

Managing Your Enrollment Funnel to Optimize Student Recruitment


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MANAGING YOUR ENROLLMENT FUNNEL TO OPTIMIZE STUDENT RECRUITMENT

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LEARNING OUTCOME

After participating...

...you will be able to better define your enrollment funnel to target your student recruitment investment.

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Stefanie Niles Biography



- 18th year in enrollment management
- Served at three institutions - DePauw University, Bryn Athyn College, Hollins University
- Currently oversee Admission, Financial Aid, Marketing/PR, Horizon program
- Oversaw a major research and rebranding process for Hollins, including a complete overhaul of the institution's website, print, and digital materials



Jeffrey Papa Biography




- 34th year in higher education
 - 20 years of on-campus experience in enrollment management
 - 14 years of working with a wide variety colleges/universities as a researcher, consultant
- Expertise: brand identification, enrollment management, retention, marketing and communications, alumni relations, strategic planning
- Frequent presenter at professional conferences and adjunct faculty member



■ **Agenda**

- Managing your enrollment funnel
- Leveraging available recruitment resources
- Targeting your recruitment investment
- Learning from trial and error

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Hollins - Then and Now

MANAGING YOUR ENROLLMENT FUNNEL

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Enrollment Funnels - Then and Now

The Traditional Enrollment Funnel

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Enrollment Funnels - Then and Now

A COLLEGE MARKETING RECRUITING FUNNEL

TRADITIONAL MARKETING
E.G., DIRECT MAIL, ADVERTISING, EVENTS, PUBLICITY, PUBLICATIONS, E-MAIL

INTERNET MARKETING
E.G., SEO, SEM, DISPLAY ADS, SM, REVIEWS

Prospective Students

Content Rich College Web Site

Request for Info (CTA) Connected to CRM software

Campus Visit Request (CTA) Connected to CRM software

Application (CTA) Connected to CRM software

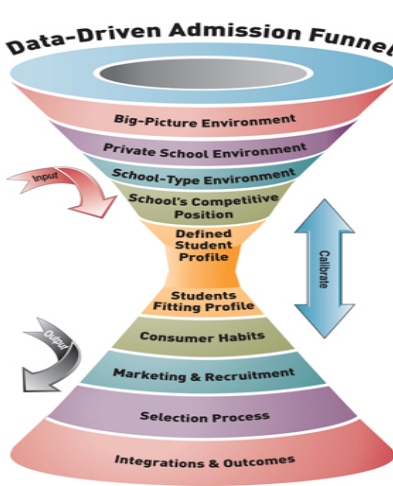
Names and contact information from CRM software become ...

LEADS FOR ADMISSION RECRUITERS

Created by: www.marcomadvisor.com

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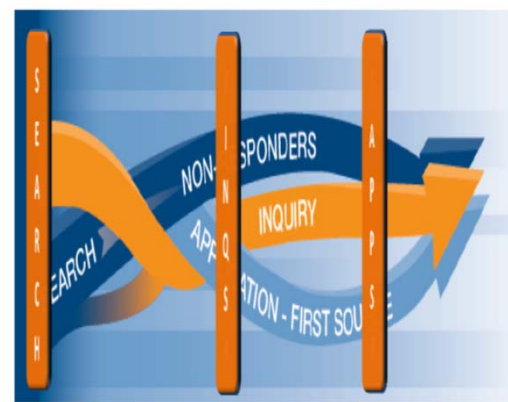
■ Enrollment Funnels - Then and Now



The diagram is a funnel-shaped funnel with ten horizontal layers. From top to bottom, the layers are: Big-Picture Environment, Private School Environment, School-Type Environment, School's Competitive Position, Defined Student Profile, Students Fitting Profile, Consumer Habits, Marketing & Recruitment, Selection Process, and Integrations & Outcomes. A red arrow labeled 'Input' points into the top of the funnel. A blue double-headed arrow labeled 'Calibrate' is positioned to the right of the funnel. A grey arrow labeled 'Output' points out from the bottom of the funnel.

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■ Enrollment Funnels - Then and Now




The diagram shows a funnel with three vertical orange bars. The left bar is labeled 'SEARCH'. The middle bar is labeled 'NON-RESPONDERS' and 'APPLICANTS'. The right bar is labeled 'APPLICANTS'. A blue arrow labeled 'INQUIRY' points from the left bar to the middle bar. A blue arrow labeled 'APPLICATION - FIRST SOURCE' points from the middle bar to the right bar.

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■ Data Sources

Five critical junctures of the funnel

- Suspects
- Inquiries/Prospects
- Applicants
- Admits
- Enrolled




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■ Key Performance Indicators

Enrollment-based Indicators

- Conversion rates: Inquiries to Applicants and Applicants to Accepted students
 - Common Application/Fast Apps
- Yield rates
 - Qualification tools
- Summer melt
 - LRAP (Loan Repayment Protection Program)
- Net tuition revenue (first year and overall)
- Retention (first year and beyond)
- Graduation rates
- Other institutional metrics (i.e., outcomes, alumni giving participation rate, etc.)



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CHAT

What additional tools do you use to assess your key performance indicators?



■ Key Performance Indicators

Marketing-based Indicators

- Web hits
- Number of visitors to institutional website
- Length of time on page - “stickiness”
- Likes/Shares
- Favorites
- Monitoring of social media (including those not managed by the institution)
 - Students Review example



Managing Your Enrollment Funnel to Optimize Student Recruitment

Recommended: [Create The Right Career Habits Now](#)

“ I have just graduated from Hollins this May, ”

English May 27 2013

I have just graduated from Hollins this May, and I want to add my two cents after having a great year (Junior year) and a not so great year (Senior year). I transferred to Hollins in Fall 2011 after earning my associates degree. With over 60 credits transferred, I was able to start out as a Junior in my major, which was English.

The 300-level English classes that I took in my Junior year were interesting, challenging, and showed me points of view that I never considered or was exposed to in High School / Community College. The faculty were great! My favorites were Jeanne Larsen, TJ Anderson, and Pauline Kaldas. The other assorted classes that I took to satisfy random requirements were painless and fairly easy. For example, France and the French is a good class to take if you need your big Q because it involves no real math. However, History of Photography, was extremely stimulating and challenging in a good way. Ruth Epstein was fabulous.

Over all, Junior year was great! The white water rafting trip to West Virginia during orientation was really fun. I did Tinker Day and went to the Winter and Spring formals (which suck out loud, by the way...they're like high school dances where they provide beer and wine). I made some tight friends. I lives off campus so I did not participate in every activity, but I tried to get involved. I will say as a commuter, the parking is fair but not great (when they have a lot of people visiting for some function, they let them part in the commuter spots. Not fun when you are trying to find a spot at 9am!). The dining hall and the RAT (a MTO venue) are decent, but I can see how eating there 24/7 gets

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University of Phoenix

“ Hollins Univeristy has been the biggest relief in ”

Art & Design Department Aug 04 2014

Hollins Univeristy has been the biggest relief in my decision to coming to America. The community is so accepting, helpful and at the same time it is very challenging as well; may that be in or out of class. I can choose classes from a wide variety of departments. And its so wonderful to have such a dedicated faculty who are so approachable and insightful, and care about our success.

 [view full review](#)


1st Year Female -- Class 2016
 Faculty Accessibility: **A+**, Surrounding City: **B+** [Question?](#)

Recommended: [Getting Involved: The Key to College Happiness](#)

“ Hollins is a unique but amazing experience ”

English Aug 04 2014

Hollins is a unique but amazing experience. As a recent graduate, I am proud to have attended Hollins. The faculty is super helpful; I never had any difficulty reaching a professor with questions. The student body is very involved in campus life. There are endless clubs and activities, so everyone finds their place on campus. Our traditions are ridiculous but so much fun! Plus, the campus is gorgeous. Nothing beats walking around the loop. I can't wait to come back for reunion!

 [view full review](#)

3rd Year Female -- Class 2014
 Faculty Accessibility: **A+**, Surrounding City: **B+** [Question?](#)

Recommended: [The Scoop on State Schools](#)

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Data Elements


Consistent across all junctures of the enrollment funnel

- Characteristics: (diversity, academic quality, geography, legacy, etc.)
- Behaviors:
 - Demonstrated interest
 - Hard vs. Soft inquiries
 - Visitors
 - School history
- Manage at all phases of the funnel

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 **CHAT**

What data elements have been most helpful or beneficial in determining your enrollment success?

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LEVERAGING AVAILABLE RECRUITMENT RESOURCES



■ Suspects to Inquiry


- Search - PSAT, ACT PLAN, NRCCUA, CBSS
- Cappex, Zinch
- Hobsons
- CollegeWeekLive
- Athletic referrals, alumni referrals,
internal referrals
- HS visits and College fairs
- Siblings of matriculants and non-
matriculants





CHAT

Are there other sources of student names that we have missed?




- Inquiry to Applicant

Objective - how do you enhance interest of inquiries to move through the process to apply?

Communication plan - targeted and personalized to students specific to their need for information.

Royall & Company study - examination of students' college search and selection process.



Royall & Company Study

Study of 3354 HS students conducted Spring 2014


Information desired	Freshman	Sophomore	Junior	Senior
General information about the college	79%	72	65	60
Location of school and area around it	57	65	70	65
Available majors/minors	56	70	75	68
Careers related to specific majors	46	56	69	70
Costs	38	50	78	79
Housing options	15	25	65	87

Inquiry to Applicant

Objective - how do you enhance interest of inquiries to move through the process to apply?

Utilize multiple formats for optimal communication at various points of the funnel.

- Direct mail
- Email
- Social media
- Other

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Royall & Company Study
Sources of information

Sample	Percent
School-specific websites	84.3
Email from schools	77.7
Mail from schools	77.3
College search websites (i.e. Naviance)	74.4
Search Engines (i.e. Google, Bing)	67.0
Family Members	56.5
Friends	56.2
Academic advisors/counselors	48.5
Teachers	46.8
Current college students	43.7
U.S. News & World Report	32.7
College graduates/alumni	31.8
College guidebooks	28.5
Social media (i.e. Twitter, Facebook)	28.5
Net price calculators	22.9

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Hollins Gingerbread Instagram Contest

RESULTS



■ Inquiry to Applicant

Enhancing Inquiry Interest to Apply

Application generation tools:

- Pre-populated application
- Common Application
- Universal app
- Institutional App

Events/Visits



■ High Impact Event Tactics

- Create a singular memory/experience for the individual.
- Tour personalized to student experience - ask questions of the individual, don't just cite facts.
- Be inclusive of parents in programming and follow-up



■ High Impact Event Tactics

- Help students develop relationships with the members of the community who will impact their experience.
- Focus on student interests.
- Examine productivity of current events
- Importance of evaluations/surveying attendees
- Being open to new strategies



■ Enrolled Students

- Personal touch communications
http://youtu.be/99dJe_YnAO4
- Transition to student services/academic affairs as primary contacts
- Pre-Orientation activities



Data Management

- Capture, report and distribute data
- Use data to create and manage expectations.
 - Of BOT, president, cabinet, faculty, other campus constituencies.
- Use institutional, regional and national comparative data to educate peers, board, enrollment staff members, faculty



CRM

- Assessing institutional needs/deficiencies
- How CRM system will enhance overall capture, assessment and distribution of data, and serve as a communication tool to improve student outreach efforts.
- Implications - staffing, budget, training, time management, contingency plans, etc.



CRM

What factors are important to consider?

- Interface with institutional CRM
- Accessibility of the tool by staff (web-based)
- Ability to easily import names/test scores
- Email capabilities
- Ability for staff to review and evaluate applications within the CRM
- Ability for CRM to build and execute unique communication plans for multiple audiences
- Provide event management tools
- Reports able to be run in real time
- CRM can provide support to graduate admission



Qualification of Student Inquiries & Applicants

Qualify interest of students in institution and the institution's interest in students.

Internal and external qualification strategies
- Hollins examples



Internal Qualification (Hollins)

- Points given for various student activities:
- 25 - PSAT search responder
 - 50 - College fair card
 - 75 - Attended an on-campus recruitment event
 - 100 - Sent an email to the admission office requesting information
 - 250 - Summer camp participant
 - 300 - Off-campus interview
 - 500 - On-campus interview



External Qualification Program

INTEREST LEVEL	PREDICTIVE MODELING									
	A	B	C	D	E	F	G	H	I	J
1	1A	1B	1C	1D	1E	1F	1G	1H	1I	1J
2	2A	2B	2C	2D	2E	2F	2G	2H	2I	2J
3	3A	3B	3C	3D	3E	3F	3G	3H	3I	3J
4	4A	4B	4C	4D	4E	4F	4G	4H	4I	4J
5	5A	5B	5C	5D	5E	5F	5G	5H	5I	5J
NOT INTERESTED	0A	0B	0C	0D	0E	0F	0G	0H	0I	0J
NOT SURVEYED	A	B	C	D	E	F	G	H	I	J



■ Qualification Questions

- Where would Hollins rank among the schools you are considering?
- Based on your interest in Hollins, how likely are you to apply?
- What is most important to you when considering a college or university?
- What are you planning to study?
- Do you think paying for college will be....?
- Would you be interested in visiting Hollins?



CHAT

Are there other qualification models you have found to be successful at your institutions?



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TARGETING YOUR RECRUITMENT INVESTMENT

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■ Institutional Image

- Institutional branding and positioning
- Know your competition
- Inputs -audiences (prospective students, parents, guidance counselors, faculty, staff, current students, alumni, community members, business leaders, higher education peers)
- Qualitative vs. quantitative methodology
- Buy-in from institutional community

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■ Institutional Community

- Use institutional community to support efforts regarding enrollment and reputation
- Faculty
- Staff
- Current students
- Board members
- Alumni



■ Alumni Engagement

Hollins case study

- Engagement in Admission
 - Referrals
 - College Fairs
 - Book Awards
 - Event Attendance/Hosting
 - Calling


Support of current student career prep

- C3
 - <https://www.youtube.com/watch?v=aKkT5RKKJVs> (show 1:45)
- Internships
- Mentoring



Budget Allocation


- Constant questions - How much should I spend on social media? Publications? Travel?
- Many opportunities to invest dollars and new programs/initiatives in support of enrollment.
- Ongoing challenges to spend dollars wisely. Be willing to take calculated, measured risks informed by data.
- Be willing to invest when times are tough - can be the most important time to take a risk.
- Hollins Case Study - Search budget reallocation



Search Purchase Case Study

2010 - Internal	2011 - External
<ul style="list-style-type: none">• Purchased 225,000 names• Used two list sources.• Random Search• 1.5% yield	<ul style="list-style-type: none">• Purchased 85,000 names• Used four list sources.• Targeted search• 8.5% yield

Spent approximately \$3000 more with external firm. Similar enrollment yield results in first year. Ongoing analysis to refine and identify best fit to ensure enrollment of students whose profile fits most desirable qualities.



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LEARNING FROM TRIAL & ERROR



■ Lessons from the Field

- Not every tool works for each institution - invest wisely.
- Build your own.
- What works once may not work again.





TAKEAWAYS

- You are only as strong as the weakest point in your enrollment funnel.
- Manage your data don't let it manage you.
- Assessing institution image is critical to enrollment success (if you don't understand how you are perceived in the market, you can't effectively manage funnel).
- You can't do it alone.
- Know your challenges and opportunities for change/growth/success



QUESTIONS





EVALUATION

Thank you!

Please remember to complete the event evaluation.
Your comments will help us continually improve the
quality of our programs.

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