



C R E D O

Assessing Your Enrollment Operation

ABHE Annual Meeting 2019

Tim Fuller, *Senior Vice President / Owner*



Agenda

1 Why?

2 How?

3 Next Steps

4 The Enrollment Growth Initiative



Why Assess Your Enrollment Operation?

- Most ABHE institutions are highly tuition dependent (and not just ABHE institutions!)
- Increased enrollment is about your business model but also has Kingdom implications
- You need to ensure you are recruiting students as effectively and efficiently as possible to maximize your investment of resources
- The process of recruiting students is constantly changing
- While there are some time-honored principles . . .
- What used to work may not be working now or may not in the near future



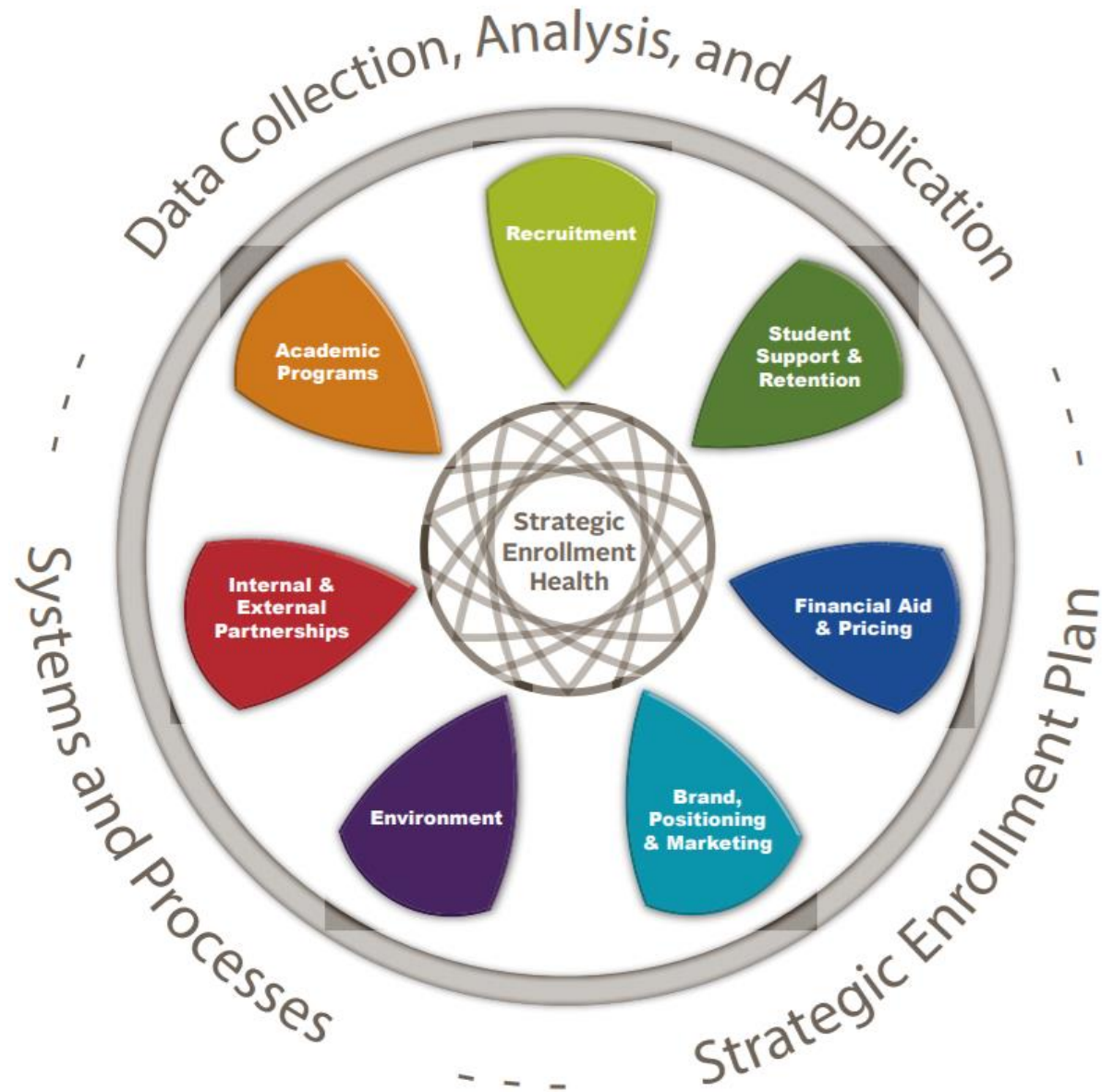
How to Assess





Your Goal: Strategic Enrollment Health

- What is it?
 - Definition – enough of the right students
 - Enough – meeting numerical, capacity and (most importantly) net revenue goals
 - Right students – mission fit
 - Balance and market share
- How does an institution achieve strategic enrollment health?





Speaking of Enrollment Goals...

- Part of the assessment of your enrollment operation has to be an evaluation of how goals are set, not just whether or not they are met
- For example, which of these comes closest to your process?
 - The Plug Method
 - The Hope is a Strategy Method
 - Reality-Based Projections



Setting Enrollment Goals: The Plug Method

Setting Enrollment Goals - The Plug Method	
Projected Expenses	\$ 3,500,000
Fund-Raising Goal	\$ 250,000
Remainder	\$ 3,250,000
Tuition	\$ 15,000
Enrollment Necessary to	
Cover Expenses	217
Projected Returning Students	124
Difference/New Student Goal	93



Reality-Based Enrollment Projections

- Most recent trends
- The competition
- Demographics/economy
- Recent initiatives with potential impact such as:
 - Marketing investments
 - New programs (academic/co-curricular)
 - Enrollment assessment
 - Retention investments



Getting Started – Key Questions to Ask

- **Is there a strategic recruitment plan (and are we executing it well)?**
- Have we committed enough budget/staff resources?
- Do we have the right leadership/other team members?
- Do we have sound, efficient systems in place?
- Do we have the right policies and expectations in place?
- Are we meeting numeric goals (and do the recruited students fit with the mission)?

Elements of a Strategic Recruitment Plan:

- Detailed Enrollment Goals (segmented by classification and time)
- Benchmark and Reporting Variables
- Territory Management
- Marketing Plan (Admission)
- Communication Flow
- Event Planning / Goals
- Travel Plan
- Church Relations Plan
- Internal Partnerships
- Faculty Roles
- Budget Resources
- Financial Aid Strategy
- Commuter and Transfer Strategies
- Competition Study
- Enrollment Research Plan
- Top of the funnel

Bottom Line – where are we going and how will we get there?



Analyzing the Plan's Execution

For example:

- Travel
 - Where have we traveled?
 - Why did we make these choices?
 - What were the results?
 - What did this cost?
 - Was it a good investment?
 - Opportunity cost – what else could we have done with those budget/time resources?



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Elements of a High Performance Enrollment Team

- Leadership
- Middle management (including an heir apparent)
- Admission counselors
- Campus hospitality
- Data management and analysis
- Support functions
- Student workers



Relevant Data on Staff Sizes

	Professional Staff FTE	Recruiting FTE	Support Staff FTE
Small	6.5	4.5	1.7
Smallest	4.0	2.6	1.3
ABHE	4.2	2.8	1.5

Source: Fall 2017 NACCAP Admission Benchmarking Study

www.naccapresearch.org

Small = 450-799 traditional undergraduates

Smallest = less than 450 traditional undergraduates

Numbers listed are means for survey participants



Relevant Data on Budget Resources

Average Budget Dollars	Smallest Enrollment	ABHE	National Average
<i>Advertising</i>	\$38,973	\$46,402	\$103,047
<i>Publications</i>	\$13,729	\$10,434	\$58,985
<i>Electronic Media</i>	\$10,879	\$11,577	\$26,958
<i>Direct Mail</i>	\$28,360	\$17,065	\$106,681
<i>Travel</i>	\$25,977	\$29,791	\$58,630
<i>On-Campus Entertainment</i>	\$10,572	\$9,839	\$51,868

Source: Fall 2017 NACCAP Admission Benchmarking Study

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Relevant Data on Budget Resources

Average % of Total Budget	Smallest Enrollment	ABHE	National Average
<i>Professional Salaries</i>	39.24%	39.83%	32.74%
<i>Support Salaries</i>	8.99%	9.66%	8.24%
<i>Total Salary and Fringe</i>	64.81%	66.06%	57.15%
<i>Advertising</i>	9.86%	11.52%	8.95%
<i>Publications</i>	3.47%	2.59%	5.12%
<i>Electronic Media</i>	2.75%	2.87%	2.34%
<i>Direct Mail</i>	7.18%	4.24%	9.26%
<i>Travel</i>	6.57%	7.40%	5.09%
<i>On-Campus Entertainment</i>	2.68%	2.44%	4.50%
<i>Non-Salary Total</i>	35.19%	33.94%	42.85%

Source: Fall 2017 NACCAP Admission Benchmarking Study

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Assessing Enrollment Leadership

Leadership Roles

- Meeting goals
- Execution of the plan
- Continual evaluation of strategy
- Inspiration/motivation of team
- Living and representing mission
- Getting things done through others
- Building confidence on and off campus



Assessing the Rest of the Enrollment Team

- Right mix of gifts and graces
- Enthusiastic pursuit and achievement of goals
- Full support of mission
- Growth potential (the heir apparent plus)
- Available data on customer service/campus visits
- Working well together
- Working well independently
- Representing the campus well on and off campus
- Differs by position and requisite skills



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Sound and Efficient Systems

- There is no perfect system (despite what vendors will tell you 😊)
- Importance of process mapping
- Value of benchmarking
 - Turnaround/response time
- “Over the years we’ve always done it this way” is usually not sufficient justification
- Don’t let a person/process/policy cap the institution
- The way you manage and analyze data is one of your most important systems



Building an Enrollment Research Agenda

What to study

- Travel – ROI
- Yield rates along the funnel (and by major, gender and other key variables)
- Admitted Student Research
- Source code analysis – ROI
- Campus visit totals by type and month
- Application and deposit trends by month
- Feeder high school trends
- Yield by counselor territory
- The competition – use ACT Annual Report, FAFSA data, application data
- Strategic financial aid analysis



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Policies and Expectations

- Admission requirements
- Counselor accountability
- The campus guest experience



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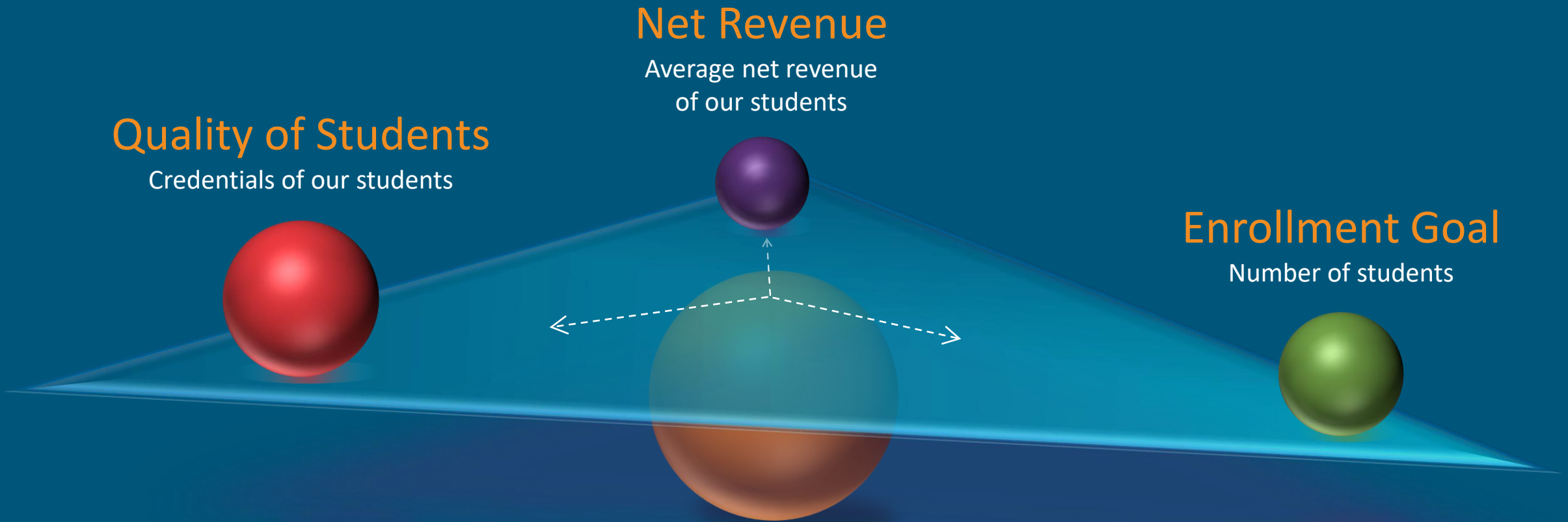
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Meeting Goals with Mission-Fit Students

- Measured by initial results
- Not just the number of new students; measuring quality/fit
- Measured by persistence to graduation
- “getting as many of the best students we can afford”

Enrollment Balance





Next Steps





Can You Do This Yourself?

- Perhaps the better question is “should you do this yourself?”
- Value of objectivity and broader perspective versus fox guarding henhouse
- There are no silver bullets but outside perspective can be exceptionally valuable
- Pros and cons to peer review
 - Price versus value
 - Competition
 - Breadth of perspective



How Often?

- Importance of a culture of ongoing accountability, evaluation and relevant change
- At least every four years (more if significant issues like personnel changes, less than optimal results or other major factors are present)



The Enrollment Growth Initiative





EGI Overview

- Partnership with ABHE
- Combination of assessment, written recruitment plan and 18 months of coaching and guidance
- First two projects recently completed, three in progress, one beginning now
- Early returns
 - Clarity on what to do
 - Happy presidents
 - A foundation on which to build continued enrollment success

Any questions?
Final thoughts?

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Thank you!

Tim Fuller, Senior Vice President/Owner
tfuller@credohighered.com
