

Rider University
Enrollment Management Plan
June 2004 – May 2006

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I. Introduction

The following plan is to help the Enrollment Management Organization and the community of Rider University to start looking at the planning and implementation of an enrollment-focused structure over the next two years. This plan is divided into the following three areas:

The majority of the plan outlines operational areas, and in some instances, organizational areas. Within each sub-category is outlined the areas in which the organization will address new directions or change. Included in this report where appropriate is the current structure or process; if additional information is needed this can be supplied.

A proposed timeline for all changes and new activities that will be implemented over the next two years is included as a work-in-progress to this report.

The final area, Support from the Community, outlines questions regarding support or direction that is needed from the President and the Community in order to successfully implement this Enrollment Management plan.

II. Enrollment Projections: Fall 2004 – Fall 2006

Over the next two years, Enrollment Management will establish targeted enrollment goals specific to school, major, and division. Enrollment Management will work in setting realistic goals that will also help the institution in determining operational budgets that will support the strategic planning process, financial security of the institution, and potential for future growth. These goals will be worked on in close consultation with the President, Provost, VP of Finance, and AVP of Institutional Research. The following areas will be considered when establishing enrollment goals:

New Undergraduate

Early estimates will place new fall 2004 undergraduate FTE enrollments 5% less than final fall 2003. Enrollment Management must take the necessary steps to increase new undergraduate student enrollment by 5% for fall 2005, although an overall two-year recovery was discussed, we will need to regain this ground immediately. Specifically, freshman enrollments will need to increase to between 840-855 freshmen for fall 2005. Transfer enrollments will be targeted at 180. Overall new student enrollment would be targeted at a minimum of 1020.

Westminster enrollments at the undergraduate level for fall 2004 will be 14% below the enrollment goal (Final 104 students compared to a goal of 120). These goals or the distribution of the overall total cannot move forward as the goals for fall 2005. No previous activity gives Enrollment Management the confidence that an additional sixteen students can be realized for fall 2005. Enrollment Management would suggest that the overall goal of 170 students for the Princeton Campus remain the goal for next year. The additional ten students that we would

remove from the undergraduate goal would be added to the graduate goal, which from a projections perspective has a more realistic chance of actualizing. The graduate Westminster goal was 50 new students; for fall 2004 we currently have 53 students and the possibility of realizing three more. This would not be a change in revenue due to the same tuition price that is charged for both undergraduate and graduate students at Westminster. However, overall net-revenue would need to be closely monitored due to the large number of Graduate Assistantships available at Westminster.

Graduate

In Lawrenceville, it is expected that both Graduate Education and Business programs will exceed the previous year's new student enrollment for fall 2004. Growth in enrollments for new student enrollment will continue over the next two years. The College of Business Administration may experience only moderate growth if new majors are not introduced to market quickly. The School of Education is currently experiencing a peak level of interest. Enrollment interest in Educational programs over this two-year period may start to see a leveling off or slight decline in enrollments. When building the enrollment revenue model, Enrollment Management suggests that a moderate increase be built into future projections for both academic areas. For 2004, I am projecting that we will finalize enrollments about 20% ahead for both Business and Education. This projection is based on application activity and the eventual growth that we will realize in New Student Acceptances. Graduate enrollment activity is harder to project without seeing if the projections actualize. However, Enrollment Management would be comfortable in building a model that shows between a 5-10% increase in enrollments for next fall.

Continuing Students

Current undergraduate Rider registration activity is stable against last year. Enrollment Management needs to work with Institutional Research to isolate first-year retention rates for the 2003 cohort. After this figure is agreed upon, Enrollment Management will begin to set goals to improving this retention figure by .5% or 1% for the cohort of students that are entering for the fall 2004 term. This will need to be agreed upon by mid-September 2004. The Dean of Enrollment in consultation with the First-Year Programming office will have responsibility for creating programming for the first year population that will help in realizing the agreed upon goal for retention. If, for example, we agree to increase retention by 1% on a base of students which is 870 (freshman only), we will increase the continuing student class for that cohort by 9 students – although small in number at an average net revenue of \$22,000 per student, this converts to almost \$200,000.

College of Continuing Studies

Projections for the College of Continuing Studies will be provided after we subdivide the vertical markets and agree upon a model for the unit.

- ***A two-year projections chart will be provided, outlining the expected applications, acceptances, and inquires for each area.***

III. Freshman Enrollment

As of the end of May 2004, the freshman application pool was averaging a 3% decrease against fall 2003 activity. The previous year, fall 2003 freshman applications were running 6% ahead of fall 2002, which was more consistent with the demographic growth within New Jersey and the nation. This past year's activity showed growth in the secondary markets within the state and out of state areas. The largest declines in overall headcount were in Mercer, Middlesex, Monmouth and Camden counties (Please see the three-year application trends by High School included in the Appendix).

We will be focusing our effort on the following area to increase freshman enrollment over the next two years:

Marketing Materials

A new campaign is being executed by Kukovich & Associates. The Undergraduate enrollment materials have not been redesigned since 2001. The new theme "Rider University – Where Learning Meets Your Life" uses extensive photography and profiles of students that overview opportunities for undergraduates on both Rider campuses, in and out of the classroom. The campaign will include the following key materials:

- Viewbook & Application** – Completed 8/11
- Recruitment Brochure – Expected 8/31
- Westminster Poster and School Brochure – Expected 9/6
- Visit Rider, Campus Map – Expected 9/15
- Honors College Brochure – Expected 9/30
- Financing Your Education – Expected 10/15
- CBA, A&S, Education and Undecided Brochure – Date to be determined

Activities to Generate Inquiries & Applications

Through strategic use of newly created brochures we will pursue a more aggressive and targeted direct-mail campaign to freshmen and expand the use of purchase lists. In August, we will buy SAT names in the primary markets and will also add international lists from Peterson's and ICS to the overall buy. Additionally, we will review the database in December to determine if additional buys by academic areas or geography are necessary.

At the end of September, when the new Rider website is officially launched, we will start to target advertising dollars towards search engine optimization that will also help in generating inquiries for all vertical markets.

Throughout the fall, the Admission staff will actively visit high schools for college fairs and private visits. The staff has been asked to review previous successful outreaches and establish visits for this coming year. They have also been

directed to be more strategic about how they use their time and to not become “road-runners” for the sake of increasing the overall number of visits to high schools. In fact, the plan is to decrease the overall number of visits and replace this with other outreach activities including email, telemarketing, and off-site interviews and on-campus programming.

Honors College

It will be important for Enrollment Management to work closely with the Office of the Provost in repositioning the Honors College through academic programming, extracurricular activities, scholarship and incentives. Within the next quarter, Enrollment Management will add a written positioning/marketing plan specifically focusing in on building Honors College enrollments.

On-Campus Programming

Rider has for the past ten years offered three Open Houses (two in October and one in November). This year, we are eliminating the early October program and will have a total of two Fall Open Houses. The current program is being reviewed to address more flexibility for the visiting student to choose between multiple concurrent sessions and offer a better exposure to an active and vibrant campus. The revised format of the Open House will be shared with the community in mid-September.

In addition to the Open House programs, Saturday Information Sessions will be held every weekend. These sessions will include general information about the University, Admission procedures and deadlines, and Financial Aid. Two forty-five minute sessions will be held each Saturday, and students and families will be encouraged to take a tour of the campus before or after the program. If these programs are successful, they will be continued in the spring and be targeted according to academic disciplines. Additionally, the Information Session format will be used during school holidays such as Election Day, Veterans Day, and religious holidays.

Off-Campus Activities

The Office of Undergraduate Admission will begin its fall recruitment season the third week of September and will run through the first week of December. This year the recruiters have been asked to focus the visitation schedule, cutting back on the number of overall visits and focus on maximum impact institutions and high schools that will help in the positioning, and attracting high talent/low need students. In an effort to continue to cultivate and grow targeted inquiries, RAVE (Rider Alumni Volunteers for Enrollment) and outreach including telemarketing, email, and small group receptions will be organized.

The Office of Undergraduate Admission will also actively engage the guidance community by hosting two new targeted events in the fall 2004 quarter. Based on the success of these events, the Office of Admission, in consultation with Enrollment Management, will determine future programming targeting this population.

Minority Recruitment

The Office of Undergraduate Admission will begin the process in the next quarter of outlining a two-year plan that will examine recruitment history and trends for Rider University in attracting minority populations to its campuses. Within the next quarter, a separate strategy/market outline will be added to this plan that will establish goals in an effort to build a community that enrolls and graduates a more reflective population of the local and tri-state region.

Staffing & Budgeting

Enrollment Management has asked the Office of Undergraduate Admission to review its current staffing structure and budgeting to address efficiencies and maximize recruitment opportunities. The Admission Office has proposed eliminating a full-time line at the graduate level, adding a part-time line to the Graduate Admission area at a lower level and hiring a regional recruiter for Long Island, New York. These adjustments would not require additional funding. At this point, the regional recruiter position has been approved. The additional components of this proposal will be reviewed with the VP of Finance before being approved. In addition, the Office of Admission is reviewing current budget allocations to address new opportunities in all vertical markets.

IV. Transfer Enrollment

Over the next two years, Rider University will need to grow its transfer population and will strategically look at ways to increase fall enrollments of this population by 25%. This increase will respond to the growing number of New Jersey Students who are choosing community colleges directly out of high school and will address any growth that is experienced due to the implementation of the New Jersey Stars Program. This increase will occur by implementing a more aggressive relationship with the three primary feeder institutions: Mercer, Raritan Valley, and Bucks Community Colleges. Additionally, scholarship opportunities will be repositioned to maximize positioning and return, and the marketing and events plan for transfer students will also be reviewed and be more targeted. Finally, we will look to strengthen the already thoughtful relationship Rider holds with NJ Transfer and start to review our transfer credit policies.

Feeder Community College Activities

Initial Enrollment Management meetings have been held with our three main feeder community colleges to reaffirm agreements that were established over the years. Enrollment from the three community colleges comprised 57% of the new transfer enrollment for fall 2003. Within the Appendix you will find the follow-up memos to the initial meetings Rider held with Mercer County and Raritan Valley Community Colleges. These meetings were the first step in understanding the needs of the institution and how we may be able to address similar goals and directions across our institutions. Follow-up meetings with Enrollment Management and Academic Affairs have been established with Raritan Valley Community College on August 19th and with Mercer County Community College on September 23rd to discuss partnerships that will include academic

programming and the development of a more inclusive dual admission process. During these meetings we will also pursue potential for faculty and facilities sharing.

Scholarships

In an effort to increase fall 2004 enrollment, the academic eligibility requirements were changed to a minimum GPA of 2.75 instead of a 3.0. This has had an impact and has helped us in enrolling more transfer students for this fall. The minimum of 2.75 for scholarship eligibility will continue.

Rider University will explore scholarship agreements specific to feeder institutions' needs that will also help in attracting more applications from these three institutions. The Admission and Financial Services staff will develop the Rider response to the state-instituted Stars Program. This will include a campaign that will also focus on increasing applications from students across the state of New Jersey. Implementation of this plan will occur in time to have an impact on spring enrollment.

Marketing & Programming

In addition to the marketing materials that will be created for the freshman market, a transfer campaign that includes a poster and brochure will need to be completed by mid-November 2004. The look of these brochures will incorporate the overall undergraduate themes and be in the same family of publications. The Admission office has pursued accelerated admission programs throughout this summer, which has helped increase the overall transfer enrollments. Similar programs will be offered in December 2004 and January 2005. Additionally, on-site programming will be pursued with the three feeder community colleges and the four secondary community colleges within our area.

NJ Transfer Options

Rider has committed to the NJ Transfer website and will complete its obligation in outlining course equivalencies for all community colleges within the state by November 2004. Currently, Rider needs to complete the equivalencies for the final six institutions. These six community colleges are not in Rider's regional area; however, it is important that Rider show commitment to this organization, which is a great resource for the students of New Jersey. Enrollment Management has requested NJ Transfer to include Bucks County Community College as an out-of-state partner. The President of NJ Transfer expressed interest and asked Rider to pursue this option through the College Presidents Council. A proposal about this option will be presented to the President's office by November 2004.

The President of NJ Transfer Options has requested that Rider host the first Enrollment Management Conference for New Jersey Community Colleges, to be held in May 2005. The conference would invite community college

Presidents, Enrollment Management, Academic Affairs, and Student Services personnel. This outreach will help in positioning Rider with this important community college population.

V. Graduate Enrollment

Over the next two years, Enrollment Management will assist in positioning Rider University as one of the major deliverers of private education in the South Jersey region. The Community Assessment Program (CAP) study will help in determining the demand for academic programs within our region. However, Rider has started to explore new academic programs including Executive MBA and Masters in Arts Administration. Enrollment Management believes in the potential of both degrees. Additionally, Enrollment Management would suggest that the following academic programs be considered: Executive or Accelerated Masters in Accounting, Information Systems concentration within the MBA, Masters in Human Resource Management, Masters in Public Administration, Masters in Communications, Masters in Organizational Behavior.

In addition to the academic programs, Rider needs to consider the following three areas to successfully grow graduate enrollments:

Policies & Procedures

Enrollment Management has already completed the process of transferring the decision-making process for Graduate Business Programs to the Graduate Admission office. Over the next month, the transfer of the School of Education decisions will occur. A separate document will be added to this plan by October that will address the agreed-upon processes that will be followed by the Graduate Admission office in reviewing graduate education applications. Enrollment Management is recommending the elimination of the interview as part of the admission process and suggesting that the School of Education continue its practice of interviewing candidates after the completion of twelve credits to confirm the students' matriculation. Additionally, Admissions will suggest recommendations for when to include PRAXIS scores, GRE or MAT scores and deadlines. These changes in policies and procedures are critical in realizing efficiencies in the structure and the potential for greater enrollment gains and customer satisfaction.

Marketing Materials & Recruitment

Enrollment Management will need to create new marketing materials at the Graduate level by school and for high enrollment areas within Education by program. Stein Communications will be retained for this project. Stein will be directed to start with CBA and will need to create an Executive MBA campaign by October to enroll a January 2005 class. After this project is complete, a viewbook and direct-mail for the MBA and Masters in Accounting program will be completed in time to make an impact on fall 2005 enrollments. Graduate Education brochures will be redone over the summer of 2005.

The primary recruitment activity for graduate students will continue to be Information Sessions. Graduate Business Information Sessions will increase from three per year to eight. Graduate Education Information Sessions will increase from three to five programs per year. Other delivery will also be considered including Online Information Sessions. The presentation will be formalized in the future and be directed by a power point presentation. The graduate admission office will also begin to include faculty and student support services.

The Dean of Enrollment and Interim Dean of CBA may pursue short-term contacts with individuals or organizations that will help funnel enrollments to Graduate Business degrees.

Princeton Campus & Satellite Locations

Both the School of Education and the College of Business will pursue delivering courses beyond the Lawrenceville campus.

MBA Courses at Princeton – Two courses will be offered during the fall semester on the Princeton campus. An Information Session was held at the Princeton campus on August 19th. Direct mail to prospective students and currently enrolled students were also mailed. If both courses attract new and continuing students, additional courses will be considered for future semesters.

Education at Raritan Valley Community College – The School of Education will offer the Masters in Supervision Administration and Certification for Principals. Courses will be offered at the University Center at Raritan Valley Community College. The initial semester is projected to have a late September/early October start. Enrollments for this program will be secured through a general information session in early September and superintendent connections.

Additional off-site locations will be pursued over the coming months after the CAP Assessment is complete. Enrollment Management will also work with the academic deans to explore opportunities for online delivery.

VI. Westminster Enrollment

The first quarter has been busy for Westminster due to the resignation of the Director of Admission and the campus conversion to Datatel. Additionally, the Admission office is actively working to realize the fall 2004 enrollment goals. Much needs to be done to transition Westminster into a centralized unit to Enrollment Management and the University.

Westminster has two areas that will be easy to address, the marketing materials and direct-mail plan, both of which will be redesigned within the next quarter.

The marketing materials will fit within the family of the overall campaign that is being created by Kukovich & Associates. The two main documents for Westminster will be a school-specific brochure and a poster, both of which will be completed by the end of September.

There are other issues at Westminster that need to be reviewed in order to build successful enrollments. Westminster under the direction of Enrollment Management needs to look at its recruitment plan and on-campus visit strategy; neither have had any significant changes over the past three years. The community will also need to be educated about Enrollment Management. Certain areas that have allowed faculty involvement in the past will need to be transitioned to the Admission office at Westminster, and it will be critical that a new Director of Admission be hired during the next quarter. Ideally, the areas involving community change and recruitment will require time to transition appropriately; however, Enrollment Management will need to make these changes quickly in order to realize success for the fall 2005 recruitment cycle.

International Recruitment

Based on the strong interest in building an international presence at Rider University and the established lead that Westminster has already created, this College will take the lead in representing and introducing Rider University to an international market. Enrollment Management will make suggestions to the Executive group and Deans of Rider University for a spring recruitment tour of Asia. This tour will include the primary countries where Rider already has established interest and will build new markets for the Music program at both the graduate and undergraduate level. Participation in this first international tour will occur in the spring 2005 quarter.

VII. Continuing Studies: Adult and Part –Time Enrollments

The College of Continuing Studies (CCS) is currently moving into the Enrollment Management organization. However, it will continue a close alliance with Academic Affairs. To this end, the CCS dean will maintain all responsibilities as outlined in the AAUP agreement as well as continue membership on the University's Deans' Council. Additionally, once pricing is agreed upon, the University will embark on the Community Assessment Program (CAP) Study with the Aslanian Group to determine new program development and delivery models for the adult markets at Rider University. If the pricing is agreed to this month, the discovery process will take place in September with a final report by January.

Rider does not need to wait for the CAP Report to start to develop strategies for improvement in this area. The following is a brief overview of the current CCS structure and the suggested change in focus that will occur sooner rather than later in this two year plan:

CCS Audience:

The primary customers for the College of Continuing Education are high school graduates who wish to undertake or complete an unfinished baccalaureate degree program, professionals who seek to update and expand their knowledge and skills, college graduates who lack undergraduate requirements for admission to graduate or professional school, and individuals who are interested in taking courses to enrich their personal lives. The majority of CCS's students are adults seeking part-time evening or weekend learning opportunities.

Currently, the College of Continuing Studies programs include undergraduate degree programs, professional certificate programs, undergraduate summer session courses, courses taken to prepare for graduate studies, and enrichment courses. Flexible program scheduling is available through the Weekend College and alternate 8-week evening courses. Nevertheless, the CCS program portfolio and delivery methods are limited and must be revitalized and expanded.

It is recommended that Continuing Studies also be responsible for serving Rider alumni who wish to audit courses as well as special populations, non-credit programming, all summer programming, online delivery development, and most important, to serve as the college that will incubate credit and non-credit programming for the other academic schools.

Functions:

NEW & REPOSITIONED

The following areas need to be developed and become the primary focus for the College of Continuing Studies:

- 1. New Program and Delivery Models Development:** CCS should be designated the college responsible for incubating new credit/non-credit programs and delivery models, **including on-line**, for the University. If market demand is validated after a two-year period, the program would be turned over to one of the other three colleges. Revenue sharing with the appropriate college would be essential. Under this model, a revenue split would be outlined for the two-year launch period and continued if interested – or moved into the school with continued incentives.
- 2. Summer Session:** Rider's undergraduate, graduate, and Princeton campus summer sessions should be coordinated. Continuing Studies should be given this responsibility for the University.
- 3. External (off-campus) Programs and Courses:** Coordination of new external academic programs and courses should be centralized with the College of Continuing Studies.

CONTINUING FUCTIONS:

The following areas need to be reevaluated and the functions streamlined to fully maximize their presence within CCS:

Student Services: Continuing Studies responsibilities encompass an all-inclusive, personalized approach to student services in the following areas:

- **Advisement:** CCS staff provides comprehensive advising services throughout the adult student's Rider stay.
- **Assessment of credit for life experience:** CCS staff determines transferability of non-traditional credit. **CCS must identify ways to expand its credit for life experience assessment services.**
- **Coordination of registration:** CCS provides on-site as well as online registration for returning students.
- **Retention:** CCS staff routinely communicates with current and "stop-out" (one to three semesters) students and when requested by faculty, reaches out to students in academic difficulty.

Weekend College: CCS offers an alternate-week class schedule on weekends (Friday evenings, Saturday mornings and afternoons, and Sunday mornings).

Course offerings need to be expanded so that students may complete all their degree requirements on the weekend.

RELOCATION OF FUNCTIONS:

The following areas need to be removed or moved into the College of Continuing Studies model:

1. Recruitment and Admission: Rider needs to provide a seamless, convenient, and comprehensive entry to Rider for adult learners and non-traditional students pursuing their individual learning goals. **The existing structure which divides responsibilities between Admission and Continuing Studies needs to be revisited. Consideration to streamlining admission procedures for part-time students also needs to be considered.**

2. Scholarships and Awards: Continuing Studies administers the Charlotte W. Newcombe, Maida, and Phyllis K. Snyder scholarships as well as several awards, including the Branton Book. **CCS needs to explore ways to streamline the scholarship selection process and consider moving this into the Financial Services area.**

3. Scheduling and Workload: CCS supports the University's adjunct faculty, prepares faculty workload for evening, weekend, and alternate evening courses, and generates contracts for evening and weekend faculty. **The University should consider moving to a centralized workload structure either as part of the Registrar Office or in an Academic Scheduling Office.**

Staffing: With the reorganization of the College within Enrollment Management, current functions and responsibilities will need to be changed. An audit of the professional staff's job descriptions/ IPD's will occur to realign as well as clarify responsibilities. **Additionally, the CCS unit in coordination with Enrollment Management will work with short-term contractors for new business development and pursue partnerships with online third-party delivery companies.**

Pricing: The current pricing structure in CCS is \$350 per credit, which is almost a 50% discount on the established undergraduate tuition credit rate. Some other private institutions discount tuition rates and some price adult degrees and credits at the standard undergraduate rate. A review of the benchmark institutions will need to be undertaken in order to determine how increases of this rate or differential pricing can occur for specific degrees (i.e. Weekend College).

Marketing: The current marketing materials need to be redone and a consistent look created for all Continuing Studies materials. In addition to continuing studies catalogs, schedules, and print advertising, vertical marketing plans need to be created for each distinctive population specifically when launching a new product or outlining the benefits of existing programming.

Final Thoughts on Continuing Studies: If this outline is of interest and agreed upon for implementation, then the VP of Enrollment Management, Provost, and

Associate Dean will create a strategy that will outline both short-term and long-term goals and milestones for transition. This outline can be viewed as a whole or taken by areas that are of most interest to the institution; the research that will be conducted by the Aslanian Group will support this outline and direct efforts according to demand within the market.

VIII. **Student Financial Services**

During this first quarter of transition to Enrollment Management, three areas have emerged as defining functions for the unit to address in order for it to become a stronger cross-functional organization within the University. The three areas include addressing customer service gaps to continuing and prospective students, developing a relationship with a leveraging partner who will work with Enrollment Management to strategically plan the use of financial aid dollars, and reporting mechanisms that will track all Rider dollars including scholarship, grants, loans, federal and state aid, and independent loans.

Customer Service: As a unit that serves 90% of the Rider student community, it is critical to consider the type of services provided to the customer. The Office of Financial Services will be asked to complete a self-study within the next quarter. This self-study will attempt to ask the following questions: What is the current state of customer service in the Office of Student Financial Services? How can customer service be improved? What are the current barriers to improving customer service? How can these barriers be addressed? How does the Office of Student Financial Services record, track and celebrate successful customer service transactions? This self-assessment will be completed by November 2004 and will be the first of several studies that the office will conduct this year.

Leveraging Partners: By the beginning of September 2004, Enrollment Management will decide on an external leveraging partner that will help the institution in establishing financial aid strategies for the coming academic year, as well as plans for the next three to five years. Student Financial Services will work closely with the chosen partner, both in establishing strategies with the Admission office and providing the necessary data to the leveraging partner to assure that they have all the information needed for a successful launch. By November 2004, Enrollment Management will have a signed contract and be well underway in building a model that will address fall 2005 enrollments.

Financial Reporting: During this first quarter it has been a struggle to identify the awarding and acceptance trends within the specific areas of financial aid. Various ad hoc reports have been created over the last two months to expose staff to new ways of reviewing data and trends. The Office of Student Financial Services has strong instincts on how to award financial aid and still remain within overall budget allocation. Over the next quarter, with the establishment of the Office of Reporting and Planning in Enrollment Management, Student Financial Services will need to establish standard reports that can easily show day-to-day trends in awarding aid and

any flexibility that we may be able to gain as we proceed through the enrollment/awarding cycle.

In the coming quarters, Student Financial Services will be asked to complete self-study reports on the Student Work Study/ Campus Employment program and the awarding of Graduate Assistantships.

IX. Reporting and Planning

Critical to any successful Enrollment Management organization is the ability to share information with the community through formalized and regular reporting. In addition, Enrollment Management needs to take the lead in planning activities that will have an impact on student recruitment and retention. The primary area of responsibility in enrollment reporting and planning lies with the VP of Enrollment Management. The Enrollment Management structure has been changed to create a position that will support the VP in coordinating reporting and planning activities such as the following:

Tuition Pricing: Enrollment Management will work closely with the AVP of Institutional Research and VP of Finance in establishing the tuition pricing recommendation that will go to the President and the Board of Trustees. In addition, this group will consider pricing strategies that fall outside typical plans that may offer benefits in marketing new students or retaining the students who are currently enrolled. Meetings and research on programs will take place in late September with a recommendation to the President by October.

Data Warehousing – The newly established position of Director of Enrollment Planning and Reporting will work closely with the AVP of Institutional Research, OIT, and the Student Financial Services office in establishing the parameters for a common data set that will be tracked and included in Rider University's data warehousing efforts. The agreed-upon specifications need to be finalized by October 2004. This new strategy of collecting and saving historical data on a daily basis will allow us to review trends in student activities including applying, enrolling, FA awards, and payment histories. Data Warehousing will also allow us to view individual histories as well as activities on standard cohorts that we would create.

Enrollment Modeling – Enrollment Management will build upon the process of enrollment modeling that is currently in place at the institution by including the deans and academic units in the discussion and responsibility process. Within this next quarter, prior to the finalization of the budget cycle for 2005-2006, a format will be agreed upon in which enrollment goals will be agreed upon by all parties involved.

Professional Development – The Office of Reporting and Planning will also help in determining where the Enrollment Management organization needs professional development or evaluation of personnel within the organization and will develop reporting mechanisms that will track both.

The first goals within this area will be to work with the VP of Enrollment Management and the Director of Student Financial Services in determining the needs of the unit as it relates to customer service.

Reporting – Standard reports that will track everything related to enrollment patterns of new and returning students will be a key deliverable of this position and the Enrollment Management unit.

X. Image & Identity Marketing

Three areas have become the focus in establishing the brand identity for Rider University over the first quarter. These areas will be developed actively over the next three quarters and become the first ways that the institution will determine its brand.

Rider University Website

Phase I of the process came to a close on August 23rd, when the “soft launch” of the extranet web site, the main pages to which the public has access, occurred. A soft launch is simply an initial presentation of what the new Rider web site will look like. The existing university Web site, www.rider.edu, is still in place and fully accessible, but its home page contains a link to the new site. When clicked on, this link gives browsers a glimpse of our streamlined remodel and the chance to familiarize themselves with the intuitive and user-friendly layout of the new extranet site. About 100 new pages have been uploaded into the site’s new content management system for viewing and use, including About Rider, Academics, Admission, Athletics and Student Life.

Phase II began on August 23rd and will run through the end of September. During this time, about 400 pages of Rider’s existing website will be revised and updated for the extranet. By the end of September, all content revisions will be complete and uploaded, the old site will be dismantled, and the new Rider University extranet website will be launched at www.rider.edu. The lower level pages of the extranet will be further developed on a continuous basis.

Phase III will include work on revamping the “intranet,” those areas of the website that are of interest primarily to current members of the Rider community. These sections, “Current Students” and “Faculty and Staff,” will appear, as they do now, on the website’s main page. These pages will continue to feature links to vital campus services, such as Career Services and Human Resources, but we are confident that the updates will allow faculty, staff, and current students to more easily access the nuts-and-bolts information regarding campus life that they need every day. Phase III will run through the end of December into the third quarter.

In addition to the site redesign and migration of pages into the new template, the Internet Projects team will begin to explore ways to use search engine optimization to increase traffic to the Rider website.

Advertising

Enrollment Management will continue to take the lead in determining the way in which the institution allocates its advertising resources. ISA Advertising has been retained to help with media negotiations, timelines, and to propose a suggested calendar for maximum exposure.

Enrollment Management has requested that the following allocation of budget be considered when building the annual media calendar:

- 100K towards College of Continuing Studies
- 100K Graduate 60% Business/20% Education/20% Westminster
- 100K Image (Educational Supplements, Outdoor, Guerilla)
- 100K Combined
- 25K Undergraduate
- 25K New Programs

By January 2005, Enrollment Management will be able to determine if the current advertising allocation is adequate for building enrollments.

Signage

Enrollment Management is coordinating a committee that will complete the process of discovery for a Signage/Identity firm. This process will be completed within the next two weeks. A company out of these three choices will be identified to work through a timeline, budget, and designs. The signage project will be executed in phases. The first phase will include the three signs that are along route 206 at the University entrance. Additionally, the signage firm will be asked to submit a proposal for the billboard that is visible from Route 95 in the first phase.

Retention

In order for Rider to successfully implement an Enrollment Management University-wide approach, we will need to address the attrition issues within the freshman class. Retention issues will be addressed by Enrollment Management by defining and addressing three areas of concern that will help in charting the best course for making improvements in student/community satisfaction and putting the motions into play that will help develop the University Retention Plan. The three questions that will need to be answered are: Is Rider University accepting students who will enroll – or is Rider University accepting students who will graduate? Have we created a supportive, actively engaged academic environment? What have we done to create a community outside the classroom?

Throughout the Strategic Planning process, Enrollment Management will raise ways in which the University needs to engage in a dialogue, pursue additional data, and create objectives and action strategies that will help improve the institution's retention by a measurable result over the next five years. The action strategies will be focused and assessed on an ongoing basis by Enrollment Management. The measurable result should realize a .5% to 1% increase each year. Retention strategists state that an increase beyond 1% in a year is difficult to attain. By the Spring of 2005, Enrollment Management, in coordination with the Office of the Provost and Dean of Students, will establish a small, focused working group to overview and implement a successful retention plan as outlined by the University Strategic Agenda.

In the first quarter, one retention action strategy has been implemented by Enrollment Management and Student Life, and two additional areas will begin to be evaluated in the coming months. These three projects are outlined below:

Goal Quest: Rider University has partnered with Goal Quest, a personalized electronic communications firm that will intertwine with the freshman seminar curriculum. Twenty-two messages will be sent to each student, including interactive sharing of information, polling of satisfaction, and ways to enhance the student's first-year experience. Instructors of the Freshman seminar will be trained on how to use Goal Quest both in the classroom and as a follow-up to post assignments, messages and chat. Messages will also be tailored for parents, and through the tracking mechanisms and reporting tools that Goal Quest provides, the institution will be able to start tracking significant characteristics of the students who become disengaged with the product, who may also be disengaged with Rider. Enrollment Management negotiated a contact rate at half its market price, with the agreement that if Rider realized an increase in retention, Goal Quest would receive a bonus according to the rate of increase that the university realizes.

Admission & Financial Aid: In an effort to explore the question is Rider University accepting the students who have the ability to be successful in the institution, the Undergraduate Admission office, under the direction of the Dean of Enrollment, will explore historical persistence rates of students according to admission criteria and develop a two-year plan that will help Rider University move towards an acceptance process that accepts students who will most likely be retained to the point of graduation. This plan from Enrollment Management will be shared with the executive team of Rider by December 1, 2004, keeping in mind that adjustments may need to be made to application trends throughout the cycle.

EM Meetings with Department Chairs – Enrollment Management and the Office of the Provost have agreed to begin meeting with Department Chairs to review with them retention data for their academic areas for the past three years. The intention of these meetings is twofold: to further the understanding of attrition in the academic area and to create a retention action strategy specific to the major. Enrollment Management will attempt to schedule five of these meetings with the largest majors within the next two quarters.

XI. **Timeline: June 2004 – May 2006**

June – August 2004

- Soft Launch of new University Website
- Complete discovery process for leveraging partner
- Complete New Undergraduate recruitment Viewbook and Application
- Restructure Business Graduate Admission decisions into centralized process

- Meet with Aslanian Group to start Adult & Graduate Marketing Research
- Secure fall 2004 Enrollments
- Start Planning Meetings for Summer 2005 Enrollments
- Implement Goal Quest initiative to help with First-Year Student Retention
- Restructure Marketing area into Reporting & Planning
- Discovery process for new University signage
- Implement monthly Explore Rider programs to increase fall 2004 applications
- Transfer follow-up and implementation of plan for Raritan Valley and Mercer CC
- End of first quarter meeting – August 19th

September – November 2004

- Hire new Director of Admission, Westminster
- Hire new Director of Enrollment Reporting & Planning
- Convert Enrollment and Application Reports to new format
- Start Data Warehouse initiative
- Target largest five majors for Retention meetings with the Provost
- Launch New Website – Including 500+ pages of Extranet by September 23rd
- Overview of Intranet migration plan and milestones for next two quarters
- Launch new Application and Enrollment Reports
- Implement first phase of website search optimization
- Sign contract with leveraging partner, complete discovery meetings, and build enrollment model for '05
- Sign Aslanian market research contract and complete discovery process
- Propose academic agreement protocols with community college partners
- Financial Services – Self-Study on customer service
- Launch outdoor campaign
- Launch Executive MBA campaign
- Launch spring 2005 enrollment campaign
- Launch Graduate Education Program at Raritan Valley CC
- Complete designs for new University signage for entrance
- Increase applications for Undergraduate, Graduate, Westminster and CCS for spring 2005
- Outline and implement Honors College positioning/marketing strategy
- Plan Enrollment Management Conference for Community Colleges – May 2005
- Complete summer 2005 recommendations for increasing enrollments
- Development of a minority recruitment plan
- Proposal to NJ College Presidents about NJ Transfer inclusion of BCC
- End of Second Quarter, written update – November

December 2004 – February 2005

- Secure spring 2005 enrollments
- Admission acceptance procedure in relation to retention goals
- Accelerated Admission Days for spring 2005 enrollments
- Target largest five majors for Retention meetings with the Provost
- Launch Rider response to the New Jersey Stars Program
- Financial Services – Self-Study on Work Study/Campus Employment
- Enrollment Management internet site launched

March – May 2005

- Launch summer 2005 marketing campaign
- Host NJ Transfer Options Statewide Conference on Enrollment Management for Community Colleges
- Participation in spring recruitment tour of Asia
- Financial Services – Self-Study on Graduate Assistantships
- Create multi-media presentation

June – August 2005

September – November 2005

December 2005 – February 2006

March – May 2006

XII. Support from Community & President

The following questions need to be addressed by the President or members of the community to strengthen the overall support of the Enrollment Management plan:

- Can we produce incentives through merit awards and academically-oriented perks to increase the membership in the Honors program?
- Can we work on a special wage pay for the weekend hours that will be required for the admission and financial services staff?
- Will the University be willing to create a revenue sharing formula to encourage and recognize academic departments' participation in new program and delivery method development?
- Can the Continuing Studies area oversee the University's admission into the RAP program? This will eliminate these students from certain national survey information. We would also restructure financial assistance to these students.

- Currently the University academic workload is decentralized and determined within each school with no coordination to determine optimization of space, traffic patterns, and student demands for courses. Is the University willing to consider a centralized process for academic workload?
- Can Enrollment Management explore any of the following: new phone and internet services, imaging, or a student portal that will improve customer satisfaction in Financial Services, Registrar, Admission, and Bursar?
- Is the University willing to unite all Princeton and Lawrenceville Continuing Studies activities?
- How will the University address government relations/university relations outreach?
- Can Enrollment Management secure a space on campus that can serve as a presentation room/welcome center for admission activities?