals and organizations in the search for answers

Schools piloted the use research and specific communication strategies to increase enrollment

- Jack Maguire, Boston College, and William Ihlanfeldt, Northwestern University

Companies began in the late 70s managing data analysis needed to launch successful SEM effort

The use of research and data to **target communication and marketing efforts** resulted in positive enrollment numbers.

SEM Components

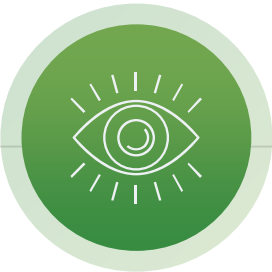
- Institutional Characteristics
- Mission
- Enrollment Size
- Student Recruitment
- Cost and Financial Aid
- Retention
- Marketing
- Academic Advising
- Orientation
- Career Services
- Degree Programs
- Types of Degree
- Campus Life
- Campus Facilities

ENROLLMENT MANAGEMENT ACTIVITIES

are the responsibility of everyone within the institution!

ADMISSION

Identifying, Recruiting,
Admitting, Matriculating



RETENTION

Advising, Orienting, Social
Education, Rules



GRADUATION

Final Degree Checks,
Career Services



FINANCIAL AID

Determining Financial Need,
Awarding of Aid, Regulatory
Compliance



SUPPORT

Academic, Social, Physical,
Spiritual



CONSIDERATIONS



MISSION

What is your mission(s) and how does/should it influence your EM plan?

COMPETITION

What are your primary market niches?
With whom do you compete? And who are your primary competitors?

COMPARISON

How do the following compare with competitors?

- Tuition
- Aid Expenditures
- Discount rate
- Loan default
- Diversity
- Access Measures

YEAR 1

How do your first-year retention & graduation rates compare with competitors?

ANY GOAL IS ACCEPTABLE

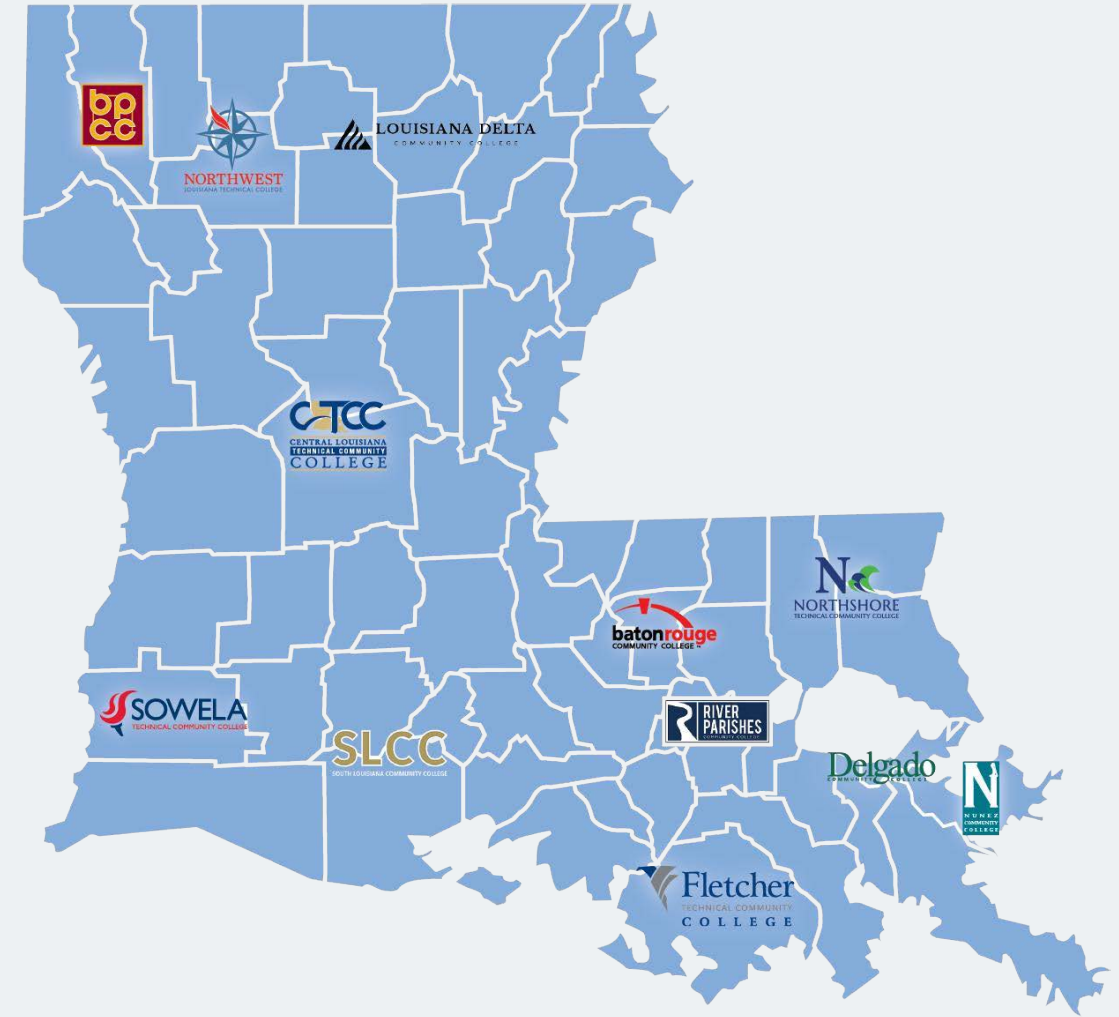


- Just increase enrollment
- Increase prestige/rankings
- Increase diversity
- Increase net revenue
- Enroll more Pell recipients/access
- Improve graduation rates
- Decrease number of students in default/reduce loan debt
- Staffing to achieve goal(s)
- What else?



LCTCS Goal- Louisiana 2020

- Double graduates to 40,000 annually
- Double earnings of an annual graduating class to \$1.5 Billion
- Quadruple student transfers to universities to 10,000 annually
- Double students served to 325,000 annually
- Quadruple partnerships with businesses to 1,000 annually
- Double foundation assets to \$50 million



Community Colleges: Sample Goals

- Area competition – too many in the area
- Better than adequate academic and student support services
- Reverse transfer agreements in place and working
- 2 + 2 agreements in place and working
- Creation of new CPs and TCs
- Concurrent enrollment students
- Secondary area workforce training centers

Regional Private: Sample Goals

- Marketing efforts and curriculum changes to attract more students
- Test optional?
- Careful analysis of tuition and/or discount rate
- Reduce student debt and default via targeted outreach and coaching
- Improve graduation rates
- Considering reductions in staff and faculty
- Surprisingly, in many states this slide captures priorities for public regional IHEs, too

Public Flagship: Sample Goals

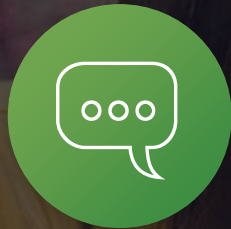
- Enrolling more out-of-state students
- Depending on draw, quietly lowering admissions standards
- Possibly increasing discount rate
- Careful analysis loans and default
- Reviewing demand for majors and fewer tenure track faculty
- Improving retention among targeted student populations

What are the biggest challenges facing **ADMISSION DEPARTMENTS** today as the focus grows to enroll more students?



Giving too much in loans, student loan debt, cost
Rural location
Low income area where students need to work while in college
FAFSA completion, late completion
Misinformation given to undocumented students discouraging them
Increasing diversity where money for college is hard to come by
Complicated process and limited resources
Declining high school populations/graduation
Lack of endowed funding and large gaps for students
Students that can't pass entrance exam or exam not required

What are the biggest challenges facing **FINANCIAL AID DEPARTMENTS** today as the focus grows to enroll more students?

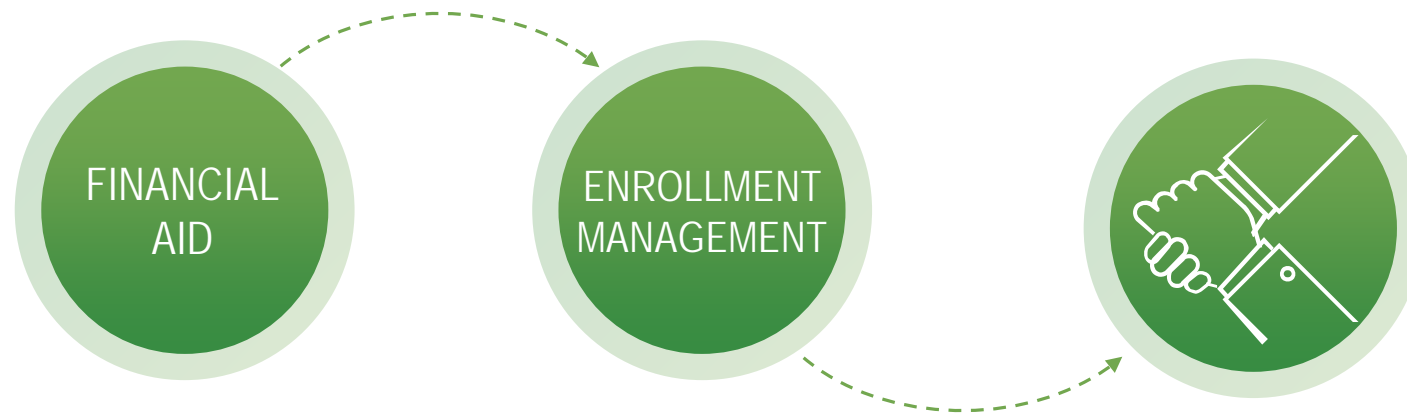


- FAFSA completion and verification
- SAP, SAP, SAP
- Funding DACA students
- Undocumented parents unable to submit verification documents
- Lack of consistent data
- Lack of gap funding between eligibility and cost
- Unable or unwilling to provide parent
- Staff funding goes to universities, not community colleges
- Getting and analyzing data for what scholarships work for recruitment/retention
- Lack of staff resources to do more outreach
- Verification
- Misalignment of deadlines with admissions so students get dropped because they haven't applied for aid

Financial Aid is Critical in SEM

According to a Noel-Levitz, Inc. (2016) survey, financial aid and cost are the top factors that influenced enrollment.

Across, four-year privates, four-year publics, community colleges and career colleges, percentages ranged from 78-85%



THE ROLE OF FINANCIAL AID IN SEM



**EARLY
APPLICATION
SUBMISSION**



**PACKAGING
STRATEGIES**



**TALKING TO
STUDENTS**



APPEALS



RETENTION

Challenges for FAO

- 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, Data
- New Initiatives
- Ethical Issues





Guiding Questions for Financial Aid Strategy

- Who can afford to enroll here and who can we afford to enroll?
- What is the socioeconomic profile of the market, applicant pool and enrolled student body?
- How effective is the institution's aid program in achieving the preferred enrollment profile?
- How can aid strategies optimize net tuition revenue?
- How precisely can we gauge the financial aid required to increase the likelihood of a student's initial and continual enrollment?
- What criteria dominate our aid strategies? How do our packaging strategies reflect institutional goals and values?
- How do financial aid policies affect the student experience?
- How does our financial aid analysis affect pricing decisions, enrollment and matriculation?
- How do student debt and loan default affect our strategies?

Source: Pathways to Enrollment Management: A Financial Aid Perspective, NASFAA

New ways of thinking...

NET TUITION REVENUE =

Gross tuition revenues –
Institutional financial
grant aid and scholarship
expenditures

— ...

- How much institutional aid do you award from the revenue you collect to enroll the students you want?
- How do you package to maximize net tuition revenue?
- Do you “stack” scholarships?
- How do you work with other areas awarding aid?

New ways of thinking...

FINANCIAL AID LEVERAGING



- Are you spending the least to get to your target enrollments?
- Are you looking at overall headcount and credit hour production?
- Do you know your data?
 - What is the impact of awarding on time?
 - What is the first-year retention rate?

New ways of thinking...

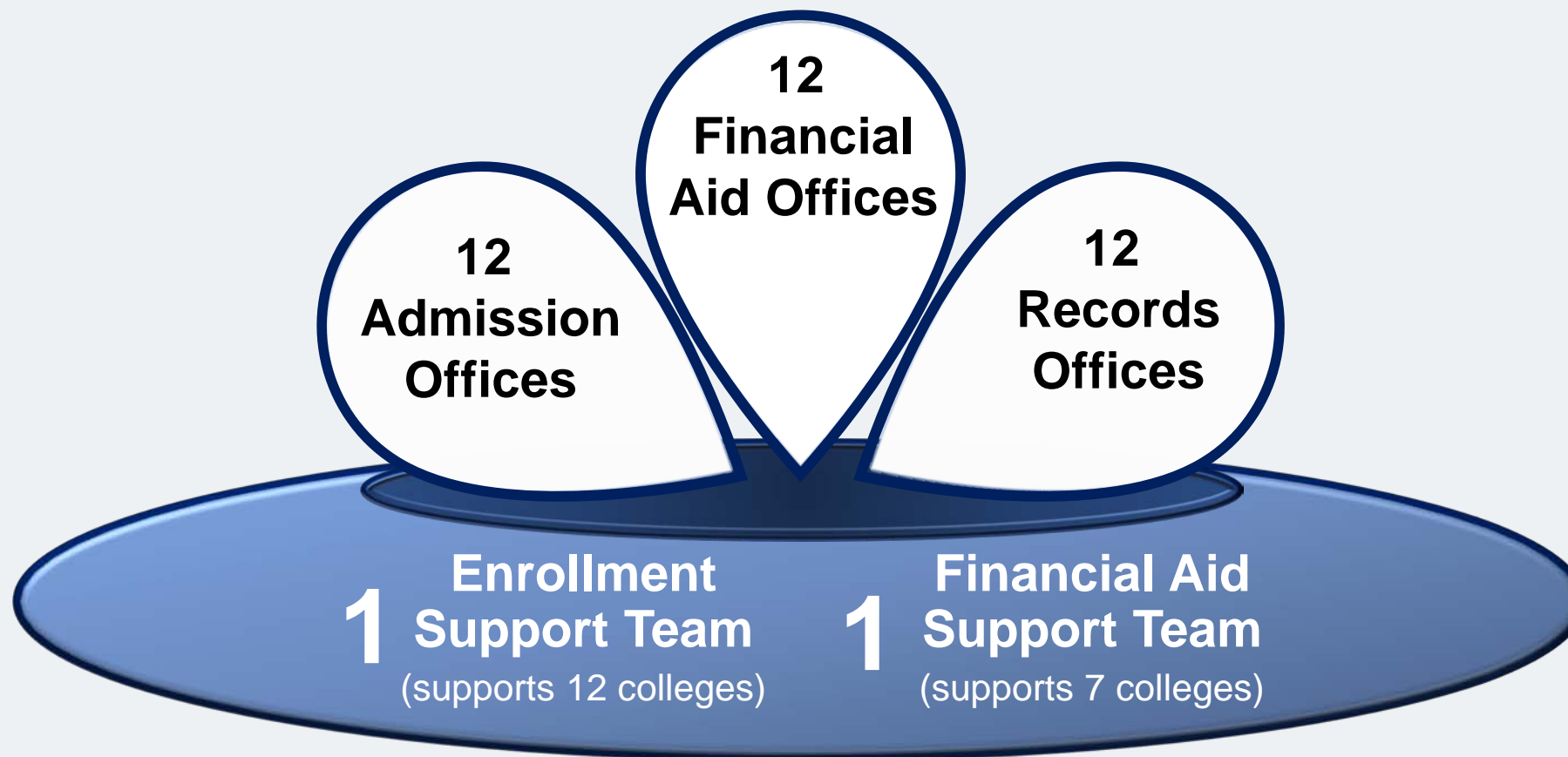
GETTING A SEAT AT THE TABLE




- What new partnerships do you need to make?
- What is the quality of the partnership?
- Does staff need to be trained on how to talk to families in the new EM environment?
- Are your awarding policies so complex that difficulty is being added to an already challenging job for staff?
- Do your policies align with the institution's objective in terms of enrollment size, revenue attainment, positioning and remaining affordable?
- Does your boss need to be educated on possible conflicts? Can you talk to him/her?
- Do you have an understanding of marketing and how it affects communication to students?



Enrollment Management Support

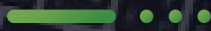


Enrollment Dashboard = Single Source of Truth

 Louisiana Community & Technical College System <i>Changing Lives, Creating Futures</i>		Dashboard- Metrics - As of: Sep 9, 2019 7:47:00 AM									
Fall *All tables Exclude dual enrollment, apprenticeship and prisoners											
Prospects:											
	# of Prospects in Recruiter Fall 2020	# of Prospects that have applied Fall 2020	# of Prospects that have scheduled a class Fall 2020	% Yield Applied Fall 2020	% Yield Applied that have scheduled a class Fall 2020		# of Prospects in Recruiter Fall 2019	# of Prospects that have applied Fall 2019	# of Prospects that have scheduled a class Fall 2019	% Yield Applied Fall 2019	% Yield Applied that have scheduled a class Fall 2019
BPCC	1,749	0	0	0.000%	0.000%	BPCC	10,215	5,290	3,532	51.800%	66.800%
BRCC	1,571	4	0	0.300%	0.000%	BRCC	16,531	11,056	5,371	66.900%	48.600%
CENLA	460	0	0	0.000%	0.000%	CENLA	4,894	3,017	968	61.600%	32.100%
DCC	2,247	17	0	0.800%	0.000%	DCC	20,405	13,965	7,997	68.400%	57.300%
DELTA	1,792	0	0	0.000%	0.000%	DELTA	8,626	4,916	2,529	57.000%	51.400%
FTCC	794	0	0	0.000%	0.000%	FTCC	4,952	2,584	1,384	52.200%	53.600%
NSHORE	836	0	0	0.000%	0.000%	NSHORE	6,193	3,646	1,822	58.900%	50.000%
NUNEZ	736	0	0	0.000%	0.000%	NUNEZ	5,759	2,189	1,108	38.000%	50.600%
NWLTC	576	0	0	0.000%	0.000%	NWLTC	3,162	1,695	522	53.600%	30.800%
RPCC	304	0	0	0.000%	0.000%	RPCC	4,840	3,010	1,631	62.200%	54.200%
SLCC	1,427	0	0	0.000%	0.000%	SLCC	11,031	7,142	3,815	64.700%	53.400%
SOWELA	1,551	0	0	0.000%	0.000%	SOWELA	6,362	3,799	2,134	59.700%	56.200%
LCTCS - Total	14,043	21	0	0.150%	0.000%	LCTCS - Total	102,970	62,309	32,813	60.512%	52.662%



WHAT ARE YOUR QUESTIONS?





TALK TO US

October 17

Verification: We Have Learned, What We Recommend
and How We Can Best Help Students

November 7

Strategic Enrolment Management: Leveraging Financial
Aid by the Numbers

January 22, 2020

Sneaking Mindfulness Into Your Daily Routine