



PRESENTATION HANDOUT

# Beyond the Funnel: Data and Reporting

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@TimJHeuer



*Preparing people to lead extraordinary lives*

# About Loyola University Chicago

- Private, Jesuit University est. 1870
- 3 Chicago Campuses plus Rome
- 2021 Enrollment: 17,484
- 99 percent Graduation Success Rate for NCAA Division 1 athletes

# ENROLLMENT SYSTEMS, RESEARCH, AND REPORTING



Internal  
consulting group  
to the Enrollment  
Division



Maintain  
admissions CRM  
(*Slate*)



Provide technical  
and operational  
services to  
Financial Aid



Research Services

# BEYOND THE FUNNEL: WHAT I'LL COVER

Research “Reminders”

Data Sources

The 4 Reports (To Start With)

How to Build a Data Driven Culture

# PREVIEW: LOYOLA'S 2022/2023 MARKETING PLAN

**Sister Jean!**



# RESEARCH “REMINDERS”

- Research has costs so it requires investment
  - Time, Talent, or Treasure
- Enrollment Research is not Academic Research
- Enrollment Research informs **DECISION MAKING**
- The best reports provide a narrative, based on data, graphics, and visualizations

# RESEARCH “REMINDERS”

- The best reports are concise and to the point
- They are also concise and to the point

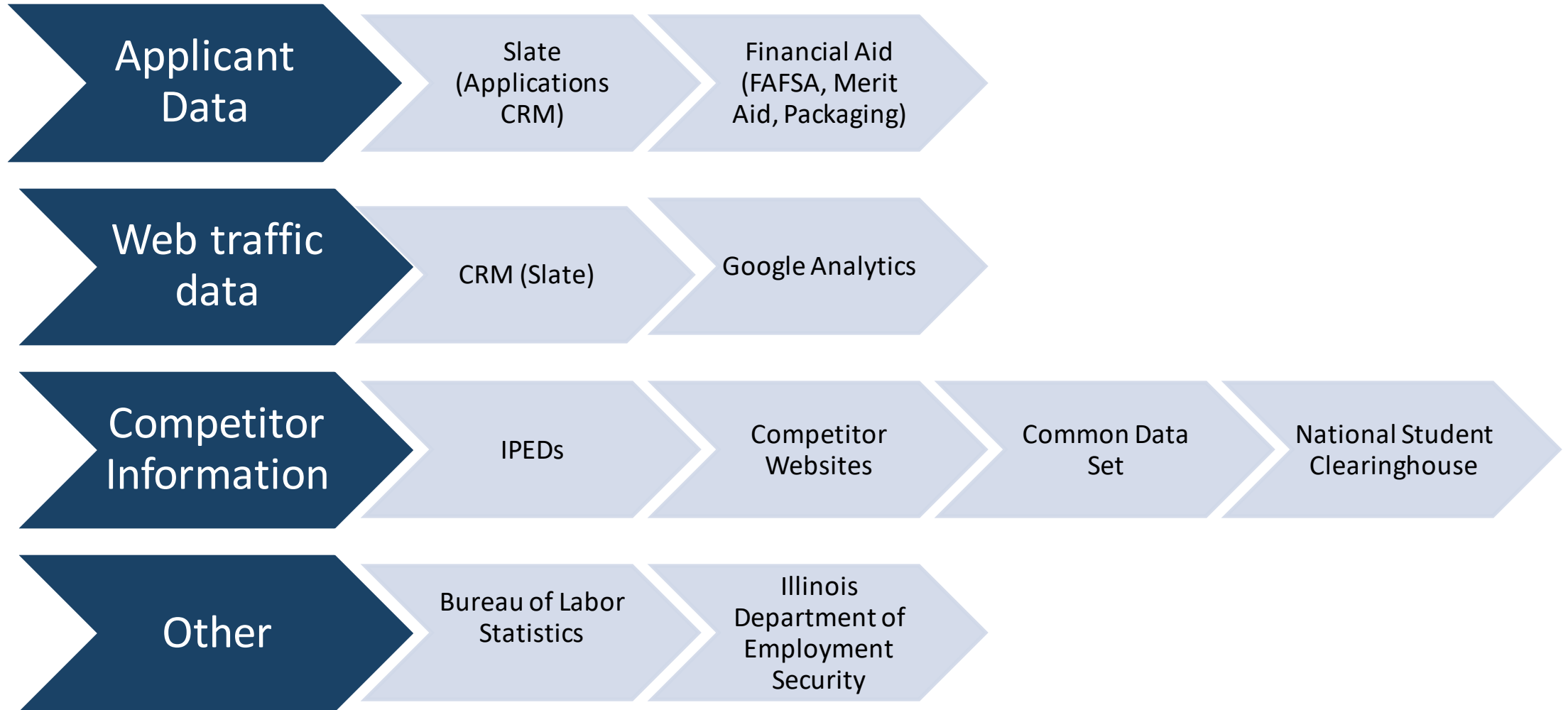


# RESEARCH “REMINDERS”

- The research team should have access to ALL the data.
- Ideally, research team should know the business (of Enrollment).



# WHAT DATA DO WE HAVE?



# WHAT DATA CAN WE “MAKE”?

Surveys

Deposited  
Students

Admit/Withdrawn

Events

URL Parameters  
(JX Codes)

UTM  
parameters (via  
Slate & digital  
ads)

The screenshot shows a web browser window with the URL: `https://luc.edu/RFI/jxtest123d.shtml?jxnumber=jxtest123d&utm_source=123&utm_campaign=456&utm_medium=789`. The browser tab is titled "Loyola University Chicago". The page content includes the "LOYOLA" logo with a bull mascot and a form titled "ACADEMIC INTEREST\* (USE CTRL KEY TO SELECT ONE.)" with a dropdown menu showing "DIGITAL MEDIA AND STORYTELLING".

We use “JX Codes” to identify campaigns in our CRM

UTM Codes are associated with Forms, Links in Email Messages, and Banner Ads.

# WHAT DATA CAN WE “MAKE”?

- Google Analytics Conversion codes

```
<!-- Google Code for RFI Conversion Page --><script type="text/javascript">
/*  */
var google_conversion_id = 1002386398;
var google_conversion_label = "JYA0CMq9mgMQ3uf83QM";
var google_conversion_value = 1.00;
var google_conversion_currency = "USD";
var google_remarketing_only = false;
/*  */
</script><script type="text/javascript" src="//www.googleadservices.com/pagead/conversion.js">
</script><noscript>
<div style="display:inline;">

</div>
</noscript>
```

# THE FUNNEL REPORT

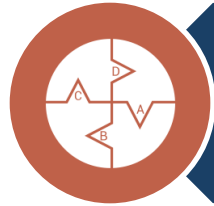
- What is it?
  - A (weekly) snapshot that compares year to year admissions data
- What data is in it?
  - Applications, admits, and deposits year to date, compared with the same date last year
- What decisions does it help us make?
  - Impact on the BUDGET based on meeting enrollment goals (and facilities capacity)
- **IT DOES NOT SHOW** what is working and/or what changes we can or should make!

## Undergraduate Enrollment Management

Fall 2022 Enrollment Funnel as of June 20, 2022

Freshmen	2021	2022	%	2021	2021	2022	%	2021	2021	2022	%	2021	2021	2022	%	2021	2021	2022	%	2021	
	YTD Apps Incl In Prog	YTD Apps Incl In Prog	Change	Final all Apps	YTD Apps	YTD Apps	Change	Final Apps	YTD Admits	YTD Admits	Change	Final Admits	Gross Deposit	Gross Deposit	Change	Final Gross	Net Deposit	Net Deposit	Change	Final Enrolled	
Arts & Sciences																					
Engineering																					
Business																					
Communication																					
Education																					
Environmental Sustainability																					
Health Sciences & Public Health																					
Nursing																					
Rome Start																					
Social Work																					
<b>Total:</b>																					

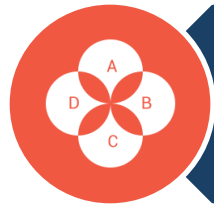
# THE 4 REPORTS BEYOND THE FUNNEL



End of Term Analysis



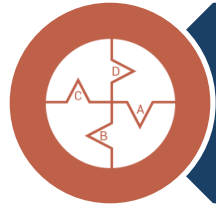
School Scorecards



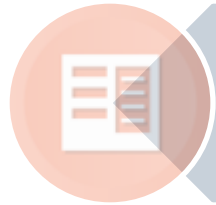
Landscape Analysis



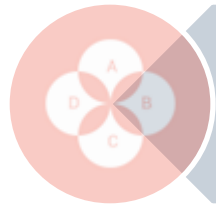
Website Analysis



# End of Term Analysis



School Scorecards



Landscape Analysis



Website Analysis

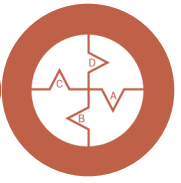


# END OF TERM ANALYSIS

## What is it?

- An analysis of the most recent **undergraduate** enrollment cycle. It should provide a complete picture of how you managed your recruitment effort.
- Who applied? Who was admitted? Who enrolled? How are these applicants different from last year? What did you do to find your applicants? How effective were you?

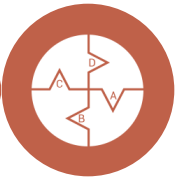




# END OF TERM ANALYSIS

## What is in it?

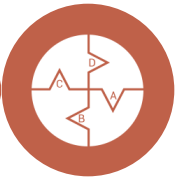
- Applicant Bio Demographics
- Applicant Financial Demographics
- Applicant Academic Demographics
- Travel



# END OF TERM ANALYSIS

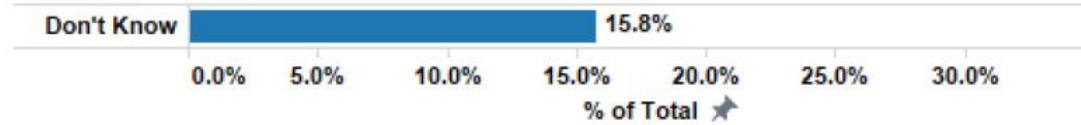
## What else?

- Engagement
  - What messages got the best response?
- Who is the competition?
- First Activity/Origin Source

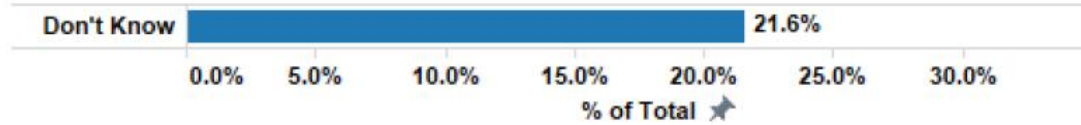


# END OF TERM ANALYSIS

## Deposited Respondents



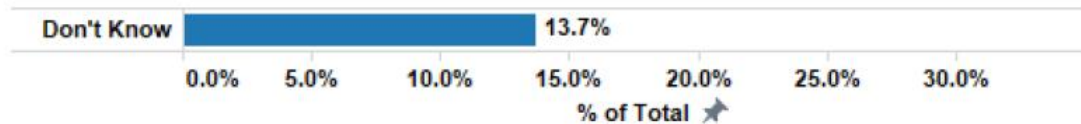
## Admit Withdrawn Respondents



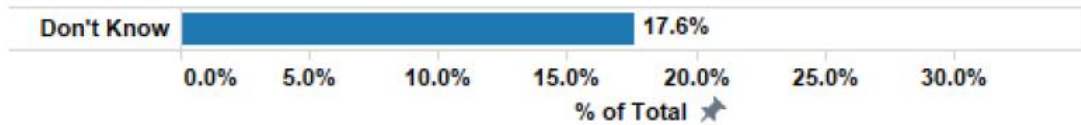
More than 18% of all respondents indicated they 'Don't Know' enough about Career Prospects / Employment of Alumni; Quality of Student Experience; Social Life, Clubs & Activities; Quality of Sports / Fitness & Recreational Facilities; and Commitment to Sustainability to rate UIC.

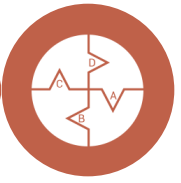
## Quality of Student Experience: Social Life, Clubs, & Activities

### Deposited Respondents



### Admit Withdrawn Respondents

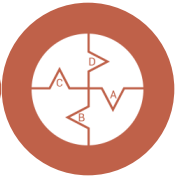




# END OF TERM ANALYSIS

Tables 11-13: Merit Aid by Institutional Scholarship

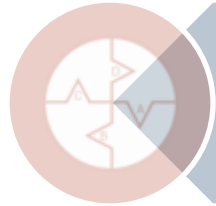
Percent of Total Apps, Admits, & Net Deposits in Total Institutional Scholarship 2015 v. 2016						
Institutional Scholarship Range	Apps 2015	Apps 2016	Admits 2015	Admits 2016	Net Deposits 2015	Net Deposits 2016
\$0-\$1,000	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
\$1,001-\$2,000	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
\$2,001-\$3,000	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
\$3,001-\$4,000	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
\$4,001-\$5,000	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%
\$5,001+	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%



## **END OF TERM ANALYSIS**

### **What decisions does it help us make?**

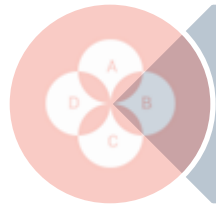
- Identify attributes of our applicant pool
- Provide direction for “Search” campaign parameters
- Refine travel plan
- Improve key messaging and timing of messaging
- Redirect or confirm use of financial aid strategy



End of Term Analysis



School Scorecards



Landscape Analysis



Website Analysis



# SCHOOL SCORECARDS

## What is it?

- An analysis of the most recent Fall Graduate enrollment term
  - Emphasis on operational aspects – how well does graduate admissions execute?

## When should you produce it?

- Annually

## Where do you get the data?

- CRM (Slate)



# SCHOOL SCORECARDS

## What is in it?

- Applicant Bio and Geographic Demographics (by program)
- Length of time in funnel stages







# SCHOOL SCORECARDS

## What else?

- Stealth Applicants vs. Inquiries
- How Heard (remember those JX Codes?)
- First Activity
- Work Experience

Application Funnel by Count

Application Funnel by Age

Demographic by Sex, Visa Type, Race/Ethnicity

Demographic by State

Demographic by Religion

First Activity Origin Source

Application Funnel Timeline by Program Level

Application Funnel Timeline by Program

Application Funnel by Year & Month (Whole peri...

Application Funnel by Year & Month (Most recen...

Application Funnel by Year & Month (Most recen...

Work Experience by Company/Organization

Work Experience by Job Title/Position

Work Experience by Job Description

Work Experience by Average Year(s) Work Experi...

### School/College

- (Blank)
- Dual
- Health Sciences and Public Health
- HSC Graduate School
- Institute of Pastoral Studies
- Niehoff School of Nursing
- Quinlan School of Business
- School of Communication
- School of Education
- School of Environmental Sustainability
- School of Law
- School of Social Work
- SCPS
- The Graduate School
- Undergraduate Arts & Sciences
- Undergraduate Nursing

### StealthApplicant

- No
- Yes

### App Term

- Fall 2020
- Fall 2021

### Please note that....

1. Data is sourced from Slate as of 11/16/2021.
2. Records as (Blank) in School/College are

# Fall 2020 vs. 2021 GPEM Application Funnel by Count

App Term Program Level	Fall 2020					Fall 2021				
	App N	Admit N	Enrolled N	Admit Rate	Yield Rate	App N	Admit N	Enrolled N	Admit Rate	Yield Rate
Parkinson Masters	104	111	87	88.46%	82.78%	803	118	88	87.58%	87.40%
Parkinson Certificate	71	71	71	100.00%	100.00%	107	84	74	84.00%	100.00%
Parkinson Dual	11	8	8	72.73%	100.00%	8	8	8	100.00%	
Parkinson Non-Degree	1	1	1	100.00%	100.00%					
<b>Total</b>	<b>187</b>	<b>191</b>	<b>167</b>	<b>88.82%</b>	<b>88.02%</b>	<b>898</b>	<b>110</b>	<b>74</b>	<b>87.88%</b>	<b>87.76%</b>

App Term Program	Fall 2020					Fall 2021				
	App N	Admit N	Enrolled N	Admit Rate	Yield Rate	App N	Admit N	Enrolled N	Admit Rate	Yield Rate
Public Health MPH	176	132	28	75.00%	21.48%	161	116	16	72.05%	11.79%
Exercise Science MS	11	11	11	100.00%	100.00%	11	11	11	100.00%	100.00%
Dietetics Certificate	11	11	10	100.00%	90.91%	11	11	11	100.00%	100.00%
Master of Healthcare Administration						11	11	11	100.00%	100.00%
Dietetics MS	14	11	10	78.57%	100.00%	11	8	7	72.73%	63.64%
Medical Laboratory Science MS	11	11	7	100.00%	63.64%	11	11	8	100.00%	72.73%
Public Health Certificate	11	1	1	9.09%	9.09%	7	3	3	42.86%	42.86%
Clinical Research Methods MS	11	1	1	9.09%	9.09%	11	1	1	9.09%	9.09%
Health Informatics MS	11	11	11	100.00%	100.00%	11	11	11	100.00%	100.00%
Public Health Certificate to MPH	1	1	1	100.00%	100.00%	1	1	1	100.00%	100.00%
Certificate in Health Informatics	1	1	1	100.00%	100.00%	1	1	1	100.00%	100.00%
<b>Total</b>	<b>202</b>	<b>194</b>	<b>144</b>	<b>89.11%</b>	<b>76.29%</b>	<b>200</b>	<b>130</b>	<b>77</b>	<b>85.00%</b>	<b>77.50%</b>

School/College

- (Blank)
- Dual
- Health Sciences and Public Health
- HSC Graduate School
- Institute of Pastoral Studies
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- School of Education
- School of Environmental Sustainab...
- School of Law
- School of Social Work
- SCPS
- The Graduate School
- Undergraduate Arts & Sciences
- Undergraduate Nursing

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StealthApplicant

- No
- Yes

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App Term

- Fall 2020
- Fall 2021

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Admit Withdrawn vs. Enrolled

- Admit

# Fall 2020 vs. 2021 GPEM Application Funnel Timeline by Program Level

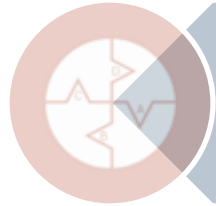
App Term Program Level	Fall 2020						
	Average of Length of Time from Inquiry Created to App Created	Average of Length of Time as Person Created before App Created	Average of Length of Time from App Created to App Submitted	Average of Length of Time from App Submitted to Awaiting Decision	Average of Length of Time from Awaiting Decision to Admitted (Operations)	Average of Length of Time from Awaiting Decision to Enroll	Average of Length of Time as Person Created to Enrolled
Parkinson Certificate	1:00:00	1:00:00	00:00	00:00	00:00	00:00	00:00
Parkinson Dual	00:00	00:00	0:00	0:00	00:00	00:00	00:00
Parkinson Masters	1:00:00	1:00:00	0:00	00:00	00:00	00:00	00:00
Parkinson Non-Degree	1:00:00	1:00:00	0:00	00:00	00:00	00:00	00:00
<b>Total</b>	00:00	00:00	00:00	00:00	00:00	00:00	00:00



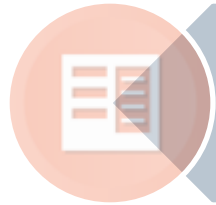
# SCHOOL SCORECARDS

## What decisions does it help us make?

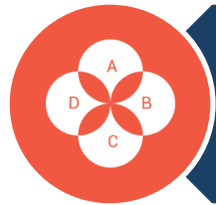
- Changes to marketing campaigns
- Remove barriers to application processing
- Improve key messages and timing of messaging
- ROI of Events



End of Term Analysis



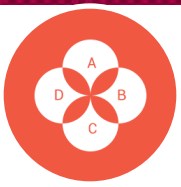
School Scorecards



Landscape Analysis



Website Analysis



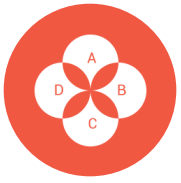
# LANDSCAPE ANALYSIS

## What is it?

- An evaluation of the competitive landscape for a new (proposed) program by sourcing comparison data from similar existing programs at competitor institutions

## When should you produce it?

- When considering new program

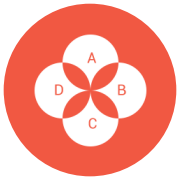


# LANDSCAPE ANALYSIS

## Where do you get the data?

- Competitor websites
- IPEDs
- Bureau of Labor Statistics
- Secondary Research

**Make sure to have a client meeting as part of the process.**

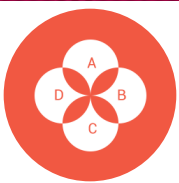


# LANDSCAPE ANALYSIS

## What is in it?

- Program attributes, tuition, time to degree, degrees conferred, enrollments
- Occupational data from Bureau of Labor Statistics
- Marketing Messages used by competitors

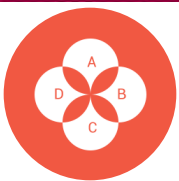




# LANDSCAPE ANALYSIS

Table 1: Competitive Set General Program Information

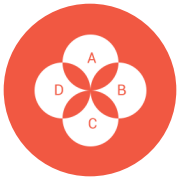
Institution	College / School / Department	Degree Type	Program	Delivery Format	Credits/Hours Required	Total Cost	Time to Degree	Accreditation
Georgetown University	Administrative Science & Health Studies, Department of Health Systems Administration	EMHSA	Health Systems Administration	Blended	42	\$88,748	22 Months	CAHME
Loyola University Chicago	Quinlan School of Business	MBA	Healthcare Management	On-Campus	51	\$86,592	2 Years	AACSB
McMaster University	Stavros Niarchos School of Management	EMBA	N/A	On-Campus	28	\$194,316	2 Years	AACSB
Ball State University	College for Public Health and Social Action	EMHA	Health Administration	Blended	60	\$64,500*		CAHME
University of Arkansas-Buzzard	School of Health Professions	EMSHA	Health Administration	Blended		\$59,600	2 Years	CAHME
University of Chicago	Health Services & Business	EMBA	N/A	On-Campus		\$184,000	21 Months	AACSB
University of Colorado-Denver	Business School	EMBA	Health Administration	Blended	48	\$56,000	2 Years	AACSB, CAHME
University of Illinois-Chicago	School of Public Health	EMHA	Healthcare Administration	Blended	48	\$60,000*		CAHME, CEPH
University of Iowa	College of Public Health	EMHA	Health Administration	On-Campus	45	\$62,474	2 Years	CAHME
University of Miami	School of Business Administration	EMBA	Health Sector Management & Policy	On-Campus	48	\$98,500	2 Years	AACSB, CAHME
University of Minnesota-Twin Cities	School of Public Health	EMHA	Healthcare Administration	Blended	42	\$63,630	25 Months	CAHME
University of St. Thomas	Opus College of Business	MBA	Health Care	Blended	45	\$72,000	2 Years	AACSB, CAHME
Virginia Commonwealth University	School of Health Professions	MSHA	Health Administration	Blended	41	\$28,095	22 Months	CAHME
Wash State University	N/A	MHSA	Health Service Administration	On-Campus	64	\$40,640*	3 Years	CAHME



# LANDSCAPE ANALYSIS

Table 3: Enrollment

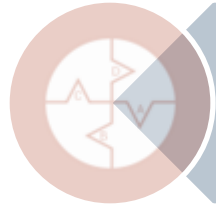
Institution	Degree Type	Program	Cohort Size	Fall Enrollment						
				2012	2013	2014	2015	2016	2015-2016 Growth	5-Year Growth
Georgetown University	EMHSA	Health Systems Administration					19	28	47.37%	
Loyola University Chicago	MBA	Healthcare Management	20-25	34	34	44	45	40	-11.11%	4.15%
Northwestern University	EMBA	N/A	40-70							
Saint Louis University	EMHA	Health Administration	25							
University of Alabama-Birmingham	EMSHA	Health Administration	30-35	36	34	39	36	44	22.22%	5.14%
University of Chicago	EMBA	N/A	90	185	182	180	177	168	-5.08%	-2.38%
University of Colorado-Denver	EMBA	Health Administration		162	168	177	174	201	15.52%	5.54%
University of Illinois-Chicago	EMHA	Healthcare Administration								
University of Iowa	EMHA	Health Administration	20							
University of Miami	EMBA	Health Center Management & Policy			53	50	56	53	-5.36%	N/A
University of Minnesota-Twin Cities	EMHA	Healthcare Administration	30-35							
University of St. Thomas	MBA	Health Care	25-30	28	60	28			N/A	N/A
Virginia Commonwealth University	MSHA	Health Administration								
Xavier University	MHSA	Health Service Administration	30	97	90	88	86	83	-3.49%	-3.82%



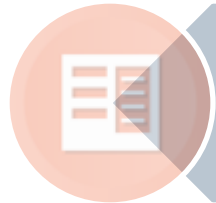
# LANDSCAPE ANALYSIS

## What decisions does it help us make?

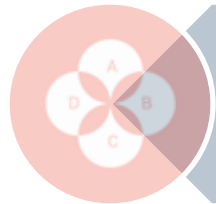
- Determine viability of new program
- Confirm competitive advantage or differentiation
- ROI based on projected enrollment
- Determine key messaging for marketing and recruitment communications



End of Term Analysis



School Scorecards



Landscape Analysis



Website Analysis



# WEBSITE ANALYSIS

## What is it?

- A year-to-year comparison showing new visits to LUC sites

## When should you produce it?

- Monthly

## Where do you get the data?

- Google Analytics (and Slate)



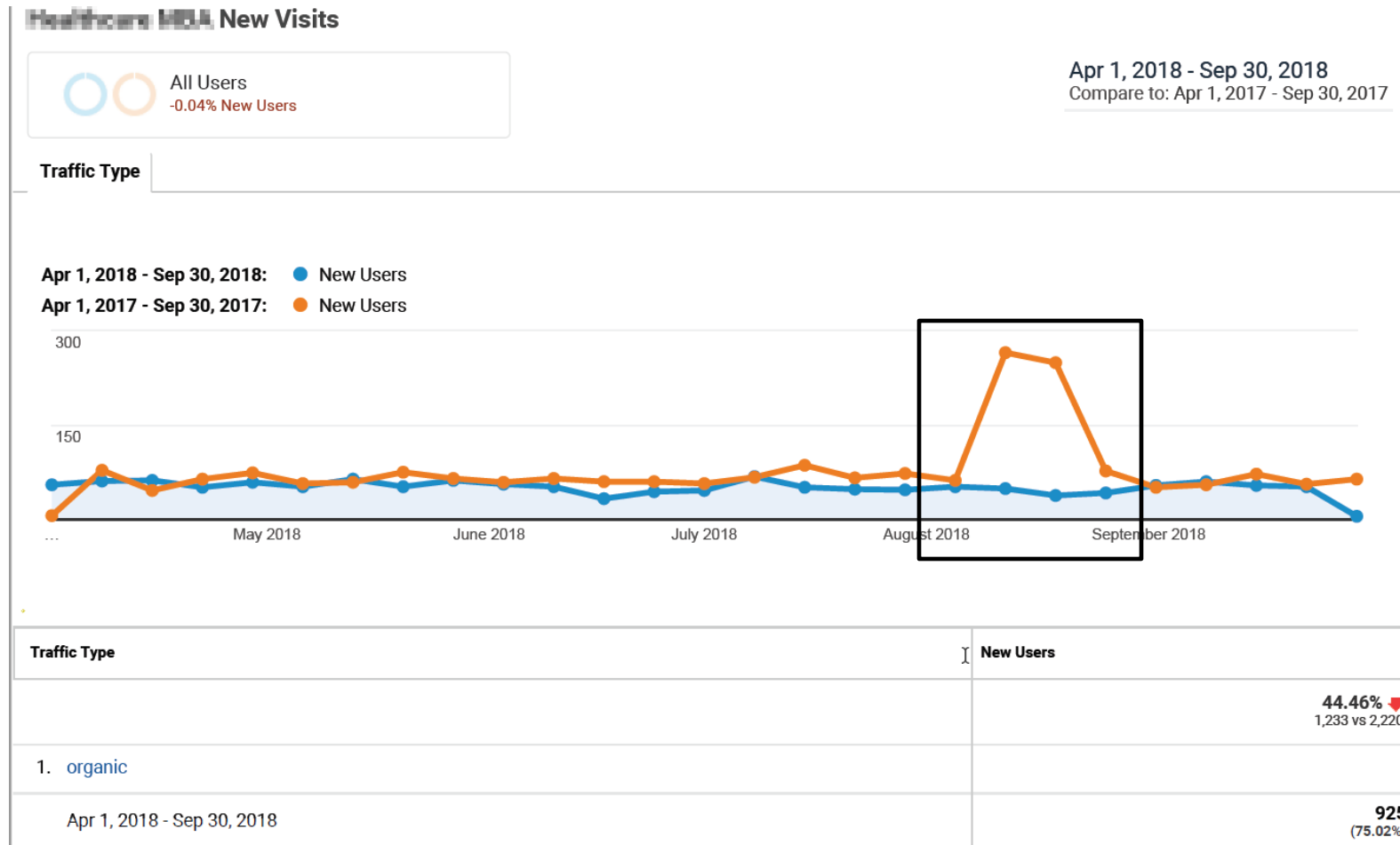
# WEBSITE ANALYSIS

## What is in it?

- Website traffic
  - # New Visits
  - Source (Organic, Direct, Referral)
- Note: There are many, many other measurements available in Google Analytics Reports
- *Simple and digestible report*



# WEBSITE ANALYSIS





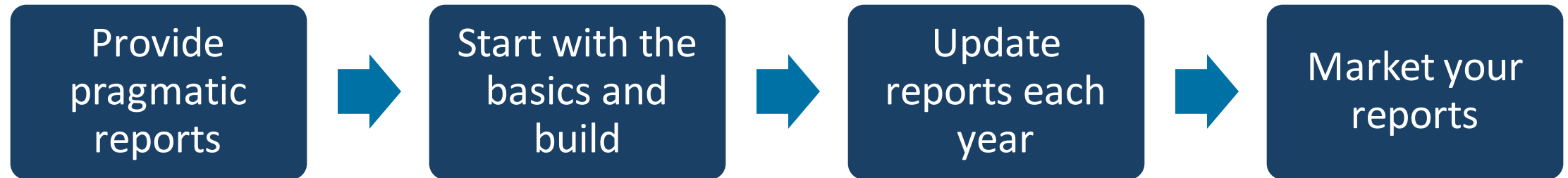
# WEBSITE ANALYSIS

## What decisions does it help us make?

- Determine the impact of our marketing efforts
- Review success and refine SOE effort
- Identify schools or programs who may need additional support



# CREATE A DATA DRIVEN CULTURE



# KEY TAKEAWAYS

## 1. Build (or Buy) your Research Team

- The Team should know (or learn) the business
- The Team should have access to (all) the data

## 2. Build your Reports

- End of Term – Who did we recruit? What efforts were successful?
- School Scorecard – What (processes) impacted recruitment?
- Landscape Analysis – Why should we enter a market?
- Website Traffic Analysis – What's the interest in us? What is the result of our (digital) marketing efforts?

## 3. Build a Data Driven Culture

- Provide pragmatic reports
- Start with the basics and build
- Update reports each year
- Market your reports

# QUESTIONS?

## Beyond the Funnel: Data and Reporting

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*Preparing people to lead extraordinary lives*