



# Effective Use of Lagging and Leading Indicators

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# Overview

- **The Data You Need**
- Lagging Versus Leading Indicators
- A Working Example - Leading Indicator 101
- A Case Study
- Discussion and questions throughout

# The Data You Need



# Your Dashboard Indicator - TUG

- Completion rate
- Admits
- Deposits
- FAFSA submissions
- Visits by those who could enroll this fall

**You will track more data than this, but if I had to pick five internal data points these are the most strategic**

# Your Dashboard Indicator - AGS

- Applications
- Admits
- Pre-registration
- FAFSA submissions
- Visits or the equivalent thereof

**You will track more data than this, but if I had to pick five internal data points these are the most strategic**

# What Else?

- Enrollment and funnel trends – what has been happening the last five years?
- The competition –with whom do I compete at what level of the funnel (and how do you know)? How are they doing?
- The enrollment environment – [WICHE data](#) and [NACCAP data](#)
- Prevailing attitudes about [Biblical higher education](#) and a Christian college environment
- Benchmarking data on budget and staffing

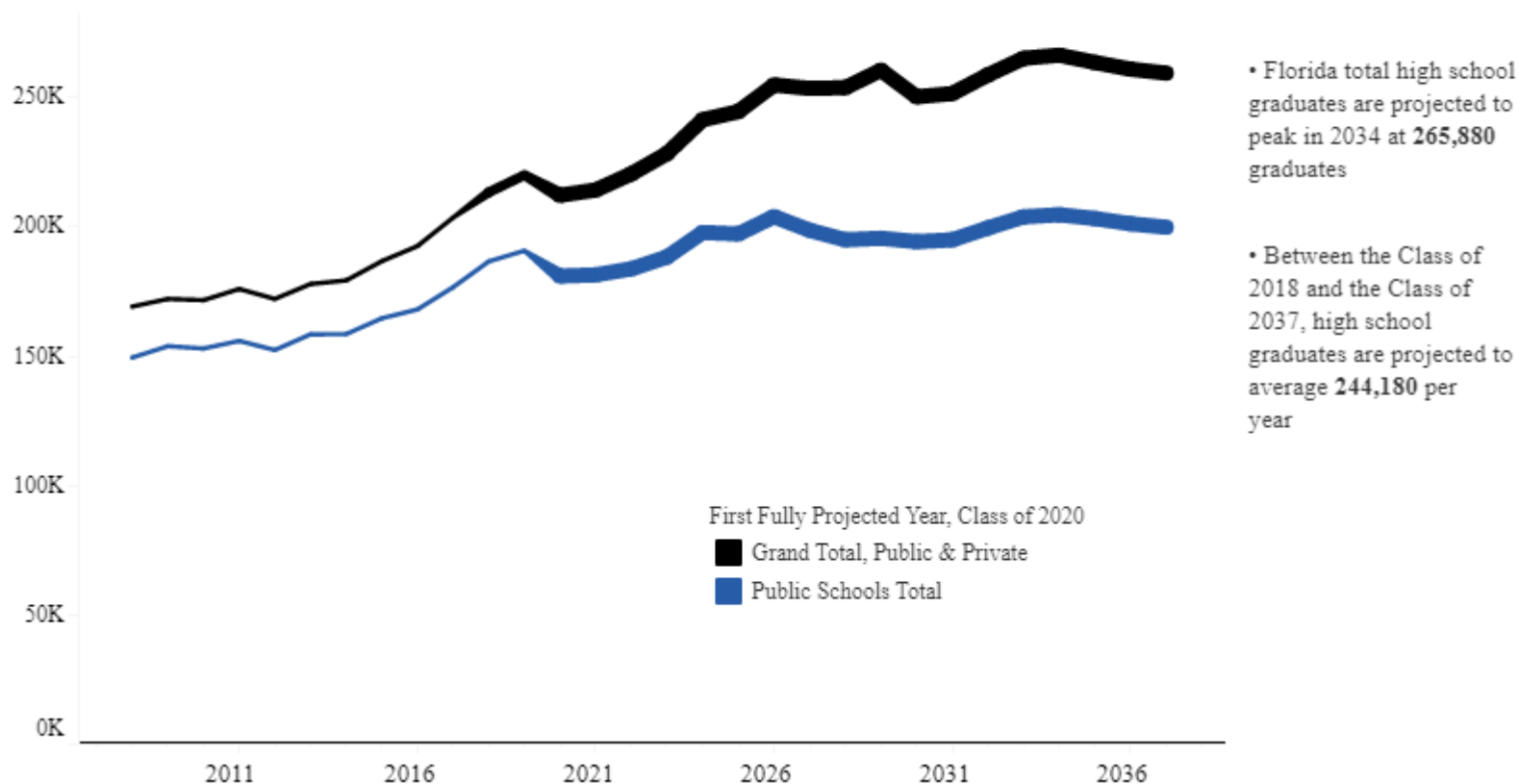
## High School Graduates Profile for

Florida



Projected values are displayed as either thicker or darker in the profile charts. See the notes for more details.

### Total & Public High School Graduates, Class of 2008 to 2037



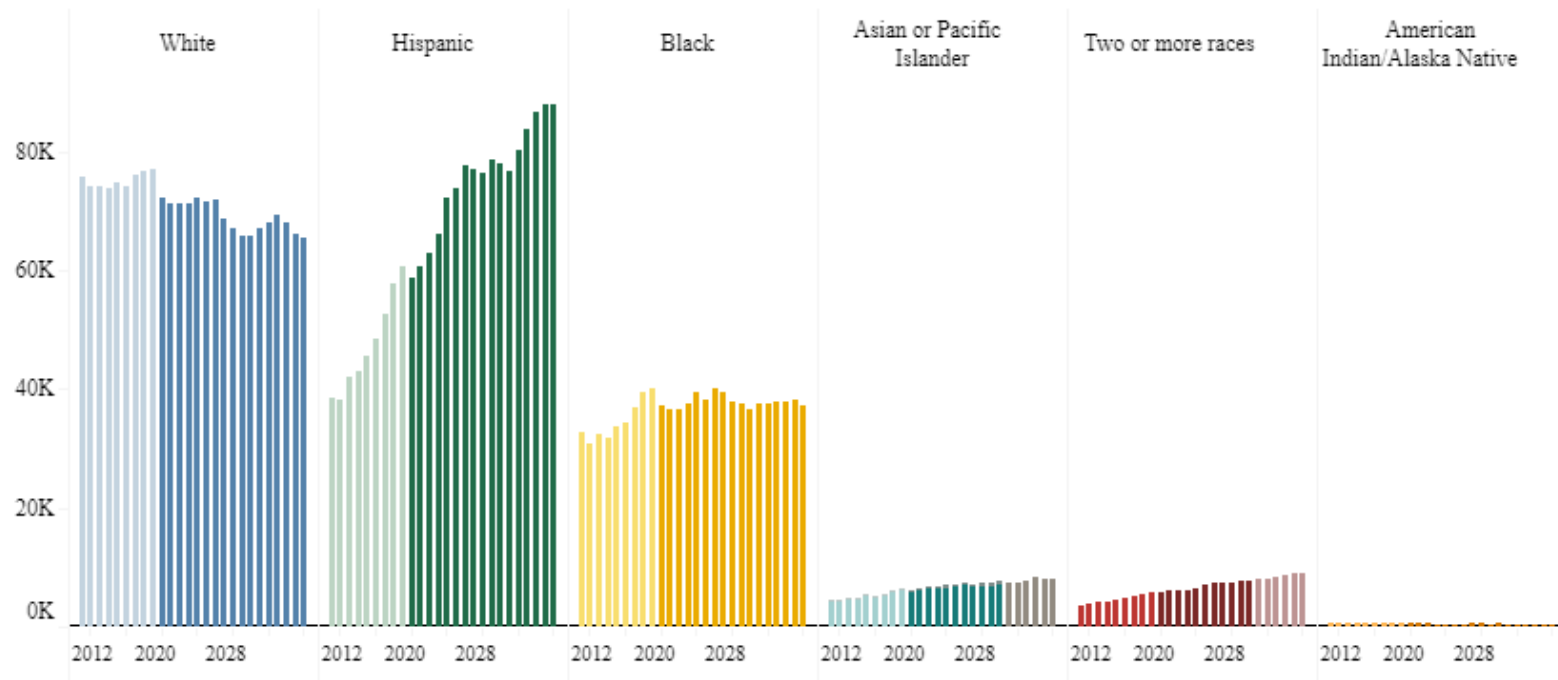
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WICHE – 10<sup>th</sup> Edition

## Public High School Graduate Trends, Class of 2011 to 2036

• Between the Class of 2019 and 2036, the share of non-white public graduates is projected to **increase from 59% to 68%**

### Public High School Graduates by Race/Ethnicity



First Fully Projected Year, Class of 2020

Click on a population below to highlight trends in the chart above

White



Hispanic



Black



Asian &  
NH/OPI



Asian



NH/OPI



AI/AN



Two or More  
Races



Two or More  
Races Imputed



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# Lagging Versus Leading Indicators

# Definitions

- **Lagging indicator** – a data point you are trying to achieve which, by its very nature, it is too late to do anything about it by the time you know whether or not you achieved it.
- **Leading indicator** – a measure at a moment in time which gives you an assessment about how you are progressing toward the goal
- **Remember** – a data element like admits can be either a lagging or a leading indicator; it is how you organize your tracking and intermediate target-setting which makes the difference.

# Leading Indicators – A Working Example

# Admitted Students

## How do you start?

- Study at least three years of history for the variable
- Map out how the variable has accumulated by month (or some other time measure)
- Take your new goal and apply the monthly accumulation share
- Consider any new internal or external factors which could alter an established pattern

**Caution – it is easy to map out numbers, even if they aren't realistic!**

# Case Study – Chant Thompson University



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# Chant Thompson University

- Name changed in honor of generous benefactor
- Located near Chicago
- Struggling with enrollment in recent years
- Mandate to grow or at least stabilize the enrollment
- Let's look at some data and see what you would recommend

# Chant Thompson University

**CTU is a faithful participant in the annual NACCAP Enrollment Benchmarking Study which compares their budget, staffing, and key ratios to like institutions. Look at the next four slides to inform your thinking about what is working and what CTU should do to impact enrollment health.**

## NACCAP Admission Benchmarking Study Comparison Summary

Chant Thompson University			
Average Budget Dollars	CTU	Watchlist	Medium Enrollment
Advertising	\$250,000	\$103,952	\$101,713
Publications	\$45,000	\$87,264	\$67,903
Electronic Media	\$250,000	\$34,401	\$53,983
Direct Mail	\$68,000	\$171,507	\$96,379
Marketing Subtotal (sum of above categories)	\$613,000	\$397,124	\$319,978
Travel	\$76,600	\$63,888	\$57,368
On-Campus Entertainment	\$63,950	\$60,287	\$42,790
Student Wages	\$58,000	\$64,309	\$50,722
Phone	\$6,500	\$5,549	\$5,359
Postage	\$115,000	\$56,387	\$43,933
Office Supplies	\$9,000	\$9,102	\$7,961
Outside Assistance	\$118,500	\$66,729	\$104,991
Athletics Recruiting	\$42,250	\$24,036	\$28,160
Other	\$39,900	\$27,793	\$23,786





## NACCAP Admission Benchmarking Study Comparison Summary

<b>Chant Thompson University</b>			
<b>Average % of Total Budget</b>	<b>CTU</b>	<b>Watchlist</b>	<b>Medium Enrollment</b>
Advertising	13.76%	7.35%	8.53%
Publications	2.48%	6.05%	5.39%
Electronic Media	13.76%	1.73%	3.55%
Direct Mail	3.74%	11.62%	6.74%
Marketing Subtotal (sum of above categories)	33.74%	26.75%	24.22%
Travel	4.22%	4.51%	5.05%
On-Campus Entertainment	3.52%	4.16%	3.54%
Phone	0.50%	0.32%	0.36%
Postage	6.33%	3.94%	3.60%
Office Supplies	0.50%	0.68%	0.67%
Outside Assistance	6.52%	2.83%	6.60%
Athletics Recruiting	2.33%	0.82%	1.59%
Other	2.20%	1.97%	1.80%
Non-Salary Total	59.34%	44.65%	46.88%
Professional Salaries	26.69%	32.88%	32.01%
Support Salaries	2.13%	6.21%	5.63%
Student Wages	3.19%	4.54%	4.19%
Total Salary and Fringe	40.66%	55.35%	53.12%



## NACCAP Admission Benchmarking Study Comparison Summary

### Chant Thompson University

Enrollment, Staffing Ratios	CTU	Watchlist	Medium Enrollment
Total Undergrad Enrollment	1177	1233	958
Fall 2019 FT New Students	348	347	289
Spring 2019 FT New Students	14	20	26
Total 2019 FT New Students	362	367	315
FTE Professional Staff	8.63	10.19	8.88
FTE Prof Staff — Direct Recruiting	5.50	7.02	5.80
FTE Support Staff	1.00	3.59	2.44
FTE Total Admission Staff	9.63	13.78	11.31
Starting Counselor Salary	\$32,000	\$32,400	\$33,406
Ratio: New Students / Prof Staff FTE	41.95	37.51	36.50
Ratio: New Students / Recruiting FTE	65.82	55.04	58.85
Ratio: Total Budget \$ / New Student	\$5,019	\$4,089	\$3,908
Professional Staff Overhead	3.13	3.17	3.08
Support Staff / Total Staff	10.38%	25.37%	20.77%
New Transfers	36	46	60
Transfer % of Total Fall 2019 New Students	10.34%	13.35%	20.47%



# NACCAP Admission Benchmarking Study Comparison Summary

## Chant Thompson University

Admissions Funnel	CTU	Watchlist	Medium Enrollment
2019 Grads Who Inquired	39426	16067	13885
Inquiry to Application %	7.22%	12.56%	14.74%
2019 Grads Who Applied	2848	1716	1507
App to Completed App %	55.86%	76.43%	71.23%
2019 Grads Who Completed Apps	1591	1324	1048
Completed App to Admitted %	95.22%	94.38%	85.58%
2019 Grads Who Were Admitted	1515	1243	893
Admitted to Enrolled %	20.59%	25.75%	32.03%
2019 Grads Who Enrolled	312	301	229



# Questions

- What additional data would you want to have to help inform strategy decisions?
- What does the NACCAP Benchmarking data tell you about the resources CTU has committed to the task of recruiting students?
- Based on the data, what would you turn into a leading indicator besides admits?

# Wrapping Up

- You can't have enough data, but you can have too much
- Focus on a few key elements, especially when talking with the cabinet and board. Resist the urge to overwhelm them.
- President Daniel Chamberlain – “it is only by the grace of God that our decisions are any better than the data on which they are based.”
- Become an expert on leading indicators which go beyond the comparison to last year

**For more information on enrollment data and planning,  
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