

# ENROLLMENT MANAGEMENT

UMW's Enrollment Management Division strives to attract and admit the brightest, best and most diverse students from the United States and abroad. Based on results from a recent Enrollment Capabilities Analysis (using EAB's diagnostics tool), we are well positioned to enroll students in 2019 and beyond. EAB's diagnostic tool is designed to help colleges evaluate the robustness of their recruitment capabilities. Our score was a 28. The diagnostic is structured according to nine core aspects of recruitment performance; see page 3 of this report for further details.

We look forward to continued improvement on this score. In addition, we are excited to work with the Huron group and campus colleagues on the next Strategic Enrollment Plan. Every year we aim to make admissions decisions that produce a high enrollment rate of outstanding students that will lead to a high retention rate. Undergraduate Admissions, Graduate Admissions and the Office of Financial Aid continue to be guided by our Mission, Vision, and Values. Below are specific examples of how we are identifying prospective students (graduate and undergraduate), engaging prospective students, and maximizing the impact of financial aid.

## UNDERGRADUATE ADMISSIONS

### Undergraduate International Partnerships

UMW partnered with ILA (International Language Academy of Washington, DC) to attend ICEF Miami on December 10-12, 2018. Through our partnership, we were able to offer opportunities that cover a spectrum of intensive English language programs including our bridge pathway from establishing English proficiency to enrollment at UMW.

At ICEF, we met with fourteen agents on Tuesday and twelve agents on Wednesday from countries around the world including: China, Vietnam, Turkey, Colombia, India, Russia, Brazil, Tunisia, Saudi Arabia, Brazil, Mexico, Panama, Kazakhstan, and agents with multiple international contact and/or sites.

One take-away from our twenty six individual meetings with agents was the strong interest in short-term, specialized programs as recruitment opportunities. Agents were interested in student-focused language instruction that catered to English skill development but also included cultural field trips and regional experiences. Our proximity to the DMV is ideal. Summer or winter break options anywhere from two to eight weeks in length seem to have interest among agents. This is an introductory experience that has the possibility of leading to full-time university enrollment.

We are planning for ten students and one faculty member to be on campus from July 13/14, 2019 (depending on flights to the US) to July 26, 2019 when they will depart campus for their East Coast tour. Dr. Jose Sainz, UMW's Center for International Education Director is planning an April trip to China for both recruitment and orientation of interested NWU students.

### Engaging Prospective Students

#### Spring Break Expert Faculty Guest Lectures

Admissions is working with CAS Dean, Keith Mellinger and faculty in the College of Arts and Sciences to deploy UMW faculty to targeted high schools in the Commonwealth in March. Our experts are being tapped to deliver lectures and experiences to college preparatory classrooms in Fairfax County and Richmond, VA over UMW's Spring Break.

This alternative recruitment strategy utilizes our internal partnership to introduce high school students to the benefits of attending UMW in a different way. They will get to directly experience both the engaging individual in front of them, as well as connect with college level material related to their course of study. We hope that because of this experience, students will consider Mary Washington as a destination for college. This is in addition to the typical admissions counselor high school visit and our onsite admission program to key feeder high schools.

### Interpreting Our Score

1-13; Your institution has yet to implement many or most of the practices we've found to drive exceptional enrollment results. This suggests the potential for large, rapid performance improvements.

14-27; Your institution is functioning at a high level but is missing significant opportunities associated with best practices. Significant room for improvement on results is likely.

28-38; Your institution is functioning at an unusually high standard. Further gains in performance are possible but will require extraordinary levels of focus and innovation to realize.

Our plan is to connect willing and excited UMW faculty with interested high school faculty teaching college prep coursework. Currently four high schools in Fairfax, one in Richmond City, and one in Chesterfield County will be targeted for this opportunity.

Additionally, in February, Dr. Claudine Ferrell will connect with local Commonwealth Governor's School history students to discuss the Progressive Era. This lecture will be broadcast from Riverbend High School out to all CGS sites in King George, Spotsylvania, and Stafford.

## **GRADUATE ADMISSIONS**

### **Identifying Prospective Students**

Graduate Admissions continues to develop initiatives to create and execute an International student recruitment strategy. In December, we launched our partnership with Keystone to promote our programs in 45+ languages on multi-lingual platforms. In the first month of visibility on the keystone platform, the MSGA program has attracted more than 50 inquiries from across the globe. We will also be traveling to Lyon, France the week of February 4, 2019 for a designated recruitment event with UMW partner, CEFAM. The Centre d'Études Franco-Américain de Management (CEFAM) is an international business school located in Lyon, France, specializing in marketing, management, finance and consulting. We completed the process with CEFAM in 2018 to establish an MOU contingent upon AACSB accreditation. This partnership was identified as an opportunity to expand upon the existing exchange program relationship. The February recruitment event will market the UMW MBA program directly to CEFAM Juniors and Seniors interested in earning their MBA by attending a 5th year in the United States. We are one of only a few partnerships and have a preferred location along with an attractive price point. The initial goal is to develop quality applicant pools for spring 2020 and spring 2021.

In spring 2019, the M.Ed. focus will shift to professional educator recruitment for the fall 2019 Educational Leadership cohort. We have several Stafford admission sessions scheduled as well as onsite meetings with our regional partners. Due to high turnout from the fall, we will also have onsite initial licensure para-professional sessions scheduled in the spring.

## **FINANCIAL AID**

### **Maximizing the Impact of Financial Aid**

In January, staff worked on ensuring that everything was on budget and that tracking and packaging groups were correct. They made necessary programming changes for 2018-2019.

Specific action included but weren't limited to:

- The posting of all requirements associated with FAFSA's for 19/20; verification etc.
- Updating shopping sheet metrics for 19/20 that came out on 1/16.
- Setting up budgetary figures for funds for merit, state, federal and institutional funds.
- Testing the work study addition to packages to make sure that they were not counted in the % of need met.

### **Government Shutdown**

The Office of Federal Student Aid is unaffected by the government shutdown, so federal student loans and Pell Grants are being disbursed like normal. But for students who depend on income from the federal government, the shutdown may create challenges such as paying for tuition, books and fees that would otherwise be affordable. We are working with students on a case-by-case basis.

### **Actions that will continue during a government shutdown**

- Returns with payments will be processed
- You can still e-file
- Statutory deadlines for appeals remain the same
- Mail your tax forms on time
- Civil and criminal tax cases
- Active criminal investigations
- Call centers will be open during filing season

### **What will be put on hold during a shutdown?**

- Tax refunds will not be issued
- No amended returns (Form 1040X) will be processed
- No audits or examinations (although there might be some exceptions)
- Whistleblower office will be shut down
- Non-automated collections will cease
- Non-disaster relief transcripts will not be processed

# EAB'S ENROLLMENT CAPABILITIES DIAGNOSTIC™

## (1) Identifying Prospective Students

- We regularly make use of at least 4 distinct list sources in our search efforts
- We initiate contact in the earliest high school year that student names become available
- We acquire list releases throughout the year as soon as they're made available (about 10 times per year)
- We execute at least 4 separate search launches per year

## (2) Engaging Prospective Students

- Messaging used in our search outreach takes the student's (rather than the school's perspective)
- Our application (paper and online) has undergone user experience testing to identify and remove barriers to completion
- Our outreach includes rich, proprietary content that helps meaningfully with students' most pressing questions & concerns
- We prompt non-yielding students to opt in to ongoing communications with us, in order to cultivate them as transfer prospects
- Key parameters of our recruitment outreach (i.e. contact frequency) are optimized based on ongoing testing & measurement

## (3) Engaging Parents

- We actively solicit parent email addresses, and more than 40% of our student search responders provide them
- Our recruitment outreach addresses issues of greatest concern to parents, as gleaned through regular parent surveys
- We have dedicated content and communication streams that we use with parents during search and application

## (4) Ensuring Effective Use of Media

- >85% of our recruitment marketing emails reach their intended recipients
- >64% of our recruited students access our search/application material via mobile devices
- It is easy for prospective students to apply to our school using a mobile device
- We can quantify the impact that different mixes of paper and digital media have on student response rate
- We use social media in our recruitment efforts and can quantify the contribution they make
- We use text messages to prompt student action on key application, aid, and deposit processes and deadlines

## (5) Assessing Student Intention and Opinion

- Student surveys are part of our recruitment process, and our response rate exceeds 60%
- The data we collect during student recruitment enables us to accurately predict any given student's likelihood to enroll
- We can identify admitted students who are undecided and can be influenced and focus our follow-up selectively on this group
- We survey non-yielding students to determine which school they ended up choosing and why

## (6) Maximizing impact of financial aid

- We use proprietary content and dedicated communications streams to educate students and families on financial aid
- Our net price calculator is accurate to within \$1,000 of actual cost and takes no more than 10 minutes to complete
- Our financial aid optimization (FAO) staff is in close, ongoing communication with our enrollment staff
- Our FAO model is fully transparent as to assumptions and methodology
- Our FAO model enables us to test scenarios in real time, with the active participation of key stakeholders

## (7) Ensuring Effective Use of Data Analytics

- We run A/B split test on >150 outreach parameters annually
- We have a visually based online reporting portal that enables our staff to continuously track process against enrollment goals
- Our data sets capture >1 billion student interactions annually
- It's easy for us to run segmentation analyses, geographical market comparisons, and other analyses

## (8) Assessing Recruitment Impact

- At least 15% of students contacted through our search campaigns respond
- In 2015 we grew enrollment by >6% , increased net tuition revenue by >7% and maintained or improved average SAT/ACT scores
- We can tie our enrollment marketing spend directly to incremental net tuition revenue
- ROI on our recruitment marketing spend exceed 7:1 (based on incremental first year net tuition revenue)

## (9) Working Across the Student Lifecycle

- We have interrelated recruitment, student success, and advancement data set
- We have 12+years of longitudinal data on students from high school through career
- We use recruitment data to create student-success risk profiles that are available at enrollment