



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

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PASFAA 2019 – HARVESTING KNOWLEDGE



#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!

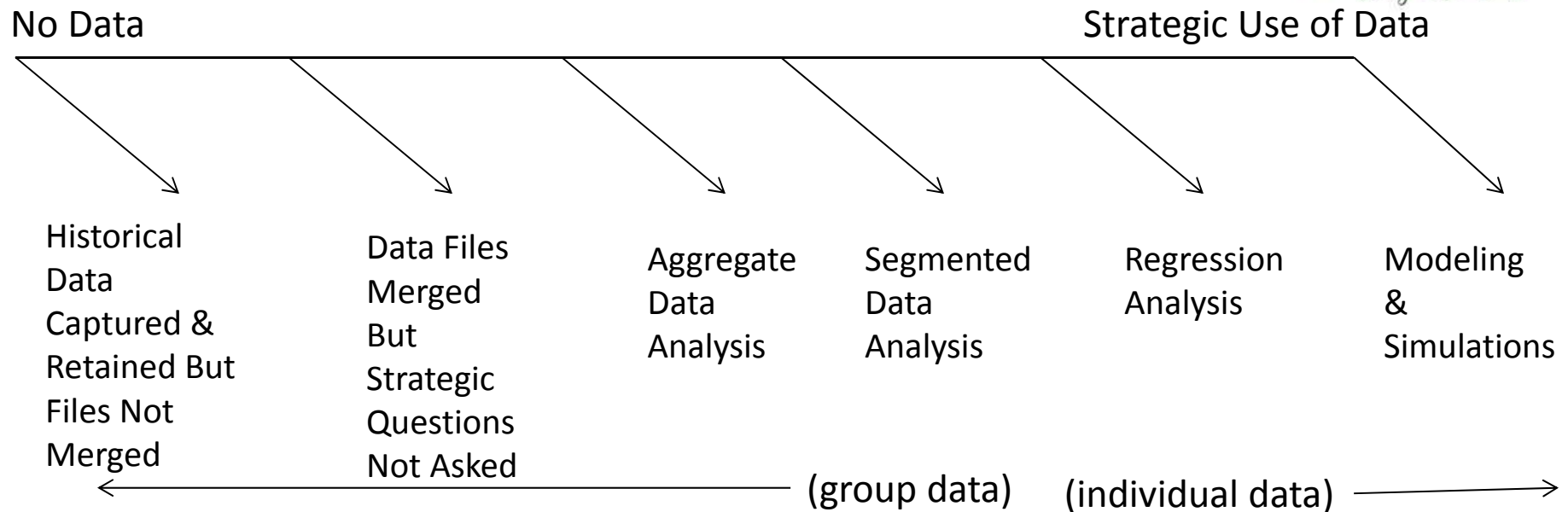
- Fine if the admissions staff does merit award decisions and the financial aid staff awards need-based funds but collaboration and coordination are key.
- Fine if the financial aid staff awards all institutional aid but goals need to be shared, understood, and agreed upon.
- Not fine for awards given 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



#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.

#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????