Enrollment Management Accomplishments
Update 2005-2006

Strategic Direction 5, Goal 1a:
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 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 84% to 72% by 2010.

Enrollments

Freshman:
- Increased Lawrenceville Freshman fall 2006 Applications by 12% and enrollment deposits by 5%
- Maintained competitive yield from acceptance to application of 24%, fall 2005 yield was 25% (We anticipated a 1% to 1.5% drop in yield due to the first year implementation of the common application).
- Strategically decreased the acceptance rate by 2% from 81% in 2005 to 79% for fall 2006.
- Increased out of state enrollment to 28% from fall 2005 rate of 25%.
- Improved overall incoming Freshman HS GPA: fall 2006 is 3.25, compared to fall 2005 which was 3.15.

Westminster:
- Increased Westminster Freshman fall 2006 Applications by 21% and enrollment deposits by 42%
- Improved Westminster Freshman yield from acceptance to enrollment, fall 2006 yield is 64% compared to fall 2005 yield which was 55%.
• Administered aggressive recruitment campaign, including Open House and conversion events.
• Supported the development of future enrollment scenarios in association with President, Vice Presidents and Board of Trustees

**Transfer:**
• Increased Lawrenceville Freshman fall 2006 applications by 5% and enrollment deposits by 28%.
• Improved yield from acceptance to enrollment: fall 2006 yield is 56% compared to fall 2005 yield of 52%.

**Retention:**
• Improved freshman retention 1% from 78% in fall 2004 to 79% for fall 2005.
• Successful two-year implementation of new RAP program improving retention from 57% in fall 2004, to 71% in fall 2005, to 79% for fall 2006.
• Completed first year of Rider Advantage; retention for students with a GPA of 3.0 or greater is currently at 95% for fall 2006 compared to 93% for fall 2005.
• Increased academic standards and targeted other indicators that impact ability to succeed in the admission of new freshman.

**Strategic Direction 5, Goal 1c:**
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.

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<th>Responsibility:</th>
<th>Assoc Dean of CCS, VP for Enrollment Management, Provost, Deans</th>
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<td>Timeline:</td>
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<td>Resources:</td>
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<td>Benchmarks:</td>
<td>Increased 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</td>
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**Graduate**
• Created the Master of Arts in Organizational Leadership with a fall 2006 launch. This is in partnership with the Graduate Department of Human Services, Communications and CBA.
• Redesigned graduate recruitment publications.
• Implemented aggressive media campaign including outdoor, print, radio, web, and direct-mail.
**College of Continuing Studies:**

- Exceeded summer 2006 undergraduate enrollment goals by over 1,000 credits. Implemented a summer housing discount for currently enrolled students, improved marketing and added distance learning courses.
- Offered nine distance learning courses for the first time in Summer I. Plan to continue to expand offerings for spring and summer 2007.
- Launched a Bachelor Completion program at Burlington County College - spring 2006 offered the first two courses for the degree. Expecting combined enrollment of 25 for the two classes we will offer this fall.
- Offered the Applied Leadership Institute, a 3-day executive education program for Science Professionals in collaboration with the Science Advisory Board and CBA. 25 Science Professionals enrolled at $2,500.

**Strategic Direction 5, Goal 1b:**
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: Increased percentage of students from the top quartile of their high school class to 50%

**Financial Aid:**

- Decreased freshman discount rate, while maintaining quality and enrollment goals: fall 2004 discount rate was 38%; fall 2005 discount rate was 34%.
- Successfully administered the new *Rider Advantage* program for fall 2005 freshmen.
- Secured new *No-Fault* loan for students through Citibank.
- Continued to improve customer service through PSAL and other activities.
- Successfully implemented Noel-Levitz tuition revenue tracking.
- Expanded scholarship opportunities including reinstating founder’s awards, leadership scholarships and ongoing transfer awards.

**Bursar:**

- Successful year-end closing, despite tuition rate increases.
- Outstanding balances at the end of fiscal year 2005 were reduced by $118,000 or 2% over fiscal year 2004.
- Defaulted spring 2005 balances were reduced from 1.03% to .43% of total spring tuition charges. Active accounts collection increased from 21% last year to 24% by fiscal year end 2005.
- Perkins loan default rate for three consecutive years is below 10%; the federal government requires us to be below 25%
**Strategic Direction 1, Goal 4a:**
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: Completion by spring 2007
Resources: Existing operating budget

**One Stop:**
- Coordinated the discovery efforts for the One Stop structure. Included meetings about current work flow, site visits to other university one stops and recommendations that were given to M4 with short and long term goals.
- Identified five key areas for fall 2006 implementation:
  2) Create consistent hours of operation for all student services offices.
  3) Implement first stages of University-wide E-Commerce platform.
  4) Address calls center issues for key one stop offices.
  5) Create an “Ask One-Stop” location accessible by web and phone.
  6) Develop One Stop triage area for the first two weeks of semester openings (in place until permanent center can be created).

**Strategic Direction 5, Goal 2a:**
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

**Marketing:**
- Successful installation of the first phase of new Rider sign campaign on the Lawrenceville campus.
- Completed discovery meetings to identify University brand standards including logo, word mark, and University crest.
**Strategic Direction 5, Goal 2b:**
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

**Web Improvements:**
- Launched new Intranet including portal site and targeted, updated information for Current Students, Faculty and Staff.
- Redesigned and migrated the Rider Athletic web site.
- Added four virtual tour videos to the site.
- Created Institutional web site advisory committee. Established policy and procedures manual. Two meetings held over the last six months.
- Expanded the training of Rider community users on the Red Dot content management system.
- Restructured department with a net savings to the institution of 23K in salary savings.

**Strategic Direction 3, Goal 1a:**
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

- Created the Master of Arts in Organizational Leadership with a fall 2006 launch. This is in partnership with the Graduate Department of Human Services, Communications and CBA.
- Offered the Applied Leadership Institute, a 3-day executive education program for Science Professionals in collaboration with the Science Advisory Board and CBA. 25 Science Professionals enrolled at $2,500.
**Strategic Direction 4, Goal 2a:**
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 implementing 2006-07  
Resources:  Additional operating budget, fundraising potential

**International**
- Fourteen new international undergraduate and graduate students have submitted deposits for the fall semester. Countries represented include Canada, Korea, Trinidad & Tobago, and four students from Iceland.  
- We continue to support both Cohort I and Cohort II Sanda University students in the enrollment and internship process.  
- Completed second recruitment trip to Asia in fall 2005 which netted two enrollments.  
- Recruited in Iceland in coordination with the Voice department at Westminster, resulting in four graduate enrollments.

**Strategic Goal 1, Action Plan 2e:**
Evaluate and strengthen the Rider Achievement Program\(^1\) (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 implementing 2006-07  
Resources:  Additional operating budget