

Project: Rebuilding an Admissions Department

Executive Summary

An established, family-owned School with Title IV funding and a geographically appealing location which operated for several years was purchased by a third-party school group. The School, at the time of change of ownership, had limited admissions, marketing, sales, procedures and accountability. Marketing was limited to “word of mouth” and referrals.

Client Challenges

- No Admissions Policies and Procedure Manual or Standard Operating Procedures.
- Little desire for the school staff to change from their current practices.
- Tuition was low, compared to the School's competition.
- Curriculum, equipment and facility were out of date and not representative of a “tour ready” school.
- Daily tracking of inquiries and admissions activities were limited to a manual manual spread sheet.

Results / How our services positively impacted the School

- The change of ownership accreditation review was successful.
- Students who enrolled post-implementation of new policies demonstrated a higher level of satisfaction with the school.
- New student attendance levels exceed prior student attendance.
- Within a few months under new ownership, the conversion of inquiries increased significantly.
- Cost Per Inquiry was below the budgeted Cost Per Inquiry in the new owner's acquisition model.
- The School's new owners were able integrate the School into current operations without adding additional support staff.
- The post-implementation admissions shops resulted in very minor inconsistencies in practices, however, none of the shopping calls experienced compliance concerns.
- Throughout the process, drafts of the documents were reviewed by the client providing for continuity within their existing operations and to bridge the two cultures and operational differences of the School.

Details

1. Marketing and Admissions Manual.

We created a "Marketing & Admissions Manual" with comprehensive policies and procedures to provide the framework for standardization within Admissions, which was essential for a new data management system launch and accountability.

Some of the activities that were standardized:

- Define and track inquiries by type and source.
- Track admissions representative activities in the enrollment process through the first week of class.
- Template for Staff Responsibilities related to inquiry management and overall admissions/new student acquisition.

Reviewed School practices for common areas between the current practices and the new Marketing & Admissions Manual to allow for inclusion of some legacy activities which would encourage buy-in and maximum impact of new critical practices. These practices, in addition to being viewed as critical components by the new owners, were also important to ensure regulatory compliance during and after the the change of ownership process.

All materials generated were reviewed and approved by the new owners; reviewed by the current staff and included in the onboarding process for new staff in admissions, financial aid, and academics.

2. Student Data Management System Implemented.

Due to our partnerships and experience with multiple student information systems, we were able to provide the new owners with multiple options and identified one that met their budget requirements and resolved two major challenges:

- Supported the admissions function from inquiry to enrollment; and
- Provided student data retention, reporting and activity tracking necessary for regulatory and compliance efforts from admissions to employment.

We oversaw the conversion of student data and assisted with utilization training of the new system. This implementation included:

- Set up and use of tracking pages and queries.
- Review and revision of the new systems operating requirements.
- Inclusion of Marketing and Admissions Manual terminology for consistency in tracking and reporting and for overall efficiency in management oversight.
- Post implementation admissions shopping calls to ensure that the policies and procedures of both the Marketing and Admissions Manual and the new Student Data Management System were being utilized.