SWOT Analysis & Data Review
GRCC Enrollment Management Team - March 11, 2013

_Proposed change to enrollment cancellation: instead of canceling enrollment daily after the initial due date through the the point in time when late classes begin, cancelation would occur weekly between the due date and the first day of class, and then daily through the first week of classes, and then weekly until all late classes have begun._

DATA REVIEW

GRCC designates a tuition due date for each semester and subsequently conducts an initial enrollment cancellation after this date. Thereafter, tuition is due each day by midnight for classes enrolled in that day. This daily process runs until the late starting class for that semester have begun. Each time enrollment cancellation is initiated a preview list of students who are slated to have their classes cancelled is generated and reviewed by both the Cashiers Office and Financial Aid Office to determine if any students need to be held for various reasons (financial aid is in process, a hold need to be applied for cashier purposes, etc.). This process, including the enrollment cancellation procedures, takes an estimated 3 hours of staff time between the two offices.

The following is a summary of enrollment cancellations for an entire academic year.

FALL 2012
- In total, enrollment cancellation was run 42 times for the fall semester, and 8,941 students were pulled into the preview list. Of these, 2,285 student accounts were manually held, and 6,656 were dropped.
- 3,294 students were included in the preview batch for the initial cancellations process, and 2,775 students were actually dropped. As a result of this review, 1,149 student accounts were manually altered to prevent dropping.
- This initial drop accounts for 41.7% of all students dropped during the Fall 2012 semester.
- By the end of the week following the tuition due date, 60% of all drops had occured for the Fall 2012 semester. And by the end of the following week (11 business days after the initial due date) 76% of all drops had occured for the Fall 2012 semester.
- We are currently running queries that will reveal how many of the drops after the initial due date are duplicates of the same students – anecdotally, we know that students will continue to add the same classes day after day as a way to “hold” their classes until they have worked out their financial resources.
- Enrollment cancellation was run 42 times for the fall semester. This accounts for 126 staff hours to run this process.
- Under the proposed changes this would reduce cancellation in half (21 times, and a savings of up to 63 staff hours).

WINTER 2012
- In total, enrollment cancellation was run 36 times for the winter semester, 5,686 students were pulled into a preview list. Of these, 1,584 student accounts were manually held, and 4,102 were dropped.
- 2,156 students were included in the preview batch for initial cancellations process, and 1,624 students were actually dropped. As a result of this review, 532 student accounts were manually altered to prevent dropping.
- This initial drop accounts for 39.6% of all students dropped during the Winter 2012 semester.
• By the end of the week following the initial tuition due date, 64% of all drops had occurred for the Winter 2012 semester, and by the end of the following week (11 college business days after the initial due date) 85% of all drops had occurred for the Winter 2012 semester (*note this was a longer span of time due to winter break).
• We are currently running queries that will reveal how many of the drops after the initial due date are duplicates of the same students – anecdotally, we know that students will continue to add the same classes day after day as a way to “hold” their classes until they have worked out their financial resources.
• Enrollment cancellation was run 36 times for the winter semester. This accounts for 102 staff hours.
• Under the proposed changes this would reduce cancellation by more than half (16 times, and a savings of 60 staff hours).

SUMMER 2012
• In total, enrollment cancellation was run 46 times for the summer semester, 5,283 students were pulled into a preview list. Of these, 810 student accounts were manually held, and 4,473 were dropped.
• 1,974 students were included in the preview batch for initial cancellations process, and 1,760 students were actually dropped. As a result of this review, 214 student accounts were manually altered to prevent dropping.
• This initial drop accounts for 39.3% of all students dropped during the Summer 2012 semester.
• By the end of the week following tuition due date, 52.8% of all drops had occurred for the Summer 2012 semester, and by the end of the following week (11 business days after the initial due date) 50.7% of all drops had occurred for the Fall 2012 semester (these rates are significantly lower than fall and winter).
• We are currently running queries that will reveal how many of the drops after the initial due date are duplicates of the same students – anecdotally, we know that students will continue to add the same classes day after day as a way to “hold” their classes until they have worked out their financial resources.
• Enrollment cancellation was run 46 times for the summer semester. This accounts for 138 staff hours.
• Under the proposed changes this would reduce cancellation by more than half (21 times, and a savings of 75 staff hours).

SWOT Analysis of Proposed Change

STRENGTHS
• Students have an opportunity to enroll in courses and get their financial aid awarded to prevent the drop
• Assists students who need a little bit of extra time to come up with first payment installment or full tuition.
• Perceived compassion toward student’s financial situations
• Less staff hours running the enrollment cancellation process. This would include FA and Cashier’s Office (1.5 hours of FA and up to 2 hours for Cashier staff time saved each day that EC is not run)
• Students who are waiting for a FA award; if they enroll and get dropped then PS marks them in a way that causes automated packaging to skip them. Unless found manually and awarded manually they are not picked up unless they are enrolled for at least 48 hours for
all steps to update PS appropriately for awarding. Performing EC once per week would nearly eliminate this problem and less staff time spent on something that can be automated.

- Students who are already awarded FA and are Pell Grant recipients; Pell Grant is prorated based on enrollment level. There is an automated process that can be run to update Pell amounts based on enrollment changes but in order for the appropriate areas of PS to be updated there needs to be lead time of at least 24-48 hours after enrollment. These are currently handled each morning by a query and a staff member manually updating the Pell awards or placing a hold on classes until the proper processes can be run.
- Self-Pay students can guess at how much they may need to pay but until they register and all the fees are calculated it would be difficult for them to know exactly how much money they need. This change would give them lead time to secure funds and make a payment or sign up for the payment plan.
- Self-Pay/FA combo students would also have more time to know how much they actually owe because their FA would have time to adjust and pay to their account.
- Reduced postage and printing costs in mailing EnrlCanc notification postcards.
- Less rework of students being dropped and still wanting the classes.

WEAKNESSES
- This is a change in culture/behavior
- Awareness for staff/students
- Ties up courses that are not yet paid for
- If a particular course is closed, people who want the course have to wait longer to see if course opens- may be a deterrent to wait weeks at a time instead of days.
- Class management for Academic Associate deans may be more complex/difficult
- Depending on which day is selected for enrollment cancelation there could be students who still get caught in the scenario where there is not enough time to use FA to pay before they are dropped. For example, if EC is performed Friday Morning students would have a deadline of Thursday at Midnight to pay. Students registering on Thursday would still fall into the hurdles mentioned in Strenghts.
- Classes that students may be waiting for would drop less often, less opportunity for them to pick up the class. Although other than the First large EC the numbers of students waiting may be small compared to those that have funding and want the classes and just need a short time period for the funding to get to their account.
- Learning curve for students to learn a new process and to understand when their tuition would be due. May need updates or modifications to OSC to make alert of payment due date clear to students.
- Having changing due dates within the same term can be very challenging to communicate

OPPORTUNITIES
- Lessen staff time working on daily drop. Cashiers and FAO spend a great deal of time on the daily drop processes, and Counseling & Career Center in helping students re-establish a schedule
- Weekly drop gives student and FAO more time to process aid if student is “close” to being finished.
- Assist students in keeping their courses – better customer service
- More student friendly, less stressful registration and pay process would make the student experience in that area more positive.
- Walk in traffic and phone calls from students affected negatively by the daily Enrollment Center would be dimished allowing less wait time on the phone or in the FA Lobby.
• Notify students who have only made a partial payment (or that FA only covers a portion of their charges due) that their classes are in jeopardy of being dropped.

THREATS
• Revenue and section management – how would this be impacted?
• Challenges of communicating differing dues dates – due weekly, due daily the first week of classes, and then due weekly again