Download the Recording here

Optimizing Your Enrollment Management Operations

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Evidence

Expertise

Impact

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WE KNOW EDUCATION

We work with our clients to tackle the challenges they are facing and to drive:

INNOVATION

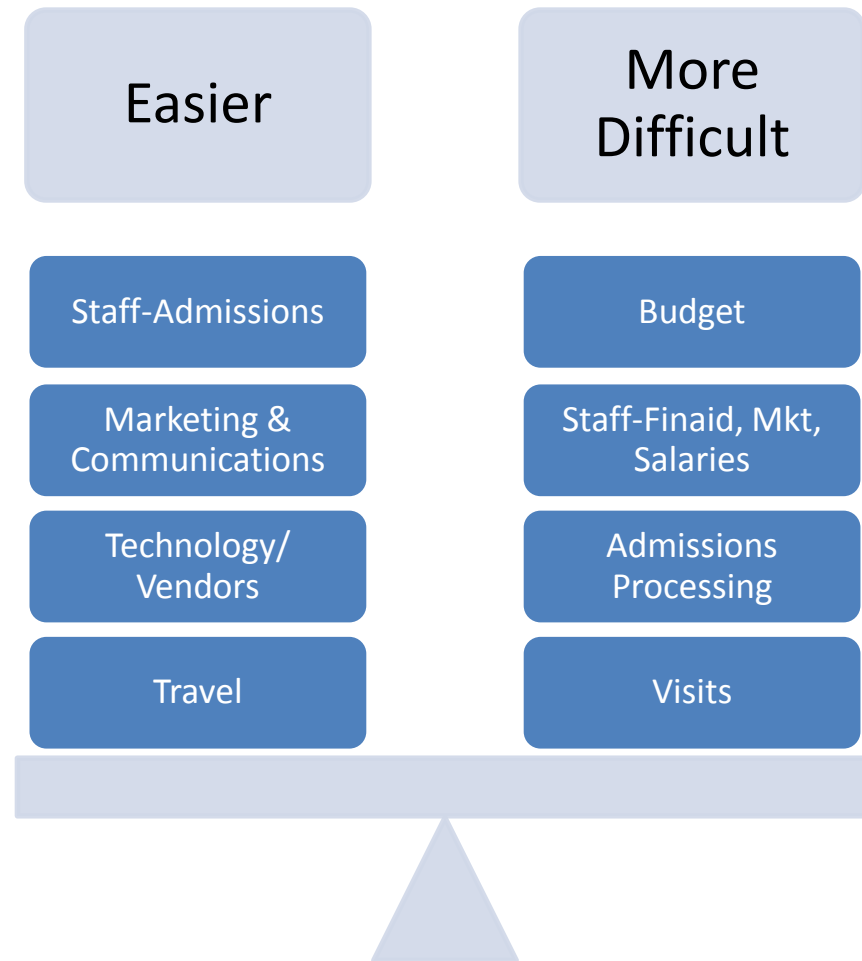**STRATEGY**

BRANDING

OPERATIONS

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Optimizing Enrollment Operations

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Certain Sections of *OEO* Were Easier to Complete Than Others and Provide More Information to Draw Upon for Analysis

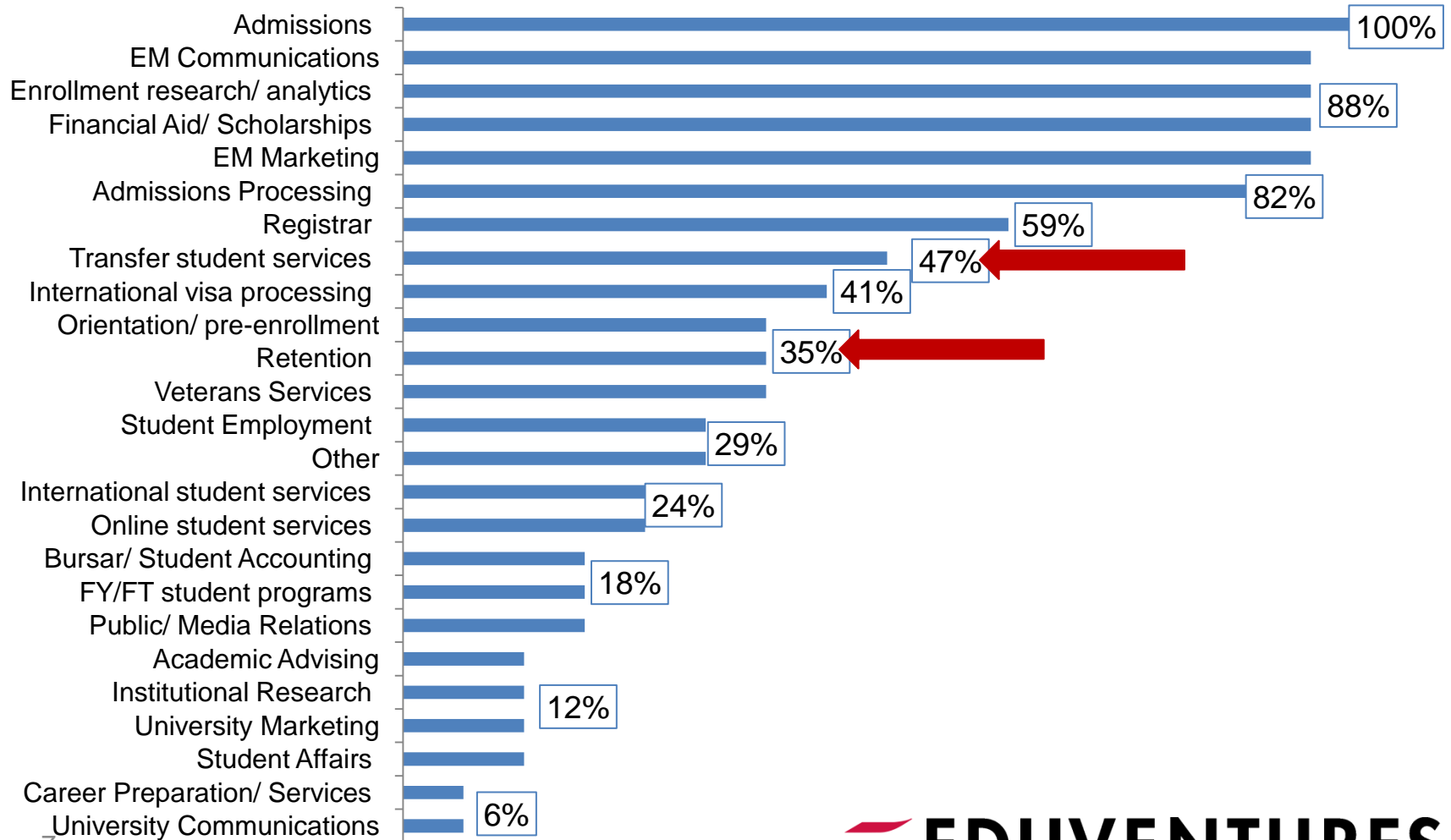| Easier	More Difficult
Staff-Admissions	Budget
Marketing & Communications	Staff-Finaid, Mkt, Salaries
Technology/ Vendors	Admissions Processing
Travel	Visits

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Optimizing Enrollment Operations Data Can Be Used as a <u>Diagnostic Tool</u> to Enable Enrollment Management Units to Evaluate the Health of Their Admissions Operations and Create Strategies to Optimize Their Process
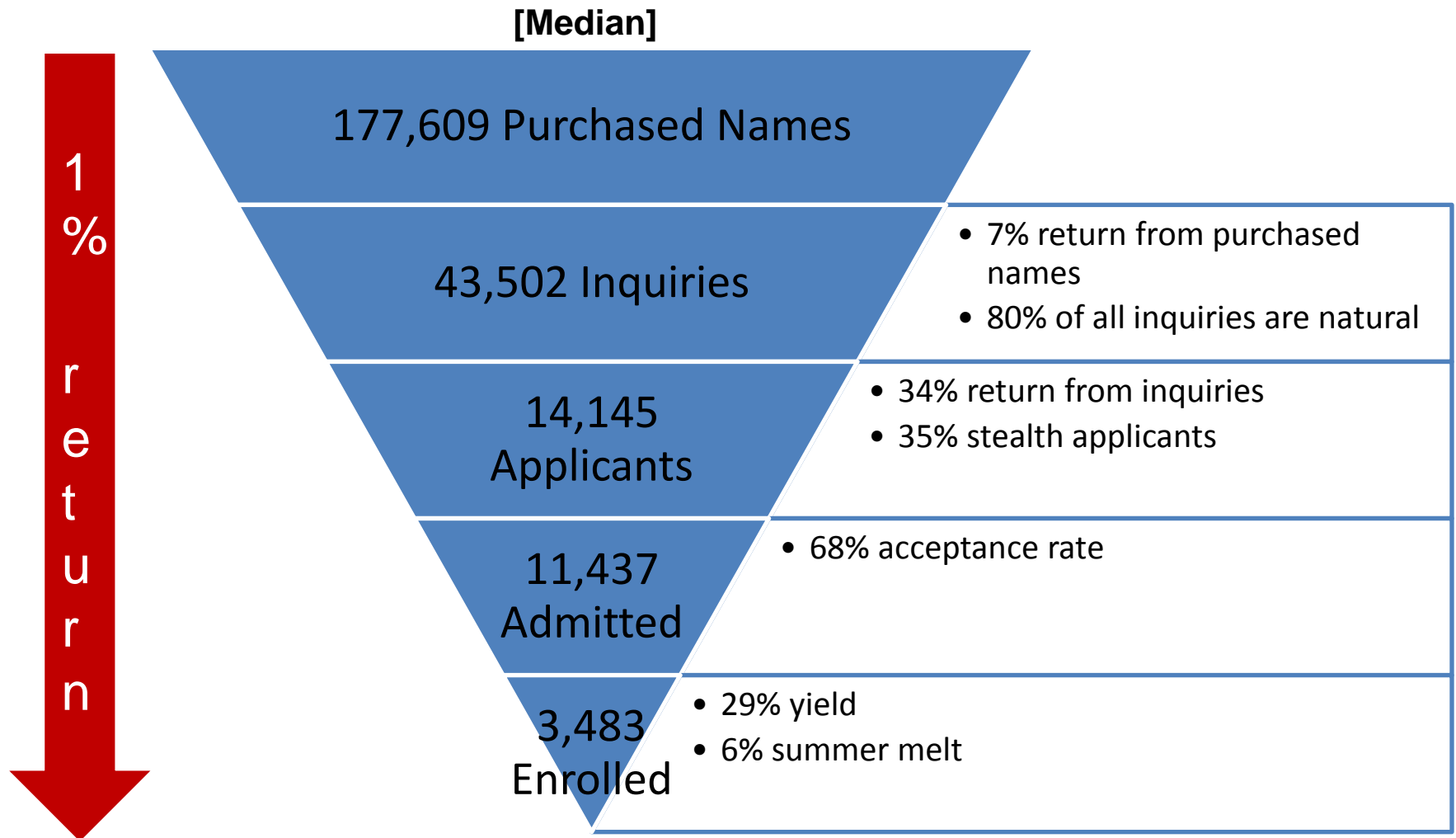
Overall Performance Metrics
- Do you have the appropriate overall resource allocation?

Key Examples:
- Overall Cost to Recruit a Student
- Overall Number of Staff to Recruit a Student
- Overall Resource Allocation by Area
- Institutional Financial Aid Awarded per Student

1. Frontline
- Do you have the appropriate frontline structure to meet your targets?

2. Marketing
- Are your EM marketing and communications resources aligned effectively?

3. Operations
- Is your unit as productive with current resources as it could be?

Key Examples:
- Frontline Staff per Inquiry/ Applicant/ Enrollee
- Frontline Costs per Inquiry/ Applicant/ Enrollee
- Frontline Staff to Support/ Operations Staff
- Percent of Unit Budget

Key Examples:
- Marketing Budget per Inquiry/ Applicant
- Marketing Budget per Visitor
- Marketing Budget per Target Market
- Distribution of Paper vs. Electronic Marketing Materials

Key Examples:
- Extent of Paperless Operations
- Operations Staff per Inquiry/ Applicant/ Enrollee
- Operations Costs per Inquiry/ Applicant/ Enrollee
- Yield Throughout Funnel
- Percent of Financial Aid of Unit Budget

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The Majority of Central EM Units Contain Admissions, EM Marketing and Communications, Financial Aid, and Enrollment Research

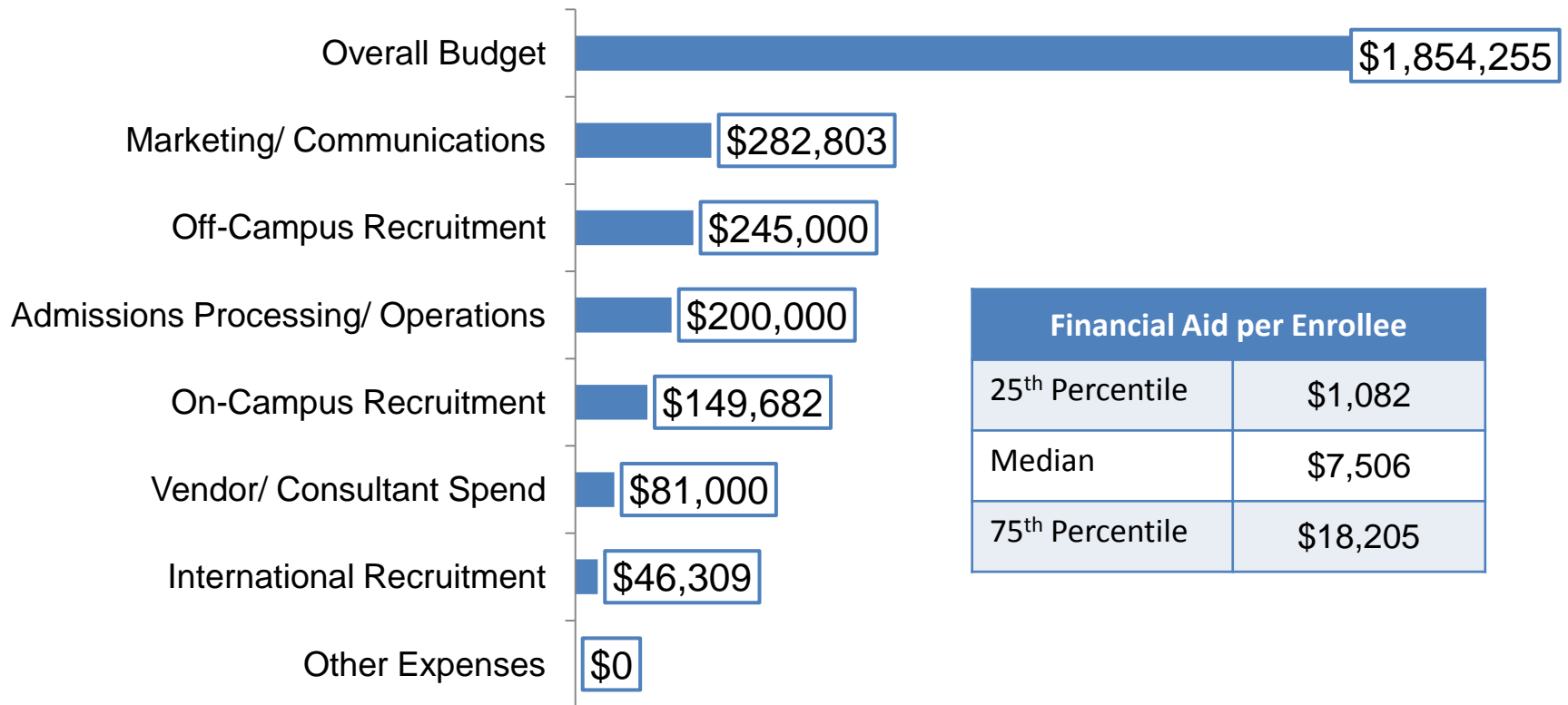## Departments Within Central Enrollment Management Unit

Department	Percentage
Admissions	100%
EM Communications	
Enrollment research/ analytics	88%
Financial Aid/ Scholarships	
EM Marketing	
Admissions Processing	82%
Registrar	59%
Transfer student services	47%
International visa processing	41%
Orientation/ pre-enrollment	
Retention	35%
Veterans Services	
Student Employment	29%
Other	
International student services	24%
Online student services	
Bursar/ Student Accounting	18%
FY/FT student programs	
Public/ Media Relations	
Academic Advising	
Institutional Research	12%
University Marketing	
Student Affairs	
Career Preparation/ Services	
University Communications	6%

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Understanding Return Throughout the Funnel Can Illuminate Areas of Improvement to Reduce Costs in Each Stage

[Median]

1% return (vertical arrow, left side)

177,609 Purchased Names

43,502 Inquiries
- 7% return from purchased names
- 80% of all inquiries are natural

14,145 Applicants
- 34% return from inquiries
- 35% stealth applicants

11,437 Admitted
- 68% acceptance rate

3,483 Enrolled
- 29% yield
- 6% summer melt

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OVERALL PERFORMANCE METRICS

Composition of EM Budget
(Median)

	Amount
Overall Budget	$1,854,255
Marketing/ Communications	$282,803
Off-Campus Recruitment	$245,000
Admissions Processing/ Operations	$200,000
On-Campus Recruitment	$149,682
Vendor/ Consultant Spend	$81,000
International Recruitment	$46,309
Other Expenses	$0

Financial Aid per Enrollee	
25th Percentile	$1,082
Median	$7,506
75th Percentile	$18,205

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COST TO RECRUIT A STUDENT

Cost to Recruit a Student

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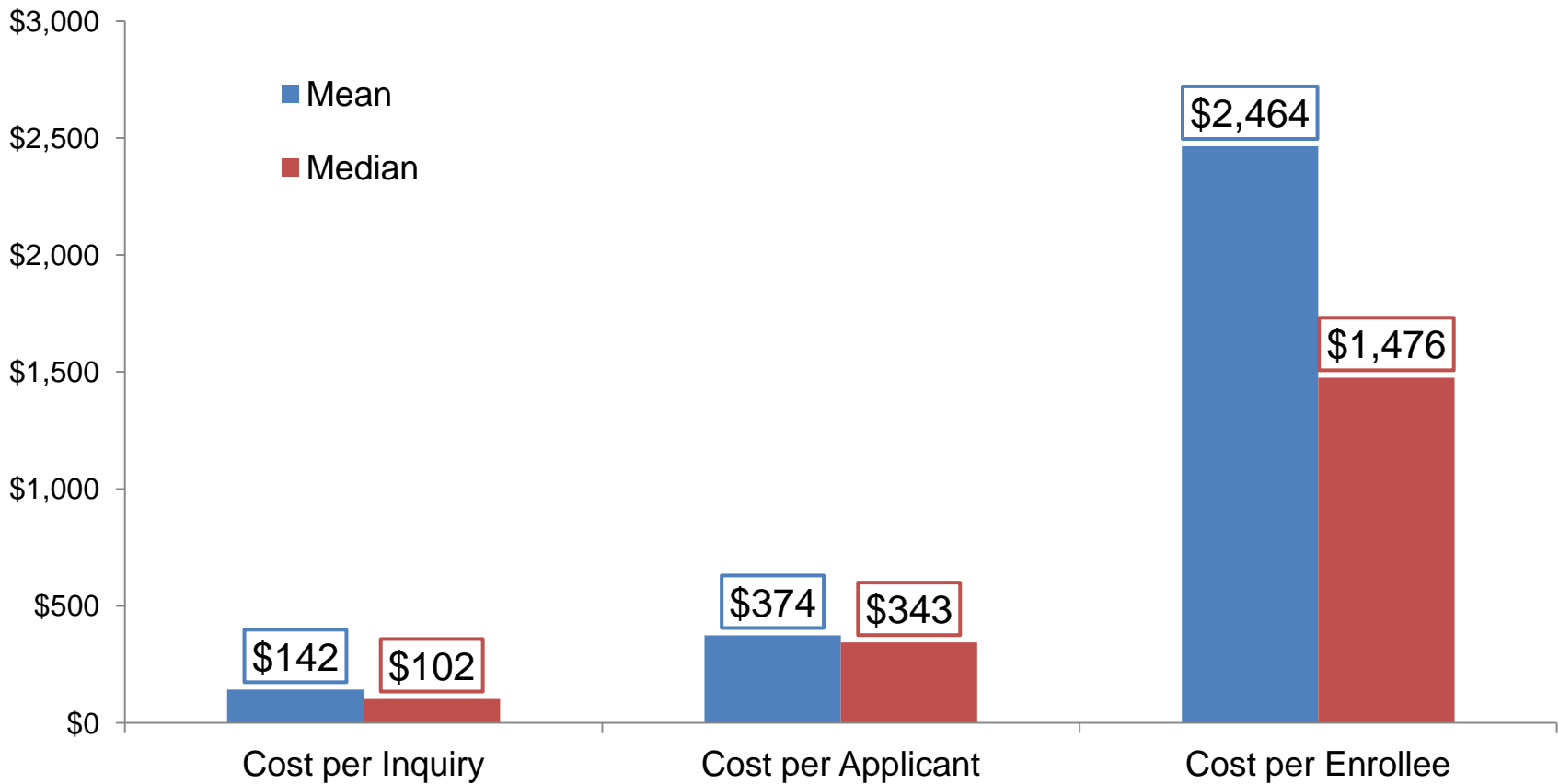
FRONTLINE

Frontline Cost per Student (Median)

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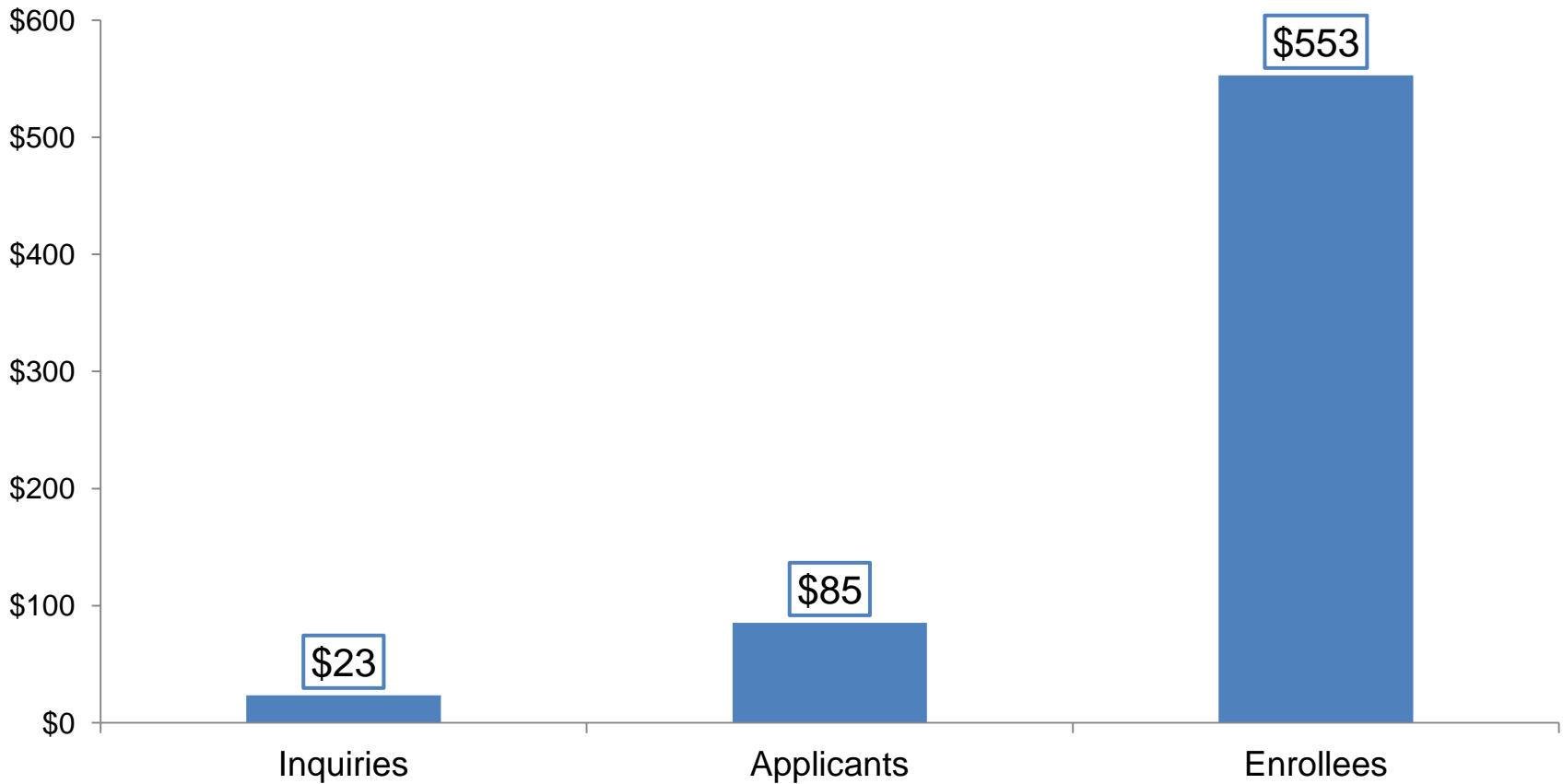
MARKETING

Marketing Budget per Target Market (Median)

Bar chart showing Domestic: $50,000 and International: $44,729
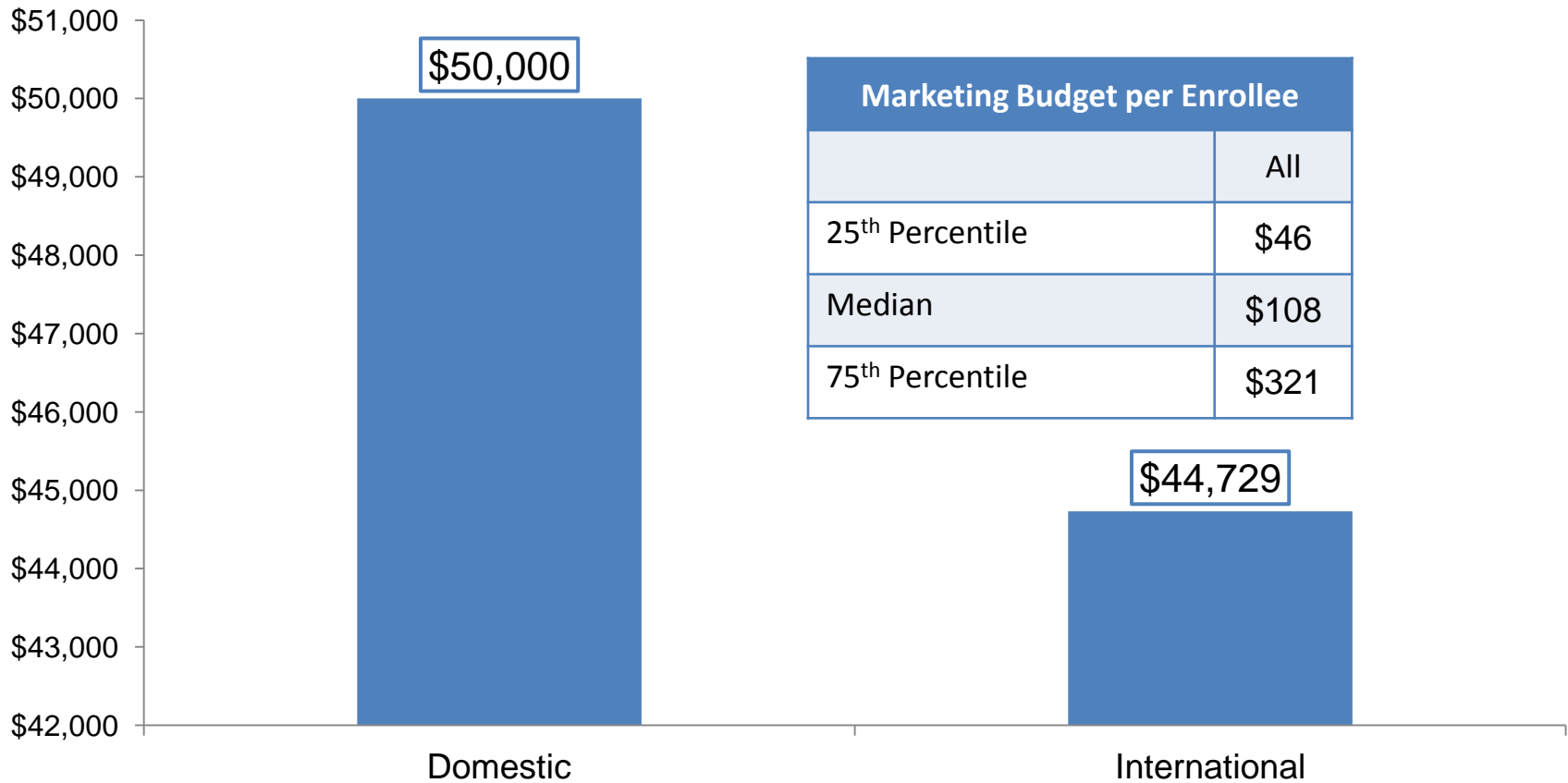
Marketing Budget per Enrollee	
	All
25th Percentile	$46
Median	$108
75th Percentile	$321

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OPERATIONS

Operating Budget and Staff by Business Process

Legend:
- ■ Admissions Processing/Operations Budget
- ■ Operations Staff

Paperless: $249,768, staff 6
Mixed: $200,000, staff 5

Operating Budget per Enrollee	
	All
25th Percentile	$35
Median	$112
75th Percentile	$212

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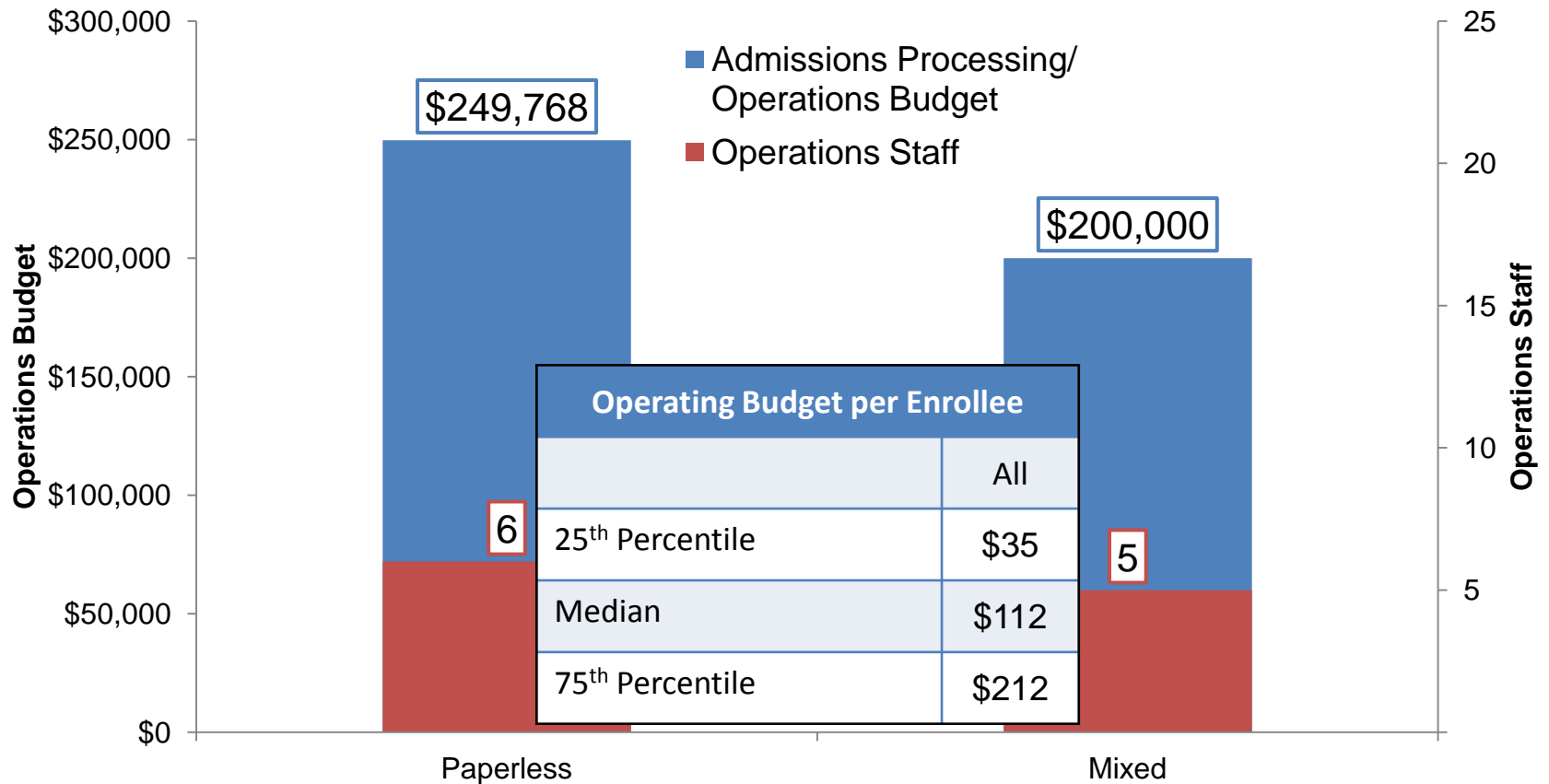
USING THIS INFORMATION

- **Evaluate** how efficiently you are recruiting students

- **Inform** decisions about staffing levels

- **Ensure** your budget is aligned with comparison group

- **Advocate** for resources and investments for your operations

- **Determine** appropriate level of technology to provide to staff

- **Find** common third party providers used for outsourcing or in-house support

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DATA VISUALIZATION

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DIVING DEEPER

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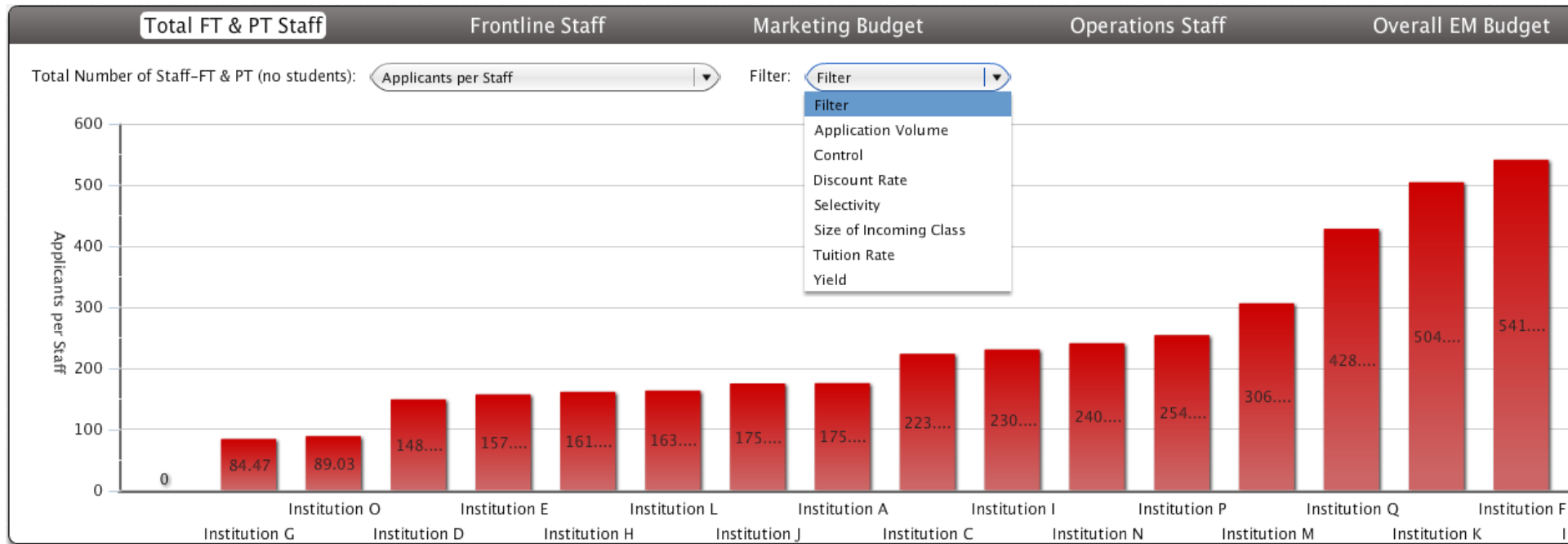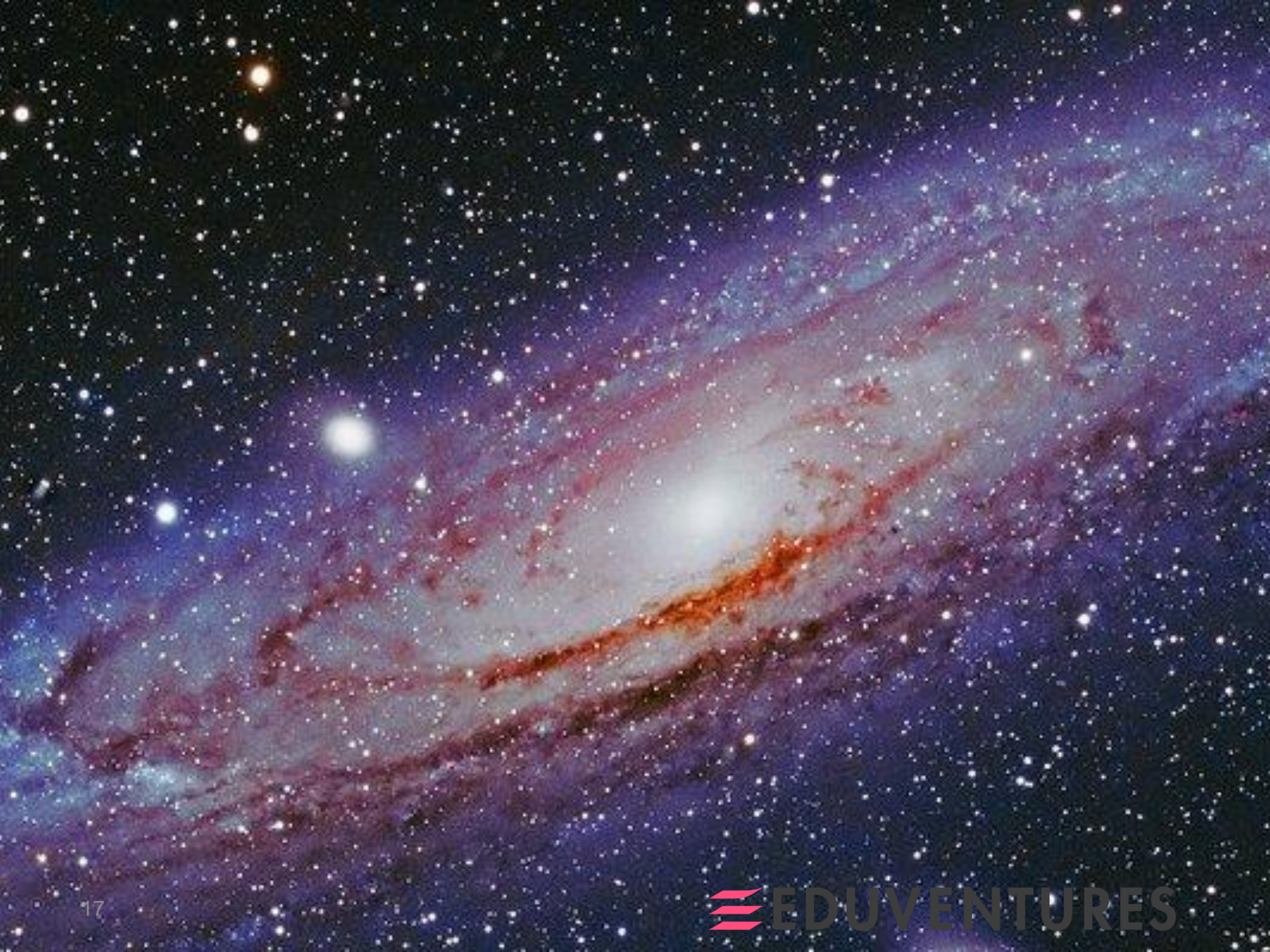
Poll Question

- What area would be **most** valuable for you to dive deeper in the next iteration of the Optimizing Enrollment Operations?
  - Graduate admissions
  - Admissions Processing
  - Marketing & Communications
  - Technology
  - Travel
  - Vendors
  - Other?

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To learn more about our work or to inquire about setting up a one hour enrollment operations diagnostic with our analysts…

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Questions

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