

Spring 2019



LEADING IN THE 21ST CENTURY

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LEADING THROUGH CHALLENGES

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



LEGISLATION & REGULATION
(AND POLITICS)



LEGISLATIVE ACTION
IMPACTS EVERYONE



“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?



ACCOUNTABILITY

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



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



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



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



UTILIZE THE TOOLS AVAILABLE TO YOU



EFFECTIVE COMMUNICATION & ADVOCACY



WHAT FINANCIAL AID ADMINISTRATORS DO




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



CONSIDER YOUR AUDIENCE



UNDERSTANDING YOUR AUDIENCE

Use this guide to understand the needs and expectations of your audience. This award letter is your opportunity to show your own institution's commitment to financial aid. Review the information on this page and make sure you are providing the most relevant information to your audience. Use the information on this page to make sure you are providing the most relevant information to your audience.





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.



TYPES OF FINANCIAL AID

WFAA is made up of a combination of institutional grants, loans and work-study packages. Funds from WFAA, 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 WFAA students

GET YOUR MONEY'S WORTH AT MIZZOU!

Mizzou's University of Missouri provides quality education across a wide range of disciplines, and the growing reputation of the institution. The University is the largest in the state and one of the largest in the nation.

Year	Number of Students
2010	~18,000
2011	~19,000
2012	~20,000
2013	~21,000
2014	~22,000



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



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





- 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**



- 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



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



TECHNOLOGY

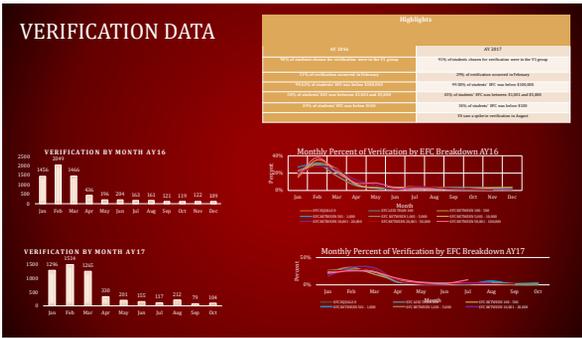
"The human spirit must prevail over technology." – Albert Einstein



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





ENROLLMENT MANAGEMENT & DATA ANALYTICS

How to tell people what you do

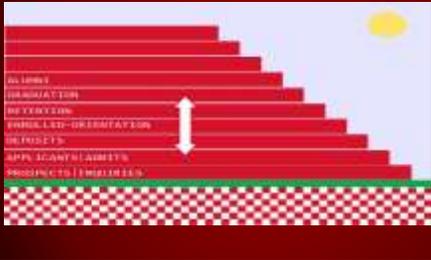


IMPACT OF ENROLLMENT MANAGEMENT

- 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



ENROLLMENT MANAGEMENT "FUNNEL"



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?



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.



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



MORE INFO



ADAPTATION



PLANNING & IMPLEMENTING CHANGE

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



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



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



QUESTIONS?

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