



ABHE 2025 Annual Meeting

Leading With Your Eyes Open – Letting Your Data Speak

Dave Burke – President, Legacy Higher Ed

February 19, 2025

Session Agenda

- The Right Data
- The Right Response
- Predictions and Projections
- Examining the Anecdotal

What Is the *Right* Data?

You Can Never Have Enough Data... But You Can Have Too Much.

The Key to Effective Enrollment Management is Tracking *Relevant* Metrics

- Where are our students coming from?
 - Beyond the geography... Sources, Schools, Gatherings
- How efficient/effective is our funnel?
- Campus Visits
- The Financial Factors
- Leading and Lagging Indicators
- The Art of Disaggregation



The Right Data

Your Students – The Origin Story

- **Where are your historical “hot zones” geographically?**
 - Are they schools, churches, counties?
- **How do they “discover” the institution?**
 - Friends and relatives
 - Experiences and Events
 - College Search Activities
- **Are you tracking Sources effectively?**
 - First source is important, but it’s not the whole story

The Right Data - Funnel Metrics

PROSPECTS

INQUIRIES

APP STARTS

APP SUBMITS

APP COMPLETES

ADMITS

CONFIRMED

ENROLLED

Track yield percentages all the way down the funnel, year over year, overall and by territory/recruiter. Establish goals once annual baselines are set. (NACCAP members can use the NACCAP Research Project to compare against similar institutions.)

The Right Data – Funnel Practices

The Enrollment Funnel – Words to Work by...

- ☐ All Prospects Are Not Equal
- ☐ Applicants *might* be Glorified Inquiries
- ☐ Completion Rate is the Key
- ☐ “As of Date” comparisons are critical, but not infallible (see FAFSA 2024...)
- ☐ Melting Metrics

Bible Colleges - 2023 Funnel Metrics

ADVERTISEMENT!

The NACCAP
RESEARCH PROJECT.

LIKE NIKE, JUST DO IT.

YOU'LL BE GLAD YOU
DID.

AVERAGE YIELD RATES, ALL RESPONDENTS	BIBLE COLLEGE
2023 Grads Who Inquired	1,841
Inquiry to Application %	25.76%
2023 Grads Who Applied	214
App to Completed App %	60.00%
2023 Grads Who Completed Apps	120
Completed App to Admitted %	95.30%
2023 Grads Who Were Admitted	114
Admitted to Enrolled %	53.68%
2023 Grads Who Enrolled	52

The Right Data

Campus Visits are Critical (for traditional students)

- Track Number and Type (Individual, Group, Event)
- Obtain *Qualitative* Data

Financial Factors

- What Are FAFSAs telling us?
- The Domineering Discount Rate Dilemma

The Right Response

The Right Response – Common Initiatives

Data Analysis Should be Driving Change:

- Funnel Performance – Where is there opportunity? Friction? Accountability improvements?
- Campus Visits – More events? Less? Agenda refinement?
- Financial Aid – Is our strategy working? Is it even data driven? Institutional Discussions needed?
- Outreach Strategies – What is the ROI? Expand or contract? Spring travel implications?
- Source Analysis – Again, is there ROI beyond top-of-funnel? Other options that bring value?

The Right Response - Is our Data Lagging or Leading us?

How, and when, we respond to performance indicators is mission critical

- A “Lagging” approach
 - Set macro team goal for next fall
 - Set team in motion at start of recruitment cycle
 - Hit February, realize funnel performance is lagging behind expectations
 - Panic and react
- A “Leading” approach
 - Set monthly goals for each team member for each relevant stage of the funnel
 - Commit time in 1-on-1 meetings to evaluating progress and discussing strategic responses
 - Enjoy micro-wins stemming from a disciplined and proactive structure



Monthly Leading Indicators Sample

End December	Actuals	Arielle - Primary				Arielle - Secondary			
		2021	2020	2019	Diff	2021	2020	2019	Diff
	Total Applicants	141	89	94	52	95	29	17	66
	Total Accepts	110	75	70	35	46	27	13	19
	Withdrawals	12	8	5	4	5	3	3	2
	Confirmed	2	0	0	2	0	0	0	0
	Enrolled	0	0	0	0	0	0	0	0
End January	Goals	Arielle - Primary				Arielle - Secondary			
		2021	2020	2019	Diff	2021	2020	2019	Diff
	Total Applicants	143	90	94		100	40	17	
	Total Accepts	115	76	70		50	27	13	
	Withdrawals		10	5			3	3	
	Confirmed	2	0	0		0	0	0	
	Enrolled		0	0	0		0	0	0

The Right Response - Disaggregating the Funnel

Opportunities
abound, including
gender, location,
application timing,
ethnicity,
athlete/non-
athlete, first-gen...

Dearborn Bible College - Academic Program Funnel Analysis					
Program	Inquiries	Applications	Completes	Admits	Enrolled
Bible	350	100	85	80	40
Youth Min	1,150	150	100	80	20
Education	75	15	13	13	7
Overall *	7,900	1,050	700	650	250
Yield Rates	Inquiry to Applicant	Applicant to Complete	Complete to Admit	Admit to Enrolled	
Bible	28.6%	85.0%	94.1%	50.0%	
Youth Min	13.0%	66.7%	80.0%	25.0%	
Education	20.0%	86.7%	100.0%	53.8%	
Overall *	13.3%	66.7%	92.9%	38.5%	
* the college offers more than these three majors					

Predictions and Projections

Predictions & Projections

Let History and Strategy Be Your Guide

- Not the Board
- Not (solely) the President
- Not “Hope and Prayer”

How does the data inform the strategy and goals?

- “Recent performance does not predict future results”
- What has changed? What will change? (Institutionally, Regionally, Nationally, Strategically...)
- Are there resource implications for recruitment?

Predictions & Projections

Things that have proven to affect enrollment (a partial list): Any Guesses?

- Financial Aid and Discount Rate Adjustments (either direction)
- Program Additions (academic and co-curricular)
- Pipeline Program Strategies
- Completed Application Increases (Admit more, Enroll more! Only 6 in every 10 complete at ABHEs)
- Increased Campus Visit Behavior

2023-2025
Grads; All
interested in
Christian
Colleges

> 1% interest



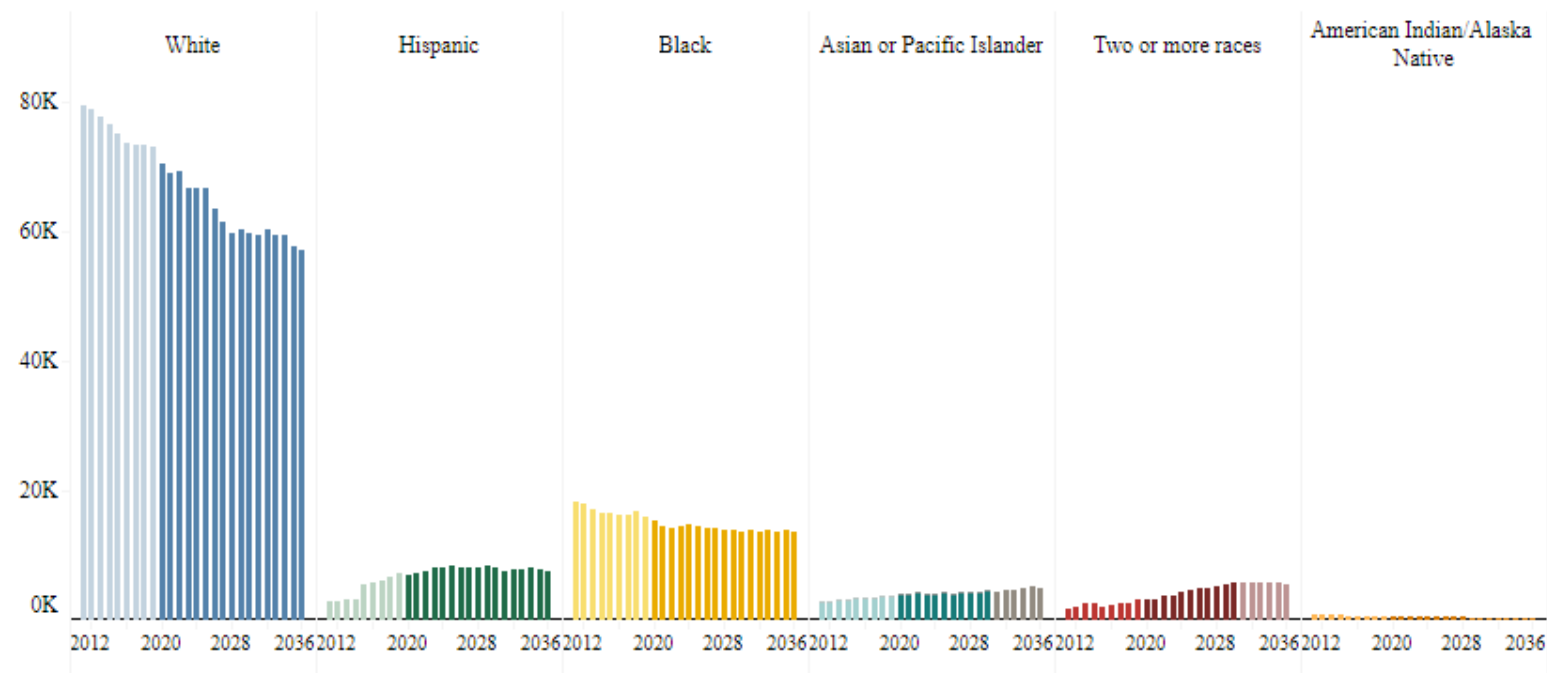
Division	#	% of Total
Business	27,239	15.0%
Communication	4,020	2.2%
Design	8,028	4.4%
Education	8,665	4.8%
Health Science	31,169	17.1%
Humanities	4,637	2.5%
Math	7,077	3.9%
Music	2,740	1.5%
Other	24,281	13.3%
Psychology	11,267	6.2%
Religion	2,532	1.4%
Science	33,584	18.4%
Social Science	13,837	7.6%
Undecided	3,037	1.7%

Intended Major	Division	#	% of Total
Other	Other	23,612	13.0%
Nursing	Health Science	15,039	8.3%
Biology	Science	14,491	8.0%
Engineering	Science	10,970	6.0%
Psychology	Psychology	10,140	5.6%
Business Administration	Business	9,394	5.2%
Business Management	Business	9,305	5.1%
Pre-Med	Health Science	7,839	4.3%
Computer Science	Math	5,878	3.2%
Accounting	Business	4,868	2.7%
Pre-Law	Social Science	4,109	2.3%
Education (Secondary)	Education	3,929	2.2%
Education (Elementary)	Education	3,861	2.1%
Criminal Justice	Social Science	3,492	1.9%
Architecture	Design	3,158	1.7%
Criminal Justice/Criminology	Social Science	2,951	1.6%
Art	Design	2,607	1.4%
Undecided	Undecided	2,595	1.4%
Music	Music	2,468	1.4%
Kinesiology	Science	2,243	1.2%
Biochemistry	Science	2,229	1.2%
Marketing	Business	1,962	1.1%
Political Science	Social Science	1,805	1.0%
Pre-Vet	Health Science	1,775	1.0%

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 **30% to 36%**

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

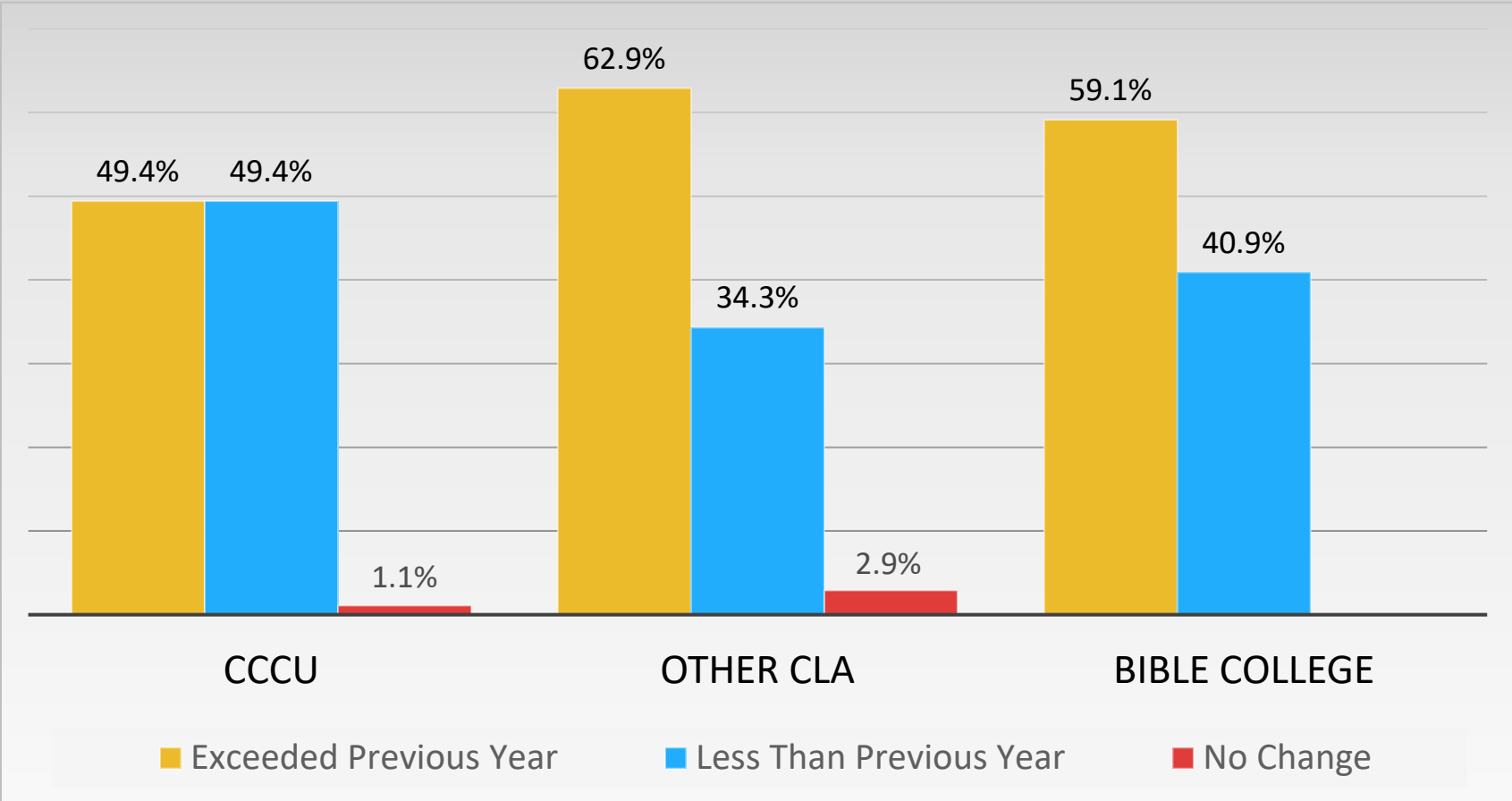


Two or More
Races Imputed

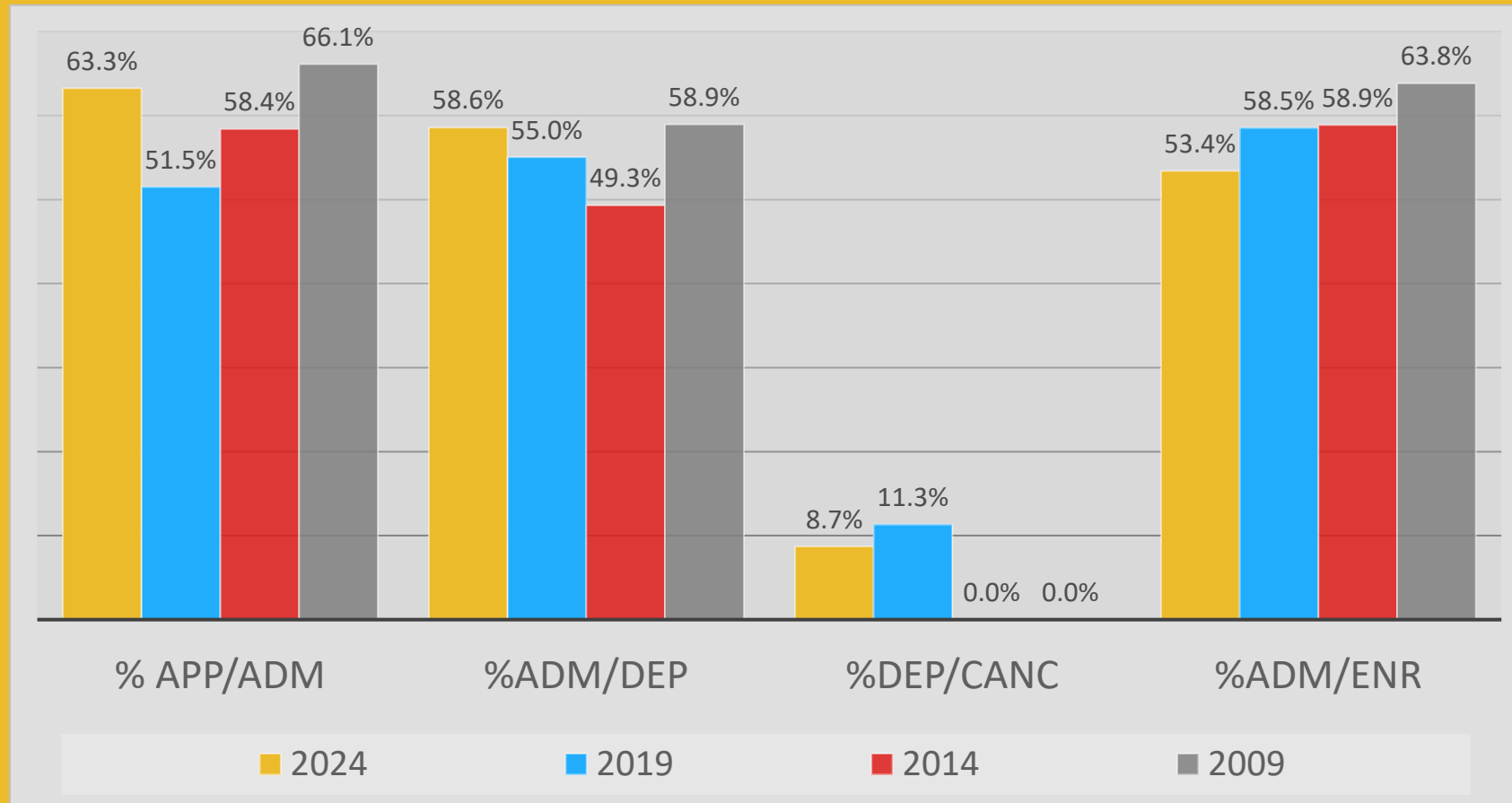


Final 2024 Enrollment Compared with 2023

(By Institution Type)



Yield Rates (Bible Colleges: All Students)



Examining the Anecdotal

Examining the Anecdotal

- The plural of anecdote is not evidence
- Anecdotes can be everything from helpful to downright dangerous
- The Board Member's anecdote is not more important than the groundskeeper's
- Anecdotal evidence *can* inspire worthy examination and research





Thanks!

dave@legacyhighered.com

www.legacyhighered.com