



Identifying, Defining & Optimizing Your Admissions Funnel

Reimagine **possible**

February 25, 2022

Grad Lab



Welcome Back!

Master of Arts in
Teaching

Master of Business
Administration

Master of Education
in Curriculum &
Instruction

Master of Health
Administration

Master of
Professional
Accountancy

Master of Science in
Clinical Behavioral
Health, emphasis in
Addiction Counseling

Master of Science in
Cybersecurity

Master of Science in
Nutrition and
Dietetics

Master of Science in
Speech-Language
Pathology

Master of Social
Work



The master formula....

Marketing,
Recruiting,
Admissions

$$A + B = C$$

Continuing Students New Students Budget

Advising,
Retention,
Graduation





Content and Goals



Identifying & Defining Your Admissions Funnel

Building our shared language
High level phases found across all programs
Program-specific phases and data points



Ways to Optimize Your Funnel

Improve future yield
Inform predictive analytic enrollment management
Strengthen application, communications and outreach



Admissions: An OGS & Program Partnership



Tools and Resources



Identifying & Defining Your Funnel

Building Shared Language

Acceptance
Rate

Attrition

Conversion
Rate

Data Point

Inquiry

Intervention

Lead

Matriculated

Melt

Output

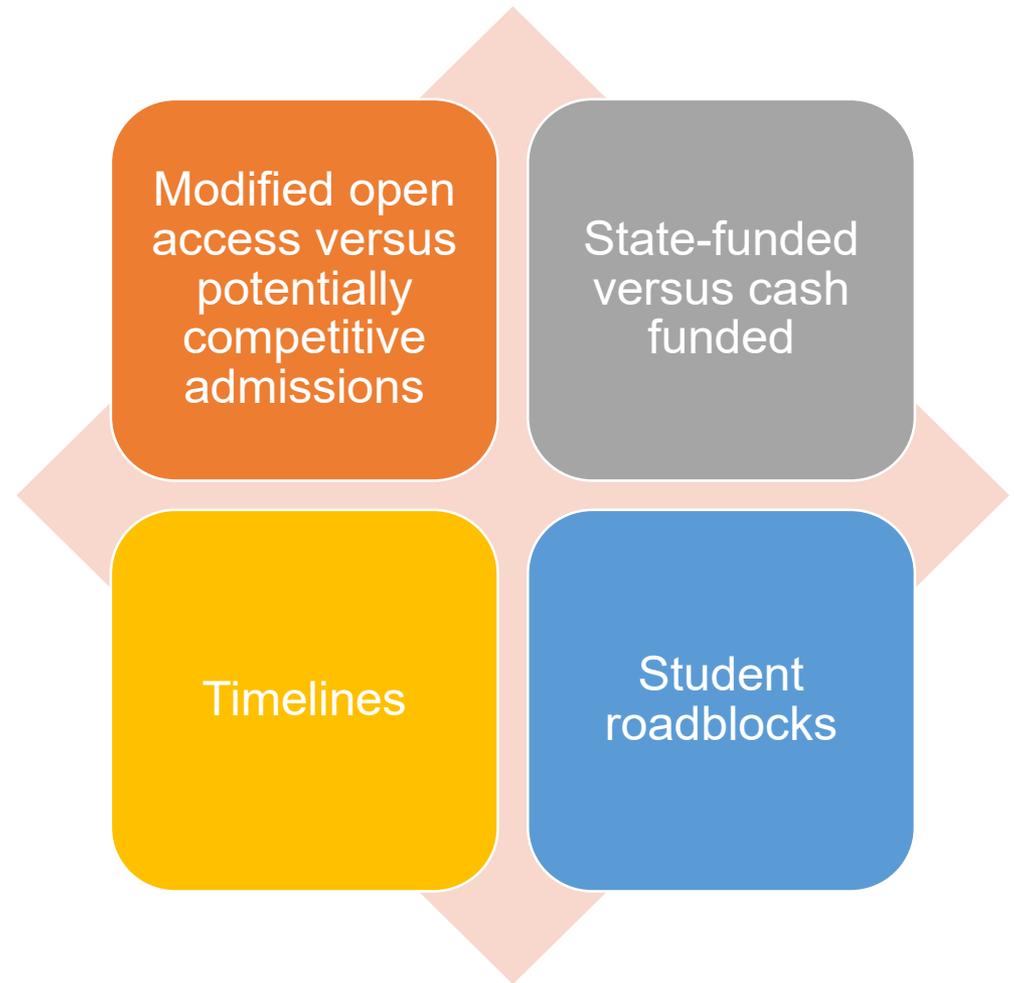
Prospect

S-GEM

Stealth
Applicant

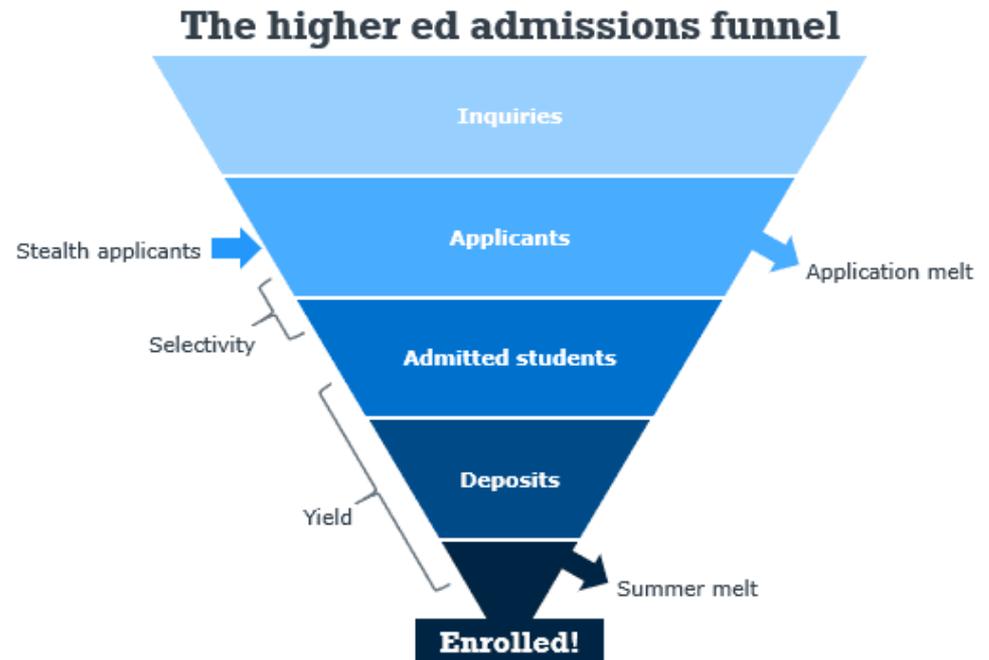
Yield

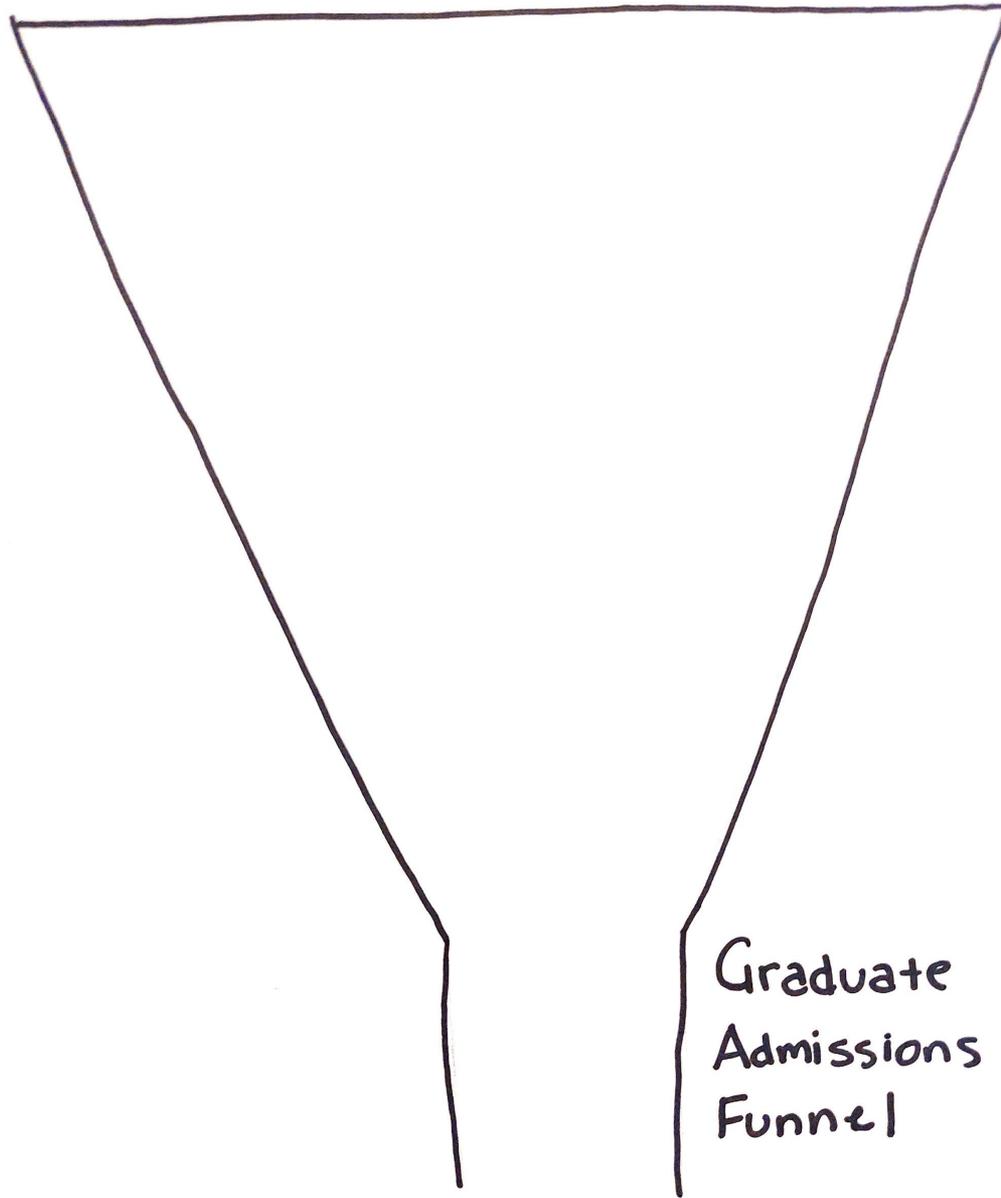
Differences in UG and GR Admissions



Admission Funnel Basics

- Integral part of S-GEM
- Benefits of the Admissions Funnel:
 - Recognize factors that make an applicant more likely to attend
 - Identify where to target your energy and resources
 - Supportive of predictive enrollment efforts
 - Advocate for resources using the language to make your case







The Graduate Admissions Funnel

Top Levels –
Building Demand

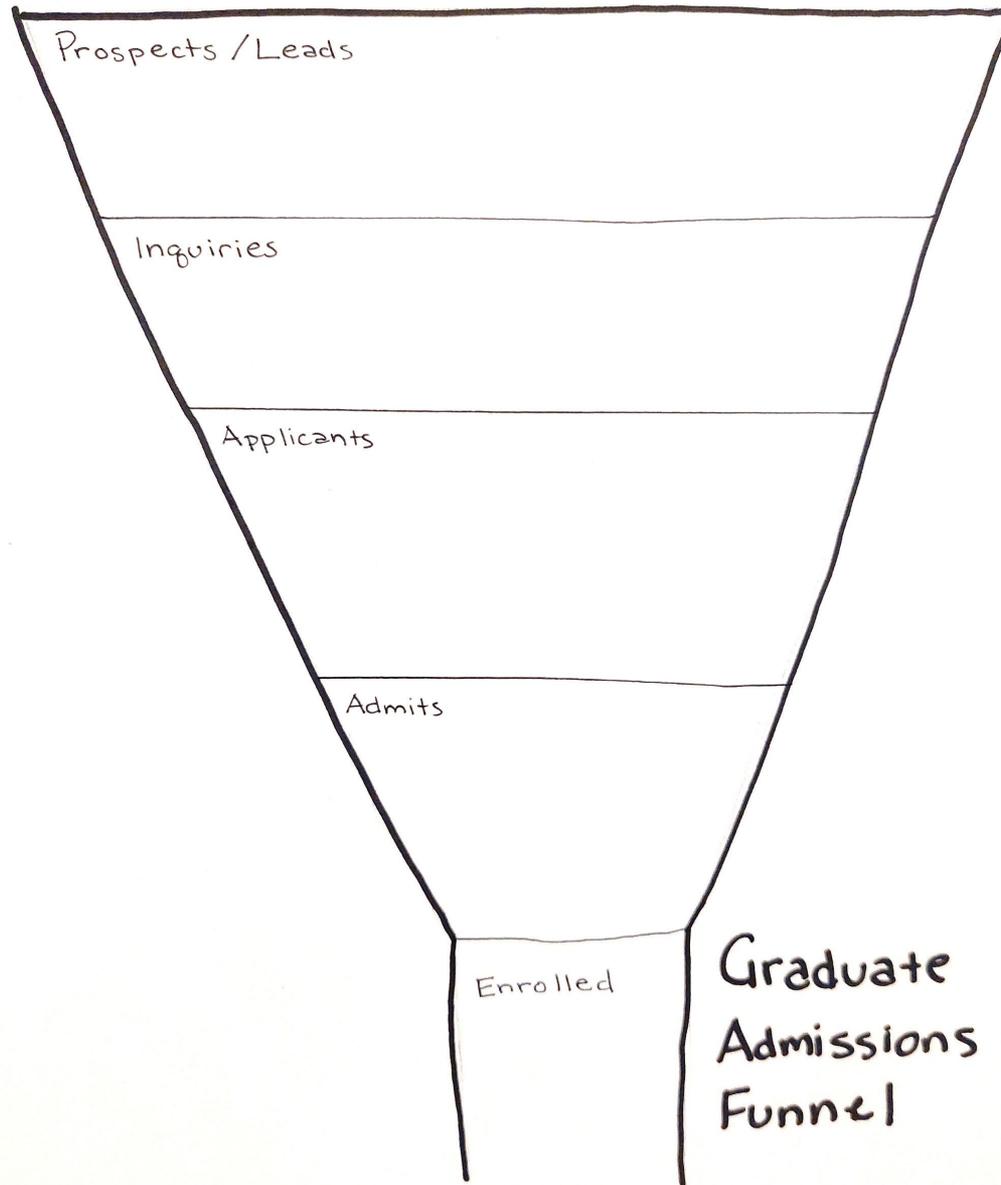
- Prospects
- Inquiries

Middle Levels –
Cultivating
Applicants

- Applicants
- Admits

Bottom Levels –
Optimizing Yield

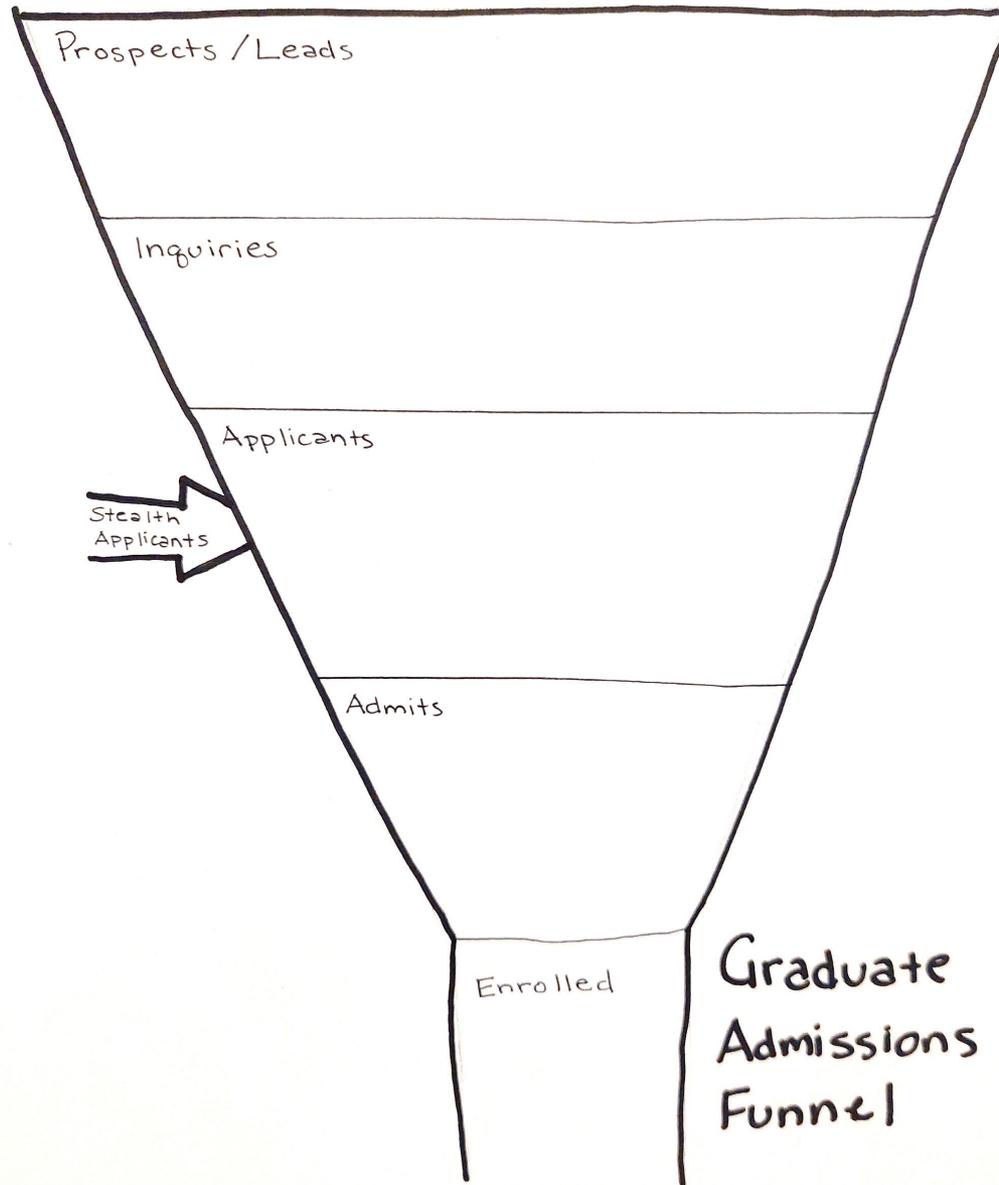
- Enrolled





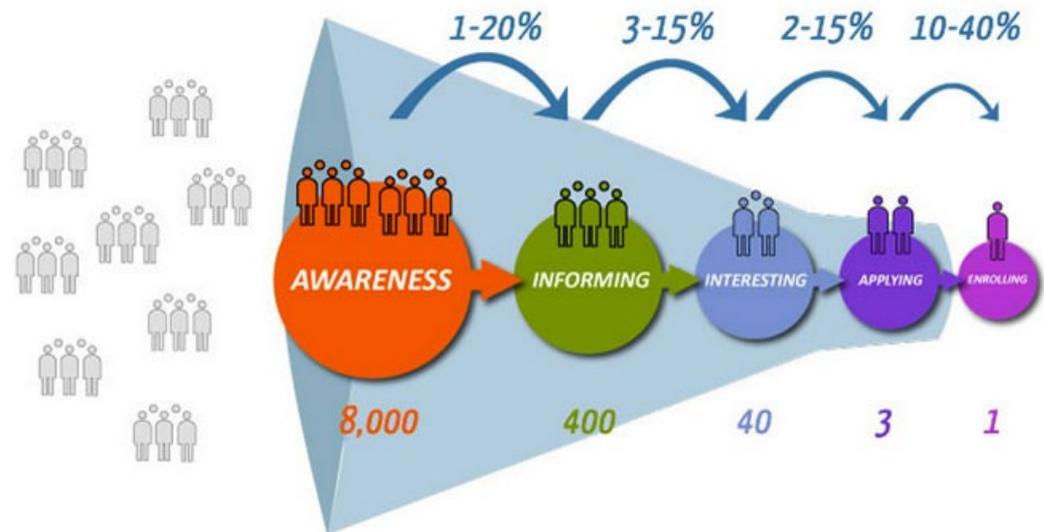
Beware Stealth Applicants!

- Stealth Applicants – folks who start or submit an application without prior inquiry
- Not included in the inquiry to applicant conversion rate
- Included in the applicant to admit conversion rate
- How do they fit into your funnel?



Example Funnels with Conversion Rates

- Prospects – 5,000
- Inquiries – 500 (10% conversion rate)
- Applications – 100
 - Inquiry Applications – 60 (12% conversion rate)
 - Stealth Applicants – 40
- Admits – 75 (75% accept rate)
- Enrolled – 25 (33% yield rate)





Why care about your funnel?

Building Out the Funnel



Identify conversion points



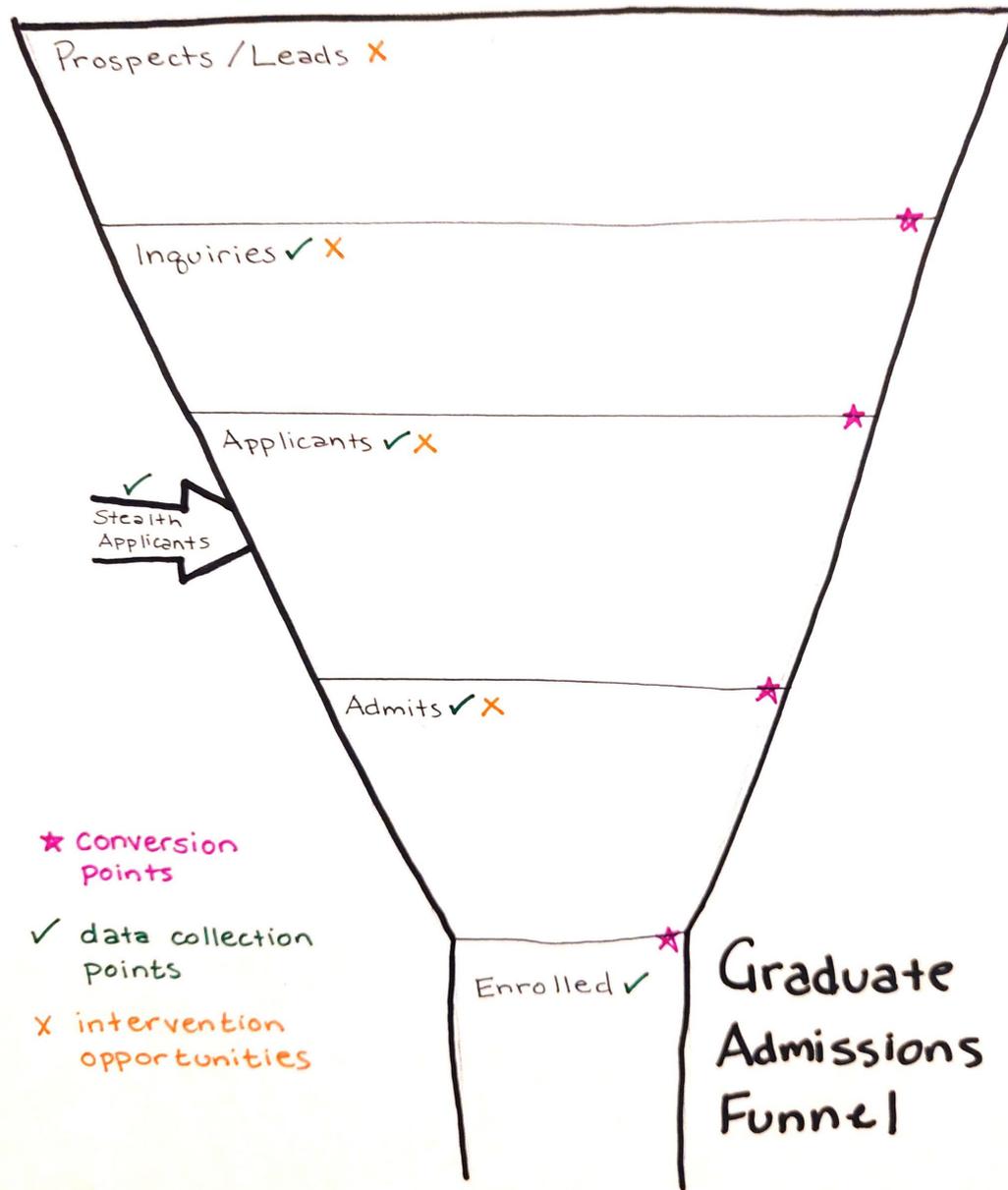
Locate opportunities for an intervention



Collect data points for predictive enrollment modeling



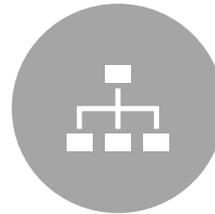
Customize your funnel to your process



Personalize Your Funnel



Start brainstorming how to personalize your funnel for your program



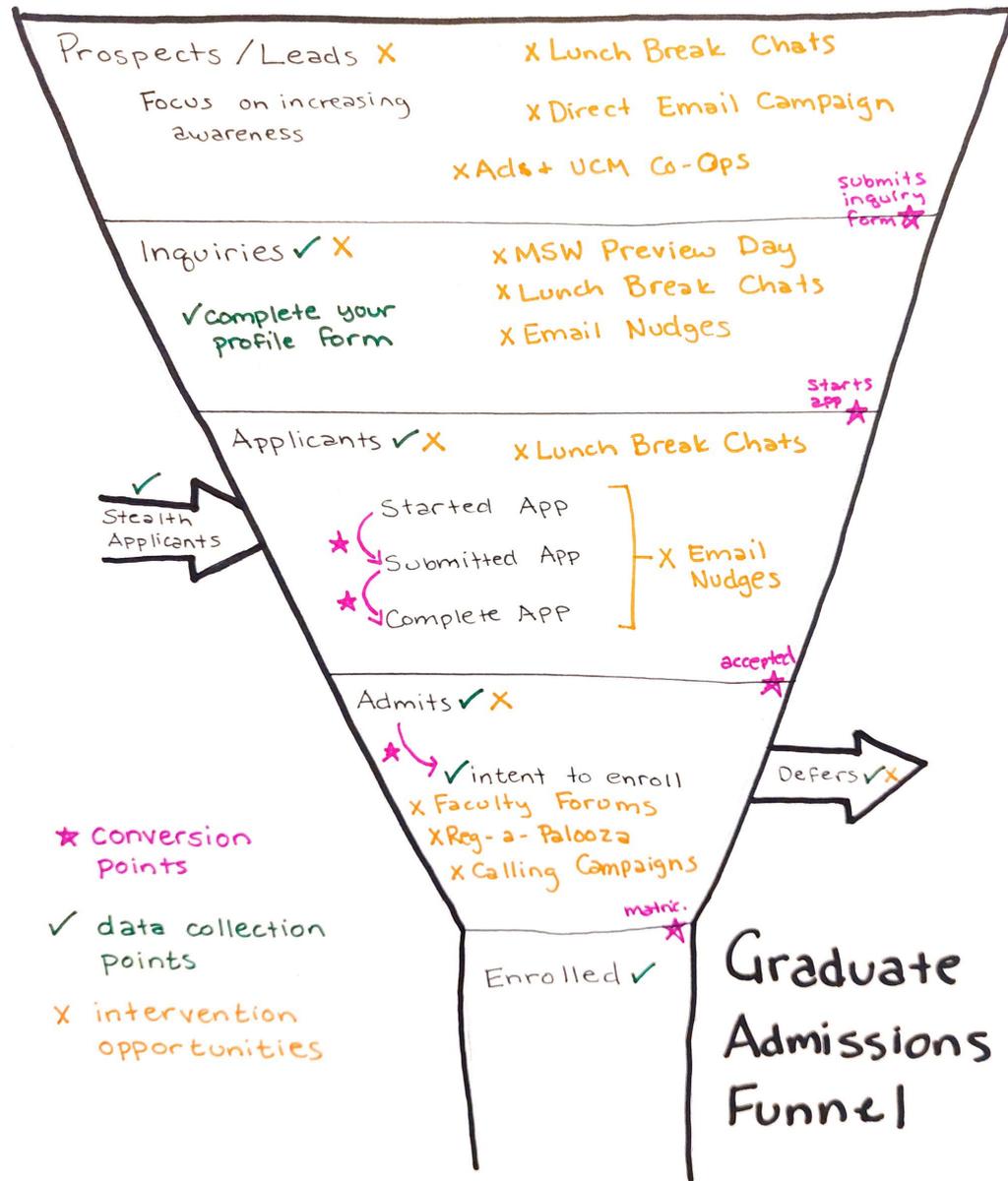
Are there additional conversion points specific to your program within the standard framework?



What types of interventions are right for your program and prospective students? When should they occur?



What data do you want to collect?





Questions?



Ways to Optimize Your Funnel

Prioritize & Build It Out

- What data can you start collecting now? What historical data can you pull?
- What interventions can you implement this cycle? What needs to wait to be built out in the future?
- If you have multiple admissions cycles annually, you will have folks in different phases of the funnel for different start terms
 - Different interventions might work better for different cohorts
 - Make sure to track each cohort's data separately
 - Align your funnel with your timeline, cohort dependent

Optimizing the Funnel

- Your funnel should drive your decision making – proper funnel management equals results
- Obtain student feedback to improve your funnel management
- Three ways to increase your output:
 - Increase the size of the inquiry pool (widen the top of the funnel)
 - Increase the conversion rate at various points (keep the funnel from narrowing as quickly)
 - Combine both strategies

Admissions Funnel – responsibility of the admissions unit



Quick Strategies

- What can you do mid-stream to make a course correction?
- Email campaigns
- Calling campaigns
- Other potential strategies?



Long-Term Strategies

- What are recurrent sticky spots?
- How can these be “un-stuck” for future applicants?



Tracking Data Over Time

Collect and Identify

- Take time to collect historical data
- Identify key points in your funnel
- Establish systems for tracking this data over time

Set Goals

- Based on an understanding of your unique conversion rates and funnel
- What is your goal? (Growth, stabilization, diversification?)
- What data are your goals built on?

Work Backwards

- Admissions is a big part of reaching goals each year
- CHP Goal = Continuing Student CHP + Incoming Student CHP
- New Students -> Admitted Students -> Complete Apps

Tracking Data Over Time – Historical Data Master List

App Cycle	Slate Apps (Started or Submitted)	Slate Apps (Submitted)	Written Materials Complete	Checklist Complete	Submitted -> Complete Conversion	Accepted	Accept Rate	New Admit Yielded	Yield Rate	Defer	Readmits Yielded	Deferral Yield
2017	-	559	416	407	72.81%	318	78.13%	195	61.32%	54	-	-
2018	-	520	392	383	73.65%	292	76.24%	186	63.70%	68	14	25.93%
2019	-	487	436	432	88.71%	324	75.00%	186	57.41%	87	16	23.53%
2020	728	501	426	420	83.83%	342	81.43%	214	62.57%	69	21	24.14%
2021	787	534	498	487	91.20%	368	75.56%	217	58.97%	76	23	33.33%
2022	704	477	433	422	88.47%							
Average		513		425	83.11%		77.27%		60.79%			26.73%
Definitions:	Starting with 2020 app cycle, not available prior	Starting with 2019 app cycle, Recruit app submitted 2017 and 2018, not available prior	Starting with 2021 app cycle, TS Complete prior	Complete apps at deadline, eligible for review	Complete divided by Submitted	New Admits Accepted	Accepted divided by Complete	New Admits who confirmed and matriculated	Yielded divided by Accepted	New Admits who deferred to the following year	Readmits who deferred the previous year and matriculated	Readmit After Deferral divided by previous year's Defer

Tracking Data Over Time – 2021 Admissions Dashboard

2021 Recruitment & Admission Dashboard							
	Submitted Apps	Written Materials	Complete Apps	Admits	Intent to Start		App Cycle
YTD	534	498	487	340	250	YTD	36
GOAL	530	453	444	335	251	TOTAL WEEKS	32
% GOAL	101%	110%	110%	101%	100%	% COMPLETE	113%

Goals in "test mode" this year

	2020	2021	
CONVERSION 1	85.0%	93.3%	from submitted app to written materials complete (2020 measures submitted to TS complete)
CONVERSION 2	83.8%	91.2%	from submitted app to complete checklist (2020 measures submitted to eligible for review)
SELECTIVITY 1	78.4%	68.1%	from written materials complete to accepted (2020 measures TS complete to admits)
SELECTIVITY 2	79.5%	69.8%	from complete checklist to admits (2020 measures eligible for review to admits)
CONFIRMATIONS	77.8%	73.7%	from admits to intent to start

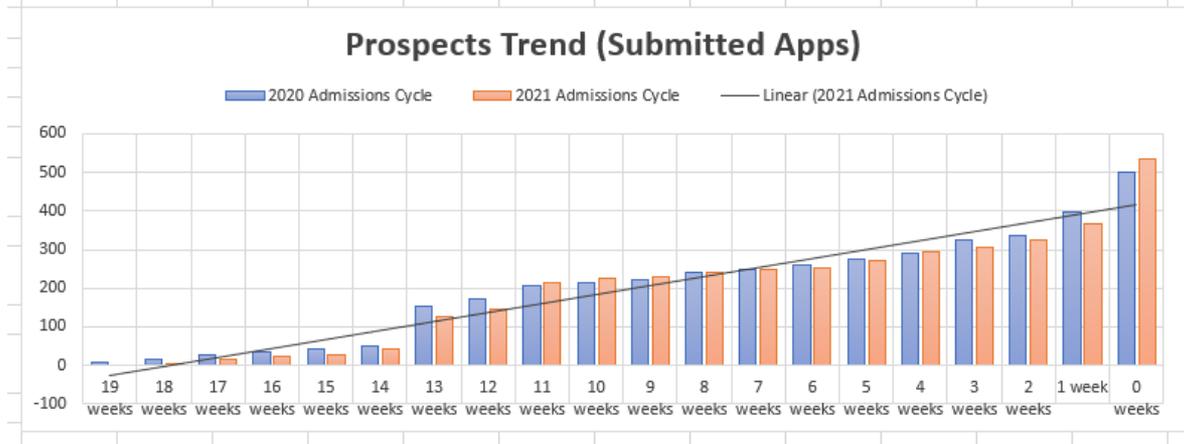
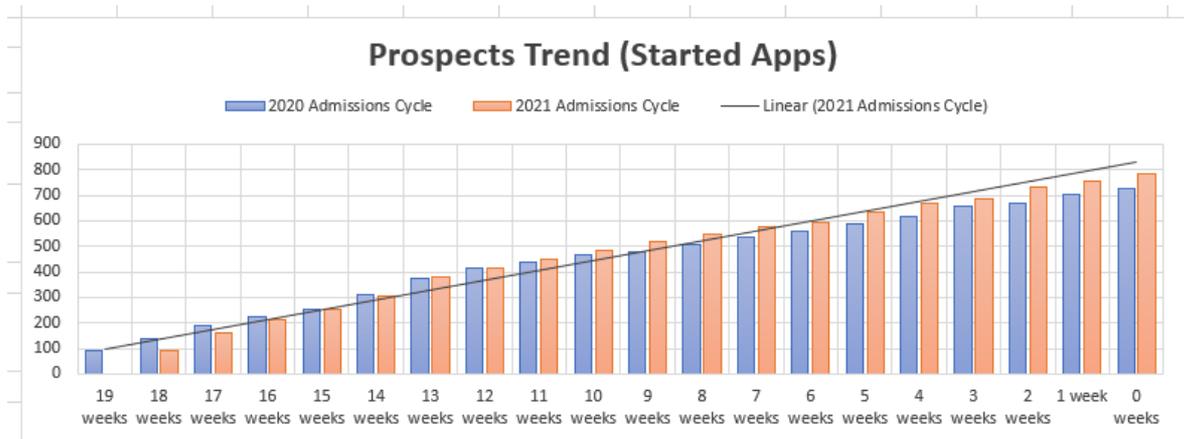
Tracking Data Over Time – 2022 Admissions Dashboard

2022 Recruitment & Admission Dashboard							
	Submitted Apps	Written Materials	Complete Apps	Admits	Intent to Start		App Cycle
YTD	477	433	422	59	54	YTD	19
GOAL	560	522	511	383	277	TOTAL WEEKS	19
% GOAL	85%	83%	83%	15%	19%	% COMPLETE	100%

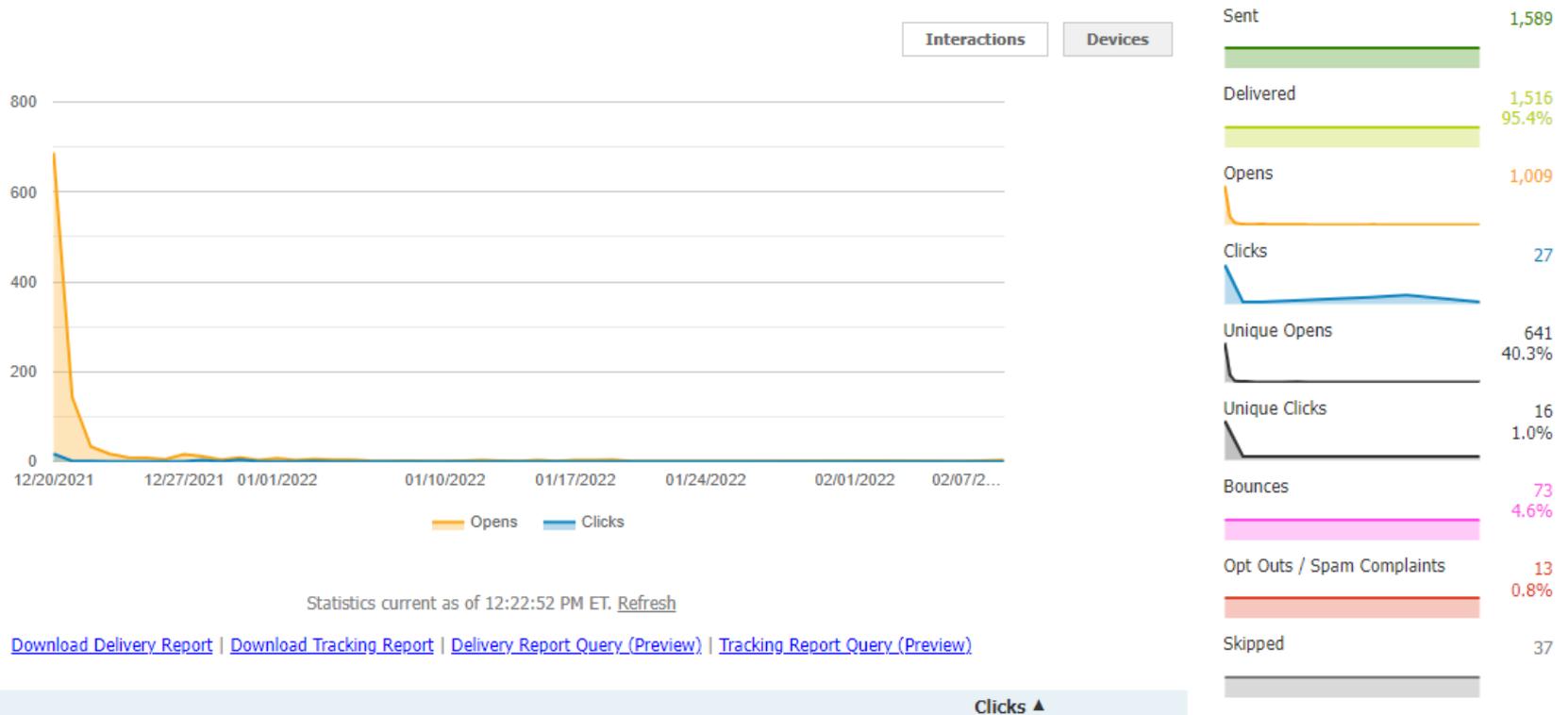
Goals in "test mode" in 2021 Admissions Cycle

	2021	2022	
CONVERSION 1	93.3%	90.8%	from submitted app to written materials complete
CONVERSION 2	91.2%	88.5%	from submitted app to complete checklist
SELECTIVITY	69.8%	14.0%	from complete checklist to admits
CONFIRMATIONS	73.7%	91.5%	from admits to intent to start

Tracking Data Over Time – 2021 Prospect Trends



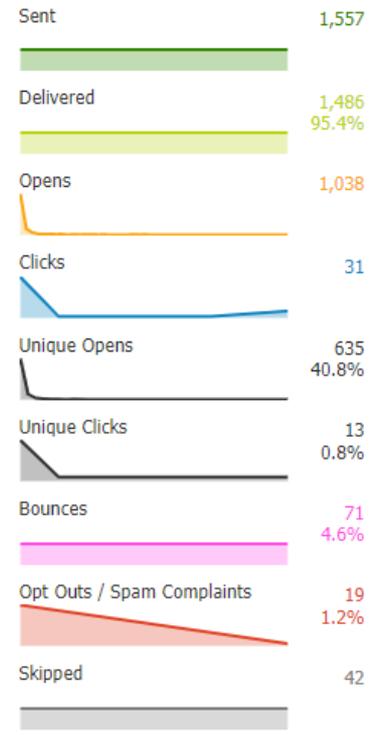
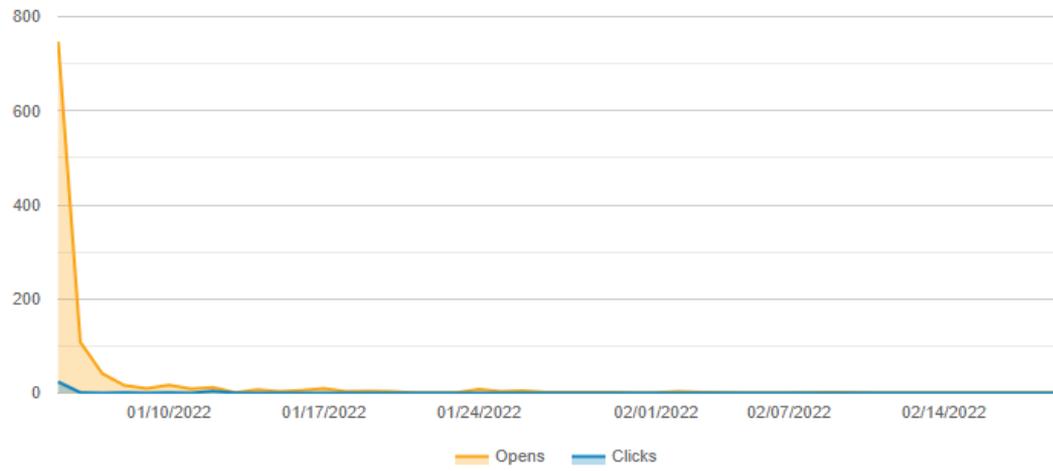
Tracking Data Over Time – Deliver Metrics



Tracking Data Over Time – A/B Testing

Interactions Devices

	Version 1	Version 2 (selected)
Sent	732	735
Opens	313 (43%)	322 (44%)
Clicks	8 (1%)	5 (1%)



Tracking Data Over Time – Enrollment Confirmation

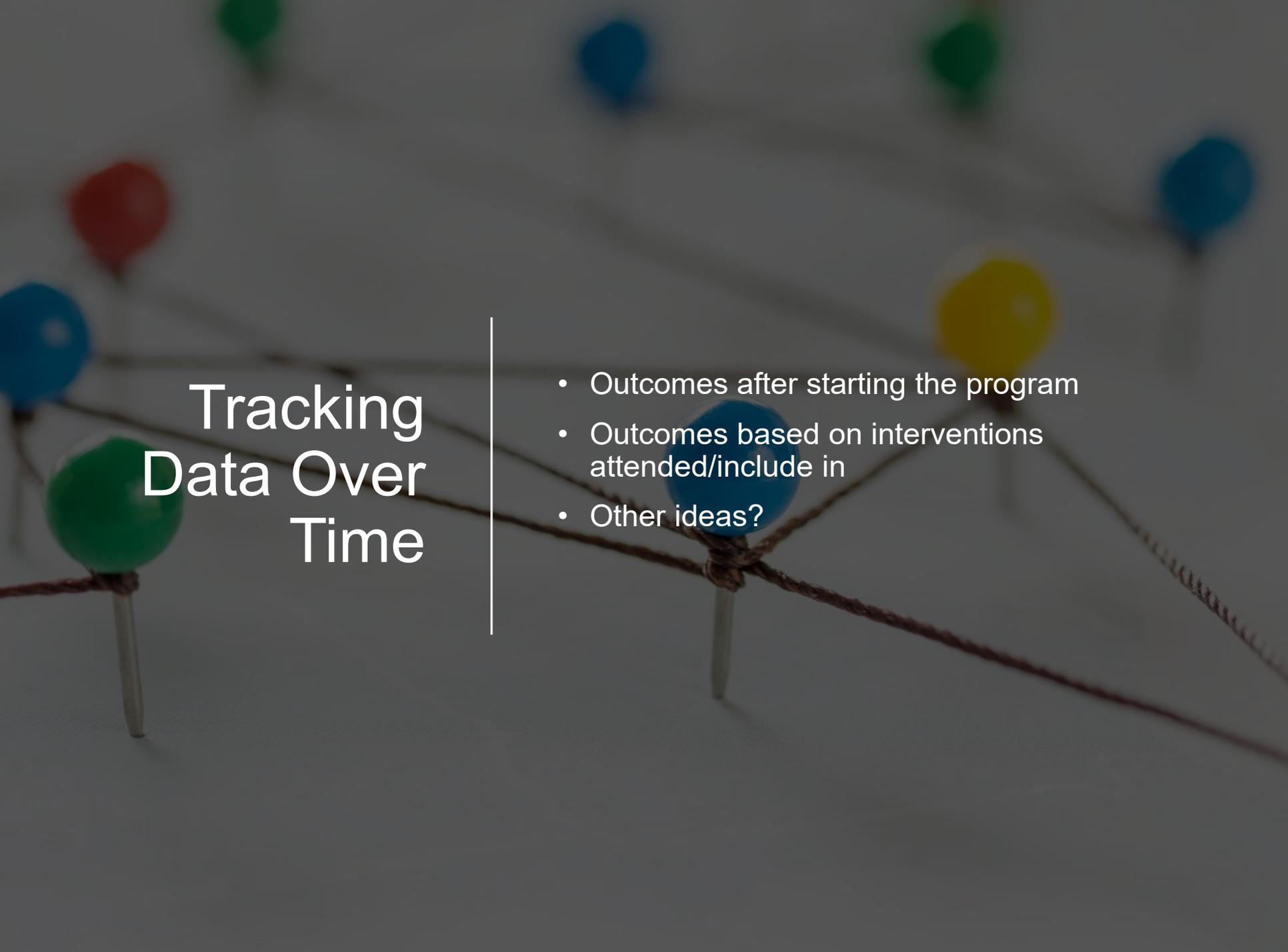
Total New Admits ONLY							
368							
	Curr.	4/16 % Change	16-Apr	5/28 % Change	28-May		
Confirmed	217	-10.70%	243	-9.96%	241		
Deferred	76	230.43%	23	94.87%	39		
Declined	75	127.27%	33	25.00%	60		
No Response	0		40				
Adv. Standing	74	Full Time	142	Fully Online	84		
Reg. Program	143	Part Time	75	Mixed Traditional	133		
<i>Program/Enrollment/Course Delivery Breakdown</i>							
AS/FT/Online	18	AS/PT/Online	14	RP/FT/Online	27	RP/PT/Online	25
AS/FT/Mixed	33	AS/PT/Mixed	9	RP/FT/Mixed	64	RP/PT/Mixed	27
AS/FT Total	51	AS/PT Total	23	RP/FT Total	91	RP/PT Total	52
AS/FT FTE	61.2	AS/PT FTE	18.4	RP/FT FTE	91	RP/PT FTE	31.2
Total FTE	202						

Tracking Data Over Time – Score Review

Year	Total # of Applicants	Total # of RP Apps	Total # of AS Apps	Avg. Faculty Score (All)	Avg. Faculty Score (RP)	Avg. Faculty Score (AS)	Rec to Accept (All)	Rec to Accept (RP)	Rec to Accept (AS)	Avg. Faculty Score Diff. (All)	Score Diff. of 0.5 or More (All)	Avg. Faculty Score Diff. (RP)	Score Diff. of 0.5 or More (RP)	Avg. Faculty Score Diff. (AS)	Score Diff. of 0.5 or More (AS)
2018	383	291	92	2.1048	2.1048	2.1051	68.41%	69.59%	64.67%	0.20	27** (7.1%)	0.19	19	0.21	8
2019	432	314	118	2.0943	2.0914	2.1021	70.95%	72.77%	66.10%	0.14	10 (2.3%)	0.14	7	0.14	3
2020	420	312	108	2.1617	2.1757	2.1210	79.93%	81.63%	75.00%	0.13	10 (2.4%)	0.13	6	0.11	4
2021*	488	374	114	2.1258	2.1175	2.1529	77.54%	77.84%	76.55%	0.18	42 (8.6%)	0.18	35	0.17	7
2022*															

*blind reviews (second reviewer could not see first reviewer's score)

** third review on 8 apps, outlier removed and difference below 0.5 after, this number includes those 8 apps



Tracking Data Over Time

- Outcomes after starting the program
- Outcomes based on interventions attended/include in
- Other ideas?



Questions?

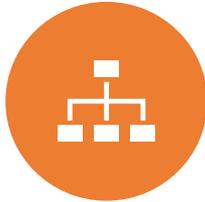


Admissions: An OGS & Program Partnership



**Welcome
Ben!**

What is the role of OGS in admissions?



Enforcing catalog requirements – University and programmatic



Tracking any exceptions that are being made to catalog requirements



Initial application processing in Slate and Banner (verifying against catalog requirements)



Processing and storing transcripts



Processing acceptances and denials, inactivating accounts (declined spot)



Identifying systematic issues – big picture across all 10 programs



What is the role of the program in admissions?

Subject-matter experts

Setting admissions requirements and standards in the catalog

Understanding their funnel, conversion rates, and data points

Defining criteria for acceptance

Relationship building with applicants

Communicating application requirements to prospective students (transparency is key!)



Don't neglect the end of your funnel!

Once it hits “Awaiting Materials”, it's program responsibility to follow the application through

Apps need to end up in a decision bin at the end of that semester's cycle (Accept, Deny, Withdrawn, Incomplete)

Inform OGS of withdrawals/incomplete apps to get everything updated across systems

If an accepted student defers, mark them as such in Slate

Inform OGS of folks who decline their spot, accounts need to be inactivated



Tools & Resources

Tools for Funnel Management

- Always be engaged in funnel management and tracking this data
- Slate is a tool that can help you manage your funnel, but it is not the only tool!
- Look at:
 - What information is available?
 - What pieces of information are important?
 - How can I segment this data?
 - What can be automated via my tools versus what do I need to manage hands on?



Resources to Learn More

- [Successful strategies for recruiting adult, online, and graduate students](#) (from NAGAP 2019 Annual Conference)
- [The enrollment funnel: Better results start with the prospects you already have](#) (from ICEF Monitor)
- [Overlooked inefficiencies in admissions that can impact yield](#) (from AACRAO)
- [The 5 key stages of college enrollment – and which metrics to track during each](#) (from EAB)

S-GEM Plans

- Whiteboard
 - Make sure you've identified who is involved in your admissions process
 - Start brainstorming future state, data points and barriers
 - As your plan develops, you'll be able to talk more about how it is integrated
 - Use the parking lot for ideas you don't know where to land
- Timelines
 - Start brainstorming when your admissions seasons for various start terms may land
 - Start brainstorming when you'll revisit your admissions funnel and timeline(s) (recommend annually)
- Funnel
 - Feel free to scan or take a picture of your funnel and upload to the "Admissions Funnels" folder on the Teams site



Questions?