



Winning the Enrollment Conundrum: Balancing Quality, Quantity, and Net Revenue

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About Berry College



- 2,250 Undergraduates, 100 Graduate Students (EDU & MBA)
- 90 % residential, traditional in-person course delivery
- Fall '22 entering FY class: 634 with 26% Pell, 29% SOC, 40% Male, 30% athletes
- 27,000-acre campus in NW Georgia
- NCAA DIII and Mix of Liberal Arts and Comprehensive programs

The “Sure Fire Plan for Success”

IF ONLY

The Business Office reallocated more \$\$ for academic programs, marketing, and faculty.

Admissions focused more on enrolling strong academic students who can afford to pay more.

Academic programs delivered high quality programs that are distinctive from everyone else.

We would increase enrollment, increase net tuition revenue, and see our retention rates increase.

The Reality of Today

? Everyone is asked to do more with fewer \$\$.



Competition for students is stronger than ever with fewer students graduating from high school and enrolling in colleges.



To be successful, greater collaboration across college divisions is necessary.



Admissions and Marketing must carefully consider the ROI of every tactic (and \$\$) deployed.



Growth is not always financially helpful.

Berry Success: The Secret Sauce

Inter-Departmental collaboration especially among Admissions, Marketing, and IT

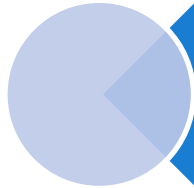
Leveraging our technical systems to ensure data supports and drives decisions throughout the funnel.

A strong sales/student acquisition culture informed by goals and the mission.

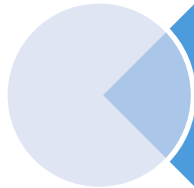
Disciplined outcomes and analytics-*(we really mean this!)*

Marketing pillars that are clear and focus on our distinctiveness and value proposition.

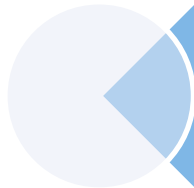
Our Agenda Today



Planning, Setting Tactics, and Working with our Partners.



Data, Tracking & Analytics



Year-End Reflection and Rest

Setting Goals: Begin with the Mission

To meet our mission over the next three to five years what do we think we need to accomplish?

Academic Program
Portfolio

Input from board,
cabinet, faculty and
staff

Targeted
populations?
Growth in specific
majors? Low
hanging fruit?

List everything
you'd like to
accomplish

Don't limit to
quality, quantity
and revenue, what
subgoals are
important?

What data do you have to
inform
priorities/opportunities?

The Enrollment Conundrum

Balancing Quantity, Quality and Revenue - At Berry all subgoals feed into these three top level goals.

- To increase **quantity**: decrease quality or increase aid
- To increase **quality**: decrease quantity or increase aid
- To increase **revenue**: decrease quality or increase quantity
- How are these prioritized at your institution?
- What steps can be taken to increase both the number of leads AND their conversion through the funnel?
- What populations might be leveraged at your institution to make progress on one?
- What tradeoffs are you willing to make and where is your 'line in the sand?'

Honing the Plan: Partners Help

Who helps you evaluate and prioritize the many competing goals?

Using Your Data



How's your data game?



Is your data siloed or is it democratized and accessible?



Are you building a culture that values curiosity, exploration, and analysis?

Disciplined Outcomes and Analytics

Tracking our progress through Key Performance Indicators.

Identify if we
were 'on-track'



Set a few key
goals vital to
success.



Better understand
leading and
lagging indicators.



Identify risks before
it was too late to
pivot.



Bring all stakeholders
together to make needed
decisions.



KPI: The Fall Series

Tracking for example:





Tracking your Progress

Don't confuse setting goals with driving on cruise control.

Goals don't happen on their own, you make them a reality with your actions, reactions, and corrections.

Tracking your Progress

Target Population 1									
A Band	Admit Goal	Enroll Goal	2022 Proj. Yield	Current Admits	Proj. Deposits	Current Deposits	current yield		
1	79	21	27.60%	105	29	13	12.38%		
2	550	121	22.00%	447	98	76	13.64%		
3	496	115	23.20%	143	33	71	13.81%		
4	165	38	23.00%	24	6	49	22.79%		
5	20	8	40.00%	15	6	14	28.57%		
			1310	303	23.20%	734	172	223	15.49%
			% of Goal		110%	74%			
			Current Yield Rate			15.49%			
Target Population 2									
A Band	Admit Goal	Enroll Goal	2022 Proj. Yield	Current Admits	Proj. Deposits	Current Deposits			
1	93	12	12.90%	98	13	5	5.10%		
2	542	61	11.30%	524	59	33	6.30%		
3	415	46	11.10%	454	50	29	6.39%		
4	164	18	11.00%	227	25	22	9.69%		
5	20	4	20.00%	42	8	10	23.81%		
			1234	141	11.40%	1345	155	99	
			% of Goal		109%	70%			
			Current Yield Rate			7.36%			

KPI: The Spring Series

Is the plan shaping up like we need it to? If it isn't we can focus on key areas to try and improve numbers?



Leverage RNL Enrollment Likelihood Scores and other data in portal.



Any deviations to the plan?

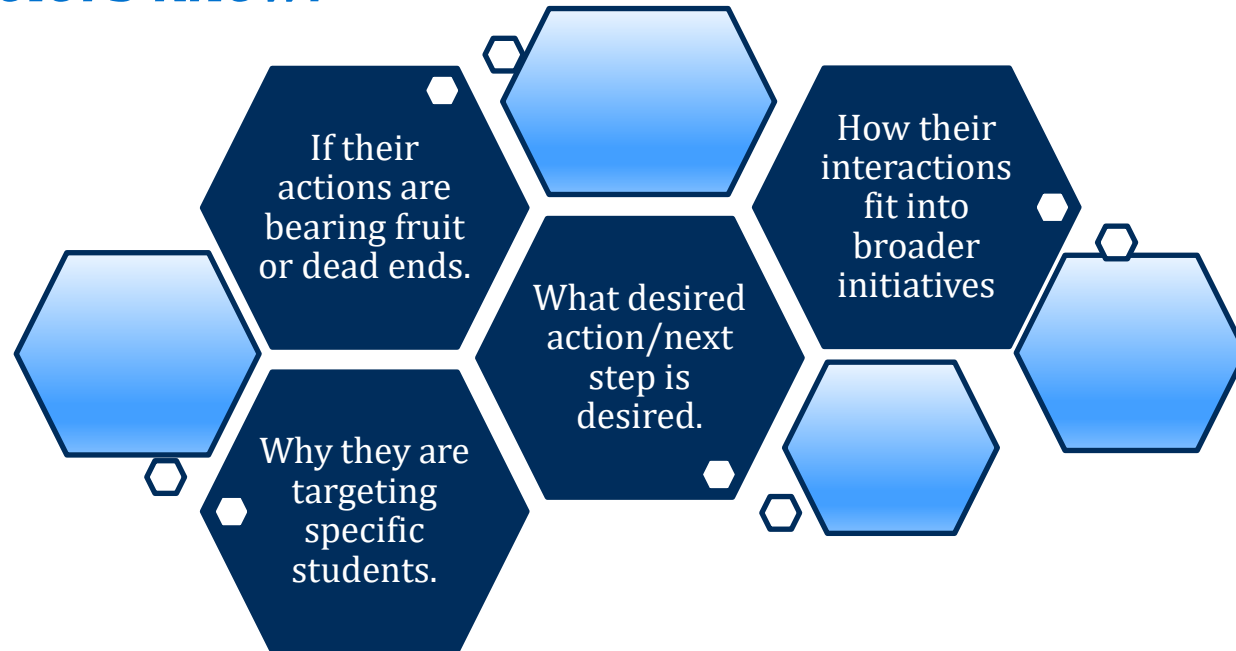


How do we encourage the right students to take the right action to maximize enrollment of desired students.

Tracking your Progress

Counselors are better informed to provide focused attention on the right student with the right message at the right time.

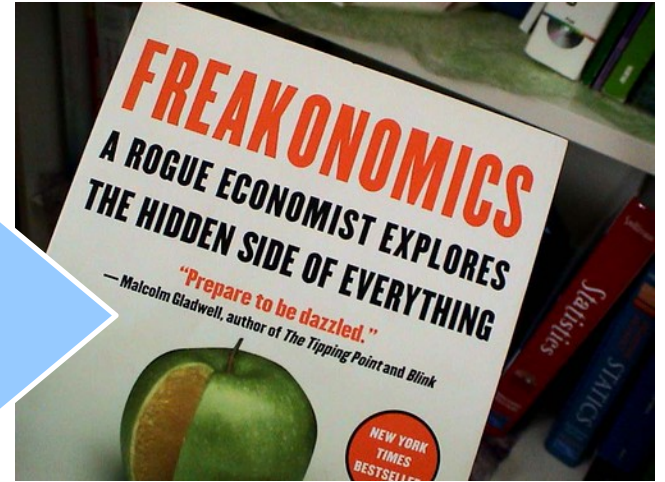
Our counselors know:



Be Ready for the Unexpected

Work to
your plan

Be open to the
unexpected



Reflection and Post Planning

- Begin with a Lessons Learned Session (includes EM, Marketing, IT)
 - How did we do with key goals?
 - Wins and Losses?
 - Why did we win?
 - Why didn't we win?
 - What key points need to be shared?
- Strategic Planning and Goal Setting (includes EM, Marketing, IT)

Thank you

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