

Strategic Recruitment Plan 2010-11

8/30/2010

Search/Application Management

1. Name Buys: (Associate Director of Admissions)
 - a. Quantity of 42,000 (includes 15,000 non-responders from last Spring.) Also adding int'l. (for email search only; ~ 500)
 - b. Territory for search is by region
 - c. Mail date for search is Sep 15
2. Expectation:
 - a. Direct Mail & Email sequence with call to action, print piece has reply inquiry tear off, or can go online through email direct link to apply.
 - b. Will continue with up to eight additional emails until student applies
3. Application Generation Campaign (Associate Director of Admissions)
 - a. College mailing signature piece to existing inquiries starting the end of August (top 3 levels of predictive model) → 7,200
 - b. Application mailing to 14,600 inquiries by August 31st.
 - c. In-house application mailings to Canadians, MKs, TCKs, transfers sent approx. Sep 10.

**All print mailings will be supplemented by email and phone campaigns*

Goals:

- Generate 1,500 additional inquiries through Search (Associate Director of Admissions)
- 800-900 applications from mailing (Counselors, telecounselors, Associate Director of Admissions)
- 100 apps from international, MK, transfers (Counselors, Director of Admissions, Associate Director of Admissions, telecounselors)
- 200-300 more (FY and Transfer) applications throughout the balance of the year (Counselors, interns, Director of Admissions, Associate Director of Admissions, VP for Enrollment Management , telecounselors)

Inquiry Management

1. Report of Senior Inquiries by 1st Source Code Category (Associate Director of Admissions)
Historical, end of year, and year-to-date reports by the following:

- a. Self-initiated (Proxy for subset of Red Hot leads)
 - Include visit, test scores, events
- b. Direct Mail
- c. Outreach
 - Travel/traditional
 - Music Festivals
 - Summer Ministry Teams
 - Other: youth conventions, etc?
- d. Referral
- e. Advertising
 - Cappex, Christian Connector, Card decks, etc.
- f. Other

Only include search responders as inquiries

Separate report for first-years and transfers

Goal: organize prospects from high to low priority

2. Monthly year-to-date reports for each counselor territory (Associate Director of Admissions)

- a. Overall Freshman funnel for 2011: Because of search piece variable and hot prospect/self-initiated trend decline, this really is a best case scenario.
 - Inquiries: 18,325 @ 6.1% conversion to application;
 - Applications: 1,118 @ 93% completion rate;
 - Complete Applications: 1,040 @ 89% acceptance rate;
 - Admits: 926 @ 35% yield;
 - Enroll: 324 Freshmen
- b. Break down goals by counselor territory (Director of Admissions)

3. Hot Prospect Definitions (Associate Director of Admissions)

Starting in Aug; finished by Sep 15

- a. Self initiated
- b. Top category of predictive model
- c. Already visited
- d. Anyone admissions staff adds (1 or 2 interest level)
- e. Multiple source code contacts > 3

4. Develop personal relationships with all hot prospects (Director of Admissions, counselors, interns)

- a. Goal: Get to know these students and families.
- b. Start Personal Relationship Campaign mid-August with direct mail to be followed by email, then capping with phone call by mid-September.

5. Start student telecounseling campaign (Assistant Directors of Admissions)
 - a. Qualify senior “probables”
 - b. Generate interest in campus visit and bus trips
 - c. Promote high school visits by counselor
 - d. Drive seniors to apply

Territorial Management

1. Territorial funnels (Director of Admissions and counselors)
 - a. Monthly - each counselor tracks and tracks reports and evaluates monthly goals to show progress in funnel. Overall goals for each region set by director.
2. Primary Market (Director of Admissions and counselors)
 - a. territorial funnel
 - b. As a guide fewest number of high schools in territory that equal 50% of applicants over last 3 to 5 years; include key churches; (has been established for all territories excluding international for 2007-2010)
 - c. Relationship marketing plan could include:
 - i. At a minimum, semi-annual visits in fall and spring at high schools
 - ii. High school and community college “days” on campus
 - iii. Recruiter-to-counselor and faculty-to-faculty relationship building (VP for Enrollment Management will coordinate) through regular visits, e-mails, academic programming, etc.
 - iv. Establish regional plans to accommodate for counselor ownership of relationships with feeder schools. Director of Admissions to work one-on-one with each counselor to draft primary territory plan. Secondary/tertiary marketing plans will be more generic.
 - d. Goal: Build database of contacts with every primary market school.
3. Secondary Market (Director of Admissions and counselors)
 - a. As a guide again, next fewest number of high schools in territory that equal 25% of applicants over last 3 to 5 years; and a few up & coming churches
 - b. Relationship marketing plan
 - c. Fewer visits
 - d. Recruiter-to-counselor relationship marketing fall and spring visits
 - e. Collect counselor email addresses and business cards
4. Tertiary Market: all others (Director of Admissions and counselors)
 - a. Relationship marketing plan:
 - i. This is a central plan as opposed to an individual counselor plan
 - ii. Automated and regular e-mail and print; communication only (e.g. electronic versus letters)
 1. Send new Ologie poster

- 2. Brainstorm to identify additional communications
 - iii. No visits unless filling out a schedule
 - iv. Collect counselor email addresses (business cards)
- 5. Monthly Reports (Director of Admissions, Associate Director of Admissions)
 - a. Generate by territory to show progress in funnel
 - b. Generate year-to-date compared to goal; past year-to-date; last year's

Communication Flow & Mailing Calendar

- 1. Updating communication pieces through Ologie; (Director of Public Relations) (done by mid-September)
- 2. Comprehensive communication plan (Associate Director of Admissions) (see attached) (due Sep 1)
- 3. Website
 - a. Coordinate web with print communication campaigns (Director of Public Relations, Associate Director of Admissions)
 - b. Reskin website by Oct. 1 (Director of Public Relations, Ologie, Stratejus, Associate Director of Admissions)
- 4. Video (VP for Enrollment Management , Director of Public Relations)
 - a. Create ten new video clips. New fresh videos that are both information and inspirational
 - i. Completed: math, biology, chemistry, physics, computer science, science honors
 - ii. In progress: homeschool
 - b. Timeline: December 1

Campus Visit: Event Management, Ambassadors/Tour Guides

- 1. Encounter Day – General Overview
 - a. Welcome Breakfast with a student host at each table
 - b. Devotional by a student/faculty
 - c. Greetings from the President
 - d. Panel Discussion with representatives from the Academic Dean's Office, Student Life, Dean of the Chapel, and two student representatives (possibly have separate student and faculty panels on larger visit days)
 - e. Items included in personalized student visit schedule:
 - i. Attend a class in area of student's academic interest
 - ii. Attend a second class in another area of academic interest or key IS course
 - iii. Meet with a faculty member in area of academic interest in a small setting (or attend Academic Info Fair)
 - iv. Admission Interview/Session
 - v. Campus Tour & lunch (one to three families per group)
 - vi. Financial Aid Session
 - vii. Other appointments as requested (meet with coach, equestrian tour)

2. Specific Encounter Day Events

- a. September 24 – Traditional Encounter Day Schedule & Special Encounter Day program for homeschooled high school students
 - i. Topics of special interest to homeschoolers: financial aid, admission session, safety, faculty mentoring
 - ii. College Student Panel Discussion comprised of former homeschoolers
 - iii. Housing with students of similar academic interests or similar geographical home area or former homeschooler.
 - iv. Outcome information highlighting “Where Are They Now” (Alumni Office will assist)
 - v. Homeschooled will also attend traditional activities listed above
- b. October 11 - Traditional Encounter Day Schedule & Special Interest Focus – Intercultural Studies & Business
 - i. Topics or Events for International Studies – TBD
 - ii. Outcome information highlighting “Where Are They Now” (Alumni Office will assist)
 - iii. Additional Option – Bus Trip Option
 1. Bus Pick Up - Sunday, October 10, Returns students the evening of October 11
 2. Sunday evening pizza party with current students, followed by campus event
- c. November 12 - Traditional Encounter Day Schedule & Special Interest Focus – Pre-Health Professions & Music
 - i. Annual Fall Bus Trip (November 11 – 13) (MA, OH, PA, NJ, NY)
 - ii. Pre-Health Professions:
 1. Hands on experiences in science labs, problem solving, small group sessions
 2. Meetings with faculty, student led building tours, luncheon with upper classmen
 3. Sessions outlining pre-health professions tracks and requirements
 4. Handouts highlighting outcome data
 - iii. Music
 1. Hands on experiences: sample lessons, rehearsals with major ensembles, and Friday evening concert
 2. Meeting with music faculty and panel discussions
 3. Student led tours of the CFA
 4. Session on how to prepare for college music auditions
 5. Reception following concert in the atrium of the CFA
 6. Handouts highlighting outcome data
- d. December 3 - Celebrate Christmas at College
 - i. After the visit day be our guest for the College’s Christmas Prism Concert.
 - ii. The visit day will include the traditional customized Encounter Day schedules.
- e. January 17 - Traditional Encounter Day Visit Schedule
- f. February 21 - Traditional Encounter Day Visit Schedule & Special Interest Focus – Education
 - i. Possible special guest speaker
 - ii. Panel of recent grads at various levels and fields in education
 - iii. Handouts highlighting outcome data
- g. March 25 - Traditional Encounter Day Visit Schedule & Special Interest Focus – Accepted Students who have not visited recently

- i. Activity sponsored by SGA
 - ii. Activities Fair, meet the RDs
 - iii. Luncheon with Welcome by the President, student host at each table
 - iv. CAB sponsored event
 - v. Outcome information for the class of 2010 and 2011
- h. April 11 - Traditional Encounter Day Visit Schedule & Special Interest Focus – Pre Health Professions & Music aimed at high school juniors
 - i. Spring Bus Trip
- 3. First-Year Honor Weekends
 - a. January 28-29
 - b. February 4-5
 - c. February 18-19
 - d. March 11-12

Note:

- In '09 over 67% of admits visited and yielded 41% vs. 15% yield for non-visitors.

Goal:

- All admits visit campus at least once (post Sep 1st), ideally more than once: one individual and one group.
- See attached addendum (monthly goals)

Responsible person(s): Visit Office staff

Transfers

1. Primary market (Associate Director of Admissions)
 - a. Multiple visits
 - b. Success of grads from feeder CCs at College
 - c. Average FA award from College of grads from feeder CC
 - d. Faculty-to-faculty
 - e. Establish relationship with PTK advisor
 - f. Up to two individual visits and fairs to community colleges by March 2011
2. Secondary Market:
 - a. One visit per year and/or fall and spring fairs
 - b. Community colleges – Again relationship marketing with college counseling staff and if possible PTK advisor.
3. Tertiary Markets: as needed
 - a. All other state-wide community colleges.

4. Articulation Agreements (VP for Enrollment Management, VP for Academic Affairs , Associate Director of Admissions)
 - a. Update and expand with primary and secondary market community colleges – need to get President and Chief Academic Officer to establish relationships with colleagues at feeder CC.
 - b. Community colleges
 - i. Meeting with faculty on Sep 9 to discuss CC agreement in principle for 2+2 – seeking involvement from interested departments.
 - ii. Proposing Education 2+2 with CC
 - c. Update general College articulation agreement in state-wide community colleges (Associate Director of Admissions)
5. Transfer Communication Track:
 - a. Starting at inquiry stage with a transfer voice - develop brochure & e- communication by October 1 (Director of Public Relations, Associate Director of Admissions)
 - i. credit evaluation process,
 - ii. time to degree,
 - iii. cost/affordability, and
 - iv. outcomes
 - v. National Student Clearinghouse (Associate Director of Admissions)
 1. Mailing to fall 2010 inquiries who are attending community college in region.
 2. Timeline: November 2010

NOTE: If received freshman scholarship, will reactivate if re-apply as a transfer – too generous? Analyze annually.

6. Transfer Funnel:
 - a. Develop and track monthly with year-to-date comparison to show progress
 - b. Overall Transfer funnel for 2011: (Best Case - need to do analysis of transfer first source category)
 - i. Inquiries: 960 @ 15% conversion to application;
 - ii. Applications: 144 @ 85% completion rate;
 - iii. Complete Applications: 122 @ 85% acceptance rate;
 - iv. Admits: 104 @ 53% yield;
 - v. Enroll: 55 Transfers (15 new transfers enrolling in Spring '11.)
7. On campus transfer recruitment events
 - a. Spring and summer transfer open houses (could be a special transfer track on scheduled events)
8. Review credit evaluation process for best practice
 - a. Work on building transfer equivalency library on the web; timeline: December 1 (Associate Director of Admissions)
 - b. Best practice: put degree audit with acceptance letter (Director of Admissions, Associate Director of Admissions)
 - c. Review credit policies for select Bible colleges and mission agencies; timeline: December 1
9. Transfer Enrollment Planning
 - a. May need additional staff support (recruiting and follow-up);
 - b. Additional support will primarily be from current transfer student telecounselors.

10. Faculty to faculty contact with community colleges and with Phi Theta Kappa advisors
 - a. Responsible person(s): VP for Enrollment Management, VP for Academic Affairs
 - b. Timeline: November 1

Volunteer Management

1. Faculty (VP for Enrollment Management , VP for Academic Affairs)
 - a. Work with Academic Dean to create enthusiastic and consistent support for admissions marketing and recruitment efforts
 - b. Need to develop strong working relationships between admissions and faculty in departments most in demand
 - i. Education, biology, music, intercultural studies
 - c. Solicit faculty to help create a WOW experience for campus visitors in their disciplines
 - d. Work toward creating venues to showcase faculty expertise
2. Students: 4 Counselor Interns and 20 Tour guides
 - a. Continuously improve strong tour guides and office Interns program
 - b. Start with "meeters/greeters" all the way to senior elite interns.
3. Admission Student Training - The Value of the College Experience
 - a. Comprehensive program to include training on value proposition, tour effectiveness, admissions and financial aid processes, etc. Guest speakers to present on following topics:
 - i. Spiritual Life
 - ii. Student Life
 - iii. Off-Campus Programs
 - iv. Career Services, etc.
4. Fall Training and Evaluation Schedule - Meetings with additional training
 - a. Quotes and words of appreciation
 - b. Opportunity for Question & Answers
 - c. "My Favorite Tour"
 - d. Plus:
 - i. Homeschoolers What They Need to Know
 - ii. Web training sessions
 - iii. Update on the Admission Picture
 - iv. Responding to Parents
 - e. Tier system - Senior tour guides responsibilities:
 - i. Provide key leadership in providing tours & sending follow up post cards
 - ii. Assist in the training of new tour guides and evaluation
 - iii. Assist in the production of the tour guide monthly newsletter to include: number of tours per month, update of the numbers, college info
5. Student Evaluation

- a. On-line survey results
 - b. Self evaluation process
 - c. Staff Advisor
 - d. Mid semester feedback meeting/party
 - e. Senior Tour Guide Observation
6. Alumni
- a. Long term - build a strong alumni admissions volunteer program on recent graduates, especially those who were student ambassadors, in partnership with the alumni office
 - i. Responsible person: VP for Enrollment Management
 - b. Short term – Identify small group of recent alumni friends of the College who will support and have an alumni presence in on- and off-campus admissions events;
 - i. Responsible person:
 - c. Upgrade alumni referral program. Goal: 1,000 students referred (VP for Enrollment Management)

Telecounseling

- 1. Telecounselors
 - a. 23 TCs for the year
- 2. Training
 - a. August 25-28, 2010
 - b. Training for new and returning TCs, combined with tour guides, visit interns, etc.
- 3. Calling campaigns
 - a. First wave in Fall (Sep-Oct); 3,000 call target by October 15th
 - i. Probables
 - ii. October Bus Trip calls
 - iii. Homeschool visit day calls
 - b. Second wave in Fall (Oct-Nov)
 - i. November Bus Trip calls
 - ii. Red Hot calls
 - 1. Call students who have not applied after our October 15 deadline
 - iii. Canadian calling project
 - iv. Transfer calling project
 - v. New Red Hots and Probables
 - c. Ongoing calls
 - i. High school visit calls
 - ii. Pre-applicants
 - iii. Unfinished online application calls

Athletics

1. Goals of athletic teams
 - a. Roster Goals: Annually project (number of graduating student athletes + attrition – goal = number of new student athletes)
2. Athletic liaison – Develop job description; Oct 1 (Director of Admissions)
3. Assume full rosters
4. Expect some limitation on recruitment with part-time coaches
5. Admission takes primary responsibility for entering data on coach recruited and non-coach recruited athletes. Admissions does data entry but trains coaches on how to document contacts in Goldmine.
6. Joint coach/admissions counselor admissions recruitment/sales training; Sep 15 (VP for Enrollment Management)
 - a. Annual training of coaches on use of CRM; Sep 15 (Associate Director of Admissions, Director of Admissions)
7. Establish protocols for non-athletic recruited student athletes
 - a. Send names to admission@college.edu
 - b. Athletic liaison will follow-up with coaches on this once per month
8. More consistent recruiting at summer sports camps; May 2011 (VP for Enrollment Management, Director of Campus & Conferences)
 - a. Get more face time in front of campers during each camp. Meet regularly with Scouts Manager.
9. S&K supports proposal to launch varsity baseball

Targeted Populations

1. Men
 - a. Goal: Increase to 35% male
 - b. Historically 30-35% of freshmen class
 - c. Partner with Business department to expand both marketing and programmatic business opportunities as well as scheduling a specialty visit day (VP for Enrollment Management)
 - d. Challenge: developing front end demand, especially in majors that attract males. (It's not a yield issue.)
 - i. Business
 - ii. Sciences
 - iii. Engineering
 - iv. Ministry; Christian Formation
 - e. Special communications to men in the programs listed above as well as sports and recreational opportunities; Oct 1 (Director of Admissions, Director of Public Relations)
 - i. Email to the student
 - ii. Letter to the student or parent

- iii. Ingredients in this communication
 - 1. A little about the program
 - 2. Testimonials of current students
 - 3. Outcomes of grads in the programs
- 2. Homeschool
 - a. Goal: increase from 10% to 12% of entering freshman class homeschoolers; 39 students for Fall 2011 (VP for Enrollment Management)
 - b. Homeschool Opportunity Day → September 24
 - i. Postcard invitation (sent on 8/25)
 - ii. 2011 and 2012 homeschoolers in US and Canada (925)
 - c. Completion of a homeschool video; Sep 15 (VP for Enrollment Management)
 - d. Revision of homeschool webpage; Oct 15 (Associate Director of Admissions)
- 3. Christian Schools
 - a. E-communication campaign for ACSI school Counselors and Principals; Nov 1 (Director of Admissions)
 - b. Sponsor/underwrite campus visits; Nov 1
 - c. Provide chapel programming for 12 key schools; Nov 1 (VP for Enrollment Management, Director of Admissions)
 - d. Faculty representation at regional ACSI conventions; Nov 1 (VP for Academic Affairs)
- 4. Natural Science and Math
 - a. Continue Science Honors Program; review invitation process; Oct 1 (Director of Admissions, VP for Enrollment Management)
 - b. Health profession Opportunity Day– November 12, April 11; Nov 1
 - c. Promote UB 3+4 Pharmacy Agreement; Nov 1 (Director of Public Relations)
 - d. Using alumni for recruiting purposes; Feb 2011
 - e. Physical Therapy articulation agreement by year’s end (VP for Academic Affairs, Director of Admissions, VP for Enrollment Management)
 - f. Faculty provide every visitor with a “wow” experience (Ron, Director of Admissions, VP for Enrollment Management , Keith)
 - i. Make the case for return on investment of a College degree (career and graduate school)
 - ii. Make the case for experiential research opportunities while attending College
 - g. Letter to parents of admits from Natural Science and Math chair proving ROI
 - h. Create problem-solving challenge for all accepted students
 - i. “Corning” Science Award: a named award, high schools can nominate an award recipient, Corning would pay for operating costs (VP for Academic Affairs, Director of Admissions, VP for Enrollment Management)
 - j. Connection to NCSSSMST schools; see attachment (VP for Enrollment Management , Director of Admissions, Associate Director of Admissions)
- 5. Business
 - a. Communications to parents and students highlighting alumni success stories
 - b. Faculty seek referrals from business graduates

- c. Business Opportunity Day – October 11
- d. Program selling points
 - i. Integration of faith and learning, required internship, student investment group, guest executive dinner
Responsible person: Director of Admissions and Business Department Chair
- 6. Music Program
 - a. Enrollment challenge: front end applications + auditions out of state = back end yield
 - b. 2010-2011 Music Recruitment Plan:
 - i. Poster tear-off
 - ii. Change music opportunity event
 - iii. Get all cell # to text
 - iv. New music administrative coordinator
 - v. Success letter of College music grads from director to parents
 - vi. Mailing from music faculty to candidate references – College Music best bet and why
 - vii. Aggressively pursue non-audition applicants
 - viii. More intentional follow-up with Music Camp participants
 - ix. Open House specialized events and program
Responsible person: Director of Admissions
- 7. Out of State representation
 - a. Goal: 40% domestic out-of-state
 - b. Use EPS to identify potential new markets (Associate Director of Admissions) especially in N.J.
 - c. Identify a College alum to support our efforts in target markets
 - d. Out of state receptions in the spring → if we have a high number of applications in a region
Responsible person: Director of Admissions
- 8. International students/Canadians/MKs/TCKs (Director of Admissions, VP for Enrollment Management, Director of Intercultural Student Programs)
 - a. Goal: All international (MK, Canadian, International): 10%
 - b. Christian College Fair in Asia (Senior Admissions Counselor, 3 weeks in the fall)
 - c. India fair circuit (Director of Intercultural Student Programs, 1 week; Nov-Dec)
 - d. Score International connection in Costa Rica
 - e. Alumni connections in International schools
 - f. International student connections
 - i. Contacts with key international schools
 - ii. Student intern makes personal connections with prospects and applicants
 - g. Canadian recruitment efforts
 - i. Canadian admission counselor
 - ii. Interaction with Canadian Foundation (College alumni in Canada) to solicit names, etc.
 - h. India College Fairs; Dec 3-8, 2010 (Director of Intercultural Student Programs)

9. Underrepresented students

- a. Definition: American born minorities
- b. Goal: Increase from current 5% of enrolled students to a minimum of 6% enrolled students
- c. Focus efforts in Buffalo and Rochester (Professor of Education)
- d. Work with Wesley Service Corp graduates to solicit their help in recruiting students in Buffalo; Nov 1 (VP for Enrollment Management)
- e. Develop partnerships with key city schools and urban churches; Dec 1 (Director of Admissions, VP for Enrollment Management, Professor of Education)
- f. Mailing/Blog to applicant students of color from a current student peer
Responsible person: Director of Admissions

Training

1. Training of new recruiters (Director of Admissions, see attachment)
2. Senior staff meetings (VP for Enrollment Management , bi-weekly)
3. Weekly admission staff meetings (VP for Enrollment Management , bi-weekly)
4. Admission counselor meetings (Director of Admissions)
 - a. Group (bi-weekly)
 - b. Individual (monthly)
 - c. Full retreat
5. Professional development workshops/webinars for admissions staff every other month –
6. Suggested topics (Director of Admissions)
 - a. Differentiated key messages
 - b. Making the case for affordability
 - c. Presentation skills
 - d. Territorial management
 - e. Inquiry management
 - f. Making the case for return on investment (ROI)
 - g. Review and updating of curricular and co-curricular opportunities
 - h. In-state vs. out-of-state key messages
 - i. Freshman vs. transfer key messages
 - j. The “close” - yield related activities
 - k. Goldmine training (Associate Director of Admissions)
 - l. How to best employ admissions volunteers - faculty, alumni, students
 - m. The admission office communications plan