Strategic enrollment management is an integrated systems approach that focuses on student enrollments from the time of their initial inquiry through graduation and post-graduate. An effective enrollment management system alters and improves the institution’s frame of reference about itself and its prospective students, community members and business partners.

- Don Hossler (1986)

The Three “R”s of SEM

- Strategic Planning, Mission, Goals
- Environmental scan and market analysis
- Student assessments

- Marketing and establishing connections
- Building relationships
- Reinforcing choice and yield

- Academics
- Academic Support
- Student Engagement

Stamats, Inc.

What Students Want:
- School offers a strong program in what I want to study
- Faculty are good teachers/mentors
- Graduates get good jobs/into good graduate programs
- Quality of academic facilities
- Amount of financial aid available
- Overall academic reputation
- Safety of the campus
- Campus is welcoming and friendly
- Personal attention from faculty/staff
- Fun college experience
- Cost to attend

What Parents Want:
- Faculty are good teachers/mentors
- Program of interest to child is available
- Safe campus
- High academic quality
- Graduates get good jobs
- Known for its academics
- Availability of financial aid (including scholarships)
- Value (high quality/good price)
- Reasonable cost (tied with) good technology resources
What is the primary reason a student transfers to another institution?

A. Better social life
B. Football team
C. Transferability of credits
D. Follow a significant other

Key Drivers for Transfer Students

- Transferability of credits
- Location
- Faculty mentors
- Price / scholarships

What is UMKC’s 2015-2016 Cost of Attendance?

A. $19,136
B. $23,378
C. $23,488
D. All of the above

<table>
<thead>
<tr>
<th>Living Arrangements</th>
<th>UMKC</th>
<th>MU</th>
<th>UMSL</th>
<th>S&amp;T</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-campus</td>
<td>$23,378</td>
<td>$24,704</td>
<td>$22,868</td>
<td>$20,504</td>
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<tr>
<td>Off-campus</td>
<td>$23,488</td>
<td>$24,704</td>
<td>$24,540</td>
<td>$20,504</td>
</tr>
<tr>
<td>With Parents</td>
<td>$19,136</td>
<td>$24,704</td>
<td>$17,420</td>
<td>$20,504</td>
</tr>
</tbody>
</table>
What percentage of UMKC’s undergraduates receive a need-based Pell Grant?

A. 22%
B. 27%
C. 34%
D. 36%

- 57% of the students who submitted a FAFSA to UMKC for the 14-15 aid year fall in the high-need category (EFC is less than $5000)
- Of these students, 54% have a zero EFC
- Speaks to the importance of our continuing efforts to raise scholarship funds for our students
University Automatic Scholarships

- Curators’ Scholar
- Chancellor’s Scholarship
- Undergraduate Award (re-evaluated)
- Metro Kansas City Scholarship
- Chancellor’s Minority Scholarship
- Chancellor’s Transfer Scholarship

What percentage of UMKC on-campus students are under-represented minority (URM) students?

A. 13%
B. 20%
C. 25%
D. 32%

On-Campus Ethnicity Trends
(where ethnicity is known)

Ethnicity Trends, First-Time College Students
(where ethnicity is known)
Ethnicity Trends, Transfer Students
(where ethnicity is known)

- American Indian / Alaska Native: 1%
- Asian: 6%
- Asian (Underrepresented): 6%
- Black / African American: 1%
- Hispanic / Latino: 6%
- Hawaiian or Other Pacific Islander: 4%
- Multiple Race / Ethnicity: 3%
- Non-Resident International: 1%
- White: 6%

Fall 2010: 1,360
Fall 2011: 1,368
Fall 2012: 1,390
Fall 2013: 1,304
Fall 2014: 1,188

Census Trends

- According to the US Census for the Kansas City Metropolitan Area, the population demographics will change from 2000 to 2040 (assuming same migration rates as in 1990-2000):
  - Total white population will have increased by 4.1%
  - Total black population will have increased by 60.3%
  - Total Hispanic population will have increased by 839.2%
- By 2030, Missouri and Kansas will be 50/50 states: 50% will be people of color.

Kansas Metro Counties Enrollment

<table>
<thead>
<tr>
<th>County</th>
<th>FS2010</th>
<th>FS2011</th>
<th>FS2012</th>
<th>FS2013</th>
<th>FS2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atchison</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Douglas</td>
<td>35</td>
<td>49</td>
<td>57</td>
<td>56</td>
<td>45</td>
</tr>
<tr>
<td>Franklin</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Jackson</td>
<td>73</td>
<td>96</td>
<td>90</td>
<td>83</td>
<td>73</td>
</tr>
<tr>
<td>Jefferson</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Johnson</td>
<td>1,408</td>
<td>1,500</td>
<td>1,537</td>
<td>1,559</td>
<td>1,486</td>
</tr>
<tr>
<td>Leavenworth</td>
<td>41</td>
<td>46</td>
<td>50</td>
<td>54</td>
<td>56</td>
</tr>
<tr>
<td>Miami</td>
<td>23</td>
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<td>20</td>
<td>21</td>
<td>22</td>
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<tr>
<td>Osage</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Shawnee</td>
<td>29</td>
<td>31</td>
<td>31</td>
<td>38</td>
<td>40</td>
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<tr>
<td>Wyandotte</td>
<td>303</td>
<td>328</td>
<td>350</td>
<td>378</td>
<td>362</td>
</tr>
<tr>
<td>Total</td>
<td>2,927</td>
<td>3,092</td>
<td>3,130</td>
<td>3,204</td>
<td>3,059</td>
</tr>
</tbody>
</table>

Recruitment Funnel

- Key Message points:
  - Location & Affordability
  - Image / Brand Campaigns
  - Community Partnerships
  - Alumni Relations
How many miles does an Admissions recruiter typically travel each week during the recruiting season?

A. 55 miles  
B. 203 miles  
C. 475 miles  
D. 600 miles

- Communication Plan
- Purchasing names
- High School Visits
- College Fairs
- Counselor events
- Pipeline initiatives
- Dual Admission

Recruitment Funnel

- Marketing & Establishing Connections
- Building Relationships
- Building Inquiry Pool
- Promoting Engagement

Enrollment

Recruitment Efforts

- Communications Center: Oversees all outbound communication to prospective students and maintains student records
- Events & New Student Programs Staff: Oversees large campus recruitment events, Orientations, and Convocation
- Welcome Center: Oversees on-campus visits for groups and individual families

Freshman Recruiters:
- 4 recruiters work on-campus, duties split between Welcome Center and territory management
- 1 St. Louis recruiter lives and works from home, travels St. Louis, Southeast MO, and Chicago

Transfer Recruiters:
- 2 recruiters work on-campus, duties split between Welcome Center and territory management

UMKC

How many miles does an Admissions recruiter typically travel each week during the recruiting season?

A. 55 miles  
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Recruitment Funnel

- Communication Plan
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Transfer Recruiters:
- 2 recruiters work on-campus, duties split between Welcome Center and territory management
How many high school and community college visits did Admissions staff members complete last year?

A. 57 visits  
B. 127 visits  
C. 177 visits  
D. 237 visits

What is the most important factor in a first-time college student’s decision to apply to a university?

A. Where their parents attended  
B. Where their friends go  
C. Their campus visit  
D. Where they apply first

How many guests did the Welcome Center host in the 2013-2014 recruitment cycle?

A. 8,739 guests  
B. 9,259 guests  
C. 11,659 guests  
D. 12,349 guests
Academic Unit Initiatives

Bloch School and DECA Competition:
- Bloch School initiated a partnership to host the annual DECA competition of 16 high schools from the northwest region of Missouri
- 500 high school students, all grade levels, participated
- Event coordination handled by Bloch School, Admissions and Student Union/ASSC
- Student contact information collected by Bloch School and shared with Admissions for pipeline recruiting

School of Medicine Visit Days:
- Partnership between Six Year Medical Program and Admissions to host 9-10 campus visit events a year
- Program:
  - Volker campus: UMKC presentation by Admissions, BA/MD presentation by Medicine, campus tour
  - Hospital Hill: tour of buildings, visit clinical skills lab, and engage with panel of current BA/MD students
- Student contact information collected by Medicine and shared with Admissions for pipeline recruiting

What is UMKC’s Fall application deadline for new FTC and Transfer students (with fewer than 60 hours)?

A. June 15th
B. July 30th
C. August 1st
D. There is no deadline - UMKC has rolling admissions

Application Deadlines

- UMKC Index
  - Reviewed 5 years worth of UMKC student data including first semester grades, course completion ratio, and retention rates
  - Key Finding: Most important factor that impacts academic success is completion of 4 units of Math in high school
  - Result: Re-evaluated appropriate conditions placed on admission such as the Coaching Program

- Walk-In Review Study
  - Reviewed 3 years worth of UMKC student data including date of application and academic performance
  - Key Finding: Certain cohorts that apply after July 1 are more likely to succeed
  - Result: New application for admission deadlines applies to domestic freshmen and transfer students with less than 60 credit hours.
  - June 15 for Fall semester admission
  - November 15 for Spring semester admission
How many applications did the Admissions Office process for Fall 2014?

A. 15,163 applications  
B. 18,023 applications  
C. 21,813 applications  
D. 23,393 applications

What is UMKC’s Undergraduate Admissions Rate (% of applicants who are admitted)?

A. 86%  
B. 76%  
C. 66%  
D. 56%

Admissions to UMKC

- UMKC is a selective institution
- Admit rate of undergraduates is 66%
- ACT data (2012) indicate that only 49% of Missouri test takers would meet UMKC admission requirements based on HS core curriculum and test score

Recruitment Funnel

- Marketing & Establishing Connections
- Building Relationships
- Promoting Engagement
- Building Inquiry Pool
- Enrollment

- Personalized follow-ups
- Early financial aid packaging
- Experience UMKC
- New Student Orientation
- New Student Convocation
Experience UMKC

- Yield event in March for admitted undergraduates in specific majors
- Involves SAEM Division, Academic Units, and Alumni Relations
- Students experience receive a personalized schedule and navigate campus on their own
- Interactive academic sessions with faculty, staff and current students
- SAEM offices hands-on sessions and utilize staff, current students and alumni to showcase their services
- In 2013, the first year, 77% or 92 of the attendees enrolled

First Time College Students are our largest new student population each year.

A. True
B. False

Undergraduate Student Populations

Top Feeder Schools, Fall 2014

First-Time College Students
- Truman
- Lee’s Summit
- Raymore-Peculiar
- Park Hill
- William Chrisman
- Lincoln College Prep
- North Kansas City
- Sumner Academy
- Shawnee Mission East
- Belton

Transfer Students
- Metropolitan Community College
- Johnson County CC
- University of MO-Columbia
- University of Kansas
- Kansas City Kansas CC
- Missouri State
- University of Central Missouri
- Kansas State
- Northwest Missouri State
- Park University
FS14 Recruitment Funnel

Inquiries
14,469

Applicants
4,289 (29.6%)

Admits
2,760 (64.4%)

Enrolled
1,074 (38.9%)

Recruitment Funnel

Inquiries
14,469

Applicants
5,787 (40%)

Admits
3,819 (66%)

Enrolled
1,527 (40%)

Top Recruitment Strategies

• Maximize the university’s investment in the CRM.
• Ensure that all prospective students are captured by the Office of Admissions.
• Target your communication efforts to the “hottest” students.
• Personal, timely communication; utilize current students, staff, faculty and alumni in strategic ways.
• Communicate key drivers of what students and parents say that want to know.
• Differentiate communication by meeting students where they are, especially transfers.
• Develop statements that showcase “Features, Benefits and Proofs” of your program.
• Focus on strategies that compliment versus duplicate the work of the Office of Admissions.
• When developing a new program, MOU, or MOA, be sure to involve SAEM Offices early in the process.