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Presenters



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Vice President of Athletics
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The Landscape

- A myriad of challenges face the higher education sector.
- 2,832 four-year colleges and universities in the U.S.
- 1,104 NCAA member institutions.
- 438 Division III member institutions.



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Focus on Division III

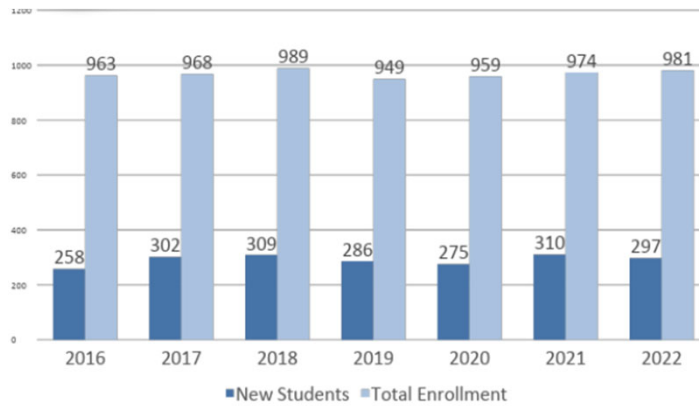
- One-third of institutions experienced a 20% or greater decline in initial enrollment over the past three and five-year periods.
- More than half of institutions experienced a 10% or greater decline.
- All institutional types.
- The proportion of student-athletes in the enrolling classes remained stable or increased for more than 90% of institutions over the same time periods.



Holly Sheilley

VP/Director of Athletics

Enrollment



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Athletic Enrollment



25% to a little over 50%
in less than 10 years.

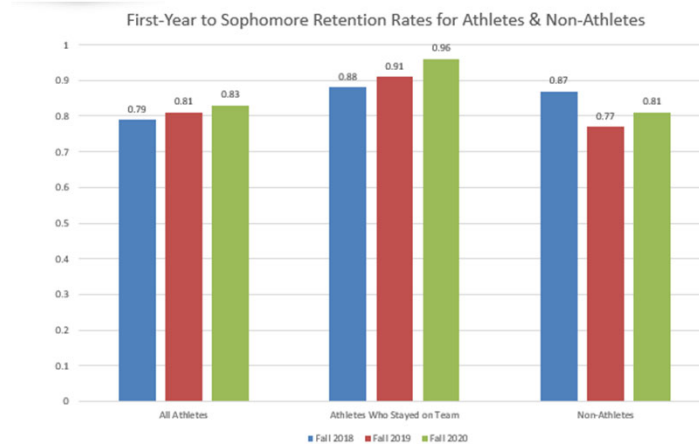
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Retention



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Reasons for Students Leaving



- Academic performance is poor and/or below expectations.
- Finances.
- Physical or mental health issues.
- Difficulty with fit / did not find a social support network.
- Student changed major to something we do not offer.

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Management



- Recruitment, retention and budget control are main goals.
- Resources for success are critical.
- Constantly assessing.

Goals



- Discussed at the beginning of the year and part of yearly review.
- Tracked throughout the year.
- Data driven.

Recruitment Resources



Relationship with Admissions; same system for CRM:

- Prospect and Recruit reports for teams.
- Deposit and Admit reports.
- Questionnaires that link to CRM.
- Frequent conversations about visits, updates from financial aid, admissions.
- Selling points of university.

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Resources



Retention requires strong ties on campus:

- CARE Team.
- Academic Dean's Office.
- Student Wellbeing Office.
- Sports Medicine/Sport Psychology.
- Academic support systems.

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Success



- No surprises.
- Athletics is crucial to our enrollment.
- Athletics has been a key mover in bringing diversity to campus.
- Athletic experience.

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Challenges



- Need to do more with less.
- Concussions and mental health are playing a role in retention.
- Success of department does depend on how the university is adapting to change.

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Athletics, Enrollment & Retention

Public Colleges & Universities



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A Bit of History for BSU



- After a period of significant growth through 2013, decline in enrollment of UG students since 2017.
- In 2012, four coaches with a full-time presence, 14 with a part-time presence.
- 2012 – No emphasis on S/A as an enrollment driver.



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Enrollment Trends - MA

	Fall 2012	Fall 2017	Fall 2021	+/- since 2012	+/- since 2017
BSU	9,294	9,139	7,900	-15%	-14%
MA State Universities	41,841	40,976	36,053	-14%	-12%
UMass System	53,901	56,715	56,857	5%	0%
Comm College	100,798	83,397	67,685	-33%	-19%
Public System	196,540	181,088	160,595	-18%	-11%



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Enrollment Trends - BSU

Level	Region	Fall 2012		Fall 2017		Fall 2021	
UG	Massachusetts	9,294	96%	9,139	96%	7,900	94%
	Other New England	205	2%	194	2%	281	3%
	Other U. S.	83	1%	90	1%	122	1%
	International	53	1%	39	0%	31	0%
	Unknown	49	1%	96	1%	35	0%
	Total	9,684	100%	9,558	1	8,369	100%



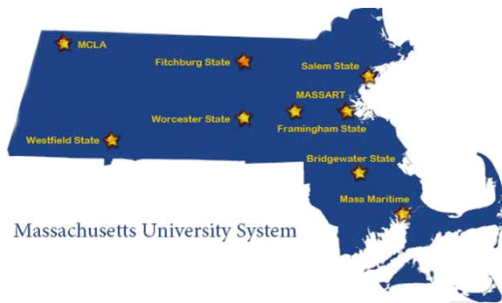
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Enrollment Strategies 2012



- Regional public university within Massachusetts.
- State / region was informally divided up between the state universities.
- Athletics was *not* an enrollment driver – S/A accounted for 5% of total UG enrollment.
- Part-time coaches.



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Enrollment Strategies 2022

	2017	2022
IN-STATE	463	419
OUT-OF-STATE	41	100
TOTAL	504	519
OUT-OF-STATE %	8%	19%

- Shifting focus to out-of-state and out-of-region.
- NOT for enrollment numbers but to increase RESIDENT student numbers.



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Enrollment Strategies 2022

- Increased number of head coaches with full-time presence (2017 = 4; 2022 = 10).
- Increased expectations for recruiting – i.e., “on the road” in-person recruiting.
- Increased recruiting budgets (2012 = \$2,500 total; 2022= \$12,000).
- Recruiting Coordinator.



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Retention Strategies

- Associate Director of Athletics for Student-Athlete Welfare.
 - Academic coaching.
 - Liaison with Student Success Center, Academic Achievement Center, Student Accessibility Services.
 - Leadership Development programs (BEAR UP! Frosh Workshops, etc.).
- Faculty Mentor Program.



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Accountability

- Data Driven expectations and accountability.
 - Retention / graduation rates since 2010.
 - Gender.
 - BIPOC.
 - First generation student.
 - Low-income status.



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Success / Challenges

- Successes:
 - Increased emphasis on out-of-state has helped to identify additional resources and full-time staffing.
 - Scaled up Student Athlete Welfare to University Navigators.
- Challenges:
 - Increased attention to year-to-year accountability.
 - Moving closer to a “private” recruiting model.



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Adrian College Athletic Enrollment Plan



Building your enrollment using
your athletics department

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The Perfect Storm

THE PROBLEM:

Many colleges are struggling because of falling enrollment, the demographic “cliff,” COVID, increasing costs, competition, affordability and people questioning the value of higher education.

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The View from 35,000 Feet

- Number of small private colleges in America: **1,367**
- Private colleges with an enrollment of fewer than 1,000 students: **690**
- Average cost: **\$49,870**
- Number of colleges with endowment over \$500M: **52**
- Number of colleges with endowments less than \$500M: **1,315**
- Average endowment: **\$112.5 million**

Source: *<https://nces.ed.gov/ipeds>

“We See The Problem... It Is Us!”

Adrian College 2005:

- 840 students.
- \$1.3 Million operating deficit.
- Deferred maintenance.
- Low morale.
- Underpaid employees.
- Sinking quickly.

How Did We Grow Enrollment?

We created a business model, built on leveraging athletics and other co-curricular activities, that can change how admissions is practiced at colleges throughout the country, including Adrian College.

To a Young Adult Selecting a College...

Co-curricular activities can be a critical “game changer” in selecting a college.



What Do I Mean By Co-curricular Activities?

- Acrobats and Tumbling
- Baseball
- Basketball (Men's)
- Basketball (Women's)
- Bass Fishing
- Bowling (Men's)
- Bowling (Women's)
- Cheerleading
- Cross Country (Men's)
- Cross Country (Women's)
- Dance
- Equestrian
- Esports
- Field Hockey
- Figure Skating
- Football
- Golf (Men's)
- Golf (Women's)
- NCAA Ice Hockey (Men's)
- NCAA Ice Hockey (Women's)
- ACHA Div. 1 Hockey (Men's)
- ACHA Div. 1 Hockey (Women's)
- ACHA Div. 2 Hockey (Men's)
- ACHA Div. 2 Hockey (Women's)
- ACHA Div. 3 Hockey (Men's)
- Lacrosse (Men's)
- Lacrosse (Women's)
- Marching Band
- Orchestra
- Rowing (Men's)
- Rowing (Women's)
- Rugby (Men's)
- Rugby (Women's)
- Soccer (Men's)
- Soccer (Women's)
- Softball
- Synchronized Ice Skating (Collegiate)
- Synchronized Ice Skating (Open Collegiate)
- Synchronized Ice Skating (Senior)
- Tennis (Men's)
- Tennis (Women's)
- Track (Men's)
- Track (Women's)
- Volleyball (Men's)
- Volleyball (Women's)
- Student Newspaper
- Wrestling (Men's)
- Wrestling (Women's)

Leverage Co-curricular Activities

How many students will we get per year if we start...?

Baseball	20 (first-year)	10 per year
Men's & Women's Basketball	30 (first-year)	14 per year
Men's & Women's Soccer	36 (first-year)	16 per year
Softball	20 (first-year)	10 per year
Women's Volleyball	15 (first-year)	7 per year

Total: 121

57 students per year

Multi-Purpose Stadium



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Baseball Field



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Ice Arena



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Boathouse



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Tennis and Track & Field Complex



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Weight Room



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Bass Boats



**ADRIAN
COLLEGE**

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Example: Baseball Recruiting Goal

SPORT	COACH	INQUIRIES		TOTAL APPLICATION			TOTAL ACCEPTS			TOTAL DEPOSITS				
		2019	2020	2019	2020	3 YR AVG	2019	2020	3 YR AVG	2019	2020	3 YR AVG	YTD ACTIVE	2020 Active Goal
Baseball	Coaches Name Here	67	90	55	64	61	50	57	54	22	25	24	23	15



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Tracking Data

SPORT	COACH	INQUIRIES		TOTAL APPLICATION			TOTAL ACCEPTS			TOTAL DEPOSITS				
		2019	2020	2019	2020	3 YR AVG	2019	2020	3 YR AVG	2019	2020	3 YR AVG	YTD ACTIVE	2020 Active Goal
Acrobatics & Tumbling	Coaches Name Here	133	101	35	24	31	28	17	23	13	8	9	7	7
Baseball	Coaches Name Here	67	90	55	64	61	50	57	54	22	25	24	23	15
Baseball - Club	Coaches Name Here	1531	1278	55	59	27	42	40	18	8	10	10	8	8
Basketball Men's	Coaches Name Here	58	61	28	36	35	22	32	30	10	16	14	13	8
Basketball Women's	Coaches Name Here	264	216	49	39	44	36	30	33	6	8	8	8	7
Bass Fishing	Coaches Name Here	23	23	14	14	13	14	13	12	8	7	7	7	8
Bowling Men's	Coaches Name Here	26	10	8	7	11	7	6	9	3	4	4	3	4
Bowling Women's	Coaches Name Here	36	20	10	11	14	9	7	12	3	2	5	2	4
CC & Track Men's	Coaches Name Here	753	918	83	91	89	51	63	60	12	13	14	10	15
CC & Track Women's	Coaches Name Here	638	834	90	63	79	64	45	59	12	11	13	11	15
Cheerleading	Coaches Name Here	31	20	16	12	16	12	10	12	7	7	8	5	9
Dance	Coaches Name Here	10	24	10	6	10	9	6	10	6	3	5	3	9
Equestrian	Coaches Name Here	21	4	10	2	4	4	2	2	0	1	0	1	4
Football	Coaches Name Here	3262	2272	1536	1081	1239	680	622	646	103	93	105	78	80
Golf Men's	Coaches Name Here	120	110	11	8	10	10	8	9	4	4	4	4	4
Golf Women's	Coaches Name Here	83	97	8	6	8	7	6	7	3	3	4	3	4
Ice Hockey Men's	Coaches Name Here	22	20	22	20	21	18	19	19	9	9	9	9	7
Ice Hockey Women's	Coaches Name Here	17	35	15	20	17	13	16	15	6	9	8	9	5
Ice Hockey Men's ACHA	Coaches Name Here	57	81	35	62	52	29	52	44	19	22	23	20	14
Ice Hockey Women's ACHA	Coaches Name Here	25	26	15	23	30	10	20	23	7	10	12	8	7
Lacrosse Men's	Coaches Name Here	77	499	36	35	30	25	27	22	12	12	10	11	8
Lacrosse Women's	Coaches Name Here	43	41	11	20	14	11	17	13	5	7	6	7	6
Rowing Men's	Coaches Name Here	36	20	18	15	15	18	14	14	8	6	10	4	12
Rowing Women's	Coaches Name Here	41	32	9	23	23	8	22	22	2	12	7	11	12
Soccer Men's	Coaches Name Here	47	43	33	30	29	28	28	26	10	9	10	9	7
Soccer Women's	Coaches Name Here	306	134	12	16	16	11	13	13	5	6	8	6	6
Softball	Coaches Name Here	174	138	27	25	27	25	25	25	8	10	9	9	7
Softball - Club	Coaches Name Here	0	148	0	6	6	0	4	4	0	2	2	2	20
Sync Ice Skating	Coaches Name Here	96	95	52	43	48	51	37	44	22	14	18	13	10
Tennis Men's	Coaches Name Here	199	110	7	24	14	6	23	13	4	3	4	3	5
Tennis Women's	Coaches Name Here	111	78	3	16	8	3	13	7	1	4	2	4	5
Volleyball Men's	Coaches Name Here	138	173	16	23	18	12	20	15	2	6	4	6	8
Volleyball Women's	Coaches Name Here	324	514	26	32	26	22	27	22	5	10	6	10	8
Wrestling Men's	Coaches Name Here	849	627	128	103	120	91	72	85	26	24	25	23	10
Wrestling Women's	Coaches Name Here	132	150	46	56	51	26	48	37	9	19	14	18	12
TOTALS	Coaches Name Here	9750	9042	2527	2115	2257	1452	1461	1460	380	409	420	368	370

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Why the Business Model Works

(example: Men's & Women's Bowling)

Coach salary	\$ 35,000
Benefits	\$ 11,000
Equipment	\$ 15,000
Travel	\$ 15,000

Total: \$ 76,000

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Students (Non-Scholarship)

$$\begin{array}{r}
 32 \text{ (Total players for both teams)} \\
 \times \$ 16,000 \text{ (Revenue per student)} \\
 \hline
 \$ 512,000 \text{ (Revenues annually)}
 \end{array}$$

(COST: \$76,000 annually)

Return On Investment (R.O.I.)

\$ 436,000

Students

Spring 2005 → 840

Fall 2020 → 1,865

Budget

FY 2005 Actual Revenue - \$ 22,864,712

Tuition/Fees = \$ 9,629,868

Room = \$ 2,063,277

Board = \$ 2,231,101

Other revenue sources = \$8,940,466 (Private gifts, conferences, bookstore, etc.)

FY 2020 Actual Revenue - \$ 49,137,841

Tuition/Fees = \$ 22,102,081

Room = \$ 8,731,557

Board = \$ 7,649,323

Other revenue sources = \$10,654,880 (Private gifts, conferences, bookstore, etc.)

STUDENTS ARRIVE AS:

- Basketball players
- Cross Country runners
- Volleyball players



THEY LEAVE AS:

- Skilled workers
- Business leaders
- Professionals



Questions?