

Training Your Admissions Team



Presented by
Silvio Vazquez
Enrollment Management Consultant

SCANNELL & KURZ, INC.

Guided by data, driven by service

Getting Ready for the Next Recruitment Cycle

For deans, directors, and those involved in training new and returning counselors.

Agenda

- I. What every counselor needs to know
 - a. Market Conditions
 - b. Managing Territories
 - Goals
 - Travel Planning
 - Primary –Tertiary Markets
 - Visit Preparation
 - Inquiry Management
 - Ongoing Tracking Tools
 - c. Sales Training
 - Knowing the Communication Plan and Supplementing it
 - Knowing the Product
 - Making the Case for Affordability, Value and ROI messages
 - Presentation Skills/Overcoming Objections

Agenda

II. Returning Counselors

Professional Development

- Project and Program Responsibility

III. Seasoned Counselors

Leadership Development

- Functional Supervisory Responsibility

Market Trends & Behavior

- What we're seeing at S&K:
 - For 2010 applications were up, or on par with the prior year at many institutions
 - Yields have dropped, however, and ...
 - Discount rates on average have risen nationally.

Market Trends & Behavior (cont'd.)

- Fierce Competition across all sectors: Community Colleges, 4-Year Publics, and 4-Year Privates.
- We're experiencing a tremendous time of transition and instability in historical patterns of demand brought on by:
 1. Economic forces: pressures to find new revenue streams, losses to endowments, state budget cuts, cost containment, etc.
 2. Governmental regulation (i.e. direct lending, net price calculator)

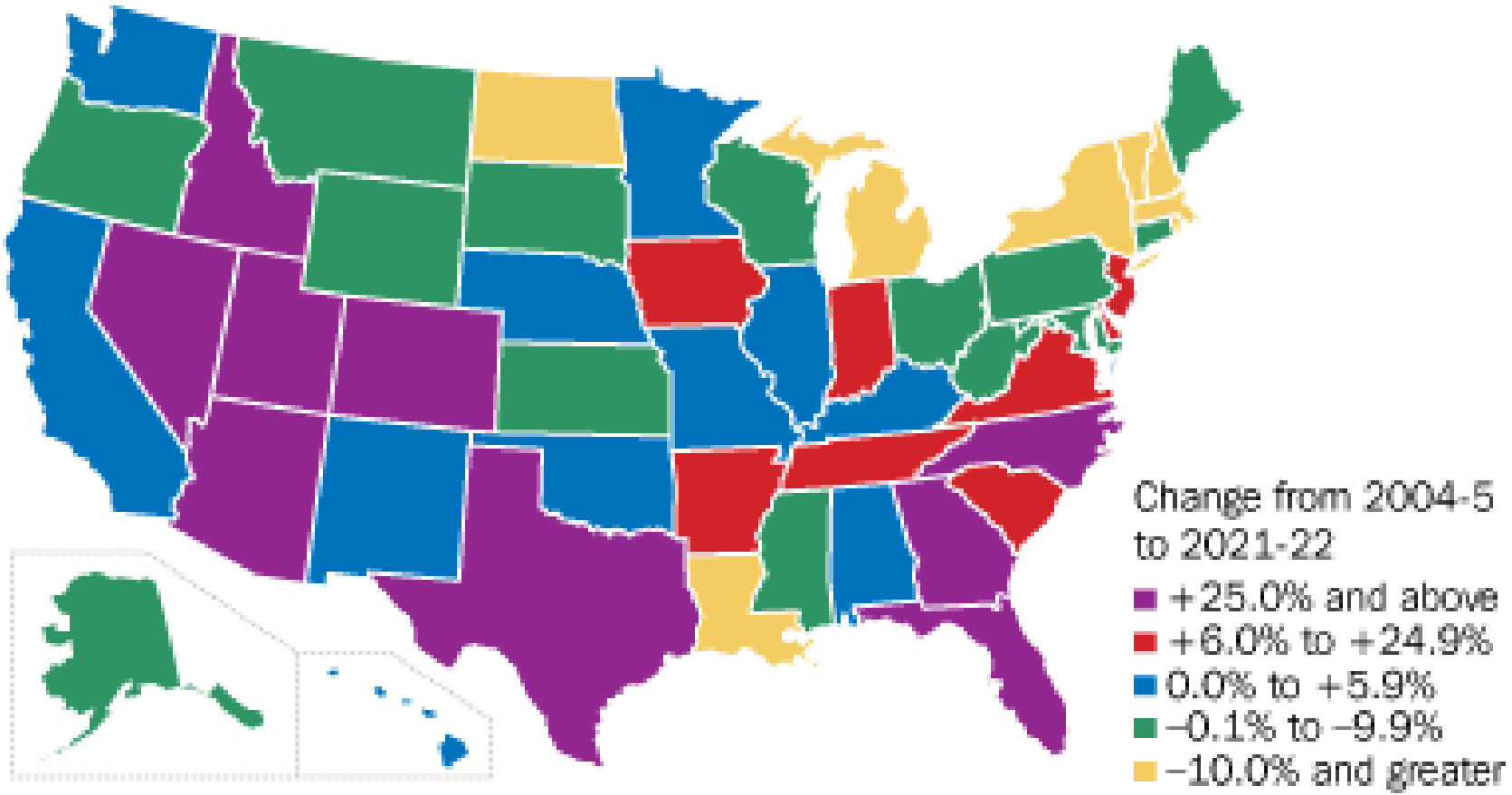
Market Trends & Behavior (cont'd.)

3. Preparation, remediation, and attrition
4. Public perception about costs

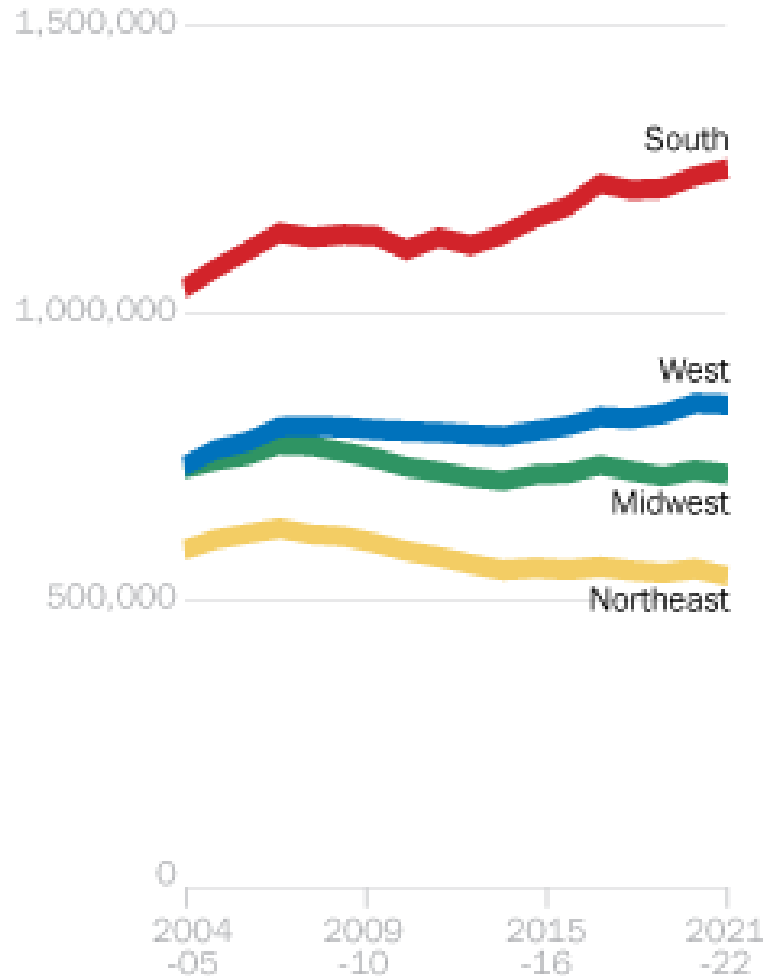
Student Poll found that a majority of students and parents are ruling out colleges based solely on a school's published sticker price without taking into account what they might receive in financial aid. *Volume 8, Issue 1*

5. Growing For-Profit Sector which now holds 9% of market share
6. Social Media
7. Changing Demographic profile of college bound students

Market Trends & Behavior (cont'd.)



Market Trends & Behavior (cont'd.)



- Increases in the South and West long term, but steady state short term
- Decreases in the Northeast and Midwest both short and long term

A 2010 Barometer

- All this is to say that beginning with 2009 and now in 2010 we are living with the “New Normal.”
- So, with this as a backdrop, how many of you recently welcomed, or will be welcoming new staff to your admissions team?

- With growing concern over the various challenges we face in enrollment management, what are the essential tools we need to equip our new staff with?

Territory Management

- What is known about the territories you'll be assigning them? What data exists, or can be gathered?
- Understanding how your students are coming into your inquiry pool is critical to the development of strategies and tactics developed to increase probability first of application and eventually of enrollment from within those territories.
- To that end, new members of your admissions team need to own and contribute to the
 - management of their assigned regions
 - understanding of major source categories and behavior of those sources
 - Communication planning within their territories

Goals of Territorial Management

- Ownership
- Awareness of trends
- An appreciation of regional differences
- The development of regional strategies
- Efficient targeting of resources
- Ability to make mid-course corrections
- Ability to know what worked and what didn't

Territory Management: Goal Setting

Primary Market	Goal	Inquiries				
Territory 1	2011	2010	2009	2008	2007	Ave.
	2200	2075	2185	2003	2489	2188
	Credentials					
	2011	2010	2009	2008	2007	Ave.
	616	573	571	486	489	530
	Applications					
	2011	2010	2009	2008	2007	Ave.
	419	390	398	319	300	352
	Acceptances					
	2011	2010	2009	2008	2007	Ave.
	306	285	279	238	220	256
	Deposits					
	2011	2010	2009	2008	2007	Ave.
	145	135	135	125	120	129
	Enrolled					
	2011	2010	2009	2008	2007	Ave.
	131	122	127	117	115	120

- Do your counselors understand their role in developing the region further?
- What are the sources within this market?

Primary, Secondary, Tertiary Market Analysis by Region

Applicants by High School Class 2007-2010 (SAMPLE)

- Primary market – 10% of the high schools in the territory produce 50% of the applications (1000/2000)
- Secondary market – Then 20% produced the next 25% of the applications (500/2000).
- Tertiary market – All other high schools in the territories produced 25% of the applications (500/2000).

Primary, Secondary, Tertiary Market Strategy Suggestions

- Primary market --
 - At least 2 visits scheduled/year
 - Relationship marketing
 - Regional recruiting to guidance counselor
 - Student to student
 - Faculty to student
 - Faculty to faculty
 - Local alum to student
 - Local parent to parent

Primary, Secondary, Tertiary Market Strategy Suggestions

- Primary Market (cont'd) --
 - Sponsor special visit day on campus
 - Special interest programming
 - E-mail list serves
 - Promote sponsored programs by holding information sessions at the high school

Primary, Secondary, Tertiary Market Strategy Suggestions

- Secondary Market
 - One visit a year
 - Special visit initiatives
 - Relationship marketing
 - Regional recruiter to guidance counselor
 - Student to student
 - Alumni to student
- New counselors should take a new market development approach.

Primary, Secondary, Tertiary Market Strategy Suggestions

- Tertiary Market
 - Visit every third year
 - Direct and e-mail recruiting

High School Cultivation -- Primary Market

- Training staff to prepare for the visit
 1. Know the high school
 2. Make sure you and your institutions have made an impression with your main contact -- position yourself and the institution
 3. Communicate and work with/through the guidance/college counselor office
 4. Don't forget to promote affordability and outcomes

High School Cultivation -- Primary Market (cont'd)

5. Recognize counselors with appropriate expressions of appreciation
6. Research and acknowledge school/student accomplishments
7. Acknowledge success at your institution of students from the high school -- aggregate and with some anecdotal examples
8. Plan special on-campus events (i.e., sponsored program information sessions)

Inquiry Management

- A tool for planning, tracking, and responding to demand early in the admissions process
- Need to be segmented within region by source
- Need to be tracked against prior years, year-to-date and end of year
- Response strategies can/should vary by region and by source:
 - Telemarketing
 - E-mail
 - Direct mail
 - Etc.

Inquiry Management

Source Code Collapsed Categories

- Search
 - CBSS
 - NRCCUA
 - SAT Search Service
- Outreach
 - High School Visit
 - College Fairs
 - College Program Day/Night

Inquiry Management

- Self-initiated
 - SAT/ACT Score
 - Letter from Student
 - Phone Call from Student
 - Office Visit
 - Internet/WWW (STEALTH)
 - E-Mail
 - Campus Visit

Ongoing Tracking Tools

Source Codes as of May 15			SENIORS				2011-2013		
			2010	2009	2008	2007	Jnrs.	Soph.	Fresh.
I. Search		Subtotal	9581	8948	8363	7883	4319	1647	0
a1.	CBSS		2406	2228	2123	2021	1144	240	-
a2.	NRCCUA		4286	3969	3675	3500	2465	1025	-
a3.	SAT Search Service		2479	2361	2186	1987	469	257	-
a4.	ACT Plan		410	390	379	375	241	125	-
II. Outreach		Subtotal	1958	1864	1755	1666	941	371	172
b1.	High School Visit		761	725	670	633	268	59	26
b2.	College Fairs		637	590	562	535	398	237	125
b3.	College Program Day/Night		560	549	523	498	275	75	21
III. Self-Initiated		Subtotal	1775	1638	1476	1307	813	374	136
c1.	SAT/ACT		499	485	466	444	359	79	37
c2.	Letter from Student		252	265	264	225	101	76	25
c3.	Phone call from Student		211	195	184	156	75	54	29
c4.	Office Visit		128	131	101	98	78	44	-
c5.	Internet/Stealth App		210	145	76	35	-	-	-
c6.	Email		277	252	240	226	135	121	45
c7.	Campus Visit/Drop-In		198	165	145	123	65	-	-
		Total	13314	12450	11594	10856	6073	2392	308

Tracking

- Date-to-date comparisons of inquiry by source within region allow mid-course corrections and can be used to project outcomes.
 - Are you training them to understand the strategic significance of understanding source trends so they can interpret and respond?
 - Are they empowered to inform direction or change , if necessary?

Tracking

Qualifying Leads

- Source of inquiry
- Region/geo-demographic
- Academic interest
- Activities and interests
- High school
- Frequency of contacts
- Test scores
- Timing of first contact
- Develop protocols for hot prospects that are uniform, timely, effective and consistent in definition

Tracking

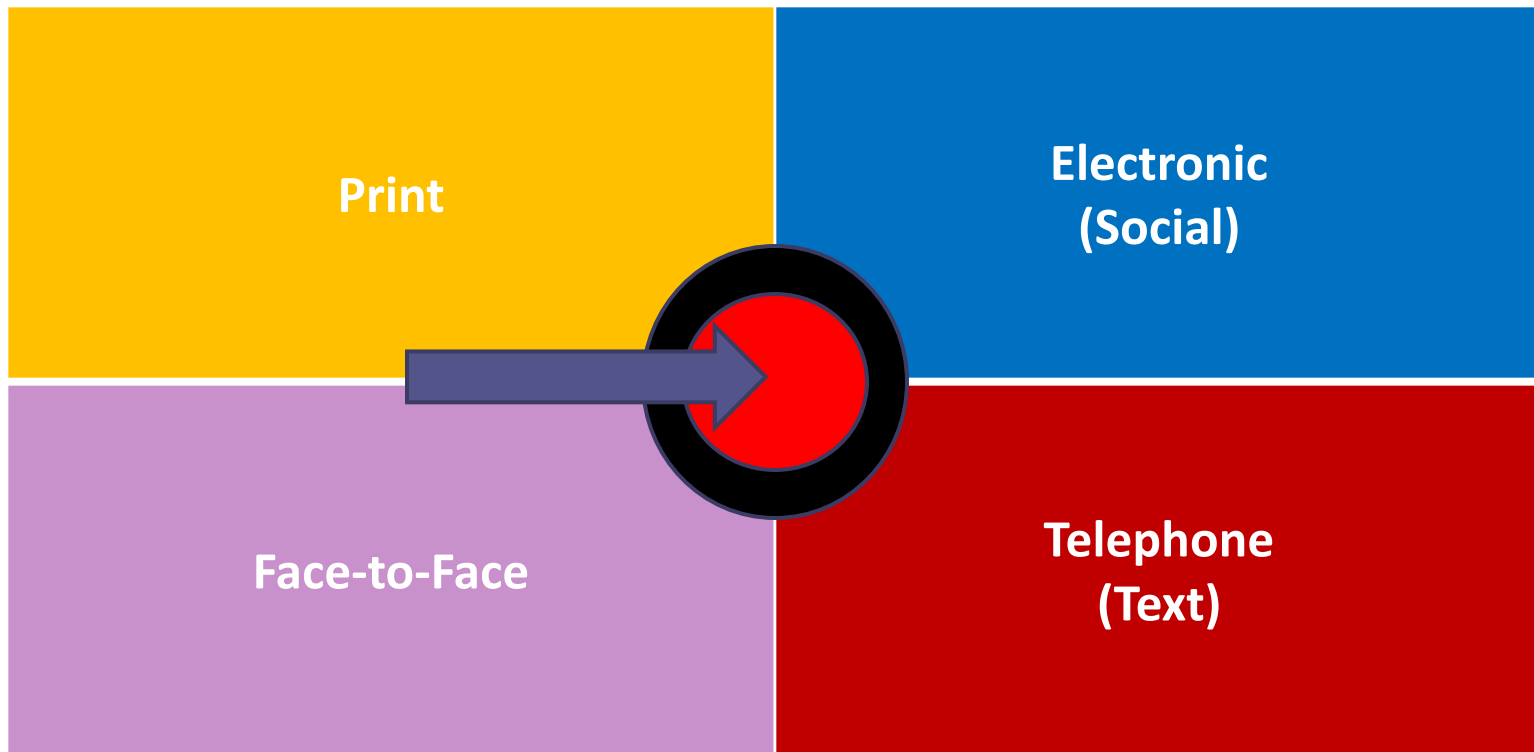
Qualifying Leads

- Hot Prospects - What your new staff need to know.
 - Definition
 - Source
 - Protocols
 - System - Sorting
 - Personal Contact - Communication supplement

Sales Training

- Just like a good sales force of any business, the admissions office of your institution needs to know the product and understand the institutions place in the market.
- Your recruiters are the institution's eyes, ears, and voice on the ground.
 - Possess intimate knowledge of the institution's marketing communications plan so they can supplement appropriately
 - How it's priced, promoted and positioned

The Communications Plan



Knowing Communication Streams

- Recruiters should understand:
 - how you're segmenting by point in the recruitment funnel,
 - where messages are targeted to selected subpopulations,
 - and how to supplement standard stream with personal communications

Knowing the Product

- Academic
 - Departmental Presentations: Faculty guests
 - Unique Features and benefits
 - Research Opportunities
- Co-curricular
 - Athletics, Off-Campus, Internships
- Programmatic Features
 - Community, Clubs and more

Affordability/Value and ROI

- Develop/fine tune affordability messages
 - Income Profiles & Case Studies
 - Know how families are making it possible in conjunction with merit, grant, outside funding, etc.
 - Proof Statements (data) on job placement and grad school admissions
- Make sure you're not falling into the "caring faculty" routine. " ... but we really mean it."

Presentation Skills

- Don't rely on performance, rather concentrate on shared meaning
- Understand the nature of persuasion
- Stay organized
- Analyze your audience and adapt
- Use concrete images
- Be personable

Presentation Skills

- Handling Objections
 - Establish your credibility as an advisor
 - Take time to understand them
 - Ask good questions and listen to the answers
 - Respect what they value
 - Be accurate
 - Do what you say you will do
 - Position against competition but don't put them down

Presentation Skills

Training Tip #1:

Consider doing practice presentations in front of Speech Prof. for assessment and constructive feedback.

Training tip #2:

Hold mock college fair on campus over the summer and invite faculty and staff to ask questions.

- Before we move on to talk about returning counselors, how many of you have a professional development program in place for your seasoned recruiters?

Returning Counselors

Professional Development

- Are there programs your returning counselors can take ownership of?
 - Transfer Counselor
 - Working with the registrar and other academic departments
 - Communication Development
 - Academic Departmental Training
 - Campus Visit Planning and Event Management
 - Faculty Calls to students in their majors
 - Volunteer management
 - Athletic liaison

Seasoned Counselors: Identifying the Next Generation of Enrollment Professionals

- Provide functional supervisory responsibility for your more experienced returning counselors who have the potential to be leaders
 - Oversight of recruitment teams
 - Manage accountability/reporting sessions
 - Lead in the review of file reading
 - Chair admissions committee
 - Student Ambassador program

Conclusion

- This was not intended to be a comprehensive review of training rather just a focus on the critical elements
- Keys to Success:
 - Use data
 - Make the case through concrete examples
 - Practice

Questions/Discussion

Scannell & Kurz, Inc.
71-b Monroe Avenue
Pittsford, NY 14534
585-381-1120

vazquez@scannellkurz.com

www.scannellkurz.com

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