



PRESENTATION HANDOUT



Lebanon Valley College


Speaking Your CFO's Language: How to Articulate New Program Investment

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Topics

- Strategic Enrollment Planning
- Graduate Program Growth
- Program Planning Process
- Building a Reverse Funnel
- Writing an Academic Business Plan
- Developing a Budget

A person is shown from the chest down, wearing a blue checkered shirt. They are holding a smartphone in their right hand and have their left hand near a laptop keyboard. The entire scene is overlaid with a semi-transparent blue filter. The text "Strategic Enrollment Planning" is centered in white, sans-serif font.

Strategic Enrollment Planning

Phases of strategic enrollment planning

SEP is a continuous and recursive process...

PHASE 1



PREPARATION AND DATA ANALYSIS

- Organizing for ISP
- Mission and vision review
- KPI identification
- Data collection
- Dashboard construction
- Situation analysis development

PHASE 2



STRATEGY DEVELOPMENT

- Strategy ideation
- Strategy pre-prioritization
- Action plan development
 - ROI analysis
- Strategy prioritization

PHASE 3



PLAN FORMATION AND GOAL SETTING

- Revenue and fiscal projections
 - Goal setting
- Vision (re)framing
- Plan documents development

PHASE 4



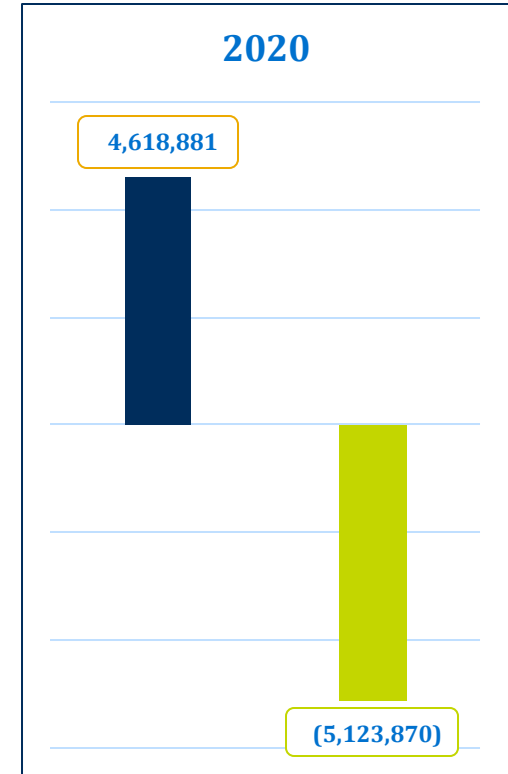
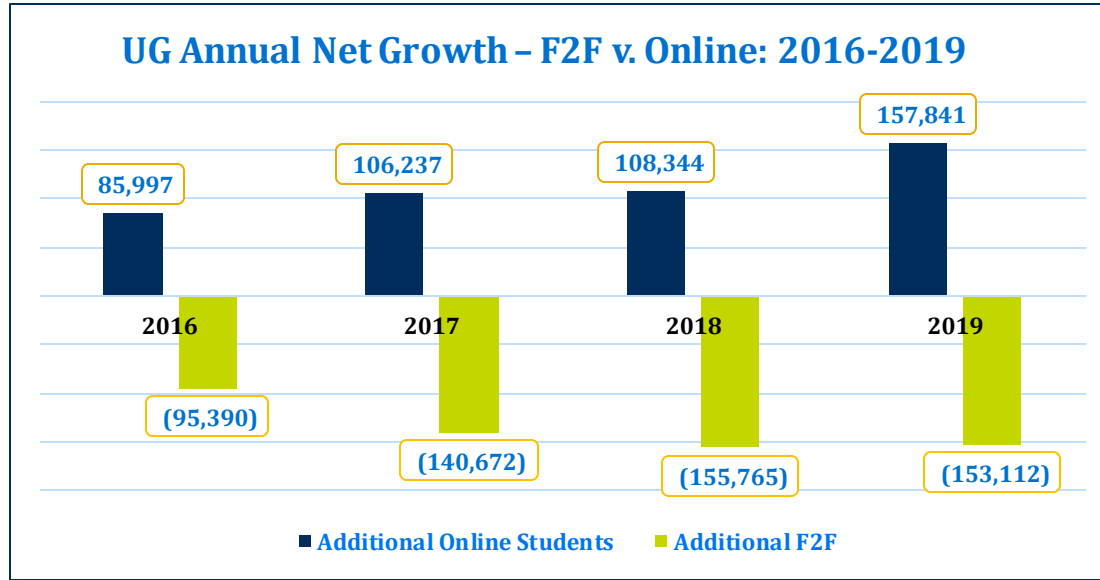
TRACK PROGRESS TOWARD GOALS

- Strategy and overall plan implementation
- Development of structures to monitor and refresh the process
- Strategy monitoring and evaluation
- Plan refresh

A person wearing a blue checkered shirt is holding a smartphone in their right hand and has their left hand on a laptop keyboard. The background is a blurred office setting. The text 'Graduate Program Growth' is overlaid in white, centered on the image.

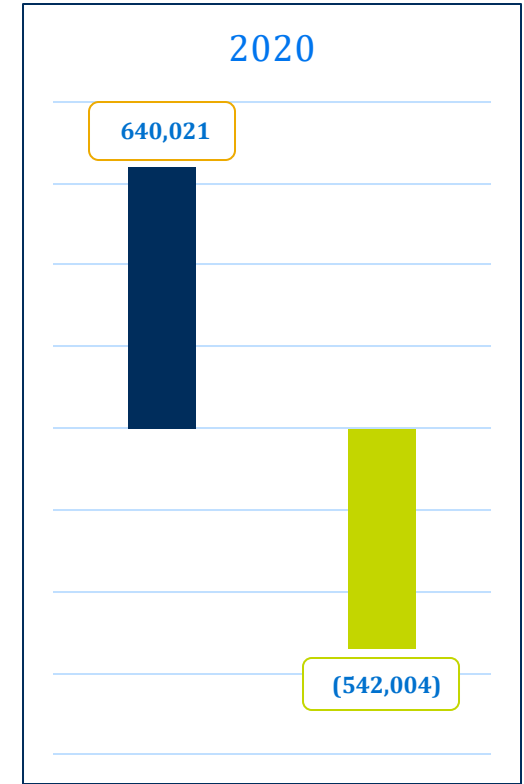
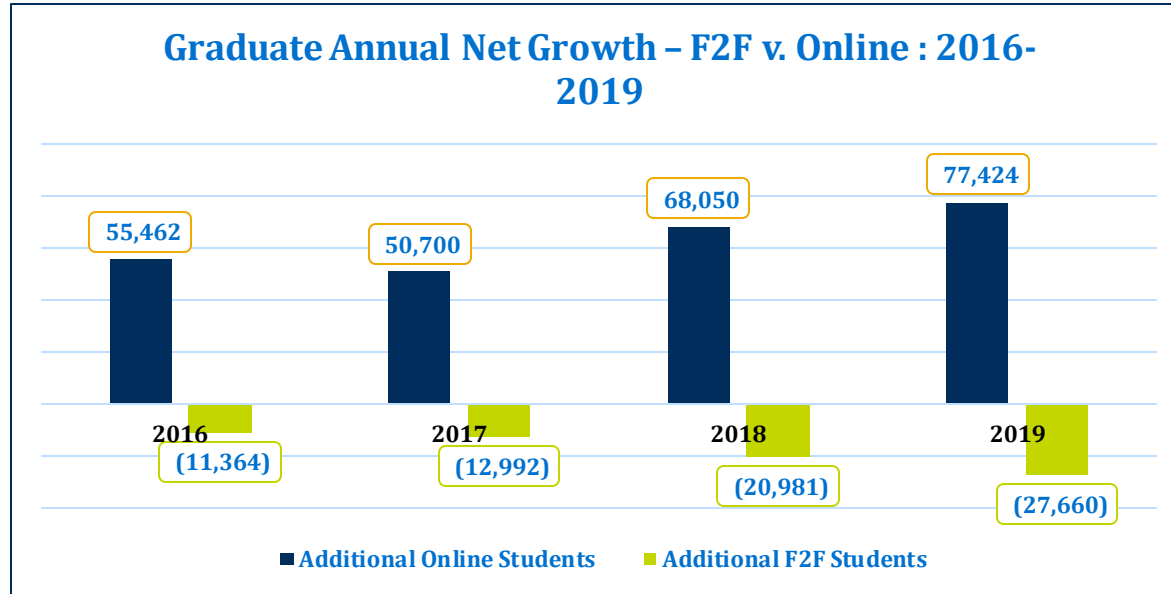
Graduate Program Growth

ALL net undergrad growth has been among online students



Source: NCES. RNL analysis of numeric changes in total enrollment in "all classroom courses" (green) and "all distance courses" (blue).

ALL net graduate growth has been among online students



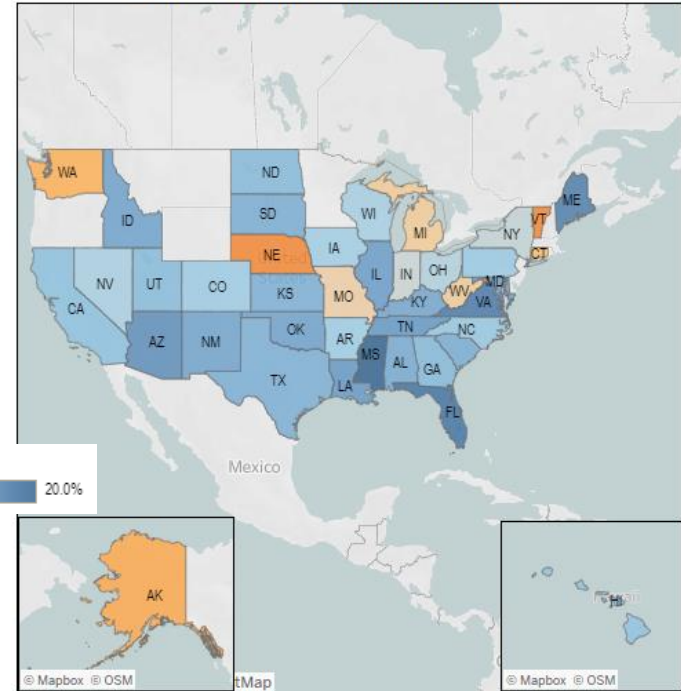
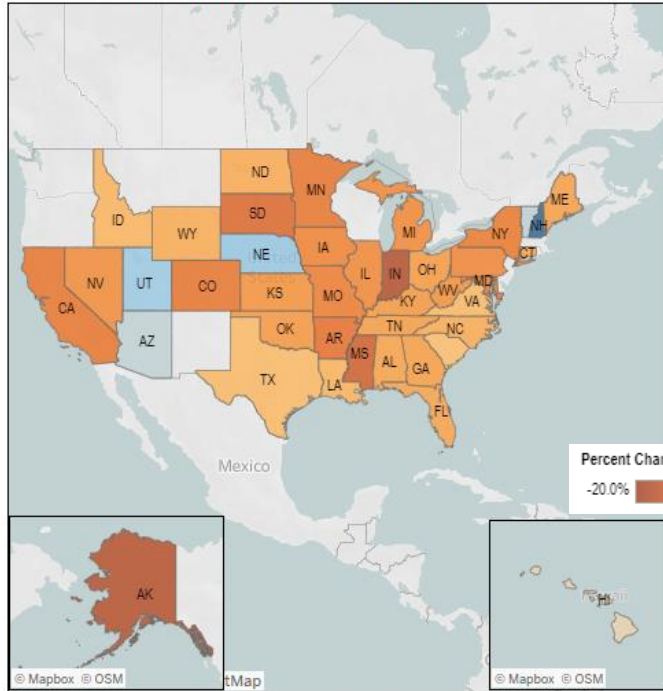
Source: NCES. RNL analysis of numeric changes in total enrollment in "all classroom courses" (green) and "all distance courses" (blue).

Graduate is growing while UG is shrinking all over the country

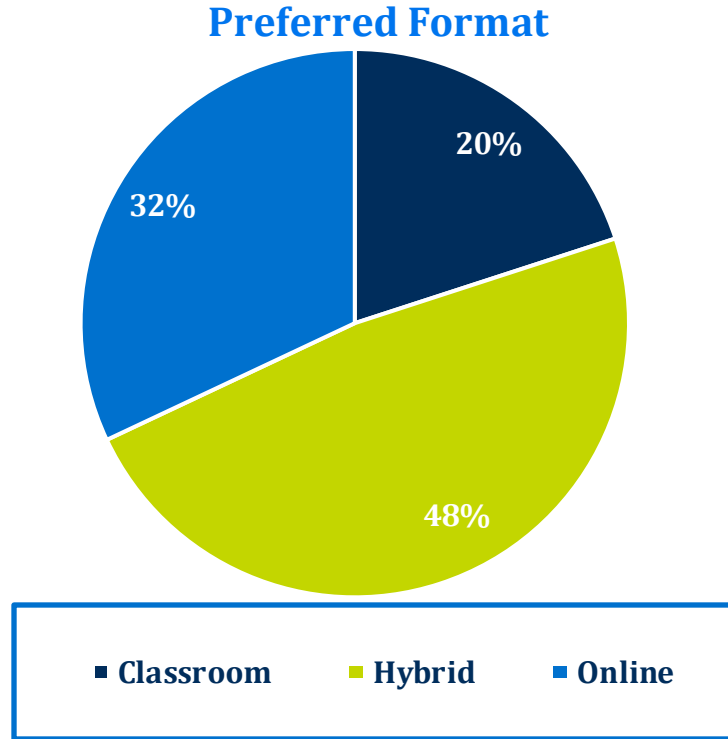
Undergrad

Fall 2019-2021 Enrollment Change

Graduate



More graduate students today want an online program than a F2F program



A person wearing a blue checkered shirt is shown from the chest down, holding a smartphone in their right hand and a laptop in front of them. The entire image is overlaid with a semi-transparent blue filter. The text 'Program Planning Process' is centered in white.

Program Planning Process

Successful Program Planning Steps



1. Market Research: Select and maintain relevant programs



2. Program Design: Know your learners



3. Program Development: Invest in the learning experience



4. Enrollment Planning/Performance: Setting expectations

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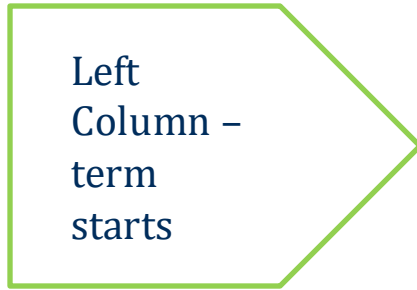
Building a Reverse Funnel

Build a reverse funnel

Start with the end in mind!



Build a reverse funnel



Fall I 2022
Fall II 2022
Spring I 2023
Spring II 2023
Summer I 2023
Summer II 2023



Fall I 2023
Fall II 2023
Spring 1 2024
Spring II 2024
Summer I 2024
Summer II 2024



Fall I 2024
Fall II 2024
Spring I 2025
Spring II 2025
Summer I 2025
Summer II 2025



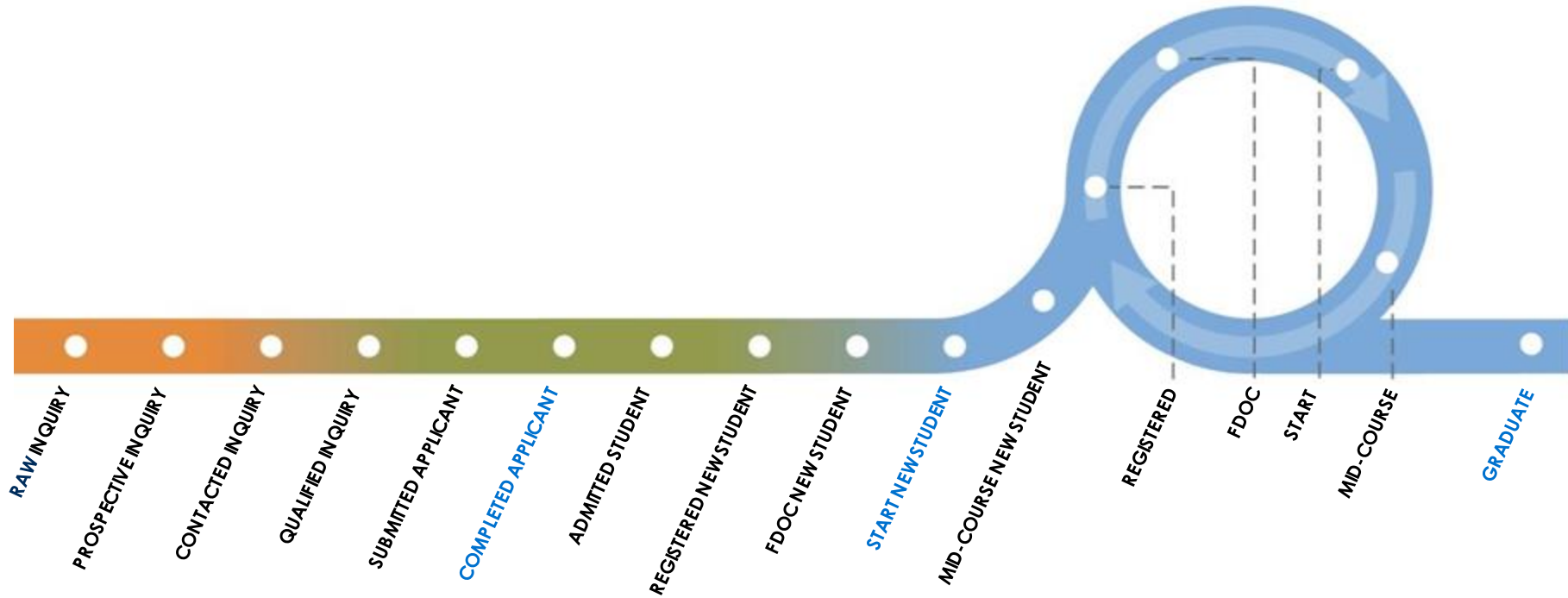
Build a reverse funnel



Leads	Contacted Inquiry	Qualified Inquiry	Submitted App	Completed App	Admit	Registered	FDOC	Starts
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The Student Lifecycle



The RNL Enable Way – Milestones + Benchmarks

Inquiries

RAW INQUIRY
Any valid inquiry that has made it into an RNL system

80%

Raw to Scrubbed Inquiry

SCRUBBED INQUIRY
Inquiry that has cleared the automated scrubbing in Find and moved to the Contact Center

85%

Scrubbed to Prospective

PROSPECTIVE INQUIRY
Unique individual intended to be contacted [enrollment record created in Enroll]

70%

Contact Rate

CONTACTED INQUIRY
Successful 2-way communication with a Prospective Inquiry

50%

Hot Transfer Rate

QUALIFIED INQUIRY
Contacted inquiry that has not been NQ'd or NFA'd

60%

Qualification Rate

Enrollment

SUBMITTED APPLICANT
Application filled out and submitted

45%

Qualified Inquiry to Submitted Applicant

COMPLETED APPLICANT
Application and all supporting documents submitted; ready for evaluation by institution

70%

Submitted to Completed Applicant

ADMITTED STUDENT
Admission decision made by institution and admitted

95%

Admit Rate

REGISTERED STUDENT
Student is registered for course

85%

Admit to Register Rate

FIRST DAY OF CLASS
Student has not dropped and is enrolled in at least 1 course on the first day of class [no attendance activity]

95%+

Registered to FDOC

Retention

START
Student is enrolled in at least 1 course and has not dropped at the census date of their first term

95%

FDOC to Start Rate

ENROLLED TERM 2
Student is enrolled in at least 1 course at the census date in the term immediately after their initial term

85% **92%**

UG to T2 Persistence

G T2 Persistence

RETAINED
Student is enrolled in at least 1 course at the census date YoY

75% **80%**

UG YoY Retained Rate

G YoY Retained Rate

GRADUATE
Student completes all requirements for a degree program and is conferred a degree

70%

Start to Graduate Rate

Build a reverse funnel

Leads	Contacted Inquiry	Qualified Inquiry	Submitted App	Completed App	Admit	Registered	FDOC	Start
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- Cost per Lead
- Digital Lead Investment

- Continuing HC
- Total HC
- Credit Hours
- Revenue

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Writing an Academic Business Plan

Proposal for Sample Master's Program

Business Plan

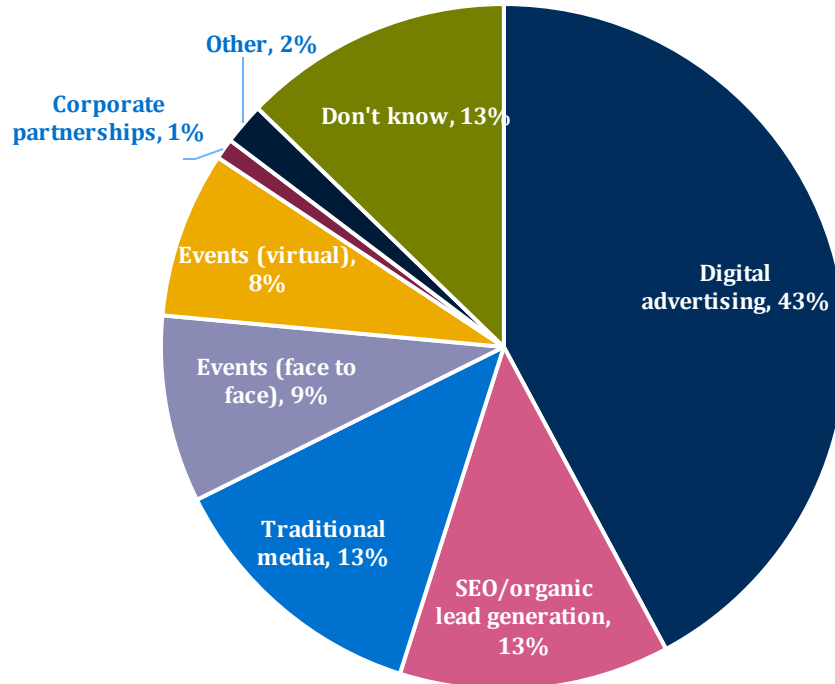
- **Executive Summary:** concise overview of mission, direction, strengths of program, success measurements.
- **Alignment** between University mission and this program: how the program furthers the mission and builds on existing resources to achieve organizational goals; ties to strategic plan and areas of focus.
- **Environmental analysis (SWOT):** examine competition, opportunities, metrics related to external stakeholders and community, student and employer demand.
- **Internal analysis (SWOT):** examine resources, infrastructure, technology, communication, metrics related to internal business units/departments.
- **Operating plan:** define for each business unit – what, who, timeline, metrics. Consider the student journey and all touchpoints from inquiry to application to enrollment to FDOC through graduation.
- **Budget:** cost of program development, marketing, student recruitment, HR/faculty, course development, instructional design, lab, supplies, facilities, accreditation. Any impact to current operations? ROI may be included to offset expenses.

A person is shown from the chest down, wearing a blue button-down shirt. They are holding a smartphone in their right hand and have their left hand on a laptop keyboard. The entire scene is overlaid with a semi-transparent blue filter. The text "Developing a Budget" is centered in white, sans-serif font.

Developing a Budget

Marketing Budget Allocations

Allocation of Marketing Dollars



Sample Pro Forma

	FY1	FY2	FY3	FY4	FY5
Revenue (HC, Credit Hours, Net Tuition, Fees)					
Expenses (Comp/Benefits for Faculty, Staff; Supplies, Equipment, Facilities, ID, Marketing)					
Total Surplus/Deficit					
Operating Margin					



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Thank you!