

Vanderbilt University
Leadership, Policy and Organizations
Class Number 3462
Spring 2006

Admissions, Financial Aid and College Access

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Course Overview

For any student, attending college involves a complex mix of choosing an institution, paying to attend the institution, and negotiating institutional pathways in order to graduate. Few professionals within institutions of higher education have responsibility for overseeing this entire process—instead, each function has traditionally been the domain of a separate division. This has changed with the advent of the set of practices known as enrollment management, and the creation of a profession responsible for enrollment management. Enrollment management has been identified by one expert in the area as “a comprehensive approach requiring integration of related functions to achieve optimum recruitment, retention, and graduation of students.”

This course deals with the topic of enrollment management in American colleges and universities. We will use our study of this area of higher education management to better understand each of the constituent parts of higher education admissions, financial aid and access. We will also place the field of enrollment management in broader context in order to better understand what it means to combine these once disparate elements of institutional administration.

The plan of the course is as follows: after an introduction, we will look at the growing field of enrollment management in order to understand its central concepts. We will then turn to several topics within this field:

Admissions

Financial Aid

Retention

College and University Finance

College Choice

Peer Effects

Governance

Curriculum

We will end by reconsidering some of the ethical and philosophical issues that the practice of enrollment management has brought to the fore in the field of higher education. The final class will be dedicated to presentations of students’ research.

Evaluation

Students' performance will be evaluated according to the following criteria:

Participation: 25 percent

Short Papers: 25 percent

Policy Memo: 20 percent

Final Project: 30 percent

Participation

Each students' active participation in reading and classroom discussions is vital. The grade in participation will be determined by the student's active participation in the class. There are many ways to participate, including active listening.

Short Papers

You will be asked to write two short papers on one week's readings and discussion. One of these papers must be turned in by 5 pm on March 3rd. The other one needs to be turned in by 5 p.m. on April 21st.

Policy Memo

You will be asked to write a detailed "options" memo to a college president and board of trustees who have hired you to revamp their system. You will need to gain an understanding of the institution under study and apply this understanding to several possible enrollment management scenarios. This will be due by 5 pm on March 31st.

Final Project

You will be split up into groups of two to prepare an enrollment management plan for an institution of higher education. Details of this project will be discussed in class. Groups will present their projects to the class. The project write-up will be due April 21st at 5 pm.

Texts

The texts for this class are all available on-line, either directly or through the class website on [OAK](#). Items in this syllabus are followed by a link to the reading—clicking on the link will take you directly to the reading.

Schedule

January 12

Introduction

Required Readings

Hossler, D. R. (2004). How enrollment management has transformed – or ruined – higher education. *Chronicle of Higher Education*, 50(34):B3 [Online](#)

Quirk, M. (2005). The best class money can buy. *Atlantic Monthly*, 296(4):128–134 [OAK](#)

Gladwell, M. (2005). Getting in. *New Yorker* [Online](#)

January 19

Overview of enrollment management, part I: the basics

Required Readings

Penn, G. (1999). *Enrollment Management for the 21st Century: Institutional Goals, Accountability and Fiscal Responsibility*. ASHE-ERIC Higher Education Report. Association for the Study of Higher Education, Washington, DC [Online](#)

January 26

Overview of enrollment management, part II: the not-so-basics

Required Readings

Coomes, M. D. (2000). The historical roots of enrollment management. *New Directions for Student Services*, 89:5–18 [Online](#)

Stewart, G. (2004). Defining the enrollment manager: Visionary, facilitator and collaborator. *The Journal of College Admission*, 183:21–25 [Online](#)

Noel-Levitz (2004). 2004 national enrollment management study. Technical report, Noel-Levitz [Online](#)

February 2

Enrollment management and the admissions process

Hossler, D. (1999). Effective admissions recruitment. *New Directions for Higher Education*, 108 [Online](#)

Desjardins, S. L. (2002). An analytic strategy to assist institutional recruitment and marketing efforts. *Research in Higher Education*, 43(5):531–553 [Online](#)

February 9

Enrollment management and financial aid

Heller, D. E. (1997). Student price response in higher education: An update to Leslie and Brinkman. *Journal of Higher Education*, 68(6):624–59 [Online](#)

St John, E. P. (2000). The impact of student aid on recruitment and retention: What the research indicates. *New Directions for Student Services*, 89:61–76 [Online](#)

Hossler, D. (2000). The role of financial aid in enrollment management. *New Directions for Student Services*, 89:77–90 [Online](#)

Horn, L. and Peter, K. (2003). What colleges contribute: Institutional aid to full-time undergraduates attending 4-year colleges and universities,. Technical Report NCES 2003157, National Center for Education Statistics, Washington, DC [Online](#)

February 16

Enrollment management and retention

Paulsen, M. B. and St. John, E. P. (1997). The financial nexus between college choice and persistence. *New Directions for Institutional Research*, 95 [Online](#)

Levitz, R. S., Noel, L., and Richter, B. J. (1999). Strategic moves for retention success. *New Directions for Higher Education*, 108 [Online](#)

February 23

Enrollment management and university finances

- Martin, R. E. (2002). Tuition discounting: theory and evidence. *Economics of Education Review*, 21:125–136 [Online](#)
- Martin, R. E. (2003). Pricing and enrollment planning. *Planning for Higher Education*, 31(4):29–37 [Online](#)
- Cross, R. G. (1997). *Revenue Management Hard-core Tactics for Market Domination*. Broadway Books (Chapter 3) [OAK](#)
- Russo, J. A. and Coomes, M. D. (2000). Enrollment management, institutional resources, and the private college. *New Directions for Student Services*, 89:33–46 [Online](#)

March 2

Enrollment management and the college choice process

- McDonough, P. M., Korn, J., and Yamasaki, E. (1997). Access, equity, and the privatization of college counseling. *Review of Higher Education*, 20(3):297–317 [Online](#)
- Hamrick, F. A. and Stage, F. K. (2004). College predisposition at high-minority enrollment, low-income schools. *Review of Higher Education*, 27(2):151–168 [Online](#)

March 9

No Class—Spring Break

March 16

In Class Exercise—Virtual University

Assignment for virtual university due.

No required readings—look at the [Virtual U](#) website.

March 23

Peer Effects in Higher Education

- Thomas, S. L. (2000). Ties that bind: A social network approach to understanding student integration and persistence. *Journal of Higher Education*, 71(5):591–615 [Online](#)
- Antonio, A. L. (2001). Diversity and the influence of friendship groups in college. *Review of Higher Education*, 25(1):63–89 [Online](#)
- Antonio, A. L., Chang, M. J., Hakuta, K., Kenny, D. A., Levin, S., and Milem, J. F. (2004). Effects of racial diversity on complex thinking in college students. *Psychological Science*, 15(8):507–510 [Online](#)

March 30

Enrollment management and governance of higher education

- Kezar, A. (2001). Organizational models and facilitators of change: Providing a framework for student and academic affairs collaboration. *New Directions for Higher Education*, 116:63–74 [Online](#)
- Kuh, G. D. (1999). Guiding principles for creating seamless learning environments for undergraduates. *Journal of College Student Development*, 37(2):135–148 [OAK](#)

April 6

Enrollment management and curricular issues

Hu, S. and Kuh, G. (2002). Being (dis)engaged in educationally purposeful activities: The influences of student and institutional characteristics. *Research in Higher Education*, 43(5):555–575 [Online](#)

Tinto, V. (1997). Classrooms as communities: Exploring the educational character of student persistence. *Journal of Higher Education*, 68:599–623 [Online](#)

April 13

Future Issues and Philosophical Considerations

Coutourier, L. (2005). The unspoken is being undone: The market's impact on higher education's public purposes. *New Directions for Higher Education*, 129:85–100 [Online](#)

Dixon, R. R. (1995). Enrollment management in the future. *New Directions for Student Services*, 71:71–98 [OAK](#)

Kirp, D. L. (2002). Higher ed inc.: Avoiding the perils of outsourcing. *Chronicle of Higher Education*, From the issue dated March 15,2002:B13 [Online](#)

April 20

Group Presentations