

Spring 2019



LEADING IN THE 21<sup>ST</sup> CENTURY

Nick Prewett, University of Missouri

Stoney Creek Hotel & Conference Center  
Johnston, Iowa

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LEADING THROUGH CHALLENGES

- Legislation and Regulation
- Effective Communication
- Technology
- Enrollment Management
- Adaptation



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# LEGISLATION & REGULATION

(AND POLITICS)



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## LEGISLATIVE ACTION IMPACTS EVERYONE



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## “POLITICS”

- What are the prevailing views?
  - Selection criteria
    - Who?
    - How much?
- Who are you representing?
  - Are you taking a position?
  - What does the institution gain from that position?
  - What do students gain from that position?
- Is higher education a public good or a private good?



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### ACCOUNTABILITY

- **Stewardship of scarce financial aid resources**
  - Pell Grants
  - Loan subsidization
  - Merit based aid
  - Need based aid
- **Determining:**
  - Who?
  - How much?
  - Selection criteria




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### ACCOUNTABILITY: PELL

- **Pell Grant**
  - Partisan issue in Washington
    - Federal budget hasn't been set in years, CR's determine funding levels
    - Higher Education Act Reauthorization, IF/When waiting game.
  - Expectation that colleges and universities will need to provide additional funding
  - Regulation updates
    - Shrinking eligibility pool
    - Maximum limitations on eligibility
    - Enrollment limitations on eligibility




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### LEADING: THROUGH THE COMMUNITY

- **State and local government interaction**
  - State committee representation
  - Active dialogue with legislators
  - Visibility at the capitol
  - Strong relationship with system campuses
- **Media outreach**
  - Newspaper
  - Television




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### REGULATORY ISSUES

- We are all stewards of federal, state and institutional funds.
  - Higher Education Act
  - Prior Prior Year - Early awards?
  - Perkins
  - One Grant - One Loan
  - 48 Disclosure Requirements



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### UTILIZE THE TOOLS AVAILABLE TO YOU



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### EFFECTIVE COMMUNICATION & ADVOCACY



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## WHAT FINANCIAL AID ADMINISTRATORS DO




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### WFAAD: STUDENTS & FAMILIES

- Administer financial aid programs
  - aid availability, qualifications, distribution, etc.
- Application processing
  - help students file FAFSAs, verify eligibility, etc.
- Financial literacy and debt management strategies
- Mitigate students' special circumstances
- Advocacy




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### CONSIDER YOUR AUDIENCE



#### UNDERSTANDING YOUR AUDIENCE

Not all awards are considered the same and distribution programs vary. Research the award rules to make sure you understand the rules and requirements for each award. Some awards are only available to certain students and some are only available to certain students.





**81%** of Missouri first-time college students receive some type of financial aid.

Receiving 66% percent of all Missouri students receive some form of aid other than loans.



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### TYPES OF FINANCIAL AID

WFAAAD is a combination of institutional grants, loans and work-study packages. Funds from WFAAAD, state university and private donors amount to more than \$441 million each year.

- Grants to students
- Loans for the full cost of students' education
- Grants for work-study
- Loans for work-study
- Grants to WFAAAD

### GET YOUR MONEY'S WORTH AT MIZZOU!

WFAAAD's Financial Officers provide quality, cost-effective financial aid to students, ensuring that the greatest number of students can attend Mizzou.

Student Group	Financial Aid Package
First-time freshmen	\$1,000 - \$1,500
Transfer students	\$500 - \$1,000
Graduate students	\$1,000 - \$1,500
International students	\$1,000 - \$1,500

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### WFAAD: THE INSTITUTION

- Enroll & retain students
  - manage processing and disbursement of funds to help students meet institutional costs
  - provide student employment opportunities
- Protect the institution
  - ensure compliance with laws and regulations
- Membership and participation in professional development provide opportunities for advocacy and professional development
- Advocacy

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### CONSIDER YOUR AUDIENCE

- SAP presentations to campus colleagues
- Sample financial aid packages
- Foundation/alumni support
- Increasing understanding of costs & options
- Annual report
- The art of saying no

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- WFAAD: THE COMMUNITY**
- Provide student employees
    - community service activities
    - math and/or literacy tutors
    - local business and economic development
  - Serve as a resource for
    - high school counselors
    - community-based college access programs
  - Educate the community, justify state funds
  - State and local policies, statutes, regulations
  - **Advocacy**




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- FOR YOU & YOUR OFFICE (AND FA PROS)**
- Descriptive statistics
    - aid applications and recipients
    - funding increases and decreases
    - Office contacts by phone and in-person
  - Justify institutional budget requests
  - Visibility as part of recruitment
  - Training and professional development
  - Leadership, vision, goals, strategy
  - Experiences of your staff & leveraging knowledge




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### COMMUNICATION STRATEGIES

- Don't speak ill of people or openly complain
- Be personable/likeable and be authentic
- Focus on your added value
- Have an open mind and listen
- Know what you're talking about and read between the lines
- Investigate, research, draft, edit, then respond



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### TECHNOLOGY

*"The human spirit must prevail over technology." – Albert Einstein*



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### TECHNOLOGY CHANGES, DO WE?

- Financial aid management systems drive our life and our yearly schedule
- Transactional systems versus analytical systems
- Automated communications
- Social media approach



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### CONNECT WHERE STUDENTS ARE

Happy National Best Friends Day! @bestfriends

The Family Support & Advocacy Center is a 501(c)(3) non-profit organization that provides support and advocacy for families of children with disabilities.

家園與陪伴計畫

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### KNOW YOUR DATA

- Buzz words: predictive analytics, discount rates, big data
- At-a-glance sheet for yourself, dashboards with up-to-date information
- Observe the data, find patterns
  - Increase in low-income students? Alert support services of potential increased demand




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### TRACKING STUDENT CONTACT

Student Contact Dashboard

Line Graph: Shows contact frequency over time, peaking in the middle.

Category	Value
Student Contact	1000
Faculty Contact	500
Staff Contact	200
Administrative Contact	100

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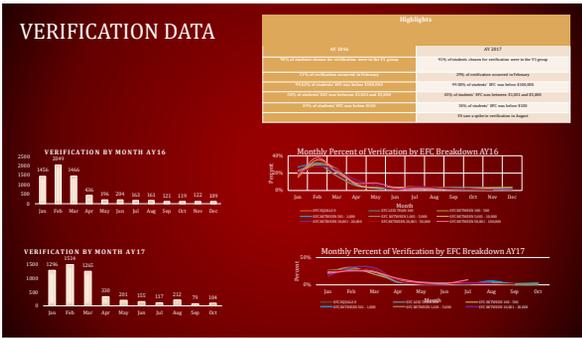
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## ENROLLMENT MANAGEMENT & DATA ANALYTICS

How to tell people what you do




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### IMPACT OF ENROLLMENT MANAGEMENT

- Affordability, cost structure, and pricing more important now than in the past in the college choice process
- Financial aid playing larger role in recruitment and retention
- Strategies/focus differentiated by sector
- Consider how much financial aid impacts individuals throughout the entire cycle




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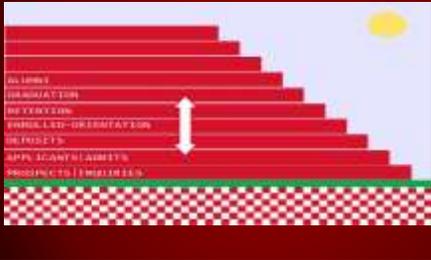
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### ENROLLMENT MANAGEMENT "FUNNEL"




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### STRATEGIC ENROLLMENT MANAGEMENT ROLE?

- Student retention initiatives
  - High impact practices
    - Targeted publications, phone calling campaigns
  - Intentional and coordinated advising
    - Collaboration with academic advising community
  - Aggressively promoting support services
    - Campus activities, social media engagement
- Streamlining processes and removing barriers
  - Instructional videos? Online forms?




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### FUNDAMENTALS OF ENROLLMENT MANAGEMENT

- Where is your institutional mindset?
- How does your school shape its marketing and recruitment? Stay on that message.
- How do you/Admissions engage Colleges and Departments? Alumni? Consistent messaging.
- What role does Financial Aid have in the Merit vs. Need-based aid discussion?
- Be at the table to influence the process.




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### WHAT ARE YOU LOOKING FOR?

- Find the data support your goals and objectives and how to plan to accomplish those
  - Increased academic profile, revenue, diversity, retention, student experience, residents?
  - What is most important and fits mission?
  - Know the profile of those succeeding
    - How might you replicate that in others?
  - Identify barriers and work to eliminate them
  - Campus-wide collaboration and buy-in



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### MORE INFO



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### ADAPTATION



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### PLANNING & IMPLEMENTING CHANGE

- Leadership support
- Data analysis and staff involvement
- Communication
- Implementation rollout
- Follow up and assessment
- Addressing barriers
- Celebrate accomplishments



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### PLANNING & IMPLEMENTING CHANGE

- Human capital is your greatest asset
  - People over processes first
- Relationships, trust, and leadership
  - The heart of the organization, leads to effective decision-making
- Structures and formal processes
  - Radical alteration ineffective and inefficient without trust and relationship-building



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### PERIPHERAL VISION

- Maintain a balanced operation with intense focus, but ensure you're assessing new threats or opportunities on the periphery at all times
  - Notice and interpret correctly, identify weak and ambiguous signals = early warning signs of impending change; make it your own
  - What are the current, prevailing views?
  - Entertain multiple hypotheses, adapt throughout



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QUESTIONS?

[prewettn@Missouri.edu](mailto:prewettn@Missouri.edu)



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