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PRESENTATION HANDOUT

Win, Grow, Retain

How admissions and financial aid impact athletic recruitment.

1. Athletics – Strategic Planning for the Future

2. Athletic Aid – Tactical and Strategic

3. Team additions or reductions…what is the cost or opportunity?

4. Tracking successful strategies

Poll Questions:

On a scale of 1-10, how would you rate your institution's collaboration between enrollment management and athletics?

How many of you spend enough on athletics to be successful? Spend too much?

Athletics – Strategic Planning for the Future

National Trends

The next 5-10 years will be critical for college and university health.

- Pandemic Recovery

- Demographic changes during the next 5-10 years will create opportunities in some markets while others will experience declining numbers of high school students and increased competition

- Changes to financial aid processing and demographics will likely lead to needier student populations. An institution's ability to respond to these changes will be important for long-term success.

How would you define success?

Winning championships.

Enrollment growth.

Provide the most positive student-athlete experience, development, and support.

Contributions made by athletes within their sport, community, and careers.

Athletic Strategic Planning

Mission, Vision, or Core Values

- Achieve desired level of competition success

- Strengthen Student-Athlete experience through academic development, leadership, and engagement strategies

- Encourage a growth mindset searching for new approaches to development, strategy, and implementation

- Align your institutional initiatives to enhance the student-athlete and student body experience

Strategic Initiatives to Impact Student Experience

Promote academic, professional, and personal development

Emphasize student-athlete well being and performance

Cultivate leadership and support academic success

Diversity, Equity, and Inclusion

Campus Community and Fan engagement

Connect generations – encourage teams to connect with and alumni of the past – for personal and institutional growth

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Athletic Aid – Tactical and Strategic

What is the financial cost to achieve success?

- Athletic scholarships and discount rate
- Athletic staffing
- Academic support services
- Facility enhancement
- Sport Expansion
- NIL resources

	Confirmed Students			
	2021-22 Actual	2022-23 Goal	2022-23 To-date Number	2022-23 To-date % of goal
Total	51	70	**66**	**94%**
Academic Distribution				
Inst Rating: 1	5	6	**16**	267%
Inst Rating: 2	19	14	**16**	114%
Inst Rating: 3	15	27	**17**	63%
Inst Rating: 4	8	19	**10**	53%
Inst Rating: 5	4	4	**7**	175%

Financial Summary	Admitted	Confirmed Students			
	2022-23 To-date	2021-22 Actual	2022-23 Goal	2022-23 To-date	% of goal
Tuition revenue	$2,641,392	$1,693,200	$2,370,480	**$2,235,024**	94.3%
Required fee revenue	$198,900	$127,500	$178,500	**$168,300**	94.3%
Room/board revenue	$861,084	$455,600	$645,218	**$751,740**	116.5%
Other charges revenue	$0	$0	$0	**$0**	0.0%
Total revenue	$3,701,376	$2,276,300	$3,194,198	**$3,155,064**	98.8%
Unfunded institutional gift - tuition	$2,036,396	$1,273,781	$1,713,128	**$1,835,027**	107.1%
Unfunded institutional gift - room/board	$88,000	$114,600	$154,127	**$88,000**	57.1%
Funded institutional gift	$0	$0	$0	**$0**	0.0%
Net tuition/fee revenue	$715,896	$432,319	$681,725	**$480,297**	70.5%
Average net tuition/fees revenue	$9,178	$8,477	$9,739	**$7,277**	74.7%
Avg. net t&f revenue w/o full-pays	$9,178	$8,477		**$7,277**	
Tuition revenue minus unfunded gift	$604,996	$419,419	$657,352	**$399,997**	60.8%
Room/board revenue minus unfunded gift	$773,084	$341,000	$491,090	**$663,740**	135.2%
Overall revenue minus unfunded gift	$1,576,980	$887,919	$1,326,943	**$1,232,037**	92.8%
Tuition & fee discount rate	74.8%	76.3%	73.3%	**80.0%**	
Unfunded tuition discount	77.1%	75.2%	72.3%	**82.1%**	
Unfunded room/board discount	10.2%	25.2%	23.9%	**11.7%**	
Unfunded overall discount	57.4%	61.0%	58.5%	**61.0%**	

FY Scholarship Athletes

- Average NTR of $7,277 and DR of 80.0%

- Non-scholarship athletes at a DR of 60.0% would generate $14,566 in NTR

- This balance is becoming increasingly difficult to maintain and many campuses are looking for opportunities to adjust awarding parameters

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Fall to Fall Retention for FY Athletes by Sport

Sport 1	Number enrolled	Number retained	Retention rate	Average need	Avg. instl. gift per student	Average net revenue	Average SAT	Average ACT	Average HS GPA	Average college GPA	Achieved college GPA	Average class rank	Average Predicted GPA	Academic Index
						Students Retained Fall-to-Fall								
Men's Soccer	23	16	70%	$21,159	$16,156	$11,364	1084	23.8	3.37	3.30	2.93	42	78.50	79.4
Baseball	13	7	54%	$5,334	$15,286	$12,234	1128	20.3	3.52	4.00	3.23	36	80.07	81.7
Men's Lacrosse	15	12	80%	$12,737	$15,583	$11,937	1113	23.5	3.21	2.00	2.82	49	76.14	76.4
Men's Basketball	7	4	57%		$14,500	$13,020	1110	21.5	3.25		2.92	67	76.48	76.8
Women's Soccer	12	12	100%	$22,043	$17,117	$10,403	1123	22.5	3.67	3.44	3.65	17	83.63	84.9
Women's Swim	14	11	79%	$28,980	$15,091	$12,429	953	16.3	3.53	3.22	3.02	31	76.81	81.2
Men's Cross Country / Track & Field	8	7	88%	$28,085	$16,961	$10,559	1126	21.3	3.55		3.24	30	81.89	82.7
Softball	11	10	91%	$26,151	$16,940	$10,580	1063	21.5	3.68	3.07	3.49	30	81.86	84.7
Volleyball	7	7	100%	$19,652	$16,857	$10,663	1030	21.8	3.47	3.53	3.17	36	78.32	80.6
Men's Swim	11	7	64%	$16,081	$15,309	$12,211	1062	18.0	3.24		2.74	62	74.79	75.7
Women's Cross Country / Track & Field	7	4	57%	$40,184	$16,771	$10,749	953	15.5	3.55	3.33	3.24	49	76.63	81.8
Women's Basketball	8	7	88%	$23,495	$17,743	$9,777	1132	20.8	3.77	3.50	3.35	21	84.32	87.1
Women's Tennis	11	9	82%	$11,364	$17,341	$10,179	1118	23.3	3.67	3.58	3.53	28	84.00	85.2
Men's Tennis	10	7	70%	$19,936	$15,729	$11,791	1113	20.8	3.54	4.00	3.10	32	80.86	82.3
Women's Lacrosse	3	3	100%		$14,000	$13,520	960		3.30		3.23		73.55	76.0

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Aid Strategies for Scholarship Athletes

1. Include athletic aid in percentage of need met with gift

2. Primarily large talent-based scholarships which limits merit changes over time

3. After merit aid is entered, zero out all need-based aid for scholarship athletes

4. Packaged to plan with talent aid added "on top"

5. Graduated institutional caps

6. Participation awards to maximize squad size and depth or expand JV programs

Roster Maximization

- What is the target roster size for each sport?

- What is the maximum roster size for each sport?

- Do JV programs provide opportunities for growth?

- What is the cost of expansion, and will retention rates be impacted by increasing the number of walk-on athletes?

- What role does athletics play in the planning process?

Recruitment Goals Worksheet

Athletic Recruitment Goals 2022-23
Baseball

2021-22 Roster Projection

	Student Athletes
Roster Target	35

Current Roster

5th Year Senior	0
Senior	5
Junior	8
Sophomore	10
Freshman	10
Roster Total	33

Projected Graduation and Attrition

Expected Graduates	Student Athletes
5th Year Senior	0
Senior	5
Total Graduates	5

Expected Attrition	Student Athletes
5th Year Senior	0
Senior	0
Junior	0
Sophomore	2
Freshman	2
Total Attrition	4

	Student Athletes
Total Graduation/Attrition	9

Fall 2022-23 Projected Roster

	Student Athletes
Roster Target	35

Fall 2022-23 Recruitment

Open Roster Spots	2
Lost to Graduation	5
Lost to Attrition	4
New Student Goal	11

Fall 2022-23 Recruitment Goals

First-Year	Student Athletes
Admits	75
Enrolled	11
Yield Rate	15%

Transfer	Student Athletes
Admits	5
Enrolled	3
Yield Rate	60%

Sports Budget	Student Athletes
Full Roster Budget	$125,000
New Student Budget	$50,000
Average Award Target	$3,571

Recruitment Goals Worksheet

Athletic Recruitment Goals 2022-23
Total

2021-22 Roster Projection

	Student Athletes
Roster Target	414

Current Roster

5th Year Senior	0
Senior	66
Junior	88
Sophomore	105
Freshman	133
Roster Total	392

Projected Graduation and Attrition

Expected Graduates	Student Athletes
5th Year Senior	0
Senior	71
Total Graduates	71

Expected Attrition	Student Athletes
5th Year Senior	0
Senior	0
Junior	6
Sophomore	20
Freshman	33
Total Attrition	59
	Student Athletes
Total Graduation/Attrition	130

Fall 2022-23 Projected Roster

	Student Athletes
Roster Target	421

Fall 2022-23 Recruitment

Open Roster Spots	29
Lost to Graduation	71
Lost to Attrition	59
New Student Goal	159

Fall 2022-23 Recruitment Goals

First-Year	Student Athletes
Admits	1055
Enrolled	125
Yield Rate	12%

Transfer	Student Athletes
Admits	25
Enrolled	8
Yield Rate	32%

Sports Budget	Student Athletes
Full Roster Budget	$1,370,000
New Student Budget	$426,000
Average Award Target	$3,254

Roster Maximation

Cost of Open Roster Positions

- Average net tuition and fee revenue is $13,500 with total net revenue of $23,500.

- There are 24 positions unfilled in women's sports and 28 in men's sports

- This translates to a $702,000 loss in net tuition revenue and a $1,222,000 loss in overall revenue

Estimated Squad Size

Estimated Squad Size	Women's	Men's	Estimated Squad Size	Women's	Men's
Acrobat and Tumbling	25-30	20-25	Rowing	25-35	25-35
Baseball		40-50	Rugby	25-30	25-35
Basketball	15-18	15-20	Sailing		12-15
Beach Volleyball	15-18		Skiing*	8-12	10-12
Bowling	8-12		Soccer	24-30	25-33
Cross Country	12-15	12-15	Softball	18-25	
Equestrian	20-30		Squash	10-12	10-12
Esport	5-15	10-20	Swimming/Diving	18-25	15-24
Fencing*	12-15	12-15	Sync. Swimming	12	
Field Hockey	20-25		Tennis	8-10	10-12
Football		95-125	Track, Indoor	25-35	30-35
Golf	7-10	8-12	Track, Outdoor	25-35	30-40
Gymnastics	18-22	20-25	Triathlon	6-8	
Ice Hockey	20-28	24-30	Volleyball	16-20	15-20
Lacrosse	20-30	30-40	Water Polo	15-20	20-24
Rifle*	5-8	5	Wrestling	12-15	20-30

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Adding Athletic Programs

Considerations of new programs

How will the student athletes in the new program differ from the current populations?

Will the student athletes have differing needs which the institution will need to accommodate?

Will the new student athletes have similar financial profiles: need, EFC, average parent incomes, etc. for financial aid purposes?

What impact will the additional student have on academic programming?

Do these academic programs have capacity, or will additional faculty lines need to be filled?

What is the impact on general education requirements, orientation programs, etc.?

What is the impact on residence life, academic support, health services, tutoring, food service, etc.?

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Tuition Revenue and Program Expenses

Successful program deployment nets additional revenue over time.

Tuition Revenue and Program Expenses Men's and Women's Soccer Initiative	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	0	20	30	20	20
Retained Students	0	0	17	40	53
Total Students	0	20	47	60	73
Average NTR per Student	$14,500	$14,900	$15,300	$15,700	$16,000
NTR (New)	$0	$298,000	$459,000	$314,000	$320,000
NTR (Retained)	$0	$0	$260,100	$628,000	$848,000
Total NTR	$0	$298,000	$719,100	$942,000	$1,168,000
Program Expenses (salary, travel operating expenses)	$85,000	$130,000	$200,000	$220,000	$240,000
Net Tuition Revenue after program expenses	-$85,000	$168,000	$519,100	$722,000	$928,000

-Table assumes a $14,500 average NTR per student with an increase of $400 per year
-Year 1 expenses assume a FT position with related operational expenses
-Year 1 is the year prior to initiating the programs and almost always operates at a loss
-Expenses will vary based on the initiative, facility needs, market, etc.
Tracking of new students interested and enrollments generated are imperative

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Tracking Successful Strategies

What role does athletic recruitment play in annual recruitment planning?

How can enrollment teams better support athletic recruitment to achieve institutional goals?

What strategies, goals, and management can be developed to support individual sports or coaches?

How has the role of transfer athlete recruitment changed in recent years?

Strategies to Improve Recruitment

- Identify your target audience

- Clarify the benefits of enrollment and participation in athletics

- Identify barriers to enrollment and look for opportunities to overcome these challenges

- Celebrate success – in competition, the classroom, through leadership and service and especially the outcomes of the student athletes

- Create an environment that

encourages engagement in the institutional community

- Connect prospective admits with current students, faculty, and alumni

- Diversify communications

- Identify campus "partners" to assist with recruitment

- Campus visits are still the best predictor of enrollment – maximize the number of visits to campus

Some Factors Important to Student Athlete Enrollment

- Academic reputation
- Academic support staff
- Athletic recruitment material
- Athletic recruitment social media
- Campus housing
- Campus visit experience
- Career advancement center or staff
- Career opportunities
- College/department reputation
- Degree programs offered
- Game day experience
- Graduation rate of players
- Location
- Locker room facilities
- National tournament participation

- Opportunity to earn degree
- Opportunity to play right away
- Practice or training facilities
- Relationship with coach or position coach
- Relationship with recruiting coach
- Relationship with team members
- Reputation of program or coach
- Social life
- Team success
- Weight training facilities

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Other Strategies with Success

- Athletic roundtables—periodic meetings to discuss strategies, recruitment, and stories of the institution to help support coaches

- Goal-setting meeting with athletic director and other necessary individuals to help focus strategies on enrollment and revenue growth

- Understanding the number of admits necessary to reach goals—if you need 5 pitchers, recruiting just 5 is not enough.

- Successful strategies to have coaches submit all prospect names at the inquiry stage so that the admissions office is able to recruit students the coach identifies as "non-contributors"

- Complete a stream analysis of Front Rush or other athletic CRMs and of your CRM for admissions—how may prospects are not accounted for in your CRM?

- Track all strategies, initiatives, and programs – find initiatives that are working for coaches and see if they can be deployed in other programs for additional success.

Thank you

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