

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

DEPARTMENT PURPOSE

The Department of Enrollment Management will assist the College in achieving its mission of nurturing and developing the whole student in a caring, Christian environment by securing institutional viability, ensuring institutional effectiveness, directing enrollment management efforts, and advancing the Christian distinctiveness of the College.

OBJECTIVE 1

The Department of Enrollment Management will assist the College in securing financial stability and viability by improving operational efficiency within each Unit.

ACTION PLAN

To achieve objective one the Department of Enrollment Management will:

- Guide the efforts of the Office of the Registrar in utilizing Web resources more fully.
- Guide the efforts of the Office of Enrollment Support Services in evaluating academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative process in other offices
- Guide the efforts of the Office of Financial Aid in improving on the timely and efficient disbursement of student funds

ASSESSMENT

The Dean of Enrollment Management will review the Enrollment Management unit reports monthly and respond in accordance.

RESPONSIBILITY

The Dean of Enrollment Management, Unit Directors

TIME

Annually

RESOURCES

Time and annually budgeted funds

RELATED TO

Institutional Goal No. 1

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2002-03

DEPARTMENT PURPOSE

The Department of Enrollment Management will assist the College in achieving its mission of nurturing and developing the whole student in a caring, Christian environment by securing institutional viability, ensuring institutional effectiveness, directing enrollment management efforts, and advancing the Christian distinctiveness of the College.

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- Guide the efforts of the Office of Enrollment Support Services in evaluating academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative process in other offices
- Guide the efforts of the Office of Financial Aid in improving on the timely and efficient disbursement of student funds

RESULTS

This department and its goals were not formulated until the 2003-04 school year.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 1

The Department of Enrollment Management will assist the College in securing financial stability and viability by improving operational efficiency within each Unit.

RESULTS

- The Office of the Registrar now maintains a webpage on the BPC website in which PDF forms are available to download. In addition, through CampusWeb, a secure website, current students and faculty have the opportunity to review grades, see unofficial transcripts, class schedules, and register for classes.
- Do to restructuring the Office of the Registrar under Enrollment Management, the duties performed by the Office of Enrollment Services has been folded into the overall responsibilities of the Registrar's office.
- The Office of Financial Aid was able to improve on the timely and efficient disbursement of student aid by dispersing funding three to four days earlier than scheduled.

RESPONSE

- Continue to guide the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways in which to utilize the BPC website and web resources to improve in operational efficiencies.
- Continue to guide the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways to improve on streamlining processes and current computer systems.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 1

The Department of Enrollment Management will assist the College in securing financial stability and viability by improving operational efficiency within each Unit.

ACTION PLAN

To achieve objective one the Department of Enrollment Management will:

- Guide the efforts of the Office of the Registrar in utilizing Web resources more fully.
- Guide the efforts of the Office of Enrollment Support Services in evaluating academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative process in other offices
- Guide the efforts of the Office of Financial Aid in improving on the timely and efficient disbursement of student funds

The Department of Enrollment Management will assist the College in securing financial stability and viability by improving operational efficiency within each Unit.

RESULTS

- The Office of the Registrar now maintains a webpage on the BPC website in which PDF forms are available to download. In addition, through CampusWeb, a secure website, current students and faculty have the opportunity to review grades, see unofficial transcripts, class schedules, and register for classes.
- Do to restructuring the Office of the Registrar under Enrollment Management, the duties performed by the Office of Enrollment Services has been folded into the overall responsibilities of the Registrar's office.
- The Office of Financial Aid was able to improve on the timely and efficient disbursement of student aid by dispersing funding three to four days earlier than scheduled.

RESPONSE

- Continue to guide the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways in which to utilize the BPC website and web resources to improve in operational efficiencies.
- Continue to guide the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways to improve on streamlining processes and current computer systems.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 1

The Department of Enrollment Management will assist the College in securing financial stability and viability by improving operational efficiency within each Unit.

RESULTS

- The Office of the Registrar now has the self-service enrollment and degree verification available online. In addition, the amount of online submissions of request that doesn't constitute a secured portal has increased substantially with most requests increasing by 25-30%.
- The Office of Financial Aid was able to improve the timely and efficient disbursement of student aid by disbursing funds several days earlier.

RESPONSES

- Continue to guide the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways in which to utilize the BPC website and web resources to improve in operational efficiencies.
- Continue to guide the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways to improve on streamlining processes and current computer systems.

BREWTON-PARKER COLLEGE

**DEPARTMENT OF ENROLLMENT MANAGEMENT
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2006-07

OBJECTIVE 1

The Department of Enrollment Management will assist the College in securing financial stability and viability by improving operational efficiency within each Unit.

RESULTS

Vice President for Enrollment Services determined that completing Enrollment Management plan was redundant. The same information is provided in the Enrollment Services plan.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 2

The Department of Enrollment Management will assist the College in achieving its goal of ensuring institutional effectiveness through an integrated planning, budgeting, and assessment process.

ACTION PLAN

The Dean of Enrollment Management will ensure that each Unit within the Department participates in an integrated planning, budgeting, and assessment process by developing department strategic plans, adhering to budgetary allocations, and assessing the effectiveness of plan results within the Program.

ASSESSMENT

The Dean of Enrollment Management will review the Enrollment Management Unit reports monthly and respond in accordance.

RESPONSIBILITY

The Dean of Enrollment Management, Unit Directors

TIME

Annually

RESOURCES

Time and annually budgeted funds

RELATED TO

Institutional Goal No. 2

BREWTON-PARKER COLLEGE

**DEPARTMENT OF ENROLLMENT MANAGEMENT
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

OBJECTIVE 2

The Department of Enrollment Management will assist the College in achieving its goal of ensuring institutional effectiveness through an integrated planning, budgeting, and assessment process.

ACTION PLAN

The Dean of Enrollment Management will ensure that each Unit within the Department participates in an integrated planning, budgeting, and assessment process by developing department strategic plans, adhering to budgetary allocations, and assessing the effectiveness of plan results within the Program.

RESULTS

This department and its goals were not established until the following school year 2003-04.

REWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 2

The Department of Enrollment Management will assist the College in achieving its goal of ensuring institutional effectiveness through an integrated planning, budgeting, and assessment process.

RESULTS

- The Office of Admissions was able to come under budget for the 2003-2004 fiscal year
- The old 2002-03 budget for the Office of the Registrar was used as a benchmark for the newly restructured office. Since the duties of the Office of Enrollment Services were transitioned to the newly restructured Registrar's office, this first year the office was over budget. The actual dollar amounts for the 2003-'04 fiscal year have been used to develop the '04-'05 budget.

RESPONSE

- Use the 2003-'04 budget as a baseline for creating a new budget for the 2004-'05 academic year.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 2

The Department of Enrollment Management will assist the College in achieving its goal of ensuring institutional effectiveness through an integrated planning, budgeting, and assessment process.

RESULTS

- The departments within the Division of Enrollment Management (Admissions, Financial Aid, Retention, and the Registrar) were able to come under budget for the 2004-2005 fiscal year
- The department within the Division of Enrollment Management (Admissions, Financial Aid, Retention, Registrar and External Programs) met weekly to assess, report and plan weekly and monthly initiatives

RESPONSES

- The Office of Enrollment Management will continue to review weekly and monthly budget reports of those departments within Enrollment Management

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 2

The Department of Enrollment Management will assist the College in achieving its goal of ensuring institutional effectiveness through an integrated planning, budgeting, and assessment process.

ACTION PLAN

The Dean of Enrollment Management will ensure that each Unit within the Department participates in an integrated planning, budgeting, and assessment process by developing department strategic plans, adhering to budgetary allocations, and assessing the effectiveness of plan results within the Program.

RESULTS

- The departments of Admissions, Financial Aid, Registrar and Retention were able to come under budget for the 2005-2006 fiscal year.

RESPONSES

- The Office of Enrollment Management will continue to review weekly and monthly budget reports of those departments within Enrollment Management

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2006-07

OBJECTIVE 2

The Department of Enrollment Management will assist the College in achieving its goal of ensuring institutional effectiveness through an integrated planning, budgeting, and assessment process.

ACTION PLAN

The Dean of Enrollment Management will ensure that each Unit within the Department participates in an integrated planning, budgeting, and assessment process by developing department strategic plans, adhering to budgetary allocations, and assessing the effectiveness of plan results within the Program.

RESULTS

Vice President for Enrollment Services determined that completing Enrollment Management plan was redundant. The same information is provided in the Enrollment Services plan.

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BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 3

The Department of Enrollment Management will assist the College in improving enrollment through aggressive student recruitment and retention processes.

ACTION PLAN

The Dean of Enrollment Management will ensure that the College's enrollment increases to 1600 at the start of the fall 2008 semester according to the following schedule:

- | | |
|--------------------|-------------|
| • Fall 2003 | 1354 |
| • Fall 2004 | 1408 |
| • Fall 2005 | 1457 |
| • Fall 2006 | 1508 |
| • Fall 2007 | 1561 |
| • Fall 2008 | 1600 |

In order to reach the institutions strategic enrollment goals and based on the preceding years results and responses, the following recruitment, retention, financial aid, support services, and registrar's office initiatives will be implemented and/or added to existing efforts. The Division of Enrollment Management will:

Guide the recruitment efforts in increasing student enrollment by:

- Adding additional Admissions Counselors to the Mount Vernon campus professional staff accordingly to a prescribed ratio of Counselors to Desired Enrolled Students
- Adding External Program recruiter(s) to serve select markets and to facilitate program growth
- Developing new geographical recruitment territories based on prospective student data and other market studies
- Upgrading, expanding and integrating message-centered recruitment materials into the overall communication flow for Mount Vernon and External students
- Coordinating with the Athletic Department in conducting research and implementing new athletic teams that studies suggest a high level of student interest and recruitment capabilities
- Improving conversion and yield rates in the Admissions Funnel
- Developing off campus Post Secondary Option programs with high schools

- Developing programs that will encourage Home School and Christian High School students to visit, apply, and enroll at the College
- Transitioning the Hinesville campus to a School of Choice (SOC) due to its relation to the military constituency at Fort Stewart
- Opening an External Program site in the metro Atlanta region
- Enlarging the Savannah Program to offer additional majors, thus increasing its ability to attract and retain more students
- Developing and implementing additional online classes that are based on market needs, the College's strengths, and are flexible and attractive to students
- Redesigning, upgrading, and modernizing the College's website, fully integrating it with each phase of the recruitment process

Guide the retention efforts in increasing student enrollment by:

- Continuing to enhance the freshman year experience of students by improving Orientation and enhancing freshman advising
- Initiating and developing a recruit-back program for External Program students
- Retaining a growing number of students each year based on desired Fall-Fall Retention and Spring/Summer-Fall Retention rates
- Expanding academic support services by improving the learning lab and enlarging the tutoring program

Guide the financial aid efforts in increasing student enrollment by:

- Leveraging existing dollars against the desired enrollment of the College thus increasing new student enrollments and retaining current students
- Creating new categories in the financial aid leveraging matrix that provides stronger incentives for select students who are more price sensitive and cost competitive

Guide the registrar's efforts in increasing student enrollment by:

- Developing transfer and articulation agreements with targeted two-year colleges thus increasing the College's ability to attract and retain transfer students
- Impacting student satisfaction by expanding delivery of and access to student services, thereby indirectly impacting retention

As these initiatives are implemented, the enrollment of the College can be achieved according to the following schedule:

Enrollment Projections				
Fall 2003				
Fall-Fall Retention	1074	56.5%	607	
Spring/Sum-Fall Retention	270	51.0%	138	
New Mount Vernon			295	
New External Program			244	
New PSO			70	
				1354
Fall 2004				
Fall-Fall Retention	1123	58.0%	652	
Spring/Sum-Fall Retention	275	51.0%	140	
New Mount Vernon			301	
New External Program			245	
New PSO			70	
				1408
Fall 2005				
Fall-Fall Retention	1169	58.5%	684	
Spring/Sum-Fall Retention	281	51.0%	143	
New Mount Vernon			310	
New External			250	
New PSO			70	
				1457
Fall 2006				
Fall-Fall Retention	1209	59.5%	720	
Spring/Sum-Fall Retention	287	52.0%	149	
New Mount Vernon			315	
New External Program			254	
New PSO			70	
				1508
Fall 2007				
Fall-Fall Retention	1251	60.5%	757	
Spring/Sum-Fall Retention	292	52.0%	152	
New Mount Vernon			320	
New External Program			260	
New PSO			72	
				1561
Fall 2008				
Fall-Fall Retention	1296	61.0%	790	
Spring/Sum-Fall Retention	298	52.0%	155	
New Mount Vernon			322	
New External Program			261	

New PSO			72	
				1600

As the enrollment components are evaluated each year, new initiatives will be implemented to help reach new levels of enrollment growth. Through assessment, forecasting, inquiry analysis, and admissions data, a determination will be made regarding which initiatives need to be implemented throughout the five-year strategic period.

ASSESSMENT

The Dean of Enrollment Management will review reports from the various Units monthly and respond in accordance. More specifically, the following enrollment components will be measured and evaluated against previous year’s data on either a weekly, monthly or annually basis:

- **Fall-Fall Retention** (the number of non-graduating students enrolled in the previous fall semester who are enrolled in the current fall semester)
- **Spring/Summer-Fall Retention** (the number of students who began their enrollment with the College in either the spring or summer semester of the previous year who are enrolled in the current fall semester)
- **New Mount Vernon Students** (the number of students who begin their enrollment at the College in the fall and are classified as Mount Vernon students)
- **New External Program Students** (the number of students who begin their enrollment at the College in the fall and are classified as External Students)
- **Post Secondary Option Students—PSO** (the number of students enrolled through the Post Secondary Option program for high school students)

RESPONSIBILITY

The Dean of Enrollment Management, Unit Directors

TIME

Annually

RESOURCES

Time and annually budgeted funds

RELATED TO

Institutional Goal No. 3

BREWTON-PARKER COLLEGE

**DEPARTMENT OF ENROLLMENT MANAGEMENT
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2002-03

OBJECTIVE 3

The Department of Enrollment Management will assist the College in improving enrollment through aggressive student recruitment and retention processes.

RESULTS

This department and its goals were not formulated until the 2003-04 school year.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 3

The Department of Enrollment Management will assist the College in improving enrollment through aggressive student recruitment and retention processes.

RESULTS

Total enrollment for Fall 2003 was 1109

Admissions Funnel Report for the Week ending 8/07/2004

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

- The Dean of Enrollment management was able to assist the Office of Admissions in their efforts to increase student enrollment by:
 - Increasing web-based applications and subsequently increasing enrollment
 - Increasing the number of qualified prospective students
 - Increasing the yield rates though improving on various admissions and recruitment processes.
 - Improving enrollment by creating a symbiotic relationship between Admissions, Financial Aid, Registrar, and Retention office.
 - Adding additional Admissions Counselors for Mount Vernon and External programs.
 - Updating and expanding institutional message using current recruitment materials by developing new designs, messages, and communication flow for prospective students.
- The Dean of Enrollment management was able to assist the Office of Retention in their efforts to increase student enrollment by:

- Implementing an External Recruit back Program that utilized 19 faculty and staff members calling current students and helping them to register for the next semester.
- Increasing the number of Spring/Summer – fall retention rates.
- The Dean of Enrollment management was able to assist the Office of Financial Aid in their efforts to increase student enrollment by:
 - Improving the College’s leveraging strategy using a new awarding strategy that was developed in collaboration between Financial Aid, Enrollment Management, Enrollment Services, BPC’s President, and a consultant from Noel-Levitz.
 - Identifying and developing new College scholarships.
- The Dean of Enrollment management was able to assist the Office of the Registrar in their efforts to increase student enrollment by:
 - Preparing transfer guides between BPC and five community colleges. The transfer guides will assist the Dean of Enrollment Management in the creation of Articulation Agreements.
 - Expanding delivery of and access to student services in the Office of the Registrar through the improvement of online registration, online transcript request forms, developing systems that will allow for automatic processing, and providing easier access to information through the website.

RESPONSE

- Develop a new schedule for yearly enrollment goals that shows achievable increases in new student recruitment that meets institutional objectives.
 - 0) Create goals for each program area such as Mount Vernon (main campus), commuter and residential, each external site, and degree programs.
- Determine one (1) new program for either MV or EX that will have a significant impact on enrollment.
- Guide the Office of Admissions in achieving their goals for the 2004-'05 academic year:
 - 0) Increase web-based applications, subsequently increasing enrollment.
 - 0) Increase the number of qualified prospective students.
 - 0) Increase the yield rates though improving on various admissions and recruitment processes.
 - 0) Develop a plan for recruiting Accel (formally known as PCO) students beginning Spring 2005.
 - 0) Improve enrollment by creating a symbiotic relationship between Admissions, Financial Aid, Registrar, and Retention office.

- Guide the Office of Retention in achieving their goals for the 2004-'05 academic year:
 - 1) Create new and achievable retention goals that will include populations such as Freshman to Sophomore (1st semester to 3rd semester), student athletes, and Learning Assistance courses.
 - 0) Create a new Retention Action Plan that promotes *Student Success* through Orientation, the Freshman Year Experience Program, Learning Assistant Courses, Tutoring Programs, New Student Recruitment Practices, Freshman Advising, Residential Life, and Recruitback.
- Guide the Office of the Registrar in achieving their goals for the 2004-'05 academic year:
 - 0) Setup the automatic degree audit function that will allow students to analysis their degree plan and remaining coursework.
 - 0) Develop additional transfer agreements with other two year colleges throughout GA, northern FL, and the southern portion of South Carolina.
 - 0) Adhere to the newly created budget.
 - 0) Develop additional ways to better utilize secure and non-secure online services to support BPC students, faculty and staff.
- Guide the Office of Financial Aid in achieving their goals for the 2004-'05 academic year:
 - 0) Improve the timely disbursement of funds to students.
 - 0) Develop new or modify existing leveraging strategies to increase enrollment
 - 0) Identify new scholarship strategies that will have a positive impact on enrollment.
 - 0) Develop new and improved ways to meet the financial needs of prospective and current students.

BREWTON-PARKER COLLEGE

**DEPARTMENT OF ENROLLMENT MANAGEMENT
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2004-05

OBJECTIVE 3

The Department of Enrollment Management will assist the College in improving enrollment through aggressive student recruitment and retention processes.

RESULTS

- The Division of Enrollment Management assisted in the creation of new enrollment goals
 - Due to the initial enrollment goals not being met the Division of Enrollment Management in conjunction with other departments has established a new set of enrollment goals.
 -

Enrollment Projections				
Fall 2003				
Fall-Fall Retention				
Spring/Sum-Fall Retention				
New Mount Vernon				
New External Program				
New PSO				
				1109
Fall 2004				
Fall-Fall Retention	1109	65.19%	723	
New Mount Vernon			271	
New External Program			124	
New PSO			18	
				1136
Fall 2005				
Fall-Fall Retention	1136	64.70%	735	
New Mount Vernon			261	
New External			134	
New PSO			52	
				1182
Fall 2006				

Fall-Fall Retention	1182	65.00%	768	
New Mount Vernon			274	
New External Program			161	
New PSO			55	
				1258
Fall 2007				
Fall-Fall Retention	1258	65.00%	818	
New Mount Vernon			288	
New External Program			201	
New PSO			57	
				1364
Fall 2008				
Fall-Fall Retention	1364	65.00%	886	
New Mount Vernon			302	
New External Program			251	
New PSO			60	
				1500

- The Division of Enrollment Management led the research and assisted in the creation of a degree program that increased student enrollment
 - To help increase enrollment, a new program was created for our external sites that works with adult learners. This program currently has 88 new students taking classes at the Savannah Campus. Other sites are being projected for future growth.

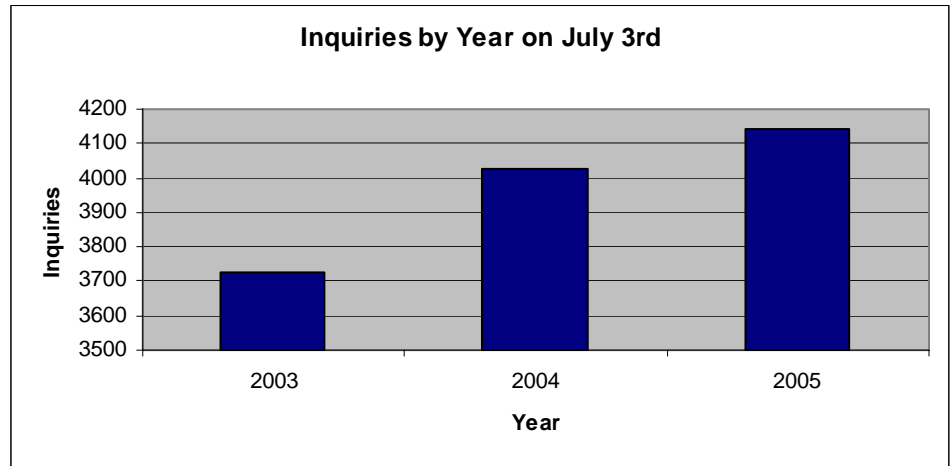
- The Dean of Enrollment management was able to assist the Office of Admissions in their efforts to increase student enrollment by:
 - Hiring a new Director of Admissions who has provided solid leadership and management for the office and has improved the Admissions office relationship with other strategic enrollment offices on campus

Admissions Funnel Report for the Week Ending 7/03/2005

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

- Increasing total enrollment for Fall 2004 by 27 more students than fall 2003
- Increasing web-based applications and subsequently increasing enrollment

- Increasing the number of qualified prospective students as seen on July 3rd of each year beginning with 2003 – 2005.



- Increasing the yield rates for inquiry to applied and for accepted to deposited though improving on various admissions and recruitment processes
- Improving enrollment by continuing to foster a symbiotic relationship between Admissions, Financial Aid, Registrar, and Retention office
- Adding an additional Admissions Counselors for the External programs
- Creating a plan to recruit additional ACCEL students by working with accredited private Christian high schools and offering ACCEL classes at their site
 - ✓ Brewton-Parker College currently offers ACCEL classes at Eagles Landing Christian Academy. A total of 15 students are taking classes at this location.
- Updating and expanding institutional message using current recruitment materials by developing new designs, messages, and communication flow for prospective students
- The Dean of Enrollment management was able to assist the Office of Retention in their efforts to increase student enrollment by:
 - Implementing an External Recruitback Program that utilized 24 faculty and staff members calling current students and helping them to register for the next semester.
 - Increasing the number of First Time Student by major who retained from 2004-05 in Mount Vernon and off-campus.
 - Identifying a specific area in which the retention was below the national averages. In addition, the identification of this issue led to the hiring of a new Director of Learning Assistance.

- The Dean of Enrollment management was able to assist the Office of Financial Aid in their efforts to increase student enrollment by:
 - Fine-tuning the College's leveraging strategy using an adjusted awarding strategy that was developed in collaboration between Financial Aid, Enrollment Management, Enrollment Services, BPC's President, and a consultant from Noel-Levitz.
 - Identifying and developing new College scholarships for freshman students
- The Dean of Enrollment management was able to assist the Office of the Registrar in their efforts to increase student enrollment by:
 - Providing guidance in the development of an evaluation rubric for reviewing transferability of courses taken at non-accredited institutions
 - Providing guidance in the presentation of information to the Academic Council regarding the IB program and A-level British exams. That information resulted in the faculty's allowing exam results to be considered for college credit based on recommendation by the appropriate division chair. This change makes the College more competitive with students who have earned secondary credit by either of these methods.
 - Agreeing with the assessment that activating the audit function is not the most pressing or advantageous project at this time freeing up time to concentrate on other projects that will give greater emphasis in growing enrollment

RESPONSES

- To continue growing enrollment the Office of Enrollment Management will:
 - Determine one (1) new program for either MV or EX that will have a significant impact on enrollment
 - Develop five (5) articulation agreements with area two- and four-year colleges
- Guide the Office of Admissions in achieving their goals for the 2005-'06 academic year:
 - 1) Increase web-based applications, subsequently increasing enrollment.
 - 2) Increase the number of qualified prospective students.
 - 3) Increase the yield rates though improving on various admissions and recruitment processes.
 - 4) Develop a plan for recruiting Accel (formally known as PCO) students beginning Spring 2005.
 - 5) Improve enrollment by creating a symbiotic relationship between Admissions, Financial Aid, Registrar, and Retention office.

- 6) Develop a plan for recruiting out-of-state students
 - 7) Develop a strategic plan to recruit adult learners for our External and Cohort Programs
- Guide the Office of Retention in achieving their goals for the 2005-06 academic year:
 - 1) Assist the new Director of Learning Assistance in increasing the success rate of students passing the LA programs to that closer to the national average.
 - 2) Increase the First Year Student Retention Rates by 5% each year over the next three years.
 - 3) Analyze First Year Student Retention Rates by Sports programs and determine a new strategy for recruiting and retaining student athletes.
 - 4) Create a new Retention Action Plan that promotes *Student Success* through Orientation, the Freshman Year Experience Program, Learning Assistant Courses, Tutoring Programs, New Student Recruitment Practices, Freshman Advising, Residential Life, and Recruitback.
 - Guide the Office of the Registrar in achieving their goals for the 2005-'06 academic year:
 - 1) Develop additional transfer guides that will aid in developing articulations agreements
 - 2) Develop tools to access credit from non-accredited institutions while maintaining BPC's commitment to academic integrity
 - 3) Seek the establishment of an academic policy for assessing transfer credit acceptability from non-accredited institutions.
 - 4) Consider activation of the audit function when funds and IT schedules permit
 - 5) Establish a process for providing secure web access to new students in a timelier manner.
 - Guide the Office of Financial Aid in achieving their goals for the 2004-'05 academic year:
 - 1) Continue to improve the timely disbursement of funds to students.
 - 2) Develop new or modify existing leveraging strategies to increase enrollment in the transfer and adult student markets
 - 3) Identify new scholarship strategies that will have a positive impact on enrollment.
 - 4) Develop new and improved ways to meet the financial needs of prospective and current students.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 3

The Department of Enrollment Management will assist the College in improving enrollment through aggressive student recruitment and retention processes.

RESULTS

The Office of Enrollment Management provided oversight and assistance to the Admissions, Registrar's, Financial Aid, and the Retention Offices in the effort to improve enrollment. Here are the results:

- Office of Enrollment Management:
 - ✓ Worked with several departments to add two new degree programs at the Norman Park campus – Business and Ministry.
 - ✓ Worked with several departments to develop two new articulation agreements.
 - ✓ Continued with the restructuring of the External Programs division to help the department line up under the current College supervisory structures. The areas of academics and students affairs moved underneath the Provost office while each site director and their staff continue to report to the Enrollment Management.
- Office of the Registrar:
 - ✓ An articulation agreement with West Central Technical College while working with the faculty chairs to evaluate all credit from all technical colleges in GA.
 - ✓ Additional transfer guides that will aid in developing articulations agreements.
 - ✓ The two offices worked together to establish an evaluation rubric for reviewing transferability of courses taken at non-accredited institutions.
 - ✓ The two offices worked together to provide information to the Academic Council regarding the IB program and A-level British exams. That information resulted in the faculty's allowing exam results to be considered for college credit based on recommendation by the appropriate division chair. This change makes the College more competitive with students who have earned secondary credit by either of these methods.
- Office of Retention:
 - ✓ Provided assistance to the Director of the Learning Assistance Program while he worked to create a stronger LA program.
 - ✓ Expanded the Recruit-back team to include specific offices such as Residence Life and the Business Office.
 - ✓ Oversaw the New Student Orientation program that:
 - Had an increase in attendance over the year before.
 - Evaluations from students and leaders indicated a positive experience overall, scoring a 4.3 out of 5.

- Reduced the number of Orientation Leaders needed while allowing the leaders to have more ownership in the activities. Because of this change the leaders were more committed, more involved and more enthusiastic about the program.
- Added an “at-risk” group led by the BCM director that worked directly with students who either were admitted conditionally because of low SATs or who was the first in the family to attend college. The retention rate of these students from fall 2005 to spring 2006 was 92%, compared to an overall new student retention rate of 63% from fall to spring.
- ✓ Developed a proposal to hire a director of retention that will:
 - Lead the Student Success Team
 - Lead the Orientation Team
 - Create a Center for Student Success to oversee New Student Early Registration, Freshman Year Experience, freshman and sophomore advising, Recruit-back initiatives and help oversee an early warning system for new students
- ✓ Worked with the Director of Learning Assistance to continue to improve the success rate of our students
- Office of Financial Aid:
 - ✓ Continued to improve the timely disbursement of funds to students.
 - ✓ The two offices with the help of Noel-Levitz developed new and modify existing leveraging strategies in the Financial Aid Matrix to increase enrollment in the transfer and adult student markets
 - ✓ The two offices, with the help of Noel-Levitz, identified new scholarship strategies that will have a positive impact on enrollment.
- Office of Admissions:
 - ✓ Saw an 11-student decrease in the number of new MV students enrolled compared to fall 2004. Yet the number of inquiries and applied students had increased by 237 and 121 respectfully.
 - ✓ The number of web-based inquiries and applicants increase over the year before.
 - ✓ Indicates that the PROBE fairs, NRCCUA bought names, and SAT names continue to produce the most inquiries as well as enrolled students.
 - ✓ Encountered a host of resignations during the summer 2005 semester including the director of admissions resignation.
 - ✓ Developed a plan for recruiting adult learners for our External Program and Cohort programs.
 - ✓ Was not able to complete a plan for recruiting out-of-state students and ACCEL students.
- Office of Marketing
 - ✓ The Director of Marketing – with the assistance of the Vice President for Enrollment Services and the Director of Admissions – will develop various “direct marketing” strategies geared to assist in the recruitment of traditional and non-traditional students.
 - ✓ These marketing strategies will be implemented through the use of various media including but not limited to: radio, newspapers, magazines, television, internet, and various promotional materials. The strategies implemented may also include

the sponsorship of community events in Toombs, Montgomery, and surrounding counties as well as the counties surrounding each of the College's external sites.

- Office of External Programs
 - ✓ The Norman Park campus received approval from SACS to offer two new degree programs in Business and Ministry.
 - ✓ New leadership was hired at the Liberty County Campus.
 - ✓ Three new cohort groups were started in Savannah and one new group in Newnan
 - ✓ A new External Program was created to bridge the gap between the number of transfer hours a new student may have and the types of courses a new student needs to have completed prior to enrolling in the cohort program.

RESPONSES

To continue to grow enrollment the office of Enrollment Management will:

- Work to develop or add two (2) new degree programs either on or off-campus so to increase overall new student enrollment.
- Work with the Office of the Registrar to give them the authority to create articulation agreements for Brewton-Parker College. Ten (10) new articulation agreements will be developed this year.
- Guide the offices of External Programs in achieving their goals for the 2006-2007 academic year by:
 - ✓ Training site directors on best recruitment practices
 - ✓ Training site director on using EMAS
 - ✓ Working with site directors to determine retention problems at their sites
 - ✓ Collaborating with Admissions, Marketing and site directors to develop a corporate recruiting strategy
 - ✓ Collaborate with site directors and Marketing to improve on advertising the degree completion program
 - ✓ Provide guidance to site directors to build stronger "bridge" programs at each site
- Guide the Office of the Registrar in achieving their goals for the 2006-2007 academic year by:
 - ✓ Providing assistance to the Office of the Registrar so that they can develop procedures for evaluating potential transfer students and providing that information to the student in a manner that proactively promotes transfer.
 - ✓ Working with the Office of the Registrar to aggressively seek the establishment of an academic policy for assessing transfer credit acceptability from non-accredited institutions.
 - ✓ Once again assisting the Office of the Registrar in the consideration of activating the audit function in AIMS once funds and IT schedules permit.
 - ✓ Working with the Office of the Registrar, in conjunction with IT, to establish processes for providing secure web access to new students in a timely manner.
- Guide the Office of Retention in achieving their goals for the 2006-2007 academic year by:
 - ✓ Working with the Office of Admissions in the *search* for students with a SAT of 950 to 1250 and who desire to attend a Christian college.

- ✓ Working with the Office of Admissions to develop special communication strategies to encourage students who have a good “fit” with the institution to apply and enroll.
- ✓ Looking to hire a retention director that will lead the Student Success Team, provide leadership for the Orientation Team, and work with the Director of Learning Assistance to continue to improve the success rate of our developmental students. This new director will also create a Center for Student Success that will oversee New Student Early Registration, portions of the Freshman Year Experience, Freshman-to-Sophomore advising, Recruit-back initiatives and help oversee an early warning system for students at risk. Finally, this new director will work with the director of the Learning Assistance program in developing a plan to encourage students who don’t successfully complete their LA courses the first time to take the course again the second time.
- ✓ Working with the Learning Assistance office to find additional funding for LA faculty to receive additional training on teaching remedial classes
- Guide the Office of Marketing by:
 - ✓ Assisting the Director of Marketing and the Marketing Committee to create, design, and implement a “brand marketing” strategy with the five-year goal of creating better awareness for the College within the local service region, the Georgia Baptist Family, and the state of Georgia. By implementing a “brand marketing” strategy, the College will present a consistent look and message to its audience and thereby serve to increase student enrollment and develop better relationships with College alumni and the general public
- Guide the Office of Admissions by:
 - ✓ Changing the Mount Vernon new student enrollment schedule to the following:
 - Fall 2006 270
 - Fall 2007 300
 - Fall 2008 327
 - ✓ Creating a strategy that will increase the number of new enrollees for each program area:

Recruitment Goals	Fall 07	Fall 06	% Change
MV	330	248	33%
EX	176	124	42%
ACCEL	45	41	10%
CO	77	50	53%
Total	579	463	25%

- ✓ Creating a strategy that will change the Admissions Funnel by increasing the number of inquiries, applicants, accepts, deposits, and enrolls as shown in the chart.

	FA 07	FA 06	FA 05	FA 04	FA 03	FA 02	FA 01
Inquiries	8634	3966	4343	4106	3779	4596	3178
Applicants	1036	664	708	587	537	558	465
Admits	518	354	322	314	283	300	295

Enrolled	330	248	261	271	259	251	246
Counselors	4	3	3	3	4	4	4
EN/CNSLR	83	83	87	90	65	63	62

- ✓ Collecting better data and properly inputting data so that a review of the source codes will provide better information for decisions:
- ✓ Creating a strategy to increase the number of qualified web-based visitors, inquiries, and applicants
- ✓ Creating a strategy that will increase the number of campus visits by prospective students
- ✓ Create a strategy that will encourage admission counselors to stay for at least a full two years
- ✓ Adding at least one additional MV admissions counselor
- Creating a strategy that will encourage better recruitment collaboration between the Admissions Office and the Coaches.

BREWTON-PARKER COLLEGE

**DEPARTMENT OF ENROLLMENT MANAGEMENT
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2006-07

OBJECTIVE 3

The Department of Enrollment Management will assist the College in improving enrollment through aggressive student recruitment and retention processes.

RESULTS

Vice President for Enrollment Services determined that completing Enrollment Management plan was redundant. The same information is provided in the Enrollment Services plan.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 4

The Department of Enrollment Management will assist the College in advancing its Christian distinctiveness consistent with the college's mission.

ACTION PLAN

The Dean of Enrollment Management will ensure that each Unit within the Department utilizes language in unit brochures and on the institution web site that clearly identifies the College's Christian mission.

ASSESSMENT

The Dean of Enrollment Management will review all new materials in which the Units create and respond in accordance.

RESPONSIBILITY

The Dean of Enrollment Management, Unit Directors

TIME

Annually

RESOURCES

Time and annually budgeted funds

RELATED TO

Institutional Goal No. 5

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

OBJECTIVE 4

The Department of Enrollment Management will assist the College in advancing its Christian distinctiveness consistent with the college's mission.

ACTION PLAN

The Dean of Enrollment Management will ensure that each Unit within the Department utilizes language in unit brochures and on the institution web site that clearly identifies the College's Christian mission.

RESULTS

This department and its goals were not formulated until the 2003-04 school year.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2003-04

OBJECTIVE 4

The Department of Enrollment Management will assist the College in advancing its Christian distinctiveness consistent with the college's mission.

RESULTS

During the annual creation of promotional materials new language and visuals were and/or are being considered that will enhance the readers understanding of the Christian distinctiveness of Brewton-Parker College. The College view book, Website, newspaper & radio advertisements, and communication flow letters have been updated to better represent BPC's Christian distinctiveness.

RESPONSE

Continue to integrate new language and visuals into promotional and informational materials that enhance the readers understanding of Brewton-Parker College as a Christian institution.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2004-05

OBJECTIVE 4

The Department of Enrollment Management will assist the College in advancing its Christian distinctiveness consistent with the college's mission.

RESULTS

- Divisional brochures for the Business, Christianity, Music, and Education were created using visual images and language that advances the Christian distinctiveness of Brewton-Parker College.
- Newspaper advertisements
- A new display was created that represented the College educational and Christian heritage.
- Communication letters from the Office of Admissions were updated using language that better communicated our College's commitment to Christian education.

RESPONSES

Continue to integrate new language and visuals into promotional and informational materials that enhance the readers understanding of Brewton-Parker College as a Christian institution.

BREWTON-PARKER COLLEGE

DEPARTMENT OF ENROLLMENT MANAGEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

RESULTS & RESPONSES—2005-06

OBJECTIVE 4

The Department of Enrollment Management will assist the College in advancing its Christian distinctiveness consistent with the college's mission.

RESULTS 2005-2006

- During the 2004-2005 academic year a new travel piece and junior piece were created that incorporated images and language that highlighted the College as a Christian institution.

RESPONSE

- Additional materials will be developed during the 2006-2007 academic year. In each brochure the phrase "Unapologetically Christian" and "Proudly Baptist" will be used to further the College message of being a Christian college.
- The Director of Marketing will review all marketing materials before they are released to prospective students, their parents, and the general public to ensure the College's Christian distinctiveness is being promoted.

BREWTON-PARKER COLLEGE

**DEPARTMENT OF ENROLLMENT MANAGEMENT
SIX-YEAR STRATEGIC PLAN
2002-03 THROUGH 2007-08**

RESULTS & RESPONSES—2006-07

OBJECTIVE 4

The Department of Enrollment Management will assist the College in advancing its Christian distinctiveness consistent with the college's mission.

RESULTS

Vice President for Enrollment Services determined that completing Enrollment Management plan was redundant. The same information is provided in the Enrollment Services plan.