



# Enrollment Management

Chris Lucier

Vice President for Enrollment Management

Presentation to the University of Delaware Faculty Senate

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.

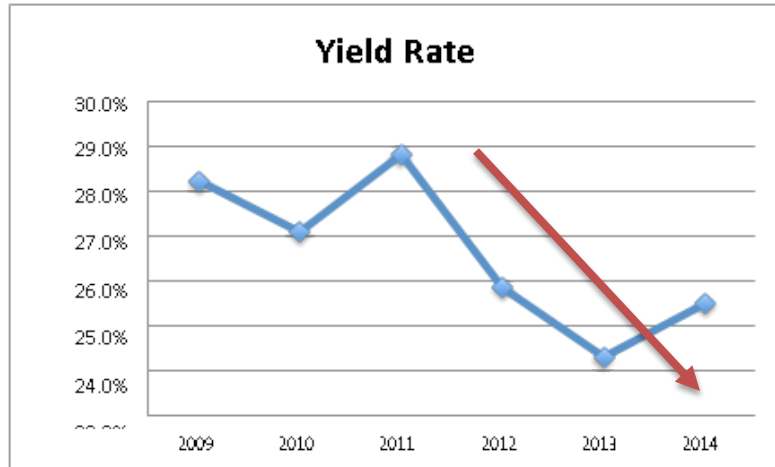
*Enrollment Management and Managing Enrollments: Revisiting the Context for Institutional Strategy*,  
Donald Hossler and David Kalsbeek, AACRAO SEM Quarterly, April 4, 2013



# 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?

TARGET	22.7%	23.2%	23.7%	24.2%
3800	16,740	16,379	16,033	15,702

- We admitted 16,394 students



# Why didn't you turn it off when we hit 3,800?

## All Colleges

### First Time Freshmen Bachelors: Net Deposits Weekly

Date	Fall-2011	Fall-2012	Fall-2013	Fall-2014
Feb 01	43	45	53	54
Feb 08	59	62	68	92
Feb 15	88	81	100	122
Feb 22	102	123	123	157
Mar 01	119	157	150	212
Mar 08	146	211	184	288
Mar 15	221	280	289	365
Mar 22	399	420	421	468
Mar 29	608	605	594	619
Apr 05	870	819	791	868
Apr 12	1279	1173	1119	1129
Apr 19	1828	1740	1686	1684
Apr 26	2554	2525	2463	2573
May 03	3787	3682	3709	4179
May 10	3878	3783	3762	4218

- 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

TARGET	24.0%	24.5%	<b>25%</b>	25.5%	26.0%
Admits	15,833	15,510	<b>15,200</b>	14,902	14,615
Enrolls			<b>3,800</b>		

TARGET	24.0%	24.5%	<b>25%</b>	25.5%	26.0%
Admits			<b>15,200</b>		
Enrolls	3,648	3,724	<b>3,800</b>	3,876	3,952
NTR	-\$2.75m	-\$1.35m			

TARGET	24.0%	<b>24.5%</b>	25%	25.5%	26.0%
Admits	15,833	<b>15,510</b>	15,200	14,902	14,615
Enrolls	3,722	<b>3,800</b>	3,878	3,966	4.032





# 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

Chris Lucier

[clucier@udel.edu](mailto:clucier@udel.edu)

X0746

Assistant: Sarah Hedrick