Partnering with your Enrollment Management Team

WASFAA 50th Anniversary Conference
Tempe Mission Palms
May 21, 2019

Kent Hopkins

Arizona State University
Session Description

Enrollment management is a topic on every campus. Institutions are constantly trying to find ways to create open-access enrollment with low-cost environments, and to support first-generation and low-income students with minimal resources.

If you aren’t familiar with your campus’ (annual or strategic enrollment) plan, you are at a severe disadvantage.

This session will:

✓ Review the role of the financial aid office in new student enrollment, retention, progression and degree attainment

✓ Discuss how your office can partner with the enrollment management team without sacrificing personal or professional ethics
Session Topics

- Financial aid offices' role in supporting new student enrollment, retention, progression, and degree attainment
- Enrollment management in an open-access, low-cost environment serving a high proportion of first-generation and low-income students with minimal resources
- How to partner productively to support enrollment management without sacrificing one's personal and professional ethics

What say you?
What is the current definition and organizational structure of Enrollment Management on your campus?
Some level setting

How many of you are working with:

- A University Strategic Plan (USP)?
- A USP and a corresponding annual Enrollment Plan?
- A USP and a corresponding (longer term) Strategic Enrollment Plan?
- Goals and Objectives for Enrollment, with clear goals and objectives for use of financial assistance in achieving the university enrollment objective?
- NOTA?!?!
Some level setting

➢ What is your financial aid offices’ role in supporting:

- New student enrollment?

- Retention?

- Progression?

- Degree attainment?

Why?
1. EM is a topic on **every campus**. *Expand.*

2. Partnering with the enrollment management team without sacrificing **personal** or **professional ethics**. *Expand.*

3. **Partnering** with Enrollment versus **Imbedded** in Enrollment Organization. *What’s your current state?*
Financial aid offices’ role to support new student enrollment, retention, progression and degree attainment
Clarifying the Role

Financial Aid should be a **side-by-side partner** in the enrollment planning process. For **new students.** For **retention, progression and degree attainment.** Period, the end.

-- Kent Hopkins

*You heard it here today*

Now, who **leads** the planning process and role **may be a different story**....
ASU Charter
Our charter is what we do

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural, and overall health of the communities it serves.
Arizona State University
One University in Many Places
With only three public university options in Arizona, **ASU is designed to scale** to meet the higher education needs of our state’s population.
ASU 2025 Goals
ASU’s approach is driven by its mission and goals

Demonstrate leadership in academic excellence and accessibility

Establish national standing in academic quality and impact of colleges and schools in every field

Establish ASU as a global center for interdisciplinary research, discovery and development by 2025

Enhance our local impact and social embeddedness
Progress is measured against ASU's 2025 metric goals

Demonstrate leadership in academic excellence and accessibility

- Maintain the fundamental principle of accessibility to all students qualified to study at a research university.
- Maintain university accessibility to match Arizona’s socioeconomic diversity, with undifferentiated outcomes for success.
- Improve freshman persistence to greater than 90 percent.
- Enhance university graduation rate to greater than 85 percent and more than 32,000 graduates.
- Enhance quality while reducing the cost of a degree.
- Enroll 100,000 online and distance-education degree-seeking students.
- Enhance measured student development and individual student learning to national leadership levels.
- Engage all learners on all levels.
The 2025 metrics require ASU to increase its proportional share of performance
ASU has made substantial progress on its metric goals
Undergraduate enrollment is up 45% in 5 years

Undergraduate Enrollment Actual and Metric Goals (2003-2025)
Graduate enrollment is up 46% in 5 years

Graduate Enrollment Actual and Metric Goals (2003-2025)
We all know from experience…

A GOAL WITHOUT A PLAN IS JUST A WISH
University Enrollment Goals

1. Goals constructed by provost office

2. Goals connected to business and finance division, for revenue modeling overlay

3. Goals distributed to college and school leadership for review, commentary and return to provost office
Developing strong university relationships

1. Working Group Enrollment with President Crow
2. Enrollment (and Revenue Management) Planning Group
3. Graduate Recruitment Planning
4. Monthly College and School Recruitment Planning Meeting
5. Campus Planning Meetings
6. Special Working Groups – i.e. International Enrollment and Services

And within the division

Division Leads
1:1 weekly meetings
Group meetings every three weeks

ES Division
Focus on division training and development initiatives
Enrollment Management Division
Goals and Objectives – 2019-2020

1. Achieve university immersion enrollment goals for freshman, transfer, international, veteran and graduate students

2. Strengthen persistence and retention with initiatives and programs designed for student success

3. Encourage degree attainment by creating and enhancing support mechanisms and processes that ensure a seamless, connected enrollment experience

4. Provide an engaging work environment that elevates opportunities for employees to experience professional satisfaction and student impact

5. Deliver extraordinary services to our students advancing their educational pursuits and the families that support them
Clarifying the Role

✓ The **Senior University Planner** and his or her role
✓ **Business and Finance** and their role
✓ **Enrollment Services leadership** and our role
Clarifying the Role

Enrollment Services leadership and our core role:

– Identify how financial aid can **impact the achievement of new student** (and continuing student) enrollment objectives
– Appropriate funds
– Communicate to **students and parents**
– Be real
The digital FAN is optimized for mobile viewing and offers students the option to watch videos that further explain the aid being offered. As a part of their next steps, students are encouraged to create their iGrad account to get started learning more about financial wellness. If a student selects "Print in English" or "Imprimir en Español" from their digital FAN, they will print their FAN Summary – page 1 shown here.
ASU gift aid is crucial to affordability

Resident Undergraduates Average Gift Aid Awards by Family Income (2017-2018)

Tuition and Mandatory Fees = $10,800

State Median Income = $67K
ASU is far more accessible to low-income students


All incomes adjusted to 2018 dollars using CPI.
1st year retention of CAG recipients has increased from 76% in Fall 2014, to 79% in Fall 2018.

1st year retention of Obama recipients has increased from 85% in Fall 2014, to 89% in Fall 2018.

47% of First-Time Freshmen from Arizona in 2018-19 were in a tuition-free program

Source: Fall 21st day data
Number of ASU first-generation students has more than tripled

First-Generation Students at ASU (2002-2018)
ASU is committed to low annual tuition adjustments

Tuition & Fees For New Resident Freshman Entering (Fall 2013 – Fall 2018)
Enrollment management in an open-access, low-cost environment to serve high proportion of students
Some ideas

- How do you use the student’s current work environment or identify other work opportunities to complement the learning environment?
- How do you construct a financial plan in alignment with the student’s academic plan?
- Be real
Pell Grant dollar values won’t be increasing...

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Maximum Pell Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>$4,731</td>
</tr>
<tr>
<td>2009-10 **</td>
<td>$5,350</td>
</tr>
<tr>
<td>2010-11 **</td>
<td>$5,550</td>
</tr>
<tr>
<td>2011-12</td>
<td>$5,550</td>
</tr>
<tr>
<td>2012-13</td>
<td>$5,550</td>
</tr>
<tr>
<td>2013-14</td>
<td>$5,645</td>
</tr>
<tr>
<td>2014-15</td>
<td>$5,730</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$5,775</td>
</tr>
<tr>
<td>2016-2017</td>
<td>$5,815</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$5,920</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$6,095</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$6,195</td>
</tr>
</tbody>
</table>

** College Cost Reduction and Access Act (CCRAA) Provided for automatic increase to appropriated Federal Pell Grant Maximum Award
Some ideas

“U.S. Students Spend More Time Working Paid Jobs Than Going to Class”
Bloomberg, *September 20, 2018*

**U.S. College Students Depend On Paid Employment**
Seeking additional income, students spend more time each day working paid jobs than studying from home, going to lectures and working from the library.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hours per day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working (paid employment)</td>
<td>4.2</td>
</tr>
<tr>
<td>Studying at home</td>
<td>2.8</td>
</tr>
<tr>
<td>Going to lectures, tutorials and seminars</td>
<td>2.3</td>
</tr>
<tr>
<td>Visiting the library</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Source: HSBC
Communication campaigns to promote awareness and use were incorporated into Orientation programs, and included direct emails to students to complete modules tied to basic financial wellness concepts, which incorporate a pre/post test to demonstrate knowledge gain.

Overall, 25% of the ASU student population used iGrad in the 2016-2017 academic year.

- **Modules with knowledge gain at or above 75%**
  - Banking
  - Credit Cards
  - Investing
Communication campaigns to promote awareness and use was incorporated into Orientation programs, integration into the Adulting 101 initiative, and included direct emails to students to complete modules tied to basic financial wellness concepts, which incorporate a pre/post test to demonstrate knowledge gain.

Overall, 50% of the ASU student population used iGrad in the 2017-2018 academic year.

Increases in student use are tied to ASU’s participation in the U. S. Department of Education Experimental Site Initiative for Loan Counseling—a randomized control trial where the experiment group MUST complete loan counseling EVERY year and the control group completes loan counseling only once for entrance counseling and once for exit counseling. The Annual Loan Counseling Experiment began in Fall 2017 and may continue until Fall 2027 to determine efficacy, as determined by the U. S. Department of Education.
Support without sacrificing professional and personal ethics
Some ideas

✓ Talk it out
✓ Use data
✓ Know your role
✓ Make choices
Ethics in the workplace

“The Priority of Professional Ethics Over Personal Morality”
The British Medical Journal, February 2, 2006

Let’s use the medical field as an example…

Just as disagreements over treatment decisions have to be resolved by turning to the available evidence and the "Standard of Care," conflicts between principles of medical ethics that arise in individual cases have to be resolved in terms of principle-related reasons that other medical professionals would also find compelling. Deviations from the ethical "Standard of Care" have to be justified to peers in terms of principles of medical ethics or by special considerations about the physician’s skills, the patient’s values, or the patient’s anatomy that colleagues from the profession would endorse as relevant reasons for a departure given the particular circumstances.

In other words, we expect physicians to consult the clinical and the ethical "Standards of Care," rather than their own heart of hearts in making medical decisions.

Protect your ethics:

✓ Understand your "Standard of Practice"
✓ Think and plan ahead
  ✓ Personal or professional?
  ✓ Know yourself. Know your reasoning.
✓ Identify decision points
✓ Make sound ethical choices
Financial aid offices' role in supporting new student enrollment, retention, progression, and degree attainment

Enrollment management in an open-access, low-cost environment serving a high proportion of first-generation and low-income students with minimal resources

How to partner productively to support enrollment management without sacrificing one's personal and professional ethics

Did we do what we said we’d do?

What say you?
Thank you

“Great things in business are never done by one person. They’re done by a team of people.”

-Steve Jobs