



Secrets to Setting and Achieving Your Enrollment Goals - Every Year

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Liaison International



- Private, Christian University in Montgomery, AL
- Founded in 1942
- About 3000 students overall - 1000 traditional

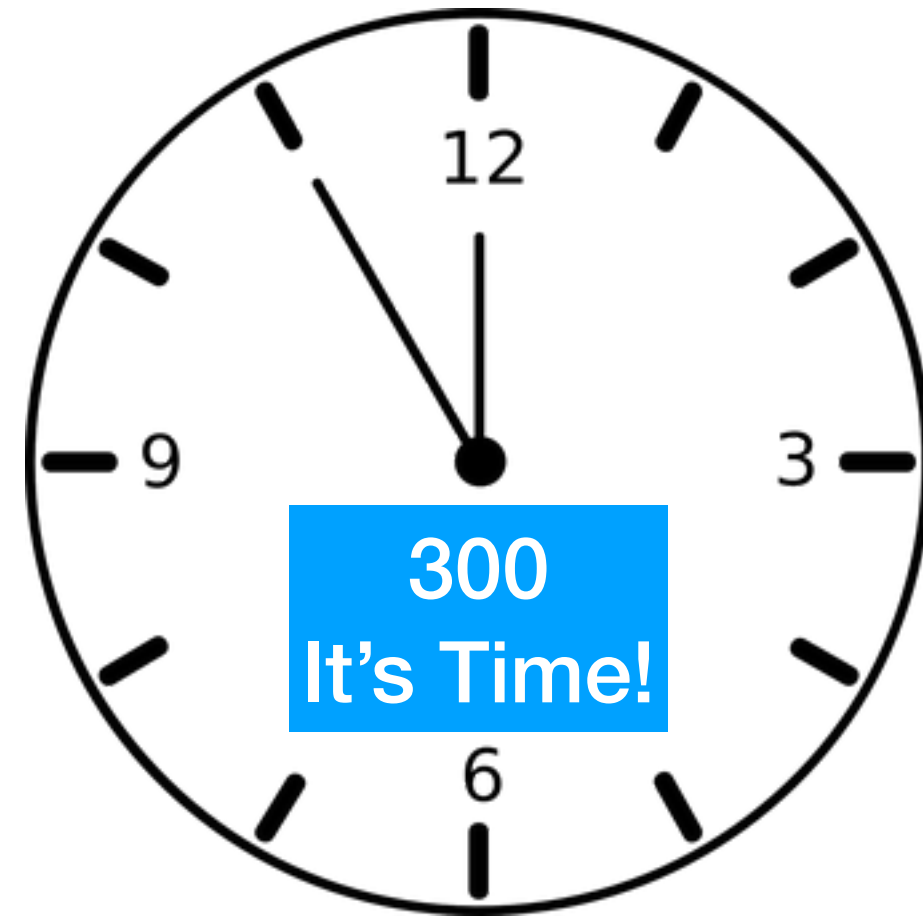


- Headquartered in Boston, MA
- Known for its CAS systems
- EMP division in Poughkeepsie, NY
- Campaign creation/deployment
- True variable print
- CRM
- AI/ML Prescriptive Modeling

Setting the Right Enrollment Goals - Based on Accurate Data....

Your historical data
are very good
indicators and must
be heavily
considered!





How do you set your goals? Or who sets them for you?

Consider:

The involvement of others.

Is this your goal, a goal of the campus, or a goal of a specific person (or group) ?



Your methods to arrive at and articulate your goals are very important!

- Public Goal
- Budget Goal
- Stretch (office) Goal

What Should I Track?

Everything you can!

- Specific *Dates* for:
 - Inquiry
 - App
 - Visit (group or individual)
 - Interview
 - FA app and award letter
 - What is meaningful for you?
- Geo/personal data
 - School/Church
 - Alumni contact
 - Recruiter's area
 - EFC/SAI



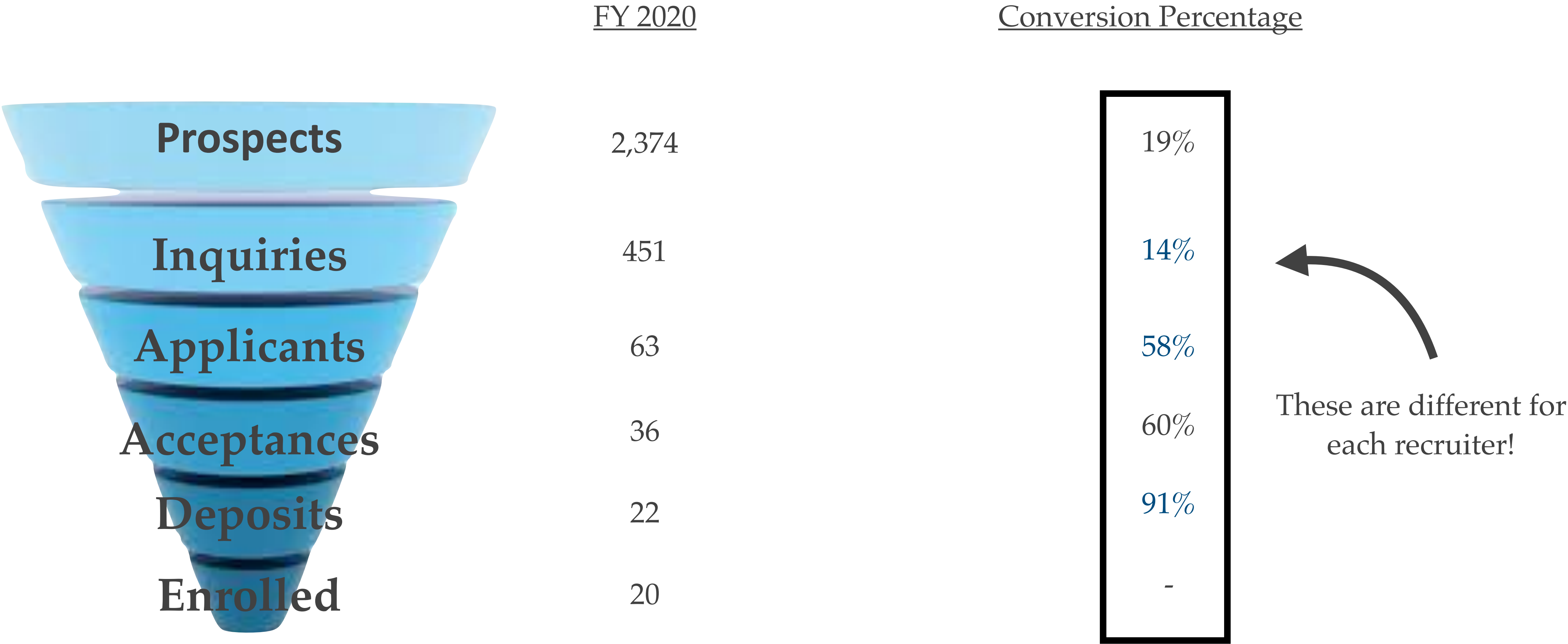
To build the right plan, begin with the end in mind ...

- How many students do you want to enroll overall?
- How many students do you want from each territory?
- Are you being tasked to shape enrollment in any way?
- Have you considered all the variables?
- Is your goal appropriate? (Stretch vs. Budget)

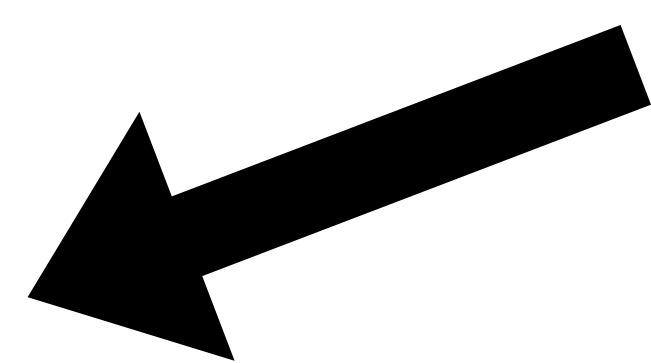
Then work backward....

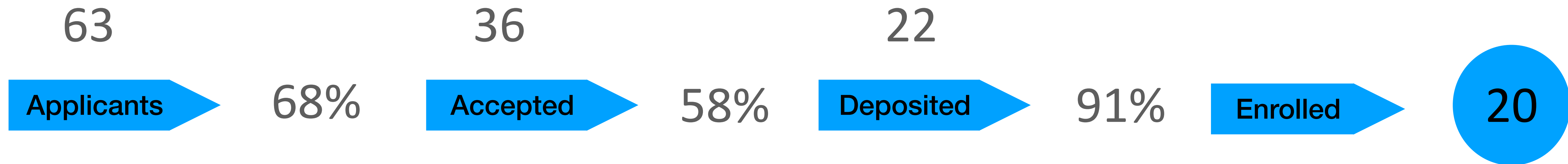
	<u>Goal</u>	<u>Conversion Percentage</u>
Prospects	5,935	19%
Inquiries	1,127	14%
Applicants	158	58%
Acceptances	92	60%
Deposits	55	91%
Enrolled	50	-

Work out the goals for the individual recruiters



Then show them how to reach their goal....

 This part is on you!



Don't forget about interviews and campus visits!!

What if I Don't Have any Data??

- Derive from old records
- Note average conversion rates and extrapolate
- Benchmark!



Sizing Your Enrollment Goals To Your Enrollment Strategy

A reasonable plan for success



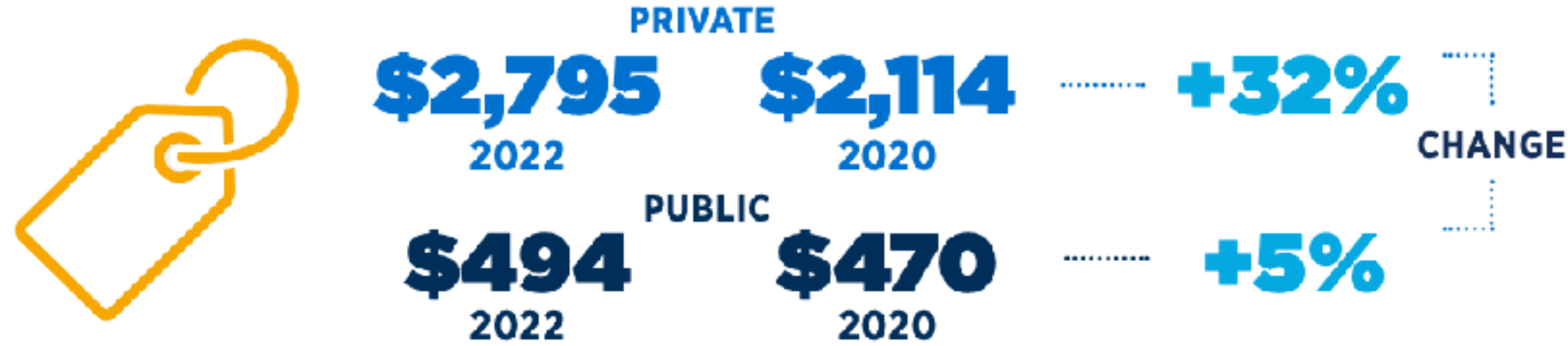
Frequently Remind Leadership That Every Student Comes at a Cost



- Acquiring the name
 - Visit, name list, etc.
- Communication through the enrollment process
- Human resources
- Travel, visit expenses
- Other?

Do you know your cost per student?

1 COST TO RECRUIT AN UNDERGRADUATE STUDENT



Note: All 2020 results are from the 2020 Cost of Recruiting an Undergraduate Student Report.

COST OF RECRUITING A SINGLE STUDENT

COST OF RECRUITING ONE ...	PRIVATE 2022	PRIVATE 2020	PUBLIC 2022	PUBLIC 2020
Undergraduate student	\$2,795	\$2,114	\$494	\$470
Transfer student	\$278	\$333	\$109	\$27
International student	\$855	\$585	\$0*	\$125

*Because RNL uses the median for cost, the international student amount was \$0 for public institutions that provided data on international student recruitment costs.

2 COST OF RECRUITING A SINGLE UNDERGRADUATE STUDENT MINUS PERSONNEL COST



Consider:

Your budget vs. historical budget

Enrollment numbers from previous years (3-5)

- Prospects
- Inquiries
- Applicants (complete and not complete)
- Acceptances
- Deposited (registered)
- Enrolled

Conversion
Rates

Consider:

Your Market Share and Admission Criteria

External pressures

Program (Majors) - anything new?

Athletics! (Mix and roster)

Retention

Your budget for comms and operations

Your staff

Housing availability

The campus environment

Do you have the resources you need to get the job done?

Advocate (Strongly) for the resources that you need

Are you equipped for the cost for each lead, inquiry, app, and accepted student?

Do you have the appropriate staff to handle the volume?

How many students are assigned to each counselor?

Are institutional recruitment process set up (i.e. transfer students)

What is your plan to keep data organized and comms flowing (CRM)?

Remember that you have an important role in keeping things properly sized

Do you have executive support? Is this evident to your team?

Are your nurture campaigns running and effective?

Are you delivering warm leads?

Does your team have a access to training and support?

How are you supporting your team?

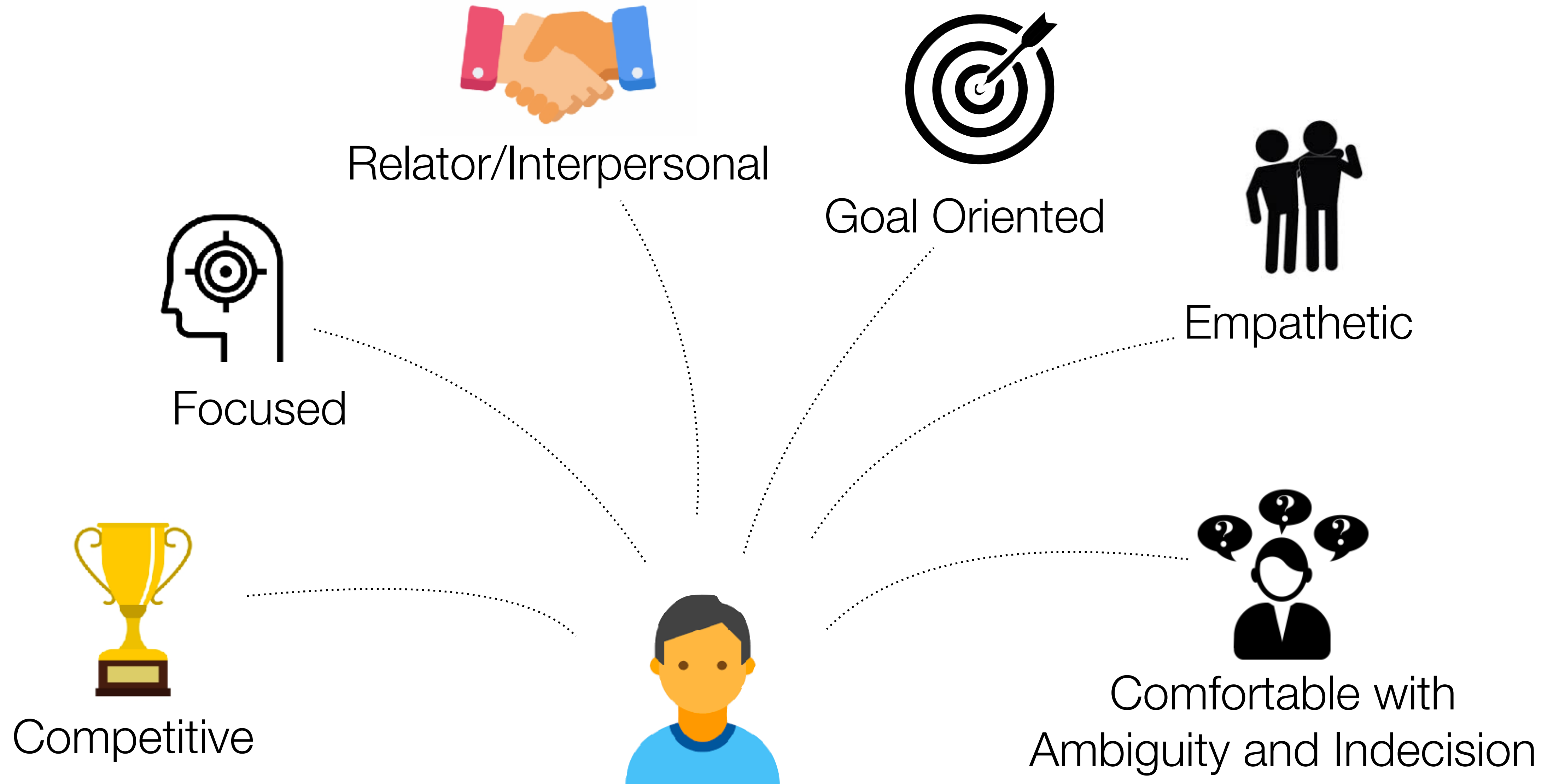
Is your pricing and financial aid leveraging strategy on point?

Matching Your Team To Your Goals

Delegation, Accountability, Motivation, and Celebration



Hire the right people to begin with!



Clarity in expectations start even before Day 1

During the hiring / interview process, talk about:

- Quantifiable goals
- Energy level
- Competition
- “The Spotlight”
- Rejection

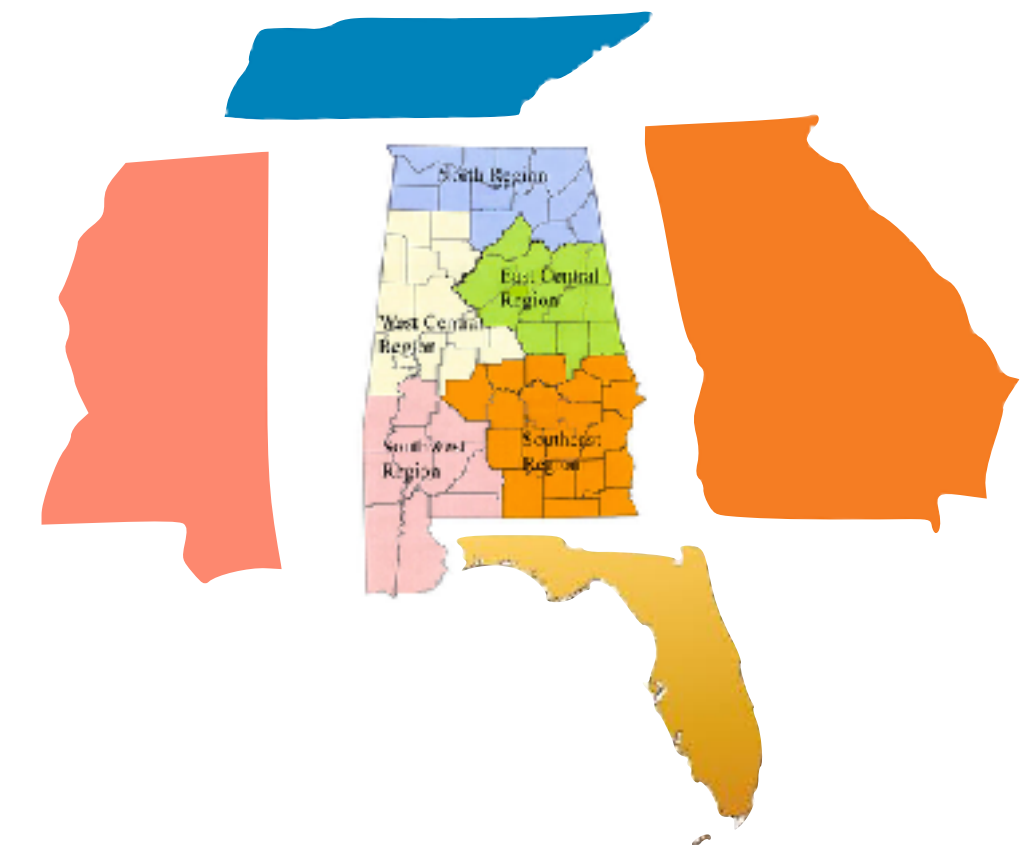


Do your best to talk them out of applying for the position!



Organize for Success

1. Take a hard look at your personnel
2. Adopt a territory management paradigm
3. Ensure that you have well-defined enrollment stages
4. Evaluate your tracking system
5. Don't overload counselors with 'other duties'
6. Be clear with prospects in the hiring process





How can we make sure our counselors accept (and then own) their goals?

- Allow them to give input in larger marketing discussions
- Derive goals at the beginning of the year
- Let them agree on their overall number
- Show them history for the area
- Allow them to set their monthly goals

Cultivating a Culture of Motivation



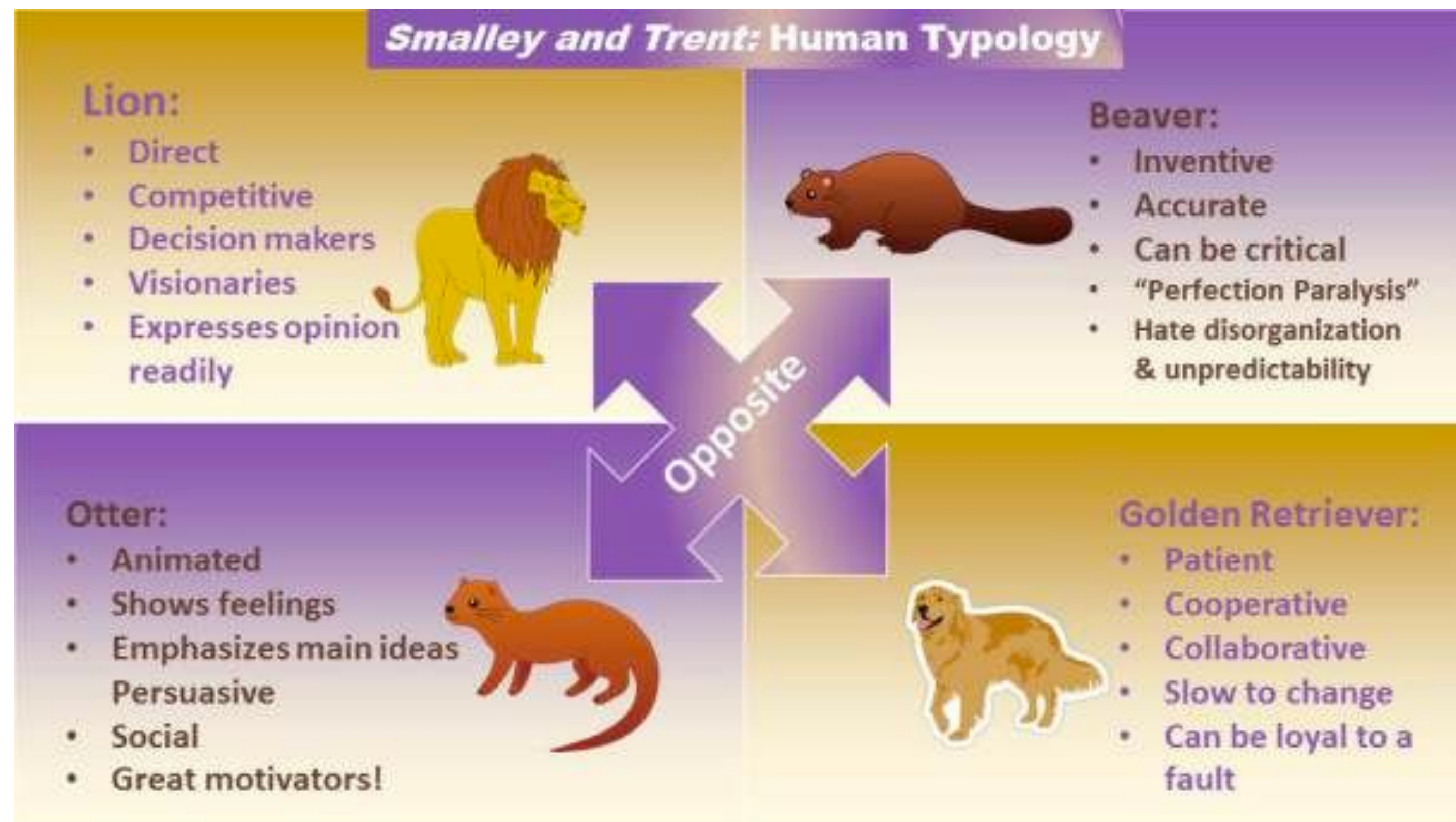
Show Them Their Roadmap

		Before	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total	2023 Matrics	Matr%	Matr Goal
Application	2023 Goal	14	9	17	16	13	16	16	15	14	13	13	13	4	173		46%	71
	2023 Actual	15	10	15	18	15	15	13	18	16	10	15	13	5	178	75	42%	
	2024 Goal	20	10	17	9	23	20	14	7	17	11	16	16	5	185		43%	80
Interview	2023 Goal	8	8	12	12	10	11	11	10	11	10	9	12	8	132		61%	71
	2023 Actual	8	7	10	14	10	8	14	8	13	9	8	13	9	131	75	57%	
	2024 Goal	9	8	9	15	11	9	15	9	14	9	9	11	8	136		59%	80
Campus Visit	2023 Goal	7	7	11	11	9	10	10	9	10	9	8	11	7	119		67%	71
	2023 Actual	6	5	9	9	7	5	14	6	13	9	6	10	9	108	75	69%	
	2024 Goal	7	7	8	8	6	12	8	10	9	8	9	11	12	115		70%	80
Accepted	2023 Goal	10	6	14	14	12	11	18	13	11	9	10	9	8	145		55%	71
	2023 Actual	10	6	14	13	10	9	15	15	10	8	7	10	7	134	75	56%	
	2024 Goal	11	7	14	14	11	10	16	16	9	9	6	8	6	137		58%	80
Registered	2023 Goal				4	6	6	8	15	18	8	8	8	2	83			
	2023 Actual				3	5	8	8	12	19	9	8	4	2	78			
	2024 Goal				5	7	7	8	15	15	8	9	8	2	84			
							Our 2024 Goal:			<u>80</u>								

Explain the Big Picture to the Counselors

	1			2		
	28 - 36			23 - 27		
1.1 Local EFC = 0 - 0	App Students	10	7	App Students	14	6
	ACC Students	8	4	ACC Students	11	6
	ENR Students	4	3	ENR Students	6	3
	Yield	50%	75%	Yield	55%	50%
	Total Aid	\$60,000	\$48,000	Total Aid	\$80,000	\$38,000
	Average Aid	\$15,000	\$16,000	Average Aid	\$13,333	\$12,667
	Disc. Rate	71%	76%	Disc. Rate	63%	60%
1.2 Local EFC = 1 - 4618	App Students	12	5	App Students	15	8
	ACC Students	9	3	ACC Students	13	8
	ENR Students	5	1	ENR Students	5	2
	Yield	56%	33%	Yield	38%	25%
	Total Aid	\$65,000	\$12,000	Total Aid	\$62,000	\$25,000
	Average Aid	\$13,000	\$12,000	Average Aid	\$12,400	\$12,500
	Disc. Rate	62%	57%	Disc. Rate	59%	60%

Be Effective as you Motivate!



Let's Celebrate!!

- End of the year retreat



Build the team....

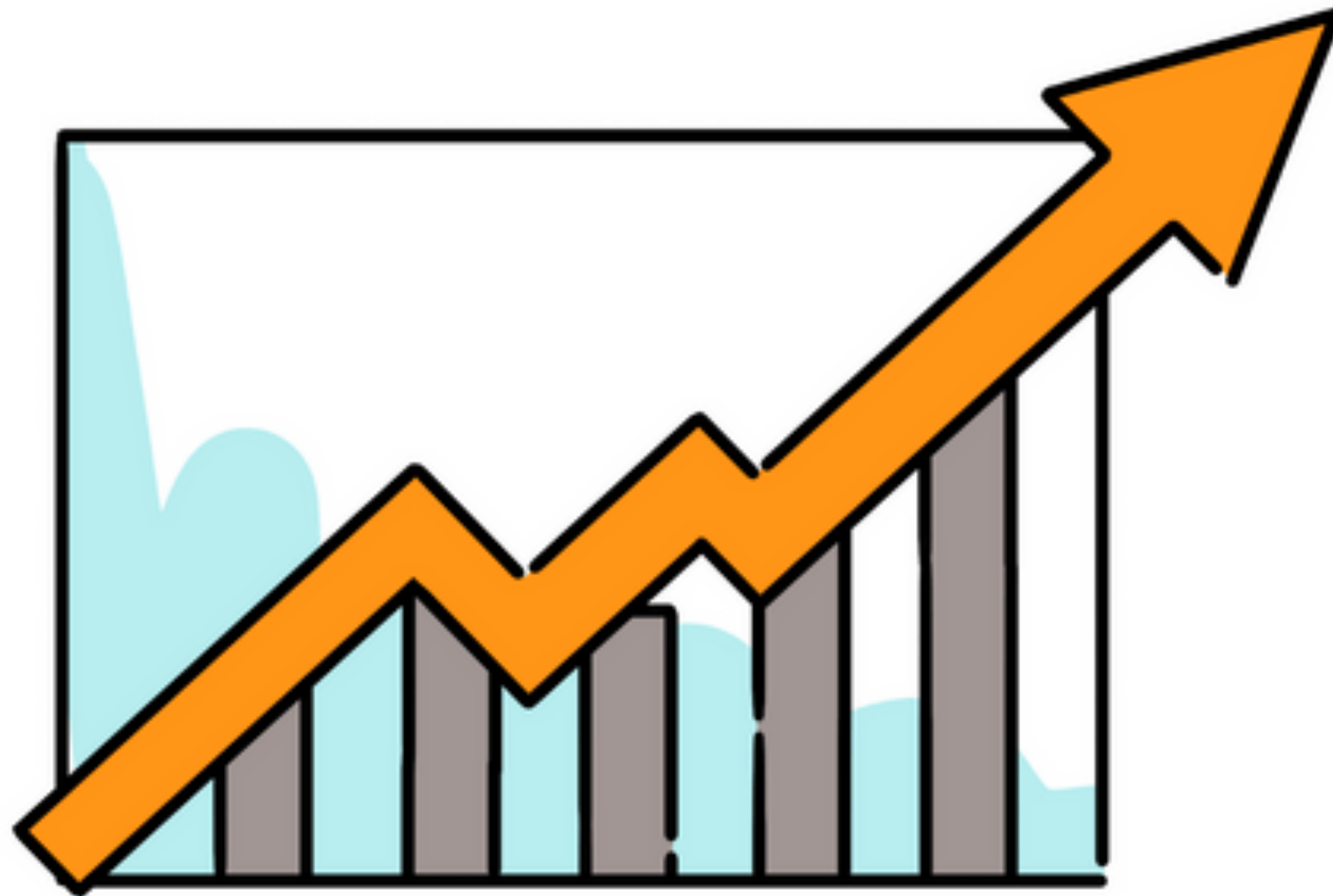
What other traditions have you started / seen work?

Strive to create and maintain a healthy organizational culture



Tracking Progress

Effective management through the funnel



Establish Structure



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Establish a consistent weekly report

Projections for 2018 Fall Freshmen									
2/17/18									
FRESHMEN	Current 2018	Last Week 2018	Same Week 2017	Same Week 2016	Final 2017	Projected 2018	Goal 2018	+/- Goal	+/- YOY
Inquiries	9412	9370	7700	7620	10104	11816	12000	-2%	18.2%
Conv. Rt. to Applicants	14.6%	13.8%	14.7%	14.4%	17.6%	17.5%	15.8%	1.7%	-0.1%
Applicants	1372	1292	1132	1098	1782	2069	1900	8%	17.5%
Conv. Rt. to Accepts	62.7%	63.6%	70.2%	66.5%	69.8%	62.3%	61.7%	0.6%	-7.5%
Accepts	860	822	795	730	1244	1288	1172	9%	7.6%
Conv. Rt. to Deposits	30.2%	30.0%	25.8%	26.4%	31.5%	36.0%	43.5%	-7.6%	4.4%
Deposits	260	247	205	193	392	463	510	-10%	21.2%
Conv. Rt. To Enrolled	99.2%	99.2%	97.6%	96.9%	86.0%	87.6%	86.7%	1.0%	1.7%
Yield (Accept to Deposit)	30.0%	29.8%	25.2%	25.6%	27.1%	31.9%	38%		
Active Deposits	258	245	200	187	337	406	442	-9%	22.5%
TOTAL REGISTERED (FR)	0	0	0	0	362	-			
	FR. projection with conservative yield						398	-2%	

How will your team manage their apps?

<u>Applicant Log for Pluto the Pup</u>										
<u>Recruiter</u>	<u>Fname</u>	<u>Lname</u>	<u>Inq Date</u>	<u>App Date</u>	<u>Acc Date</u>	<u>CV Date</u>	<u>Int Date</u>	<u>FA Award</u>	<u>Deposit</u>	<u>Registered</u>
PTP	Mickey	Mouse	9/1/23	9/3/23	11/3/23	6/5/23	6/5/23		1/24/24	
PTP	Donald	Duck	3/2/23	3/2/23	5/14/23					
PTP	Ludwig	Von Drake	10/23/23	11/5/23						
PTP	Goofy	Dawg	1/25/24	2/1/24	2/2/24					
PTP	Minnie	Mouse	12/10/23	1/5/24						

To Summarize...

Let history and data be your guide

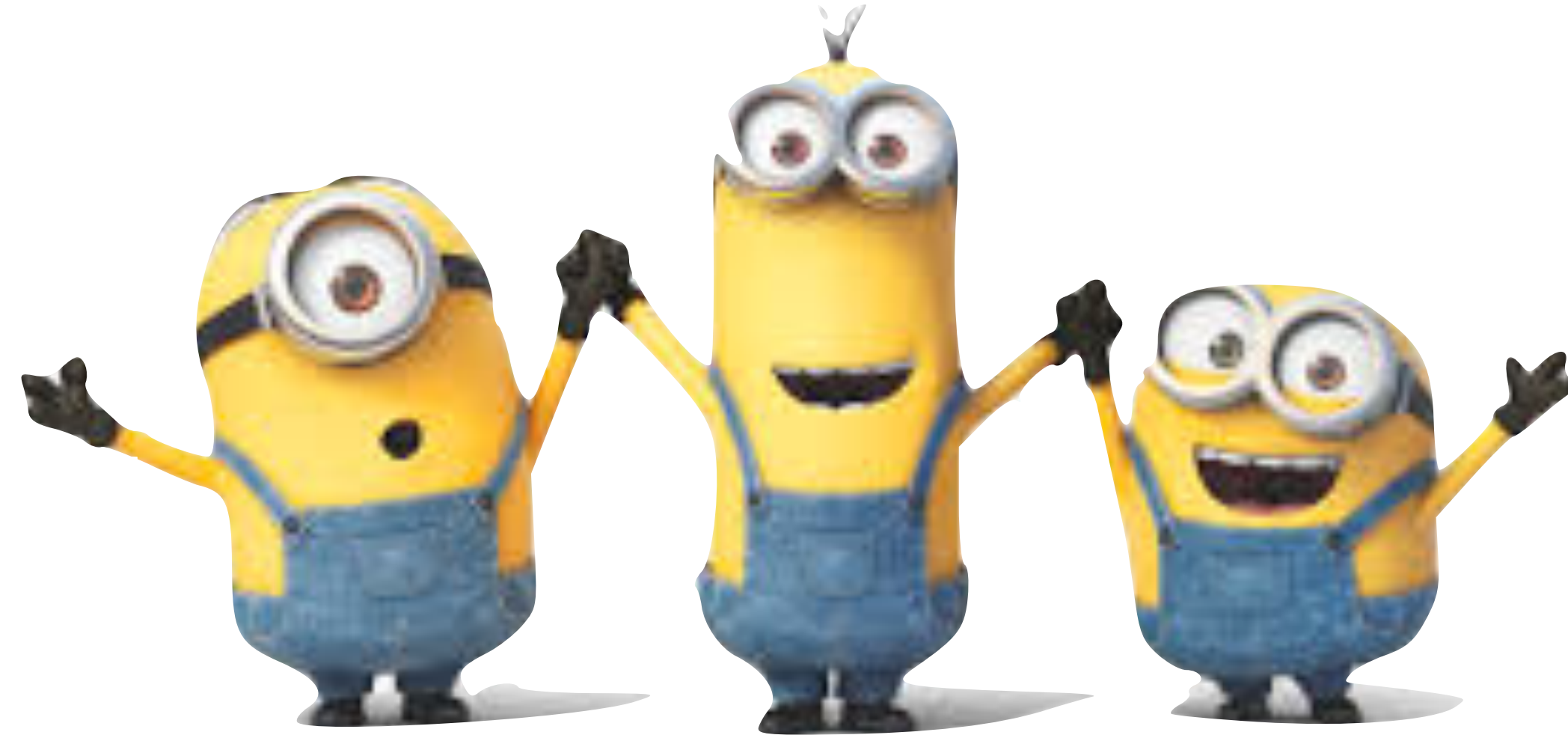
If it moves, track it!

Achieving your enrollment goals takes planning and buy-in at all levels!

Right-size for success

Hire the right people, know them, train them, and celebrate with them

Thanks for coming!



Please clap and don't ask hard questions

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