

ENROLLMENT MANAGER

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SPECIAL EDITION FEATURING CLIENTS OF THE DYSART GROUP, INC. WHO OVERCAME THE MOST DIFFICULT ECONOMIC CONDITIONS IN DECADES TO SECURE ALL-TIME RECORD ENROLLMENTS!

ROOSEVELT UNIVERSITY CONTINUES A RADICAL TRANSFORMATION

John W. Dysart
President
The Dysart Group, Inc.

Mary Hendry, the Vice President for Enrollment at Roosevelt University in Chicago, was featured in an article in this publication one year ago and I have had the pleasure of working with her the last two cycles. With the support of the President, Dr. Charles Middleton, and the Board of Trustees, Mary managed the implementation of a new recruitment model last year that resulted in a 70% increase in new freshmen, a 38% increase in new transfer students and the largest number of full-time undergraduate students in the history of the University. This extraordinary growth was achieved while academic quality improved, ethnic diversity grew and geographic reach expanded.

Mary has never been one to rest on her laurels. She hired a new Associate Vice President for Admission to continue and perfect elements of the new recruitment model this cycle. Beth Gierach came to Roosevelt University after ten straight years of historical record increases in new student enrollments at Saint Xavier University located in the Chicago suburbs.

- The enrollment team at RU was able to adapt to and specifically address new

market challenges this cycle. The financial aid award policy was adjusted to meet increased financial need for students during these unfortunate economic times.

- Methods of communication with prospective students were changed to emphasize both affordability and employment outcomes.
- Additional training was provided to front line admission counselors to identify and adequately respond to prospective student objections as a result of the recession and associated impediments to enrollment.

The benefits of new, experienced leadership and a willingness to make sometimes weekly changes in strategies and tactics enabled the team at Roosevelt University to continue the extraordinary growth begun last year. While much was learned then, this year presented a totally new set of obstacles and challenges. Administrative flexibility, sensitivity to economic realities and a focus on personal attention enabled the team at Roosevelt to continue another year of growth.

- Applications for admission increased by 33% over the record numbers realized last year during a time when many private schools struggled to even maintain application counts from last year.
- More prospective students visited the campus than at any time in the history of the institution.
- The University set (see *Roosevelt p.2*)

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ROOSEVELT CONTINUED:

another record for the largest number of prospective students ever applying for financial aid. The Financial Aid Office mailed more award letters this year than ever before.

- The University realized another significant increase in the number of residential students. More will reside on campus this cycle than at any other time in history.
- Despite economic challenges, Roosevelt recruited the largest freshman class in history and has secured the most full-time undergraduates ever!

Mary Hendry has plans to continue the unprecedented growth at Roosevelt University. Dr. Charles Middleton and the Board of Trustees recently approved the introduction of athletic programs. Play will begin in Fall 2011!

NEW PRESIDENT AT WESLEY COLLEGE MAKES IMMEDIATE IMPACT

John W. Dysart
President
The Dysart Group, Inc.

Dr. William Johnston came to Wesley College in Dover, Delaware, after a successful term as President at Iowa Wesleyan College where he posted the largest number of freshmen enrollments in at least thirty years, despite demographic and economic impediments.

I had consulted with Dr. Johnston at Iowa Wesleyan College and he contacted me to assist in growing the enrollment at Wesley while taking steps to improve academic quality.

Dr. Johnston began his tenure during a time of exceptional economic barriers. The recession, credit crunch, drop in the stock market, corporate bankruptcies and business closings, layoffs, increased unemployment and general economic uncertainty made the new President's plans for growth and improved quality particularly difficult.

I was fortunate to work again with a seasoned recruitment colleague well versed in enrollment management, recruitment and financial aid. Bill Firman had a long track record

of recruitment success at Philadelphia area schools. We set about making plans to improve on the historic success of the College (I had worked with the previous President at Wesley College during a period of growth that nearly tripled undergraduate enrollment).

- We evaluated every aspect of the recruitment plan. Adjustments were made where warranted.
- The admission counselors were trained in light of the requirements of the new model. Some changes were made, but we were prepared with a dedicated, well-trained, hard-working, knowledgeable staff.
- Obviously, we made some adjustments to the financial aid model to aggressively address the needs of students and families due to harsh economic times.

Well, while most private colleges and universities struggled this year, Wesley College excelled!

- Admission applications increased 63% over the previous year.
- The College accepted the largest number of students in history.
- New student enrollments shattered every historical record while more students will reside on campus this year than ever before. New student enrollments increased 26% compared to the same time last year and capacity limits forced a shutdown of recruitment earlier than ever before.
- The College realized the most significant improvement in academic quality in decades while maintaining a diverse student population. Application growth enabled greater selectivity as the College tripled the number of applicants denied admission.
- Total undergraduate enrollment is at the highest in College history.

Dr. Johnston completes his first recruitment cycle as President at Wesley College by breaking records and positioning the College for even more success in the future.

"Nearly 50 million students are heading off to approximately 97,000 public elementary and secondary schools for the fall term, and before the school year is out, an estimated \$489 billion will be spent related to their education." (NCES)

ANNA MARIA COLLEGE ENROLLS LARGEST CLASS EVER

John W. Dysart
President
The Dysart Group, Inc.

Dr. Jack Calareso has never been afraid of a challenge. He has a record of literally transforming colleges and universities by growing enrollment, expanding academic and co-curricular offerings, growing physical plants and improving academic quality.

I had provided enrollment management consultation services to Dr. Calareso at his two previous schools where he was able reposition and successfully market them for new economic realities and changing demographics. I looked forward to a collaboration to take another college to the next level.

As the new President at Anna Maria College in Paxton, Massachusetts, Jack was tasked with making significant changes at yet another institution.

Anna Maria College has always been a successful institution located in a somewhat rural area just twenty miles outside of Worcester and about an hour's drive from Boston.

We began by conducting an enrollment audit to reconsider every aspect of the recruitment and financial aid operations. This audit considered the new long-term strategic plan drafted by the leadership team of the College in consultation with the Board of Trustees. Many changes were implemented and enhancements to cur-

ricular and co-curricular offerings were made.

The recruitment and financial aid plans were altered and new athletic programs were introduced. Staff development and training resulted in greater accountability and production. Paula Green was tapped to provide leadership for the new model. Several expensive publications in the recruitment process were replaced with communication mechanisms relying on the latest technologies. While wholesale change is never easy, administrators and staff readily accepted new tactics and the results were impressive.

- The number of freshmen applications for admission more than doubled compared to the previous year. Quite an accomplishment during a period of near historic economic downturns. Freshmen applications increased 102%.
- Transfer applications increased 178%. While the "experts" predicted a return to low-priced public colleges and universities, AMC experienced historic increases in demand.
- New transfer student deposits increased by 68% compared to last year.
- Freshmen deposits grew 61% compared to the same time last year.
- Residence Halls were filled to capacity and the College was forced to initiate a waitlist for the first time in its history.
- The growth in applications enabled the institution to be more selective. Anna Maria College increased the number of students denied admission by 141%.

While growth this cycle has been encouraging, Dr. Calareso is already discussing goals for next year to increase the full-time, undergraduate enrollment even more.

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"About 18.3 million students will attend the nation's 2-year and 4-year colleges and universities, an increase of about 3.0 million since fall 2000. College enrollment is expected to continue increasing, reaching a projected 20.4 million in fall 2016. Females are expected to comprise the majority of college students in fall 2008, numbering about 10.6 million compared to 7.7 million males. Although the majority of students attend full-time (an estimated 11.5 million for fall 2008), 6.8 million will attend part-time. About 7.2 million students are expected to attend public 4-year colleges, 6.5 million public 2-year colleges, 4.3 million private 4-year colleges, and 0.3 million private 2-year colleges." (NCES)

NEW STUDENT ENROLLMENTS SURGE AT MALONE UNIVERSITY

John W. Dysart
President
The Dysart Group, Inc

Dr. Gary Streit sought to make a difference when he recently began his Presidency at Malone University in Canton, Ohio. He took on an institution with a distinct mission, an excellent location, broad and high quality academic programs and a long history of educating students in a Christian tradition. He tapped an experienced administrator from his previous institution, Brock Schroeder, to oversee a change in recruitment and financial aid and secured the counsel of The Dysart Group, Inc. to assist with the research and analysis necessary to propose and implement a new approach to enrollment management. Historic economic challenges did not dissuade his determination to grow the enrollment while improving academic quality and support from the Board of Trustees provided the backing and resources to significantly change the market position of the University.

Change is never easy, and the implementation of a new model at Malone was no exception. Institutional administrators

were asked to re-think virtually every aspect of the previous plan. New investments were necessary to shore up communication and delivery of services. Immediate changes included:

- Brand new parameters for the awarding of scholarships and grants based upon entering academic credentials.
- Streamlining of the admission and financial aid processes to eliminate unnecessary steps and duplication in order to facilitate ease of application.
- Enhanced communication mechanisms to take advantage of new technologies.
- Data-driven reporting to specifically measure weekly productivity and outcomes.
- Earlier notification of financial aid eligibility to address cost concerns during unpredictable economic times.
- New emphasis on a distinctly Christian mission along with a clear explanation of service opportunities on campus and within the local community.

While the actual implementation of the new model did not begin until January of 2009, the results are outstanding:

- Malone University experienced a 34% increase in admission applications.
- New student enrollments grew by 27% despite economic barriers and financial uncertainty.
- Academic quality improved as new students eligible for the Honors Program grew by 38%.
- Malone enrolled the largest number of new, full-time undergraduates in history.
- Total full-time undergraduate enrollment reached the highest level ever in Fall 2009.
- The University enrolled the largest number of residential students in history.

Dr. Streit will not be satisfied with this year's success. Plans have been finalized to continue the enrollment growth while improving academic quality and meeting the needs of students and families seeking an excellent educational experience in a Christian environment.



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JEFFERSON COLLEGE OF HEALTH SCIENCES CONTINUES EXTRAORDINARY GROWTH

John W. Dysart
President
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While many colleges and universities have experienced enrollment declines as competition for students increases and the economy sours, Dr. Carol Seavor at Jefferson College of Health Sciences in Roanoke, Virginia has overseen unprecedented growth.

I began working with Dr. Seavor toward the end of 2003. An enrollment audit was conducted to examine practices and procedures with an eye toward recommending strategies that would enable academic program expansion, net revenue increases and enrollment growth.

- A new pricing model was introduced that doubled the charge for tuition in a single cycle.
- The financial aid operation was completely overhauled with the introduction of new merit-based scholarships and grants and a different philosophy for awarding need-based financial aid.
- Academic offerings were enhanced with the start of four new baccalaureate programs and three new graduate programs including the newest concentration, Emergency Services, which sat its first class in September.
- A more targeted recruitment plan was implemented that utilized personalized communication, systematic follow-up, high quality campus visits and an emphasis on employment outcomes.

Since the implementation of the new model under the direction of Dr. Seavor, the numbers are staggering:

- Applications for admission are up by more than 173% and the College set another record for new student enrollments this Fall.
- The number of new students has soared 290% since 2003.

- The total number of full-time undergraduate students has jumped more than 65%!
- Average SAT scores and grade point averages have improved.

Even during the current economic downturn, JCHS has thrived. In this year alone, admission applications are up 6% and the number of newly enrolled students has jumped by 21%. The growth in residential students continued as the new students living in campus housing increased 27%.

Growth continues to fuel positive changes across campus. Meal plans for residential students offer more options, the number of clubs and organizations has exploded and the College even introduced its first mascot! More revenue has also made possible significant investments in academic advising, electronic pre-registration and course selection and academic support services.

Other schools may be considering budget cuts and retrenchment, but Jefferson College of Health Sciences is moving forward in an aggressive manner to meet the growing health profession needs of the community after completing its sixth consecutive year of enrollment growth.

IMPLEMENTING AN ENROLLMENT MANAGEMENT MODEL FOR ONLINE DEGREE PROGRAMS

David Ruderman
Vice President of Education Marketing
Greenwood & Hall

You are thinking about expanding your degree programs online. Or, you are thinking of starting online degree programs. The research has been completed showing an opportunity in the marketplace due to economic times or to meet unmet demand. Back-end systems are in place for delivery of instruction. The enrollment management and marketing teams have been tasked to develop marketing plans and related back-end systems to generate and follow-up on leads. Basically the same process that would be employed for the introduction of any new program at your institution, right? Possibly not.

Competition for a share of pros- (see *Management Model* p.6)

MANAGEMENT MODULE CONTINUED:

pective students' attention is at an all-time high and is growing exponentially. It's imperative that you have a systematic process in place to generate, qualify and move leads for on-line offerings through the enrollment pipeline – and systems in place to regularly evaluate and optimize the program.

Below is a checklist of best practices to grow your online programs. Work with your enrollment management team to ensure these are in place, or bring in experts to help you move forward.

- Work with an interactive firm that specializes in online lead generation, preferably with experience in education. Agencies with experience in traditional media are a plus, especially if you are marketing your online programs in your existing market area.
- Test keywords and creative to determine what's working and what's not on a regular basis. Randomize messaging and creative to test campaigns against each other.
- Define cost per lead and cost per start targets.
- Create and optimize landing pages to drive prospective students to inquiry status.
- Make sure your Web site provides the information prospective students need – and that it drives visitors to inquire.
- Create customer relationship management (CRM) systems to follow up on leads within 5 minutes of inquiry and to regularly communicate with prospective students.
- Implement systems to offer financial aid advising and student services 24/7.
- And, once they become students implement processes to regularly communicate with students to increase retention.

Food for thought in selecting an interactive marketing firm: Many interactive firms have experience with corporate clients, but do not have expertise working with the myriad lead aggregators and lead generation vendors. Many traditional advertising agencies promote their interactive expertise – but many traditional agencies outsource interactive marketing to outside firms. You can do paid search, pay-per-lead and search engine optimization on your own, but it's a complicated ever-changing evolving space.

Opportunities for growth of online programs are tremendous, but effectively generating leads requires specific marketing expertise that your current enrollment managers may not have. And, quick follow-up is essential – or prospective students move on to the next institution. Assess your capabilities and do not assume that because you have effective systems in place to recruit students on-ground that these can be directly transferred to online programs.

David Ruderman is Senior Vice President of Education Marketing at Greenwood & Hall, a leading provider of relationship management solutions to educational institutions and major non-profit organizations. For more information, visit www.greenwoodhall.com.

FERRUM COLLEGE REACHES MILESTONE

John W. Dysart
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As the first female President in the history of Ferrum College in Ferrum, Virginia, Dr. Jennifer Braaten has presided over a period of unprecedented growth. The number of admission applications has increased significantly while new student enrollments have grown.

When Dr. Braaten started at Ferrum in 2002, the College enrolled approximately 925 students. The College will pass the 1,400 mark for total enrollment this year, which means total enrollment has grown more than 50% during her tenure! Passing this milestone during one of the most difficult economic periods in decades is an extraordinary accomplishment.

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