

## **BREWTON-PARKER COLLEGE**

### **OFFICE OF ADMISSIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **DEPARTMENTAL MISSION**

The Office of Admissions assists the Division of Enrollment Services in its mission of nurturing and developing the whole student in a caring, Christian environment by participating in enrollment management efforts and advancing the Christian distinctiveness of the College.

#### **OBJECTIVE 1**

The Office of Admissions will assist the College in its goal of improving enrollment by improving and strengthening student recruitment processes.

#### **ACTION PLAN**

Assist the College in reaching its overall enrollment goals by recruiting new Mount Vernon students according to the following schedule:

<b>Fall 2003</b>	<b>295</b>
<b>Fall 2004</b>	<b>301</b>
<b>Fall 2005</b>	<b>310</b>
<b>Fall 2006</b>	<b>315</b>
<b>Fall 2007</b>	<b>320</b>
<b>Fall 2008</b>	<b>322</b>

In order to reach these goals and to facilitate the College's overall enrollment growth, the following initiatives will be added to existing efforts:

- Redesign, upgrade, and modernize the College's website, fully integrating it with each phase of the recruitment process
- Add an additional Admissions Counselor to the professional staff of the Admissions Office
  - Add an Admissions Counselor who works remotely either in the north Florida region or the metro Atlanta region, depending on data available and the location of inquiries
  - Expand and integrate more sophisticated recruitment materials for both Mount Vernon and External Program students
  - Develop off campus Post Secondary Option programs with high schools across the state that will host courses on their own campus for qualified students
  - Based upon studies conducted in coordination with the Athletic Department, implement new athletic teams in then sports of golf, tennis, or another sport with high interest and recruitment capabilities
  - Create a new category in the financial aid leveraging matrix that provides a

stronger discount for commuting students who are more price sensitive and cost competitive

- Add an External Programs recruiter to service the Hinesville and Savannah markets and to facilitate the programs in these areas
- Continue to improve conversion and yield rates in the Admissions Funnel through stronger visibility through youth rallies, visitation days, church programs, and other initiatives targeting denominational constituencies
- Transition into a School of Choice (SOC) for the Hinesville campus in its relation to the military constituency at Fort Stewart
- Open a new External Program site in the metro Atlanta region
- Enlarge the Savannah Program to offer majors in education, psychology, and ministry, thus increasing its ability to attract and retain more students
- Develop and implement more online classes that are more flexible and attractive to students, especially in the areas of business, education, English, and literature.

### **ASSESSMENT**

The number of website hits and web-based applications will be recorded, the monthly forecasting data will be reported, and the Funnel Analysis will be recorded. A year-end analysis of the matriculates by inquiry source and location will also assess this action plan.

### **RESPONSIBILITY**

The Director of Admissions and the Vice President for Enrollment Services

### **TIME**

Annually

### **RESOURCES**

Time and annually budgeted funds, plus \$25,000 for recruitment efforts will be needed each year from strategic funds

### **RELATED TO**

Institutional Goal No. 3

## **BREWTON-PARKER COLLEGE**

### **OFFICE OF ADMISSIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 1**

The office of Admissions will assist the Department of Enrollment Management in its goal of improving enrollment by improving and strengthening recruitment processes.

##### **RESULTS**

The number of website hits was recorded by the computer services department and web-based applications were logged at a total of 355 to date.

##### **The inquiry source analysis data showed the following:**

- 562 student inquiries from out-of-state name purchase, with 19 of those students making application to the College
- 121 student inquiries from GO! Magazine with a conversion rate of 5% (6 students) to applicant status
- travel and probe fairs generated the greatest amount of inquiries—1,178
- advertisement through the Hobson's Company producing less than 1% of the inquiry pool
- no students matriculating who entered the recruitment process at least 24 months prior to their projected enrollment entry date

##### **Monthly forecasting reports recorded the following:**

- 10% to 13% fewer students in the inquiry stage of the recruitment cycle that would require a 2% increase in the conversion rate for matriculation
- an estimated shortfall of 44 applicants from the previous year

##### **The weekly admissions funnel analysis demonstrated the following:**

- an increase in the number of incomplete files during January-February as well as in April-May
- a decrease in deposit receipts during May
- less than 1% growth of the number of applications during December
- a 47.5% increase in the number of prospective students attending Visitation Days

**RESPONSE**

In order to increase the number of web-based applications for the coming year, the admissions counselors will be scripted to recommend the website as a means of applying, and post cards will be printed that indicate the option of applying via the website instead of using a traditional paper application.

The data received and evaluated from the monthly forecasting reports, weekly funnel analysis, and inquiry source analysis will prompt the following changes:

- Counselor phone calls will focus on various parts of the admissions funnel depending on calendar cycle and expected benchmarks to maintain needed levels of application and deposits
- Counselors will elevate the importance of finalizing incomplete files during the April-May period
- An “Enrolling Now” postcard will be printed and distributed to all incomplete applicants during the April-May period
- All inquiries will be sent a paper application, as well as instructions for applying via the website, during the Christmas break
- The Housing Form will be sent on hard copy to all admitted students, but it will also include instructions for completing the form online
- The planning cycle for Visitation Days will be moved to a nine week preparation cycle instead of a six week cycle
- A “bounce back” mailing will be completed prior to the end of December for all prospects who have not inquired during the recruitment cycle
- A predetermined number of applications will be marked with a waiver voucher to determine if return rate is increased when fee is removed
- Advertising in GO! magazine will be suspended since inquiry sources are low
- Advertising through the Hobson’s Company will not be extended since inquiries from this source are low
- A junior year communication flow will be started to raise the matriculation rate of students entering the College data base prior to their senior year

In addition to these plans, a realignment of selected enrollment offices will occur with the employment of a Dean of Enrollment Management who will coordinate and supervise the offices of Admissions, Financial Aid, Retention, and Registrar.

## BREWTON-PARKER COLLEGE

### OFFICE OF ADMISSIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2003-04

#### OBJECTIVE 1

The office of Admissions will assist the Department of Enrollment Management in its goal of improving enrollment by improving and strengthening recruitment processes.

#### RESULTS

Several goals were established to increase inquiries, applicants, admits, deposits, and enrolled students. Based on information assessed during the week ending 8/07/04, the admission funnel is showing increases in total numbers of inquiries, applicants, admits and deposits over last year. The yield rate also shows increases in all but the deposits.

#### Statistical Information

Fall 2003 total enrollment was: 1109

Funnel Report for Week ending 8/07/2004

Admissions Funnel	% Change '03 to '04	<u>Fall 2004</u>	Conversion Ratio	<u>Fall 2003</u>	Conversion Ratio	<u>Fall 2002</u>	Conversion Ratio
<b>Inquiries</b>	8.65%	4106		3779		4411	
<b>Applicants</b>	3.46%	598	14.56%	578	15.30%	520	11.79%
<b>Admits</b>	9.72%	316	52.84%	288	49.83%	261	50.19%
<b>Deposits</b>	4.13%	227	71.84%	218	75.69%	202	77.39%

#### Goal

- Increase web-based applications, subsequently increasing enrollment

#### Results

- A Web Site Community of Service created new graphics and architecture for the BPC website and implemented it February 2004.
- A few targeted pages on the newly designed BPC website have been created with a search engine positioning (SEP) strategy. *The Website COS is looking into creating a search engine strategy (SEP) that will enhance the entire website.*

- Admissions Counselors, student workers, and telecounselors have been scripted and trained to include the admissions website address when talking to prospective students and parents.

### **Goal**

- Increase the number of qualified prospective students

### **Results**

- Identified five (5) major target audiences: public school, home school, Christian high school, transfer, and Georgia Baptist students.
  - 1) Continued to develop the public school audience by increasing recruitment travel, information packets to high school counselors, and purchasing names of rising high school seniors.
  - 2) Began developing the home school audience through creating an ad hoc committee. This committee developed several ideas that will be implemented during the '04-'05 academic year.
  - 3) Began developing the Christian high school target audience by targeting and visiting students and counselors at their schools.
  - 4) Continued developing transfer students by increasing the number of visits to two-year school through Transfer Probe events. Additionally, transfer guide sheets and articulation guides are being developed with the help of the Admissions, Registrar, and Enrollment Management Offices.
  - 5) Continued developing relationships with the Georgia Baptist Churches throughout the state through newsletters and information packets to pastors.
- The Admissions office attended the majority of Probe events throughout the year. Approximately 75% of the fall '04 current applicants are from public high schools. The majority of these applicants were seen at high school events including during Probe.
- A junior communication flow was created and implemented.
- Names were identified and purchased from NRCCUA targeting specific degree programs offered on campus as well as student types that represent a good "fit" for BPC.
- Two new Admissions Counselors were hired during the 2003-'04 academic year. One new External programs recruiter and a new Mount Vernon recruiter who will also work with Hispanic students. The new MV recruiter's position was funded by a generous grant from the Goizueta Foundation.

### **Goal**

- Increase the yield rates though improving on various admissions and recruitment processes.

## Results

- Throughout the later half of the recruitment year the admissions funnel ran slightly ahead of last year's *total number* of inquiries, applicants, admits, and deposits. At present, Admissions has increased the *yield rates* for inquiries, applicants, and admitted students comparatively over the last two years. The percentage yield rates of deposits are slightly behind last year's rates.
- Prospective students were rated by their level of interest in BPC and the telecounselors focused calls on specific groups of students.
- Admissions elevated the importance of completing incomplete files by using student recruiters to call applicants while Admissions Counselor continued to recruit new prospects.
- A series of postcards were created encouraging students to Enroll Now.
- In the first mailing, all inquiries received a paper application as well as a website address to apply online.
- All admitted students received a housing application with a return reply envelope.
- The visitation days planning cycle was increased to 9 weeks.
- A bounce back mailing was sent in mid December
- Choice to give application fee waivers to hot leads that are present at the Probe events.

## Goal

- Improve enrollment by creating a symbiotic relationship between Admissions, Financial Aid, Registrar, and Retention office.

## Results

- Dean of Enrollment Management was hired July 2003 and has begun to centralize the enrollment functions.
- Weekly meetings involving the Director of Financial Aid, Registrar, Director of Admissions, Director of Retention, and the Dean of Enrollment Management were established.

## RESPONSE

- The four (4) goals listed above will carry over to the 2004-'05 academic year.
- In addition, one new goals will be established:
  - 1) Develop a plan for recruiting Accel (formally known as PCO) students beginning Spring 2005.

# BREWTON-PARKER COLLEGE

## OFFICE OF ADMISSIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

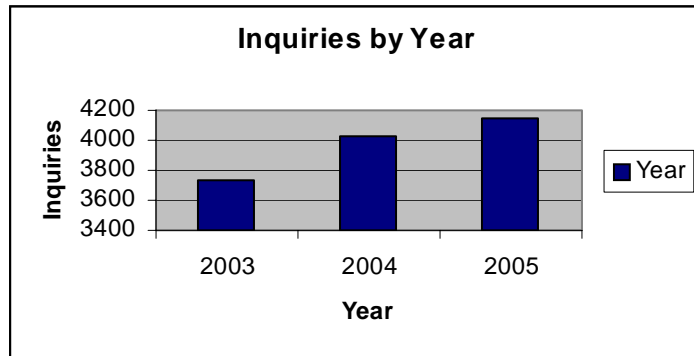
### RESULTS & RESPONSES—2004-05

#### OBJECTIVE 1

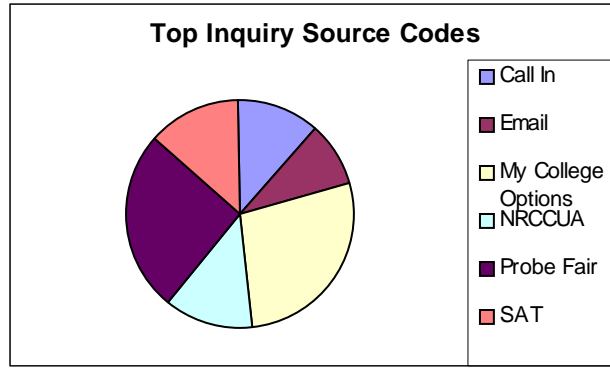
The office of Admissions will assist the Department of Enrollment Management in its goal of improving enrollment by improving and strengthening recruitment processes.

#### RESULTS

- ✓ Web based applications were increased this year.
  - We received approximately 300 web-based applications from September 2004 through July 2005.
  - The web site address is now included in all printed promotional materials and advertisements
- ✓ The number of qualified prospective students has continued to rise each year. The chart below shows the number of inquiries on July 3<sup>rd</sup> of each year.



- ✓ The chart below shows the breakdown of our primary source codes:



- ✓ Probe Fair remains our best source code for matriculation. However, the bought names from NRCCUA have filtered into 203 inquiries, and My College Options has contributed 434.
- ✓ A snapshot of 7/3/05 monthly forecasting report records the following comparison from 2004 to 2005:
  - Inquiries have increased by 2.8%
  - Applied students have increased by 16.3%
  - Accepted students have remained exactly the same
  - Deposited students have increased by .69%
  - The percentage of change for Fall 2004 to Fall 2005 has increased in two of three areas
  - Conversion rates have increased in two of the three areas

	<b>Fall 2005</b>	<b>Conversion</b>	<b>Fall 2004</b>	<b>Conversion</b>	<b>% Change</b>
<b>Inquiry</b>	4144		4024		2.9%
<b>Applied</b>	601	14.5%	503	12.5%	2%
<b>Accepted</b>	270	45%	270	53.7%	-8.7%
<b>Deposited</b>	145	53.7%	144	53.3%	.4%

- ✓ A large number of canceled complete files were evident during the months of May, June and July
- ✓ The weekly admissions funnel analysis demonstrated the following:
  - An increase in the number of applications every week from the end of December to 7/3/05
  - A decrease in deposits was seen in late April and early May
  - A 35.9% increase in the number of students attending Preview Days
- ✓ The addition of the Director of Admissions has provided solid leadership/management for the office and has improved the Admissions office relationship with other strategic enrollment offices on campus. However, the constant turnover in admissions counselors and part time assistants has left the

admissions office with a void that requires constant training fostering a lack of stability.

## RESPONSE

- ✓ In order to further increase the number of web-based applications, subsequently increasing enrollment, the following items will be worked on:
  - Site design changes will be made to have a greater appeal on prospective students
  - Modifications to the site structure will be made allowing easier access and navigation to the admission site and other enrollment information
  - A search engine positioning strategy (SEP) will be developed
  - Admissions counselors will be scripted to recommend the website as a means of applying, and postcards will be printed that indicate the option of applying via the website instead of using a traditional paper application.
  
- ✓ Based on the evaluation of the monthly forecasting reports, weekly funnel analysis, and inquiry source analysis will prompt the following changes:
  - Increase the number of qualified prospective students needed for enrollment by:
  - Creating new targeted audiences like the home school market, Christian high school students, transfer students, non-traditional students, and cohort students
  - Attending additional probe events will be considered / evaluated
  - Developing a junior year communication flow to raise the matriculation rate of students entering the College database prior to their senior year
  - Further developing a communication flow to home school organizations, external students, and cohort students.
  - Communicating additional financial aid information to admitted students
  
- ✓ Increase the yield rates by:
  - Focusing phone calls on various parts of the admissions funnel based on a calendar cycle and expected benchmarks to maintain needed levels of application and deposits
  - Elevating the importance of finalizing incomplete files during the April-May period
  - Creating and mailing “Enrolling Now” postcard to all incomplete applicants during the April-May period

- Sending all inquiries paper application, as well as instructions for applying via the website, during the Christmas break
- Sending a hard copy of the Housing Form to all admitted students as well as including instructions for completing the form online
- Increasing the number of Preview Days from three to four
- Marking a predetermined number of applications with a waiver voucher to determine if return rate is increased when fee is removed

## **BREWTON-PARKER COLLEGE**

### **OFFICE OF ADMISSIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **OBJECTIVE 2**

The Office of Admissions assists the Division of Enrollment Services in its mission of nurturing and developing the whole student in a caring, Christian environment by advancing the Christian distinctiveness of the College.

#### **ACTION PLAN**

The Office of Admissions will use recruitment brochures, letters, and view books that clearly identify the College as a Christian institution.

#### **ASSESSMENT**

An annual review of recruitment materials will be recorded.

#### **TIME**

Annually

#### **RESOURCES**

Time and annually budgeted funds

#### **RELATED TO**

Institutional Goal No. 4

## **BREWTON-PARKER COLLEGE**

### **OFFICE OF ADMISSIONS SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 2**

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##### **ACTION PLAN**

The Office of Admissions will use recruitment brochures, letters, and view books that clearly identify the College as a Christian institution.

##### **RESULTS**

During the spring semester, the Vice President for Enrollment Services and the Director of Admissions conducted a review of recruitment materials to determine their effectiveness in advancing the Christian distinctiveness of the College.

##### **RESPONSE**

When new materials are printed, more scripture verses will be added and pictures demonstrating Christian service will be included.

## **BREWTON-PARKER COLLEGE**

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#### **RESULTS & RESPONSES—2003-04**

##### **OBJECTIVE 2**

The Office of Admissions assists the Division of Enrollment Services in its mission of nurturing and developing the whole student in a caring, Christian environment by advancing the Christian distinctiveness of the College.

##### **ACTION PLAN**

The Office of Admissions will use recruitment brochures, letters, and view books that clearly identify the College as a Christian institution.

##### **RESULTS**

During the annual creation of promotional materials new language and visuals were or are being considered that will enhance the readers understanding of the Christian distinctiveness of Brewton-Parker College. The Dean of Enrollment and the Admissions office have included statements in the View book, communication flow letters, website, and other promotional materials that talk about BPC's distinctively Christian atmosphere.

##### **RESPONSE**

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