
AASCU-Penson Center for Professional Development Enrollment Management

Enrollment Management is a term used frequently to describe strategies and tactics to shape the enrollment of an institution and meet enrollment goals. Enrollment management is an organizational concept and a systematic set of procedures designed to enable educational institutions to exert more influence over student enrollment. However, an equally important part of enrollment management is retention.

Whenever someone sees the term *enrollment management* this usually relates to just the admission function. Unfortunately, this is a very restricted view of what enrollment management actually means, where the primary focus has been on increasing enrollment and yield and maximizing net tuition revenues.

This approach to enrollment leaves out an important part of the actual mission of any institution: to enroll students who are diverse, will persist and become loyal alumni. To do enrollment properly, an institution must understand the profile of enrolling and persisting students to better manage their enrollment goals and to plan for enrollment growth.

Many institutions, because of a narrow view of enrollment i.e., as an admissions function, do not do extensive research to obtain enrollment profiles, but are simply concerned with yield and tuition revenue. This becomes very apparent when looking at enrollment management organizational structures.

Most institutions have offices of enrollment, student affairs, advising and financial aid, but often, these functions do not report under the same leadership. What this does is create silos of data that are not cross referenced when analyzing data.

The art and science of enrollment management is to set up appropriate operating structures that produce data that can be used cross functionally.

Such structures often include marketing, admission policies, retention programs and financial aid packaging strategies. Strategies and tactics are informed by collection, analysis, and use of data to project successful outcomes. Activities that produce measurable improvements in yields are continued and/or expanded, while those activities that do not are discontinued or restructured.

The numbers of universities and colleges instituting offices of "enrollment management" may have increased, but this term is still used to describe admission and the functions under this heading are quite limited in

scope of operation when they should be expanded to include admission, financial aid, retention, registration and other student services.

The enrollment management span of control should include the following functions:

- Improving yields at inquiry, application, completion and yield
- Increasing net revenue by examining packaging strategies and yield
- Increasing demographic diversity
- Improving retention rates
- Increasing inquiry and applicant pools

At Penson, our Enrollment Management consulting services include an array of services designed to provide comprehensive enrollment consulting to institutions experiencing enrollment and retention challenges.

These services include:

- Management and Operational Audits; this service entails reviewing the current organizational structures supporting current enrollment efforts. These audits analyzes current procedures, reviews data capture and reporting systems, categorizes staff skills and provides recommendations for the possible re-engineering of

the entire enrollment operation.

- Procedure and Data Audits: this service entails analyzing historical enrollment data to identify any issues with inquiry, applicant, completion, and yield rates. This audit provides an analysis of current data systems used to capture, store and retrieve enrollment and retention data.

Once these audits are completed, a detailed plan will be delivered with observations and recommendations that include the following:

- Needed skill sets needed in the enrollment area.
- A new organizational structure for the Enrollment Management Area, if warranted.
- The collapsing or re-deployment of staff in the Enrollment Management Area.
- A review of current EM data systems, their effectiveness and ability to produce accurate, timely data that can be used in enrollment and retention planning.