



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID**

**REPORT SUMMARY**  
*(See appendix for supporting materials)*

**Date of Meeting: May 11, 2018**

**Date of Next Meeting: October 2018**

**Committee Chair: Carlos Alcazar**

**Committee Members:** Anirban Basu, Peter Bruns, Sven Holmes, President Jordan, Ann McDaniel, Allan Wagaman '06

**Staff Member:** David L. Hautanen, Jr. Vice President for Enrollment Management

**Dashboard Metrics:** NA

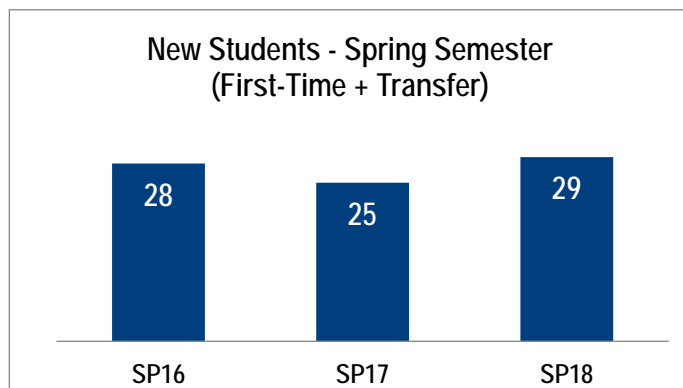
**Executive Summary:**

The Office of Enrollment Management is pleased to submit its May report to the Committee on Admissions and Financial Aid of the Board of Trustees. This report includes information on 2017–2018 enrollment, Fall 2018 enrollment and financial aid, Fall 2019 and 2020 recruitment, and updates on the market research study and staffing.

**A. 2017-2018 Enrollment**

**Spring Census:**

The Office of Institutional Research completed the enrollment census for the Spring term. We enrolled 29 new students (two first year and 27 transfer students) on a goal of 21 new students. These were all full-time students. This compares to 25 total new students, including four part-time transfer students, for Spring 2017 and 28 total new students, including three part-time transfer students, for Spring 2016.

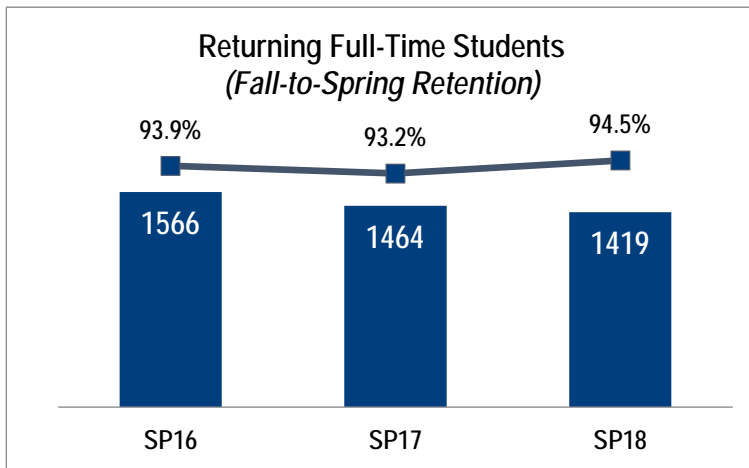


In addition to the 29 new students, there were 1419 returning students. The Fall to Spring term retention was 94.5% which represents a 1.3% gain over 2016-2017 and 0.6% greater than 2015-2016.

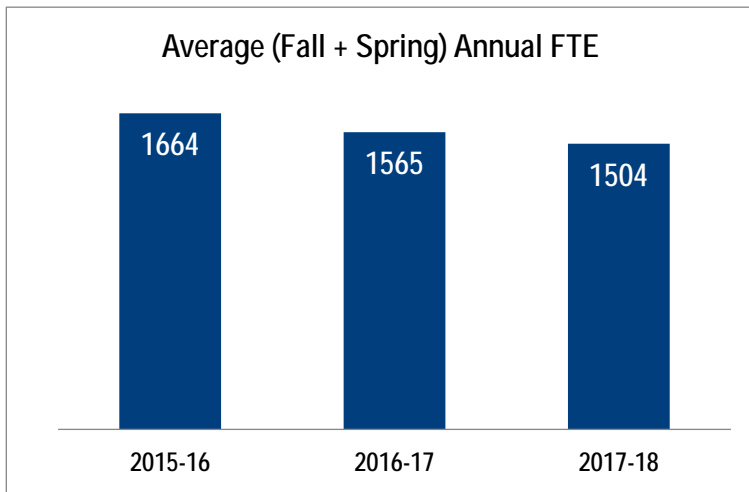
# ST MARY'S

COLLEGE of MARYLAND

*The Public Honors College*



The annual blended (average Fall and Spring) full time equivalent enrollment is 1504. While this is a decline of 61 students compared to 2016-2017, it is a smaller decline than which occurred between 2015-2016 and 2016-2017.



## **B, Fall 2018 Enrollment:**

### First Year Students:

After implementing an aggressive Fall 2018 recruitment effort beginning in July and months after the usual start of such recruitment efforts, I am pleased to share that as of May 1, 2018 the College has received 1680 first year applications. This is an increase of 4.2% compared to last year at this time. This includes 949 (+2%) Early Action applications and 731 (+7.5%) Regular Decision applications. After the November 1 Early Action deadline, the staff began evaluating applications and decisions were released in waves beginning in mid-December. Financial aid awards were included with the admission decision letters in the packets sent home to admitted students for the first time.

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We have offered admission to 1331 first year applicants. This is an increase (N=+20) with a reduction in the admit rate of 2.1% compared to the Fall 2017 cycle at this time. We have not offered admission to 121 students which is comparable to last year. In a new initiative, we have withdrawn the applications of those who have not completed the application process despite multiple communications and outreach to have them complete their files. This was done to provide clarity on what applications remained active in the process for the admission committee's review. If a student then decides to complete their file, the application will be reactivated for review.

Following the release of admission decisions, the admission staff has implemented a comprehensive multi-channel yield effort that included personal outreach by students, faculty and staff, electronic and print communications, social media, texting, and on- and off-campus events. Our off-campus events included individual meetings with admitted students and an Admitted Seahawk Reception in Bethesda, MD. Our signature yield events are the on-campus Admitted Seahawk Days (ASD). Between our February and April ASD events and a dedicated session at our Spring for St. Mary's Open House, we hosted more than 900 total guests, including 403 students. This is an increase of 5.5% in student attendees compared to 2017 and a result of our yield efforts as well as the work of the newly convened Signature Recruitment Events Committee.

For much of the cycle we were 2-3 weeks behind in the number of enrollment deposits received compared to the Fall 2017 cycle. This trend changed the last full week of April and as of the close of business on May 1 we have 357 first year students who have submitted enrollment deposits. This is an increase of 32 students (+9.8%) compared to Fall 2017 on the same date. Applicants who were admitted between December and mid-April had until May 1, the National Candidates Reply deadline to submit their enrollment deposit. Students who are admitted after that time will have an adjusted deadline date. Between April 30 and the fall semester census date in 2017 and 2016 the College enrolled between 15 and 30 net additional students. I expect that this trend will remain for this enrollment cycle. To support the enrollment of additional students we will continue to encourage and review applications through the summer.

Once a student has submitted their enrollment deposit, they will receive information pertinent to the business of completing their enrollment, multi-channel engagement efforts, as well as invitations to participate in our reconfigured and branded summer orientation program. The day-long SOAR (Seahawk Orientation, Advising and Registration) programs will be on June 13, 14 and 15. This program replaces the single day program previously hosted in July. This change will allow for more personal attention over the course of SOAR, allow for stronger faculty participation, as well as serve as an early opportunity to engage the class so they remain excited and committed to their enrollment decision and arrive on campus in August as expected.

### Transfer:

Transfer recruitment is ongoing and I expect that the Spring 2018 new student enrollment results are a signal of the capacity of our Assistant Director for Transfer Admission to recruit and enroll new transfer students.

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As of the close of business on May 1, we have received 130 transfer applications, 6 fewer than at the same time for Fall 2017. We have offered admission to 85 applicants and 36 students have submitted enrollment deposits. While we are running 10 enrolled behind last year, I believe this is a matter of timing and am not concerned about our ability to meet the transfer target of 100 at this time. The transfer admission priority deadline is June 1. Admission decisions and financial aid awards are released on a rolling basis and the process continues through mid- August.

### **C. Financial Aid**

The Office of Financial Aid has implemented a number of initiatives to contribute to new student enrollment. The inclusion of financial aid awards with the letter of admission in the decisions release mailing sent to admitted students, 1180 follow up mailings, and 252 pro-active personal outreach calls to prospective students are included in these initiatives.

There have also been two changes that affected financial aid awards. The first was that the federal government increased the maximum amount of the need-based Pell Grant award as part of the omnibus spending bill passed in early April. The second was the approval of a special tuition rate for residents of Washington, DC on April 20. This affected 209 Pell recipients and 35 DC residents. In both cases students were sent revised financial aid awards.

As of April 30, Free Application for Federal Student Aid (FAFSA) forms have been filed by 1132 admitted students (1089 FY/43 TR). Financial aid awards have been distributed to 1101 (1057 FY/34 TR) admitted students. The current tuition/fees discount rate for first year students who have submitted enrollment deposits is currently 3% above the Fall 2017 first year student discount rate of 39.2%. This increase is primarily due to the stronger academic profile of these students compared to the Fall 2017 enrolled. The first-year discount will likely decrease as additional first year students enroll and assuming past trends. The current tuition/fees discount rate for transfer students who have submitted enrollment deposits is 22.3%. This is 3.6% less than the Fall 2017 transfer student discount. While the transfer student discount will offset the first-year student discount, we can expect an increased overall new student tuition/fees discount compared to Fall 2017.

### **D. Fall 2019 and 2020 Recruitment**

Recruitment efforts for the Fall 2019 and later entering classes are in progress. The multi-channel new student search campaign was initiated in early March, staff have completed a robust spring off campus recruitment schedule, and the campus hosted the Spring for St. Mary's Open House on April 21, 2018. The open house was a success with 150 students and their guests visiting campus. This is a 50% increase over the 2017 Spring Open House attendance of 98 students.

### **E. Market Research:**

Creative Communications Associates has completed their market discovery research. Next steps include the development and strategic roll out of messaging as part of an enrollment communications flow and complementary integrated marketing strategy.

### **F. Staffing:**

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The Director of Admissions search committee has invited finalists to campus the week of May 7. Assuming successful campus visits the goal is to have the new Director on board before the end of the fiscal year. Kristina Anderson, Interim Director of Admissions, is with us through June. The Director of Enrollment Operations search committee is conducting Skype interviews for semi-finalists on May 7 and then will invite finalists to come to campus. The search for a new Admission Counselor is in the internal candidate phase of the search.

**Action Item(s) related to specific strategic plan goals as appropriate:**

None



**ADMISSIONS AND FINANCIAL AID COMMITTEE  
MEETING OF MAY 11, 2018**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Fall 2018 enrollment update
- B. Fall 2019 and 2020 new student recruitment update
- C. Enrollment marketing and market research update

**III. ACTION ITEMS**

- A. None

**IV. INFORMATION ITEMS**

- A. Minutes from meeting of February 2, 2018



**BOARD OF TRUSTEES  
ADMISSIONS AND FINANCIAL AID  
OPEN SESSION**

**MINUTES**

**Date of Meeting:** February 2, 2018

**Status of Minutes:** **DRAFT**

**Committee Members Present:** Chair Carlos Alcazar, Board Chair Sven Holmes, President Tuajuanda Jordan, Peter Bruns, Ann McDaniel, Allan Wagaman,

**Committee Members Absent:** Anirban Basu

**Others Present:** David Hautanen, Robert Maddox, Kristina Anderson, Jessica Blofsky, Allison Boyle, John Bell, Lex Birney, Leonard Brown, Cindy Broyles, Michael Bruckler, Geoff Cuneo, Carolyn Curry, Peg Duchesne, Susan Dyer, Elizabeth Graves, Cynthia Gross, Gail Harmon, Chip Jackson, Meghan Lang, Larry Leak, Todd Mattingly, Kortet Mensah, Sharon Phillips, Beverly Read, Ed Sirianno, Danielle Troyan, Michael Wick, Anna Yates.

**Executive Summary:**

Meeting was called to order at 1:40 p.m.

**Admissions Data**

David L. Hautanen, Jr., VP for Enrollment Management, reported to the committee on the following items related to enrollment and applications:

- The fall semester enrollment of first time, transfer, and returning students at census was 1502. We have enrolled 29 new students for the spring 2018 semester is 29, 2 first year and 27 transfer students. This is an increase of four new students compared to the spring 2017 semester. The headcount for spring 2018 is 1407.
- The enrollment goal for first year students for fall 2018 include 375 first-time first-year students and 100 transfer students. This is an aggressive goal compared to the last three years and the budget is built on a lower combined figure. Last year's numbers were 343 first-time first-year students and 87 transfer students.
- The yield strategy includes stakeholders from across the campus – Admissions and Financial Aid, Leadership, Academics, Athletics and Student Life, and Alumni and parents – and involves personal outreach, communications, and on campus and off campus events. The admit packet will contain the acceptance letter and the financial aid award letter.

**Admissions**

Kris Anderson, Interim Director of Admissions, presented an update on Admissions efforts:

- She called attention to a slide outlining the organized, strategic effort included in the yield plan.

- Social media will have a more vibrant presence with more engaged content.
- Every other Friday there will be a Facebook live program with FAQ's, staff, students, and faculty represented.
- Email communication will be both engaging and task oriented.
- Letters will be mailed every week from stakeholders mentioned by David.
- Invitations have been sent to admitted students inviting them to attend one of the two Admitted Seahawk Days February 23 or April 6.
- Phone calls by admissions counselors, current students, and faculty are also included in the communication plan.

David Hautanen, VP for Enrollment Management, provided additional information:

- Last year's yield from Admitted Seahawk Days was 24% but the events were held in the middle of the cycle.
- Current students will write postcards to students from their high school that have been admitted.
- The Board was encouraged to help with yield by attending the Admitted Seahawks Reception on March 22 at the Bethesda Marriott. A save the date email will be sent to Board members.
- Engagement with the current prospective students for the entering classes of 2019 and 2020 will begin next month with the purchase of more than 60,000 names.

### **Integrated Marketing update**

Ed Sirianno, President of Creative Communication Associates in New York.

- Gave an overview of his company, the services they provide, spoke about some of the many schools they represent and the number of awards they have received.
- Explained the process they use in helping they help create a brand – discover, define, ideate, and refine.
- Outlined the tasks they have been given and how they are they are completing the assignment – Discovery, Strategy, Creative, Activation, Measurement.
- During meetings and conversations with two focus groups, there were resonating themes that identify the brand attributes.
- Awareness, consideration, preference, and purchase are how students move through their target journey.
- After Discovery phase is complete, the focus will be on the brand internally so employees can understand how the college perceived by prospective students.

**Action Item(s):** N/A

Meeting adjourned at 3:00 p.m.