Enrollment Management

Chris Lucier
Vice President for Enrollment Management
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October 6, 2014
Definition

Enrollment management is an institution-wide, systematic, comprehensive, research-driven system designed to locate, attract, and retain the students the institution wishes to serve.

From: Noel-Levitz. “Enrollment Strategies That Work in Attracting and Retaining Students”

Enrollment management is not an event, a single function, or a specific office. It is a significant component of all of the strategic goals, and cannot be performed by one person or a few offices. It requires broad institutional recognition, support, communication, and collaboration, and must be managed as a continuum that takes us from first contact with a prospective student to graduation.
Balancing/managing competing priorities

• The enrollment goals of today's colleges and universities are almost always multifaceted and complex; they are also almost always in conflict with one another.

• Moreover, the relative priority given to multiple enrollment goals tends to vary between campus constituencies in predictable ways; those of the faculty often vary from those of financial officers, for example.

• But at the crux of the strategic nature of enrollment management goals is the fact that the simultaneous pursuit of all of these goals requires a difficult balancing act not only of resources but of competing outcomes; it requires the management of multiple trade-offs since in many ways these enrollment goals are in conflict and are often mutually incompatible.

How did we end up with 4179 new freshman?
The challenge of predicting yield
(% of students who will accept our offer of admission)

Predicting Yield for Fall ‘14
• Sharply declining yield over prior three years; from 28.8% to 24.3%
• Demographics and competition
• Increased application volume
  – Mostly from new markets outside Northeast
• Higher quality of applications
• No significant change in financial aid
• Complication: admitting to majors
• Mitigating the decline
  – Earlier admissions decisions
  – Merit award letters going out earlier
  – More and better communications
• Reasonable to expect yield between 23-23.5%
From yield prediction, how many should we admit?

<table>
<thead>
<tr>
<th>TARGET</th>
<th>22.7%</th>
<th>23.2%</th>
<th>23.7%</th>
<th>24.2%</th>
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<tbody>
<tr>
<td>3800</td>
<td>16,740</td>
<td>16,379</td>
<td>16,033</td>
<td>15,702</td>
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- We admitted 16,394 students
Why didn’t you turn if off when we hit 3,800?

<table>
<thead>
<tr>
<th>Date</th>
<th>Fall-2011</th>
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<th>Fall-2014</th>
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<td>Mar 29</td>
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<td>Apr 06</td>
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- Final admissions decisions made near the end of March
- National enrollment deposit deadline = May 1
- On April 26, with five days to go
  - 68% of the target of 3800
  - Consistent with prior three years
What is the correct yield prediction for Fall ’15?

• Steadily declining yield till Fall ‘14
• Anticipate an increase in application volume
  – Mostly from new markets
• Competitor actions
  – If we were over, other colleges and universities did not hit their goals
• No significant changes in financial aid model
• Implementation of CRM (Customer Relation Management software) to improve segmentation and personalization of communications
• Target for Fall ‘15
  – 3800 new freshman
  – 50 conditional admit students matriculate from ELI
  – Aim to land between 3850-3950
### Fall ’15 Projecting

<table>
<thead>
<tr>
<th>TARGET</th>
<th>24.0%</th>
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<th>25%</th>
<th>25.5%</th>
<th>26.0%</th>
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<tbody>
<tr>
<td>Admits</td>
<td>15,833</td>
<td>15,510</td>
<td><strong>15,200</strong></td>
<td>14,902</td>
<td>14,615</td>
</tr>
<tr>
<td>Enrolls</td>
<td></td>
<td></td>
<td><strong>3,800</strong></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Enrolls</td>
<td>3,648</td>
<td>3,724</td>
<td><strong>3,800</strong></td>
<td>3,876</td>
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<tr>
<td>NTR</td>
<td>-$2.75m</td>
<td>-$1.35m</td>
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<tr>
<td>Enrolls</td>
<td>3,722</td>
<td><strong>3,800</strong></td>
<td>3,878</td>
<td>3,966</td>
<td>4,032</td>
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Road Ahead

• Develop a strategic enrollment plan
  – Support institutional goals related to quality, diversity, residency, discipline mix, and net tuition revenue
    • Align with Delaware Will Shine
  – Define an undergraduate enrollment based on goals and resources
  – Diversify the enrollment portfolio
    • Increase transfer enrollment
    • Points of entry
      – Freshman summer and spring starts
      – Precollege programs
    • Geography
      – Domestic and international
  – Improve student success and satisfaction to increase retention
  – Remain nimble - continually refine based on results and market dynamics
Road Ahead

- Institutional-wide
  - Outstanding academic experience
    - Distinctive programs
    - Inter-disciplinary
    - Experiential
    - Engaged students are our best recruiters
  - Outstanding career services
  - Branding, marketing, public relations
I welcome the opportunity to meet and discuss challenges and opportunities

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