



**SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

***DIVISION OF ENROLLMENT SERVICES***

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## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **DIVISION PURPOSE**

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

#### **OBJECTIVE 1**

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

#### **ACTION PLAN**

The Vice President for Enrollment Services will ensure that each unit within the Division participates in an integrated planning, budgeting, and assessment process by developing unit strategic plans, adhering to budgetary allocations, and assessing the effectiveness of plan results within the Division.

#### **ASSESSMENT**

The Vice President for Enrollment Services will review the Enrollment Services Departmental Report from each office monthly and respond as needed.

#### **RESPONSIBILITY**

Vice President for Enrollment Services and Department Directors.

#### **TIME**

Annually.

#### **RESOURCES**

Time and annually budgeted funds.

#### **RELATED TO**

Institutional Goal No. 1.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 1**

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

##### **RESULTS**

During 2002-03, the Division of Enrollment Services improved operational efficiency by:

- Evaluating academic transfer credit and HOPE eligibility through the Office of Enrollment Support Services in a timely and efficient manner
- Disbursing funds through the Financial Aid Office to student accounts in a timely and efficient manner

##### **RESPONSE**

The Division of Enrollment Services is striving to further efforts aimed at improving operational efficiency by:

- Guiding the efforts of the Enrollment Support Services Offices to examine ways of improving communication to external sites and other administrative offices
- Guiding the efforts of the Financial Aid office to examine ways to shorten the disbursement cycle by coordinating the work of the offices involved in the disbursement process and by reviewing office procedures, institutional policies, and federal/state regulations.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2003-04**

##### **OBJECTIVE 1**

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

##### **RESULTS**

During 2003-04, the Division of Enrollment Services continued ensuring institutional effectiveness through integrating planning, budgeting, and assessment by guiding the development of strategic plans, the adherence to budgetary allocation, and the evaluation of the effectiveness of plan results. Additionally, the Division used peer assessment to guide personnel changes in the Office of Housing. A lack of reliable and stable data for enrollment became the impetus to purchase new enrollment software in the coming year for the enrollment management offices. In an effort to answer issues of student satisfaction, changes occurred in campus safety, student policies, and campus activities programming. Further, the College became more responsive to student issues and participation in campus decision-making through increased involvement and influence through the Student Government Association

##### **RESPONSE**

During the coming year, the Division will examine and evaluate the assignment of recruitment personnel, resource allocations, and the use of coordinate office work spaces. The Division will institute a monthly Divisional Directors Meeting to facilitate the planning, budgeting, and assessment processes of the individual departments and units within the Enrollment Services administrative structure.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2004-05**

##### **OBJECTIVE 1**

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

##### **RESULTS**

During 2004-05, the Division of Enrollment Services ensured institutional effectiveness through an integrated planning, budgeting, and assessment process by reviewing the following:

- Each unit within the division developed strategic plans
- Each unit within the division adhered to budgetary allocations
- Each unit within the division assessed the effectiveness of plan results

In addition, the Division of Enrollment Services ensured financial stability and viability by maximizing technological efficiency through providing and accounting for technological resources in the following ways:

- Upgrading technology capabilities to enhance academic and administrative functions. The following hardware and/or software was updated during the 2004-05 academic year:
  - Academic Institution Management System (AIMS) – Administrative and Student Information system
  - Campus Web – Online access to AIMS
  - PowerFaid – Financial Aid system
  - Smart Filter
  - Web Server
  - Symantec Norton Anti-Virus (NAV) for Exchange and Corporate Edition
  - Mail Server
  - Blackboard (e-Learning system)
  - SPAM Filter
- The Community of Service (COS) was presented with and reviewed a draft five-year technology plan in spring 2005.

- Developing an action plan to install at least one new computer lab in each academic building.
- Finally, the Division of Enrollment Services oversaw the Department of Technology Services during the 2004-05 academic year as they contacted each off-campus site directors on a weekly basis to determine computer lab equipment status and troubleshoot/repair any problems that arise.

## **RESPONSE**

The Division of Enrollment Services is striving to further institutional effectiveness by:

- Overseeing the continued development of departmental/unit strategic plans
- Ensuring that each unit adheres to budgetary allocations
- Guiding each unit's assessment of the effectiveness of plan results

In addition, the Division of Enrollment Services will continue to review and update the following each year:

- Servers, institutional software, filters, firewalls, networks, hard ware, and other systems
- Technology Services plans to finalize the COS five year plan for Technology Services by end of fall 2005
- Technology Services will also determine the exact cost of a computer lab for Math & Science and submit its findings to the Administrative Council for approval during the 2005-06 academic year
- Finally, the Division of Enrollment Services will continue to oversee the Department of Technology Services as they contact each off-campus site weekly to determine computer lab equipment status and troubleshoot/repair any problems that arise.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2005-06**

##### **OBJECTIVE 1**

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

##### **RESULTS**

During 2005-06, the Division of Enrollment Services ensured institutional effectiveness through an integrated planning, budgeting, and assessment process by ensuring the following:

- Each unit within the division developed and assessed the effectiveness of their strategic plans
- Each unit within the division adhered to budgetary allocations
- All technological resources were upgraded to enhance academic and administrative functions.
- The Technology COS five-year plan final draft was presented and approved by the COS members in Spring 2006.
- The Office of Financial Aid improved on its disbursement of student's aid.
- The Office of the Registrar utilized their web pages to provide a self-service enrollment and degree verification system for current students.

##### **RESPONSE:**

The Division of Enrollment Services will continue to ensure institutional effectiveness by:

- Assisting the Office of Technology Services as they continue to update and upgrade current academic and administrative systems.
- Assisting the Office of Technology Services as they review the five-year plan on an annual basis and make suggestions to the Technology COS, Executive Dean for Enrollment Services, and to the Administrative Council for changes.
- Assisting the Office of Marketing as they build a marketing committee to execute a consistent family image in which the College is highlighted by a centralized message.
- Assisting all units within the division to utilize the web site more effectively and to employ various web resources to improve their unit's operational efficiencies.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2006-07**

##### **OBJECTIVE 1**

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

##### **RESULTS**

During 2006-07, the Division of Enrollment Services ensured institutional effectiveness through an integrated planning, budgeting, and assessment process by reviewing the following:

- Each unit within the division implemented strategic plans
- Each unit within the division adhered to budgetary allocations
- Each unit within the division assessed the effectiveness of plan results

##### **RESPONSES**

The Division of Enrollment Services will continue to ensure institutional effectiveness by:

- Conducting a mid review of progress with the plan using data to demonstrate effectiveness and the potential need of modifying action plans.
- Continue to guide the Office of Marketing and the Marketing Committee in promoting a consistent family image in which the College is highlighted by a centralized message.
- Continue to assist all units within the division to utilize the web site more effectively and to employ various web resources to improve their unit's operational efficiencies.
- Form an Enrollment Services Leadership Team that meets bi-weekly to ensure institutional effectiveness. Each division submits a productivity report that is shared among all team members.
- External site directors meet monthly to discuss institutional effectiveness. The Directors submit to the Vice President for Enrollment Services a weekly productivity report. The Vice President travels to the sites to ensure effectiveness and efficiency.
- Centralize retention efforts through the work of a Retention Committee and a Retention Plan.

- Evaluate budgets by Division quarterly and determine if spending patterns are in the best interest of efficiency and effectiveness. Determine if expenditures are in line with the amount of enrollment.
- Begin planning for the 2009-10 academic year to ensure that the budgets are aligned with the strategic plans.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2007-08**

##### **OBJECTIVE 1**

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

##### **RESULTS**

During 2007-08, the Division of Enrollment Services ensured institutional effectiveness through an integrated planning, budgeting, and assessment process by reviewing the following:

- Each unit within the division implemented strategic plans
- Each unit within the division adhered to budgetary allocations
- Each unit within the division assessed the effectiveness of plan results

##### **RESPONSES**

The Division of Enrollment Services will continue to ensure institutional effectiveness by:

- A mid review effectiveness led to the re-organization of the financial aid office personnel and a change in how the weekly enrollment reports were disseminated. The Financial Aid Office personnel were each assigned a specialized area in packaging and an accountability sheet was developed for each student file. The enrollment report will be disseminated to more offices on a weekly basis and categorize the students by enrollment. (example: Freshman, Transfer, Teacher Cert, ect)
- The Office of Marketing and the Marketing Committee selected a logo, a uniform color scheme, and selected Stein Communications to develop professional recruitment material.
- The college website was enhanced in the area of recruitment through interactive portals. Each academic division assessed the content for accuracy and made updates where needed.
- External site directors meet monthly to discuss institutional effectiveness. The Directors submit to the Vice President for Enrollment Services a weekly productivity report. The Vice President travels to the sites to ensure effectiveness and efficiency.

- Centralize retention efforts through the work of a Retention Committee and a Retention Plan.
- Evaluate budgets by Division quarterly and determine if spending patterns are in the best interest of efficiency and effectiveness. Determine if expenditures are in line with the amount of enrollment.
- Begin planning for the 2009-10 academic year to ensure that the budgets are aligned with the strategic plans.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division

#### **ACTION PLAN**

- The Office of Enrollment Support Services will evaluate academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative processes in other offices
- The Financial Aid Office will disburse funds to student accounts in a timely and efficient manner

#### **ASSESSMENT**

The Vice President for Enrollment Services will review the Enrollment Services Departmental Report from each office monthly and respond as needed.

#### **RESPONSIBILITY**

Vice President for Enrollment Services and Department Directors.

#### **TIME**

Annually.

#### **RESOURCES**

Time and annually budgeted funds.

#### **RELATED TO**

Institutional Goal No. 2.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division

##### **ACTION PLAN**

- The Office of Enrollment Support Services will evaluate academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative processes in other offices
- The Financial Aid Office will disburse funds to student accounts in a timely and efficient manner

##### **RESULTS**

During 2002-03, the Division of Enrollment Services improved operational efficiency by:

- Evaluating academic transfer credit and HOPE eligibility through the Office of Enrollment Support Services in a timely and efficient manner
- Disbursing funds through the Financial Aid Office to student accounts in a timely and efficient manner

##### **RESPONSE**

The Division of Enrollment Services is striving to further efforts aimed at improving operational efficiency by:

- Creating a Department of Enrollment Management so that the VP of Enrollment Services would be able to allocate necessary time toward leading other strategic areas
- Guiding the efforts of the Department of Enrollment Management to examine ways of:
  - Improving communication to external sites and other administrative offices
  - Shortening the financial aid disbursement cycle
  - Utilizing web resources

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2003-04**

##### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division.

##### **ACTION PLAN**

- The Office of Enrollment Support Services will evaluate academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative processes in other offices
- The Financial Aid Office will disburse funds to student accounts in a timely and efficient manner

##### **RESULTS**

During the previous year, an administrative restructuring occurred, and the Division of Enrollment Services was arranged to have three primary departments: (1) Enrollment Management, (2) Student Affairs, and (3) Plant Operations. Additionally, responsibilities for Church Relations and Safety Administration still fall under the supervision of the Vice President for Enrollment Services. The administrative restructuring took place to provide better coordination of offices that directly affected enrollment, to facilitate the collaboration between student recruitment and student life personnel, and to utilize resources and personnel in a planned, strategic fashion.

##### **RESPONSE**

The Division of Enrollment Services will oversee the efforts and action plans of Enrollment Management, Student Affairs, and Plant Operations so that the College will continue to improve its operational efficiency.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2004-05**

##### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division

##### **ACTION PLAN**

- The Office of Enrollment Support Services will evaluate academic transfer credit and HOPE eligibility for incoming students in a timely and efficient manner to facilitate administrative processes in other offices
- The Financial Aid Office will disburse funds to student accounts in a timely and efficient manner

##### **RESULTS**

During 2004-05, the Division of Enrollment Services improved operational efficiency by:

- Working with the Office of the Registrar to create and maintain a web page 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.
- Restructuring the duties performed by the Office of Enrollment Support Services under the Office of the Registrar.
- Working with the Office of Financial Aid to improve on the timely and efficient disbursement of student aid by disbursing funding three to four days earlier than scheduled.

##### **RESPONSE**

The Division of Enrollment Services is striving to further efforts aimed at improving operational efficiency by:

- Guiding 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.

- Guiding the Offices of Admissions, Financial Aid, Registrar, and Retention in strategic ways to improve on streamlining processes and current computer systems.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2005-06**

##### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division.

##### **RESULTS**

During 2005-06, the Division of Enrollment Services improved operational efficiency by:

- Working with all units within the division to ensure that each area is able to meet all budgetary restrictions during the 2005-2006 fiscal year.
- Working with each unit with the division to improve on the functionality of their department's web pages.
- Working with the Office of Financial Aid to improve on the timely and efficient disbursement of student aid by disbursing at the earliest possible schedule.
- Creating an Office of Marketing and hiring a full-time Chief Information Office to lead the Technology Services departments so that the Executive Dean of Enrollment Services would be able to allocate necessary time to leading other areas.
- Creating a new Office of News and Public Information that reports to the Office of Marketing so that more direct attention will be allocated to increasing the number of news worthy stories for publication.

##### **RESPONSE**

The Division of Enrollment Services is striving to further efforts aimed at improving operational efficiency by:

- Continue to guide the Office of Enrollment Services, Technology Services, and Marketing 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 streamline routine processes and current computer systems.
- Continue to guide the Office of Marketing as they seek to increase the number and quality of news worthy stories.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2006-07**

##### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division.

##### **RESULTS**

- Created the ability for students to have access to an online degree audit, yet it is not live at the moment.
- Trained the Office of Financial Aid to understand how to use and implement selection sets into PowerFaid to improve the timely and efficient disbursement of student aid.
- Enhanced the quality of events developed by the Office of Admissions.
- Developed more web based communications with prospective students.
- Booked summer camps for additional auxiliary funds.
- Implemented a “Summer Bridge” program to increase summer enrollment and provide an opportunity for students to complete LA classes.
- Worked with External Directors on enrollment and operational issues.

##### **RESPONSES**

- More automation for students, faculty and staff is needed. The website must be more attractive to prospective students for Admission purposes.
- The Leadership Team will address operational and fiscal issues at the bi-weekly meetings. Stronger collaborations will be formed so that no division will operate in a silo. For example, the External Sites need physical support for Financial Aid during critical phases of the terms.
- Financial Aid Awards will be issued by late February for fall 2008.
- Guiding the Offices of Admissions, Financial Aid, Registrar, Students Affairs and the Retention Committee in strategic ways to improve the streamlining of enrollment processes for MV and all External Sites.
- Maintain staff stability and decrease the amount of turnover by 10 percent.
- Begin the planning for a comprehensive “Summer Bridge” program that will serve students and contribute to the overall increase in enrollment for the College.
- Establish a formal enrollment management plan to include recruitment and retention to increase enrollment.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2007-08**

##### **OBJECTIVE 2**

The Division of Enrollment Services will assist the College in securing financial stability and viability by improving operational efficiency within the Division.

##### **RESULTS**

- The online degree audit software went live.
- Trained the Office of Financial Aid to understand how to use and implement selection sets into PowerFaid to improve the timely and efficient disbursement of student aid. This was needed because of staff turnover and new addition of PowerFaid.
- Enhanced the quality of events developed by the Office of Admissions.
- Developed more web based communications with prospective students.
- Booked summer camps for additional auxiliary funds.
- Implemented a “Summer Bridge” program to increase summer enrollment and provide an opportunity for students to complete LA classes.
- Plans for decentralizing recruitment to external programs were discussed.
- Staff turnover was significant.
- A Leadership Team was formed and addressed operational and fiscal issues at the bi-weekly meetings

##### **RESPONSES**

- More automation for students, faculty and staff is needed. The website must be more attractive to prospective students for Admission purposes.
- The Leadership Team developed a communication flow to improve communication gaps between departments. Bi-weekly reports are still expected for monitoring and accountability.
- Begin examining electronic award being issued from the Financial Aid office to increase efficiency and support the college’s efforts to GO GREEN.
- Team building events and training will be implementing to increase retention among staff.
- The Summer Bridge program enrolled 14 students. The success of these students will be measured during the 08-09 year compared to similar students who did not attend the program. Efforts to increase enrollment in the Summer Bridge Program will be developed.

## BREWTON-PARKER COLLEGE

### DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### OBJECTIVE 3

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

#### ACTION PLAN

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

<b>Fall 2003</b>	<b>1354</b>
<b>Fall 2004</b>	<b>1408</b>
<b>Fall 2005</b>	<b>1457</b>
<b>Fall 2006</b>	<b>1508</b>
<b>Fall 2007</b>	<b>1561</b>
<b>Fall 2008</b>	<b>1600</b>

To achieve these yearly enrollment goals, the following enrollment components will be measured and evaluated annually:

- **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)

As the enrollment components are evaluated each year, new initiatives will be implemented to help reach new levels. 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.

In order to reach the strategic enrollment goals, the following recruitment and retention initiatives will be implemented and 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.
- Expand academic support services by improving the learning lab and enlarging the tutoring program
- Enhance the freshmen year experience of students by improving Orientation, providing additional resources for campus life, and funding a stipend for freshmen faculty advisors.
- Initiate and develop a recruit-back program for External Program students

As these new initiatives are added to existing efforts, the enrollment of the College can be achieved according to the following schedule:

<b>Enrollment Projections</b>				
<b>Fall 2003</b>				
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	
				<b>1354</b>
<b>Fall 2004</b>				
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	
				<b>1408</b>
<b>Fall 2005</b>				
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	
				<b>1457</b>
<b>Fall 2006</b>				
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	
				<b>1508</b>
<b>Fall 2007</b>				
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	
				<b>1561</b>
<b>Fall 2008</b>				
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	
				<b>1600</b>

**ASSESSMENT**

The Vice President for Enrollment Services will review monthly the Enrollment Services Departmental Report from the Office of Retention, and review the Enrollment Services Departmental Report, Funnel Analysis Report, Forecasting Report, and Source Analysis Report from the Office of Admissions, and respond as needed.

**RESPONSIBILITY**

Vice President for Enrollment Services and Department Directors

**TIME**

Annually

**RESOURCES**

Time and annually budgeted funds, plus \$25,000 for recruitment efforts and \$25,000 for retention efforts each year of the 5-year process

**RELATED TO**

Institutional Goal No. 3

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 3**

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

##### **RESULTS**

During 2002-03, the Division of Enrollment Services guided recruitment and retention efforts aimed at improving the College's enrollment by:

###### **Receiving and reviewing reports from the Office of Admissions:**

- The inquiry source analysis showed minimal response from out-of-state name purchases, conversion rates from advertising sources, inquiries related to travel events, and matriculation levels of students sorted by inquiry date
- The monthly forecasting reports recorded needed levels of conversion and yield rates that were needed to meet enrollment goals as well as projections for each stage of the recruitment process
- The weekly admission funnel analysis demonstrated the number of students at each stage of the admissions process, indicating how many prospective students were at the stages of inquiry, campus visitors, applicant, admitted, incomplete, denied, or deposited.

###### **Improving retention efforts through the Office of Retention:**

- Seventy six students utilized the learning lab, and 158 tutoring sessions were held
- Orientation was held in August with student evaluation of participation and satisfaction
- Campus life expenditures through the Freshman Seminar class were \$1999.48
- A recruit-back program for External Programs was conducted in April-May, 2003

##### **RESPONSES**

The Division of Enrollment Services will continue to oversee recruitment and retention efforts to improve the College's enrollment by:

**Guiding the Admissions Office's efforts to improve recruitment by the following:**

- 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

**Guiding the Retention Office's efforts to improve retention by the following:**

- In an effort to increase the tutoring program usage, additional tutoring sessions were begun in McAllister Hall beginning during March, 2003.
- In order to increase participation and improve student satisfaction with the Orientation program, the Orientation Task Force is studying several options, including eliminating some low-ranked programs, adding some new program sessions, and scheduling some events at different times to encourage participation.
- On April 23, 2003, the Strategic Planning Committee approved additional funds to offer out of class activities for the Freshman Seminar program.

**In order to improve the External Programs recruit back initiative, the following areas possibly in need of improvement were identified:**

- Expanding the number of staff members calling students
- Rewriting and reformatting the call response form to clarify student intentions.
- Beginning the calls sooner after registration begins.

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**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2003-04**

##### **OBJECTIVE 3**

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

##### **RESULTS**

During the previous year, a reorganization of the administrative structure occurred within the division that created new reporting relationship and new personnel assignments. The work of the Enrollment Support Services was incorporated into the Registrar's Office; the Dean of Enrollment Management supervised the Offices of Admissions, Financial Aid, as well as assuming responsibility for efforts in retention and orientation. This realignment enabled key enrollment offices to work in coordination and collaboration with one another to build a stable enrollment for the College.

##### **RESPONSE**

The allocation and assignment of personnel and supervisory functions will continue to be revised to improve the enrollment management functions of recruitment and retention. The position of Director of Admissions will be re-instated, and action will be taken to improve the communication flow, to identify the College's target audience, to raise conversion and yield rates in the recruitment funnel. New enrollment software will be purchased and utilized to improve prospective student communication and to provide more reliable and easily accessed data.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2004-05**

#### **OBJECTIVE 3**

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

#### **RESULTS**

During 2004-05, the Division of Enrollment Services guided recruitment and retention efforts aimed at improving the College's enrollment by:

1. Re-defining realistic enrollment goals and projections;
2. Developing stronger enrollment benchmarks and tracking reports;
3. Fine-tuning recruitment and admissions strategies;
4. Developing and utilizing retention tracking reports and benchmarks;
5. Building sound retention programs based on clear internal and external data; and
6. Researching and generating new programs for the External Programs division.

#### **1. Re-defining realistic enrollment goals and projections**

The original action plan projected enrollment to increase each fall to 1600 students by fall 2008 according to the following schedule:

▪ <b>Fall 2003</b>	<b>1354</b>
▪ <b>Fall 2004</b>	<b>1408</b>
▪ <b>Fall 2005</b>	<b>1457</b>
▪ <b>Fall 2006</b>	<b>1508</b>
▪ <b>Fall 2007</b>	<b>1561</b>
▪ <b>Fall 2008</b>	<b>1600</b>

Unfortunately, the original enrollment schedule has not been met. The initial schedule was built using the fall 2002 enrollment of 1269. From fall 2002 to spring 2003 the College experienced a 14% enrollment decline. Though a small increase occurred from spring 2003 to fall 2003 the enrollment boost was not sufficient to maintain the initial enrollment schedule.

To that end, more realistic set of yearly enrollment goals have been created to meet the new target of 1500 students by fall 2008. The updated enrollment projections are based on a steady 3% increase on the main campus, an incremental increase in External Programs (10%, 12%, and 15% respectively), and an incremental increase for the ACCEL Students (10% and 15%):

**Actual Enrollments for fall 2002 to fall 2005**

<b>FA 03</b>	
<b>Programs</b>	<b>Totals</b>
Mt. Vernon	623
External Programs	459
ACCEL Program	27
<b>Total</b>	<b>1109</b>

<b>SP 03</b>	
<b>Programs</b>	<b>Totals</b>
Mt. Vernon	543
External Programs	504
ACCEL Program	44
<b>Total</b>	<b>1091</b>

<b>FA 02</b>	
<b>Programs</b>	<b>Totals</b>
Mt. Vernon	621
External Programs	601
ACCEL Program	47
<b>Total</b>	<b>1269</b>

<b>FA 03</b>	
<b>Programs</b>	<b>Total</b>
Mt. Vernon	623
External Programs	459
ACCEL Program	27
<b>Total</b>	<b>1109</b>

<b>FA 04</b>	
<b>Programs</b>	<b>Total</b>
Mt. Vernon	651
External Programs	456
ACCEL	29
<b>Total</b>	<b>1136</b>

<b>FA 05</b>	
<b>Programs</b>	<b>Total</b>
Mt. Vernon	647
External Programs	481
ACCEL	54
<b>Total</b>	<b>1182</b>

**Projected Enrollments**

<b>FA 06</b>	
<b>Programs</b>	<b>Total</b>
Mt. Vernon	667
External Programs	531
ACCEL	60
<b>Total</b>	<b>1258</b>

<b>FA 07</b>	
<b>Programs</b>	<b>Total</b>
Mt. Vernon	688
External Programs	601
ACCEL	75
<b>Total</b>	<b>1364</b>

<b>FA 08</b>	
<b>Programs</b>	<b>Total</b>
Mt. Vernon	709
External Programs	706
ACCEL	85
<b>Total</b>	<b>1500</b>

**2. Developing stronger enrollment benchmarks and tracking reports**

In an effort to track and compare enrollment data by location and type of program the following reports were created.

**Fall 2005 Location Comparison Report**

**Hours Sold**

	<b>AC</b>	<b>CA</b>	<b>CB</b>	<b>CC</b>	<b>EX</b>	<b>MV</b>	<b>Totals</b>
<b>No Location</b>	0.0	0.0	0.0	0.0	0.0	3.0	<b>3.0</b>
<b>Eagles Landing</b>	39.0	0.0	0.0	0.0	0.0	0.0	<b>39.0</b>
<b>Glennville</b>	42.0	0.0	0.0	0.0	477.0	113.0	<b>632.0</b>
<b>Hinesville</b>	72.0	0.0	0.0	0.0	2,581.0	132.0	<b>2,785.0</b>
<b>Norman Park</b>	0.0	0.0	0.0	0.0	690.0	6.0	<b>696.0</b>
<b>On Campus</b>	139.0	6.0	3.0	8.0	345.0	8,366.0	<b>8,867.0</b>
<b>Savannah</b>	0.0	384.0	327.0	171.0	153.0	0.0	<b>1,035.0</b>
<b>Newnan</b>	0.0	0.0	0.0	168.0	233.0	0.0	<b>401.0</b>
<b>Totals</b>	<b>292.0</b>	<b>390.0</b>	<b>330.0</b>	<b>347.0</b>	<b>4,479.0</b>	<b>8,620.0</b>	<b>14,458.0</b>

**Unduplicated Head Count**

	AC	CA	CB	CC	EX	MV	Totals
No Location	0	0	0	0	0	1	1
Eagles Landing	13	0	0	0	0	0	13
Glennville	7	0	0	0	67	19	93
Hinesville	13	0	0	0	207	18	238
Norman Park	0	0	0	0	63	2	65
On Campus	21	2	1	6	22	607	659
Savannah	0	29	27	15	15	0	86
Newnan	0	0	0	8	19	0	27
<b>Totals</b>	<b>54</b>	<b>31</b>	<b>28</b>	<b>29</b>	<b>393</b>	<b>647</b>	<b>1,182</b>

**Duplicated Head Count**

	AC	CA	CB	CC	EX	MV	Totals
No Location	0	0	0	0	0	1	1
Eagles Landing	13	0	0	0	0	0	13
Glennville	7	0	0	0	67	19	93
Hinesville	13	0	0	0	248	24	285
Norman Park	0	0	0	0	63	2	65
On Campus	21	2	1	4	59	632	719
Savannah	0	31	28	14	22	0	95
Newnan	0	0	0	14	25	0	39
<b>Totals</b>	<b>54</b>	<b>33</b>	<b>29</b>	<b>32</b>	<b>484</b>	<b>678</b>	<b>1,310</b>

**Total FTE by Location -- Duplicated**

	AC	CA	CB	CC	EX	MV	Totals
No Location	0.00	0.00	0.00	0.00	0.00	0.25	0.25
Eagles Landing	3.25	0.00	0.00	0.00	0.00	0.00	3.25
Glennville	3.50	0.00	0.00	0.00	39.75	9.42	52.67
Hinesville	6.00	0.00	0.00	0.00	215.08	11.00	232.08
Norman Park	0.00	0.00	0.00	0.00	57.50	0.50	58.00
On Campus	11.58	0.50	0.25	0.67	28.75	697.17	738.92
Savannah	0.00	32.00	27.25	14.25	12.75	0.00	86.25
Newnan	0.00	0.00	0.00	14.00	19.42	0.00	33.42
<b>Totals</b>	<b>24.33</b>	<b>32.50</b>	<b>27.50</b>	<b>28.92</b>	<b>373.25</b>	<b>718.33</b>	<b>1,204.83</b>

**3. Fine-tuning recruitment and admissions strategies**

- Reviewed weekly and monthly admissions reports and taking necessary action based on the information pertained in the reports:
  - The inquiry source analysis showed improved responses from out-of-state name purchases, conversion rates from advertising sources, inquiries related to travel events, and matriculation levels of students sorted by inquiry date.
  - The monthly forecasting reports recorded needed levels of conversion and yield rates that were needed to meet enrollment goals as well as projections for each stage of the recruitment process
  - The weekly admission funnel analysis demonstrated the number of students at each stage of the admissions process, indicating how many prospective students were at the stages of inquiry, campus visitors, applicant, admitted, incomplete, denied, or deposited. For the week ending 7/03/05 the conversion ratio for Inquiries to Applied students was greater than that of the year previous.

**Mount Vernon Admissions Funnel Report for the Week Ending – 7/03/2005**

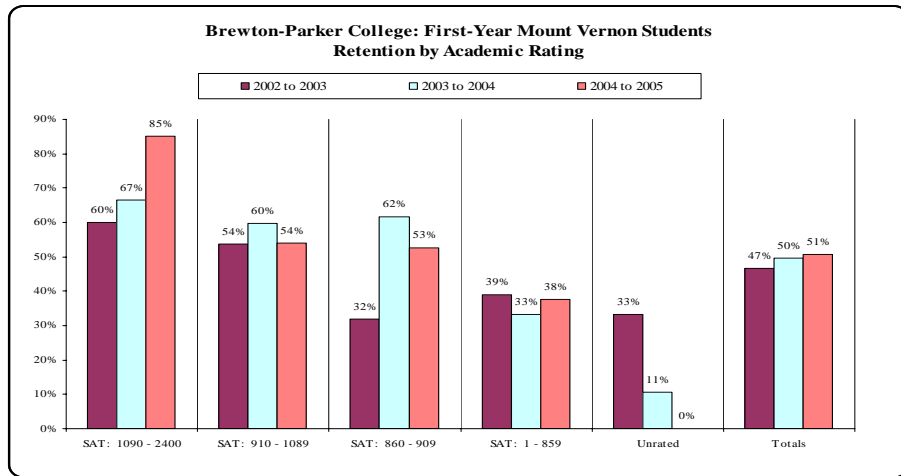
	<b>Fall 2005</b>	<b>Conversion</b>	<b>Fall 2004</b>	<b>Conversion</b>	<b>% Change</b>
<b>Inquiry</b>	4144		4024		2.9%
<b>Applied</b>	601	14.5%	503	12.5%	2%
<b>Accepted</b>	270	45%	270	53.7%	-8.7%
<b>Deposited</b>	145	53.7%	144	53.3%	.4%

- Fine-tuned 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.
- - Increase President’s merit awards in ability level 2 for First-Year Mt. Vernon students to generate the same growth outcome experienced with increased Trustee awards in 2005
  - Increase merit awards for transfer Mt. Vernon students at all levels. None of these awards were adjusted in 2005 resulting in significant reduction in transfer yield rates
- Identifying and developing new College scholarships for freshman students.

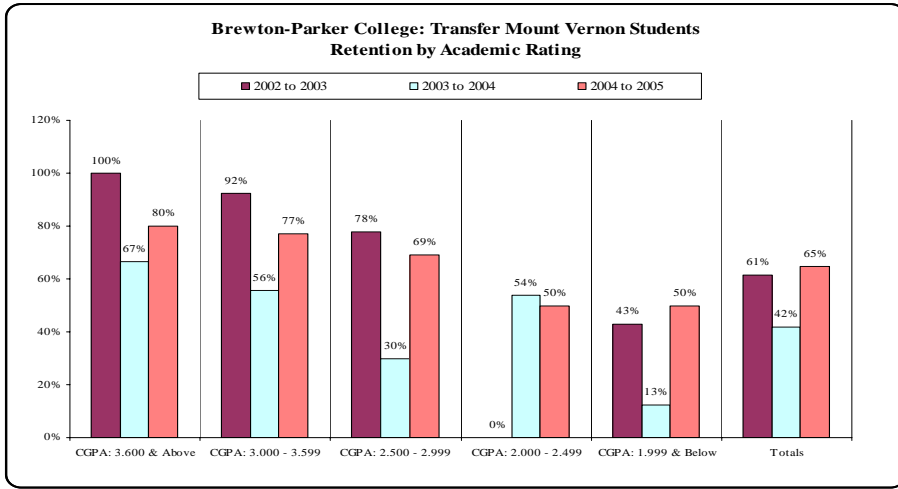


Retention by Academic Level								
SAT: 1090 - 2400	0%	85%	0%	0%	0%	80%	0%	100%
SAT: 910 - 1089	0%	54%	0%	33%	0%	77%	0%	70%
SAT: 860 - 909	0%	53%	0%	67%	0%	69%	0%	50%
SAT: 1 - 859	0%	38%	0%	33%	0%	50%	0%	60%
Unrated	0%	0%	0%	57%	0%	50%	0%	13%
Average Academic Index	0	948	0	885	0	3	0	3
Retention by Place of Residence								
In residence halls	0%	51%	0%	0%	0%	68%	0%	0%
Off-campus (not with parents)	0%	50%	0%	43%	0%	60%	0%	54%
Living with parents/relatives	0%	0%	0%	0%	0%	0%	0%	0%
Retention by Gender								
Females enrolled	0%	55%	0%	62%	0%	62%	0%	50%
Males enrolled	0%	47%	0%	20%	0%	67%	0%	67%

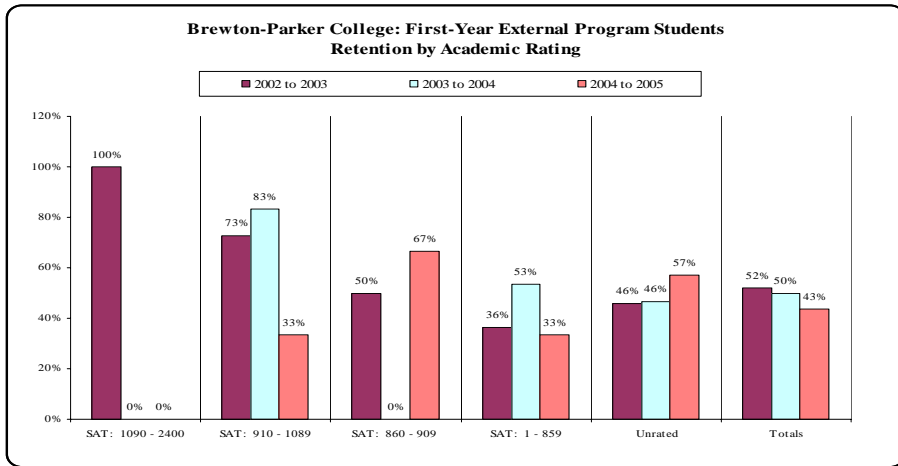
**First-Year Mt. Vernon Students Retention by SAT Scores**



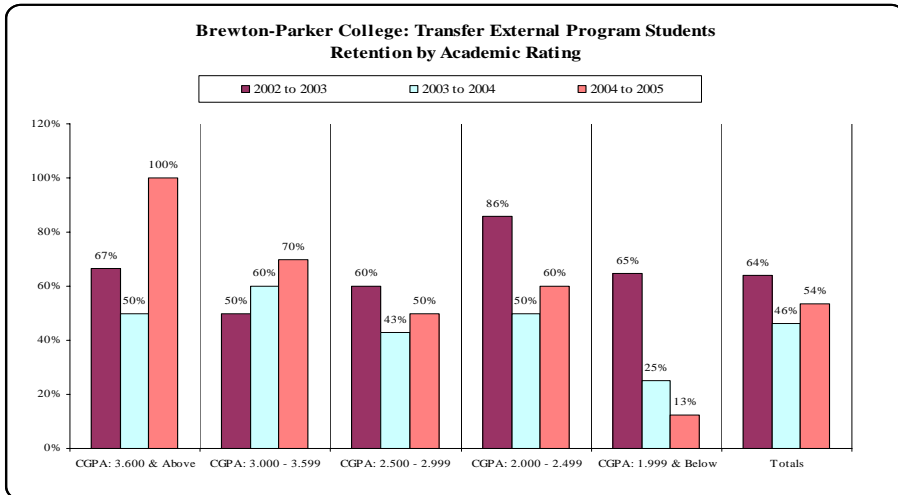
### Transfer Mt. Vernon Students by GPA



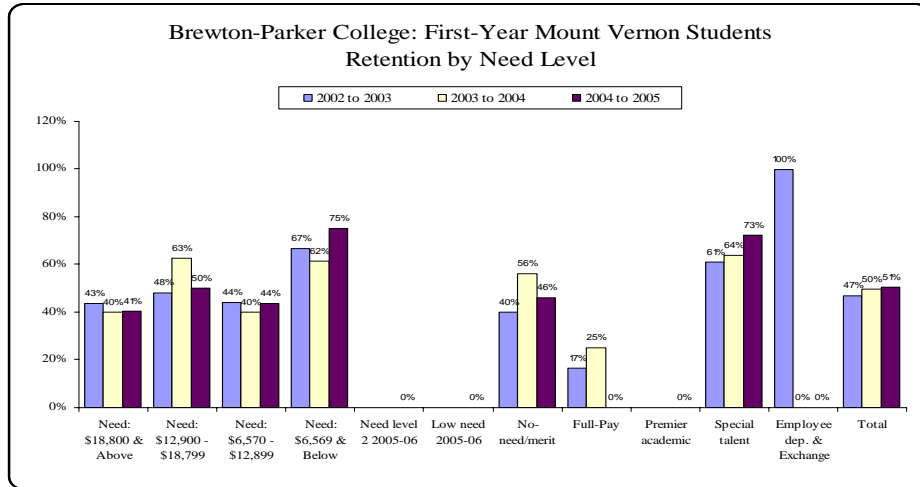
### First-Year External Programs Students Retention by SAT



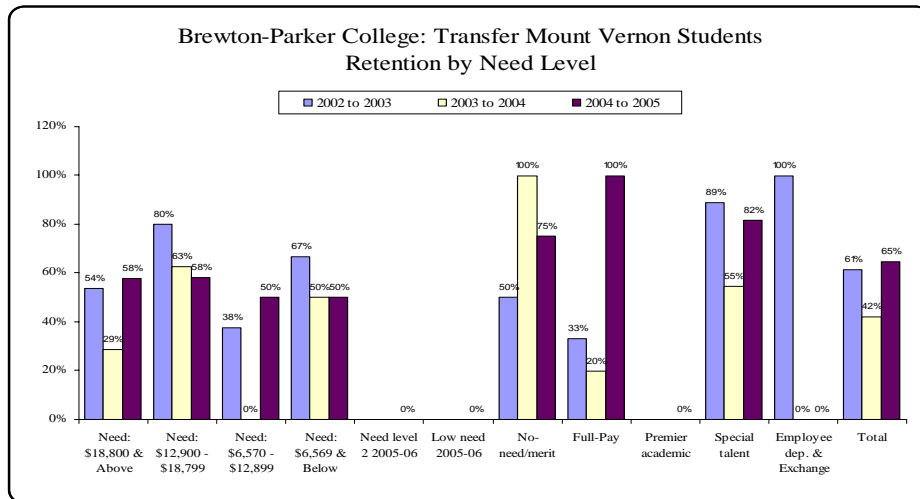
### Transfer External Program Student by GPA



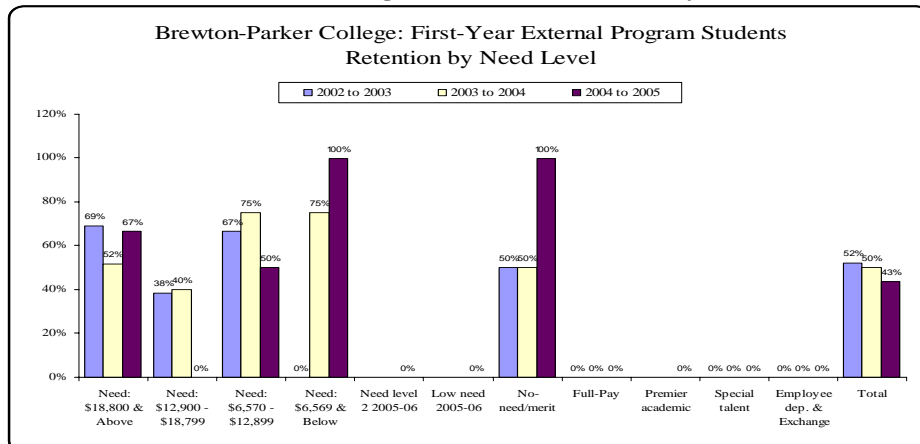
### First-Year Mt. Vernon Student Retention by Need Level



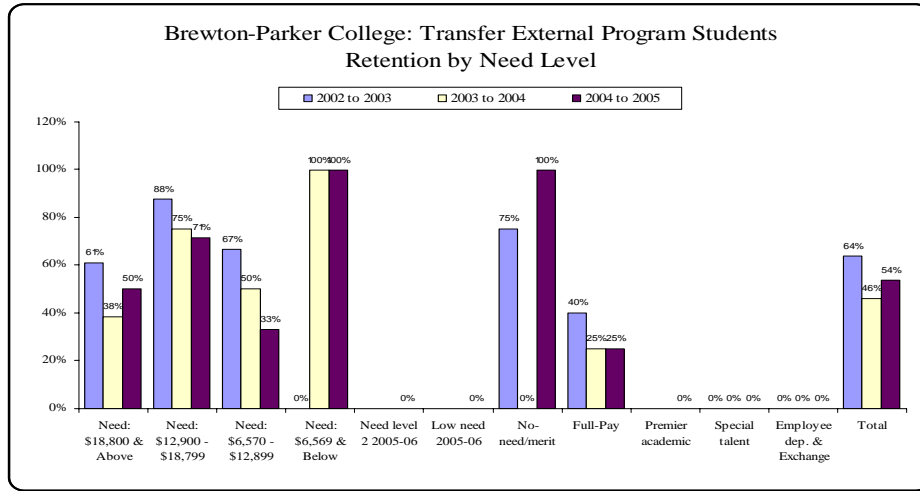
### Transfer Mt. Vernon Student Retention by Need Level



### First-Year External Programs Student Retention by Need Level



**Transfer External Programs Student Retention by Need Level**



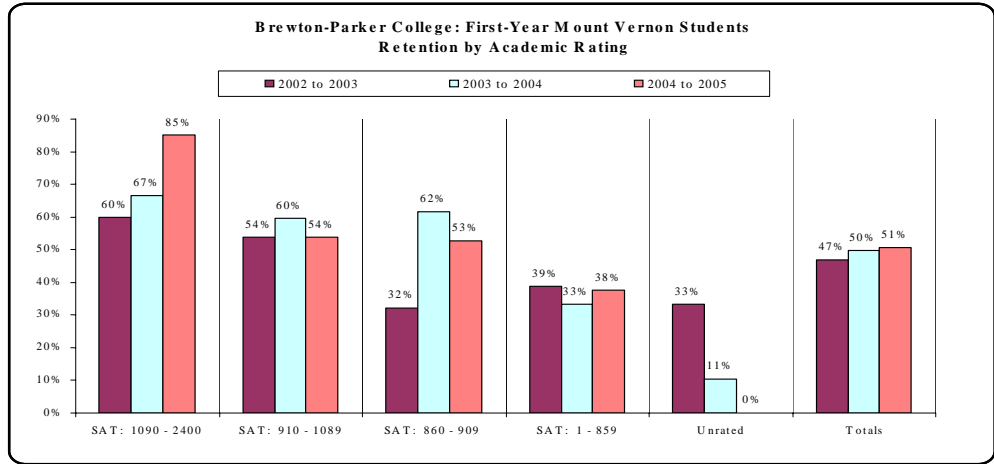
**5. Building sound retention programs**

- Implemented an External Programs “Recruit-back” initiative that utilized 24 faculty and staff members calling current students and encouraging them to register early for the next semester.

**Fall 2005 Mt. Vernon Retention by Department**

Department	Number Enrolled	Numbers Retained	Retention Rate	Average SAT	Average ACT	Average Need
Arts & Letters	8	7	88%	1040	22.5	\$16,784
Business	34	16	47%	893	20	\$12,100
Christianity	11	9	82%	1026	20.7	\$13,585
Education	57	35	61%	958	21.4	\$16,373
General Studies						
Math/Science	16	9	56%	948	16.7	\$16,902
Music	5	5	100%	1088		\$12,665
Social/Behavioral	11	5	45%	914	24	\$14,925
Undecided						
<b>Totals</b>	<b>142</b>	<b>86</b>	<b>60.56%</b>			

- Increased the number of first time students who retained by academic score



- Identified two specific areas within the College in which retention was below the national average and/or desired levels: the Learning Assistance Program and JV Athletics.
- Offered an Orientation program for new students the week prior to fall classes starting. The outcome of the program is to help students meet other new students, become accustomed to the campus, allow upper-classmen to meet and develop a mentor relationship, and transition into a new phase of life.

**6. Assisting in the research and creation of new programs for off campus students**

- Using the Bachelor of Business Administration degree a new delivery of the degree program was created targeting working adults. This program currently enrolls 88 students taking classes at the Savannah and Newnan Campuses.

**RESPONSES**

The Division of Enrollment Services will continue to oversee recruitment and retention efforts to improve the College’s enrollment by:

**1. Guiding the Division of Enrollment Management to:**

- Research and propose one new program for either Mount Vernon or External Programs this next year
- Develop, in conjunction with the Registrar’s Office, at least 5 articulation agreements this next year

**2. Guiding the Office of Admissions’ efforts to improve recruitment by:**

- Increase web-based applications, subsequently increasing enrollment.
- Increase the number of qualified prospective students.

- Increase the yield rates though improving on various admissions and recruitment processes.
- Develop a plan for recruiting ACCEL (formally known as PCO) students beginning Spring 2005
- Improve enrollment by creating a symbiotic relationship between Admissions, Financial Aid, Registrar, and Retention office.
- Develop a plan for recruiting out-of-state students
- Develop a strategic plan to recruit adult learners for our External and Cohort Programs

**3. Guiding the Office of Retention’s efforts to improve recruitment by:**

- By assisting the new Director of Learner Assistance to increase the success of students passing the LA courses
- Increasing the First Year Student Retention Rates by 5%
- Determining strategies to retain first year students athletes
- Developing a 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 Recruit-back.

**4. Guiding the Office of the Registrar’s efforts to improve recruitment by:**

- Developing additional transfer guides that will aid in developing articulations agreements
- Developing tools to access credit from non-accredited institutions while maintaining BPC’s commitment to academic integrity
- Seeking the establishment of an academic policy for assessing transfer credit acceptability from non-accredited institutions.
- Considering activation of the audit function when funds and IT schedules permit
- Establishing a process for providing secure web access to new students in a timelier manner.

**5. Guiding the Financial Aid Office’s efforts to improve recruitment by:**

- Continuing to improve the timely disbursement of funds to students.
- Developing new or modify existing leveraging strategies to increase enrollment in the transfer and adult student markets
- Identifying new scholarship strategies that will have a positive impact on enrollment.
- Developing new and improved ways to meet the financial needs of prospective and current students.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2005-06**

##### **OBJECTIVE 3**

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

##### **RESULTS**

During 2005-06, the Division of Enrollment Services guided recruitment and retention efforts aimed at improving the College's enrollment by:

- 1) Fine-tuning recruitment and admissions strategies that led to:
  - Improving the timely disbursement of funds to students as well as developing new and modify existing leveraging strategies in the Financial Aid Matrix to increase enrollment in the transfer and adult student markets
  - An increase in the number of Mount Vernon inquiries and applied students as well as External inquiries, applicants, admits, and enrolled students.
  - The developed a plan for recruiting adult learners for our External Program and Cohort programs.
  - Continued restructuring of the External Programs division this year has helped to line up the enrollment and academic functions under the proper structures. This change will allow recruitment to be enhanced at each external site.
- 2) Fine-tuning of transfer policies and procedures that allowed for:
  - An evaluation rubric for reviewing transferability of courses taken at non-accredited institutions was introduced this year.
  - Exam results of the IB program and A-Level British exams were considered and approved for college credit based on recommendation by the appropriate division chair.
  - New articulation agreements to be created. In addition, an evaluation was started so that articulation agreements could be developed with all two-year accredited technical colleges in the state of Georgia. Transfer guides were developed to aid in the transfer of college credits from one institution to another.
- 3) Developing more robust retention programs that:
  - Provided assistance in improving the success rate of LA students thus enhancing retention.
  - Expanded the Recruit-back team to include departments like Residence Life and the Business Office to assist with retaining current students.
  - Oversaw a very successful New Student Orientation program that encouraged new students to get to know each as well as with upper-classmen.

- Developed a proposal to hire a Director of Student Success that would oversee problem areas such as New Student Early Registration, Freshmen-to-Sophomore advising, and an early warning system for students at risk.
- 4) Researching and generating new programs for on- and off-campus programs.
    - Two new degree programs were added at the Norman Park campus this year. They were Business and Ministry.
    - The Social & Behavioral Science Division started on the creation of one new degree program. The new program is slated to begin fall 2007.
  - 5) Developing additional support systems like:
    - The Office of Marketing will assist in the design and implementation of promotional literature.
    - The Office of News and Public Information will assist by articulating stories about the college to various internal and external constituents.
    - A Chief Information Officer will assist by providing guidance with utilizing new technologies that will aid in the promoting and recruiting of new students.
  - 6) Developing stronger enrollment benchmarks and tracking reports through the use of:
    - A new recruitment system called EMAS
    - Encouraging better data management

**RESPONSE**

During 2006-07, the Division of Enrollment Services will continue to guide recruitment and retention efforts aimed at improving the College’s enrollment by:

- 1) Fine-tuning recruitment and admissions strategies by:
  - Creating a strategy that will increase the number of new enrollees for each program area:

<b>Recruitment Goals</b>	<b>Fall 07</b>	Fall 06	<b>% Change</b>
<b>MV</b>	<b>330</b>	248	33%
<b>EX</b>	<b>176</b>	124	42%
<b>ACCEL</b>	<b>45</b>	41	10%
<b>CO</b>	<b>77</b>	50	53%
<b>Total</b>	<b>579</b>	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.

	<b>FA 07</b>	<b>FA 06</b>	<b>FA 05</b>	<b>FA 04</b>	<b>FA 03</b>	<b>FA 02</b>	<b>FA 01</b>
<b>Inquiries</b>	<b>8634</b>	3966	4343	4106	3779	4596	3178
<b>Applicants</b>	<b>1036</b>	664	708	587	537	558	465
<b>Admits</b>	<b>518</b>	354	322	314	283	300	295
<b>Enrolled</b>	<b>330</b>	248	261	271	259	251	246
<b>Counselors</b>	<b>4</b>	3	3	3	4	4	4
<b>EN/CNSLR</b>	<b>83</b>	83	87	90	65	63	62

- Creating a strategy to increase the number of qualified web-based visitors, inquiries, and applicants to the BPC website.
  - Creating a strategy that will increase the number of campus visits by prospective students
  - Creating a strategy that will encourage admission counselors to stay for at least a full two years.
  - Hiring at least one additional MV admissions counselor.
  - Collecting better data and properly inputting data so that a review of the source codes will provide better information for decisions
  - Creating a strategy that will encourage better recruitment collaboration between the Admissions Office, the Coaches, and other academic units.
- 2) Fine-tuning of transfer policies and procedures that will allow for the:
- The creation of 10 new articulation agreements during the 2006-2007 academic year.
  - Faster evaluations of credit for transfer students.
- 3) Developing a more robust Retention & Student Success program that includes the following:
- Hiring 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.
    - ✓ 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.
    - ✓ 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. Provided assistance in improving the success rate of LA students thus enhancing retention.
- 4) Researching and implementing new programs for on- and off-campus.
- Assist the Social & Behavioral Science Division to implement their new degree program by fall 2007.
  - Develop a protocol for evaluating possible new degree programs.
- 5) Developing additional support systems like:
- The Office of Marketing will assist in the design and implementation of promotional literature.
  - The Office of News and Public Information will assist by articulating stories about the college to various internal and external constituents.
  - A Chief Information Officer will assist by providing guidance with utilizing new technologies that will aid in the promoting and recruiting of new students.
- 6) Developing stronger enrollment benchmarks and tracking reports through the use of:
- A new recruitment system called EMAS
  - Encouraging better data management

**BREWTON-PARKER COLLEGE**

**DIVISION OF ENROLLMENT SERVICES  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

**RESULTS & RESPONSES—2006-07**

**OBJECTIVE 3**

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

**RESULTS**

Tremendous turnover in enrollment leadership and staff was experienced in early fall 2006. The Admission division was virtually without a leader. Several of the seasoned individuals resigned and staff replacements were very inexperienced. During 2006-07, the Division of Enrollment Services planned to guide recruitment and retention efforts aimed at improving the College’s enrollment by:

- 1) Fine-tuning recruitment and admissions strategies. These new strategies did not lead to increased new student enrollments across all populations.
- 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. The assumption is made that the funnel below is only specific to MV traditional populations.

	FA 06	FA 05	FA 04	FA 03	FA 02	FA 01
<b>Inquiries</b>	3966	4343	4106	3779	4596	3178
<b>Applicants</b>	664	708	587	537	558	465
<b>Admits</b>	354	322	314	283	300	295
<b>Enrolled</b>	248	261	271	259	251	246
<b>Counselors</b>	3	3	3	4	4	4
<b>EN/CNSLR</b>	83	87	90	65	63	62

- The changes made in the strategies to increase the funnel categories did not result in higher funnel numbers for fall 2007. The funnel is an aggregate of all students for MV which includes ACCEL, Readmits, Joint Enrollment, Teacher certification, etc.

*External funnel*

	FA 06	FA 05	FA 04
<b>Inquiries</b>	639	474	No data
<b>Applicants</b>	331	252	239
<b>Admits</b>	152	137	141
<b>Enrolled</b>	No data	No data	No data

- The changes in External structures and the creation of two positions to focus on recruitment of adult-learners did not result in increases in enrollment. Again the funnel represents an aggregate of external students, ACCEL, Transient and all other categories. \* There were 54 new freshman and transfer students enrolled. The remaining 53 comprised 21 readmits, 5 transients, 2 joint admissions, and 29 ACCEL students.
  - Individuals and certain divisions work on the retention of students. However, there was no formal plan or committee charged with implementing and evaluating retention programs. Data collection and comparisons are essential to the recruitment efforts
- 4) Researching and generating new programs on- and off- campus:
- Business majors were added at Norman Park. The Ministry program did not launch in fall 2007 but is slated to be rolled out in spring 2008 as a pilot.
  - The Criminal Justice program is still in the approval stages.
  - A “Summer Bridge” program was launched summer 2007 with approximately 13 students. Only two students were successful in LA 99 and 50 percent of the students passed LA 98.
- 5). Developing additional support systems:
- The Marketing division has taken an active role in the promotional material development as well as advertising.
  - The external sites were given AIMS and EMAS in order to track their students more efficiently. More training is needed.
  - Many issues with FA arise on the external sites. There is a need for operational support for these sites.
  - Academic tutoring, learning labs for both writing and math would be essential to have in the improvement of retention.
- 6) Developing stronger enrollment benchmarks and tracking reports.
- Reports have been generated and appear to have been useful to Admissions. There is a need for more sophisticated reports that disaggregate data in order to make better projections and drive recruitment behaviors. Data needs to be cleaned up so that there is confidence in what is extracted from the databases.

## RESPONSES

During 2006-07, the Division of Enrollment Services will continue to guide recruitment and retention efforts aimed at improving the College's enrollment by:

- 1) Fine-tuning recruitment and admissions strategies by:
  - a. Creating a number of strategies that will increase the number of new enrollees for each targeted population
    - i. Develop new communication flows
    - ii. Decentralize some of the admission functions to the External sites
    - iii. Enhance and expand Admission Events
    - iv. Collaborate more with faculty and staff
    - v. Increase merit scholarships
  - b. 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.
    - i. The main strategy is out reach to students. Continuous communication is essential. Recruiters will be held accountable for telecounseling and follow-through.
    - ii. External site Directors and staff must do outreach to corporate entities to increase funnel activity.
  - c. Creating a strategy to increase the number of qualified web-based visitors, inquiries, and applicants to the BPC website.
    - i. The website must be more interactive and attractive for visitors.
  - d. Creating a strategy that will increase the number of campus visits by prospective students
    - i. Saturday hours must be marketed
    - ii. Student tour guides and Baron Ambassadors will be formed.
  - e. Creating a strategy that will encourage admission counselors to stay for at least a full two years.
    - i. Additional training is needed for counselors to feel confident in their work
    - ii. A salary study will be conducted for competitive purposes
    - iii. Intentional interviewing of prospective counselor candidates will be performed.
  - f. Collecting better data and properly inputting data so that a review of the source codes will provide better information for decisions

- i. Code everything so that we know our return on investment
  - g. Creating a strategy that will encourage better recruitment collaboration between the Admissions Office, the Coaches, and other academic units.
    - i. Conduct meetings with various campus constituents so that all are on the same page and executing best practices.
- 2) Fine-tuning of transfer policies and procedures that will allow for the:
  - The creation of 5 new articulation agreements during the 2007-2008 academic year.
  - Faster evaluations of credit for transfer students.
  - Implement transfer orientations and communication flow
- 3) Developing a more robust Retention & Student Success program that includes the following:
  - h. Establish a formal Retention Committee that will:
    - i. 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.
    - ii. Create a Center for Student Success that will oversee New Student 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.
    - iii. 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. Provided assistance in improving the success rate of LA students thus enhancing retention.
    - iv. Develop a more comprehensive Summer Bridge program to assist students with success in LA courses.
    - v. Ensure that Student Affairs is providing student development opportunities that commit students to remain at BPC.
    - vi. Discuss the hiring of a Retention Coordinator for 2009-10.
- 4) Researching and implementing new programs for on- and off-campus.
  - Assist the Social & Behavioral Science Division to implement their new degree program by fall 2008.
  - Develop a protocol for evaluating possible new degree programs.
  - Discuss the possibility of starting an Honors Experience until we can support a full Honors Program.
  - Research grant opportunities to fund some new program initiatives.

- 5) Developing additional support systems like:
  - The Office of Marketing will assist in the design and implementation of promotional literature.
  - The Office of News and Public Information will assist by articulating stories about the college to various internal and external constituents.
  - Market premier programs in the local community by showcasing outcomes and student scholars.
  - Ensure there is adequate tutoring, career services and disability services to meet the needs of our populations.
  
- 6) Developing stronger enrollment benchmarks and tracking reports through the use of:
  - AIMS and EMAS
  - Encouraging better data management
  - Outsourcing mailings

## BREWTON-PARKER COLLEGE

### DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2007-08

#### OBJECTIVE 3

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

#### RESULTS

Tremendous turnover in enrollment leadership and staff was experienced in late spring and early fall 2007. The Admission division was virtually without a leader. Several of the seasoned individuals resigned and staff replacements were very inexperienced. During 2007-08, the Division of Enrollment Services planned to guide recruitment and retention efforts aimed at improving the College's enrollment by:

- 1) Fine-tuning recruitment and admissions strategies. These new strategies did lead to increased new student enrollments across all populations.

	FA 08	FA 07	FA 06	FA 05	FA 04	FA 03	FA 02	FA 01
<b>Inquiries</b>	5831	6657	3966	4343	4106	3779	4596	3178
<b>Applicants</b>	891	774	664	708	587	537	558	465
<b>Admits</b>	524	385	354	322	314	283	300	295
<b>Enrolled</b>	279	250	248	261	271	259	251	246
<b>Counselors</b>	4	4	3	3	3	4	4	4
<b>EN/CNSLR</b>	70	63	83	87	90	65	63	62

The changes made in the strategies to increase the funnel categories did result in higher funnel numbers for fall 2007. The funnel is an aggregate of all students for MV which includes ACCEL, Readmits, Joint Enrollment, Teacher certification, etc.

#### *External funnel*

	FA 08	FA 07	FA 06	FA 05	FA 04
<b>Inquiries</b>	812	553	639	474	No data
<b>Applicants</b>	491	297	331	252	239
<b>Admits</b>	284	157	152	137	141
<b>Enrolled</b>	130	105	No data	No data	No data

The changes in External structures and the creation of two positions to focus on recruitment of adult-learners did not result in significant increases in enrollment. The bump in enrollment was primarily attributed to ACCEL which is not a strong revenue source. (55 in 08 versus 28 in 07)

- 2) Researching and generating new programs on- and off- campus:
  - The Ministry Program was launched in Norman Park with low enrollment.
  - The Criminal Justice program was launched on the Mt. Vernon Campus.
  - The “Summer Bridge” program is being benchmarked and examined for ways to increase enrollment in the program and improve success.
  
- 3) Fine-tuned recruitment and admissions strategies by:
  - ✓ Developing a new communication flow for entering freshmen and transfers
  - ✓ Decentralize some of the admission functions to the External sites
  - ✓ Enhance and expand Admission Events: Discovery Day Program and Overnight visits were added
  - ✓ Increased merit scholarships for new freshmen.
  - ✓ Admissions Counselors were held accountable for managing all areas of the recruiting cycle for their regions. (Examples: calling, emails, letters)
  - ✓ Saturday Office hours were created to increase prospective student visits.
  
- 4) A Retention Committee made up of faculty and staff was formed. The committee reviewed the retention efforts in each department
  
- 5) Developed stronger enrollment benchmarks and tracking reports:

The weekly enrollment reports are much more detailed. The students are being segmented at the inquiry, application, acceptance and matriculation stages. (For example: Freshmen, Transfer, Teacher Certification, ACEL, ect...) This provides a better indicator for forecasting and understanding what is driving enrollment numbers. In the future this will help identify trends and direct reactive strategies during a recruitment period.

## **RESPONSES**

During 2007-08, the Division of Enrollment Services will continue to guide recruitment and retention efforts aimed at improving the College's enrollment by:

- ✓ Offering the Criminal Justice program at the Liberty Campus beginning in fall 2009 will be examined.
- ✓ The communication flow is in place and will be expanded next year to include a junior comflow.
- ✓ Discovery Day and Overnight visits will be benchmarked for matriculation rates and surveys will be used to enhance the program.
- ✓ The merit scholarships will remain at the same level. Over the next year conversion rates will be critiqued.
- ✓ The impact of Saturday Office hours will be determined over the next recruitment cycle.
- ✓ On Campus Retention improved on campus by 3%. The off campus programs retention decreased by 8%. Because there was significant amount of the external population with business office holds; financial aid counseling visits to the External Campuses will be increased. The current tuition and financial aid models for external students will be critiqued during 08-09.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **OBJECTIVE 4**

The Division of Enrollment Services will assist the College in advancing its Christian distinctiveness consistent with the College's mission.

#### **ACTION PLAN**

- The Office of Admissions will use recruitment materials that clearly identify the College as a Christian institution
- The Office of Church Relations will strengthen relationships with denominational constituencies by developing a Brewton-Parker College Advisory Council.
- The Campus Ministry Program will provide opportunities for students to participate in mission trips, ministry activities, and worship events.
- The Student Affairs Office will enhance the Christian environment on campus through appropriate student life activities
- The Chapel Program will provide a meaningful, student-centered corporate worship experience for students

#### **ASSESSMENT**

The Vice President for Enrollment Services will review the Enrollment Services Departmental Reports monthly from these offices and programs, and respond as needed

#### **TIME**

Annually

#### **RESOURCES**

Time and annually budgeted funds

#### **RELATED TO**

Institutional Goal No. 5

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 4**

The Division of Enrollment Services will assist the College in advancing its Christian distinctiveness consistent with the College's mission.

##### **RESULTS**

During 2002-03, the Division of Enrollment Services assisted the College in advancing its Christian distinctiveness by:

- Using recruitment materials through the Admissions Office that clearly identified the College's Christian environment
- Strengthening relationships with denominational constituencies through the Church Relations Office
- Providing opportunities for students to participate in mission, ministry, and worship projects through campus ministry
- Enhancing the Christian environment on campus through appropriate student life activities sponsored by Student Affairs
- Providing meaningful worship experiences through the Chapel Program

##### **RESPONSES**

The Division of Enrollment Services will continue to advance the Christian distinctiveness of the College by:

- Overseeing the Admission Office's revisions to recruitment materials to depict Christian service and scripture
- Guiding the efforts of the Church Relations Office to expand participation in the Georgia Baptist Advisory Council
- Facilitating the work of campus ministry as it provides opportunities for students to participate in mission trips, ministry activities, and worship events
- Guiding the efforts of Student Affairs to enhance the Christian environment on campus through student activities
- Guiding the Chapel Program as it aims to provide meaningful worship experiences for students

**BREWTON-PARKER COLLEGE**

**DIVISION OF ENROLLMENT SERVICES  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

**RESULTS & RESPONSES—2003-04**

**OBJECTIVE 4**

The Division of Enrollment Services will assist the College in advancing its Christian distinctiveness consistent with the College's mission.

**RESULTS**

Efforts and actions during the year from the Offices of Church Relations, Admissions, Campus Ministry, and Student Affairs improved the Christian distinctiveness of the College as intended and plan.

**RESPONSE**

During the coming year, the Division of Enrollment Services will continue to improve the efforts and facilitate the action plans of individual units and departments to improve the College's Christian distinctiveness.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2004-05**

##### **OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

##### **RESULTS**

During 2004-05, the Division of Enrollment Services assisted the College in advancing its Christian distinctiveness by:

- Developing new brochures for the Business, Education, Christianity, and Music departments using visual images and language that advances the Christian distinctiveness of Brewton-Parker College.
- Overseeing the creation of newspaper advertisements, displays, and communication letters that better communicated the College's commitment to Christian education.
- Allowing the functions of strengthening relationships with denominational constituencies; creating opportunities for student participation in missions, ministry and worship projects; and developing meaningful worship experiences through the Chapel Program to be moved to a newly created division for Church Relations.

##### **RESPONSES**

The Division of Enrollment Services will continue to advance the Christian distinctiveness of the College by:

- Continuing 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**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2005-06**

##### **OBJECTIVE 4**

The Division of Enrollment Services will assist the College in advancing its Christian distinctiveness consistent with the College's mission.

##### **RESULTS**

- 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.
- The Director of Marketing started to review all marketing materials before they were released to prospective students, their parents, and the general public to ensure the College's Christian distinctiveness is being promoted

##### **RESPONSE**

- During the coming year, the Division of Enrollment Services will continue to improve the efforts and facilitate the action plans of individual units and departments to improve the College's Christian distinctiveness.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2006-07**

##### **OBJECTIVE 4**

The Division of Enrollment Services will assist the College in advancing its Christian distinctiveness consistent with the College's mission.

##### **RESULTS**

- During 2006-07, a new Liberty County Campus brochure was created for distribution to area businesses that incorporated images and language that highlighted Brewton-Parker College as a Christian institution.
- Partnered with a local Hinesville Baptist Church to enter a Christian float in the Christmas parade.
- Created a new Liberty County Campus recruitment board that uses images and language that convey the message that Brewton-Parker College is a Christian college.
- A concerted effort has been made by the Marketing Division to ensure all publications have our distinctive Christian mission.
- The Bachelor of Ministry degree is being developed in Blackboard and will be launched at the Norman Park site in 2008.

##### **RESPONSE**

- Guide the Director of Marketing in continuing to review all marketing materials prior to releasing to prospective students, their parents, and the general public to ensure the College's Christian distinctiveness is being promoted.
- During the coming year, the Division of Enrollment Services will continue to improve the efforts and facilitate the action plans of individual units and department to improve the College's Christian Distinctiveness.
- Recruitment messages must include the mission work that has been accomplished or will be accomplished this year.
- The Guido School of Evangelism partnership with Brewton-Parker College will enhance the Christian distinctiveness of the College.
- Execute a plan for faculty and staff to make presentations at their churches to increase awareness and visibility of our Christian education and environments.
- Carry out the parent portion of the Orientation that demonstrates our Christian values.

- Student Affairs will infuse our Christian distinctiveness in all events and student development activities.
- Continue to participate in the FISH Christian Radio and College Fair Event.
- Continue to participate in the GBC and SBC conventions.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2007-08**

##### **OBJECTIVE 4**

The Division of Enrollment Services will assist the College in advancing its Christian distinctiveness consistent with the College's mission.

##### **RESULTS**

- Three mission trips were done during the school year with strong student participation. A power point presentation about the trips was presented to the student body during a chapel event.
- The partnership with Guido School of Evangelism was official launched. Student enrollment was low.
- A parent session was added to the Orientation events that emphasized and demonstrated our Christian values. On a 1 to 5 scale with 5 being the highest, the session was ranked 4.3 on average. A worship service was enhanced with a special speaker. This event rated the highest – 4.7.
- The Bachelor of Ministry degree was launched in Norman Park with low enrollment.

##### **RESPONSE**

- The students involved in the mission trips are not representative of the student body. Efforts will be made to represent the diversity of our campus.
- The Guido School of Evangelism will be responsible for the recruiting.
- The Bachelor of Ministry degree in Norman Park will be allowed to continue despite low enrollment.
- The importance of integrating our Christian values into Orientation Day was highlighted by the survey.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

#### **ACTION PLAN**

- The Housing Department will develop and implement an enriched student life program for students in residence halls
- The Counseling Services Office will implement the career counseling system, eSIGI PLUS, and fully integrate its use into the Freshmen Year Seminar.
- The Student Activities Department will expand and improve participation in weekend activities and intramural sports programs.
- The Student Affairs Office will use the Student Government Association and the campus life program to enhance student involvement and participation.

#### **ASSESSMENT**

The Vice President for Enrollment Services will review the Enrollment Services Department Report monthly from the Student Affairs Office, and respond as needed.

#### **RESPONSIBILITY**

Vice President for Enrollment Services and Dean of Students

#### **TIME**

Annually

#### **RESOURCES**

Time and annually budgeted funds, plus \$5,000 per year during the 5-year process

#### **RELATED TO**

Institutional Goal No. 6

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2002-03**

##### **OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

##### **RESULTS**

During 2002-03, the Division of Enrollment Services provided student services by:

- Developing and conducting enhanced residence hall programs through the Housing Department and staff
- Integrating and implementing eSIGI Plus through Counseling Services
- Expanding and improving participation in weekend activities and intramural sports
- Establishing benchmarks of participation in weekend activities in weekend activities and intramural sports

##### **RESPONSES**

The Division of Enrollment Services is striving to further efforts aimed at developing students intellectually, emotionally, physically, and spiritually by:

- Guiding the Housing Department's efforts to enhance residence hall programs and training for residence hall staff
- Guiding Counseling Services' adjustments to the follow-up appointments related to eSIGI Plus
- Facilitating the work of the Student Activities Department by adding two intramural sports, increasing participation among commuting students, and improving communication from the Student Government Association to students

**BREWTON-PARKER COLLEGE**

**DIVISION OF ENROLLMENT SERVICES  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

**RESULTS & RESPONSES—2003-04**

**OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

**RESULTS**

During the previous year, the Division of Enrollment Services facilitated the efforts at student enrichment by coordinating the work of Student Affairs Offices of Housing, Counseling, and Student Activities. As a result of peer assessment, a new Director of Residence Life was hired with a new title and broader scope of responsibility that more accurately reflected the efforts and strategies of that position.

**RESPONSE**

The Division of Enrollment Services will continue to facilitate programs and efforts aimed at student enrichment through a coordinated approach with the individual offices and departments.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2004-05**

##### **OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

##### **ACTION PLAN**

- The Housing Department will develop and implement an enriched student life program for students in residence halls
- The Counseling Services Office will implement the career counseling system, eSIGI PLUS, and fully integrate its use into the Freshmen Year Seminar.
- The Student Activities Department will expand and improve participation in weekend activities and intramural sports programs.
- The Student Affairs Office will use the Student Government Association and the campus life program to enhance student involvement and participation.

##### **RESULTS**

During 2004-05, a reorganization of the administrative structure occurred within the executive staff that created new reporting relationships and personnel assignments. The work of Campus Ministry and the Office of Church Relations was transitioned to a newly created Division of Church Relations. The work of the Offices of Counseling and Career Services, Residence Life, Student Activities, Student Affairs, Safety Administration, and Plant Operations were transitioned to the Provost's Office. In turn, the administration of the Divisions of External Programs and Information Technology was shifted to the Division of Enrollment Services.

##### **RESPONSE**

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2006-07**

##### **OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

##### **ACTION PLAN**

- The Housing Department will develop and implement an enriched student life program for students in residence halls
- The Counseling Services Office will implement the career counseling system, eSIGI PLUS, and fully integrate its use into the Freshmen Year Seminar.
- The Student Activities Department will expand and improve participation in weekend activities and intramural sports programs.
- The Student Affairs Office will use the Student Government Association and the campus life program to enhance student involvement and participation.

##### **RESULTS**

During 2006-07, the Division of Enrollment Services provided student services by:

- The student life division responses will articulate the enrichment offered to students. These responses cover Residence Life, Campus Activities, Student Government, Orientation, Counseling, etc.
- The Liberty County Campus' Student Action Group (SAG) networked with County Social Service organizations and local churches to apply classroom knowledge and spiritual mentorship to local residents.

##### **RESPONSES**

- Guide the efforts of the Director of Residence Life to enhance student enrichment in the Resident Halls
- Guide Student Affairs toward professional development so that BPC is executing real world and contemporary programs.
- Enhance the Orientation program so that it has added value for students.

- Continue to facilitate programs and efforts aimed at student enrichment through a coordinated approach with the individual offices and departments for example a “Socrates Café” offered by faculty members.
- The efforts of the Retention Committee will focus on student enrichment opportunities.
- Continue the student efforts at the Liberty County campus.
- Develop ways that all external students feel a part of Brewton-Parker College

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF ENROLLMENT SERVICES SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2007-08**

##### **OBJECTIVE 5**

The Division of Enrollment Services will assist the College in expanding student enrichment by providing opportunities for students to develop intellectually, emotionally, physically, and spiritually.

##### **ACTION PLAN**

- The Housing Department will develop and implement an enriched student life program for students in residence halls
- The Counseling Services Office will implement the career counseling system, eSIGI PLUS, and fully integrate its use into the Freshmen Year Seminar.
- The Student Activities Department will expand and improve participation in weekend activities and intramural sports programs.
- The Student Affairs Office will use the Student Government Association and the campus life program to enhance student involvement and participation.

##### **RESULTS**

- The Student Orientation for fall 08 had an overall rating of 4.3 on a scale of 1 to 5. The enhanced orientation was a result of training received during the year. The surveys and comments from the orientation day will be used to improve event selection and scheduling.
- The Student Activities Department had low participation in intramural sports.
- In order to improve Student Orientation and Residence life, the Orientation Leader and Residence Life Director were both sent to a training seminar.
- The eSIGI Plus program is not in use. There is not a Career Counselor position in place to currently operate the software. The need for supporting students in the area of resumes and job fairs is being done through resume building seminars and a job fair. Currently the job fair only focuses on careers in Education.

##### **RESPONSES**

- The results from the Orientation Survey indicated that another event besides the Scavenger Hunt should be considered. Additional funds need to be used to enhance the Kick-off event.
- Next year the Dean of Students will attend a training seminar.
- In order to improve the Intramural Program there will be some restructuring. The college's coaching staff will be tapped for running the intramural seasons. An Intramural Governing Council made up of students will be considered.

- The efforts of the Retention Committee will focus on student enrichment opportunities.
- Expanding the job fair outside of just Education careers will be investigated.
- There is an obvious weakness in career counseling and assistance in selecting graduate schools. Efforts will be made to develop a system that may be used given our current staffing restrictions.