

Win, Place or Show

Proactive Outreach Increasing FTE and Revenue

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Win, Place or Show

The enrollment process includes hurdles that must be cleared before the student can continue through the process, register and receive financial aid.

- ✓ Admission application
- ✓ Transcript request/submission
- ✓ FAFSA application
- ✓ State aid application
- ✓ Promise application/requirements
- ✓ Financial aid verification requirements
- ✓ Satisfactory academic progress
- ✓ Developmental testing requirements



Win, Place or Show

Deploy strategic proactive outreach campaigns at critical points in the student lifecycle

- Targeted counseling to move them through the process
- Identify individual issues that may impede the student
- Discover choke points in the process
 - Admissions
 - Registration
 - Financial aid
 - Advising



Win, Place or Show

Best Practice: Targeted Approach

Situation-specific outreach campaigns allow colleges to:

- Convey college support for students – you care
- Control message that subsets of students receive
- Schedule delivery and timing
- Manage inbound inquiries – staff resources
- Gather data from students



Benefits = Increased enrollment, retention and completion

Win, Place or Show

Challenges

- Resource Allocation - internal or 3rd party
- Timing - campaigns and content specific to status of student
- Training - subject matter experts and training for callers
- Technology - bandwidth and tracking
- Accountability - who, when and what were the results
- Customer Service - service level assessment prior to launch



Win, Place or Show

Evaluate Success

Monitor key performance indicators to evaluate the success of each individual campaign and the long term success of the overall strategy.

- # students who enrolled
- # students who re-enrolled
- Total tuition/fee revenue generated
- Information gained from student survey data
- Impact of process improvement findings



Win, Place or Show– Case Study Discussion

- Hillsborough Community College (FL)
- San Juan College (NM)



Case Study

San Juan College



San Juan College

Located in San Juan County in northwestern New Mexico

Year	Negatives	Positives
2016	<ul style="list-style-type: none">Oil & gas production tax revenue has declined by 80% (over \$7 million) over past 10 years	Graduates increased by 143% over the past 5 years
2017	<ul style="list-style-type: none">Listed within the nation's top 10 for population decline<ul style="list-style-type: none">– 3% decline from 2015 to 2016– 10% decline from 2011 to 2016Credit hour enrollment decline of 11% over the past 5 years	Despite funding reductions, closed the fiscal year “in the black” and in good stead with community.
2018	<ul style="list-style-type: none">State funding decreased by 8% (\$2.2 million) since 2016	Graduation rate reaches 24%

And so?

- College is unable to influence state economy and resulting state budget
- College is unable to influence oil & gas economy and resulting production taxes
- College must influence, moreover, manage enrollment levels
 - Completion
 - Retention and persistence
 - Recruiting
 - **Revenue**



Midsummer of 2016 and heading into Fall 2016....

- Hardly a midsummer's night dream:
 - Enrollments were lagging in a big way
 - Revenue projections at risk
- Doing nothing wasn't enough

**SJC President Toni Hopper
Pendergrass urged
Enrollment Services to augment
existing outreach measures.**

Augmented Outreach to Impact Fall 2016 Enrollments

SJC contracted w/a third-party firm (Edfinancial) to contact prospective students by phone.

# Students	Segment Type	Total Targeted
615	• Applied no ISIR /Not Registered	940
325	• Applied ISIR on File/Not Registered	

Results of 3rd Party Outreach – Fall 2016

Total Students Targeted	# Registered and Paid or Covered by FA	Success Rate	Tuition/Fees Revenue Generated
940	156	17%	\$161,000

Approximate cost of contracted outreach less than \$5,000.

Augmented Outreach to Impact Spring 2017 Enrollments

Again, SJC used a third-party firm (Edfinancial) to contact students by phone.

# Students	Segment Type	Total Targeted
442	• Prospective Applied no ISIR /Not Registered	2,075
101	• Prospective Applied ISIR on File/Not Registered	
1,532	• Fall 2016 /Not Registered	

Results of 3rd Party Outreach – Spring 2017

Total Targeted Students	# Registered and Paid or Covered by FA	Success Rate	Tuition/Fees Revenue Generated
2,075	948	46%	\$978,000

Approximate cost of contracted outreach less than \$6,500



Augmented Outreach to Impact Fall 2017 Enrollments

Again, SJC used a third-party firm (Edfinancial) to contact students by phone:

# Students	Segment Type	Total Targeted
513	<ul style="list-style-type: none">Prospective Applied during Summer/Not Enrolled	1,098
585	<ul style="list-style-type: none">Enrolled Summer/Not Registered for Fall	

Results of 3rd Party Outreach – Fall 2017

Total Targeted Students	# Registered and Paid or Covered by FA	Success Rate	Tuition/Fees Revenue Generated
1098	329	30%	\$324,000

Approximate cost of contracted outreach less than \$6,000.

Why has it worked?

- Students don't much seem to read their e-mails
- "RoboCalls" are impersonal and can be annoying
- A phone call is a personal touch, even if it's only a voicemail left by a real human

And, what of Spring 2018 enrollments?

- Outreach phone calls were performed with internal resources only
- Credit hour enrollments have declined by 6%
- Coincidence? Maybe



Case Study

Hillsborough Community College



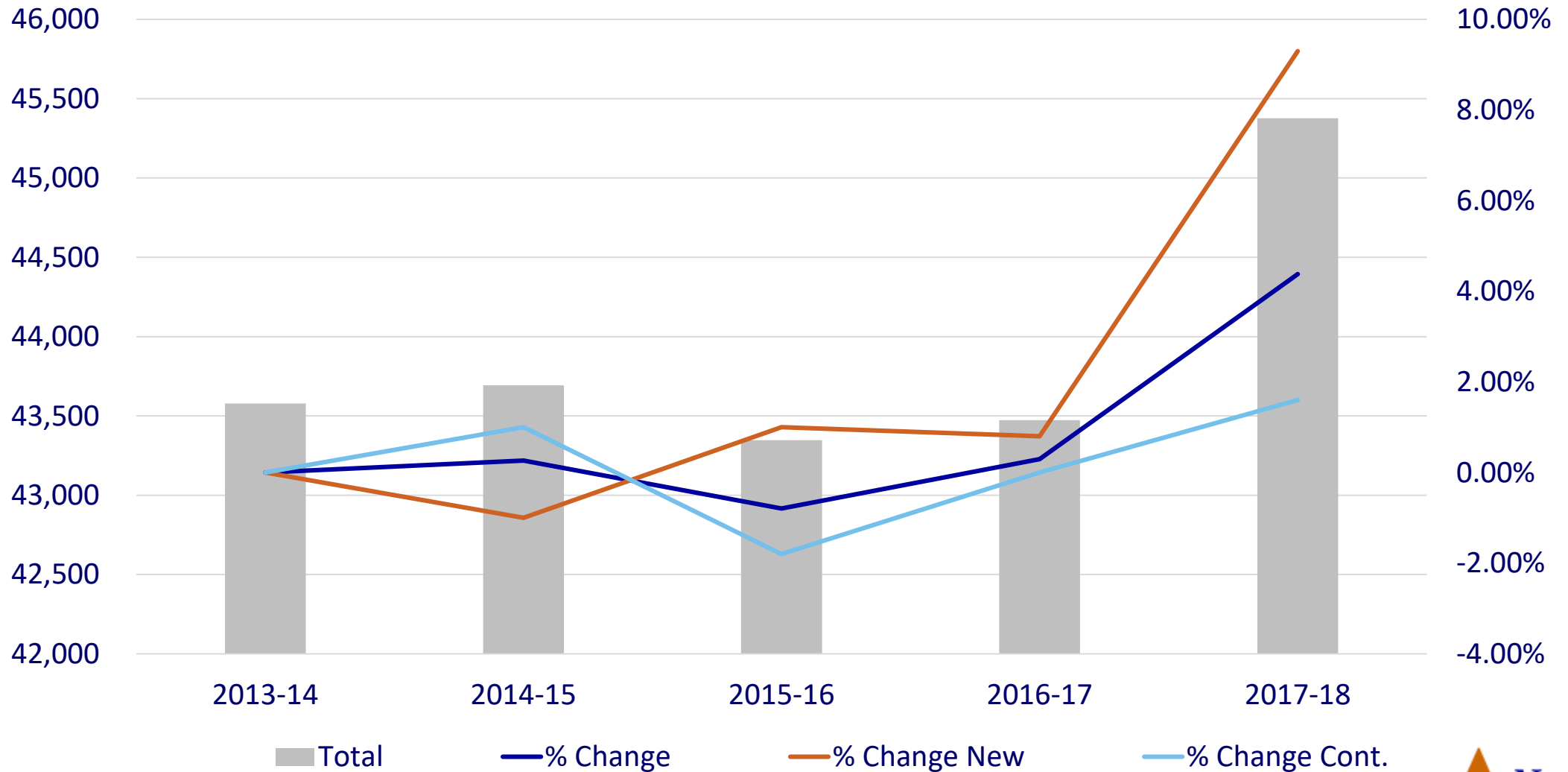
Case Study – HCC



About HCC

- Located in Tampa, Florida
- President, Dr. Ken Atwater
- 45,000 students
- 5 campuses and three centers
- 5th largest school in Florida College System
- \$170 million annual budget
- 21,000 FTE
- 2,200 employees
- \$1.1 billion economic impact to Hillsborough County
- 48% of students receive financial aid
- Annually award over \$195 million in financial aid
- **2017** – \$30 million cut in FCS = \$7.5 million decrease for HCC

HCC Annualized Headcount



HCC - Improving the Student Experience

- Centralize Enrollment Management Operations
 - Financial Aid
 - Veteran Affairs
 - Registrar
 - Admissions
- Implemented Outsourced College-wide Call Center
- Outsourced back office processes to improve operational efficiency
- Focused campus student services on customer services and Student Retention
- Began accepting online appointments for Advising
- Experienced an overall improvement in student satisfaction



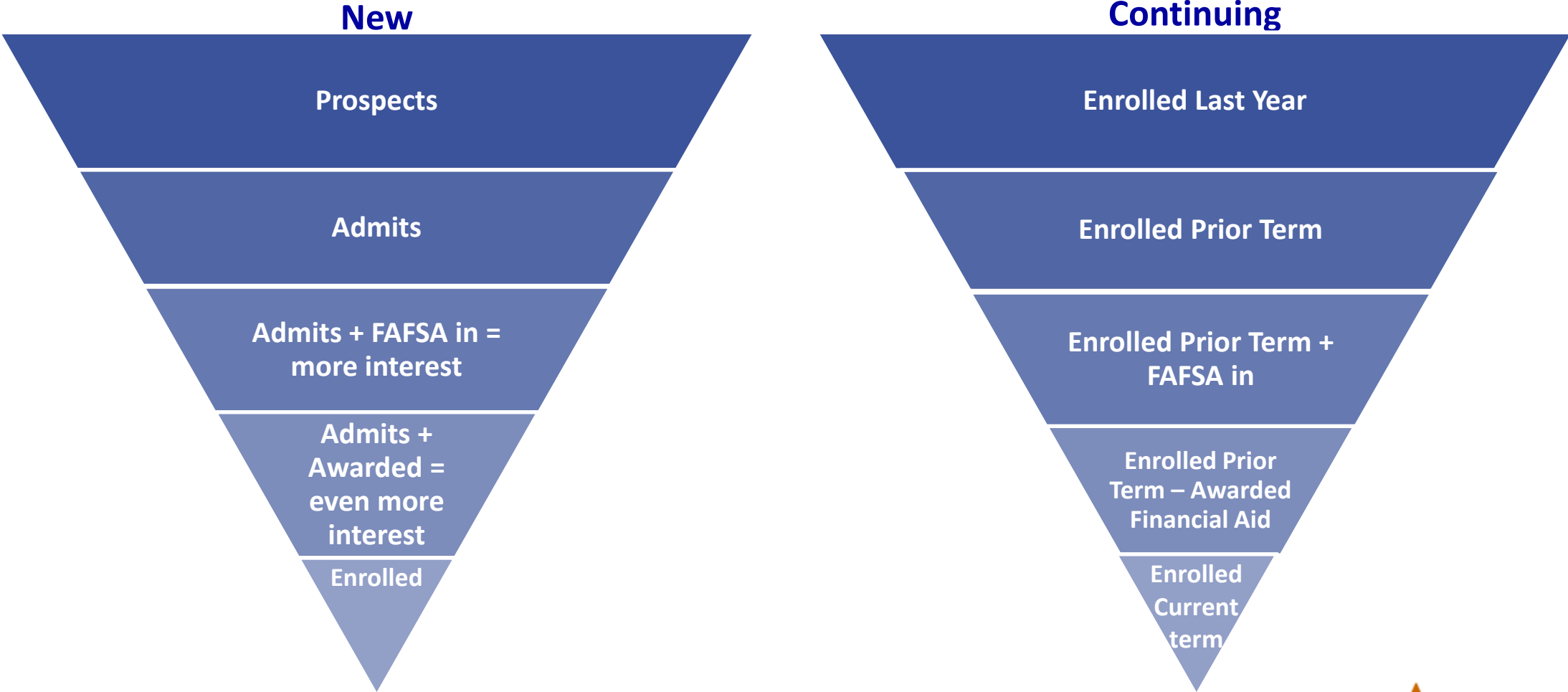
Nudging Strategy

- Simplifying information about college and financial aid and helping students access professional assistance can generate substantial improvements in students' post-secondary outcomes (Castleman & Page, 2014).
- Minimize barriers – especially for the most vulnerable students
- Text messaging and peer/advisor outreach
- Relatively low-cost

HCC Challenges

1. Who do we target?
2. Who will do this outreach?
3. How will we evaluate success?

Nudging Strategy – Who do we target?



Case Study Campaigns – Fall 2017

1. New admitted students not enrolled / No FAFSA

Goal: Complete FA application and Enroll

2. Continuing Students awarded FA but not enrolled

Goal: Re-Enroll

3. Students not enrolled – FA application incomplete (Missing **Verification Documents**)

Goal: Submit missing documents and Enroll

Fall 2017 - Campaign #1

New Admitted Students Not Enrolled / No FAFSA

	Edfinancial	Campus	Total
Targeted Students	1,900	1,584	3,484
FAFSAs Submitted	532 (28%)	267 (17%)	799 (23%)
Financial Aid Awarded	298 (16%)	174 (11%)	472 (14%)
% Awarded and Enrolled	249 (84%)	148 (85%)	397 (83%)
Total Enrolled	634 (33%)	354 (22%)	988 (28%)
Credits	6,259	3,883	10,142
FTE	209	129	338
Tuition Revenue	\$653,377	\$405,346	\$1,058,723

Fall 2017 - Campaign #2

Continuing Students Not Enrolled But Awarded Financial Aid

Targeted Students	1,477
Enrolled	915 (62%)
Credit Hours	8,629.50
FTE	288
Tuition Revenue	\$900,834

Fall 2017 - Campaign #3

Students Not Enrolled with Incomplete Financial Aid Applications (Missing Verification Documents)

Targeted Students	2,959
Students who completed Files	1,223 (42%)
Students who completed Files and Enrolled	1,033 (84%)
Credit Hours	10,076
FTE	336
Tuition Revenue	\$1,051,781

Fall 2017 – Summary (all campaigns)

- At end of add/drop, HCC up in FTE and Headcount and 99% toward the end of semester FTE goal
 - Other area colleges were flat or lower than prior year for same time period, as expected
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- Fall 2016 to Fall 2017 Enrollment difference +745 students +210 FTE
- **Total FTE: 1,012**
- **Total Revenue: \$3,011,338**

Spring 2018 Re-enrollment - Text 12/6/17

Internal Only

Target Population	Number of Students Messaged	Students who enrolled in 18/SP after intervention	% Enrolled same time last year - no intervention	Difference
Continuing Not Enrolled	11,254	3,581 (31.8%)		
Enrolled in 17/FA not 18/SP	5,510	3,162 (57.4%)	55.90%	+1.50%
Last Enrolled 17/SP	5,744	419		

*ROI – texts to 5,744 students = \$300 – 419 students - 2,720 credits = **\$283,941 tuition revenue**

Spring 2018 Re-Enrollment – Voice Message – 1/3/17

Internal Only

Target Population	Number of Students Messaged	Students who enrolled in 18/SP after intervention	% Enrolled same time last year - no intervention	Difference
Continuing Not Enrolled	5,128	1,685 (32.9%)	29.70%	+3.20%
Enrolled 17/FA not 18/SP - Awarded Financial Aid	2,860	928 (32.4%)		
Enrolled 17/FA not 18/SP - NOT Awarded Financial Aid	2,268	757 (33.4%)		

Summer/Fall 2018 Re-enrollment Campaign (FTIC)

- Identify FTIC retention and graduation cohorts
- Targeted groups for outreach

Enrolled Fall 2017 but not enrolled Spring 2018 (not enrolled elsewhere)

Target Population	Number of Students	Email Open Rates	Summer Enrolled To Date
No GPA Issues	280	36%	30
GPA below 2.0	771	17%	21

Note: Florida Performance-Based Funding is based on FTIC cohorts

Evaluation and Future Campaigns

- Fall 2018 - Assist our largest campuses with outsourced calling and nudging for the various new admitted student groups
- Campuses and Edfinancial contact unique groups
- Continue to campaign for continuing students
- Incorporate outbound email/text campaigns with our new CRM system under development. Coordinated with our call center.



Contact Information and Questions



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