

# **Role of the Registrar in Enrollment Management: Setting Priorities and Getting Results**

**AACRAO Annual Meeting**

**March 30, 2014**

**8:30 AM-11:30 AM**

**Session ID: 1889**

# Topics

- ▶ What is SEM?
- ▶ The Conversation
- ▶ Enrollment Management
- ▶ Student Lifecycle Management
- ▶ Results from the pre-Conference Survey



# Enrollment Management

“If it's true that enrollment management (EM) was born on the East Coast sometime in the early to mid-1970s (Boston College lays the strongest claim), then the process would be "30-something" today. EM has certainly evolved and, if it is to remain relevant, should continue to evolve as institutional needs change and as institutions themselves change.”

Source: <http://www.universitybusiness.com/article/enrollment-management-grows>

# Enrollment Management

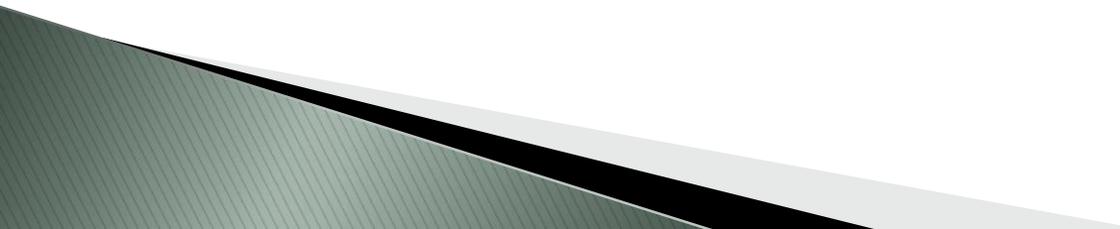
“Certainly by definition that means for EM **there can be no perfect model or ideal organizational structure.** Rather, it is a function of time and place, strengths and weaknesses, goals and ambitions, mission and vision unique to each institution—public/private, four-year/two-year, for-profit/not-for-profit, undergraduate/graduate/professional, liberal arts/pre-professional, etc.”

Source: <http://www.universitybusiness.com/article/enrollment-management-grows>

# What is it?

“It is a process that brings together often disparate functions having to do with recruiting, funding, tracking, retaining, and replacing students as they move toward, within, and away from institutions. Goals often accompany enrollment management initiatives to detail the focus and intended outcomes or deliverables.”

Source: <http://www.universitybusiness.com/article/enrollment-management-grows>



# What are its generic goals?

- ▶ Organizing departments that relate to the management of enrollments in such a way that the coordination of staff, flow of information, and integration of decisions can be most easily facilitated
- ▶ Creating an integrated student database and the capacity to use systems, including the internet, for coordinated research, planning, recruitment, and communication.
- ▶ Developing an admissions marketing program in order to attract appropriate students in sufficient numbers

Source: <http://www.universitybusiness.com/article/enrollment-management-grows>

# What are its generic goals?

- ▶ Implementing pricing and financial aid strategies that will optimize the institution's ability to generate net tuition revenue and attract and retain the desired academic, demographic, and socio-economic mix of students
- ▶ Developing a capability to anticipate immediate and long-term student demand and methods of improving the institution's ability to respond to these interests
- ▶ Formalizing an institutional retention program in order to identify reasons for attrition and minimize them
- ▶ Enroll qualified transfer students

These goals were relevant and sufficient throughout the 1990s. In the decade of the 2000's, the portfolio has tended to expand and as of today's date, there may be other areas that are just beginning to emerge.

Source: <http://www.universitybusiness.com/article/enrollment-management-grows>

# Colleges of Different Sizes and Types of Control

- ▶ In a College and University Journal article, organizational models for enrollment management at small colleges was discussed in detail...
- ▶ “Small private colleges that are heavily tuition dependent are challenged each year to maintain and grow student enrollments. This longitudinal study investigates how certain colleges have structured enrollment management efforts in response. The results indicate that over the last several years there has been a significant migration to the enrollment management division model.”

Source: <http://consulting.aacrao.org/publications-events/publications/organizational-models-for-enrollment-management-at-small-colleges/>

# Regional Association Discussions

Monday, February 24, 2014

- Overview and Mission
- Entrance Qualifications
- Institute Justification
- GISEM History
- REP Requirements
- Advanced Track Sessions
- Consultant Session
- Sessions
- GISEM Benefits
- Faculty
- REP Registry
- Curriculum Design
- Quotes & Testimonies
- Approved Field Visits
- Field Visit Preparation
- Application (PDF)
- Field Experience Form (PDF)
- GACRAO
- Free Adobe PDF Reader

**Workshop Sessions**

GACRAO Institute for Strategic Enrollment Management

**Institute Workshop Sessions  
2007 Advance Track Sessions**

Sunday	Unit Credit	Contact Hours
<b>Session I-A - New Comers</b> <i>SEM Welcome/Introduction/EM Careers/ SEM Essentials</i> <b>Joe F. Head, Kennesaw State University</b> GISEM overview for newcomers.  This session will broadly review the operational definition of enrollment management regarding history, career development, fundamentals in the partnerships within Enrollment Services and emerging field for professional enrollment officers.	1.0	11:00 – 12:00
<b>Session I-B - Second Year Attendees/REP</b> <i>Field Visits/ Findings/Current EM Issues</i> <b>Panel</b>  Second and third year attendees will engage in interactive table	1.0	11:00 – 12:00

# The Conversation

A July 2013 article by NBC news explored the downturn in 2012 college enrollment.

“College enrollment in 2012 declined by nearly a half million students compared to a year earlier, according to new figures released by the U.S. Census Bureau, with students over the age of 25 leading the miniature exodus from higher learning.”

“Enrollment at colleges and universities among students aged 25 and older dropped by 419,000 last year, while enrollment among younger students dropped at about a tenth of that rate..”

“The drop-off comes amid an overall increase in college enrollment, with 3.2 million new students entering classrooms between 2006 and 2011, according to the Census Bureau.”

“Among the groups that bucked the trend in the past year were Hispanics, who saw enrollment rise by nearly 450,000 between 2011 and 2012, which constitutes an increase from 11 percent of the college student population to 17 percent. The percentage of black students also ticked up slightly, to about 15 percent.”

Source: <http://www.nbcnews.com/news/us-news/college-enrollment-down-half-million-students-2012-census-bureau-report-v20309979>

# The Conversation

**A July 2013 article by NBC news explored the downturn in 2012 college enrollment.**

“Enrollments at all institutions were down about 2 percent for the spring of 2013, according to a study from the National Student Clearinghouse Research Center.”

Source: <http://www.nbcnews.com/news/us-news/college-enrollment-down-half-million-students-2012-census-bureau-report-v20309979>

# The Conversation

- ▶ Related issues:
  - As college tuition increases, student enrollment decreases
  - For-profit colleges, continued decline in enrollment?
  - Students and families managing the debt
  - Today's digital world
  - Serving part-time and adult students
- ▶ For publics, changes in funding models from enrollment to outcomes
  - Retention rates
  - Graduation rates

# The Conversation

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# The Conversation

- ▶ How students search for and select a college...
  - **Forget the “admissions funnel”**
    - “Just 3 percent of student respondents are following “funnel rules,” and waiting for a school to contact them before they reach out to the institution. The other 97 percent will initiate contact with a school if they have an interest. This number has shifted upward over the last four surveys: in 2010, 84 percent would initiate contact.”

Source: <http://www.universitybusiness.com/article/10-ways-students-search-colleges-today%E2%80%94and-how-adapt>

# The Conversation

- ▶ Get more strategic with how you engage
  - “Consider the purpose each communication channel serves and how it can relate to—and enhance—the others. The objective: less general information and more facilitating engagement.”
  - Make better use of telephone, mail, web presence (on-line videos), campus visits
  - Focus on mobile applications for smart phones

Source: <http://www.universitybusiness.com/article/10-ways-students-search-colleges-today%E2%80%94and-how-adapt>

# The Conversation

## ▶ The aid conversation...

- “The cost and aid survey uncovered the need to educate families earlier, more consistently, and more comprehensively regarding tuition and financial aid.”
- “Nearly 60 percent of students in the survey had already discussed college finances with their parents before the college search. Those students who had had such discussions were more likely to also report having already done a lot of research on aid. They also appeared to perceive financing their education as less difficult than did those who hadn’t had a conversation.”

Source: <http://www.universitybusiness.com/article/10-ways-students-search-colleges-today%E2%80%94and-how-adapt>

# Student Lifecycle Management

Are we really talking now about *student lifecycle management*?

# Student Lifecycle Management

## Making the Case for Student Lifecycle Management

By Mike McLean

07/25/07

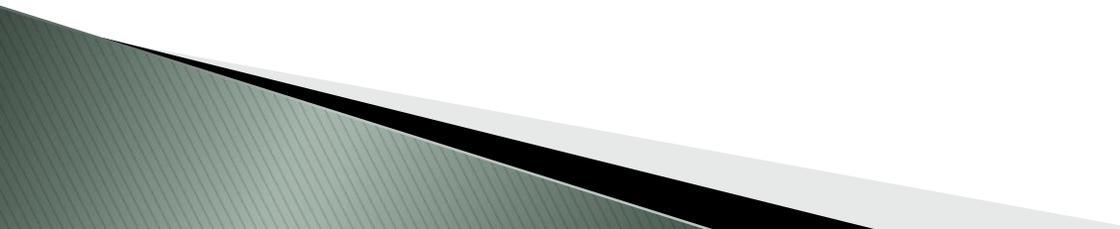
“In today's increasingly competitive higher education environment, we face rising demands to attract and keep the best students, improve the quality of education, and keep costs down. These are lofty goals, but they are attainable if institutions learn to examine their business processes and leverage technology to manage the entire student lifecycle -- helping improve service to students, from recruitment through graduation and beyond. If higher education institutions do not embrace this concept and start nurturing these valuable relationships, they risk disconnection from students and the loss of competitive edge.”

Source: <http://campustechnology.com/articles/2007/07/making-the-case-for-student-lifecycle-management.aspx>

# Student Lifecycle Management

If we start to think of this as “student lifecycle management” as a component of enrollment management, as a guiding principle for enrollment management, as the true essence of strategic enrollment management that has always been there, or even as a replacement for the enrollment management concept, what does it mean?

# Results of the Survey

- ▶ Refer to the report you received prior to the meeting
  - ▶ Report is on the flash drive provided
  - ▶ What kinds of themes emerged from the survey?
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# References

- ▶ Article on managing change with strategic enrollment management
  - [http://www.chairacademy.com/conference/2013/\\_papers/Managing%20Change%20with%20Strategic%20Enrollment%20Management-1.pdf](http://www.chairacademy.com/conference/2013/_papers/Managing%20Change%20with%20Strategic%20Enrollment%20Management-1.pdf)
- ▶ PowerPoint on the effectiveness of enrollment management structures
  - <http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=9&ved=0CHUQFjAI&url=http%3A%2F%2Fwww.shsu.edu%2Fenrollment%2Fppt%2Feffectiveness-enrollment-management.ppt&ei=f04LU4vXF4urkQeK54CQCw&usg=AFQjCNHk8kVw8LhalXmjYDr7wtGlc1hafA&bvm=bv.61725948,d.eW0>
- ▶ Strategies for success within a student-affairs based enrollment management enterprise...
  - <http://www.uky.edu/~vafiel0/StudentSuccess/docs/strategies.pdf>
- ▶ A practical guide to strategic enrollment planning
  - <http://www.educationalpolicy.org/pdf/SEM%20Guide.pdf>

# References

- ▶ Article on student lifecycle management
  - <http://campustechnology.com/articles/2007/07/making-the-case-for-student-lifecycle-management.aspx>
- ▶ University Business article on how students search for and select a college
  - <http://www.universitybusiness.com/article/10-ways-students-search-colleges-today%E2%80%94and-how-adapt>
- ▶ NBC News article from July 2013 on drop in college enrollment
  - <http://www.nbcnews.com/news/us-news/college-enrollment-down-half-million-students-2012-census-bureau-report-v20309979>
- ▶ College and University Journal article on enrollment management at small colleges
  - <http://consulting.aacrao.org/publications-events/publications/organizational-models-for-enrollment-management-at-small-colleges/>
- ▶ University Business, article on Enrollment Management, May 2006
  - <http://www.universitybusiness.com/article/enrollment-management-grows>