



**BOARD OF TRUSTEES
ADMISSIONS AND FINANCIAL AID**

REPORT SUMMARY
(See appendix for supporting materials)

Date of Meeting: January 27, 2017

Date of Next Meeting: May 12, 2017

Committee Co-Chairs: Carlos Alcazar and Gary Jobson

Committee Members: Peter Bruns, Sven Holmes, Molly Mahoney Matthews, Ann McDaniel, Vera Damanka, President Jordan

Staff Member: David Boisvert, Interim Vice President for Enrollment Management

Dashboard Metrics: NA

Executive Summary:

The Office of Enrollment Management is pleased to submit its January report to the Committee of Admissions and Financial Aid of the Board of Trustees. Outlined in this report are several observations and suggested initiatives relative to the agenda.

In late October of 2016, I joined St. Mary's as Interim VP from the Registry of Presidents and Senior Administrators. The absence of a VP and Director of Admissions created the immediate need to begin the process of shaping the Class of 2021. The incoming enrollment dropped 11% in 2016 creating the need for the admissions team to re-focus efforts with increasing our applications and securing better matriculation rates. There will be additional initiatives listed in our overall recruitment plan in the next several months in order to continue our task with increasing the overall objective of a diversified incoming class. Adjusting the methodologies of recruitment could provide a better foundation in seeing progress in 2017 and beyond. There are a few initiatives I would like to highlight listed in the report; we believe these will enhance our endeavors. All of the initiatives in the report will require the team to be diligent and attentive in stabilizing and increasing enrollment.

A. Recruitment Efforts

Yield Initiatives:

One initiative mentioned at our last meeting was the establishment of an individualized enrollment model or funnel for all admissions counselors. The purpose is to establish a better relationship with all prospective students while maintaining a consistency of dialogue throughout the enrollment process. The idea of engaging students by phone calls, emails, letter writing and texting should enhance the efficiency of process but more importantly address any issues that would prevent a student from matriculating. The Relationship Model listed in the report will provide each team member with tracking their own yield ratios throughout the enrollment cycle, allowing for each counselor to better understand their territorial responsibility.

ST MARY'S

COLLEGE of MARYLAND

The Public Honors College

Automated Communication Sequence:

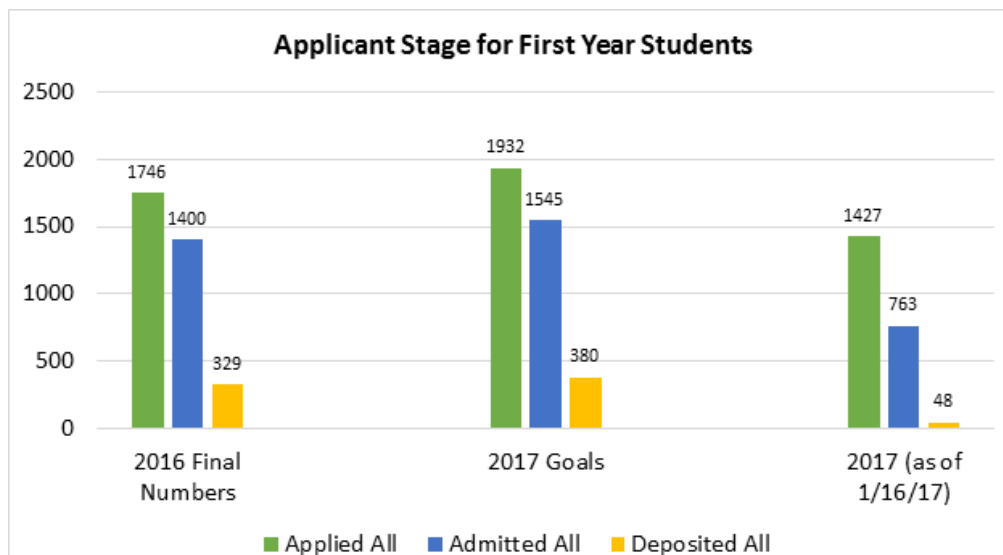
The automation of an integrated communication sequence within the new Customer Relationship Module (CRM) provides consistency in message with our prospective student base. Reinforcing the value proposition for students requires an automated infrastructure for reinforcing the decision making process throughout the recruitment cycle. Touch points beginning with the inquiry and finishing with the applicant and enrollment stages should maintain the consistency of message and value of a St. Mary's College education.

Texting Services:

Colleges and universities are now seeking new mediums to communicate with students. The enrollment office, through its admission counselors, will be trained in utilizing texting as a form of communication to prospective students. This platform interfaces with our CRM system (Radius) allowing mass texting as well as individualized text by counselors. The importance of this communication exchange speaks directly to the new profile of student (Generation Z) seeking a post-secondary education. It has been researched that this new generation has a short attention span, they multi-task across several screens, and they want information/videos/photos sent directly to their mobile device. These are a few features that are critical in allowing St. Mary's to effectively communicate with prospective students throughout the decision making process.

B. Enrollment

The Fall 2017 numbers for applications/admits and deposits both for first-time and transfer students are listed in the report entitled **Fall Enrollment Status to Date**. This report was created to evaluate our current admissions funnel and provide comparative data relative to the last two-year recruitment cycles. The Office of Enrollment Management has set aggressive goals in order to realize our enrollment expectations. In terms of applications, we are looking to increase by 10%, moving from a final number of 1,754 applications in 2016/2017 to 1,932 applications in 2017/18. Consequently, the admit goals will need to be increased from 1408 actual admits in 2016/17 to 1,545 in 2017/18, a 9.7% increase. Both increases will contribute to our new enrollment projection and increase of first-time students. In 2016/17 our first-time enrollment actualized at 333 students, this year 2017/18, our goal is to increase to 380 students, an increase of 14%.

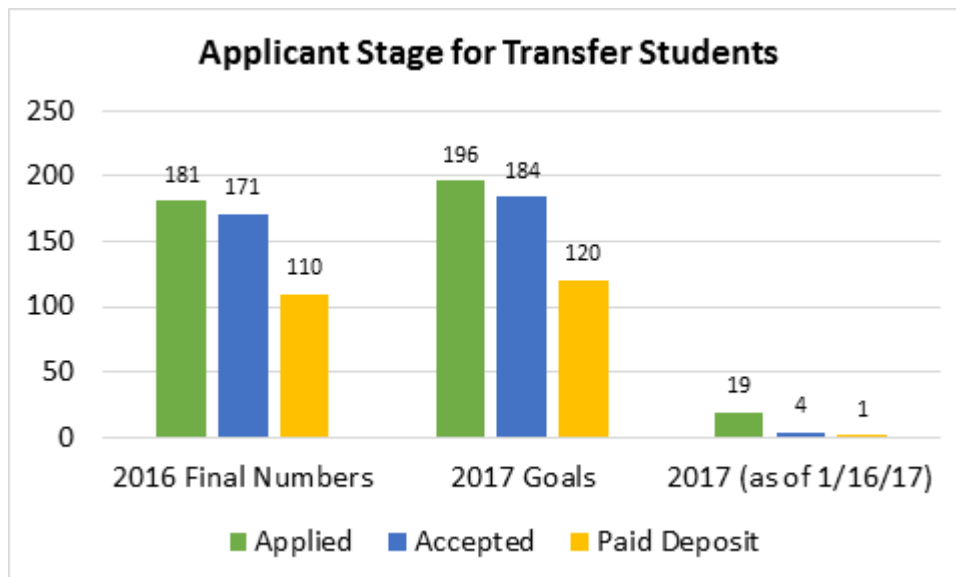


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The Fall 2017 numbers for transfer students will be need to increase in applications/admits/ and deposits in order to meet enrollment expectations. In reference to applications in 2016/17, we generated 181 applications, admitted 171 and enrolled 110 transfer students. To meet our enrollment expectation of 120 students, we will need to generate 196 applications, an increase of 8.2%; the admits will need to increase from 171 in 2016/17 to 184 for 2017/18; an increase of 7.6%. The actual enrollment in 2016/17 was 110 students, our goal of 120 students will require a 9% increase. We are making positive progress and our combined efforts of constant communication should transcend in meeting our enrollment expectations.



Our GPA and test score average is tracking better this year both in the Academic Profile and Deposited categories than in 2016/17 recruitment year. The strategic goal in meeting the international expectation of 15 students (2017) will be a challenge because of only two students enrolling in 2016/17. Last year, St. Mary's College had reached a Memorandum of Understanding Agreement (MOU) with the country of Aruba for a period of one year, that agreement is scheduled to expire on May 15, 2017. The enrollment office will reach out to open further discussion with Michelle J. Hooyboer-Winklarr, Minister of Education in renewing our current agreement. If time permits, I will further explore other international opportunities with recruitment agents or agencies as possible contacts, in order to increase the international population that can benefit from a St. Mary's College education.

C. Spring Enrollment

Spring 2017 recruitment of transfer students appears it will exceed the number of students who enrolled last year. In the Spring of 2016, the institution realized a transfer population of 24 students. Our current deposits in Spring of 2017, is at 29, an increase of 20.8%. The team will continue to work diligently with continuous applicant follow-up, attend transfer fairs, increase community college visitations, and work with representatives from the various sending institutions.

D. Financial Aid

The Noel Levitz 2017/18 Annual Plan Summary for all first year and transfer students was approved in September of 2016. The entire plan encompasses the distribution of financial assistance based on Academic

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Achievement and Expected Family Contribution. (EFC) At the last Board meeting in October, there was a concern expressed regarding accepted students who had an EFC of zero and the balance of dollars not covered by the Annual Plan. A document was presented by the acting Director of Financial Aid clearly showing the balance differential after all aid was disbursed. To address that, we revised three cells within the matrix to provide more assistance to accepted students showing a strong academic promise. Last year in 2016/17 we provided 70% to need, this year we adjusted to 75%. That will increase their financial aid package by \$1,332.00 on average; with this change, the institution may realize more students. This increase of the additional 5% will move our discount rate from an approved 31.4% to 31.7%. The success of this methodology or adjustment will allow for further review during the financial aid awarding year of other cell structures that could attract more students.

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

None

Committee Action Taken/Action in Progress:

Recommendation to the Board:



ADMISSIONS AND FINANCIAL AID COMMITTEE

MEETING OF JANUARY 27, 2017

AGENDA

I. CALL TO ORDER

II. DISCUSSION ITEMS

- A.** Report on-going efforts to recruit students for the 2017-2018 academic year
- B.** Assess progress to meet Fall 2017 enrollment goals including progress on meeting out-of-state (including international) and transfer targets
- C.** VP will review Spring 2017 matriculation and College's overall enrollment numbers
- D.** Report on revised Financial Aid Award metrics
- E.** Integrated Marketing update (Carolyn Curry)

III. ACTION ITEMS

- A.** None

IV. INFORMATION ITEMS

- A.** Minutes from meeting of October 14, 2016



BOARD OF TRUSTEES

ADMISSIONS AND FINANCIAL AID OPEN SESSION

MINUTES

Date of Meeting: October 14, 2016

Status of Minutes: Approved 12/15/16

Committee Members Present: Carlos Alcazar, Sven Holmes, Ann McDaniel

Committee Members Absent: Gary Jobson, Peter Bruns, Molly Mahoney Matthews, Vera Damanka

Others Present: Dr. Tuajuanda Jordan, Matthew Fehrs, Jim Cranmer, Richard Edgar, Nadine Hutton, Carolyn Curry, Michael Wick, Leonard Brown, Charles Jackson, Cynthia Gross, Anna Yates, Kathy Grimes, Michael Bruckler, Alan Wagaman, Sandy Abell, Cindy Broyles, Danielle Troyan, Tim Heely, Katherine Russell, Gail Harmon, Michael O'Brien, Peg Duchesne, Allison Boyle

Executive Summary:

Meeting was called to order at 1:15 p.m.

Personnel Updates

Dr. Tuajuanda Jordan reported that Richard Edgar, Senior Development Officer, is now the Acting Director of Admissions until the end of October. An interim Vice President will begin on October 20.

Admissions Data

Richard Edgar, Acting Director of Admissions, reported to the committee on the following items related to enrollment and applications:

- The total institutional enrollment for Fall 2016. The total institutional enrollment is 1,676 a decline from Fall 2015 of 101 students. There are 1586 full-time students and 59 part-time students as well as 31 graduate (MAT) students.
- Application deadlines and notification dates for early decision and early action. Mr. Edgar pointed out the three-year trend of changing application decision types and deadlines noted this has caused some confusion among the high school counselors working with prospective students planning on applying to St. Mary's.
- 2016 First Year Enrollment. The number of applications and students admitted were both higher than the previous year but the number of deposited students was down by 60

students. There was also a decline in the SAT Mean and GPA Mean for both accepted and deposited students.

- 2016-2017 First Year Enrollment Funnel. Applications for both Early Action and Regular Decision are up slightly as of October 7, but are in line with last year's numbers on the same date. The Inquiry pool is 8,709 vs. 7,619 this time last year. He would like to see the number for 2017 be around 10,000 and pointed out that high school visits and college fairs continue until mid-November. The total number of inquiries for the entire previous year were around 12,000.
- 2016-2017 Transfer Enrollment Funnel. The number of applications for spring 2017 is in line with last spring's numbers as of October 10. Numbers for fall are low but it was noted that transfer students don't typically apply for fall until February/March. Most community colleges in Maryland have been visited and will be visited again in the spring to recruit applicants for fall 2017.
- In closing, Mr. Edgar reported that there are 90 students registered for the open house on October 22 and 120 families have visited campus this week. Changes are being made to the open house to provide families with a more personal visit. During his limited time in the office he has made note of several areas that need improvement such as lack of training for the staff to use Hobson's Radius (CRM), frequency of communication that is personalized, and emotionally connecting with students and parents when they visit campus and will report his findings to the interim VP.

Marketing

Carolyn Curry, Vice President for Institutional Advancement reported to the committee on marketing:

- Recruitment is one of the goals of Institutional Advancement. They recruit through the annual fund drives for scholarships, alumni recruitment, testimonials and storytelling. There will be two alumni hosted tours this fall – Philadelphia and Chicago – and all prospects in those areas will be invited.
- The Marketing Office has been doing extensive research to understand what students look for in a college. This research will help with the core messaging as well as the preferred messaging students respond to such as emails, text messaging, or publications.
- The front page and the admissions pages are being revamped and will include analytics.
- A new interactive virtual tour has been launched on the homepage of the St. Mary's College of Maryland website.
- Students wanting to visit campus for a tour, interview, or open house can register online.
- New recruitment banners and displays have been purchased that can be used at college fairs and other recruitment events.

Financial Aid Report

Nadine Hutton, Director of Financial Aid reported on Financial Aid:

- The financial aid office worked with Ruffalo-Noel Levitz (RNL) again this year to determine student aid packages. She stated that the projected balance for FY 17 is \$20,000. It was noted that the students with the most need had the most unmet need and ways to adjust the models to avoid this should be implemented.
- Financial aid packages will be included in the acceptance letters.
- The True-Cost Calculator has been purchased and will be up on the website within the next two weeks. This calculator will provide families a better indicator of what their cost of attendance will be.
- The Prior-Prior Year was launched on October 1. Students can begin filing the FASFA form using 2015 income tax data.
- The financial aid office worked with 52 appeals for Fall 2016. 47 of those making appeals are here this fall.

The Board chair posed the question of how the Board, students, faculty and alumni can play a role in recruitment. Discussion yielded suggestions for: specific outreach efforts that Board members could engage in; speaking engagements that faculty could hold in high school classrooms, and holding student activities during times when visitors are on campus to experience student engagement.

Action Item(s): N/A

Meeting adjourned at 2:53 p.m.

Admissions and Financial Aid Committee

David Boisvert

Interim VP for Enrollment
Management

AGENDA

ADMISSIONS AND FINANCIAL AID COMMITTEE

MEETING OF JANUARY 27, 2017

AGENDA

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Report on-going efforts to recruit students for the 2017-2018 academic year
 - B. Assess progress to meet Fall 2017 enrollment goals including progress on meeting out-of-state (including international) and transfer targets
 - C. VP will review Spring 2017 matriculation and College's overall enrollment numbers
 - D. Report on revised Financial Aid Award metrics
 - E. Integrated Marketing update (Carolyn Curry)
- III. ACTION ITEMS**
 - A. None
- IV. INFORMATION ITEMS**
 - A. Minutes from meeting of October 14, 2016

2016/17 Enrollment Initiatives

Initiatives	Leadership & Responsible Persons	Targets, & Metrics	Mid-Year Evaluation- Actual	Year-End Evaluation- Actual
<p>Stabilize incoming enrollment and plan for continuous growth</p> <p>Started but not complete</p>	David Boisvert Interim Vice President for Enrollment	Evaluate external recruitment plans and plan for developing a primary, secondary, and tertiary plans for admissions representatives	Continuous monitoring of inquiries, applications, and deposits	Review components of the individual recruitment plans and make adjustments accordingly
<p>Improve counselor engagement with current applicant base</p> <p>Completed</p>	David Boisvert/Stacey Goddard Office Manager	Create and establish an individualized enrollment model resulting in better relationship management	Monitor the engagement of admissions staff to applicant base, calling, emails, texting, etc. establishing value proposition	Evaluate the results in June in order to make adjustments accordingly
<p>Begin the process of establishing a policy/procedure handbook/ IE: file maintenance, standardized interview/various reports</p> <p>Started/not complete</p>	David Boisvert/Stacey/Beverly Read Executive Assistant	8-month process in training for best enrollment management practice	By the end of February/evaluate the ongoing insertion of policies and procedures	Review and make changes

Enrollment Initiatives continued

To create an admissions organizational chart Complete	David Boisvert	This chart will be both inspirational and aspirational	Continuous mentoring of staff for admissions and financial aid	Recommend appropriate changes to current positions within the organizational chart and
Customer/Relationship/Module (CRM) Radius training for all enrollment staff both generic and administrators by Hobsons representative Complete but ongoing	Stacey Goddard/David Boisvert	How to utilize Radius software to manage territories	Weekly and monthly review of applicant caseloads	Full understanding of the tools necessary for managing a caseload of students
Increase the number of completed files by the end of December in order to realize better matriculation rates Complete	Jeffrey Smith/Stacey Goddard/	Counselors will be trained immediately utilizing approved protocol for acceptance	Weekly and monthly review of aggregate numbers relative to completion	Recommend appropriate changes to decision making process of files
Consider increasing the number of open houses next year and other special events on campus Complete and ongoing	New VP/DOA	Consider holding an open house in the summer, September/October/ and early December	Review the number of attendees and decide whether there is sufficient #	Recommend changes to campus visitation schedule for 2018
Collaborate with Noel Levitz to identify cell structures and make adjustments according to cell matriculation rates Complete	Nadine Hutton/DOFA/David Boisvert	Assess and change distribution of dollars in order to meet the cost differential and realize better matriculation rates	Review with Noel Levitz strategy within the target groups/2018	Assess the entire distribution model and make adjustments accordingly/2018

Enrollment Initiatives continued

Collaborate with marketing and advertising to create new applicant campaign Complete	Carolyn Curry VP/ and marketing team	The goal is to increase the number of applications	Review and make adjustments to applicant campaigns in the future	Evaluate the effectiveness of campaigns relative to the timing of the campaigns
Collaborate with IT department to establish year to date enrollment reports in order to measure data consistently on a weekly basis. Complete	Stacey Goddard/Beverly Read	To increase the transparency of data to Executive Council	Continuously make adjustments within operations to maximize effectiveness of reported data	Set goals and objectives based on the data throughout the year
Establish and create a series of emails, and/or interactions within a sequence of communication for several targets of students. Prospects/applications/enrollments Started and ongoing	Grace Davis/Beverly Read/David Boisvert	To maintain a consistency of communication	Evaluate the sequence after each semester	Review and change the sequence of letters based on the expediency of moving from one stage to another
Define a backend integrated communication sequence with Radius/formula to be created for automation In process	Emily Carter Director of Enterprise Support Services/Stacey Goddard	To maintain a level of automation in the communication flow for prospective students	Continuously check but never edit a communication plan once it is active	Review the progress by evaluating the various stages of the communication sequence

Enrollment Initiatives continued

Initiate calling campaign by National Research Center for College and University Admissions for all applications started but not completed Complete and ongoing	David Boisvert	Two week campaign measuring intent of students who started applications	Receive report of the calling campaign and measure whether we increase our applicant load	Review and make appropriate changes
Initiate texting services with Mongoose (fully integrates with CRM) as a tool for admission counselors to communicate with prospective students Started but not complete	David Boisvert	Measure responses from applicants pertinent to the enrollment model of each counselor	Monitor enrollment models	Evaluate the texting medium and further analyze the opt out component and decide to continue with automation (component of Mongoose)
Begin discussions with representatives from Tragedy Assistance Program (TAPS) District of Columbia Started but not complete	David Boisvert	Through this organization, bring groups of surviving students and military families to St. Mary's for tours and interviews in April	Continue and enhance relationship by participating in other activities sponsored by TAPS	Review and continue to establish consistent communication with organization
Re-establish relationship with College Bound, an organization designed to assist prospective students from the City of Baltimore in furthering their education beyond high school Started and ongoing	David Boisvert/Jeffrey Smith/ Associate Director/Kyle Wise Admissions Counselor and other members of our community	Begin to address Goal 1 of the Strategic Plan to increase diversity for underrepresented student populations	Assess monthly the applicant flow from the Baltimore City Schools relative to College Bound high school partnerships	Review data and make recommendations for further activities to engage prospective students in Baltimore

Counselor Enrollment Model | Yield Initiative

Enrollment Model 1/16/17	
APPLICATIONS – GROSS	1427
APPLICATIONS – NET (COMPLETE)	253
ACCEPTS	763
INCOMPLETES	411
DENIALS	42
DEPOSITS – GROSS	48
DEPOSITS – NET	
WITHDRAWN	
Financial Aid Applied -	
Financial Aid Awarded -	
Financial Aid Accepted -	
1 st Accepted Student Day	
2 nd Accepted Student Day	

- Relationship Management will begin during the applicant cycle, leading through to the various stages of the enrollment funnel by the entire enrollment staff.
- Calling Program consists of eight points of contact.

Counselor Follow-Up

- Introductory call
- Missing items call
- Campus interview
- Financial Aid
- Deposits
- Student Accept Days
- Registration

The primary focus of a continuous contact system is to alleviate any questions, concerns, and other barriers that may exist to making an informed decision. Building relationships with students and parents provides for a very smooth transition into college. Remember to send cards like birthday, Holiday wishes, holidays, graduation, etc. Also, sending a hand written note after an interview creates a sense of professionalism and maintains the relationship model.

Fall 2017 First Year Enrollment

Applicant Stage	2016 Final Census Numbers	Goals	2017	(as of 1/16/17)
Applied All	1746	1932	1427	
Admitted All	1400	1545	763	
Deposited All	333	390	48	
Application Breakdown				
Early Action Applied	1113		934	
Early Action Accepted	996		729	
Early Action Deposited	233		45	
Regular Decision Applied	632		493	
Regular Decision Accepted	404		34	
Regular Decision Deposited	96		3	
Academic Profile				
Accepted			763	
SAT (M&CR) Mean	1160		1173	
GPA Mean	3.42		3.48	
Deposited				
SAT (M&CR) Mean	1124		1112	
GPA Mean	3.31		3.42	

Fall 2017 Transfer Enrollment

	2016 Final Numbers	2017 Goals	2017	(as of 1/16/17)
Applied	181	196	19	
Accepted	171	184	4	
Paid Deposit	110	120	1	

First Year and Transfer Applications

	Fall 2016 Final Census Numbers	Fall 2017 as of 1/16/17
Minority	672	510
First Generation	393	214
International	32	18
Out-of-State	210	194

Fall Enrollment Status to Date as of January 16, 2017

	2017		2016		2015	
	First Year	Transfers	First Year	Transfers	First Year	Transfers
Inquiries (First Year + Transfers)	Radius	Radius	Radius	Radius	11912	0
Applications Submitted, Incomplete	411	19	202	17	312	29
Applications Submitted, Complete	253	6	135	6	634	6
Acceptances	763	4	909	1	6	0
Denials	42	0	56	0	5	0
Withdrawals	0	0	8	0	6	0
Gross Deposits	48	1	45	0	100	0
Net Deposits	0	0	0	0	0	0
Applications Started, but not Submitted	Radius	Radius	Radius	Radius	Unknown	Unknown
Total Applications Submitted	1427	29	1246	24	952	35
Total Applicants Currently in the Enrollment Cycle	1517	30	1355	24	1063	35

Enrollment Status Definitions

Inquiries - initiated contact with SMCM

Applications Submitted, Incomplete - clicked the submit button on the application, but supplementary material is still missing

Applications Submitted, Complete - all supplementary material, including test scores and recommendations, have been submitted and application file is ready for review

Acceptances - accepted for student status at SMCM by our Admissions Office

Denials - denied for student status at SMCM by our Admissions Office

Withdrawals - withdrew inquiry or application before the SMCM Admissions Office made a decision

Gross Deposits - paid a deposit to attend SMCM

Net Deposits - enrolled at SMCM

Applications Started, but not Submitted - application started, but submit button never clicked

Total Applications Submitted - the sum of applications started, incomplete and complete, plus acceptances

Total Applicants Currently in the Enrollment Cycle - sum of all enrollment statuses from applications started to net deposits, single counted

*SMCM moved to Early Action deadlines beginning Fall 2016. Prior to this, SMCM used Early Decision 1 and 2 deadlines.

*For 2017, the Early Action deadline was November 1, 2016.

*For 2016, the Early Action deadline was November 15, 2015.

*For 2015, the Early Decision 1 deadline was November 15, 2014 and the Early Decision 2 deadline was December 1, 2015.

Spring 2017

Transfer and First Year Enrollment Funnel

All Applicants by Stage	2016 Actual Census Numbers	Projected Enrollment 2017
Applied All	61	72
Admitted All	35	42
Deposited All	24	29*
Academic Profile		
GPA Average	3.0	3.1
Transfer Deposited		
GPA Average	3.3	3.25

Total Institutional Enrollment Final

Spring 2017 Enrollment (Undergraduate)

Preliminary as of 1/12/17

Returning Students	1,532
New Students	29
First-time students	1
Transfer Students	28

Overall Institutional Enrollment

	Spring 2016	Fall 2016	Spring 2017 (prelim)*
Undergraduate Students	1,671	1,643	1,554
Full-time	1,600	1,587	1,469
Part-time	71	56	85
Graduate Students	26	31	28
Totals	1,697	1,674	1,582

*Of the 1643 undergraduate students who were enrolled in Fall 2016:

35 students graduated

1,516 students are registered for SP17 (prelim FA-to-SP retention = $1516/1608 = 94\%$)

92 students are not registered for SP17 (prelim FA-to-SP attrition rate = $92/1608 = 6\%$)

*Of the 31 graduate students who were enrolled in Fall 2016:

1 student finished degree requirements

28 students are continuing in the MAT program

2 students left the MAT program

Financial Aid

Copy Cell Parameters
from set-up

Move Cell Parameters
to set-up

2017-18 Need Levels

EFC: \$0
 EFC: \$1 - \$5,328
 EFC: \$5,329 - \$9,500
 EFC: \$9,501 - \$19,000
 EFC: \$19,001 - \$28,699
 EFC: \$28,700 & Above
 Threshold merit awards

Move Cell Parameters
to set-up and above

2016-17 Need Levels

EFC: \$0
 EFC: \$1 - \$5,234
 EFC: \$5,235 - \$9,500
 EFC: \$9,501 - \$19,000
 EFC: \$19,001 - \$28,699
 EFC: \$28,700 & Above
 Threshold merit awards

Calc Index: 1	Calc Index: 2	Calc Index: 3	Calc Index: 4	Calc Index: 5
Column % met with gift				
Cell % met with gift override				
75.0%	75.0%	75.0%	55.0%	50.0%
65.0%	68.0%	65.0%	55.0%	50.0%
65.0%	60.0%	58.0%	55.0%	50.0%
65.0%	60.0%	58.0%	55.0%	50.0%
100.0%	100.0%	58.0%	55.0%	50.0%
0.0%	0.0%	0.0%	0.0%	0.0%
\$4,800	\$2,900	\$1,450	\$500	

Calc Index: 1	Calc Index: 2	Calc Index: 3	Calc Index: 4	Calc Index: 5
Column % met with gift				
Cell % met with gift override				
70.0%	70.0%	70.0%	55.0%	50.0%
65.0%	68.0%	65.0%	55.0%	50.0%
65.0%	60.0%	58.0%	55.0%	50.0%
65.0%	60.0%	58.0%	55.0%	50.0%
100.0%	100.0%	58.0%	55.0%	50.0%
0.0%	0.0%	0.0%	0.0%	0.0%
\$4,800	\$2,900	\$1,450	\$500	