

Building a Solid Admissions and Financial Aid Partnership



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Why is a Partnership Important in Today's Marketplace?

- Competing effectively.
- Communicating affordability.
- Providing excellent customer service.
- Developing mutually supportive processes.
- Ensuring strategies that support enrollment growth.



Today's Agenda

- 10 Principles
- 2 Examples



#1 No Second Class Citizens

- Mutual respect.
- Reporting lines less important than good communications.



#2 Shared Goal Setting

- Admission's goal is not just the number and mix of students.
- Financial Aid's goal is not just staying in budget.
- Focusing on NTR brings the two together.



#3 All Gift Aid Is Green!

- Fine if the admission staff does merit award decisions and the financial aid staff awards need-based funds but collaboration and coordination are key.
- Fine if the financial aid staff awards all institutional aid but goals need to be shared, understood, and agreed upon.
- Not fine for awards given for different purposes (merit vs. need vs. performance vs. entitlement) to be given in isolation of how the whole package comes together.



#4 Merge Data Files

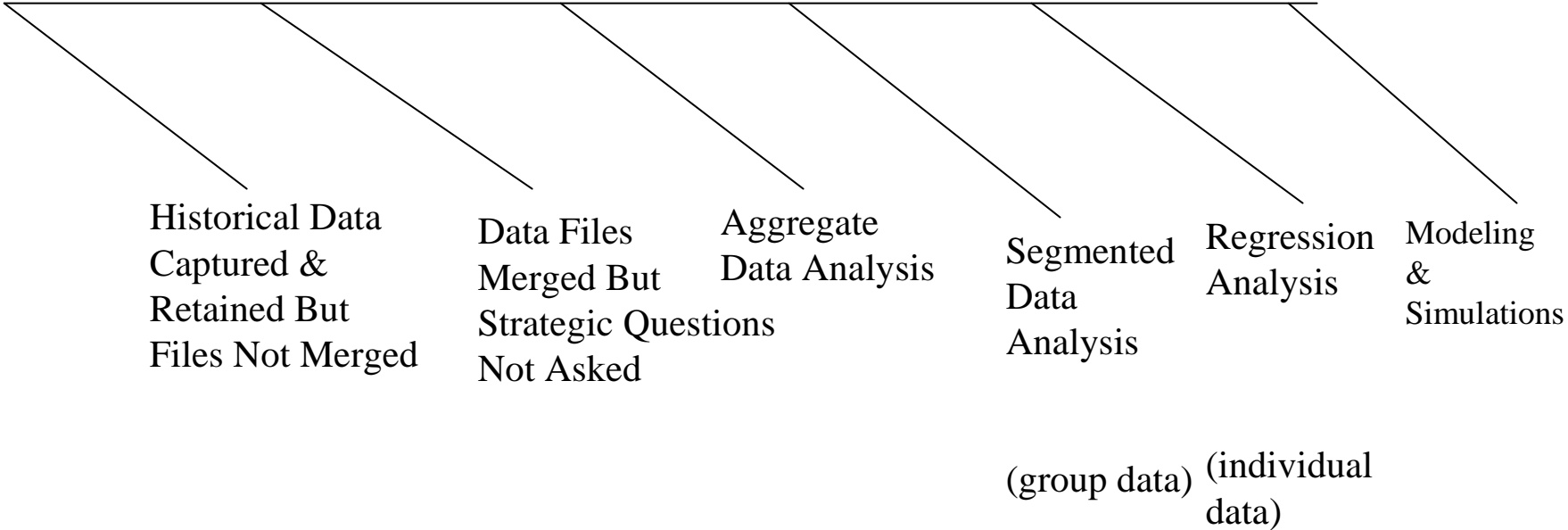
To use data to drive decisions must
have admissions and financial aid files
merged.



Data Analysis Progression

No Data

**Strategic Use
Of Data**





#5 Financial Aid Data Needs to Help Build the Case for Affordability

- Can't "run for the hills."
- Can't just focus on process.
- Must help families "see themselves" at the institution.



#6 Neither Office is Focused on Just New Freshmen!

- Transfers receive timely, appropriate packages.
- Retention targets are acknowledged as just as important as new student targets.



#7 Service to Students is JOB #1

- Neither the admissions nor financial aid office is adding unnecessary steps to the process.
- Communications (content as well as timing) are fully coordinated and complementary.
- Cross training on critical dates and processes, FAQ, etc. is updated semi-annually.



#8 Both Voices at the Table

Leadership of both admissions and financial aid offices should have a “seat” at the pricing, budgeting, and enrollment planning table.



#9 Support, Don't Compete, for Resources

- Neither office can succeed without the other.
- Consider shared positions.
- Sometimes best investment in your success is in another office.



#10 Make Success (or Failure) a Shared Event

- Joint celebrations
- Joint review process



Example #1

University of Connecticut



University of Connecticut Profile

- Top Public University in New England
- Fall 2006 Total Enrollment: 28,000 +
- Storrs, 5 Regional Campuses, Law School, and Health Center
- Decade of Transformation
- \$2.3 Billion State Investment



Enrollment Management Division Structure

Office of the Vice-Provost

Student
Financial Aid

Undergraduate
Admissions

Registrar

Incoming
Student
Orientation

Student
Retention/
Graduation

Customer
Relationship
Management



Enrollment Management Mission Statement

Our Division's mission is to recruit, enroll, retain and graduate students who show outstanding academic potential. Through a strategic and data-driven approach, the Offices of Admissions, Financial Aid, Orientation and Parent Programs, and Registrar work as a team to ensure University success in improving the academic profile, enhancing diversity, and meeting University budget goals.



State Mandates

- Stop the “Brain Drain”
- Create a “Brain Gain” for state of Connecticut



There are No Second Class Citizens

- Coaching
- Teamwork
- Mentoring



Get the Right People on the Bus

- Get the wrong people off the bus
- Get the right people in the right seats on the bus
- Support good people

From: Good to Great Why Some Companies Make the Leap... and Others Don't, by Jim Collins, 2001, Harper-Collins Publishers, Inc.



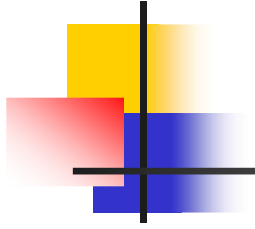
Goal Setting and Accountability

- Shared process
- People support what they help to create
- Seat at the table



Honesty and Integrity

- Shared Vision
- Shared Resources
- Shared Success!



Example #2

St. Edward's University

The logo for St. Edward's University, featuring a stylized cross with a yellow square in the top-left, a red square in the top-right, and a blue square in the bottom-right. A horizontal line extends from the cross to the right, underlining the title.

St. Edward's University

- Admission and Financial Aid reporting lines are different.
- Task Force for Enrollment Management helps create a unified strategy.
- Challenge of perceived affordability at a private institution.



Recognition is Key

- Important for admission counselors to recognize efforts on behalf of financial aid advisors.
- Speaking well of financial aid staff encourages personal interaction and relationship building.



Affordability Messages Make an Impact

- Communication stream must have strong affordability messages that rely heavily on financial aid data.
- Admission counselors must be knowledgeable of compelling affordability statistics.
- Must collaborate on appropriate language to clearly, accurately and ethically describe award money.



Many Opportunities for Collaboration

- Financial aid estimator project
- Billing cycle assists with enrollment projections.
- Summer melt billing e-mail
- Spirit of collaboration leaves a lasting impact on students and parents.



Discussion

How do you build a team at your institution?