



**MAGUIRE  
ASSOCIATES**

*Advancing  
Higher Education  
Through Insight  
and Innovation*

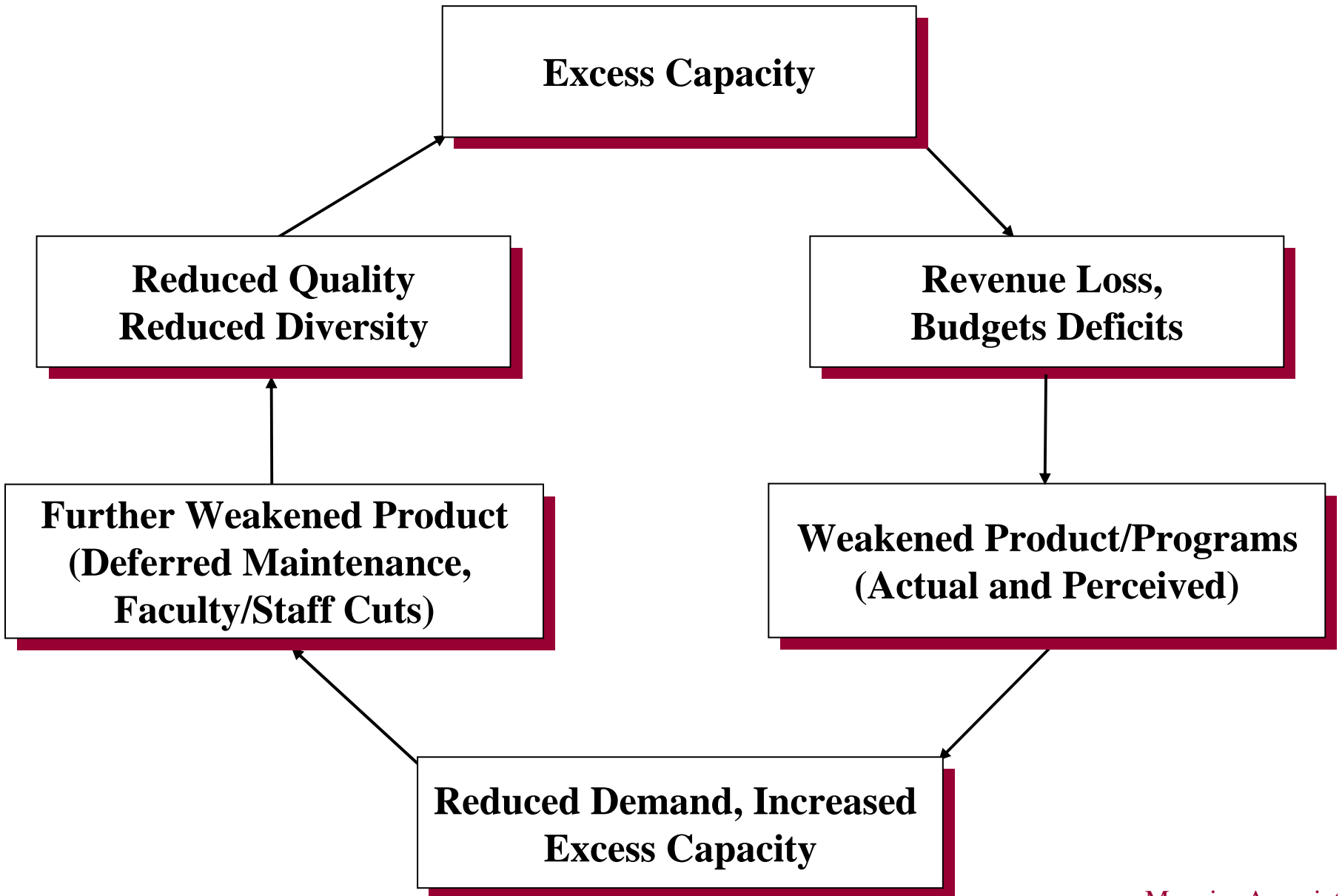
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# Using Financial Aid to Maximize Institutional Goals

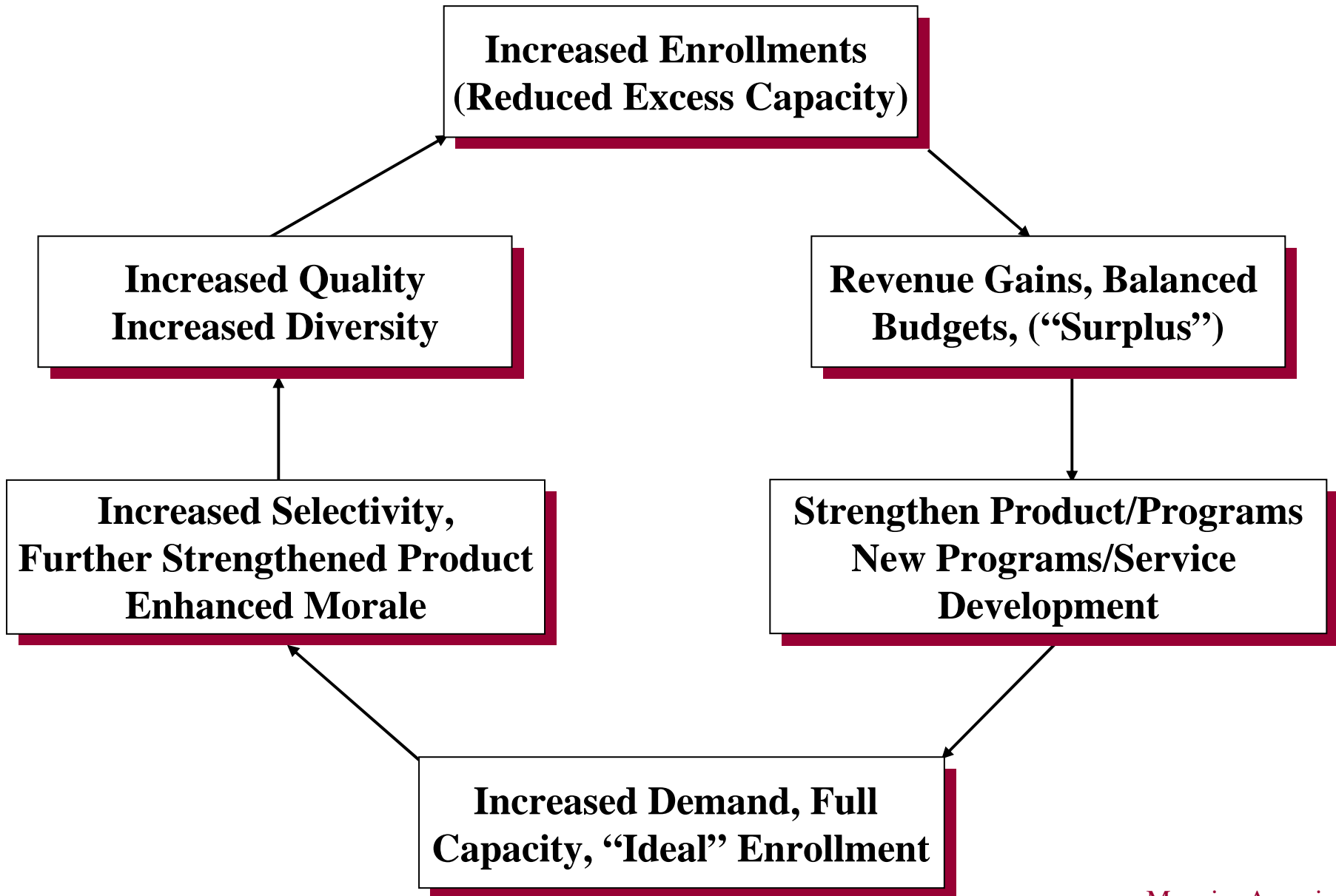
*Grant Thornton  
Executive Series  
November 14, 2000*

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# Vicious Circle



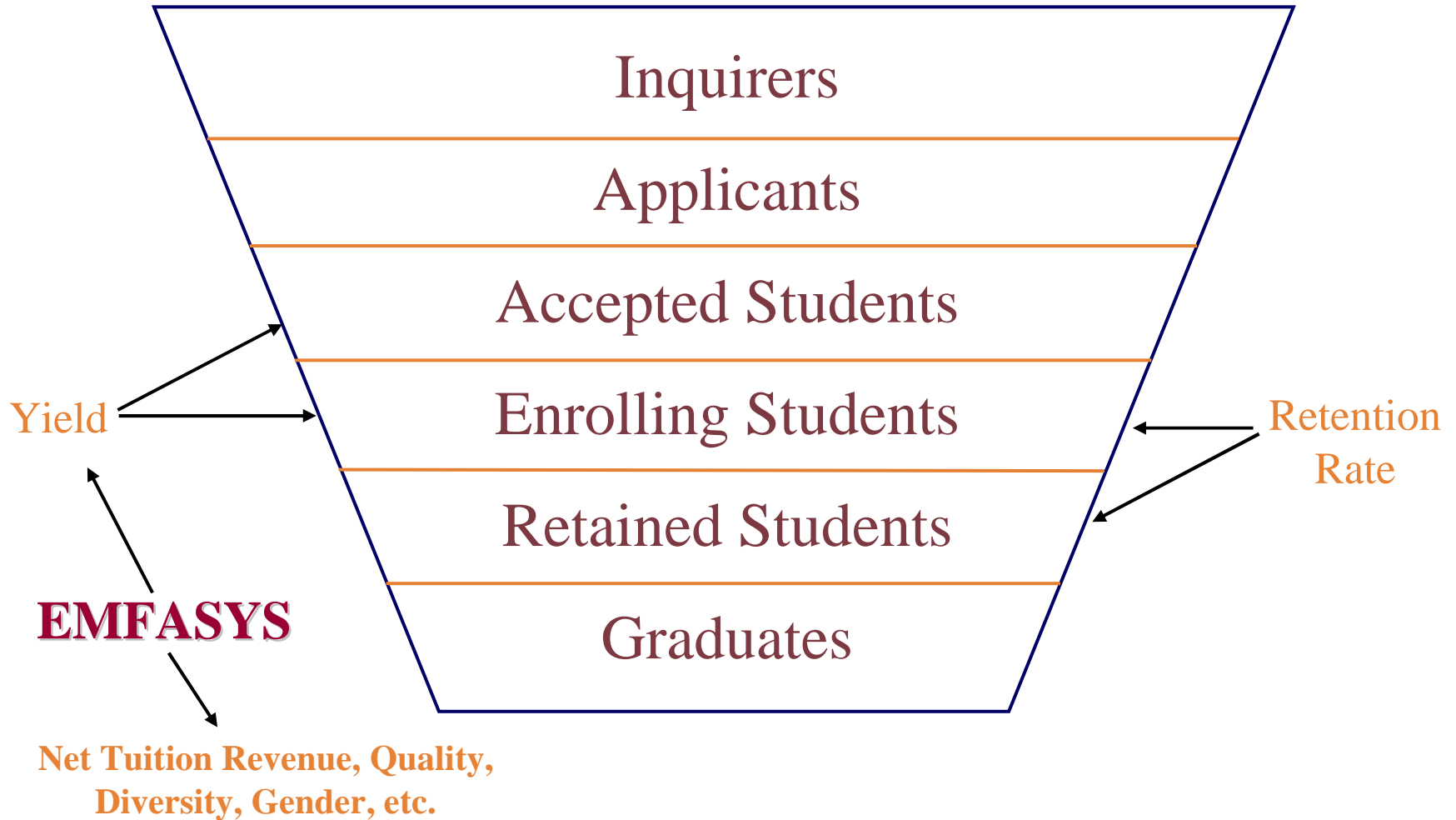
# Virtuous Circle



# Enrollment Management Forecast Analysis System: (EMFASYS)

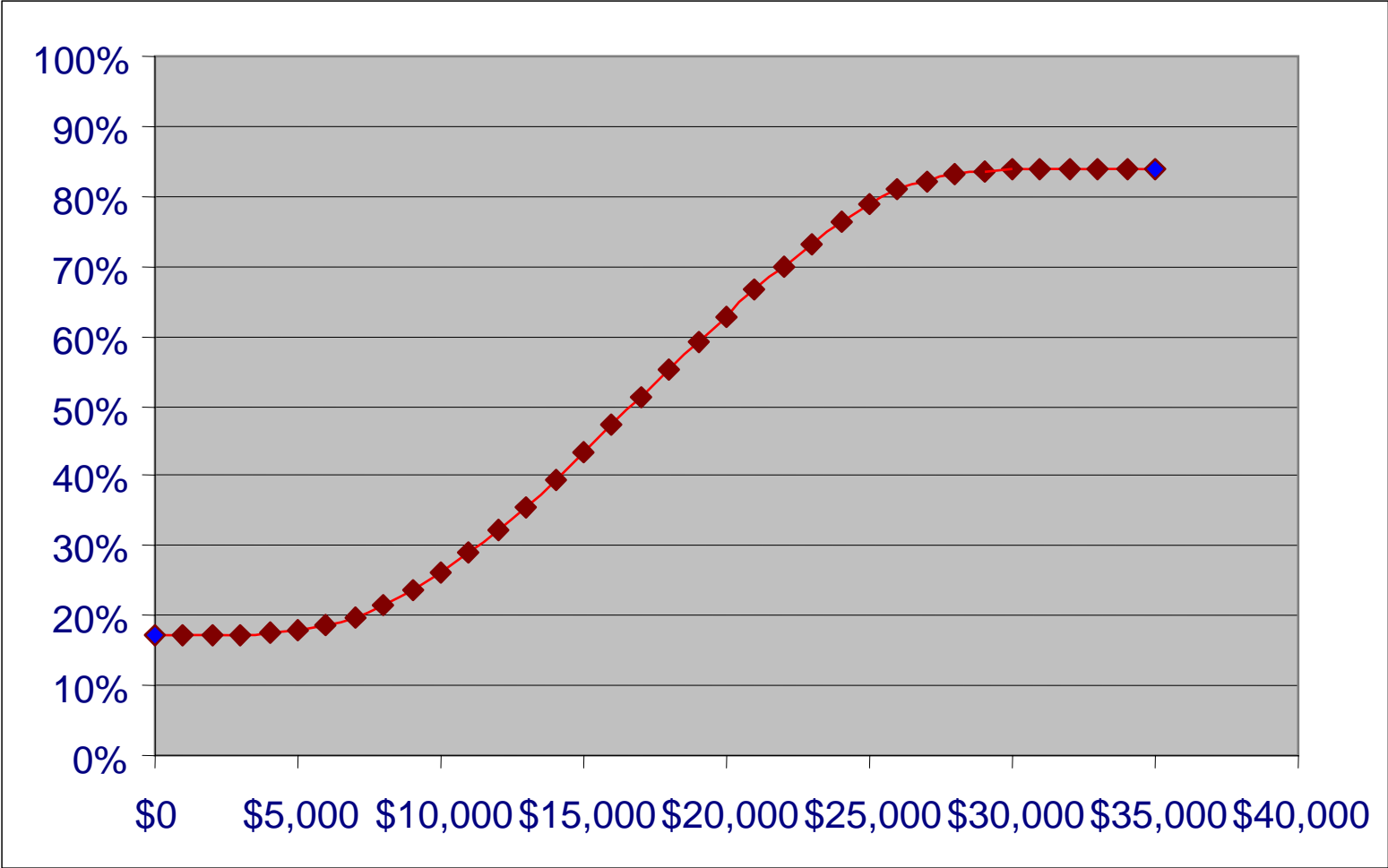
- A powerful strategic planning tool which helps institutions better understand their current opportunities for growth and change and gives them the information that they need to meet the many challenges posed by a rapidly shifting market.

# Enrollment Management Funnel Analysis



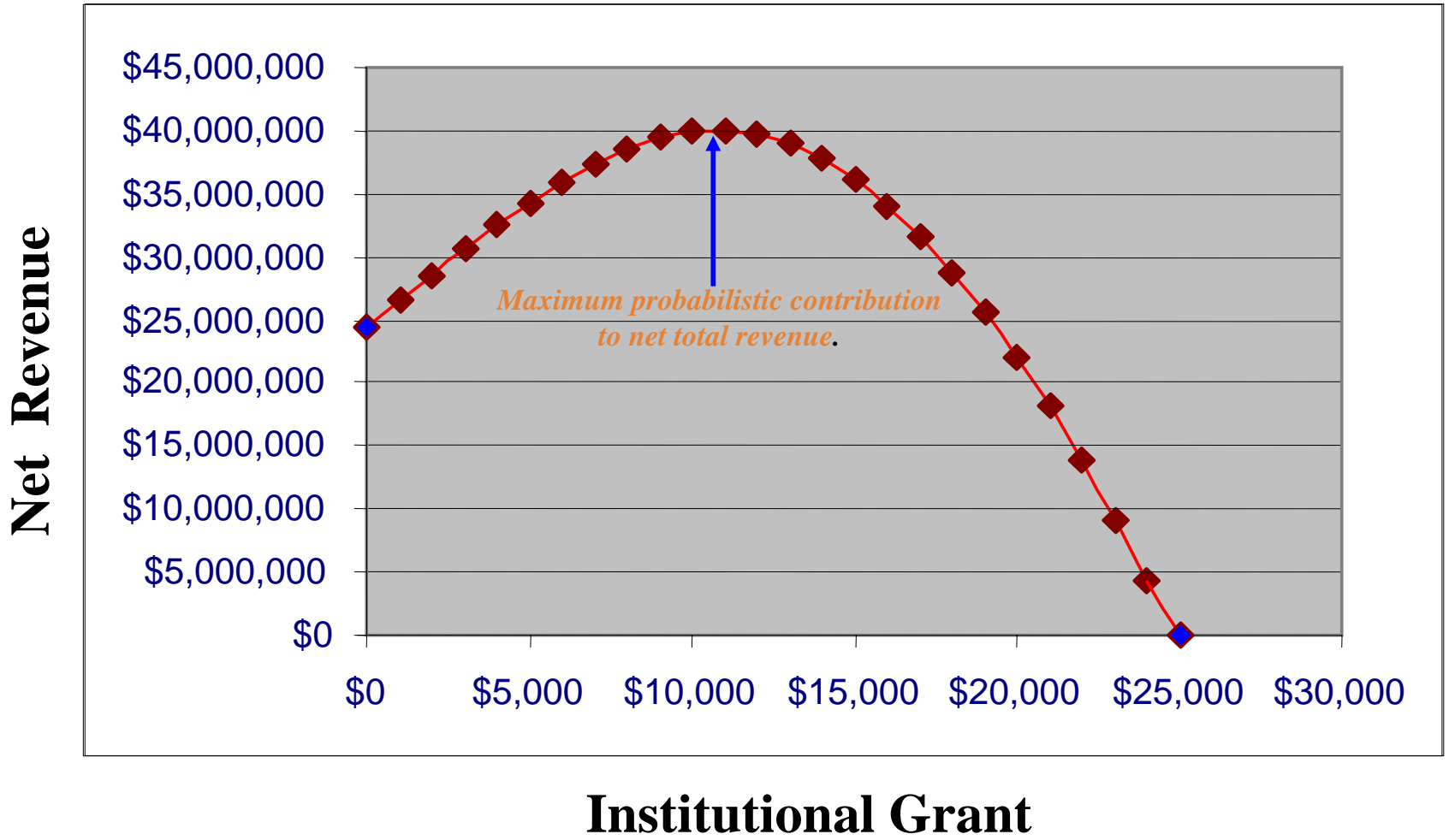
# Probability of Enrollment as a Function of Average Institutional Grant for a School with a \$ 35,000 COA

Probability Of Enrollment



Institutional Grant Amount

# Net Revenue as a Function of Institutional Grants for a School with a \$ 25,000 Cost of Attendance



# Midwestern University

## *Initial Equation*

<b>Coefficient</b>	<b>Variable</b>
<b>.0001954</b>	<b>Scholarship Amount</b>
<b>-.0559</b>	<b>ACT</b>
<b>-.9844</b>	<b>High School GPA</b>
<b>.3566</b>	<b>Date Student Applied</b>
<b>-.4415</b>	<b>Resident</b>
<b>.7941</b>	<b>Appealed Financial Aid</b>
<b>.4580</b>	<b>Filed a FAFSA</b>
<b>.2734</b>	<b>Legacy</b>
<b>.2840</b>	<b>In-State</b>
<b>.3706</b>	<b>Tele-counselor contact</b>
<b>.4166</b>	<b>Business Major</b>
<b>1.9498</b>	<b>Accepted into Honors Program</b>
<b>-.4220</b>	<b>Invited to Apply to Honors Program</b>
<b>.3503</b>	<b>Attended “Fall Open House”</b>
<b>.6508</b>	<b>Attended “Red Carpet Weekend”</b>
<b>2.8847</b>	<b>Constant</b>

# Midwestern University

## *Initial Equation*

### **Non-Contributing Variables**

**Gender**

**Athlete**

**Minority**

**Private High School**

**Religion**

# Midwestern University

## *Level I Equation*

### **COEFFICIENT VARIABLE**

.0002761 Scholarship Amount

-.0879 ACT Score

-1.1835 High School GPA

.3025 Legacy Status

.3713 In-State Resident

.4109 Business Major

2.0176 Accepted into Honors Program

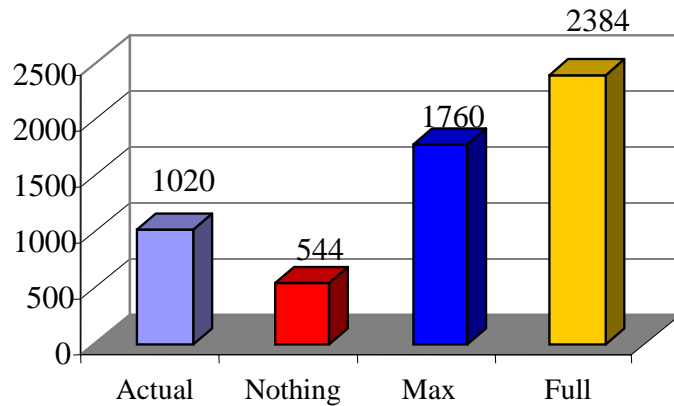
-.4597 Invited to Apply to Honors Program

4.548 Constant

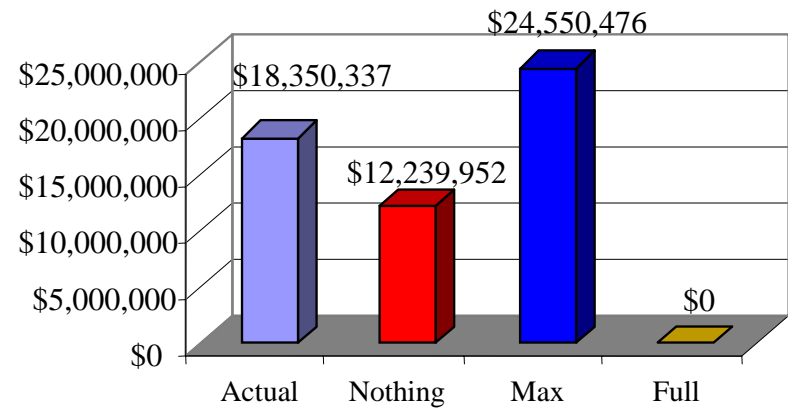
# Midwestern University

## Boundaries

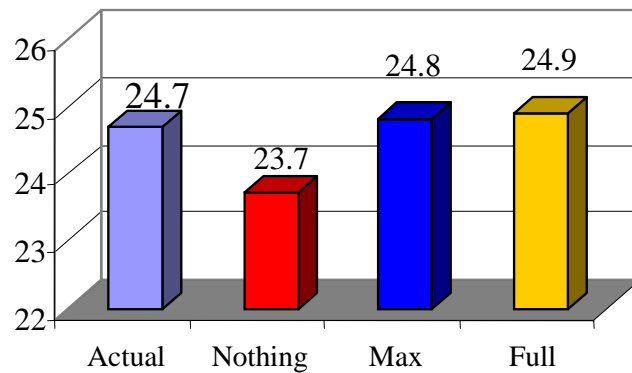
### Enrolled Students



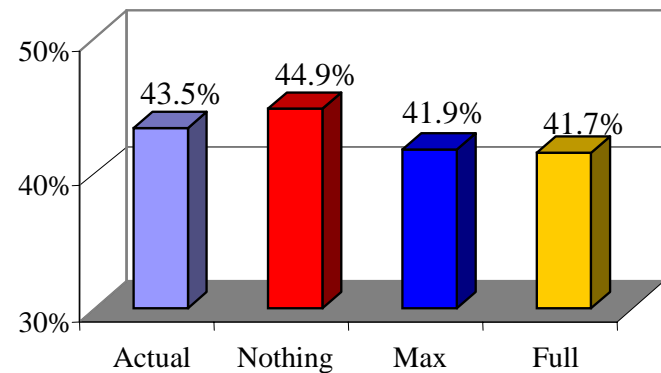
### Net Total Revenue



### ACT Score



### Percentage Male



# Midwestern University

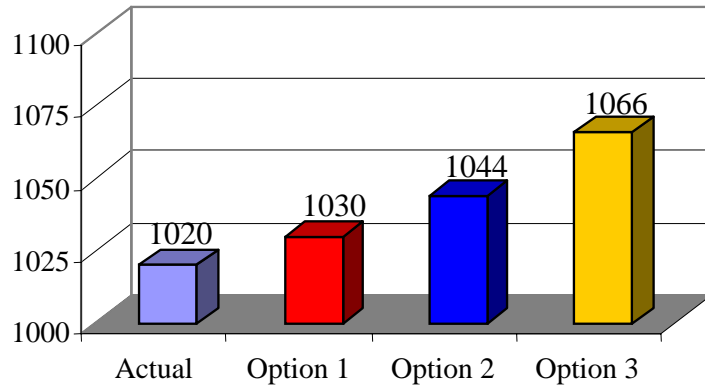
## Current Strategic Goals:

- Increase revenue
- Improve quality of students
- Increase minority enrollment
- Maintain gender balance

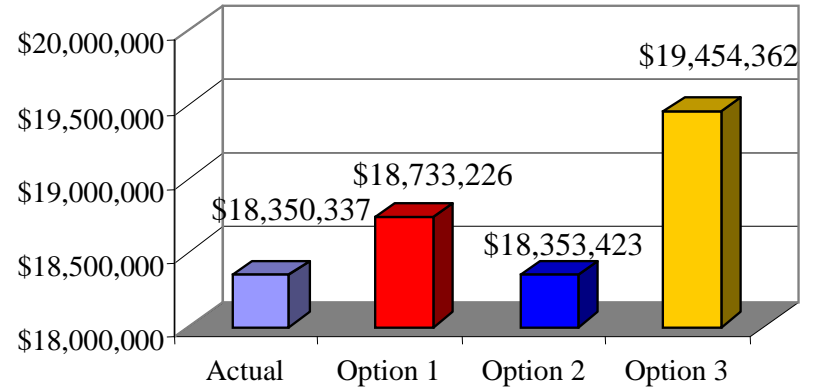
# Midwestern University

## EMFASYS TRADE-OFF OPTIONS

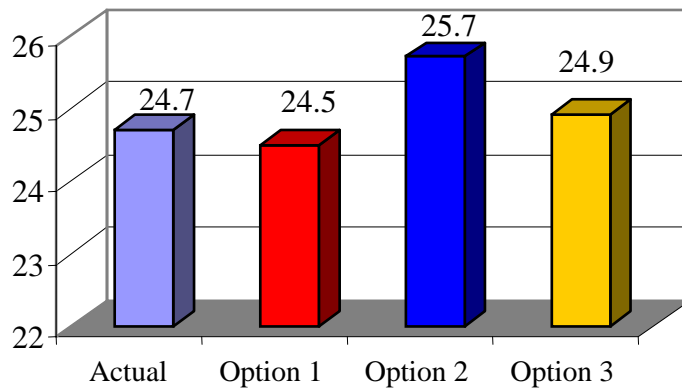
### Enrolled Students



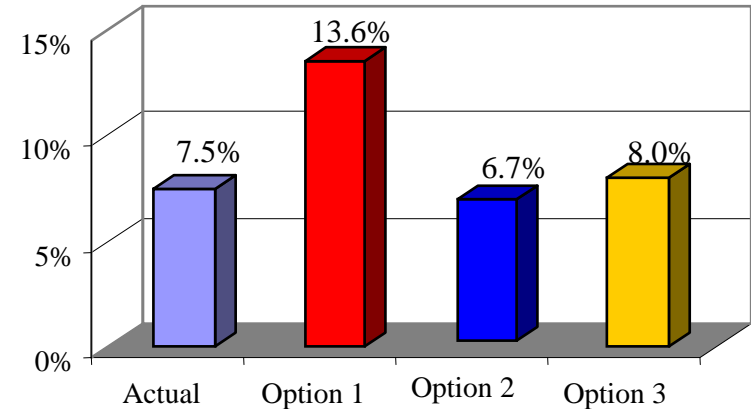
### Net Total Revenue



### ACT Score



### Percentage Minority Representation



**% Male:** Actual (43.5%), Option 1 (43.5%), Option 2 (44.6%), Option 3 (43.8%).

# Midwestern University

## EMFASYS TRADE-OFF OPTIONS

<b>CATEGORY</b>	<b>GOAL</b>	<b>1999 ACTUAL</b>	<b>2000 PROJECTE</b>	<b>2000 ACTUAL</b>
<b>Net Total Revenue</b>	<b>Increase</b>	<b>\$ 18.35 million</b>	<b>\$ 18.84 million</b>	<b>\$ 19.72 million</b>
<b>Enrollment</b>	<b>Maintain or Increase</b>	<b>1020</b>	<b>1031</b>	<b>1033</b>
<b>Quality (ACT)</b>	<b>Slightly Maintain or Improve</b>	<b>24.7</b>	<b>24.9</b>	<b>24.9</b>
<b>% Male</b>	<b>Maintain</b>	<b>43.5%</b>	<b>45.7%</b>	<b>46.4%</b>
<b>% Minority</b>	<b>Increase</b>	<b>7.5%</b>	<b>8.9%</b>	<b>9.2%</b>

# Challenges

- Setting institutional priorities
  - Revenue vs. profile vs. diversity vs. ...
- Timeline
  - Institutional budget vs. recruitment
- Communication
  - “locker room” talk
  - Siblings
  - NCAA

# More Challenges

- Fundamental Change
  - Non-need based/social justice
  - Equity vs. preferential packaging
  - Institutional commitment
- Oversimplification
  - But last year...
  - Business majors need not apply...
  - There goes diversity...

# Even More Rewards

- No comparative awards/bargaining
- Solid budget/revenue projections
- Meeting institutional goals