

Strategic Plan – 2005 -2010
Organizational Plan: Enrollment Management

Action Plan	EM Staff Leader	University Support	Priority
Increase SAT & HS average of incoming students	Susan Christian	Provost & Deans VP of Finance	High
Improve Retention & Graduation Rates	Jamie O'Hara	Provost & Deans Faculty Dean for Students	High
Increase Freshmen, Transfer, Graduate and Continuing Studies Enrollments	Susan Christian	Provost & Deans Faculty Dean for Students	High
Offer new graduate academic programs and course delivery methods that respond to the needs of adults	Director of Graduate Admission	Provost & Deans, Faculty	High
Offer new CCS degree, certificate, and other innovative academic programs and course delivery methods that respond to the needs of adults	Executive Director & Associate Dean of CCS	Provost & Deans Faculty TLC External Partnerships	High
Implement financial aid strategies that improve recruitment and retention	Jack Williams	Dean for Students	High
Adopt centralized approach and improved access to University services and resources	Drew Aromando	Institutional Research Registrar OIT	High
Implement integrated marketing, advertising, and public relations plans that expand awareness of the University beyond the immediate region	Jamie O'Hara	Institutional Advancement Assistant to the President	High
Continue to develop and promote new academic programs	Jamie O'Hara	Provost & Deans	High
Continue to strengthen Rider's website	Director of Internet Projects	Web Advisory Committee	Medium
Implement a student recruitment and retention plan that increases minority and international enrollments	Laurie Kennedy	Dean for Students Director of Multicultural Studies	High
Evaluate and strengthen the Rider Achievement Program	Jennifer Cafiero	Provost Dean for Students	Medium
Create a single international education office that provides comprehensive services for international students and expanded study abroad	Laurie Kennedy	Provost Dean for Students	High
Utilize external validations as key strategic components of Rider's marketing, advertising and public relations efforts	Jennifer Cafiero	Institutional Research	Medium

- **Implement an enrollment management plan that increases the average SAT score and high school GPA of incoming freshmen; improves retention and graduate rates; and increases freshmen, transfer, graduate and Continuing Studies enrollments.**

Responsibility: VP for Enrollment Management, Provost, Deans
 Timeline: Implementation to begin in spring 2005 and ongoing
 Resources: Existing operating budget; fundraising potential in the form of endowed scholarships

Benchmarks:

- Increase the average incoming SAT score from 1080 to 1150 by 2010
- Increase the percentage of freshmen from the top 25% of their high school class from 37% to 50% by 2010
- Increase new student enrollment by 14% to 1,250 and overall undergraduate enrollment by 9% to 3,850 by 2010
- Improve retention from 78% to 82% by 2010
- Improve the 4-year graduation rate from 45% to 50% by 2010
- Improve the 6-year graduation rate from 55% to 66% by 2010
- Decrease the acceptance rate from 82% to 72% by 2010

Action Strategies:

Improve Quality:

- Continue in repositioning financial aid strategies to recognize high achieving students, increase FA merit pool if appropriate
- Secure the presence of a comprehensive University-wide Honors College and market appropriately
- Re-establish the bottom quartile of the acceptance pool
- Create a new acceptance matrix
- Review inquiry and acceptances profiles, administer separate admission requirements according to major and geographic areas
- Evaluate AP and IB policy University-wide

Improve Retention & Graduation Rates:

1. Audit First Year Experience and Orientation
2. Continuing student merit award strategy
3. Create new registration and orientation programs at Westminster
4. Review and renew the RAP, EOP and University Studies
5. Review graduation requirements and availability of needed coursework within each major
6. Establish One-stop services
7. Strengthen academic advising and support through a central advising unit
8. Evaluate the role internships play in a comprehensive retention program

Increase Applications:

1. Expand marketing into new geographic areas including Florida, Texas and California
2. Explore the creation of new majors such as: Graphic Design Advertising, Criminal Justice, Forensic Science

3. Establish high school/college credit dual enrollment programs
4. Promote and market the Common Application alternative to prospective students
5. Offer on campus programming at Westminster that can generate applications: i.e. Open House
6. Target counselor events in potential geographic growth areas.
7. Expand current CC agreements with feeder institutions and expand second tier relationships

- **Offer new graduate, certificate, and other innovative academic programs and course delivery methods that respond to the needs of adults and non-traditional learners. These may include professional development seminars, on-line courses, certificate programs and off-campus programming.**

Responsibility: Associate Dean of CCS, VP for Enrollment Management, Provost, Deans

Timeline: Ongoing

Resources: Existing operating budget

Benchmarks:

- Increase credit hours in the College of Continuing Studies at a minimum of 12% from 3,360 to 3,800 in existing programs.
- Create new programming that will generate a minimum of 500 continuing credit hours by 2010

Action Strategies:

Graduate:

1. Create new graduate program in Organizational Leadership with tracks in Public Administration, Communication and Health Administration
2. Create new Executive MBA program
3. Offer accelerated 6 ½ week MBA sessions throughout the year
4. Offer programs off campus and through distance learning
5. Expand the graduate offerings on the Princeton campus
6. Consider the development of a PsyD or other Music graduate programs

CCS:

1. Establish a bachelors completion program in Business at Burlington and Raritan CC
2. Offer accelerated bachelor completion programs in business and education programs
3. Create a bachelor completion program in Psychology
4. Offer accelerated 6 ½ week sessions throughout the year
5. Offer programs off campus and through distance learning
6. Expand the adult education offering on the Princeton campus

- **Implement enrollment management and financial aid strategies that improve recruitment and retention and recognize academic achievement and leadership skills among students.**

Responsibility: VP for Enrollment Management, VP for Finance

Timeline: Spring 2005 and ongoing

Resources: Existing operating budget, fundraising potential in the form of endowed scholarships

Benchmarks:

- Increase percentage of students from the top quartile of their high school class to 50%

Action Strategies:

1. Continue in repositioning financial aid leveraging strategies to award high achieving students, increase FA merit pool if appropriate
2. Implement private loan strategies that will help any student who needs a loan in securing financial support.
3. Centralize the spending of the scholarship/merit budget for undergraduate use to secure a higher quality undergraduate profile (evaluate graduate assistantships)
4. Secure Rider's tuition rate and maintain its position in the middle of the competitive private institutional grouping annually
5. Create a structured endowed scholarship program that helps reward talented students, supports retention and helps in strengthening donor relations

- **Adopt a more centralized approach and improved access to University services and resources such as the bursar, financial aid and registrar. Consider physical location and use of technology.**

Responsibility: VP for Enrollment Management, Assoc VP for Institutional Research, Assoc VP for Information Technologies
Timeline: January 2006 - Committee recommendations and one-stop proposal
Completion by spring 2007
Resources: Existing operating budget

Action Strategies:

1. Establish One-Stop committee that will:
 - Look at best practices in One Stop models
 - Document current student services work flow
 - Consider technology strengths and needs.
2. Create and administer new bursar and financial services policies that interact consistently, begin to expand policies to be inclusive of registrar and other offices
3. Evaluate status of current services available on the web and determine additions

- **Implement integrated marketing, advertising, and public relations plans that expand awareness of the University beyond the immediate region into other states, contribute to improved new student recruitment and alumni and donor engagement, build institutional pride, and inform the internal and external communities of current and/or significant initiatives, events and achievements.**

Responsibility: VP for Enrollment Management, VP for Development & Alumni Relations,
Assistant to the President

Timeline: Fall 2005 and ongoing

Resources: Existing operating budget

Benchmarks:

- Increased enrollment, retention, alumni and fundraising activity
- Improved institutional brand and identity

Action Strategies:

1. Conduct benchmark branding study that evaluates the University image according to core audiences including: prospective students and parents, current students and parents, alumni (Complete by November 2005)
2. Conduct benchmark study specifically evaluating the Westminster brand and how it attracts prospective graduate and undergraduate enrollments (Complete by August 2005)
3. Based upon the central themes of the strategic plan create an integrated advertising/brand campaign that communicates the strengths and distinctiveness of the Rider experience
4. Brand the ***Arts At Rider***; use the performances that take place on both campuses as a destination that will help with name recognition, recruitment, alumni, and potential donor relations
5. Create a design standards portfolio that includes all media: website, publications, logo and advertising
6. Create new campus look through a standard signage and way-finding campaign
7. Create campaign standards that incorporate central themes and design in the Admission, Alumni, Academic, Athletic and Students Affairs areas
8. Audit the Athletic communication and marketing plan

- **Continue to develop and promote new academic programs that connect business and science, communication and business, and education and communication, among others.**

Responsibility: Deans of both campuses, individual departments, VP for Enrollment Management

Timeline: Under way; continue implementing 2006-07 and ongoing

Resources: Additional operating budget

Action Strategies:

1. Implement professional and executive opportunities for the pharmaceutical industry between science and business
2. Create synergies through the Events Management minor between Business and Westminster
3. Offer online undergraduate courses that attract students on both the Lawrenceville and Princeton campuses
4. Expand partnerships between Business Advertising track and Communications

- **Continue to strengthen Rider's website, including both internal and external components and ensuring a consistent look and image throughout**

Responsibility: VP for Enrollment Management, Director of Internet Projects
Timeline: Spring 2005 and ongoing
Resources: Existing operating budget

Action Strategies:

1. Launch new intranet portals for faculty and staff, and current students (Completed by September 2005)
2. Develop new virtual tours for both campuses (Completed by November 2005)
3. Expand student, parent, faculty alumni and staff services that can be provided online
4. Explore search engine optimization to expand University website exposure
5. Create a University-wide web advisory/development group
6. Systematically improve the content and design of the website

- **Implement a student recruitment and retention plan that increases minority and international enrollments. Ensure the provision of academic and student life programs and services that address the needs of these diverse populations.**

Responsibility: Associate VP for Student Affairs, VP for Enrollment Management, Provost
Timeline: Plan completed and approved 2005-06, begin implementation 2006-07
Resources: Additional operating budget, fundraising potential

Action Strategies:

Minority Recruitment & Retention:

1. Establish a Recruitment & Retention minority advisory council that will help in identifying populations of students that will be successful at Rider and work in a mentor capacity throughout the time that the student is on campus
2. Create ties to minority organizations that will help in acting as feeder programs to the institution
3. Audit the EOP recruitment and retention plan
4. Target underrepresented minority populations: Latino and Asian
5. Create summer programs that attract and pre-sell the University to minority students

International Recruitment & Retention:

1. Actively participate in international recruitment tours of Asia
2. Establish a minimum of three agreements with international programs, schools, or governments that send students for degrees or short-term/reverse study abroad programs
3. Continue to work in helping the university in expanding the Sanda University agreement
4. Consider how Westminster can be used to open enrollment opportunities for the University in Europe and South America

- **Utilize external validations (i.e., specialized accreditations and rankings) as key strategic components of Rider's marketing, advertising and public relations efforts.**

Responsibility: VP for Enrollment Management, Deans, Assistant to the President

Timeline: Fall 2005 and ongoing

Resources: Existing operating budget

Benchmarks: Increasing rank position in U.S. News and World Report

Plan development in progress

- **Evaluate and strengthen the Rider Achievement Program¹ (RAP), reviewing such things as linked courses, advising, small class sizes, supplemental instruction, and specialized orientation and co-curricular activities, particularly within the freshman year**

Responsibility: VP for Enrollment Management, Associate VP for Student Affairs, Associate Provost, Associate Dean of CCS

Timeline: Some phase in beginning fall 2005; plan completed and approved 2005-06; continue implementation 2006-07

Resources: Additional operating budget

Benchmarks:

- Increase retention and graduation rates
- Increase participation in Summer Bridge Program

Action Strategies:

1. Create and pilot a new program that links courses, expands the bridge program and academic support services, and offers financial support for the successful completion of the program
2. Continue to evaluate and improve the bottom 15% of the freshman class
3. Evaluate cohort and determine which aspects of the program are successful and which need to be repositioned
4. Launch comprehensive program in fall 2006

¹ RAP, the Rider Achievement Program – A program established to support students in the bottom 10% of our entering class.

- Strengthen Rider's post-baccalaureate professional programs (i.e., pre-law, pre-med, pre-allied health) by developing articulation agreements with graduate schools, mentoring programs and career fairs, and recognizing student achievement.

Responsibility: VP for Enrollment Management, Deans
Timeline: Plan completed and approved 2007-08; begin/continue
implementing 2008-09 and ongoing
Resources: Additional operating budget

Plan development in progress