Admissions & Financial Aid – How They Must Work Together To Achieve Success

SAM VEEDER
ASSOCIATE DEAN OF COLLEGE ENROLLMENT/DIRECTOR OF FINANCIAL AID
UNIVERSITY OF ROCHESTER
ROCHESTER, NY
#1 There are no second-class citizens

- Mutual respect

- Reporting lines don’t matter; shared goals do matter for a true partnership
#2 Goal setting is a shared process

- Not just the number of students (or quality, or diversity, or equity, etc.) but Net Tuition Revenue (NTR)

- Joint accountability for success and/or failure of reaching goals
#3 All grants and scholarships are green!

- Fine if the admissions staff does merit award decisions and the financial aid staff awards need-based funds but collaboration and coordination are key.

- Fine if the financial aid staff awards all institutional aid but goals need to be shared, understood, and agreed upon.

- Not fine for awards given for different purposes (merit vs. need vs. performance vs. entitlement) to be given in isolation of how the whole package comes together.
#4 Data files must be merged for effective research

- Only way to determine if awards are effective and efficient.

- Aggregate and segment data through analysis.
Data Analysis Progression

No Data

Historical Data Captured & Retained But Files Not Merged

Data Files Merged But Strategic Questions Not Asked

Aggregate Data Analysis

Segmented Data Analysis

Regression Analysis

Strategic Use of Data

Modeling & Simulations

Aggregate Data Analysis

Segmented Data Analysis

Regression Analysis

Modeling & Simulations

(group data)

(individual data)
#5 Admissions builds its “case for affordability” using financial aid data

- Inability to talk about financing higher education is a major shortcoming.

- Use sample packages, income distribution, and average indebtedness.

- Students and families need to “see themselves” on the campus.
#6 Neither office should be focused just on new freshmen

- Transfers receive timely, appropriate packages. (Often a low priority in both offices)

- Retention targets are acknowledged as just as important as new student targets.

October 7-9, 2019   PASFAA 2019 – HARVESTING KNOWLEDGE
#7 Service to students is job #1

- Neither the admissions nor financial aid office is adding unnecessary steps to their processes.

- Communications (content as well as timing) are fully coordinated and complementary.

- Cross training on critical dates and processes, FAQ, etc. is updated regularly.
#8 Leaders from both office must “sit” at the planning table

- One or both are often absent from the pricing, budgeting, and enrollment decision making process.

- Front-line managers have their fingers on the pulse of the marketplace.
#9 Both offices must support each other, not compete for resources

- Tendency to hoard resources, not share.

- Most significant budget enhancement for admissions might be an additional financial aid staff member.
#10 Success (and failure) in meeting goals is a shared event

- If teamwork is championed, then the reward/penalty structure has to be based on the entire team’s importance rather than individual offices.
Questions????