



**GOLDEN GATE UNIVERSITY**

**MARKETING AND ENROLLMENT MANAGEMENT**



# **MARKETING & ENROLLMENT MANAGEMENT RECAP**

**FISCAL YEAR REVIEW**

**2023 - 2024**

**Prepared By:**

**COURTNEY BORTON**

VP of Marketing & Enrollment Management

**PAT SHEA**

Director of Budget, Data, & Analysis

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# OVERVIEW OF NET NEW STUDENTS:

- **New Students increased in all three student categories for Core Schools, and we finished the year with 33%, or 247 starts more than the prior year.** We also introduced partnerships with Beacon and University Hub, who finished with 653 and 34 new students, respectively.
- **For Core Schools, Total Leads increased by 48%, and Total Applications increased by 96%. International applications were up nearly 200%**, about triple the FY 23 total. Admits increased 133% in total, and international admits were up 225%, or about 3.5x prior year.
- Domestic leads were up 33% and applications were up 21%. **New Starts increased by 13% overall.**
- For **GGU International, the Leads-to-Admitted students ratio increased by 13% YoY**, however, the sheer volume of admitted students inundated the staff, thus slowing the visa issuance process. As a result, the lead-to-enroll ratio for International dropped from 2.2% to 1.6%; however, we did see an overall increase in starts by 50%.
- While Military Impaction continued to slow the growth of Undergrad new students, **the Business School had a 73% increase in Military new starts YoY so the net new total for Core Military increased by 57%.**
- Despite the challenges of visa issuances and military impaction, **the overall Lead-to-Enroll for Core Schools held steady at 4%.**
- **Student Acquisition (Cost-Per-Start) decreased from \$2,445 in FY 23 to \$1,830 in FY 24 due to solid targeted marketing strategy for high demand programs and enrollment management organizational shifts and process improvements.**
- We are projecting a **13% increase in Core New Starts in FY '25.**

33%

Increase in New Student Starts

48%

Increase in Total Leads

96%

Increase in Total Applications

Business School had a

73%

Increase in Military New Starts

Projecting a

13%

Increase in Core New Starts for FY '25



## NET NEW STARTS OVERVIEW:

FY 24 Actual (Current Year)	FY 2024 Grand Total			
School	Domestic	Military	International	Total
Undergrad	59	12	14	85
Business-Ageno	204	331	176	711
Tax	124	2	3	129
Accounting	40	9	13	62
<b>Subtotal</b>	<b>427</b>	<b>354</b>	<b>206</b>	<b>987</b>
Law	60	2	5	67
Outlier	308	17	0	325
Beacon	0	0	653	653
University Hub	0	0	34	34
Worldwide	0	0	1,301	1,301
<b>Total</b>	<b>795</b>	<b>373</b>	<b>2,199</b>	<b>3,367</b>

FY 23 Actual (Previous Year)	FY 2023 Grand Total			
School	Domestic	Military	International	Total
Undergrad	66	21	5	92
Business-Ageno	159	191	114	467
Tax	134	7	4	145
Accounting	19	6	11	36
<b>Subtotal</b>	<b>378</b>	<b>225</b>	<b>137</b>	<b>740</b>
Law	81	2	9	92
Outlier	359	7	0	366
Beacon	0	0	0	0
University Hub	0	0	0	0
Worldwide	0	0	1,210	1,210
<b>Total</b>	<b>818</b>	<b>234</b>	<b>1,356</b>	<b>2,408</b>

YoY Core	13%	57%	50%	33%
YoY Total	-3%	59%	62%	40%



# OVERVIEW OF TOTAL ENROLLMENTS:

- While **new starts for Core Schools were up 33%**, Continuing Students were down 21%, primarily in Undergraduate, where we saw a 51% decline. This is primarily due to the fact that the vast majority of military students who were admitted in FY '21 and FY '22 began to graduate. Because of this, total Core Enrollments were down 12% overall. However, we expect to be back at FY '23 levels **by the end of FY '25, and we expect to see 10% growth year-over-year** thereafter.

- We also saw a drop in the student count for Law School by 29% due to the discontinuation of the JD Program.

- However, despite the decreases in the continuing Undergraduate Military and Law School students, **total enrollments were up 44% due to the Partnerships with UpGrad, Beacon, University Hub, and Outlier.**

# 10%

Year-Over-Year Growth Expected After FY '25

## UNDERGRADUATE NOTE:

- A "goal" was established for FY 23-24 based on minimum historical/un-scrubbed data from previous years/terms. In short, it was a "best guesstimate." Recently, the Marketing/Enrollment department launched an initiative to "clean up" data via additional filters and other measures to better understand the "closer numbers." After concluding the "operation clean up data" initiative, we found:

- Undergrad and other schools/colleges' previous enrollments were less than what was reported, and therefore, the Undergrad goal was set too high.
- Market conditions: Leads were 47% less than PY, resulting in new starts being down 55% from PY. Lead to Enrollment conversion was 3% in Fall '23 and Fall '22, so ultimately, it came down to market conditions.

Total Enrollments Were Up

# 44%

Due to the Partnerships With UpGrad, Beacon, University Hub, and Outlier



FY 24 Actual (Current Year)	FY 2024								
	FA 23			SP 24			SU 24		
School	New	Cont.	Total	New	Cont.	Total	New	Cont.	Total
Undergrad	30	306	336	29	222	251	26	159	185
Business-Ageno	270	614	884	228	701	929	213	671	884
Tax	41	196	237	46	116	162	42	152	194
Accounting	29	51	80	18	58	76	15	53	68
<b>Subtotal</b>	<b>370</b>	<b>1,167</b>	<b>1,537</b>	<b>321</b>	<b>1,097</b>	<b>1,418</b>	<b>296</b>	<b>1,035</b>	<b>1,331</b>
Law	60	229	289	4	257	261	3	124	127
Outlier	260	77	337	62	121	183	3	80	83
Beacon	78	0	78	319	78	397	256	395	651
University Hub	13	0	13	13	13	26	8	22	30
Worldwide	484	1,331	1,815	452	1,556	2,038	335	2,026	2,361
<b>Total</b>	<b>1,265</b>	<b>2,804</b>	<b>4,069</b>	<b>1,201</b>	<b>3,122</b>	<b>4,323</b>	<b>901</b>	<b>3,682</b>	<b>4,583</b>

FY 23 Actual (Previous Year)	FY 2023								
	FA 23			SP 23			SU 23		
School	New	Cont.	Total	New	Cont.	Total	New	Cont.	Total
Undergrad	50	544	594	21	494	515	21	369	390
Business-Ageno	196	676	852	167	693	860	124	623	747
Tax	65	211	276	28	144	172	52	185	237
Accounting	16	77	93	12	79	91	8	67	75
<b>Subtotal</b>	<b>307</b>	<b>1,508</b>	<b>1,815</b>	<b>228</b>	<b>1,410</b>	<b>1,638</b>	<b>205</b>	<b>1,244</b>	<b>1,449</b>
Law	86	302	388	4	353	357	2	209	211
Outlier	0	0	0	143	0	143	223	44	267
Beacon	0	0	0	0	0	0	0	0	0
University Hub	0	0	0	0	0	0	0	0	0
Worldwide	233	220	453	394	453	847	583	847	1,430
<b>Total</b>	<b>626</b>	<b>2,030</b>	<b>2,656</b>	<b>769</b>	<b>2,216</b>	<b>2,985</b>	<b>1,013</b>	<b>2,344</b>	<b>3,357</b>

YoY Core	21%	-23%	-15%	41%	-22%	-13%	44%	-17%	-8%
YoY Total	102%	38%	53%	56%	41%	45%	-11%	57%	37%



# DEEP DIVE: ANALYSIS OF ENROLLMENT

## SPECIAL ANALYSIS OF NET NEW STUDENTS THAT DROPPED FINDINGS:

- On average, for Core schools, we have about 120 students each term, about 40 new and 80 continuing, that register at some point during the term and then drop for whatever reason. Pat Shea went through and deleted ones that deferred their new start to the following term and left only those who registered and then dropped later.
- The reason Pat felt this analysis was important is that it shows that we could have had 121 more new starts in Core this year. Overall, **our new start growth will be 33% (743 to 987)**, but we recruited and registered 121 more, and they just dropped.

## OPPORTUNITIES AND DISCUSSION FOR LEADERSHIP TO CONSIDER FOR REGISTRATION & FINANCIAL AID:

The process for registration with Academic Advising has an opportunity to be refined more based on:

- **Outreach strategy**
- **Orientation revamp** (required and regulated to prepare students)
  - Academic Advisors are hearing the following from students
    - » Degree planning challenges
    - » More balanced workload
    - » Course scheduling challenges (late course scheduling makes it challenging for AA and students to plan pathways to completion). There are options and tools we can consider helping us.
- **Financial Aid** has an opportunity to be refined and revamped. Also, need to consider:
  - Deadline considerations. This is a big one that Gaby and team would like to enforce to set up our students successfully. Including **changing the tuition deadline.**



## UNDERGRADUATE ANALYSIS:

- **Cost, Time, and Flexibility are Key.** The majority of leads are interested in fully online; however, the other large population of leads are VA and require hybrid.
- **Program Structure & Tuition Consideration:**
  - Consider adding a tuition calculator to the website – Students are confused about the “total” cost. The flat tuition showcased on the website is too low as it is a higher amount when you do the total calculation.
- **Tuition Reduction** – we are currently not competitive enough compared to our competition.
- **Program Structure** – receiving feedback from students that it is difficult to understand. For example, the total # of courses and length. Students are asking how fast they can complete, and we are unable to give that information because of the inconsistency in the offered course modality every semester.
- **Add more online programs to undergraduate portfolio.** Currently only offer 8 programs. Consider launching programs such as: **BS in Computer Science, Sports Management, Project Management.**

## UNDERGRADUATE OPPORTUNITIES:



TO UNDERGRADUATE PORTFOLIO.



COMPUTER SCIENCE



SPORTS MANAGEMENT



PROJECT MANAGEMENT



## INTERNATIONAL ADMISSIONS ANALYSIS:

### • Operational Improvements Made:

- Many improvements have been made over the past 7 months. Key areas to call out are admissions decision turnaround and I-20 issuance:

- » **Refined admissions process for international partnerships. Today, the international admissions team is now able to provide a 24-48 hour turnaround of admissions decisions to UHub and Beacon. Note:** To sustain this turnaround, we need to do additional resource analysis planning. The team is currently at capacity, and sustaining this pace will be challenging.
- » I-20 Issuance: I-20s moved to Enrollment Management as of May 1st. The backlog was cleaned up by May 15th. As of today, the **I-20 turnaround is within 24 hours due to appropriate resource allocation and new processes within the admissions operations.**

### • Opportunities/Risks to discuss and work through:

- Increase in fraudulent documents that include:
  - » There is a high volume of bank letters that do not have contact info or letterhead/logo. Stamps and signatures are wrong. Unable to verify banks online.
  - » Identical signatures on I-20s from Agents, AI being used for SOPs, and bank letters without contact info.
  - » High volume of applications coming from Agents that are not sending complete files. This is creating more work for our internal admissions team.
- Over 1k students admitted within international that are eligible to admit I-20s however, we are STILL on hold for the required financial documents.
- English proficiency requirements have come up with some Deans and should be discussed further as we are seeing an increase of students that do not have adequate English proficiency according to the faculty.
- Increase volume of term-to-term transfer out non-payment. 30-45% of de-reg students are international. Meaning, we are issuing I-20s to come to GGU and students have not paid tuition yet and transfer out before they get dropped. Need to review recommendation of due dates for payment.

Refined admissions process for international partnerships are now able to provide

**24 - 48**

Hour Turnaround Time

# CREATIVE & WEB STRATEGY REVIEW:

## CREATIVE

- **Marketing** – Design and copy for 50+ digital marketing initiatives including paid social media and paid search
- **Marketing** – 52 programmatic image carousels for organic social
- **Marketing** – Design and copywriting of 41 landing pages in WordPress
- **Fact Sheets** – 12 faculty approved fact sheets for supporting programmatic marketing
- **Brand** – 10 brand level email templates, copy and design
- **Campaign Emails** – 12 programmatic email templates, copy and design
- **SEO and Metadata** – Creation and optimization of SEO content across ggu.edu improving search and visibility
- **GGU Worldwide** – Creation of brochures and web content for use by international team
- **GGU Commencement Support** – Program for general and law, website content
- **Ongoing Campus Week Support** – 6+ sets of promotional content and website content support
- **Ongoing brand support** – Business Cards, presentation templates, logo design, brochures, other miscellaneous content as requested





**PROGRAM SPOTLIGHT:**

Master's in  
**COUNSELING PSYCHOLOGY**

ONLINE | HYBRID

**ABOUT THE PROGRAM**

The Master of Arts in Counseling Psychology program provides students with the academic and clinical training required to practice relationally informed clinical work and prepares alumni for employment in a variety of mental health settings, including community mental health agencies, hospitals, schools, and private practice.

**Quick FACTS.**

- ▶ 60 credits
- ▶ Online or Hybrid Courses
- ▶ No GMAT/GRE Required
- ▶ Taught by Industry Experts
- ▶ Start in Fall, Spring, or Summer

**CAREER OUTLOOK**

Counselors and mental health professionals are currently in high demand across a variety of industries, with an estimated 281,600 job openings each year, on average, through 2032.\* Potential career paths for graduates include:

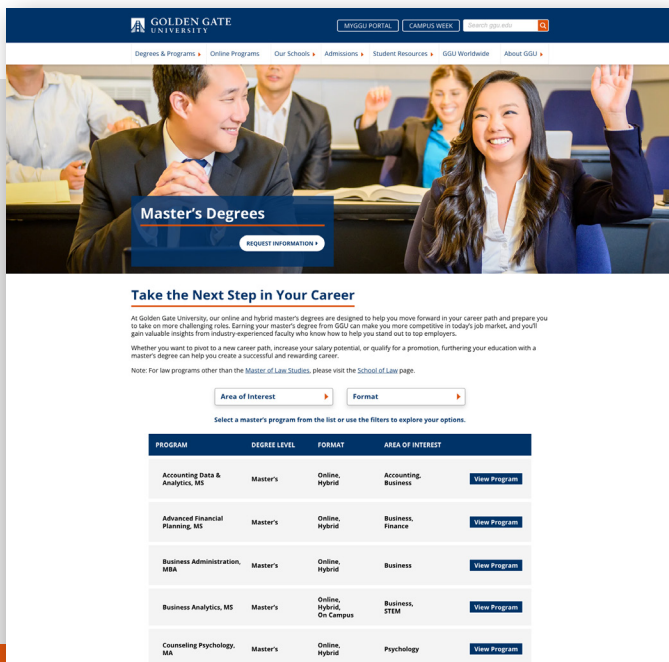
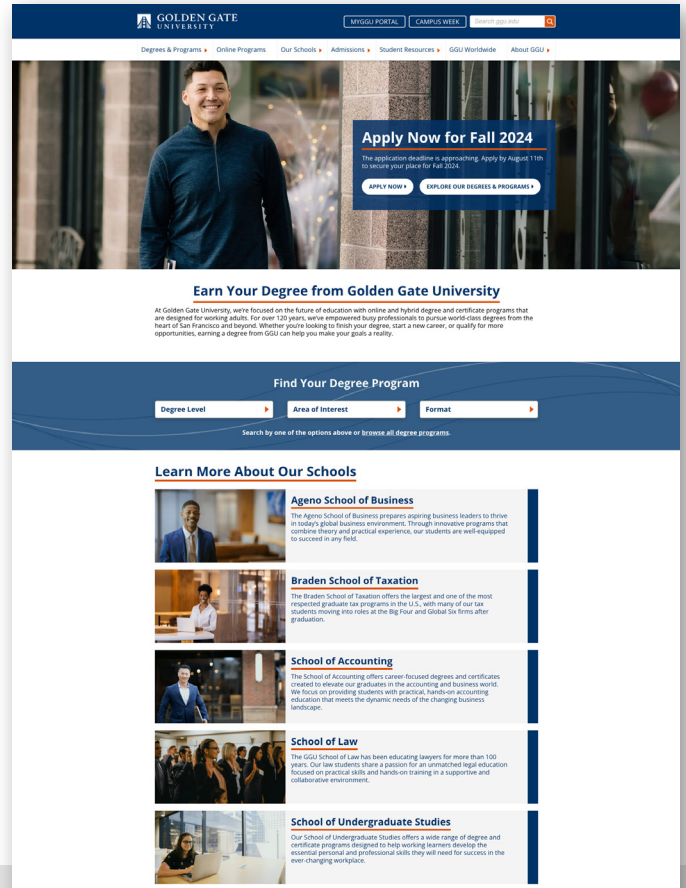
- ▶ Marriage & Family Counselor
- ▶ Health Psychologist
- ▶ Clinical Social Worker
- ▶ Organizational Counselor

“GGU has really lived up to its promise of offering real-world, practical learning that you will apply right away. I worked with wonderful professors, and I love that they brought their practical field experience to the learning process.”

**NADIA KWALICK EVANS,**  
MA COUNSELING PSYCHOLOGY GRADUATE

**WEB**

- **ggu.edu Website** – Design and launch of new ggu.edu website (Sept '23) on WordPress CMS and integration with existing Recruit CRM system
- **ggu.edu Website** – Ongoing support, maintenance and UX improvements for website including 250+ website updates and change requests from faculty, registrar, schools, and other departments across GGU
- **my.ggu.edu** – Working with GGU ITS to shut down my.ggu.edu and remove all legacy content to new website
- **Salesforce Development and Support** – Integration of Salesforce into ggu.edu website including RFI forms
- **Marketing Cloud Support** – Support with Marketing Cloud integration and journey building
- **Planning for ggu.edu Website Phase Two – Next steps include:**
  - Secondary Navigation allowing for microsites and departmental subpages
  - Faculty Bio Tool and Index
  - Newsroom (University and Departmental)
  - Events Calendar Tool
  - Webinar Hub/System
  - Course Schedule Migration
  - Improved UX (User Experience)
  - Improved Website Search and Metadata



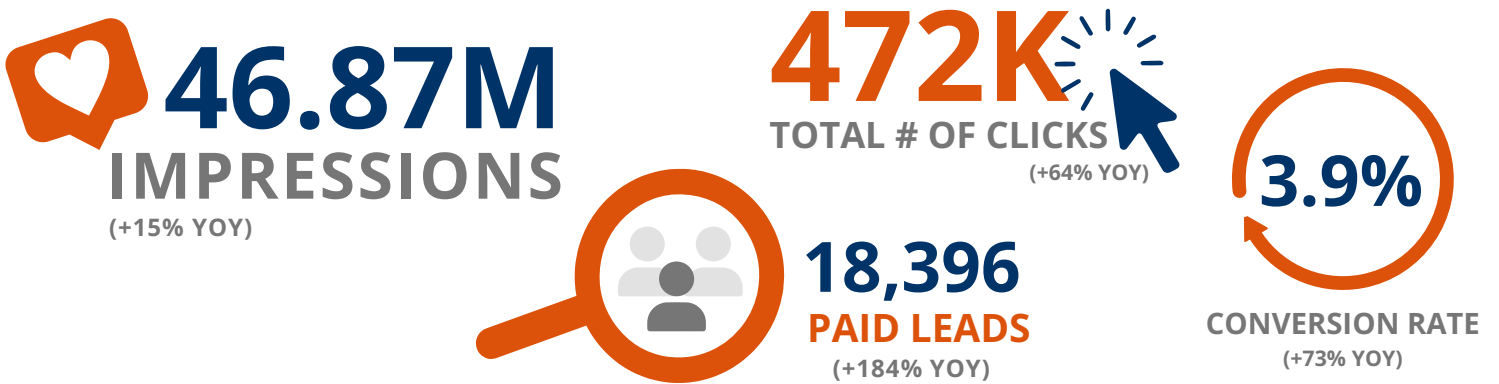
**SOCIAL MEDIA FY 23 - 24**



**WEB TRAFFIC FY 23 - 24**



**PAID MEDIA FY 23 - 24**



**PR ACTIVITY FY 23-24**

Worked with GGU PR agency to manage JD program closure, to amplify NBS Nightly News featured GGU undergrad, and to secure GGU placement and Provost quote in the SF Chronicle reporting about higher ed in downtown San Francisco.